



Cory's family in Cory's house on Mount Carmel, Haifa, Israel - 12/2016. From left to right - front row: Ido & Noam David - sons of Shirly & Ronny, Doron & Ophir - sons of Joseph & Nira - back row: Amir Cory, son of Ruthy & Jacques, with his & Ella's children Itai & Noga, Jacques & Ruthy Cory, Yael, daughter of Shirly & Ronny, Shirly Cory Garfunkel, daughter of Jacques & Ruthy, Tomer, son of Joseph & Nira, Joseph Cory, son of Jacques & Ruthy

LATEST BOOK OF OTHER WORKS

ESSAYS, ARTICLES, SATIRE, DETAILS ON CORY'S BOOKS, TABLE OF CONTENTS & COVERS OF EBOOKS, OUTLINE OF 'THE FUTURE OF CAPITALISM IN A SUSTAINABLE SOCIETY', LIST OF THE LISTS, CVs, LADINO & GREEK HERITAGE, THE CHRISTIAN HERITAGE, CORRESPONDENCE, COURSES, IN ENGLISH, FRENCH, HEBREW, LADINO, SPANISH, ETC.

JACQUES CORY

TABLE OF CONTENTS

	Page no.
ACKNOWLEDGEMENTS	4
INTRODUCTION	6
DETAILS ON CORY'S BOOKS, EBOOKS AND OTHER WORKS	8
TABLE OF CONTENTS, FRONT AND BACK COVERS OF CORY'S EBOOKS	28
LIST OF THE LISTS IN CORY'S BOOKS	116
OUTLINE OF 'THE FUTURE OF CAPITALISM IN A SUSTAINABLE SOCIETY'	129
WE ARE CALLED TO THE FLAG – ARTICLE PUBLISHED IN NEWS LETTER OF THE INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS IN ISRAEL, 12/2009, PP. 5-6	160
THE RISE AND FALL OF BUSINESS ETHICS FOLLOWING THE GREAT RECESSION OF 2007/10 (PUBLISHED ORIGINALLY IN THE ISRAELI CPA REVIEW – 10/2009)	164
JACQUES CORY'S HERITAGE – GREEK, LADINO, ESSAY WITH TEXTS IN GREEK ENGLISH, HEBREW, FRENCH, SPANISH, LADINO, ARAMAIC, LATIN, ETC.	166
CORRESPONDENCE IN ENGLISH BETWEEN CORY AND THE UN, INITIATION BY CORY, PARTICIPATING & EDITING OF THE TRANSLATION INTO LADINO OF UN UNIVERSAL DECLARATION OF HUMAN RIGHTS (& APPRECIATION LETTER)	252
SPANISH CITIZENSHIP ARTICLE – MAY 2014 – IN LADINO, ARTICLE PUBLISHED IN THE TURKISH PERIODICAL DIAYLOG 033, PAGE 87	257
ARTICLE IN ESEFARAD.COM, SPAIN, 28/10/2011 – DEKLARACION UNIVERSAL DE DERECHOS UMANOS – EN LADINO	259
'THE CHRISTIAN HERITAGE' BUSINESS PLAN	263
CVs LONG & SHORT IN ENGLISH, FRENCH, HEBREW, LIST OF PUBLICATIONS	288
ETHICAL INITIATIVES – GLOBAL CENTER FOR BUSINESS ETHICS, INSTITUTE OF ETHICS, INTERNATIONAL ETHICAL FUND, INTEGRITY SCREENING AND TESTS, ETHICAL STRATEGIC PLANNING, ETHICAL CODES, ACADEMIC RESEARCH	312
10 MAIN COURSES IN BUSINESS ETHICS, GLOBALIZATION, SUSTAINABILITY, CSR.. FOR BUSINESS, ORGANIZATIONS & UNIVERSITIES (INCLUDES ALSO M&A, CORPORATE GOVERNANCE, NGOs & PUBLIC SECTOR, BUSINESS & SOCIETY, LEADERSHIP & INTEGRITY, IN CASE STUDIES, FILMS, PLAYS, LITERATURE)	323
COURSE - BUSINESS ETHICS & THE FUTURE OF CAPITALISM IN A SUSTAINABLE SOCIETY	367

THE FUTURE OF CAPITALISM IN A SUSTAINABLE SOCIETY – A CONTEMPORARY COURSE, INCLUDING BIBLIOGRAPHY AND LIST OF WORKS FOR ALL COURSES (FOR CV – SEE ABOVE)	379
2 COURSES - THE FUTURE OF CAPITALISM IN A GLOBAL SUSTAINABLE SOCIETY, BUSINESS ETHICS IN FILMS	424
ELEMENTS D'ETHIQUE DES AFFAIRES – 2 COURS, 2 COURSES IN FRENCH	437
UNE MANIÈRE ORIGINALE D'ENSEIGNER LA RSE FROM THE BOOK "LA RSE"	440
442 קורס מבוא לאתיקה עסקית וארגונית בתיאוריה, אירועים ויצירות	
10 תוכניות לימוד עיקריות בעסקים, בארגונים ובאקדמיה (כולל מיזוגים, אתיקה עסקית, מבוא למנהל עסקים, קיימות, גלובליזציה, מנהיגות, אתיקה עסקית בישראל, אתיקה במגזר הציבורי, באירועים, מחזות וסרטים) ובסוף: תעודת מרצה מצטיין באוניברסיטת חיפה – 2005	448
489 יהלך זר ולא פוך – בהיבט אישי ולאומי – כן או לא? – מסה בעברית ובאנגלית	
JEWISH AUTHORS IN MODERN LITERATURE, AND JEWISH PERSONALITIES – AND THEIR CONTRIBUTION TO THE WORLD'S WELFARE IN CONTEXT OF THE RESURGENT ANTI-SEMITISM IN EUROPE, IN ARAB & MUSLIM COUNTRIES	491
499 היבטים אקטואליים על גזענות – מסה	
503 על ציונות ופוסט ציונים – מסה	
505 דיון בענייני דיומא על רקע אירועי העבר – מסה	
510 על מסעות, אצילים וחסרון כיס – מסה	
514 על בלשנות וכישרון לשפות – מסה	
הספד לאריה אבנרי (פורסם במחלקה ראשונה NEWS1 בכותרת "מהאבות המייסדים של מדינת הצדק" ב- 21.4.2016). בסוף המאמר צילום של עיטור המופת אותו קיבל יעקב קורי בשנת 2015 מידי אריה אבנרי "שחיה נגד הזרם", יחד עם בני גנץ, באירוע חגיגי של אומ"ץ בראשות אבנרי, בנוכחות ל"ו חברים של קורי וקהל רב 517	
סיפור אהבה מופלאה בין הלאדינו וביני – מסה (פורסמה בחלקה בכותרת "סיפורה של אהבה מופלאה – הלאדינו ואני" בגיליון 28 רומנסה ספרדית בדצמבר 2015 עמודים 58-62 של חוברת הכיוון מזרח)	521
האם אנחנו סוטים, שונים או נורמלים? - מסה (פורסם במחלקה ראשונה NEWS1 ב- 24.7.2016)	536
על החלטות אי רציונליות בחיי - מסה (פורסם במחלקה ראשונה NEWS1 ב- 15 במאי 2016)	542
חשבון נפש וסקירה על ספרים חדשים (פורסם במחלקה ראשונה NEWS1 ב- 5.4.2016)	546
550 ניתוח הקוד האתי של סיב"ט (פורסם במחלקה ראשונה NEWS1 ב- 6.4.2016)	
554 ניתוח השוואתי של היצירה הספרותית של המשורר צבי אביאל (פורסם בחלקו ב- "עיתון 77", יולי 2015)	
557 ביקורת על הספר "ידעתי שאמצא אותך" של הסופרת דליה אביאל (פורסם בכמה אתרים)	
נאום לכבוד המועמד לנשיאות דני שכטמן בכנס סיכום לתומכים – 13.6.2014 – סטירה (פורסם ביוטיוב) כולל גם את עיקרי מצע תנועת הרפובליקה השנייה של ישראל	558
562 תכתובת בין יעקב קורי למשפחה וחברים, פוסטים, ברכות וכדומה	
SATIRE ON MOLIERE'S TARTUFFE OR THE HYPOCRITE AND THE PALESTINIAN PROBLEM	580
CORRESPONDENCE IN ENGLISH AND FRENCH	584
Schedule of the Celebration of Ruthy Cory's 70 th Birthday in Nahariya/Galilee, 12/2016	593
594 חידון יום העצמאות ה- 69 למדינה – 2.5.2017	

ACKNOWLEDGEMENTS

I dedicate this book to [my wife Ruthy](#) and to my children, Joseph, Amir and Shirly, to whom I dedicated my book "[A Voyage Into My World's Culture](#)", who continue to support me in spite of all the difficulties and the personal sacrifices. I still need and receive their warm support, and especially of my beloved wife, who is the backbone of our family, [razon de vivir mi vida](#), [the Rain Fairy](#), helping all of us who are in need. I am lucky to have this support, and the support of my two sons Joseph and Amir, my daughter Shirly, and even my grandchildren Tomer Cory, Doron Cory, Ophir Cory, Noga Cory, Itai Cory, Noam David (Cory) Garfunkel, Ido (Cory) Garfunkel and Yael (Cory) Garfunkel, like Dr. Tomas Stockmann had in *En Folkefiende* by Henrik Ibsen – the support of his wife Katherine, his two sons Eilif and Morten, and his daughter Petra. I enjoy the support that I receive from my students, readers, friends, mentors and colleagues, but nothing can compare to the support of my family, as it is the most precious present that one can hope for, and that is why I dedicate them this book.

I am deeply grateful to [Henri-Claude de Bettignies](#), my academic mentor, one of the most prominent ethicists in the world, who believed in my academic capabilities and gave me the opportunity to teach at INSEAD in Singapore and lecture in Fontainebleau, recommended me to Yvon Pesqueux at CNAM in Paris for writing a dissertation and receiving (with distinction) my PhD, with him in the Jury as rapporteur. I identify myself completely with him and am deeply touched by all what he has done for me but mostly by his unconditional friendship.

I would like to thank five mentors and friends who passed away, but assisted me very much in all my endeavors. First of all [Henk Van Luijk](#), a dear friend, the best man I have ever known, the most erudite, the kindest man. Without knowing me, he agreed to meet me in Amsterdam, read my books and gave me very valuable comments. He participated in the jury of my PhD, and wrote excellent reviews on my work. [Baron Edmond de Rothschild](#) believed in me and gave me a full scholarship for my MBA studies at Insead. Afterwards, he continued to be interested in my career and met me with the other Israeli grantees several times. [Harry Recanati](#), one of the founders of the Israeli and international Discount Bank, was one of the most ethical businessmen I have ever known, he was a good friend, encouraged me, and was very interested by my work. [Uri Levit](#), the CEO of Poalim Investments, was one of my best friends but also a colleague with whom I enjoyed working for many years during my career. He was very ethical and suffered because of it, in an environment which was more and more corrupt. Finally, the most prominent figure in the fight against corruption in Israel, [Arieh Avneri](#), who became a symbol with his unabated stamina, his integrity and his ethical leadership. He influenced very much my ethical thought and was for me an admired mentor.

I would like also to thank my directeur de these at CNAM Yvon Pesqueux, who believed in me and enabled me to receive my PhD degree at the age of 60. I am thankful also to Ilan Meshulam, who invited me to teach at the University of Haifa and invited me to teach at the International MBA program for 3 years. Without their support I wouldn't be able to lecture in business ethics. Itzhak Gormezano Goren is a close friend who stood by me in the most difficult moments, encouraged me and dared to publish my ethical novel combating the unethical practices of Israeli business. I would like to thank my colleagues at the University of Haifa: Ido Landau, Tzipora Shechtman, and Aharon Ben Zeev, at the University of Tel Aviv: Itzhak Saporta, Yehuda Kahane, and Ran Lachman, at the Technion Institute: Peretz Lavie

and Dan Shechtman, at the Carmel Academic Center: Nahum Biger, as well as at Magnes of the Hebrew University of Jerusalem: Hai Tsabar. I would like to thank especially Shahar Horev, who invited me to write an ethical code and case studies, and train the managers of Sibat at the Israeli MOD – a project that received the first prize and was a tremendous success. Special thanks to the prominent playwright Joshua Sobol, who reviewed very favorably my books, David Golan, who recommended my application for the Emet prize, Vicky & David Shlachet for their support, Michel Ohayon for a long and fruitful cooperation.

I have a deep gratitude to friends from all over the world, who were interested in my projects and assisted me in advice – the late [Georg Heine](#), a true cosmopolitan, fluent in all the languages of Insead – English, French, German - and Greek on top of that, whose good heart was legendary and his friendship a treasure. Robert Ferris & Alex Lajoux are precious friends who assisted me very much. Miklos Marschall, Anthony Simon, [Dietmar and Carlita Fuchs](#), Angus Fraser, Jonathan Franklin, Einar Dahl, Georges Kryceve, Alain Somia, Claudio Gino, Robert Briefel, Francis Desforges, Jak Kori, Jean-Pierre Lorrain, Jean-Pierre Lehmann, Aldo Levy, Francois Lepineux, Genevieve Ferone, Paolo Jurkic, Moses Pava, and many others.

Many family members, friends and colleagues have influenced, assisted and backed me, and I would like to thank them all: my mother, Pauline Simon Cory, who was my ethical inspiration since my early childhood. In her kindness, grace, wisdom and common sense, she gave me a model which I have followed ever since. My father Albert Cory who believed in me all the way, my grandchildren Tomer Cory, Doron Cory, Ophir Cory, Noga Cory, Itai Cory, Noam David Garfunkel, Ido Garfunkel, Yael Garfunkel, family members and friends Ronny Garfunkel, Nira Cory, Ella Shechtman Cory, Rachel and Eitan Zeiler, Haiim and Nehama Cory, Betty Rosen, the parents of Ruthy my wife – David Popliker and Fanny Popliker, and Rosalia Cohen, Dalia Golan, Shaul Marin, Galia Sagy, Rachel Bortnick, Shosha Goren, Hanita and David Malkov, Jonathan and Leah Adereth, Itamar Levin, Shuki Schwartz, Reuven Maskit, Ruthy Mayblum, Naomi and Arie Barsilay, Meir Heth, Eran Vigoda-Gadot, Ora Rubinstein, Amos Carmeli, Yoav Itzhak, Yariv Yairi, David and Zahava Braha, Asaf Sudri, Joseph and Galila Manchik, Carmela Biger, Avi and Dafna Dinerman, Tzofi and Ori Lev, Ofra and Udi Ben Ari, Shlomit Levanon, Meir Tamari, Irit Levit, Zeev Nahari, Naftali and Ronit Fried, Ami and Yehudit Ofek, Avi Rimmer, Vera and Uzi Shaham, Alberto and Tali Garfunkel, Dov Nardimon, Dove Izraeli, Itamar Theodor, Gaby and Shosh Nagar, Teddy Weinshall, Izi Lavie, Mike Doron, Oded and Hana Rosenthal, Dalia and Zvi Aviel, Smadar and Shmuel Paz, and so many others. Finally, a special thanks to Jana Brailovsky, one of my brilliant students, who convinced the University of Haifa to make accessible special classroom acoustics for me and other professors and students who suffer from hearing loss.

[Jacques Cory](#) may not be held responsible for any of the contents, data or links in this book. All rights are reserved to Jacques Cory and to the publishers of his books, articles and essays, to the holders of the rights in the links, photos, data, and other material in this book.

INTRODUCTION

Many essays, articles, lists, correspondence and other material were not published yet in books or eBooks, or were published only in Cory's website. Yet, in order to encompass most of Cory's work, there is a need to publish all those works in one eBook. In the last year several eBooks were published in many volumes, holding thousands of pages in most diverse topics – business ethics, geography, culture, history, literature, drama, linguistics, arts, music, philosophy, biographies, an autobiography in English and Hebrew, articles, essays, with photos, maps, tables, and the magnum opus – Academic Proof that Ethics Pays, proving the correlation between ethics and prosperity. The eBook "Latest Book of Other Works" is the 9th book, the 18th volume, and includes all the latest works & material that were not published.

The book comprises the Essays and Articles published in the last few years on business ethics, culture, Sephardic heritage, poetry, satire, eulogy, etc., Details on 40+ Cory's Books, Table of Contents and Covers of Books, Outline of the Book Project "The Future of Capitalism in a Sustainable Society", List of the Lists on Culture and Other Topics in Cory's eBooks, CVs of Jacques Cory, Essay on the Greek/Ladino Heritage of Cory's Family, The Christian Heritage Business Plan, Original Initiatives in Business Ethics, Correspondence with Family and Friends, Courses in English, French and Hebrew, and other texts in those and other languages.

'Details on Cory's Books, eBooks and Other Works' gives the full details on the 10 books published by well-known publishers such as Kluwer, Springer, Magnes... in the US, Europe and Israel, including the book 'Activist Business Ethics' quoted several times in the entry "Business Ethics" on Wikipedia and other websites and held by 1000+ libraries worldwide, and the book 'Business Ethics: The Ethical Revolution of Minority Shareholders' – the first academic pioneering book ever to deal with the issue of ethics to minority shareholders. The Hebrew academic book 'Selected Issues in Business Ethics and Social Responsibility' has become a standard textbook in Israel, with its dozens of business cases and analyzing of films, plays and films on those topics, taught at business ethics courses in many Israeli universities. The list includes also the first ethical novel in Hebrew 'Beware of Greeks' Presents' taught in dozens of Cory's courses, the play 'Nelly's Choice' published in France, a dissertation on 'Business Ethics and the Minority Shareholders' – the first ever in the world on this topic and an academic book based on it, 'Business Ethics for a Sustainable Society' with texts, cases and analysis on business ethics, sustainability, globalization, social responsibility, corporate

governance, international and multicultural business, the Great Recession, capitalism, etc. Finally, two books in Hebrew and French with chapters by Cory on CSR and social justice.

Our book comprises also details, the Table of Contents and covers, of the eBooks published by Cory on his website and on the website of leading universities and organizations. The eBooks deal with issues of social, economic and governmental justice, essays and articles, ethical codes, case studies, general and personal topics, culture, two children books, two plays in Hebrew, geography, history, literature, biographies, Cory's autobiography in English and Hebrew, languages, theater, music, arts, philosophy, innovation, humor, memoirs, business ethics, the Israeli-Palestinian conflict and radical Islam, travel, a diary, credo, worldview, impressions, heritage, correspondence, feelings, photos, links to videos, books and music, audioplay, screenplay, and finally – Cory's magnum opus – 'Academic Proof that Ethics Pays' proving that the most ethical countries are the most prosperous, as assessed by Cory's Index of main indices of performance, a breakthrough pioneering book that received excellent reviews.

The book includes also some of the courses that were not published yet (and links to other courses on [Cory's Website](#)) in English, French and [Hebrew](#) (also [additional courses](#)), most of them taught in dozens of courses at the University of Haifa, the Tel Aviv University, the Technion, INSEAD, 17 classes of the Naval Academy, Carmel Academic Center, Ruppin College on various topics – the Great Recession, Capitalism, Business Ethics, International and Multicultural Business, CSR, Social and Economic Justice, Sustainability, Leadership, Business Administration, Management, M&As, Finance, Sales, Strategic Planning, Business Plans, Turnarounds, Know-How Transfer, Globalization, Corporate Governance, Business and Government, Stakeholders, and other topics. The book includes also an outline of the book 'The Future of Capitalism in a Sustainable Society', the business plan 'The Christian Heritage', correspondence, essays, articles, satire, ethical initiatives, in English and Hebrew.

The book includes also CVs in English, French and Hebrew in different contexts, and List of Cory's Lists, comments and impressions, and Others' Lists published in Cory's Books on the best modern literature – authors and books in dozens of countries and languages, the best playwrights, best plays, best poets, languages learned, countries visited, best biographies, best painters, paintings and museums, best films, best films and authors on business ethics, best Jazz instrumentalists and vocalists, best classical music and opera composers, best shows, songs and concerts, best sitcoms, musical and comedies, best trips all over the world, lists, statistics and details on the 300 countries on earth, fields of interests, cosmopolitan overview, and finally lists, tables and data on 70+ parameters on the performance of the world's states.

DETAILS ON CORY'S BOOKS, EBOOKS AND OTHER WORKS

PUBLICATION OF BOOKS: 10

1. [BUSINESS ETHICS: THE ETHICAL REVOLUTION OF MINORITY SHAREHOLDERS](#)

Kluwer Academic Publishers – 2001 – hard cover, First Springer Science+Business Media, Inc. – 2005 – soft cover, and in subsequent years additional soft cover and eBook editions. ISBN - hard cover 0-7923-7300-6, 9780792373001, soft cover 0-387-23040-8, 9780387230405, eBook 0387232311, 9780387232317, held by [700+ libraries worldwide](#).

The first published academic book in the world on business ethics to minority shareholders. A pioneer research, based on case studies of U.S., French & Israeli companies and on the author's extensive business experience, with a modern approach on activism in business ethics. The book found the rules that govern unethical conduct towards minority shareholders, which were validated by the Enron, WorldCom and corporate scandals after the publication of the book. You can read extracts, details, purchasing, and reviews of the English book on [Cory's website in Books](#).

2. [ACTIVIST BUSINESS ETHICS](#)

Kluwer Academic Publishers – 2002 - hard cover, First Springer Science+Business Media, Inc. – 2005 – soft cover, and in subsequent years additional soft cover and eBook editions. ISBN - hard cover 0-7923-7566-1, 9780792375661, soft cover 0-387-22848-9, 9780387228488, eBook – 0387229140, 9780387229140, held by [1000+ libraries worldwide](#).

Activist Business Ethics is an academic book in English quoted on Wikipedia and many other websites, and several times in the entry "Business Ethics" of Wikipedia, is recommended in Wikipedia and Answers.com for "Further Reading", and is treated as a standard text/source book in Talk: Business Ethics in Wikipedia. The book examines international aspects, business ethics in the religions, psychological and sociological aspects of business ethics, ethical and democratic evolution, the personification of stakeholders, the predominance of values & ethics for CEOs, & the inefficient safeguards of the stakeholders' interests. The book presents new vehicles for the safeguard of those interests, such as the Internet, Transparency, Ethical Funds and Activist Associations, and future activist vehicles, such as the Supervision Board and the Institute of Ethics. You can read extracts, details, purchasing, and reviews of the book on [Cory's website in Books](#).

3. [BUSINESS ETHICS FOR A SUSTAINABLE SOCIETY: CONQUERING THE CORPORATE FRANKENSTEIN](#)

The Edwin Mellen Press – 2009 hard cover, 2010 soft cover. ISBN – hard cover 0-7734-3848-3, 9780773438484, soft cover- 0-7799-1291-8, 9780779912919.

The academic book in English is a pioneering book on business ethics, social responsibility, sustainability, corporate governance and globalization. It covers the three main facets of those subjects: the theoretical with 11 chapters on the essence of ethics and sustainability in the context of the Economic Whirl and the ethical credo of the author, the empirical with 20 case

studies written mostly as short and compelling stories on ethical and corporate governance dilemmas in international business, and the emotional with the analysis of dozens of films, plays, novels - masterpieces on those subjects. You can read extracts, details, purchasing, reviews of the book on [Cory's website in Books](#).

4. [SELECTED ISSUES IN BUSINESS ETHICS AND SOCIAL RESPONSIBILITY](#)

סוגיות נבחרות באתיקה עסקית ובאחריות חברתית מאת יעקב קורי

SUGYOT NIVHAROT BE-ETIKAH 'ISKIT UVE-AHRAIUT HEVRATIT

The Hebrew University Magnes Press – 2008 soft cover, and subsequently eBook edition.
ISBN – 978-965-493-355-1, 9654933551

The academic book "Selected Issues in Business Ethics and Social Responsibility" in Hebrew is unique in the sense that it comprises theoretical chapters, case studies that are based on the large business experience and the academic research of the author, and the analysis of films, plays, documentaries and novels - masterpieces on business ethics. The parts of the book focus on the ethical facets of leadership, integrity, whistleblowers, corporate governance, stock market, banking, government and business, corruption and bribes, wrongdoing of stakeholders, trust, transparency, decency, sustainability, social responsibility, activism, environment, globalization, international aspects and business ethics in Israel. You can read extracts, details, purchasing, and reviews of the book on [Cory's website in Books](#).

5. [L'ETHIQUE DES AFFAIRES ET LES ACTIONNAIRES MINORITAIRES: DES VOIES NOUVELLES POUR SAUVEGARDER LES INTERETS DES ACTIONNAIRES MINORITAIRES](#)

BUSINESS ETHICS & THE MINORITY SHAREHOLDERS: NEW WAYS FOR SAFEGUARDING THE INTERESTS OF THE MINORITY SHAREHOLDERS. Editions Universitaires Europeennes – ISBN – 978-3-8417-9771-1, 3841797717. Sudwestdeutscher Verlag für Hochschulschriften GmbH & Co. KG, 2012, soft cover.

Le livre examine le contexte actuel de l'éthique des affaires envers les actionnaires minoritaires, et propose des voies nouvelles. Il traite successivement de la nécessité de mener une recherche pionnière ; de l'intérêt d'une recherche qualitative et des études de cas ; de la légitimité de la recherche littéraire dans le cadre d'un livre académique ; des règles concluant le livre; de l'analyse comparative de l'affaire Enron et du livre. Le livre montre comment les mécanismes ou instances traditionnels visant à garantir les droits des actionnaires minoritaires; à savoir le système légal, les actions collectives, les dirigeants des entreprises, les membres des conseils d'administration, les administrateurs indépendants, l'autorité de tutelle des marchés boursiers, les auditeurs, les analystes, les soumissionnaires et la presse; n'apportent pas souvent une protection suffisante aux actionnaires minoritaires. You can read extracts, details, purchasing, and reviews of the French academic book on [Cory's website in Books](#).

6. [L'ETHIQUE DES AFFAIRES ET LES ACTIONNAIRES MINORITAIRES](#)

BUSINESS ETHICS AND THE MINORITY SHAREHOLDERS

Thèse de doctorat en Sciences de gestion sous la direction de Yvon Pesqueux, soutenue en 2004 à CNAM, Paris, France. PhD dissertation on Business Ethics, 2004, at the libraries of CNAM Paris and ANRT Grenoble, France, as well as at the library of the University of Haifa, Israel.

The French thesis by publications, Business ethics and the minority shareholders, is based on two books by Jacques Cory that were published in 2001 by Kluwer Academic Publishers in Boston: Activist Business Ethics and Business Ethics: the ethical revolution of minority shareholders. The dissertation examines the actual context of business ethics towards minority shareholders, the new vehicles to safeguard their rights, expands on the necessity to conduct a pioneer research, the methodology of the publications, the qualitative research, the case studies, the legitimacy of literary research as part of an academic research, the rules that conclude the books, a comparative analysis of Enron and the publications, describes in detail the basis of the bibliographical research and ends with the repercussions of the thesis on future research. You can read extracts and reviews of the thesis/dissertation/academic book in French on [Cory's website in Books](#).

7. [BEWARE OF GREEKS' PRESENTS](#)

הישמר מן מדורון יווני מאת יעקב קורי

HISHAMRU MI-DORON YEVANI – NOVEL IN HEBREW

Kedem Publishing, Sidrat Keshet ha-Mizrah, 2001, soft cover.

ISBN – 965-7103-11-8, 9789657103111.

The Hebrew novel “Beware of Greeks’ Presents” describes in a trenchant way the corruption in the business world, as only a businessman who knows the reality from personal knowledge can describe. This is the basis of the book’s originality, that is very convincing by its authenticity and by the message it conveys about the future of society in the new Millennium, a message of despair mixed with some hope. The protagonists of the book are Ully (Ulysses) and Nelly (Penelope) Doron, an Israeli couple, who is not ready to succumb to the new norms and pays the full price for that, followed by the betrayal of their best friends. Their ordeal is related as a modern Odyssey, as the heroes are from Greek origin and are compared to those of Homer. You can read extracts, details, purchasing, and reviews of the book: in English on [Cory's website in Books](#), and in [Hebrew](#), and watch a film of two hours on the launching of the book in 2001.

8. [LE CHOIX DE NELLY](#)

NELLY'S CHOICE - BEHIRATA SHEL NELLY

[בחירתה של נלי](#) מאת יעקב קורי ועמליה אייל

A play in French by Jacques Cory and Amalia Eyal, with an introduction and review by Joshua Sobol, translated from the Hebrew play by Saskia Cohen, the French text was edited by Jacques Cory.

Edilivre, 2012, soft cover and eBook editions

ISBN – 978-2-332-50663-4 soft cover, 9782332506641 eBook

The play in Hebrew has not been published yet in a printed version, but it can be found at the library of the University of Haifa, the text of the play and the music of the play are – [on](#)

[Cory's website](#), and reading of the play was performed at the Hebrew University of Jerusalem on July 30, 2008.

La pièce *Le Choix de Nelly* décrit d'une façon incisive la corruption qui règne au sein du monde des affaires, comme seul un homme d'affaires qui connaît personnellement la réalité peut le faire. Le thème de la corruption du monde des affaires, en particulier des méfaits commis à l'encontre des actionnaires minoritaires, n'a pas encore été étudié de façon adéquate dans la littérature contemporaine, et il n'existe presque pas de livres écrits par des hommes d'affaires sur ce sujet. La pièce originale et convaincante transmet un message sur l'avenir de la société moderne en ce siècle - un message de désespoir et d'espérance mêlés. La pièce aborde des problèmes tels que la corruption du monde des affaires, le racisme, la libération de la femme, l'amour et la trahison. You can read extracts, details, purchasing, and reviews of the French play: in French and in English on [Cory's website in Books](#), and in [Hebrew](#), as well as the music of the play – the list and the audio.

9. ESSAY: UNE MANIÈRE ORIGINALE D'ENSEIGNER LA RSE – IN THE BOOK: [LA RSE](#) – LA RESPONSABILITE SOCIALE DES ENTREPRISES: THEORIES ET PRATIQUES BY FRANCOIS LEPINEUX, JEAN-JACQUES ROSE, CAROLE BONANNI, SARAH HUDSON

ESSAY - AN ORIGINAL METHODOLOGY FOR TEACHING CSR – IN THE BOOK: THE CSR – THE CORPORATE SOCIAL RESPONSIBILITY: THEORIES AND PRACTISES – IN FRENCH

Dunod Edition, 2010, soft cover and eBook editions. ISBN – 978-2-10-052648-2, 2100526480 soft cover, 9782100526482, 2100526480 eBook

La responsabilité sociale des entreprises (RSE) est un concept dans lequel les entreprises intègrent les préoccupations sociales, environnementales et économiques dans leurs activités et dans leurs interactions avec leurs parties prenantes. Cet ouvrage est le premier manuel de référence en français consacré à la RSE. Il présente les origines et le développement progressif de ce concept, puis montre comment la RSE se décline dans les différentes disciplines des sciences de gestion, et dans les différentes fonctions des entreprises. Enfin, il met l'accent sur les nouveaux types de gouvernance avec la RSE. L'ouvrage propose une approche interdisciplinaire (sciences de gestion, sociologie, sciences politiques...) et une orientation internationale (par les exemples choisis). Il contient des entretiens avec des spécialistes, tel Jacques Cory d'Israel. The French essay of Cory can be read in French on [Cory's website in Articles](#), and in a [Hebrew version](#) of it.

10. ESSAY: IN THE NAME OF CITIZENS, BUSINESS OR OFFICIALS? (ON SOCIAL AND ECONOMIC JUSTICE) BY ERAN VIGODA-GADOT AND JACQUES CORY – IN THE BOOK: [PUBLIC RESPONSIBILITY IN ISRAEL](#), EDITED BY RAPHAEL COHEN-ALMAGOR, ORI ARBEL-GANZ, ASA KASHER

מסה: בשם האזרחים, העסקים או העסקנים? הארות על האחריות הציבורית של הממשל והמנהל הציבורי, מאת ערן ויגודה ויעקב קורי, בספר: אחריות ציבורית בישראל, עורכים: רפאל כהן-אלמגור, אורי ארבל-גנץ, אסא כשר.

Hakibbutz Hameuchad Publishing House and the Jerusalem Center for Ethics, 2012, hard cover and eBook editions. ISBN – 0 0310005170 5

Public responsibility is often conceptualized as an objective and universal expression beyond time and era. However, the individual's understandings and interpretations may emphasize the personal perspective of bureaucrats and elected officials' duties. How can one bridge

between citizens' expectations and subjective concepts of the term *public responsibility* and the limited definition drawn by the public sector? These and other related questions are addressed in this seminal volume. For the first time, leading Israeli scholars and experts have gathered to explore the meaning of public responsibility. Each of the distinguished authors - historians, political scientists, sociologists, social-psychologists, philosophers, literature scholars, law professors, policy analysts, economists, former judges, legislatures and ministers – had clarified a different aspect of *Public Responsibility*, based on his professional discipline and resulting understandings of the discussed concept. The result in this academic book in Hebrew is a thorough review of the meaning of public responsibility. The essay of Cory can be read on Cory's website: in the version with the co-author Eran Vigoda-Gadot - [extracts](#), [full text](#), and in the [original version](#) by Jacques Cory.

WRITING OF eBOOKS: 11-23

11. [SOCIAL, ECONOMIC & GOVERNMENTAL JUSTICE: ESSAYS, ARTICLES](#)

[Google Books](#) צדק חברתי, כלכלי ושלטוני: מסות ומאמרים מאת יעקב קורי

The academic eBook in Hebrew is a compilation of essays and articles on Social, Economic and Governmental Justice, written by Jacques Cory and published in leading universities and organizations websites. The book gives an alternative method to conduct business, more social in its approach, more humane – the opposite of the neoliberal approach prevailing in the United States and Israel. Its political implication is a new regime – the Second Republic of Israel – focused on the welfare of the 99% of citizens, which are not represented adequately in the Israeli government. But the ideology of the book is universal, as the same economic and social injustice prevails in all the neoliberal regimes and in many other so-called social regimes, which advocate minimal regulation, extensive ties between government and the tycoons ruling business, and a reckless market economy, which is in fact ruled by monopolies and oligarchs. Finally, the book analyzes the Scandinavian model and suggests adopting most of their precepts in order to achieve best results. The eBook from 2012 exists only in this format, and anyone can print it, as Cory and others did, or read it free of charge. The eBook can be found at the websites of the libraries of the University of Haifa and Carmel Academic Center, Israel, the websites of [Transparency International Israel](#), [Ometz Israel](#), [Cory](#)...

12. [ETHICAL CODES](#) AND CASE STUDIES, ESSAYS AND ARTICLES ON SOCIAL, ECONOMIC AND GOVERNMENTAL JUSTICE

קודים אתיים ואירועים על קודים אתיים, מסות ומאמרים על צדק חברתי, כלכלי ושלטוני

An academic eBook in Hebrew published in 2016, comprising ethical codes, generic case studies on ethical codes, professional essays and articles on social, economic and governmental justice, published until 2015. The eBook exists only in this format, and anyone can print it as Cory and others did, or read it free of charge. The eBook can be found at the websites of the libraries of the University of Haifa and Carmel Academic Center, Israel, the [websites of Cory](#), organizations, etc...

13. [ESSAYS, MEMOIRS](#) AND ARTICLES ON GENERAL AND PERSONAL TOPICS

מסות, זכרונות ומאמרים על נושאים כלליים ואישיים

An eBook in Hebrew on general and personal topics published in 2016, comprising essays and articles on general topics, memoirs and personal topics based on Cory's autobiography,

on literature, biographies, drama, linguistics, correspondence, a youth diary, Cory's Ladino activities, and views on the Israeli-Palestinian conflict. The eBook exists only in this format, and anyone can print it, as Cory and others did, or read it free of charge. The eBook can be found at the websites of the libraries of the University of Haifa and Carmel Academic Center, Israel, the [websites of Cory](#), organizations, etc...

14. [THE RAIN FAIRY](#) – A CHILDREN BOOK IN HEBREW

פיית הגשם מאת יעקב קורי, איורים מאת יוסי קורי

This children book is a fairy tale on the Rain Fairy, who is there to assist everyone encountering difficult situations, sorrow, sickness or catastrophes. The Rain Fairy falls in love with a poor young man and decides to quit the fairy world and become human in order to live with her love. The children eBook in Hebrew, by Jacques Cory, illustrated by Joseph Cory, from 2012, exists only in this format and anyone can print it, as Cory and others did, or read it free of charge. It was [published with the academic eBook](#) Social, Economic and Governmental Justice on all the websites mentioned above and can be found in pp. 469-476 of the academic eBook, with other works by Jacques Cory and also on Cory's website as a separate booklet.

15. [IJIKO AND HIS GRANDPARENTS IN THE JUNGLE](#)

איזיקו מטייל בג'ונגל מאת יעקב קורי, איורים מאת הלנה גת, עריכה מאת שירלי גרפונקל

This children book is based on the author's jungle stories to his children and grandchildren with names primarily deriving from funny words in Ladino, as the lion Hastrapula, the giraffe Siskerina, the monkey Sholobolo, the peacock Zurzuvi, the witch-doctor Melizina, the rhinoceros Haftona, etc. The children eBook in Hebrew, by Jacques Cory, illustrated by Elena Gat, edited by Shirly Garfunkel, from 2016, exists in a book format with illustrations but it was not published yet, and also as an eBook [on Jacques Cory's website](#), and on the websites of the University of Haifa, Carmel Academic Center, Israel, as part of the book "Essays, Memoirs, Articles..." We hope that it will be published as a printed book in the future. [*Ijiko and his Grandparents in the Jungle Tale, illustrated by Helena Gat, edited by Shirly Cory*](#)

16. [ETHICS PAYS: A COMPREHENSIVE ATLAS OF SALIENT PARAMETERS IN THE 300 COUNTRIES OF THE WORLD PROVING THAT ETHICS PAYS](#)

Ethics Pays is a unique book analyzing multiple facets of academic findings in ethics, geography, economics, politics, business, psychology and sociology. The book analyzes the most relevant and actual parameters of performance in all the countries of the world in the prism of their ethical conduct and level of corruption. The book has a message – it proves that "Ethics Pays", as the most ethical and least corrupt countries score the highest ranks in quite all the parameters examined in this book. The book condenses also the most salient parameters per country for the 300 countries in an abbreviated format or an extensive format, in 60+ tables/lists and 180+ links to the best sources, thus in one or two clicks one can find all the parameters he needs. Within a few minutes the readers can find all the relevant data on the country, its maps, flag, population, area, but also in the tables - the GDP, exchange rates, external debt, budget surplus, unemployment, or even corruption perceptions and quality of life indices. If the readers want even more data – they can with one click visit the best Internet's websites on those countries. The book was published in 2016 in English as an

eBook, due to its thousands of links, it is offered free of charge and anyone can print it, as Cory and others did. In the future it will be probably published in a hard cover and a soft cover format by a publisher. It was published as an eBook on the websites of ESCP Europe in France, the University of Haifa, Carmel Academic Center, Israel, organizations and on Cory's website. Link to the eBook: [Ethics Pays - eBook on Geography & Ethics - Expanded Ed.](#)

17. [CORY'S COSMOPOLITAN CULTURAL CREDO](#): AUTOBIOGRAPHY – A LIFETIME COMPANION FOR THE UNIVERSAL INTELLECTUAL HUMANIST

An eBook in English describing Cory's experience, works and thoughts on his fields of interest, a new kind of literature, comprising of a mixture of: novels, drama, biographies, non-fiction, linguistics, geography, business, ethics, academics, economics, history, music, arts, films, philosophy, poetry, folklore, sociology, travel, and even humor. Cory blended all those ingredients in his long careers in diverse occupations and avocations, which might interest the intellectual reader of the book. The book is Cory's credo and truth, an ode to humanism, moderation and harmony, in Cory's cosmopolitan, polyglot and holistic approach. It can be read, seen, or heard during thousands of hours, everybody can find interest in parts of this book, which hopefully will arise a desire to learn languages, literature, philosophy, history, geography, ethics, and drama, and watch the best films, music, folklore, and arts. The book was published in 2016 in English as an eBook, due to its thousands of links, it is offered free of charge and anyone can print it, as Cory and others did. In the future it may be published in a hard and soft cover format by a publisher. It was published as an eBook on the websites of ESCP Europe in France, the University of Haifa, Carmel Academic Center, Israel, organizations & on Cory's website. [Cory's Cosmopolitan Cultural Credo: Autobiography,](#)

18. [DIARY – A PORTRAIT OF THE IDEALIST AS A YOUNG MAN](#)

דיוקן של אידיאליסט כנער בוגר מאת יעקב קורי

After more than 50 years the author reads once again a diary written between the ages of 13 and 17 and is astonished how the character of the author was shaped in his early youth, while he had opposite materialistic and idealistic inclinations, intellectual and superficial tastes, egoistic and humanistic tendencies... What were his views on poverty and wealth, women, friendship, ethics, how he perceived his aims in life, on career, family, children, love, what kind of a man he wanted to be 50 years from now and what kind of a man he became? The author laughs, cries, is excited, amazed, finds analogies with his grandsons' conduct, and also a unique approach to life. The diary in Hebrew comprises hundreds of pages, but the Portrait in Hebrew, written in 2013, gives its gist in 26 pages. As a matter of fact, the diary should be listed as Opus 1 of Jacques Cory's Works. It was published in 2016 in an eBook format as part of the eBook "Essays, Memoirs, Articles..." on the websites of the University of Haifa, Carmel Academic Center, Israel, organizations, and on Cory's website, as part of the eBook mentioned, and also as a separate booklet. [A Portrait of the Idealist as a Young Man](#)

19. [NELLY DORON](#)

[גלי דורון](#), מחזה בחמש מערכות, מאת יעקב קורי [Google Books](#)

The plot of the play commences at a surprise party that Ullly throws in his Tel Aviv house to his wife Nelly, in which all their friends participate. In the party a scheme is conceived to takeover at a manipulated price a company that Ullly assisted its founder to make public and invested heavily in it, thus making him lose all his money as well as the investment of the minority shareholders. Ullly, a modern Ulysses, is a shrewd and tough businessman, who tries

to fight the corruption while keeping elementary ethical norms. However, he is not able to cope with the ruthless businessmen who act without any inhibitions and are backed by almost all the society. On the other hand Nelly, a modern Penelope, develops out of the crisis from an innocent teacher to a fearless warrior. She ceases to be the submissive woman, weaving all day and keeping a complete fidelity to her husband, and becomes a modern woman who takes her fate in her own hands in order to save her husband, herself and their marriage. Finally, the solution is found by introducing a Trojan horse, a Greeks' present, into the fortress of the enemy. But, is the victory complete, are the methods employed by the protagonists adequate, are they not corrupting also, what is the limit that one should not cross when fighting corruption, and is such a victory worthwhile? This is the main dilemma of the play that every one of us faces with his own inclinations and finds the parallels in his personal experience, in France, Israel or the US.

The eBook play Nelly Doron in Hebrew, by Jacques Cory, published in 2012, exists only in this format and anyone can print it, as Cory and others did, or read it free of charge. It was [published with the academic eBook](#) Social, Economic and Governmental Justice on all the websites mentioned above, and can be found in pp. 487-649 of the academic eBook, with other non-academic works by Jacques Cory, and also on Cory's website as a separate book. [Nelly Doron, the Original Long Version of Jacques Cory's Play Written in 1997](#)

20. NELLY'S CHOICE - [BEHIRATA SHEL NELLY](#) – PLAY IN HEBREW

[בחירתה של נלי](#) מאת יעקב קורי ועמליה אייל

By Jacques Cory and Amalia Eyal. The play is an adaptation of Nelly Doron to the theater. The eBook play published in French in 2012 was not published yet in Israel in Hebrew, but is on Cory's website, at the library of the University of Haifa and at Cory's library in a printed format. Cory has chosen the music of the play, songs, arias, folk and classical music in ten languages – one and a half hour long - and it can be heard on Cory's website.

[Nelly's Choice, a Play in Hebrew by Jacques Cory and Amalia Eyal – Summary, Review by Joshua Sobol and List of Musical Numbers, Audio of Music Part 1, Part 2](#) – direct links.

21. [A VOYAGE INTO MY WORLD'S CULTURE](#): LITERATURE, LANGUAGES, THEATER, FILMS, MUSIC, ARTS, ILLUSTRIOUS PERSONS, TRAVEL. CREDO, WORLDVIEW, IMPRESSIONS, MEMORIES, HERITAGE OF JACQUES CORY

A free eBook in English published on Cory's website in 2016. It exists also in a book format. A voyage of an intellectual, any intellectual into the World's Culture, mainly European Culture, with lists and surveys on literature, theater, travel, cinema, music, arts, languages, philosophy, history; focusing on the culture and memories from the many countries visited in Europe, America, Asia, Australia, Africa...

22. [THE BOOK OF RUTHY](#): FEELINGS, MEMORIES, POEMS, STORIES, LOVE LETTERS, CORRESPONDENCE, PHOTO ALBUMS, LINKS TO VIDEOS, AUDIOPLAY: RUTHY - THIS IS YOUR LIFE, SCREENPLAY: SURPRISE PARTY, THE RAIN FAIRY AND THE PLAY NELLY'S CHOICE, HERITAGE OF RUTHY CORY

A free eBook in Hebrew published on Cory's website in 2016. It exists also in a book format. Ruthy, Cory's wife biography, as perceived through memories, **correspondence of the young couple**, the Children Book "**Rain Fairy**" written by Jacques and illustrated by Joseph, Cory's

son, the play "**Nelly's Choice**", songs and poems on Ruthy, greetings from friends, family, colleagues, hundreds of photos – family, work, trips, screenplay and audio play with links to videos and audios, travel memories from trips...

23. [ACADEMIC PROOF THAT ETHICS PAYS: THE MOST ETHICAL COUNTRIES ARE THE MOST PROSPEROUS AS ASSESSED BY CORY'S INDEX OF MAIN INDICES OF PERFORMANCE – A BREAKTHROUGH DISSERTATION](#)

An academic free eBook in English published in 2017, a breakthrough pioneering research book proving for the first time ever statistically that "Ethics Pays" for the ethical countries and they are the most prosperous on earth. Cory's Index integrates 50 of the most salient and unequivocal parameters, devised by the most objective organizations, giving a common determination to the performance of countries. As the countries with the best ranks in Cory's Index are also the most ethical and have a very strong statistical correlation between their ethical and prosperity rankings, it proves that Ethics Pays. The eBook was sent to some of the best universities and published on Cory's website. [Academic Proof that Ethics Pays/Appendices/Executive Summary/Abridged Version](#)

OTHER WORKS

24. [COURSES IN ENGLISH & FRENCH ON BUSINESS ETHICS, ETC. COURSES IN HEBREW ON BUSINESS ETHICS...: PART I/PART II](#)

Most of the courses were taught at International MBA and BA courses in Israel and abroad and received an excellent acclaim ([see Cory's website](#)). The courses are based on an extensive bibliography read and analyzed by Dr. Jacques Cory, as well as on his books and articles. In many cases, the courses were the base of Cory's books, especially in the case on the Future of Capitalism. Apparently no courses in the whole world are based on the Great Recession 2007-2010 and on the books that were written subsequently, and Cory's contemporary courses appeal to a need perceived by Cory since 2004, and by thousands of students who organized after the Great Recession and in response to the "dictatorship of the neoliberal teaching" at most of the universities in the world, in the ["International Student Initiative for Pluralism in Economics"](#).

25. [THE FUTURE OF CAPITALISM IN A SUSTAINABLE SOCIETY](#) - OUTLINE

The book addresses the most important issues of the world economy - the future of capitalism in a sustainable society - in the context of the Great Recession of 2007-2010, finding a pattern of the Economic Whirl starting in the eighties with damages of billions and incurring in 2008 damages of trillions. The book is unique in its holistic and comprehensive approach: psychological, economic, sociological, philosophical and moral, rather than descriptive as most of the books on this subject. It is less theoretical, more practical and understandable in approach to the issue of the future of capitalism. The book analyzes contemporary capitalism, the Recession and the Whirl, based on Dr. Cory's research and books, and more than 120 books, 130 videos, thousands of articles and documents, as well as hundreds outlines, researching them in a vivid, critical and captivating way. It examines various preferred solutions to the crisis of capitalism, corporate governance and conduct, adopted by regulators and business, recommended by eminent professors, writers and tycoons, and advocated by Cory in his works. This book is not only timely, but urgent. In the next crisis which could

occur not later than 2020, as nothing has changed while the pace of the crises has increased exponentially, the world economy could indeed collapse, with damages reaching into the hundreds of trillions of dollars, far beyond the scope of the world GDP. Adoption of the remedies offered might prevent this collapse. Academic, private and public institutions approached by Dr. Cory are not willing yet to fund the book as it differs fundamentally from the prevailing neo liberal views. This is the outline of the book. [The book will be written provided that it will be financed by an organization, university or individual, that are broad-minded enough to support this novel, contemporary, and in a way contrarian approach.](#)

In addition or alternatively a Hebrew academic book in progress: THE GREAT RECESSION OF 2007-2010 IN THE WORLD AND IN ISRAEL – see [extracts, outline, TOC, bibliography.](#)

26. JACQUES CORY'S WEBSITE – WWW.BUSINESSETHICSCORY.COM

Comprises texts of all unpublished eBooks, courses, part of correspondence, videos, music, photos, all published articles, details on the published books, details on all the lectures, [links to lectures, symposiums,](#) YouTube, connected websites, CVs, etc.

27. CORRESPONDENCE

Part of business and personal correspondence is on Cory's website, in Cory's books, emails, but most of the correspondence with Ruthy, children, family, friends, business colleagues, etc. is in Cory's study/office. [Correspondence between Joshua Sobol, one of the leading playwrights in the world, and Jacques Cory, in Hebrew. Review of Cory's play "Nelly's Choice" by Joshua Sobol \(emails translated into English\). Appreciation letters in Hebrew. Appreciation letters in English. Correspondence and Speeches in Hebrew, English, French, Romanian, etc., including on the translation of the UN Declaration of Human Rights into Ladino.](#) Correspondence of Jacques and Ruthy Cory in the months prior to their wedding in 1969 – photocopies and reading of letters by Jacques Cory – see Audioplay and Screenplay.

28. POETRY, SATIRES, EULOGIES AND LADINO ACTIVITIES

On Cory's website one can find extensive material on Cory's poetry, satires, eulogies, and Ladino activities, on the following pages: [HL2, Articles, HA2.](#) Worth mentioning are Cory's Ladino activities published in newspapers, magazines and websites, and especially the initiation of the translation into Ladino of the UN Universal Declaration of Human Rights, participation in the translation (with Ladinokomunita), and editing of the text. This is a unique case that combines Cory's ethical activities – teaching in all his courses the UN Declaration of Human Rights, as a cornerstone of universal ethical conduct, linguistic activities – reading in 72 languages the Declaration, as a finalization of learning 50+ languages, and Ladino activities, including poetry, literature, folklore, music, films, plays, prayers, history, culminating with the translation of the Declaration and the discovery of the synagogue of Coria in Spain. Cory has written poetry, satires, eulogies..., that were published in eBooks, on Cory's website, or were not published yet.

29. [BUSINESS PLANS,](#) TURNAROUND PLANS, APPROVED ENTERPRISES, etc.

Most of the hundreds plans are in the format of books of about a hundred pages each. All the plans were aimed primarily to achieve a specific goal – find investors, receive an approved enterprise status or grants from the Chief Scientist, technology transfer, strategic planning,

turnarounds, etc. Some of the books, as a business plan of a Jewel company, were also designed artistically, with a layout including photos of the jewels, the factory..., cover pages, fonts, colors of pages, graphs designed by Cory and so on.

Writing of Turnaround Plans and successful implementation of Elbit (1981-1982), Elscint's subsidiaries (1987-1988), NBase (1995-1996), and other companies, in hi-tech and low-tech, in France, the US and Israel, increasing in several cases valuation by more than 1,000%.

M&A/JV Negotiations of Israeli, U.S., Canadian, French, German, and Spanish companies in the computer, Internet, data communication, telecom, imaging, semi-conductor, and aerospace industries. Due diligence, negotiations, writing of 100 business plans, strategic planning.

Technology Transfer: conducting of negotiations and agreements, including development, manufacturing and marketing rights, between large European, American and Israeli companies, such as Nixdorf, Alcatel, Hon and Global. Management of a Satellite Communications Consortium (1991-1993) comprised of some of the largest Israeli companies: IAI, Rafael/Galram, Elisra, Gilat, Technion. Writing of the applications to the Chief Scientist.

Obtaining Approved Enterprise Status: including writing the investments plans and conducting the negotiations with the Ministry. Mainly for foreign companies, including for huge investments, for new companies, for small and large companies, high tech and low tech.

30. AUDIOPLAY: RUTHY - THIS IS YOUR LIFE – IN WRITING, IN MUSIC, CORRESPONDENCE BY RUTHY AND JACQUES CORY

[AUDIOPLAY OF PROGRAM BY JACQUES CORY TO RUTHY CORY ON THEIR 20TH WEDDING ANNIVERSARY IN 1989, WRITTEN AND READ BY JACQUES, LETTERS OF JACQUES AND RUTHY IN 1969 PRIOR TO MARRIAGE, HEBREW TEXT, AUDIOPLAY AND SONGS IN 12 LANGUAGES. SUMMARY OF THE AUDIOPLAY. RECORDING OF THE AUDIOPLAY IN ALBUMS 1, 2, 3, 4, 5, 6 – IN TOTAL 4 HOURS AND 38 MINUTES.](#) – links to Cory's website. Cory has chosen all the music, songs, arias, folk and classical music of the audioplay, and has written the text of the play as well – four and a half hours long.

[Audioplay \(4'38"\) of Program by Jacques on 20th wedding anniversary, 1989, written & read by Cory, Letters of Jacques & Ruthy in 69, prior to marriage, text, music, play & songs in 12 languages, Summary, Albums 1, 2, 3, 4, 5, 6](#) – links to the Audioplay, Summary, 6 Albums.

31. SCREENPLAY: SURPRISE PARTY – IN WRITING, IN VIDEO, IN MUSIC

[SCREENPLAY AND DIRECTION OF FILM BY JACQUES CORY ON RUTHY'S 45TH BIRTHDAY IN 1992. SUMMARY, LIST OF CLIPS & SONGS, VIDEO 1, 2 – 1'20" HOURS.](#) – links to Cory's website. Cory has chosen all the music, songs, arias, folk and classical music of the screenplay, clips from films and other sources, and has written the text of the play as well – about one hour long.

[Screenplay/Direction of 1'20" Film by Jacques on Ruthy's 45th Birthday in 1992, Summary, List of Clips/Songs, Video 1, 2](#) – links to the Screenplay, Summary, List of Clips, Video 1, 2.

32. OTHER FAMILY VIDEOS, RECORDS AND MUSIC

[The Surprise Party film was published on YouTube in two parts, as well as academic lectures and interviews.](#) Additional clips of Jacques Cory on YouTube - links to the [70th anniversary](#) – clip of photos, [Greetings of family](#) – video of greetings.

The Surprise Party film and the Audioplay are on Cory's website: in [Hebrew Read More](#), the academic lectures and interviews are: in [Hebrew Lectures](#), and the music of the play Nelly Doron is: in [Hebrew](#). The DVDs of all those are in Cory's DVD library and most of them is also in Cory's Books library.

[Nelly's Choice, a Play in Hebrew by Jacques Cory and Amalia Eyal – Summary, Review by Joshua Sobol and List of Musical Numbers, Audio of Music Part 1, Part 2](#) – direct links.

HUNDREDS OF HOURS OF FAMILY VIDEOS, INCLUDING TRIPS ALL OVER THE WORLD, BIRTHDAYS, EVENTS, RECORDS OF CHILDRENS' VOICES, MUSIC, CHILDREN'S WEDDINGS, ARE PARTLY ON CORY'S WEBSITE, ON YOU TUBE, AND MOSTLY IN CORY'S AUDIOTAPES AND VIDEO/DVD LIBRARY. SEE ALSO IN [CORY'S COSMOPOLITAN CULTURAL CREDO](#) PAGES 1534-1535.

33. FAMILY PHOTOS

120+ ALBUMS OF THOUSANDS OF FAMILY PHOTOS OVER MORE THAN HALF A CENTURY FROM CORY'S CHILDHOOD TO CORY'S GRANDCHILDREN. HUNDREDS OF PHOTOS ARE ALSO ON CORY'S WEBSITE, IN CORY'S BOOKS, IN CORY'S MYPICTURES, DVDs, etc. SEE ALSO IN [CORY'S COSMOPOLITAN CULTURAL CREDO](#) PAGES 1534-1550, & IN [THE BOOK OF RUTHY](#) PAGES 280-366.

34. ON LINGUISTICS AND LANGUAGES

I have written hundreds of pages on linguistics and languages and on the other topics in the following paragraphs, part of it in Cory's autobiography. The autobiography in English "Cory's Cosmopolitan Cultural Credo", comprising 1566 pages, and the Hebrew book "Essays, Memoirs and Articles on General and Personal Topics", comprising 1020 pages, the cultural book "A Voyage into My World's Culture", comprising 606 pages, the "Book of Ruthy", comprising 366 pages, the geography and ethics book "Ethics Pays", comprising 1242 pages, and the Appendices of the book "Academic Proof that Ethics Pays", comprising 585 pages, could be actually split into several books of 100-200-300... books each – to be inserted as they were in the eBooks, but also separate books on different topics, as detailed in the next 7 paragraphs. The first one is languages and linguistics – the methodology of learning languages, texts in Aramaic, Latin, Dutch, Haitian, Yiddish, Provencal, etc., an essay on learning 5 languages at school, an essay on my experience in learning languages, comparison of 120+ languages, polyglot greetings, sayings in many languages, links to hundreds of popular songs, dance and music in dozens of languages, lists of countries where English, French, Spanish, Portuguese... have an official status, reflections on the intellectual damage of the new constructed languages, aptitude to languages, how to become a polyglot, trifles about new languages, deciphering IKEA's instructions in 30 languages, entries on dozens of

languages, texts in hundreds of languages – the Bible, prayers – Pater Noster, the Little Prince, and the UN Universal Declaration of Human Rights.

35. ON MODERN AND CLASSIC LITERATURE

A survey on Modern World Literature comprises lists by Cory and others, as well as my insights on modern literature, from 1860 until nowadays, in dozens of languages – the most cosmopolitan list, analysis of dozens of books, links to 1000+ books, to the best-selling books of all times, Jewish authors in modern literature, the contribution of Jews to the world's welfare and culture, in the context of the resurgent anti-Semitism in Europe, in Arab and Moslem countries. Classic literature and personal insights on the literature, authors and best books, in the ten languages that Cory knows best - German, Romanian, Interlingua, Ladino, Portuguese, Italian, Spanish, English, French, Hebrew. Insights on conscious and subconscious considerations, Sephardic Jews, singing Agada in Ladino to Harry Recanati who burst out crying, on happiness, on Dante's inferno, the Sorrows of Young Werther, the poet Eminescu, Italy's merits, Lorca – a las 5 de la tarde, Shakespeare, James Joyce and Cory, on nonconformism, Friulian, Galego, Irish Gaelic, children songs in dozens of languages, Pagnol, Zola, Hugo, Balzac, Proust, Scott Fitzgerald, Sinclair Lewis, Cervantes, Llosa, le comte de Monte Cristo – on revenge and forgiveness, Hebrew – community singing, Agnon, Amos Oz – peacelovings, cosmopolitan society and literature, most translated books, on cosmopolitan communism and the Internationale, the methodology of reading...

36. ON DRAMA, PLAYS AND THEATER

Favorite playwrights, plays read in 30+ languages, my subjective impressions on reading plays and watching drama. Plays read (and mostly watched) in their original language - The Threepenny Opera in German in Berlin and Cory's lecture at Transparency International based on it, Cory's academic courses based on plays, Joshua Sobol's Ghetto (Hebrew), Arthur Miller's All My Sons (English), Cory's first memory – Edmond Rostand's play L'aiglon (French) at a theater in Cairo, Egypt, Best business ethics notion – Henrik Ibsen's An Enemy of the People (Norwegian), Modern plays by Pirandello – Sei personaggi in cerca d'autore (Italian), Lorca – La casa de Bernarda Alba (Spanish), Strindberg – Froeken Julie (Swedish), Chekhov – Tri sestry (Russian), plays in Ladino – La vinya de Navot by Yosef Avraam Papo, Catalan – Terra Baixa by Angel Guimera, Portuguese – Frei Luis de Sousa by Almeida Garrett, Latin – Medea by Seneca, Haitian – Mouche Defas/Tartuffe, Romanian - Tartuffe, Esperanto – The Tempest, Asturian – Xuacu busca criau I y na mas, Gascon – La pastorala deu paisan, etc. Glengarry Glen Ross by David Mamet, Rhinoceros by Eugene Ionesco, Shakespeare – All the World's a stage, we are players. Comments on plays seen in Israel, London, Paris, New York, Berlin, videos of plays...

37. ON BIOGRAPHIES AND LIVES OF PROMINENT PERSONALITIES

It is fascinating to read biographies of the best politicians, businessmen, composers, musicians, painters, writers, actors, kings and emperors, heads of states and ministers, economists, etc. One can learn a lot from the good and the bad examples, from [Churchill](#), [F.D. Roosevelt](#), [De Gaulle](#), [Ben Gurion](#), [Lee Kuan Yew](#), but also from Hitler, Mussolini, Franco, Mao Zedong, and Stalin. Biographies are probably the form of literature that I enjoy most, as they are a synergy between documentary and fiction. I read about ten biographies/novels of Dona Gracia, finding that probably she was responsible for rescuing my forefathers who were

obliged to convert to Christianity in Portugal, and enabling them to escape to the Ottoman Empire. After reading all the books by [Emile Zola](#), my most beloved author, I read several biographies of his life, until I started reading the monumental biography of Zola by Henri Mitterand in 3 volumes of about a thousand pages each, being sure that I'll never finish it, as I read in parallel tens of other biographies, I have postponed reading literature until I finished all the 120 books about Capitalism, and I am writing presently the book Ethics Pays. But, it is very interesting to read in parallel the biographies of the leaders of the world in World War II, and notice how the conflict started and evolved from all the possible angles. I started reading also in parallel biographies of my most preferred authors from Shakespeare to [Thomas Mann](#), from Cervantes to [Marcel Pagnol](#). But, as I decided to focus on one book of each category, I intend to read once in ten days Zola's biography, and so I may finish it within a couple of years, but I would have to postpone for that reading the biographies of Churchill, [Proust](#), [Shaw](#), [Renoir](#), Moliere, [Verdi](#), Steve Jobs. I can of course read only biographies, but what about the languages that I will forget if I abandon Anna Karenina in Russian, the plays, the geography books, and the books in Spanish and English? The best 36 biographies of prominent personalities that I have read rather recently are: Dona Gracia, Honore de Balzac, David Ben-Gurion, Brutus, Charles Chaplin, Felix Mendelssohn, Arthur Rubinstein, Charles de Gaulle, Theodor Herzl, Henrik Ibsen, Lee Kuan Yew and Singapore, Alma Mahler, Karl Marx, Arthur Miller, Victor Hugo, Mahatma Gandhi, Federico Garcia Lorca, Liv Ullmann, George Sand, Emile Zola, Jean-Paul Sartre, Lev Tolstoi, Rembrandt, Rachel, Verdi, Warren Buffett, Renoir, Paul Hawken, Disraeli, Marcel Dassault, Don Isaac Abravanel, Coco Chanel, Sarah Bernhardt, Shelley, Alberto Moravia, Anne Frank. And I intend to read in the future the 36 biographies that I have started reading in parallel: [Shai Agnon](#), [Woody Allen](#), [Ingmar Bergman](#), [Ludwig van Beethoven](#), [Bertolt Brecht](#), [Miguel de Cervantes](#), [Winston Churchill](#), [Leonardo da Vinci](#)/[Eine Kindheitserinnerung des Leonardo da Vinci by Sigmund Freud](#), [Michelangelo Buonarroti](#), [Alfred Dreyfus](#), [Bob Dylan](#), [Ernest Hemingway](#), [Heinrich Heine](#), [Albert Einstein](#), [Isaac Newton](#), [Napoleon](#), [Moliere](#), [Marcel Pagnol](#), [Franklin Delano Roosevelt](#), [Rothschild](#), [William Shakespeare](#), [George Bernard Shaw](#), [August Strindberg](#), [The Brothers Mann \(Heinrich and Thomas\)](#), [Tennessee Williams](#), [Yisrael Meir Lau](#), [Steve Jobs](#), [Lee Iacocca](#), [Lorenzo da Ponte](#), [Marcel Proust](#), [Augustus](#), [Henri IV](#), [Goethe](#), [Elias Canetti](#), [Yitzhak Navon](#).

38. ON THE ISRAELI-PALESTINIAN CONFLICT, DOVES AND RADICAL ISLAM

Until now I have never referred to the Israeli-Palestinian conflict in writing, as I did not have much to contribute. I have sometimes voted for hawk leaders and sometimes for dove leaders, and I even had the surprise to vote for Menachem Begin, the ultra-hawk, who was the first to make a peace agreement with an Arab country – Egypt. But today, Israel is under siege, by a coalition of Radical Islam countries and terrorist groups as Iran, Hamas, the Palestinian Authority, Hizballah, ISIS, etc., by anti-Semites in Western countries, by the extreme left and extreme right in Europe, by peaceloving organizations, BDS, by the UN organizations, and even by many Israelis organizations and individuals. Therefore, I have decided to write my credo on this topic in a few hundred pages in my autobiography in English and in my book "Essays, Memoirs and Articles..." in Hebrew. I emphasize that this book – as it really can be a book, is not against Arabs and Muslims to whom I have great respect, as I have showed in my career, or against the Quran which I taught in my courses as example of business ethics.

I observe the situation **today** – not in the history – and today development, ethics, democracy, human rights, technological progress, are practiced especially in "Western" societies, including Japan, South Korea, Singapore, Hong Kong, Israel, Chile, Barbados, or Botswana.

Bearing in mind that those countries are not in the West, but rather in the East, and of course are not Europeans, one should refer to Western – as to the development, democracy, ethics, human rights and technological progress that prevail and originate mainly in Europe, the US, Canada, Australia and New Zealand, and were adopted by other countries in the East. This is what I mean by Eurocentrism/Western/Humane socio-economic culture, which is universal, but unfortunately does not prevail in Arab and Muslim countries and in many developing countries, not because of the Quran, which is as humane as the other religions, but due to a faulty and fundamentalist implementation of the Quran and human rights, which prevents in most of the cases democracy and human rights, gender equality, and keep their countries far away from development, progress, peace, ethics, in backwardness, poverty, extreme inequality, corruption, racism, sanctifying death instead of life.

The "book", or rather the parts of my books dealing on those issues, comprises the following topics: on Europocentrism and Western culture, against racist remarks on Jews and Muslims, on delegitimization of Israel and the Jews, the unbearable lightness of slandering Israel in the theater, the danger of ISIS expansionism - right of return to Europe, a sober point of view on the Middle East crisis, a solution to the Israeli-Palestinian conflict, on BDS and defamatory organizations, Israeli boycott by our Irish friends, the monstrous analogy between the Holocaust and the Nakba, the Palestinian and Israeli impasse preventing them to make peace, the Muslim society's blame on not condemning fundamentalists, Muslim Nobel Prize laureates, Israeli Nobel Prize laureates, On Muslims called Jihad and Shahid, double meaning statements of Palestinians, the danger of Muslim extremism to the Western world, Are Fundamentalists Muslims the only terrorists nowadays, first they came for the others and we did not speak out, is Israel an Apartheid country and Sharia a democratic law, is Jewish, Israelis, Swedish et al. criticism against Israel justified, a satire on the Middle East conflict based on Moliere's *Tartuffe*, Palestinian right of return – myth and reality, fundamental Muslim anti-Semitism and Nazism, burning of books, what would happen if fundamentalist Islam would win, Jews and Israel are today as in the past the usual scapegoats, divide et impera – persecution of Christian by Muslims, who makes ethnic cleansing – Muslims or Jews, a few questions to the Christians who blame Israel, right of return of Jews out of Israel, all segments of Israel should join forces, focus on the most important issues, Israel should assume total responsibility for the situation, Muslim shahids fantasy on 72 virgins in paradise.

39. ON TRAVEL, GEOGRAPHY, VOYAGES

I have called my recent books travel books, as they are really a travel to the countries that I have visited, to their culture, to memories in my past and the story of our family and friends, but one could find hundreds of pages on all the countries of the world in "Ethics Pays" and "A Voyage into My World's Culture", summarized and linked through my personal prism and with anecdotes on travel to dozens of countries, detailed plans on the visits to dozens of countries, indeed a tourist guide, a geography book, a travel book, like in the good old days when every intellectual who travelled wrote books and memories on his travels. Well, it is not a book of the travels of Marco Polo, neither adventure books by Jules Verne, but it is quite interesting, as I have visited dozens of countries all over the world, and I was always curious to learn their culture, languages, to visit their most interesting sites, to meet fascinating people. I have related also many of those topics in my Business Ethics academic books in dozens of case studies focused in France, Germany, United States, Taiwan, South America, and other countries. My visits were always holistic; including all the interesting aspects of the countries, finding always time to go to the theater, to folklore concerts, to museums, and learning all what I have found of interest in a very efficient way to benefit most from my visits. Many times I visited the countries with my wife, my children, my friends, my

colleagues, benefiting from their insights and experience as well. I must confess that I am not the leisure type traveler, enjoying weeks of far niente, I am always busy, from early morning to late night, like at home, but even more so abroad, as I fear that I'll lose something. I enjoyed also leisure, in Club Med or the Greek islands, but even then I always found time to make excursions to archeological, cultural and historic sites in Crete, Rhode, Corfu, etc.

40. ON FILMS, MUSIC, ARTS, PHILOSOPHY, INNOVATION, HUMOR...

Finally, from all the other topics in my books mentioned above we could make a new book on some of my most important fields of interest, mainly films, music and arts, with lists of the most favorite films, classical music, operas, shows, painters, and so on. This book would include also the other fields of interest not mentioned previously, namely–Philosophy, History, Humor, Innovation, etc. The best museums in Paris, New York and London, on Impressionism, the best painters, lists of festival films with grades, the best films seen in Cory's youth, lists of films in Cory's business ethics courses and books, lists of Cory's best cosmopolitan films, the best directors, screenwriters, actors, actresses, cinema of Israel, lists of Israeli films, on the films - Wall Street, Other People's Money, The Crooked E, Damaged Care, The Insider, Erin Brockovich, Silkwood, A Civil Action, McLibel, The Big One, The Take, Rogue Trader, It's a Wonderful Life, The Visit of the Old Lady/The Visit/Hyenas, Enemy of the People/Ganashatru, Jean de Florette/Manon. Best shows and concerts, best concerts seen recently, best classical music, opera, Rigoletto. Essay on Aristotle's book "Ethics", Epicurean thought, On Stoicism. The Cory theory on paradise on earth for the just – reading the books of the 720 best authors, 72 biographies of the most prominent persons, watching 72 best plays, 72 best operas, 72 best concerts, 360 best films, 72 best singers' performances, 72 best painters, knowledge of 72 languages, 72 fields of interests, etc. Israel – startups, inventions, the book Start-Up Nation. American and British sitcoms that I like best, comic musicals, films and plays, Topaze, Les marchands de gloire, Yes Minister, business humor and jokes, Jewish humor, Rossini's Largo al factotum from Il Barbiere di Siviglia. I have also hundreds of written humoristic letters/emails, most of them remain unpublished.

EPILOGUE

The books that I am writing are a new form of literature, as they combine an autobiography, memoirs, dissertations on the topics that I like most – linguistics (with a focus on the languages that I have learned), literature (with a focus on modern literature), drama (with a focus on the plays that I like most), music (with a focus on the composers I like most), philosophy (expanding on my views on life), geography (expanded in my book Ethics Pays), films (with a focus on the films of my courses), biographies (especially of the personalities I admire most), ethics (summarizing my pioneering activities), business (focusing on case studies of my career), the Middle East conflict (expanding for the first time on my political agenda), history (a personal view on pages of history), innovation (contribution of peoples and Israel to innovation), humor and saying (focusing on the main topics of the book), arts and museums (the painters I like most), culture (my contribution to culture), cosmopolitanism (my cosmopolitan and multicultural experience), Judaism, Zionism, xenophilia, poetry, religion, my wife and family, links to photos, classical music, plays, operas, books, songs, films, personalities, history, geography, Wikis, etc. My books can be read in an hour – if one chooses from the table of contents a few topics only, a few days – if one reads the full parts of the books that interest him, a few weeks – if one reads one of the books, a few months – if

one reads and watches all the links of the book, a whole life – if one expands on all the personalities, issues, topics, languages, books, music, countries mentioned in my 40+ books.

I have published 20 to 40+ books and eBooks (depending on definition) as specified above. First, we can find the 10 books that were published as printed books – 4 academic books in English and Hebrew that comprise similar and different contents, a doctorate dissertation in French in the format of a book and a dissertation, a novel in Hebrew based on a play published in French, 2 edited books in French and Hebrew comprising my essays, and so on. Second, we can find the 13 eBooks that were published on my website and partly on universities, colleges and organizations' websites and libraries – eBooks in Hebrew on original and updated essays and articles, including new materials as ethical codes, case studies, memoirs, on professional, general and personal topics, geography and ethics eBook in English, autobiography eBook in English, 2 versions of a play in Hebrew with 1.5 hours music chosen by Cory, 2 children eBooks in Hebrew – one of them was also in a book format, 1 youth diary in Hebrew – with extracts published on the Internet. To those 23 books we can add Cory's courses in English, French, Hebrew, correspondence published on the Internet, in books and unpublished, Cory's website, an Audioplay – text and music in DVD, a Screenplay – text, video and music in DVD, poetry and satires, 2 books in progress with hundreds of pages as notes, hundreds of hours of family videos, records and music – mostly unpublished, thousands of photos over more than half a century partly published in books and website, business plans, turnaround plans, approved enterprise – with only one artistic business plan as a sample, and 7 books comprising of essays, surveys and original inputs, that were published as part of my other books, in addition to the autobiography, geography and memoirs contents, on Modern & Classic Literature, on Linguistics & Languages, on Drama, Plays and Theater, on Biographies & Lives of Prominent Personalities, on the Israeli-Palestinian Conflict, Doves & Radical Islam, on Travel, Geography & Voyages, on Films, Music, Arts, Philosophy, Humor... If we add to those 40+ books/works - turnaround and strategic plans, 100 business plans, business, finance and sales reports in format of books/brochures, they amount to hundreds. [See also video in English on the 40+ Books, eBooks and Works on my website.](#)









TABLE OF CONTENTS, FRONT AND BACK COVERS OF CORY'S EBOOKS



[NASA visibleearth.nasa.gov/view](https://visibleearth.nasa.gov/view)

ETHICS PAYS

**A COMPREHENSIVE ATLAS OF SALIENT PARAMETERS
IN THE 300 COUNTRIES OF THE WORLD PROVING THAT
ETHICS PAYS – EXPANDED EDITION**

JACQUES CORY

TABLE OF CONTENTS

	Page no.
ACKNOWLEDGEMENTS	11
PART I – INTRODUCTION AND PARAMETERS	14
INTRODUCTION	14
55 MAIN CHARACTERISTIC PARAMETERS OF THE WORLD'S COUNTRIES	17
PART II – THE MOST ETHICAL COUNTRIES RECEIVE THE BEST PARAMETERS' SCORES, AND THE MOST CORRUPT RECEIVE THE LOWEST	27
PART III – 300 SOVEREIGN STATES AND DEPENDENCIES OF THE WORLD – ATLAS OF THE MOST SALIENT PARAMETERS	102
ABKHAZIA...	102
ALGERIA	105
ARGENTINA	113
AUSTRALIA	119
BAHAMAS...	127
BARBADOS	130
BOTSWANA	143
BRAZIL	148
CAMBODIA...	157
CANADA	159
CHINA	169
DENMARK...	188
EASTER ISLAND...	194
FALKLAND ISLANDS...	201
FRANCE	205
FRENCH POLYNESIA	211

GABON...	216
GAZA STRIP	218
GERMANY	223
HAITI...	240
HUNGARY	245
ICELAND...	250
INDIA	251
INDONESIA	257
ISRAEL	270
ITALY	274
JAMAICA...	281
JAPAN	282
KAZAKHSTAN...	292
KOREA, NORTH	295
LAOS...	305
MACAO...	318
NAGORNO-KARABAKH...	347
NETHERLANDS	355
NIGERIA	366
OMAN...	381
PAKISTAN...	382
PALESTINE/WEST BANK/GAZA STRIP	384
QATAR...	414
REPUBLIC OF CRIMEA...	416
RUSSIA	423

SABA...	430
SINGAPORE	451
SOMALIA	467
SOUTH AFRICA	476
SPAIN	487
TAIWAN...	515
UGANDA...	539
UNITED KINGDOM	544
UNITED STATES	551
VANUATU...	559
WAKE ISLAND...	570
YEMEN...	575
ZAMBIA...	577
ZIMBABWE	579
PART IV – LISTS OF COUNTRIES COMPARISONS & ANALYSIS OF SCORING OF ETHICS AND CORRUPTION WITH THE OTHER SALIENT PARAMETERS	588
1. COUNTRY COMPARISON – POPULATION - CIA – WORLD FACTBOOK – DATE OF INFORMATION – MOSTLY JULY 2014 EST.	588
2. COUNTRY COMPARISON – AREA (IN SQ.KM.) - CIA – WORLD FACTBOOK	595
3. COUNTRY COMPARISON: GDP - GROSS DOMESTIC PRODUCT AT PPP DATE OF INFORMATION (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	601
4. COUNTRY COMPARISON: GDP PER CAPITA - GROSS DOMESTIC PRODUCT ON A PPP DIVIDED BY POPULATION (2013 EST.) - CIA- WORLD FACTBOOK	606
5. COUNTRY COMPARISON: GDP REAL GROWTH RATE, ADJUSTED FOR INFLATION IN % - (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	612
6. COUNTRY COMPARISON – GROSS NATIONAL SAVING AS % OF GDP – (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	618
7. COUNTRY COMPARISON – INDUSTRIAL PRODUCTION GROWTH RATE IN % - (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	622

8. COUNTRY COMPARISON – UNEMPLOYMENT RATE IN % OF LABOR FORCE THAT IS WITHOUT JOBS – (2013 EST.) - CIA - WORLD FACTBOOK	627
LIST OF COUNTRIES BY ANNUAL AVERAGE WAGE - GROSS INCOME, in PPP US\$, COMPULSORY DEDUCTION IN %, DISPOSABLE INCOME – OECD – 2012	632
MONTHLY AVERAGE WAGE ADJUSTED TO REFLECT VARIATIONS IN THE COST OF LIVING - ILO - 2009, IN PPP US\$	634
MEDIAN HOUSEHOLD INCOME AND MEDIAN PER-CAPITA INCOME – GALLUP – 2013 – IN PPP INTERNATIONAL DOLLARS	637
ANNUAL MEDIAN EQUIVALISED DIPOSABLE HOUSEHOLD INCOME. DATA ARE IN US\$ AT CURRENT PRICES AND CURRENT PPP 2009 - 2012 - <u>OECD</u>	642
9. COUNTRY COMPARISON – INCOME INEQUALITY – DISTRIBUTION OF FAMILY INCOME - 2007-2013 – GINI INDEX - CIA - WORLD FACTBOOK	645
POPULATION SHARES OF THE BOTTOM, MIDDLE & TOP INCOME GROUPS – 2004 –ECINEQ 2011 – 217 – SEPTEMBER 2011, STEVEN PRESSMAN ET AL.	649
10. COUNTRY COMPARISON – TAXES AND OTHER REVENUES – RECEIVED BY THE GOVERNMENT (2013 EST.) – IN % OF GDP - CIA - WORLD FACTBOOK	651
RANKING OF 151 COUNTRIES ACCORDING TO THE SIZE OF THE SHADOW ECONOMY – IN % OF GDP – THE WORLD BANK – 2010	656
11. COUNTRY COMPARISON – BUDGET SURPLUS (+) OR DEFICIT (-) – EXPRESSED AS % OF GDP - (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	662
12. COUNTRY COMPARISON – EXTERNAL DEBT – PRIVATE AND PUBLIC DEBT OWED TO NONRESIDENTS – (2013 EST.) - CIA - WORLD FACTBOOK	668
GROSS AND NET GOVERNMENT DEBT AS % OF GDP – SOURCE – IMF – 2012	673
13. COUNTRY COMPARISON – INFLATION RATE - ANNUAL % CHANGE IN CONSUMER PRICES (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	683
14. COUNTRY COMPARISON – CENTRAL BANK DISCOUNT RATE - (MOSTLY 2007-2012) - CIA - WORLD FACTBOOK	688
15. COUNTRY COMPARISON – COMMERCIAL BANK PRIME LENDING RATE - (MOSTLY 2012 ES.) - CIA - WORLD FACTBOOK	692
16. COUNTRY COMPARISON – MARKET VALUE OF PUBLIC TRADED SHARES – (ON 31.12.2011 OR 31.12. 2012) - CIA - WORLD FACTBOOK	696
17. COUNTRY COMPARISON – CURRENT ACCOUNT BALANCE – (2013 EST.) - CIA - WORLD FACTBOOK	699

18. COUNTRY COMPARISON – RESERVES OF FOREIGN EXCHANGE AND GOLD MOSTLY AT THE 31 ST OF DECEMBER 2013 - CIA - WORLD FACTBOOK	704
19. LIST OF COUNTRIES BY HUMAN DEVELOPMENT INDEX (HDI) (2013 EST.) - SOURCE: UNITED NATIONS DEVELOPMENT PROGRAMME'S	708
NEWSWEEK'S WORLD'S BEST COUNTRIES – 2010 – MEASURING EDUCATION, HEALTH, QUALITY OF LIFE, ECONOMIC DYNAMISM AND POLITICAL ENVIRONMENT IN 100 COUNTRIES	718
INEQUALITY ADJUSTED HUMAN DEVELOPMENT INDEX – IHDI – BASED ON 2013 AND 2011 ESTIMATES – SOURCE: UNDP - 2014	722
GENDER INEQUALITY INDEX, 2013, UNDP, HUMAN DEVELOPMENT REPORTS – GENDER INEQUALITY VALUE & RANK, SHARE OF SEATS IN PARLIAMENT	727
20. LIST OF COUNTRIES BY % OF POPULATION LIVING IN POVERTY BELOW NATIONAL POVERTY LINE SET BY COUNTRY - WORLD BANK & CIA	736
LIST OF COUNTRIES BY % OF POPULATION LIVING UNDER 1.25 AND 2 DOLLAR (PPP) A DAY – INTERNATIONAL POVERTY LINE – WORLD BANK	747
ECONOMIC POPULATION BELOW POVERTY LINE – INDEX MUNDI – CIA WORLD FACTBOOK – INFORMATION ACCURATE AS OF 1.1.2012	753
21. COUNTRY COMPARISON – INTERNET PENETRATION RATE (RPR) (IN %) – MOSTLY IN 2013/2014 - INTERNET WORLD STATS	760
22. RANKING OF HAPPINESS 2010-2012 – WORLD HAPPINESS REPORT - SOURCE: THE UN SUSTAINABLE DEVELOPMENT SOLUTIONS NETWORK	768
23. CURRENCY AND EXCHANGE RATE TO THE US\$ - WALL STREET JOURNAL - FEBRUARY 13, 2015 – EXCHANGE RATES NY CLOSING	773
XE – CURRENCY ENCYCLOPAEDIA	775
24. CORRUPTION PERCEPTIONS INDICES IN 2014-2012, 2005, 1996, 1995: TRANSPARENCY INTERNATIONAL'S RANKING OF ETHICS & CORRUPTION	778
GLOBAL CORRUPTION BAROMETER/TRANSPARENCYINTERNATIONAL/2013	801
LECTURE OF DR. JACQUES CORY AT TI'S HEADQUARTERS IN BERLIN, 4.6.10	806
RISE & FALL OF BUSINESS ETHICS FOLLOWING 2007/10'S GREAT RECESSION	807
THE MAIN PRINCIPLES FOR THE FUTURE OF CAPITALISM IN THE NEW SUSTAINABLE SOCIETY	809
PRINCIPLES OF BUSINESS & ETHICS IN ECONOMIC WORLD TOWARDS 2020	811
PROFITABILITY AND BUSINESS ETHICS	814

25. WHERE TO BE BORN INDEX, 2013, THE ECONOMIST INTELLIGENCE UNIT	820
26. LIST OF FREEDOM INDICES, 2014 – FREEDOM IN THE WORLD INDEX, INDEX OF ECONOMIC FREEDOM, PRESS FREEDOM INDEX, Sources - FREEDOM HOUSE, WALL STREET JOURNAL, REPORTERS WITHOUT BORDERS	825
27. DEMOCRACY INDEX – THE ECONOMIST INTELLIGENCE UNIT – 2014 – RANK, OVERALL SCORE	837
28. SOCIAL PROGRESS INDEX– SOCIAL PROGRESS IMPERATIVE, 2014, BASED ON WRITINGS: AMARTYA SEN, DOUGLAS NORTH, JOSEPH STIGLITZ	845
29. GDP (PPP) PER HOUR WORKED – 2013 – MEASURES THE PRODUCTIVITY	852
30. GLOBAL PEACE INDEX & RATINGS – INSTITUTE FOR ECONOMICS AND PEACE – 2010-2014 RESULTS	856
LIST OF COUNTRIES BY INCARCERATION RATE – 2014 – SOURCE: WORLD PRISON BRIEF – INTERNATIONAL CENTRE FOR PRISON STUDIES	865
DEFINITIONS OF THE FRAGILE STATES INDEX – 2015 – FUND FOR PEACE	876
LEVEL OF DISCRIMINATION/VIOLENCE AGAINST MINORITIES – 2015 – OECD	879
LIST OF COUNTIES BY FRAGILE STATES INDEX – 2015 – FUND FOR PEACE	882
31. GLOBAL COMPETITIVENESS INDEX – GLOBAL COMPETITIVENESS REPORT 2014/2015 – WORLD ECONOMIC FORUM	889
32. FINANCIAL DEVELOPMENT INDEX, 2012, OVERALL INDEX – THE FINANCIAL DEVELOPMENT REPORT 2012, WORLD ECONOMIC FORUM	895
33. GROSS NATIONAL INCOME, GNI PER CAPITA, IN 2013 AT NOMINAL VALUE, AN INDICATOR OF INCOME DEVELOPED BY THE WORLD BANK	898
34. LIST OF COUNTRIES, TOTAL HEALTH EXPENDITURE PPP PER CAPITA – WHO – WORLD HEALTH ORGANIZATION – IN PPP INT.\$, % OF GDP – 2010	905
35. LIST OF COUNTRIES - CREDIT RATING, STANDARD & POORS, 2011-2015	915
36. EDUCATION INDEX – THE LEARNING CURVE - PEARSON GLOBAL REPORT ON EDUCATION– 2014 - BEST EDUCATION SYSTEMS IN THE WORLD	922
WORLD TOP 20 EDUCATION POLL RANKING SYSTEM – THE NEW JERSEY MINORITY EDUCATIONAL DEVELOPMENT (NJMED) – 2014	924
U21 RANKING OF NATIONAL HIGHER EDUCATION SYSTEMS – 2014 – UNIVERSITAS 21 – UNIVERSITY OF MELBOURNE	927

37. DISTRIBUTION OF WEALTH - WEALTH PER CAPITA, PER ADULT, GINI – 2000, PPP\$, A 2008 PAPER OF NATIONAL BUREAU OF ECONOMIC RESEARCH	930
38. ENVIRONMENTAL PERFORMANCE INDEX, EPI - YALE UNIVERSITY, 2014	939
39. INDEX OF GLOBALIZATION, 2013, KOF/ETH SWISS ECONOMIC INSTITUTE	944
40. INTERNATIONAL ORGANIZATIONS & GROUPS – CIA, WORLD FACTBOOK	954
PART V - BIBLIOGRAPHY, INTERNET LINKS, REFERENCES, FURTHER READING AND WATCHING	980
COUNTRIES OF THE WORLD'S DATA - BIBLIOGRAPHY AND INTERNET LINKS	980
BASIC DATA ON THE COUNTRIES OF THE WORLD	980
INTERNET WEBSITES	981
US – CIA – THE WORLD FACTBOOK	982
LISTS OF SOVEREIGN AND DEPENDENT COUNTRIES	982
REGIONAL AND WORLD MAPS	983
LISTS OF CAPITALS, LANGUAGES, RELIGIONS, ETHNICS, GOVERNMENT, POPULATION, AREA, DENSITY	984
COUNTRIES LISTS BY GDP, HDI, POVERTY, INEQUALITY, INTERNET, HAPPINESS, CURRENCY, ETC.	986
FLAGS	988
VIDEOS	988
BIBLIOGRAPHY ON THE FUTURE OF CAPITALISM AND ETHICS	990
LIST OF WORKS ON THE FUTURE OF CAPITALISM AND ETHICS	1004
Dr. JACQUES CORY – CURRICULUM VITAE	1012
LIST OF PUBLICATIONS – Dr. JACQUES CORY	1017
APPENDIX 1 – INTERNATIONAL CASE STUDIES, ANALYSES OF NOVELS, PLAYS, FILMS, DOCUMENTARIES - IN EUROPE, NORTH & SOUTH AMERICA, AFRICA, ASIA– US, UK, RUSSIA, NORWAY, ARGENTINA, FRANCE, SINGAPORE, ISRAEL AND SWITZERLAND; PAUL HAWKEN ON SUSTAINABILITY, WARREN BUFFETT ON ETHICS & SOCIAL RESPONSIBILITY, JOSEPH STIGLITZ ON GLOBALIZATION & SOCIAL JUSTICE, TEN COMPONENTS OF SUSTAINABLE JUSTICE, THE UNITED NATION'S UNIVERSAL DECLARATION OF HUMAN RIGHTS	1023

1. FRANCE - ETHICS FOR MINORITY SHAREHOLDERS IN BANKING & THE STOCK EXCHANGE - THE BOOK & FILM "L'ARGENT" BY EMILE ZOLA	1023
2. ISRAEL – BRIBE CASE – ETHICS IN GOVERNMENT TENDERS	1032
3. NORTH AMERICA– TRUST AND FAIRNESS CASE– BRIDGING IN MERGERS	1038
4. ARGENTINA – LABOR RIGHTS IN THE GLOBAL CONTEXT – THE DOCUMENTARY FILM "THE TAKE" – SUMMARY AND ANALYSIS	1050
5. UK AND SINGAPORE – ETHICS IN BANKING – BARINGS BANK – THE FILM "ROGUE TRADER" – SUMMARY AND ANALYSIS	1054
6. SOUTH AMERICA – CORRUPTION CASE – ETHICS IN SALES	1056
7. US – SOCIAL RESPONSIBILITY, BUSINESS AND COMMUNITY – THE FILM "IT'S A WONDERFUL LIFE" – SUMMARY AND ANALYSIS	1062
8. ISRAEL – THE WORTHWHILENESS OF TRUST CASE – THE ETHICS OF VALUATION	1064
9. RUSSIA – CORRUPTION IN THE LOCAL GOVERNMENT – THE PLAY "REVIZOR" – SUMMARY AND ANALYSIS	1070
10. AFRICA AND SWITZERLAND – UNIVERSALITY OF ETHICS – THE PLAY "THE VISIT OF THE OLD LADY" AND THE AFRICAN FILM "HYENAS" – SUMMARY AND ANALYSIS	1072
11. NORWAY & INDIA – A WHISTLEBLOWER WITH SOCIAL RESPONSIBILITY - THE PLAY "AN ENEMY OF THE PEOPLE" AND THE INDIAN FILM "GANASHATRU" – SUMMARY AND ANALYSIS	1075
12. FRANCE & ISRAEL – CULTURAL, ETHICAL & MENTALITY GAPS IN INTERN'L BUSINESS CASE – THE IMPORTANCE OF BEING A POLYGLOT	1080
13. SUSTAINABILITY – PAUL HAWKEN – THE BOOK "THE ECOLOGY OF COMMERCE" – SUMMARY AND ANALYSIS	1088
14. SOCIAL RESPONSIBILITY OF MODERN BUSINESS TYCOONS – WARREN BUFFETT (BERKSHIRE HATHAWAY) – SUMMARY AND ANALYSIS	1092
15. JOSEPH STIGLITZ – A THIRD WAY ALTERNATIVE FOR CAPITALISM, GLOBALIZATION, AND SOCIAL AND ECONOMIC JUSTICE	1096
16. SUSTAINABLE JUSTICE - TEN COMPONENTS IN TEN LANGUAGES	1100
17. COSMOPOLITAN QUOTES ON BUSINESS ETHICS	1102
18. THE UNITED NATIONS' UNIVERSAL DECLARATION OF HUMAN RIGHTS	1111

19. LIST OF COUNTRIES VISITED BY JACQUES CORY	1116
20. UNITED STATES: BUSINESS, TRAVEL, ABOUT SERVICE & PUNCTUALITY	1119
21. VISA PROBLEMS IN CANADA AND PERU	1127
22. CHILDHOOD IN EGYPT, JEWISH/ARAB REFUGEES, BUSINESS IN AFRICA	1128
23. TURKEY: TRAVEL, SEPHARDIC HERITAGE, SAYINGS: TURKISH/ENGLISH	1134
24. CHINESE – BUSINESS IN TAIWAN, SAYINGS: IN MANDARIN/ENGLISH	1136
25. SINGAPORE – ONE OF THE MOST ETHICAL COUNTRIES IN THE WORLD	1139
26. THE ULTIMATE TRIP TO AUSTRALIA AND NEW ZEALAND	1140
28. A TRIP TO THE BALKANS IN 2015	1142
29. PLANS TO VISIT ADDITIONAL COUNTRIES	1146
30. DETAILS ON JACQUES CORY'S WORKS – BOOKS, eBOOKS, ACADEMIC BOOKS, NOVEL, PLAYS, ESSAYS, ARTICLES, LANGUAGES, ETHICAL CODES, CASE STUDIES, COURSES, LECTURES, BIOGRAPHIES, TRAVEL, PHOTOS/VIDEOS, CORRESPONDENCE, SCREENPLAY, AUDIOPLAY, GEOGRAPHY, PHILOSOPHY, AUTOBIOGRAPHY, ISRAELI-PALESTINIAN CONFLICT, BUSINESS PLANS	1148
APPENDIX 2 – MAPS OF THE WORLD, CONTINENTS, COUNTRIES, CAPITALS, POPULATION, FLAGS, PHOTOS ON TRIPS OF CORY'S FAMILY	1168
MAPS OF THE WORLD AND OF CONTINENTS, LINKS TO MAPS OF COUNTRIES, CAPITALS, POPULATION, ESSENTIAL DATA ON COUNTRIES	1168
300 FLAGS OF INDEPENDENT STATES AND DEPENDENCIES	1192
PHOTOS ON TRIPS OF CORY'S FAMILY AND SELECTED PHOTOS IN ISRAEL	1214





CORY'S COSMOPOLITAN CULTURAL CREDO AUTOBIOGRAPHY - A LIFETIME COMPANION FOR THE UNIVERSAL INTELLECTUAL HUMANIST

**ACADEMICS, ACTIVISM, ARTS, BREAKTHROUGHS, BROTHERHOOD,
BUSINESS, CONFLICT IN THE MIDDLE EAST, COSMOPOLITANISM,
CREDO, CULTURE, DRAMA, ETHICS, ENCLYCLOPAEDIAS' LINKS,
ENLIGHTENMENT, EQUALITY, FILMS, GEOGRAPHY, GLOBALIZATION,
HERITAGE, HISTORY, HOPE, HUMANISM, HUMOR, INNOVATION,
INTELLECTUALISM, INTERDISCIPLINARITY, INTERNET LINKS,
JUDAISM, JUSTICE, KNOWLEDGE, LIBERTY, LIFE, LINGUISTICS,
LISTS, LITERATURE, MEMOIRS, MEMORIES, MODERNISM,
MULTICULTURALISM, MULTIDISCIPLINARITY, MUSIC, NON-FICTION,
OPINIONS, PERSONALITIES, PHILOSOPHY, PHOTOS LINKS, POETRY,
POLICIES, POLYMATHS, PROGRESS, QUERIES, REASON, RELIGION,
RENAISSANCE MEN, RESPONSIBILITY, SATIRES, SAYINGS,
SECULARISM, SOCIETY, SONGS, SUSTAINABILITY, TOLERANCE,
THEATER, TRANSPARENCY, TRANSDISCIPLINARITY, TRAVEL,
UNIVERSALITY, VERSATILITY, WELFARE STATE, WESTERN
CULTURE, WIKILINKS, WIKIPEDIA, WISDOM, XENOPHILIA, YOUTUBE
LINKS, ZEITGEIST, ZIONISM, ZOLA'S WORKS**

JACQUES CORY

TABLE OF CONTENTS

	PAGE
ACKNOWLEDGEMENTS	15
I. INTRODUCTION	17
LINGUISTICS ACTIVITIES	18
II. <u>LEARNING OF 50+ LANGUAGES</u> , METHODOLOGY, TEXTS IN ARAMAIC, LATIN, DUTCH, YIDDISH, JEWISH FOLKLORE, HAITIAN, ARABIC, RUSSIAN, GREEK, PROVENÇAL, LEARNING 5 LANGUAGES AT SCHOOL, COMPARISON OF 120+ LANGUAGES - THE LITTLE PRINCE, PATER NOSTER, LANGUAGES LEARNED, LINKS TO TEXTS IN 2000 LANGUAGES:PRAYERS,BIBLE,UNDECLARATION OF HUMAN RIGHTS	18
1. THE METHODOLOGY OF LEARNING LANGUAGES	18
NOVELS & POETRY IN LANGUAGES WITH LIMITED READING CAPABILITIES	28
2. ARAMAIC, HAGGADAH, BOOK OF DANIEL, TALMUD, LANGUAGE OF JESUS	31
3. LATIN, VIRGIL – THE AENEID, CICERO, ON OLD AGE	34
4. DUTCH, PROFESSOR VAN LUIJK, ANNE FRANK	37
5. YIDDISH, SHOLEM ALEICHEM'S NOVEL - TEVYE THE DAIRYMAN, THE MUSICAL - A FIDDLER ON THE ROOF, ANSKY'S PLAY – DYBBUK, GOLDIN'S MIRELE EFROS	40
6. JEWISH FOLKLORE, FOLK SONGS IN YIDDISH, YEMENITE AND LADINO – CHAVA ALBERSTEIN, OFRA HAZA, YITZHAK NAVON'S BUSTAN SEPHARDI, YEHOAM GAON'S - FROM TOLEDO TO JERUSALEM	46
7. HAITIAN, POETRY	50
8. ARABIC, QURAN, NAGUIB MAHFOUZ, LEARNING MORE LANGUAGES	53
9. RUSSIAN, ANNA KARENINA, CHILDREN SONG AND FOLK SONGS ADAPTED FROM RUSSIAN IN ENGLISH, FRENCH & HEBREW, VISIT OF ST. PETERSBURG	57
10. GREEK, ZORBA THE GREEK, THE ODYSSEY, POLYGLOT GREETINGS	66
11. PROVENÇAL, PROVENCE'S AUTHORS: PAGNOL, ZOLA, MISTRAL, SAYINGS	70
12. PROPOSAL - LEARNING FIVE LANGUAGES AT SCHOOL – MOTHER TONGUE, ENGLISH, SPANISH, FRENCH, ONE OF NINE ADDITIONAL LANGUAGES, WITH LINKS TO POPULAR SONGS, DANCE, AND MUSIC IN THOSE 12 LANGUAGES.	

MULTINATION POLYGLOT? COUNTRIES. LISTS OF COUNTRIES WHERE ENGLISH, FRENCH, SPANISH, RUSSIAN, PORTUGUESE, ARABIC.. HAVE OFFICIAL STATUS 82

OFFICIAL LANGUAGES IN FORMER COLONIES & MULTINATION COUNTRIES 84

LISTS OF OFFICIAL LANGUAGES IN FORMER COLONIAL/COLONIES – ENGLISH, FRENCH, SPANISH, DUTCH, RUSSIAN, PORTUGUESE, GERMAN, ITALIAN, ARABIC 88

13. COMPARISON - 120+ LANGUAGES, LITTLE PRINCE, HOLISTIC APPROACH 102

14. LANGUAGES LEARNED BY JACQUES CORY WITH AT LEAST SOME READING CAPABILITIES, DICTIONARIES, GUTENBERG, BOOKS ONLINE 118

15. LISTS/LINKS OF THE LITTLE PRINCE IN 250+ LANGUAGES, TEXTS/EXTRACTS IN ENGLISH, TURKISH, CHINESE MANDARIN, ROMANI/GYPSY, ANCIENT EGYPT HIEROGLYPHS, REFLECTIONS ON THE INTELLECTUAL DAMAGE OF THE NEW CONSTRUCTED LANGUAGES: FACEBOOK AND TWITTER 137

16. LISTS AND LINKS OF THE BIBLE IN 400+ LANGUAGES, BIBLES ON THE INTERNET, TEXTS OF GENESIS AND LUCAS IN ENGLISH, RUMANTSCH, HAITIAN, AZERI, MALAGASI, UZBEC, GEORGIAN, UMA, CEBUANO, ARMENIAN, CHAMORRO, FULA, KABYLE, MANX 163

17. LISTS, LINKS OF PRAYERS ON INTERNET: 1817 LANGUAGES, PATER NOSTER'S EXTRACTS: 120 LANGUAGES, HAIL MARY, LANGUAGES IN THIS BOOK: 36 IN CHAPTERS, 200+ IN EXTRACTS, ~ 2000 IN LINKS, ANTI-CLERICALISM, GEORGES BRASSENS SONGS: PATER NOSTER, HAIL MARY 171

18. UN'S UNIVERSAL DECLARATION OF HUMAN RIGHTS, DOCUMENT MOST TRANSLATED IN THE WORLD ~ 444 LANGUAGES, LINKS, LISTS, LADINO, FORRO, NIGERIAN PIDGIN, SOLOMONS PIDGIN, OCCITAN AUVERGNAT, SAMMARINESE 221

III. SURVEY ON MODERN WORLD LITERATURE 241

1. LE MONDE'S LIST OF THE BEST 100 BOOKS OF 20TH CENTURY WITH LINKS AND CORY'S COMMENTS, & LINKS TO OTHER LISTS OF BEST BOOKS, ETC. 241

2. THE 100 BEST NOVELS IN ENGLISH BY THE MODERN LIBRARY 250

3. LIST OF THE 100 BEST AUTHORS OF THE 20TH CENTURY BY JACQUES CORY WITH COMMENTS 254

4. NOBEL PRIZE FOR LITERATURE WINNERS, LINKS TO ENCYCLOPAEDIA BRITANNICA'S ENTRIES 274

5. JERUSALEM PRIZE FOR THE FREEDOM OF THE INDIVIDUAL IN SOCIETY 282

6. CORY'S LIST OF THE 20TH CENTURY BEST OF THE BEST AUTHORS BY LANGUAGES 284

7. CORY'S LIST OF THE BEST AUTHORS IN THE WORLD IN 1860-1899 (AND IN 2000-2015) WITH COMMENTS AND LISTS OF BOOKS	289
--	-----

CORY'S LIST OF THE BEST BOOKS IN WORLD LITERATURE IN 1860-1899	306
--	-----

8. WIKIPEDIA'S LIST OF AUTHORS AND BOOKS FOR THE WHOLE PERIOD OF 1860-2015 (AND ALSO IN 1800-1859)	340
--	-----

9. MODERNIST LITERATURE – WIKIPEDIA'S ARTICLE, LIST AND LINKS	356
---	-----

10. THE LIST OF THE BEST SELLING BOOKS OF ALL TIMES	359
---	-----

11. LIST OF LITERARY WORKS BY NUMBER OF TRANSLATIONS	368
--	-----

12. JEWISH AUTHORS IN MODERN LITERATURE, AND JEWISH PERSONALITIES – AND THEIR CONTRIBUTION TO THE WORLD'S WELFARE IN CONTEXT OF THE RESURGENT ANTI-SEMITISM IN EUROPE, IN ARAB & MOSLEM COUNTRIES	373
---	-----

CULTURAL ACTIVITIES	396
---------------------	-----

IV. CLASSIC LITERATURE IN 50+ LANGUAGES, FOCUSING ON MOST FLUENT, TEXTS IN GERMAN, ROMANIAN, LADINO, INTERLINGUA, ITALIAN, PORTUGUESE, SPANISH, ENGLISH, FRENCH, HEBREW...	396
--	-----

1. GERMAN, WHY GERMAN? – CONSCIOUS AND SUBCONSCIOUS, GOETHE – GOETZ VON BERLICHINGEN, THE SORROWS OF YOUNG WERTHER, HEINE, FOLK SONG, VISITS TO GERMANY, SWITZERLAND, VIENNA, SCHILLER - HOPE	397
---	-----

2. ROMANIAN, GREETING TO MOTHER-IN-LAW, THE POET EMINESCU	410
---	-----

3. INTERLINGUA, CHEKHOV/MIVITA, ANDERSEN/LITTLE MATCH GIRL/DANISH	412
---	-----

4. LADINO, TRANSLATION OF UN'S UNIVERSAL DECLARATION OF HUMAN RIGHTS INTO LADINO, PRESENT TO ISRAELI PRESIDENT NAVON, EN EL VERGEL DE LA REINA, PRAYER, DURME DURME, SEPHARDI JEWS, ODYSSEY, 3 ROMANCES, THEODOR HERZL, SEPHARDIC ZIONISM, HERZL'S ALTNEULAND IN LADINO, SINGING AGADA IN LADINO TO HARRY RECANATI WHO BURST OUT CRYING	415
---	-----

5. PORTUGUESE, JORGE AMADO, ANTECEDENTS, VISIT, UMA CASA PORTUGUESA, SAMUEL USQUE, RIO CARNAVAL, A FELICIDADE – ON HAPPINESS INDEX	431
--	-----

6. ITALIAN, ITALY OF MY PARENTS ALBERT & PAULINE, GIOVINEZZA, BANDIERA ROSSA, VERDI, RIGOLETTO ARIAS, BATTI LE MANINE, VISITS, AFFINITIES, ITALY'S MERITS, CORTIGIANI, VINCERO, DIO COME TI AMO, DANTE'S INFERNO, PARADISO, ON BEHALF OF WHISTLEBLOWERS, FRIULIAN: LANUOVA GIOVENTU	438
---	-----

7. SPANISH, DON QUIJOTE, ARTICLE – HOW I DISCOVERED THE SYNAGOGUE OF CORIA IN SPAIN, JUAN RAMON JIMENEZ, FEDERICO GARCIA LORCA – A LAS 5	
--	--

DE LA TARDE, TANGO CAMBALACHE, VISITS OF SPAIN, MARIO VARGAS LLOSA
– LA TIA JULIA Y EL ESCRIBIDOR, GALEGO, POETRY, ROSALIA DE CASTRO 451

8. ENGLISH, FAVORITE AUTHORS, SHAKESPEARE, THE MERCHANT OF VENICE,
SCOTT FITZGERALD, SINCLAIR LEWIS, ON NONCONFORMISM, DICKENS, D. H.
LAWRENCE, HENRY JAMES, JAMES JOYCE, ULYSSES, BECKETT, GEORGE B.
SHAW, SEAN O'CASEY, IRISH GAELIC, IRISH POETRY, WELSH, SCOTS, VISITS,
WILLIAM WORDSWORTH, OSCAR WILDE, BALLAD OF READING GAOL IN
ESPERANTO 462

9. FRENCH, LANGUAGES IN FRANCE, FRENCH SCHOOL IN CAIRO,
BIBLIOTHERAPY WITH FRENCH AUTHORS, CHILDREN SONGS, FRENCH LINGUA
FRANCA, LOVE TO PARIS, BOUTIQUE HOTEL, DETAILS ON PAGNOL, ZOLA,
HUGO, LES MISERABLES, DUMAS, LE COMTE DE MONTE CRISTO, ON REVENGE
AND FORGIVENESS, BALZAC, LE PERE GORIOT, SARTRE, LE SURSIS, PROUST,
LE TEMPS RETROUVE 490

10. HEBREW, PATRIOT & COSMOPOLITAN, BIBLE, COMMUNITY SINGING,
ISRAELI SONGS, MOVEMENT OF THE 2ND REPUBLIC OF ISRAEL, SHAI AGNON,
MOSHE SHAMIR, AMOS OZ, PEACELOVINGS, BENJAMIN TAMMUZ, HAIM N.
BIALIK 524

11. COSMOPOLITAN SOCIETY, BASED ON WESTERN & EASTERN CULTURES,
MOST TRANSLATED BOOKS, COSMOPOLITAN LITERATURE, PLAYS AND FILMS,
TV AND PROPAGANDA, TRAVEL ALL OVER THE WORLD, GANDHI'S
PHILOSOPHY 547

12. COSMOPOLITAN COMMUNISM, THE INTERNATIONALE IN 100+ LANGUAGES:
FRENCH, RUSSIAN, ENGLISH, CHINESE, SPANISH, SWEDISH, ITALIAN, YIDDISH,
DUTCH, PORTUGUESE, GERMAN, HEBREW, ARABIC, KURDISH, LAPPISH, WELSH 554

V. METHODOLOGY OF READING, BIOGRAPHIES, PLAYS 566

1. THE METHODOLOGY OF READING, ON HOPE, CRISES & BIBLIOTHERAPY 566

2. BIOGRAPHIES 583

Dona Gracia - 587, Honore de Balzac - 593, David Ben-Gurion - 596, Brutus - 600, Charles
Chaplin - 604, Felix Mendelssohn - 607, Arthur Rubinstein - 610, Charles de Gaulle - 615,
Theodor Herzl - 618, Henrik Ibsen - 625, Lee Kuan Yew and Singapore - 629, Alma Mahler -
637, Karl Marx - 640, Arthur Miller - 643, Victor Hugo - 652, Mahatma Gandhi - 657,
Federico Garcia Lorca - 664, Liv Ullmann - 670, George Sand - 676, Emile Zola - 681, Jean-
Paul Sartre - 687, Lev Tolstoy - 701, Rembrandt - 713, Rachel - 717, Verdi - 724, Warren
Buffett - 729, Renoir - 740, Paul Hawken - 746, Disraeli - 751, Marcel Dassault (see below) -
755, Don Isaac Abravanel - 765, Coco Chanel - 774, Sarah Bernhardt - 783, Shelley - 790,
Alberto Moravia - 799, Anne Frank - 806.

MARCEL DASSAULT – BIOGRAPHY BY CLAUDE CARLIER, VISION AND ETHICAL
CODES OF DASSAULT AVIATION AND OF ISRAELI SIBAT – MOD
INTERNATIONAL DEFENSE COOPERATION DIRECTORATE(SIBAT'S WRITTEN BY
JACQUES CORY) 755

36 OTHER BIOGRAPHIES – READ THEM OR PURSUING 36 MORE ACTIVITIES? 816

JACQUES CORY, ALTERNATIVE BIOGRAPHY, FRENCH CULTURE & SCIENCE	817
3.PLAYS,FAVORITE PLAYWRIGHTS,30+ LANGUAGES OF PLAYS READ BY ME	829
4.CORY'S SUBJECTIVE IMPRESSIONS ONREADINGPLAYS/WATCHINGDRAMA	830
5. THREEPENNY OPERA (GERMAN) IN BERLIN, TT'S LECTURE BASED ON IT	831
6.CORY'S ACADEMIC COURSESBASEDONPLAYS,NEWETHICALCOLLEAGUES	836
7. JOSHUA SOBOL'S GHETTO (HEBREW)	844
8.ANALYSIS:A.MILLER'SALLMYSONS(ENGLISH) IN CORY'S BOOKS/COURSES	849
9. CORY'S FIRST MEMORY – EDMOND ROSTAND'S PLAY L'AIGLON (FRENCH)	852
10. BEST BUSINESS ETHICS NOTION: ENEMY OF THE PEOPLE (NORWEGIAN)	854
11. MODERN PLAYS IN OTHER LANGUAGES: PIRANDELLO, LORCA, STRINDBERG, CHEKHOV, PLAYS/TRANSLATIONS IN LADINO, CATALAN, PORTUGUESE, LATIN, HAITIAN,ROMANIAN,ICELANDIC,ESPERANTO,ASTURIAN, ROMANSH, GASCON	857
11.1INTRODUCTIONTOMODERNPLAYS & TRANSLATIONS IN 21 LANGUAGES	857
11.2 SEI PERSONAGGI IN CERCA D'AUTORE/SIX CHARACTERS IN SEARCH OF AN AUTHOR BY LUIGI PIRANDELLO IN ITALIAN AND ENGLISH	858
11.3 LA CASA DE BERNARDA ALBA/THE HOUSE OF BERNARDA ALBA BY FEDERICO GARCIA LORCA IN SPANISH AND ENGLISH	862
11.4 FROEKEN JULIE/MISS JULIE BY AUGUST STRINDBERG IN SWEDISH AND ENGLISH	866
11.5 ТРИ СЕСТРЫ/TRI SESTRY/THREE SISTERS BY ANTON CHEKHOV IN RUSSIAN AND ENGLISH	869
11.6 DRAMA IN LADINO – TRANSLATION INTO ENGLISH, YOSEF AVRAAM PAPO – TRANSLATION OF ATHALIE BY RACINE– FRENCH & LADINO, THE ORIGINAL PLAY LA VINYA DE NAVOT/THE VINEYARD OF NAVOT IN LADINO, POEM TO RUTHY	873
11.7 ON THE LANGUAGE CATALAN, TERRA BAIXA BY ANGEL GUIMERA IN CATALAN AND SPANISH	878
11.8 FREI LUIS DE SOUSA BY ALMEIDA GARRETT IN PORTUGUESE	882
11.9 MEDEA BY SENECA IN LATIN AND ENGLISH	884
11.10 MOUCHE DEFAS – A TRANSLATION/ADAPTATION OF TARTUFFE BY MOLIERE IN HAITIAN AND ENGLISH	886

11.11 TARTUFFE BY MOLIERE IN ROMANIAN AND FRENCH	888
11.12 ON THE LANGUAGE ESPERANTO, THE TEMPEST BY WILLIAM SHAKESPEARE IN ESPERANTO AND ENGLISH	890
11.13 ROMEO & JULIET BY WILLIAM SHAKESPEARE IN ICELANDIC/ENGLISH	893
11.14 ON THE LANGUAGE ASTURIAN, XUACU BUSCA CRIAU I Y NA MAS! XUACU LOOKS FOR A SERVANT- NOTHING MORE! BY PACHIN DE MELAS IN ASTURIAN	898
11.15 ON THE LANGUAGE ROMANSH, FRANCESCA DA RIMINI BY SILVIO PELLICO IN ITALIAN AND ROMANSH	901
11.16 ON THE LANGUAGE GASCON, LA PASTORALA DEU PAISAN, CALVINISME DE BEARN DIVISAT EN SEIS EGLOGAS IN GASCON/FRENCH, BY J. H. FONDEVILLE	904
12. EXTRACTS AND ANALYSIS OF THE OPERA RIGOLETTO, PLAYS BY IONESCO, MAMET, ARTHUR MILLER, CORY'S PLAY/NOVEL BEWARE OF GREEKS' PRESENTS/ NELLY DORON/NELLY'S CHOICE, SYNOPSIS, TABLE OF CONTENTS, ON COINCIDENCE IN MY LIFE,THE WORLD IS A STAGE,WE ARE MERELY PLAYERS	906
12.1 THE ODYSSEY OF THE PLAY/NOVEL BEWARE OF GREEKS' PRESENTS/NELLY DORON/NELLY'S CHOICE	906
12.2 SYNOPSIS OF NOVEL "BEWARE OF GREEKS' PRESENTS" BY J. CORY	907
12.3 TABLE OF CONTENTS OF NOVEL "BEWARE OF GREEKS' PRESENTS"	909
12.4 MUSIC FOR THE PLAY "NELLY'S CHOICE" BY JACQUES CORY & AMALIA EYAL – 1'30" (IN 10 LANGUAGES, FROM FIRST TO LAST SCENE)	910
12.5 REVIEW OF THE GREAT ISRAELI PLAYWRIGHT JOSHUA SOBOL ON THE PLAY "NELLY'S CHOICE", SENT TO JACQUES CORY ON 10/06	911
12.6 EXTRACTS - BEWARE OF GREEKS' PRESENTS BY J. CORY	912
12.7 RIGOLETTO, VERDI'S OPERA WITH PIAVE'S LIBRETTO BASED ON VICTOR HUGO'S PLAY LE ROI S'AMUSE	917
12.8 ARTHUR MILLER – THE CRUCIBLE – JOHN PROCTOR	919
12.9 ARTHUR MILLER - DEATH OF A SALESMAN	920
12.10 GLENN GARRY GLEN ROSS BY DAVID MAMET	921
12.11 RHINOCEROS BY EUGENE IONESCO	923

12.12 ON COINCIDENCE IN LIFE, ALL THE WORLD'S A STAGE, WE ARE PLAYERS 933

VI. NON-FICTION BOOKS AND ACTIVITIES 941

1. ARTS AND MUSEUMS 941

1.1 MY BEST MUSEUMS IN PARIS, LONDON AND NEW YORK 941

1.2 MY SON Dr. JOSEPH CORY'S ACTIVITIES IN ARCHITECTURE 942

1.3 ORSAY MUSEUM IN PARIS, IMPRESSIONISM, PAINTERS, BEST PAINTINGS 943

1.4 BEST EUROPEAN PAINTERS & PAINTINGS (& CORY'S 72 BEST ARTISTS) 950

1.5 ON IMPRESSIONISM – ART MOVEMENT, PAINTERS, PAINTINGS 964

2. CINEMA & FILMS: GENERAL & BUSINESS ETHICS IN CORY'S BOOKS & COURSES, FESTIVAL FILMS, FRENCH NEW WAVE, US NEW HOLLYWOOD, BEST FILMS EVER, DIRECTORS/SCRIPTWRITERS, ACTORS/ACTRESSES, CORY'S LIST OF BEST FILMS 969

2.1 LISTS OF FESTIVAL FILMS SEEN IN 2011 – 2013 969

2.2 THE BEST FILMS SEEN IN MY YOUTH IN 1956 – 1961 971

2.3 LISTS OF FILMS IN CORY'S BUSINESS ETHICS COURSES & BOOKS 973

2.4 LA NOUVELLE VAGUE/THE NEW WAVE FRENCH FILMS 974

2.5 LISTS OF BEST FILMS, BEST DIRECTORS, SCREENWRITERS, ACTORS 978

2.6 CORY'S LISTS OF BEST & THE BEST OF THE BEST FILMS EVER MADE 1005

2.7 CINEMA OF ISRAEL, HAIFA FILM FESTIVAL, LISTS OF ISRAELI FILMS 1023

2.8 CORY LECTURES' FILMS, LIST OF FILMS ON SUSTAINABLE JUSTICE 1025

2.9 WALL STREET AND ETHICS – THE FILM "WALL STREET" – SUMMARY AND ANALYSIS 1038

2.10 ETHICS OF HOSTILE TAKEOVERS – THE FILM "OTHER PEOPLE'S MONEY" – SUMMARY AND ANALYSIS 1042

2.11 CORRUPTION IN MEDICARE – THE FILM "DAMAGED CARE" – SUMMARY AND ANALYSIS 1045

2.12 GREED UNLIMITED – THE ENRON CASE – THE FILM "THE CROOKED E" – SUMMARY AND ANALYSIS 1050

2.13 TRANSPARENCY, ETHICS AND THE MEDIA – DR. JEFFREY WIGAND AND THE TOBACCO INDUSTRY – THE FILM "THE INSIDER" – SUMMARY AND ANALYSIS 1054

2.14 ETHICAL ACTIVISM, ERIN BROCKOVICH VERSUS KAREN SILKWOOD – THE FILMS "ERIN BROCKOVICH" AND "SILKWOOD" – SUMMARY & ANALYSIS	1056
2.15 ECOLOGY AND ETHICS – THE FILM AND THE BOOK "A CIVIL ACTION", THE WOBURN CONTAMINATION CASE – SUMMARY AND ANALYSIS	1060
2.16 ETHICAL DILEMMAS OF MULTINATIONALS AND STAKEHOLDERS – McDONALD'S AND THE FILM "McLIBEL" – SUMMARY AND ANALYSIS	1064
2.17 GLOBALIZATION MODELS OF NIKE AND OTHER MULTINATIONALS – THE DOCUMENTARY FILM "THE BIG ONE" – SUMMARY AND ANALYSIS	1068
3. GEOGRAPHY, TRAVEL, COMMENTS ON COUNTRIES I'VE VISITED, EUROPE	1071
3.1 COUNTRIES VISITED BY JACQUES CORY	1072
3.2 UNITED STATES- BUSINESS, TRAVEL, ABOUT SERVICE & PUNCTUALITY	1075
3.3 VISA PROBLEMS IN CANADA AND PERU	1083
3.4 CHILDHOOD IN EGYPT, JEWISH/ARAB REFUGEES, BUSINESS IN AFRICA	1084
3.5 TURKEY: TRAVEL, SEPHARDIC HERITAGE, SAYINGS: TURKISH/ENGLISH	1089
3.6 CHINESE – BUSINESS IN TAIWAN, SAYINGS: IN MANDARIN & ENGLISH	1091
3.7 SINGAPORE – ONE OF THE MOST ETHICAL COUNTRIES IN THE WORLD	1094
3.8 THE ULTIMATE TRIP TO AUSTRALIA AND NEW ZEALAND	1095
3.9 A VISIT TO THE BALKANS IN 2015	1097
3.10 PLANS TO VISIT ADDITIONAL COUNTRIES	1100
3.11 EUROPE: GEOGRAPHY, POPULATION, CULTURE, LANGUAGES, RELIGIONS	1102
4. THEATER - IN ISRAEL, PARIS, NEW YORK, LONDON, BERLIN, LISTS OF PLAYS SEEN IN THOSE CITIES, VIDEOS OF PLAYS, MUSICALS, OPERAS SEEN, HISTORY OF EUROPEAN THEATER, CORY'S FAMILY PERSONAL EXPERIENCE IN PLAYING	1144
4.1 COMMENTS ON PLAYS SEEN IN ISRAEL, LONDON, PARIS, NY, & BERLIN	1144
4.2 PLAYS SEEN IN ISRAEL AND IN NEW YORK IN 2011-2013	1147
4.3 A SAMPLE OF PLAYS SEEN IN LONDON, PARIS, BERLIN, NY...RECENTLY	1150
4.4 VIDEOS OF PLAYS SEEN, MAINLY SINCE 2009	1153
4.5 UNBEARABLE LIGHTNESS OF SLANDERING ISRAEL IN THE THEATER	1159
4.6 HISTORY OF EUROPEAN THEATER	1160
4.7 CORY'S FAMILY ON STAGE	1169

5. MUSIC - BEST PERFORMANCES, GRACIAS A LA VIDA (SPANISH), LIST OF SHOWS & CONCERTS 2011/13, FROM CORY'S DIARY: HOW I STARTED TO LOVE CLASSICS, BEST OPERAS & CONCERTS THAT I LIKE, LOVE OF MUSIC BY MY CHILDREN	1171
5.1 BEST SHOWS & CONCERTS THAT I'VE EVER SEEN, GRACIAS A LA VIDA	1171
5.2 CLASSICAL MUSIC – THE BEGINNING OF A BEAUTIFUL FRIENDSHIP	1175
5.3 THE 60+ CONCERTS AND SHOWS THAT I'VE SEEN IN 2011-2013	1176
5.4 BEST CLASSICAL MUSICE/OPERA THAT I'VE WATCHED, HEARD, READ	1178
5.5 CORY'S FAMILY LOVE OFMUSIC,RELATED COSMOPOLITANANECDOTES	1184
6. HISTORY, EUROPOCENTRISM, PALESTINIAN,MIDDLE EAST CONFLICTS	1186
ON EUROPOCENTRISM AND WESTERN CULTURE	1186
AGAINST RACIST REMARKS ON JEWS AND MUSLIMS	1187
ON DELEGITIMIZATION OF ISRAEL AND THE JEWS	1188
A HISTORY OF THE PALESTINIAN HATRED TO THE JEWS AND ISRAEL	1189
AN ANALYSIS OF THE ISRAELI-PALESTINIAN CONFLICT	1191
THE DANGER OF ISIS EXPANSIONISM - RIGHT OF RETURN TO EUROPE	1192
A SOBER POINT OF VIEW ON THE MIDDLE EAST CRISIS	1195
A SOLUTION TO THE ISRAELI-PALESTINIAN CONFLICT	1198
ON BDS AND DEFAMATORY ORGANIZATIONS	1199
ISRAELI BOYCOTT BY OUR IRISH FRIENDS	1200
THE MONSTRUOUS ANALOGY BETWEEN THE HOLOCAUST & THE NAKBA	1201
THE PALESTINIAN & ISRAELI IMPASS PREVENTING THEM TO MAKE PEACE	1202
MUSLIM SOCIETY'S BLAME ON NOT CONDEMNING FUNDAMENTALISTS	1204
MUSLIM NOBEL PRIZE LAUREATES	1206
ISRAELI NOBEL PRIZE LAUREATES	1208
ON MUSLIMS CALLED JIHAD AND SHAHID	1209
DOUBLE MEANING STATEMENTS OF PALESTINIANS	1210
THE DANGER OF MUSLIM EXTREMISM TO THE WESTERN WORLD	1213
ARE FUNDAMENTALIST MUSLIMS THE ONLY TERRORISTS NOWADAYS?	1215
FIRST THEY CAME FOR THE OTHERS AND WE DID NOT SPEAK OUT	1219
IS ISRAEL AN APARTHEID COUNTRY AND SHARIA A DEMOCRATIC LAW?	1221
IS JEWISH, ISRAELIS, SWEDISH, et al. CRITICISM AGAINST ISRAEL JUSTIFIED	1227
SATIRE ON THE MIDDLE EAST CONFLICT BASED ON MOLIERE'S TARTUFFE	1248
PALESTINIAN RIGHT OF RETURN – MYTH AND REALITY	1252
FUNDAMENTAL MUSLIM ANTI-SEMITISM & NAZISM, BURNING OF BOOKS	1253
WHAT WOULD HAPPEN IF FUNDAMENTALIST ISLAM WOULD WIN	1263
7. PHILOSOPHY, ESSAY: ARISTOTLE'S ETHICS, REFLECTIONS FROM CORY'S DIARY, ON FREEDOM, EQUALITY, BROTHERHOOD, RACISM AND CONFORMISM, MY WAY OF THE WORLD, FOCUSING ON MOST IMPORTANT ISSUES, DIVIDE ET IMPERA, 72VIRGINSINHEAVENOR72 BOOKS, 72 PLAYS, 72 FILMS..ON EARTH	1265
7.1 ESSAY ON ARISTOTLE'S BOOK "ETHICS"	1265
7.2 PROFESSOR SHLOMO AVINERI AND MY EPICUREAN THOUGHT	1268
7.3 ON STOICISM	1271

7.4 CORY'S PHILOSOPHICAL THOUGHT AT THE AGE OF 17	1272
7.5 CORY'S PREFERENCE OF FREEDOM/TRUTH AS MOST IMPORTANT TRAITS	1274
7.6 ON CORY'S ANTIRACIST PRACTICE	1275
7.7 CORY'S MAIN PHILOSOPHY – SECULAR, HUMANISM, ETHICS, UNIVERSALITY, INTELLECTUALISM, POLYMATHS, MULTICULTURALISM	1276
7.8 CORY'S PHILOSOPHICAL INSIGHT ON THE WAY OF THE WORLD	1288
7.9 JEWS & ISRAEL ARE TODAY AS IN THE PAST THE USUAL SCAPEGOATS	1289
7.10 DIVIDE ET IMPERA, PERSECUTION OF CHRISTIANS BY MUSLIMS, WHO MAKES ETHNIC CLEANSING – MUSLIMS OR JEWS?	1291
7.11 A FEW QUESTIONS TO THE CHRISTIANS WHO BLAME ISRAEL	1293
7.12 DIVIDE ET IMPERA IN ISRAEL, RIGHT OF RETURN OF JEWS OUT OF ISRAEL, ALL SEGMENTS OF ISRAEL SHOULD JOIN FORCES	1294
7.13 FOCUS ON THE MOST IMPORTANT ISSUES IN PRIVATE/PUBLIC LIFE	1296
7.14 ISRAEL SHOULD ASSUME TOTAL RESPONSIBILITY FOR THE SITUATION	1297
7.15 THE CAUSES AND SOLUTIONS TO ISRAEL'S AND THE WORLD'S MOST ACCUTE ECONOMIC PROBLEMS	1298
7.16 MUSLIM SHAHID'S SEXUAL PHANTASY ON 72 VIRGINS IN PARADISE	1301
7.17 THE CORY THEORY ON PARADISE ON EARTH FOR THE JUSTS – READING THE BOOKS OF THE 720 BEST AUTHORS, 72 BIOGRAPHIES OF THE MOST PROMINENT PERSONS, WATCHING 72 BEST PLAYS/OPERAS/MUSICALS/CLASSICAL CONCERTS, 360 BEST FILMS, 72 BEST SINGERS' PERFORMANCES, 72 BEST PAINTERS, KNOWLEDGE OF 72 LANGUAGES, 72 FIELDS OF INTERESTS, ETC.	1302
8. LINGUISTICS-APTITUDE, ROMANCE, BULGARIAN, POLISH, MOZARABIC	1316
8.1 HOW TO BECOME A POLYGLOT?	1316
8.2 ON BULGARIAN, BULGARIA AND BULGARIAN AUTHORS	1318
8.3 TRIFLES ABOUT NEW LANGUAGES	1320
8.4 ON POLISH, CHILDREN SONGS, PAN TADEUSZ	1321
8.5 COSMOPOLITAN SONGS FROM ALL OVER THE WORLD THAT I'VE LEARNED	1322
8.6 DECIPHERING IKEA'S INSTRUCTIONS IN 30 LANGUAGES	1324
8.7 ON ROMANCE LANGUAGES – MAINLY FRENCH, SPANISH & DIALECTS	1325
8.8 ON THE MOZARABIC LANGUAGE	1332
8.9 OTHER ROMANCE LANGUAGES – MAINLY LADINO, PORTUGUESE, ITALIAN, ROMANIAN, OCCITAN	1333

9. INNOVATION, SCIENCE & FUTUROLOGY, ISRAEL – START-UP NATION	1338
9.1 ON THE HIGH TECH COMPANY ELBIT SYSTEMS WHERE CORY WORKED AS VICE PRESIDENT SALES AND FINANCE	1338
9.2 ACTIVITIES IN INNOVATION OF CORY'S CHILDREN JOSEPH, AMIR & SHIRLY, CORY'S IN-LAW DAN SCHECHTMAN, NOBEL PRIZE IN CHEMISTRY ARTICLE	1339
9.3 ISRAEL – START-UPS, INVENTIONS, SILICON WADI	1346
9.4 BOOK START-UP NATION BY SENOR/SINGER, GOVERNMENT WEBSITE	1349
10. HUMOR, COSMOPOLITAN PRIVATE JOKES AND SAYINGS, HUMOROUS SCENES IN PLAYS, FILMS & MUSICALS, CROSS CULTURAL BUSINESS JOKES	1351
10.1 AMERICAN AND BRITISH SITCOMS I LIKE BEST	1351
10.2 FAMILY PRIVATE JOKES	1352
10.3 COMIC MUSICALS, FILMS AND PLAYS	1354
10.4 TOPAZE & LES MARCHANDS DE GLOIRE BY PAGNOL, YES MINISTER	1357
10.5 BUSINESS HUMOR AND JOKES	1359
10.6 JEWISH HUMOR	1362
10.7 ROSSINI'S LARGO AL FACTOTUM FROM IL BARBIERE DI SIVIGLIA	1363
VII. PROFESSIONAL LITERATURE	1365
LIST OF PROFESSIONAL BOOKS	1366
VIII. PUBLICATION OF BOOKS	1383
1. ACADEMIC BOOKS IN ENGLISH	1383
2. ACADEMIC BOOK IN HEBREW	1384
3. ACADEMIC BOOKS IN FRENCH	1384
4. NOVEL IN HEBREW	1385
5. PLAY IN FRENCH AND IN HEBREW	1386
6. ESSAY IN FRENCH ACADEMIC BOOK	1386
7. ESSAY IN HEBREW ACADEMIC BOOK	1387
IX. ACADEMIC, CULTURAL, GEOGRAPHY EBOOKS & BOOKS, CHILDREN BOOKS, DIARY, POETRY, SATIRES, LINGUISTICS, BUSINESS PLANS, BUSINESS WORKS, PLAY, SCREENPLAY AND AUDIO PLAY, COLLECTION OF ESSAYS AND ARTICLES, STORIES, CASE STUDIES, ETHICAL CODE, PERSONAL AND ACADEMIC CORRESPONDENCE, ACADEMIC COURSES AND LECTURES,	

PUBLISHED ON ACADEMIC, ORGANIZATIONS, JACQUES CORY'S
AND OTHER WEBSITES, OR REVIEWED BY EXPERTS, YET
UNPUBLISHED, BOOKS IN PROGRESS 1388

1. ACADEMIC EBOOK IN HEBREW 1388
2. PLAY EBOOK IN HEBREW 1388
3. CHILDREN EBOOKS IN HEBREW 1389
4. ACADEMIC EBOOK IN ENGLISH IN PROGRESS 1390
5. ACADEMIC BOOK IN ENGLISH IN PROGRESS 1391
6. ETHICAL CODE, CASE STUDIES, ADDIT'L ESSAYS & ARTICLES, WEBSITE 1392
7. 2004 - COURSES IN ENGLISH AND FRENCH ON BUSINESS ETHICS, ETC. 1394
8. 2004 - COURSES IN HEBREW ON BUSINESS ETHICS, ETC. 1394
9. DIARY AND CORRESPONDENCE IN HEBREW AND ENGLISH 1395
10. AUDIOPLAY AND SCREENPLAY ON RUTHY CORY'S ANNIVERSARIES, PHOTO
CLIP AND VIDEO GREETINGS ON JACQUES CORY'S 70th ANNIVERSARY, NELLY'S
CHOICE MUSIC OF THE PLAY 1396
11. MAIN BUSINESS ACTIVITIES 1396
12. LECTURES, PROFESSIONAL AND PUBLIC ACTIVITIES 1397
13. POETRY, SATIRES, EULOGIES, HUMOR, TRAVEL, LADINO ACTIVITIES 1399

X. APPENDIX – INTERNATIONAL CASE STUDIES, ANALYSES OF
NOVELS, PLAYS, FILMS & DOCUMENTARIES - IN EUROPE, NORTH &
SOUTH AMERICA, AFRICA, ASIA– US, UK, RUSSIA, SWITZERLAND,
NORWAY, ARGENTINA, FRANCE, SINGAPORE, ISRAEL; PAUL
HAWKEN ON SUSTAINABILITY, WARREN BUFFETT ON ETHICS AND
SOCIAL RESPONSIBILITY, JOSEPH STIGLITZ ON GLOBALIZATION
AND SOCIAL JUSTICE, TEN COMPONENTS IN TEN LANGUAGES ON
SUSTAINABLE JUSTICE, UN UNIVERSAL DECLARATION OF HUMAN
RIGHTS 1400

1. FRANCE - ETHICS FOR MINORITY SHAREHOLDERS IN BANKING & THE
STOCK EXCHANGE - THE BOOK & FILM "L'ARGENT" BY EMILE ZOLA 1400
2. ISRAEL – BRIBE CASE – ETHICS IN GOVERNMENT TENDERS 1409
3. NORTH AMERICA – TRUST & FAIRNESS CASE – BRIDGING IN MERGERS 1415
4. ARGENTINA – LABOR RIGHTS IN THE GLOBAL CONTEXT – THE

DOCUMENTARY FILM "THE TAKE" – SUMMARY & ANALYSIS	1426
5. UK AND SINGAPORE – ETHICS IN BANKING – BARINGS BANK – THE FILM "ROGUE TRADER" – SUMMARY AND ANALYSIS	1430
6. SOUTH AMERICA – CORRUPTION CASE – ETHICS IN SALES	1432
7. US – SOCIAL RESPONSIBILITY, BUSINESS AND COMMUNITY – THE FILM "IT'S A WONDERFUL LIFE" – SUMMARY AND ANALYSIS	1437
8. ISRAEL – THE WORTHWHILENESS OF TRUST CASE – THE ETHICS OF VALUATION	1439
9. RUSSIA – CORRUPTION IN THE LOCAL GOVERNMENT – THE PLAY "REVIZOR" BY NIKOLAI GOGOL – SUMMARY AND ANALYSIS	1445
10. AFRICA AND SWITZERLAND – UNIVERSALITY OF ETHICS – THE PLAY "THE VISIT OF THE OLD LADY" BY FRIEDRICH DUERRENMATT AND THE AFRICAN FILM "HYENAS" – SUMMARY AND ANALYSIS	1447
11. NORWAY & INDIA – A WHISTLEBLOWER WITH SOCIAL RESPONSIBILITY - THE PLAY "AN ENEMY OF THE PEOPLE" BY HENRIK IBSEN AND THE INDIAN FILM "GANASHATRU" – SUMMARY AND ANALYSIS	1450
12. FRANCE & ISRAEL – CULTURAL, ETHICAL & MENTALITY GAPS IN INTERN'L BUSINESS CASE – THE IMPORTANCE OF BEING A POLYGLOT	1455
13. FRANCE/PROVENCE – THE VICTIMS OF CORRUPTION, THE NOVEL "JEAN DE FLORETTE" BY MARCEL PAGNOL, SUMMARY AND ANALYSIS	1463
14. SUSTAINABILITY – PAUL HAWKEN – THE BOOK "THE ECOLOGY OF COMMERCE" – SUMMARY AND ANALYSIS	1468
15. SOCIAL RESPONSIBILITY OF MODERN BUSINESS TYCOONS – WARREN BUFFETT (BERKSHIRE HATHAWAY) – SUMMARY AND ANALYSIS	1472
16. JOSEPH STIGLITZ – A THIRD WAY ALTERNATIVE FOR CAPITALISM, GLOBALIZATION, AND SOCIAL AND ECONOMIC JUSTICE	1476
17. TEN COMPONENTS IN TEN LANGUAGES ON SUSTAINABLE JUSTICE	1479
18. COSMOPOLITAN QUOTES ON BUSINESS ETHICS	1481
19. THE UNITED NATIONS' UNIVERSAL DECLARATION OF HUMAN RIGHTS	1489
20. ANALYSIS OF CORRUPTION PERCEPTIONS INDICES IN 2012-2014, 2005, 1996, 1995: TRANSPARENCY INTERNATIONAL'S RANKING: ETHICS/CORRUPTION	1494
21. GLOBAL CORRUPTION BAROMETER - % OF PEOPLE WHO PAID BRIBES - TRANSPARENCY INTERNATIONAL - 2013	1499

22. THE RISE AND FALL OF BUSINESS ETHICS FOLLOWING THE 2007-2010'S GREAT RECESSION	1500
23. THE MAIN PRINCIPLES FOR THE FUTURE OF CAPITALISM IN THE NEW SUSTAINABLE SOCIETY	1502
24. PRINCIPLES OF BUSINESS & ETHICS IN ECONOMIC WORLD TOWARDS 2020	1504
25. PROFITABILITY AND BUSINESS ETHICS	1507
26. LIST OF CORRUPTION PERCEPTION INDEX TRANSPARENCY INTERNATIONAL - RANK IN 2014, SCORES IN 2012, 2013, 2014	1513
XI. CONCLUSION	1520
XII. CV, FILMS, PHOTOS, LIST OF LINKS	1523
JACQUES CORY – CV AND LIST OF PUBLICATIONS	1523
FILMS AND PHOTOS OF JACQUES CORY, HIS FAMILY, HIS CAREER AND HIS TRAVELS	1534
LIST OF THE LINKS TO THE TEXTS OF THE BOOK	1551





יעקב קורי בעת חגיגת יום הולדתו השבעים בחודש יוני 2014

מסות, זכרונות ומאמרים על נושאים כלליים ואישיים

מאת יעקב קורי

תוכן העניינים

עמוד

7	תודות
16	הקדמה
22	על תיאטרון וההצגה האחרונה – פרוסט/ניקסון
30	על מזרחיות, מוסיקה מזרחית ואירופוצנטריות
39	מסה - סיפור אהבה מופלאה בין הלאדינו וביני:
	על שפת הלאדינו, תרגום הצהרת הזכויות של האו"ם ללאדינו, יהודים ממוצא ספרדי מקבלי פרס נובל, מתנה לנשיא המדינה יצחק נבון – מחשב המדפיס במקביל את הרומנסה
	EN EL VERGEL DE LA REINA – בגינה של המלכה בעברית ובלאדינו, שירי ערש,
	תפילה בכתב רש"י, אלטנוילנד של הרצל בלאדינו, כיצד גיליתי את בית הכנסת של קוריה
	בספרד עם תמונות, שיר אהבה של קורי לאשתו רותי בלאדינו
57	איז'יקו מטייל בג'ונגל
87	מבט מפוכח על הסכסוך עם הפלשתינאים, יונים וניצים, פתרונות והשוואות
92	מכתב לחבר יונה ואחרית דבר על הסכסוך בארץ ישראל
100	גדעון לוי מול מבקריו, האם ישראל מדינת אפרטהייד?
108	מקבץ של מיילים הומוריסטים לחברים עם מוסר השכל
113	דיוקן של אידיאליסט כנער בוגר מאת יעקב קורי
138	כיצד גיליתי את בית הכנסת של קוריה בספרד?
141	מכתב לקרוב משפחה על מוצא השם קורי
143	אחרית דבר על בית הכנסת בקוריה
144	מכתב השגריר הספרדי ליעקב קורי על איתור בית הכנסת בקוריה
145	הביבליותרפיה ואני
148	פעילות בלאדינו ומורשת ספרד:
	תרגום הצהרת זכויות האדם של האו"ם ללאדינו – תכתובת עם
	יצחק נבון, יהורם גאון, רחל בורטניק – יוזמת LADINOKOMUNITA, שיר אהבה לרותי
	שפורסם ב- "אקי ירושלים", מיהו מזרחי שפורסם ב- "הכיוון מזרח"
155	מכתבי המלצה להענקת פרס א.מ.ת. ליעקב קורי ב- 2010

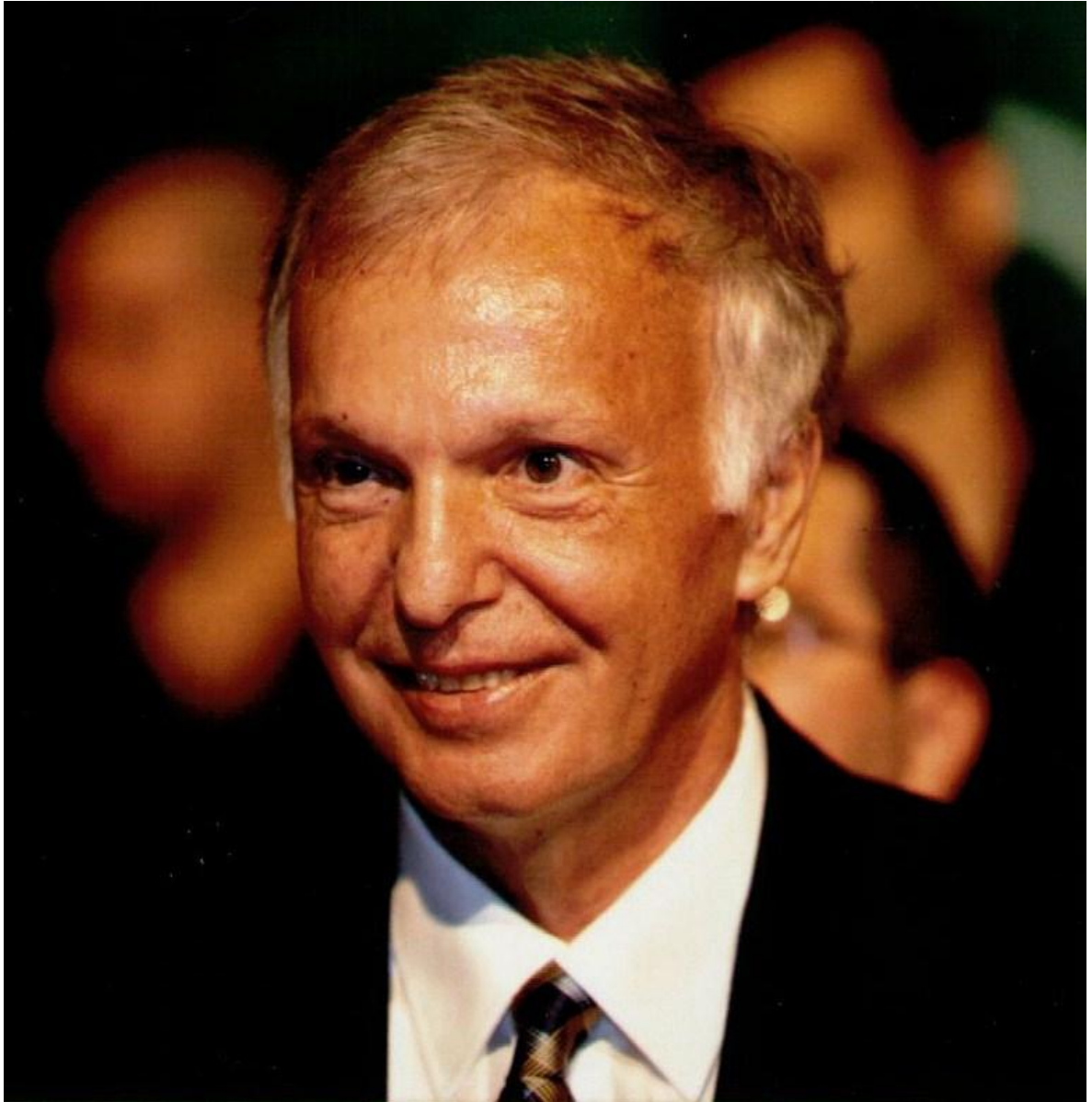
- 165 מכתב הערכה של מנהלי חברת החשמל על הקורסים של יעקב קורי
- 166 מכתבי הערכה של סטודנטים על הקורסים של יעקב קורי
- 171 **"פיית הגשם" - סיפור קסום עם איורים של יוסי קורי**
- 179 תמצית המחזה **"בחירתה של נלי"**, ביקורת של יהושע סובול, רשימת קטעי המוסיקה של המחזה
- 183 ה- CLOSING – סטירה על חתימת החוזה הארוך בהסטוריה
- לבי במזרח והאזרחות שלי בסוף מערב - היהודים הספרדים שנשארו נאמנים למורשת הספרדית
- 186 ולשפת הלאדינו עומדים לקבל אזרחות ספרדית
- 188 צבי אביאל, המשורר העיוור שראה והבין הכל
- 192 שערי אהבה - אנתולוגיה לשירת צבי אביאל – משורר האהבה
- 197 **אירוע אחריות חברתית - דירקטור באלכ"ר**
- 203 **ה ת י א ט ר ו ן ה ע י ר ו נ י ח י פ ה - היבטים לבדיקת התכנון האסטרטגי**
- 219 **תסריט מסיבת ההפתעה של רותי קורי בינואר 1992**
- 221 **תסכית אודיו על רותי קורי ב- 1989 והתכתבות הזוג ב- 1969**
- 224 **הרצאות וקליפים של יעקב קורי**
- 225 תמצית קורות חיים של ד"ר יעקב קורי בעברית
- 228 CV מלא באנגלית עם רשימת הפרסומים Dr. JACQUES CORY – CURRICULUM VITAE
- 246 **מקורות למסות ולמאמרים**
- 249 **ביבליוגרפיה**
- 289 עיטור מופת מטעם תנועת אומ"ץ לד"ר יעקב קורי – שחיה נגד הזרם
- זכרונות ותחומי עניין- שפות, דרמה, ספרות, ביוגרפיות, אמנות, סרטים, מוסיקה,
- 290 **פילוסופיה, הסטוריה, גיאוגרפיה ומסעות, המזרח התיכון**
- 291 פרקים נבחרים מתוך הספר האוטוביוגרפי עם נתונים ורשימות
- CORY'S COSMOPOLITAN CULTURAL CREDO**
- AUTOBIOGRAPHY - A LIFETIME COMPANION FOR THE**
- 296 **UNIVERSAL INTELLECTUAL HUMANIST - תוכן עניינים**
- 310 נתונים, מפות, דגלים וסטטיסטיקות על ארצות העולם
- 322 הצעה ללימוד חמש שפות בבית הספר מתוך 12, שירים ופולקלור
- 325 שפות שנלמדו על ידי יעקב קורי, מילונים, ספרים באינטרנט

- 344 מתודולוגיה ללימוד שפות, שליטת קורי בשפות, חומר על שפות
- 357 רשימת הסופרים הטובים ביותר בעת המודרנית על פי יעקב קורי
- 399 סופרים יהודים בספרות המודרנית ותרומת אנשי המופת שלנו
- עברית, פטריוט וקוסמופוליטן, התנ"ך, שירה בציבור, תנועת הרפובליקה השניה, ש"י עגנון,
- 426 משה שמיר, עמוס עוז, רודפי שלום, בנימין תמוז, חיים נחמן ביאליק
- חברה קוסמופוליטית, המבוססת על תרבות מערבית ומזרחית, הספרים הכי מתורגמים,
- 451 ספרות, תיאטרון וקולנוע קוסמופוליטיים, נסיעות ברחבי העולם, הפילוסופיה של גנדי
- 460 על משברים בחיים, ביבליותרפיה, פרץ יצירה, תקווה וכתובה
- 476 ערבית, קוראן, נגיב מחפוז, לימוד שפות נוספות
- 481 רוסית, אנה קרנינה, שיר ילדים ושירי עם רוסיים באנגלית, צרפתית ועברית, ביקור בסנט פטרסבורג
- 493 יוונית, זורבה היווני, האודיסיאה, ברכות פוליגלוטיות
- 498 יידיש, שלום עליכם, הדיבוק, פולקלור יהודי, דיעות קדומות
- גרמנית – מדוע? תת מודע, החלטות לא רציונליות, גתה – יסורי ורטור הצעיר, גץ פון ברלישינגן,
- 509 היינה, שיר עם, ביקורים, שילר
- 521 לטינית, וירגיליוס, קיקרו, על הזיקנה, מהיומן של קורי
- 527 פורטוגזית, ז'ורז'ה אמאדו, ביקור, קרנבל בריו, על אושר
- איטלקית, איטליה של הורי, שירים לאומנים, אהבה וערש, ורדי, ריגולטו, אריות, ביקורים,
- 536 מעלות, דנטה, בזכות המתריעים
- 546 ספרדית, דון קיחוטה, מאמר, משוררים, טנגו קמבלצ'ה, ליוסה
- אנגלית, סופרים אהובים, שיקספיר, סקוט פיצג'רלד, לואיס, על נון-קונפורמיזם, יוליסס,
- 559 ביקורים, גזענות ואפליה, מורשת לעתיד
- צרפתית, בית הספר בקהיר, ביבליותרפיה עם סופרים צרפתים, אהבה לפריז,
- 573 מלון בפריז, על נקמה וסליחה, פרוסט, על הזמן
- 584 ביוגרפיות, רשימת ביוגרפיות כלולות בספר באנגלית, דונה גרציה
- בנימין זאב הרצל, ביוגרפיות של שלמה אבינרי ועמוס אילון, מרצים דגולים, הרצל בראי
- 597 היונים והניצים, הדרך השלישית, סינדרום שטוקהולם ושנקין, אסלאם פונדמנטליסטי
- 608 לי קואן יו, מנהיג סינגפור – זכרונות, השוואות
- 617 ארתור מילר – בן משפחה כמעט, הזדהות עם גיבורי המחזות
- 620 ויקטור הוגו – מהפכן, הומניסט, מודל לחיקוי

- 625 מהטמה גנדי – מאבק ללא אלימות, שילוב תרבויות, הקסם ההודי
- 633 ליב אולמן, אינגמר ברגמן, תמונות מחיי הנישואין, סיפורי ילדים
- 639 ז'אן פול סארטר – ביוגרפיה מאת אנני כהן-סולל, רשמים
- 656 לב טולסטוי – אחד מגדולי הסופרים וההומניסטים, רשמים
- 667 רמברנדט – הצייר הכי אנושי
- 672 רחל – השחקנית הצרפתיה היהודית, על זרים בתרבות צרפת
- 678 ורדי – מלחין האופרות האולטימטיבי, האם הוא נאיבי?
- 683 יומנה של אנה פרנק – היומן המפורסם והמרגש ביותר בעולם
- 693 **רשמים מקריאת מחזות וצפייה בהצגות:**
- רשמים סוביקטיביים, תוכניות לימוד עם מחזות, גטו של יהושע סובול,
- כולם היו בני של ארתור מילר, זיכרון ראשון L'AIGLON של אדמונד
- רוסטאן, אויב העם של הנריק איבסן, מחזאות מודרנית ב- 21 שפות, קרנפים של יונסקו
- 709 על מקריות, גורל, השגחה, שבעה צירופי מקרים שארעו בחיי
- 723 אומנות, ציור ומוזיאונים, אימפרסיוניזם, טובי הציירים
- סרטים, הסרטים הטובים ביותר, רשימת סרטים קוסמופוליטית של קורי, הבמאים,
- 752 התסריטאים, השחקנים הטובים ביותר
- מסעות, ביקורים בשישים ארצות**, לעסקים, תיירות ולימודים, היכרות וחברות של דלפון
- 812 עם שועים ואצילים – גם הוא באצילים :
- רשימת ארצות שביקרתי בהן, ארצות הברית – עסקים ותיירות, על שירות ודייקנות, בעיות ויזה
- בקנדה ובפרו, ילדות במצרים, פליטים יהודים וערבים, עסקים באפריקה, תורכיה – ביקור,
- מורשת הספרדים, אמרות שפר בתורכית, סינית – עסקים בטיוואן, אמרות שפר במנדרינית,
- סינגפור – אחת הארצות האתיות ביותר בעולם, המסע האולטימטיבי לאוסטרליה וניו זילנד,
- ביקור בבלקן ב- 2015, תוכניות לביקור בארצות נוספות
- 849 תיאטרון, בישראל, פריז, ניו יורק, לונדון, ברלין, היבט אישי
- מוסיקה, המופעים הטובים ביותר, גרסיאס א לה וידה, איך התחלתי לאהוב מוסיקה
- 871 קלאסית, אופרות ויצירות שאני אוהב
- פילוסופיה**, אריסטו, אפיקוראים, הגות ביומן, על חופש, שוויון, אחווה וקונפורמיזם,
- 890 השקפת עולם, 72 בתולות או 72 ספרים?

- 898 - 7.2 PROFESSOR SHLOMO AVINERI AND MY EPICUREAN THOUGHT
- 901 - 7.3 ON STOICISM
- 902 - 7.4 CORY'S PHILOSOPHICAL THOUGHT AT THE AGE OF 17
- 904 - 7.5 PREFERENCE OF FREEDOM/TRUTH AS MOST IMPORTANT TRAITS
- 905 - 7.6 ON CORY'S ANTIRACIST PRACTICE
- 906 - 7.7 CORY'S MAIN PHILOSOPHY – SECULAR HUMANISM, ETHICS, UNIVERSALITY, COSMOPOLITANISM, INTELLECTUALISM
- 918 - 7.8 CORY'S PHILOSOPHICAL INSIGHT ON THE WAY OF THE WORLD
- 919 - 7.9 JEWS AND ISRAEL ARE TODAY AS IN THE PAST THE USUAL SCAPEGOATS
- 921 - 7.10 DIVIDE ET IMPERA, PERSECUTION OF CHRISTIANS BY MUSLIMS, WHO MAKES ETHNIC CLEANSING – MUSLIMS OR JEWS?
- 923 - 7.11 A FEW QUESTIONS TO THE CHRISTIANS WHO BLAME ISRAEL
- 924 - 7.12 DIVIDE ET IMPERA IN ISRAEL, RIGHT OF RETURN OF JEWS OUT OF ISRAEL, ALL SEGMENTS OF ISRAEL SHOULD JOIN FORCES
- 926- 7.13 FOCUS ON THE MOST IMPORTANT ISSUES IN PRIVATE/PUBLIC LIFE
- 927 - 7.14 ISRAEL TO ASSUME TOTAL RESPONSIBILITY FOR THE SITUATION
- 928 - 7.15 – THE CAUSES AND SOLUTIONS TO ISRAEL'S AND THE WORLD'S MOST ACCUTE ECONOMIC PROBLEMS
- 931 - 7.16 THE MUSLIM SHAHIDS' SEXUAL PHANTASY ON THE 72 VIRGINS IN PARADISE
- 932 - 7.17 THE CORY THEORY ON PARADISE ON EARTH FOR THE JUSTS – READING THE BOOKS OF THE 720 BEST AUTHORS, 72 BIOGRAPHIES OF THE MOST PROMINENT PERSONS, WATCHING 72 BEST PLAYS-OPERAS-MUSICALS-CLASSICAL CONCERTS, 360 BEST FILMS, 72 BEST SINGERS' PERFORMANCES, 72 BEST PAINTERS, KNOWLEDGE OF 72 LANGUAGES, 72 FIELDS OF INTERESTS, etc.

- 946 בלשנות, כישרון לשפות, איך להפוך לפוליגלוט
- 964 חדשנות, מדע וטכנולוגיה – ישראל, משפחת קורי, דני שכטמן
- 974 הומור, בדיחות פרטיות, עסקיות ויהודיות, הומור קוסמופוליטי, במחזות, בסרטים ובמחזות זמר
- 991 חלק ההקדמה ורשימת הפרמטרים בספר "האתיקה משתלמת"
- 1004 תמונות של יעקב קורי ומשפחתו





יעקב קורי בארוחה החגיגית לכבוד קבלת הדוקטורט ב- CNAM פריז, צרפת, ב- 23.3.2004 עם מנחה התיזה ויו"ר ועדת התיזה

**קודים אתיים ואירועים על קודים אתיים,
מסות ומאמרים על צדק חברתי, כלכלי
ושלטוני**

מאת יעקב קורי

1. על צדק בר קיימא להיות הוליסטי, חובק כל מערכות החיים, כי כל סוגי הצדק מהווים שלמות הרמונית:

"There are seven things that will destroy us: Wealth without Work, Pleasure without Conscience, Knowledge without Character, Religion without Sacrifice, Politics without Principle, Science without Humanity, Business without Ethics." Mahatma Gandhi

"שבע תופעות יחריבו את עולמנו: עושר ללא עבודה, עונג ללא מצפון, דעת ללא אופי, אמונה ללא הקרבה, מדיניות ללא עקרונות, מדע ללא אנושיות, עסקים ללא ערכים." מהטמה גנדי (אנגלית, פילוסופיה הודית)

2. את הצדק החברתי אין לבקש מהשלטונות או מטייקונים. הוא צריך לצמוח מהעם, אט אט, מאדם לאשה:

"צדק אין מבקשים אותו. צדק אינו ניתן. צדק דרכו שהוא צומח. מקרקעו של עם, מאדם שסייע לחברו בשעת הדחק, מבית שנפתחה דלתו לאביון, מאדם שנהג חיבה באשתו, מבן שנהג כבוד באביו, מחבר שלא הונה את חברו. צדק כמוהו כחיטה וכשעורה. לא בארץ אחרת תמצאו - אלא בארץ." דברי שמעון בן שטח, מלחמת בני אור, משה שמיר (עברית)

3. אין צדק כלכלי כשהחברה אינה מנדה את הנוכלים, עושי תספורות, מקבלי מעטפות, פקידים חוצי קווים:

"Hoy resulta que es lo mismo ser derecho que traidor...! Ignorante, sabio o chorro, generoso o estafador!... Todo es igual. Nada es mejor." Tango Cambalache, Enrique Santos Discepolo

"בימינו אין הבדל בין האדם הישר לבין אדם המפר את התחייבויותיו...! נבער, חכם, מופקר, נדיב או נוכל...! כולם הם היינו הך. אף אחד אינו טוב יותר." טנגו קמבלצ'ה, אנריקה סנטוס דיספולו (ספרדית)

4. להשגת צדק שלטוני וציבורי עלינו להתריע על העוול, שאם לא כן אנו מסייעים בשתיקתנו לעושי העוול:

"Qui tacet, consentire videtur, ubi loqui debuit ac potuit"

"מי ששותק נראה כמסכים, בשעה שעליו היה לדבר כשיכול היה" (לטינית)

5. אין צדק משפטי כשקיים פער עצום בין המשפט הנוטה לחזקים לבין הצדק שנועד לסייע לחלשים:

"Les lois sont des toiles d'araignées à travers lesquelles passent les grosses mouches et où restent les petites" La maison Nucingen, Honoré de Balzac

"החוקים הם קורי עכביש שבעדם עוברים הזבובים הגדולים ואילו הקטנים מסתבכים בהם"

בית נוסנינגן, הונורה דה בלזק (צרפתית)

6. צדק תקשורתי מושג כשיש שקיפות ודיווח מלא על עוולות הכלכלה והממשל המגיע לציבור ללא חוצץ:

"Und Macheath, der hat ein Messer

Doch das Messer sieth man nicht."

Die Dreigroschenoper, Bertolt Brecht

"ולמקי סכינאי יש סכין, והוא חבוי" הבלדה של מקי סכינאי, אופרה בגרוש, ברטולט ברכט (גרמנית)

7. צדק חינוכי נועד למנוע התקרנפות וחקוי המושחתים, תוך הוראת ערכים, אתיקה ומוסר מהגיל הרך:

"Chi va con lo zoppo impara a zopicare"

"המתרועע עם צולע לומד אף הוא לצלוע" (איטלקית)

8. צדק תרבותי יושג אם אנשי הרוח יעזו להתבטא בבדידות מזהרת נגד חוליי הממשל, הכלכלה והחברה:

"Den sterkeste mann i verden, det er han som står mest alene." En Folkefiende, Henrik Ibsen

"האדם החזק ביותר בעולם הוא זה הניצב לרוב לבדו" אויב העם, הנריק איבסן (נורווגית)

9. צדק סביבתי יושג אם נאזין בעוד מועד לקולות הסערה המתרגשת ובאה אשר עשויה להחריב את

העולם:

"La dulce esperanza reposa sobre su kuesta, "על פני גבעתו תנוח התקווה המזהירה

I no lo desha sentir la boz de una tempesta לא תניח לו לשמוע את קולות הסערה

Ke furioza, menaza de destruyir el mundo." "שבזעם מאיימת להחריב את העולם."

La Vinya de Navot, Yosef Avraam Papo (לאדינו) כרם נבות, מחזה תנ"כי, יוסף אברהם פאפו

10. צדק גלובלי יושג כאשר כל האומות וכל בני האנוש יפעלו על פי כלל זהב העומד בבסיס הצדק

והאתיקה:

"דעלך סני – לחברך אל תעבד" (שבת לא א – הלל)

"השנוא עליך – אל תעשה לחברך" (ארמית, ביהדות, נצרות, אסלם, קונפוציאניזם, בודהיזם, הינדואיזם...)

ולהלן ציטטות המתארות בצורה נוקבת את מצב רוח המחבר יעקב קורי Jacques Cory בעת כתיבת הספר:

"כשהפורענות באה לעולם אין מרגיש בה אלא יעקב" (מדרש איכה, פ' ב' אות ט' בסופו)

"MAÎTRE JACQUES: je vous l'avais bien dit que je vous fâcherais de vous dire la vérité."

"השף ז'אק: הרי אמרתי לך שאכעיס אותך כאשר אומר לך את האמת." הקמצן מאת מולייר, מער' 3 תמונה 1

"כל אחד יכול להתרגז – אין קל מזה. אך להתרגז על האדם הנכון, במידה הנכונה, בעיתוי הנכון, למטרה נכונה ובדרך נכונה – אין זה דבר קל כלל ועיקר." (אריסטו, על הכעס, פילוסופיה יוונית)

"Chi crede a sogni è matto; e chi non crede che cos' è?" – Lorenzo da Ponte

"המאמין בחלומות הוא לא שפוי; ומי שלא מאמין – מה הוא?" – לורנצו דה פונטה

"La ora la mas eskura es para amaneser. La verdad va enriva komo la azeite. Ken bushka topa."

"השעה האפילה ביותר היא לפני הזריחה. האמת צפה למעלה כמו השמן. המחפש – מוצא." (פתגמים בלאדינו)

"Keep you doped with religion & sex & TV. And you think you're so clever and classless and free. But you're still peasants as far as I can see. A working class hero is something to be."

"הם מסממים אתכם עם דת, טלוויזיה ומין. ואתם חושבים את עצמכם לפקחים, אל-מעמדיים, בני-אדם חופשיים. אבל אתם סך הכל עלובי החיים. גיבור-של-עובדים זה גיבור אגדי." (ג'ון לנון, גיבור מעמד הפועלים, תרגום יהושע סובול)

תוכן העניינים

עמוד

8	תודות
11	הקדמה
18	חלק ראשון: קודים אתיים ואירועים על קודים אתיים
19	ניתוח השוואתי של הקוד האתי של סיב"ט וקודים אתיים בסקטור הבטחוני
32	פרטים על סיב"ט מאתר הארגון
35	קוד אתי בסיב"ט
44	משובים על הקוד האתי של סיב"ט
45	אירוע ניקיון כפיים בארגון האמריקאי
48	אירוע מתריע בארגון הצרפתי
52	אירוע הממונה על האתיקה בארגון האיטלקי
55	אירוע מידע פנים בארגון הגרמני
59	אירוע חובת הנאמנות לארגון האנגלי
63	אירוע שוחד במדינת היעד של הארגון הספרדי
67	אירוע שקיפות וסודיות בארגון הרוסי
70	אירוע מוסר עבודה בארגון הסיני
74	אירוע אחריות חברתית וסביבתית בארגון הקנדי
77	אירוע הסעיפים הכללים בקוד האתי בארגונים במדינות רבות
80	חלק שני: צדק חברתי והקשרים אקטואליים של מחזות וספרים
81	צדק חברתי וכלכלי בישראל - חלום ליל קיץ או מהפכה?
91	יום העיון על צדק חברתי שיזם יעקב קורי באוניברסיטת חיפה
95	מכתב גלוי לראשי תנועת המחאה החברתית
104	אחים במדינה פרצה שריפה
110	הדוגלים בצדק חברתי וכלכלי - אנרכיסטים, קומוניסטים וחוצפנים?
120	אחריות אבסולוטית מהשריפה בכרמל ועד דיכוי תנועת המחאה

126	הסיוט של יוליה - סטירה בענייני דיומא
129	צדק ואתיקה הוליסטיים בכל תחומי החיים
133	צדק חברתי - יתרונות המודל הסקנדינבי
140	הקשרים אקטואליים למחזה "ביקור הגברת הזקנה" של דירנמט
162	צדק חברתי וכלכלי, הטייקונים והמשקיע הקטן - "הכסף" מאת אמיל זולא
176	צדק תרבותי - ביקורת על היצירה של יהושע סובול - מחזאי חברתי
	צדק חברתי וכלכלי בישראל - הרומן "הישמרו מדורון יוני" מאת יעקב קורי
191	והמחזות "נלי דורון" ו-"בחירתה של נלי"
207	ילדי חורף 73 - שנת 2049, סטירה עתידנית
209	צדק חינוכי - דרך מקורית להוראת צדק חברתי וכלכלי
213	צדק חברתי, כלכלי ושלטוני – מאמר בעקבות פרסום הספר
220	מי היא האריסטוקרטה האמיתית בישראל?
224	צדק בר-קיימא בתרבויות העולם
230	חלק שלישי: צדק כלכלי, המיתון העולמי ועתיד הקפיטליזם
231	36 עקרונות של צדק חברתי וכלכלי בישראל ובעולם לקראת 2020
236	אתיקה בעסקים בישראל - החלום ושברו
241	צדק כלכלי מושג על ידי מיזוג יעדי הרווחיות והאתיקה
252	12 הפרמטרים להתנהגות אתית של בנקים
258	המכון הלאומי לאתיקה
263	המועצה המפקחת והדירקטורים החיצוניים
268	המודל של סטף ורטהיימר
274	36 חוקים של עושק בעלי מניות המיעוט בחברות לא אתיות
277	הכשלים האתיים במשבר הכלכלי העולמי
282	"מאחורי החומה הסינית" - אירוע על צדק כלכלי
285	רואי החשבון כנושאי הדגל של המהפכה האתית
289	שקיעתה של האתיקה בעקבות המשבר הכלכלי
293	סיכוני הביטוח בארה"ב ובישראל על רקע המשבר הכלכלי
296	רק בעלי מידע פנים הולכים על בטוח

300	הומניות, הון והונאות
304	כללים חשבונאיים, אתיקה והמשבר הכלכלי של 2008
308	לחבר את הכלכלה לחברה
310	לפיד, פישר ונתניהו – אבירי הבורגנות הישראלית
312	האתיקה צומחת מהראש
314	פרשת Long Term Capital Management - צדק כלכלי נוסח וול סטריט
318	תאגידי ענק, יצרני הנשק ומחזיקי עניין - הסרט "משחק המושבעים"
323	הבראת חברות - כיצד? דרך לגיטימית להשגת צדק כלכלי
329	סמינריון צדק חברתי וכלכלי בישראל - 30 הרצאות
348	אתיקה עסקית ועתיד הכלכלה הקפיטליסטית - סילבוס משולב של 26 הרצאות
365	חלק רביעי: צדק שלטוני, סביבתי וגלובלי
366	עיקרי מצע תנועת הרפובליקה השנייה של ישראל
	צדק שלטוני וציבורי - האחריות הציבורית של המנהל הציבורי בישראל הדמוקרטית -
369	למען העם הריבון או למען אוליגרכיה של אילי הון ועושי דברם?
409	נאום לכבוד המועמד לנשיאות דני שכטמן בכנס סיכום לתומכים – 13.6.2014
414	צדק משפטי וכלכלי - 20 עיקרי מדיניות ותחיקה, אתיקה ושקיפות בשלטון ובעסקים - הצעה לכנסת
422	ברוך אשם! - אירוע בדיוני על "צדק" שלטוני
431	צדק בר קיימא - פול הוקן, נביא הקיימות בימינו
435	צדק סביבתי, כלכלי וגלובלי - התאגיד בעידן הגלובליזציה: הסרט והספר "The Corporation"
444	צדק כלכלי ושלטוני בקונטקסט הגלובליזציה והמזרח התיכון - הסרט "Syriana"
452	צדק סביבתי, כלכלי וחברתי - "וולמרט", העלות הגבוהה למחיר הנמוך
460	צדק כלכלי, שלטוני וגלובלי: ספרו של ג'וזף שטיגליץ "אי נחת בגלובליזציה"
468	הספר והסרט "No Logo" של נעמי קליין - צדק חברתי, כלכלי וגלובלי בעידן של גלובליזציה
473	מילטון פרידמן - בזכות גלובליזציה וניאו ליברליזם
479	הספר "העולם הוא שטוח" מאת תומס פרידמן - גישה מאוזנת על הגלובליזציה
483	היבטים נוספים של גלובליזציה, צדק תקשורתי, נעם חומסקי
491	חלק חמישי: אודות יעקב קורי ויצירותיו האחרות

492	תמצית קורות חיים בעברית
495	CV מלא באנגלית עם רשימת הפרסומים
513	ביקורות והפניות לספר "סוגיות נבחרות באתיקה עסקית ובאחריות חברתית" בהוצאת מאגנס
521	מאמר שפורסם בגלובס ב- 18.9.2008, הכולל ראיון עם יעקב קורי
532	הצעה לחלוקת פרסי צדק בר קיימא בעברית ובאנגלית - 2012
	תמליל ההרצאה "דרכים מקוריות להוראת אתיקה עסקית", שנערכה באוניברסיטת תל אביב
537	ביום עיון של שבי"ל ומרכז דוב יזרעאלי ב- 28.11.2005
548	מקורות למסות ולמאמרים
551	ביבליוגרפיה
591	תמונות של יעקב קורי מהקריירה המקצועית ומהלימודים

מכיוון שכמה מהאירועים בספר זה מבוססים על זיכרון וזיכרון הוא לא תמיד מדויק, יש לראות בכל האירועים המופיעים בספר זה כבדיוניים. יעקב קורי אינו אחראי לתוכן ספר זה, לנתונים או לקישורים בספר. כל הזכויות שמורות ליעקב קורי ולמוציאים לאור של ספריו, למחזיקים בזכויות של הקישורים ושל הנתונים בספר זה.





A GLOBE IN MERTON COLLEGE LIBRARY, UNIVERSITY OF OXFORD, UNITED KINGDOM

A VOYAGE INTO MY WORLD'S CULTURE
LITERATURE, LANGUAGES, THEATER, FILMS, MUSIC,
ARTS, ILLUSTRIOUS PERSONS, TRAVEL, CREDO,
WORLDVIEW, IMPRESSIONS, MEMORIES, HERITAGE

JACQUES CORY

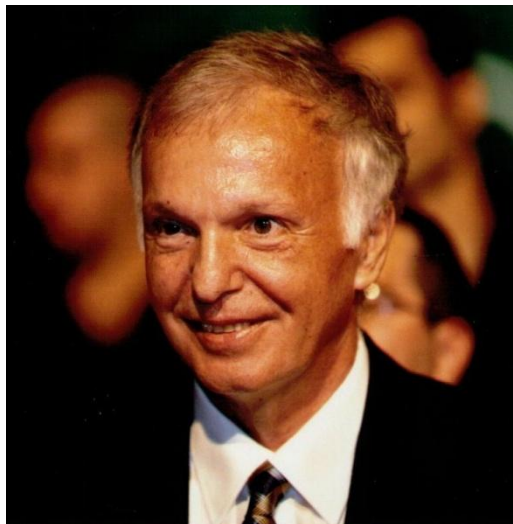


TABLE OF CONTENTS

	PAGE
ACKNOWLEDGEMENTS	6
INTRODUCTION	7
PLANNED TRIP TO NORTHERN SPAIN	9
SPAIN – LITERATURE, CULTURE, LANGUAGES – SPANISH, GALICIAN, IMPRESSIONS, MEMORIES	13
PLANNED TRIP TO NORTHERN ITALY	22
ITALY - LITERATURE, LANGUAGES – ITALIAN, FRIULIAN, IMPRESSIONS, MEMORIES, CULTURE	27
PLANNED TRIP TO ALSACE, LORRAINE IN FRANCE	39
FRANCE - LITERATURE, LANGUAGE, IMPRESSIONS, MEMORIES, CULTURE	41
PLANNED TRIP TO AUSTRIA AND GERMANY	75
GERMAN - LITERATURE, LANGUAGE, IMPRESSIONS, MEMORIES, CULTURE	78
PLANNED TRIP TO CENTRAL SOUTH AMERICA	91
PROPOSAL: LEARNING FIVE LANGUAGES AT SCHOOL: MOTHER TONGUE, ENGLISH, SPANISH, FRENCH, ONE OF 9 ADDITIONAL LANGUAGES, WITH LINKS TO POPULAR SONGS, DANCE, MUSIC IN THOSE 12 LANGUAGES	93
PLANNED TRIP TO SOUTHERN SOUTH AMERICA AND BRAZIL	100
PORTUGUESE: LITERATURE, LANGUAGE, IMPRESSION, MEMORY, CULTURE	102
PLANS TO VISIT ADDITIONAL COUNTRIES	109
CRUISE AROUND THE WORLD – OCEANIA 1/2018	111
BALKANS TOUR – 2015 AND IMPRESSIONS	113
TRIP TO PROVENCE IN 2014, PROVENÇAL LANGUAGE AND IMPRESSIONS	120
TRIP TO CONTINENTAL GREECE IN 2016, GREEK LANGUAGE, IMPRESSIONS	125
TRIP TO AUSTRALIA AND NEW ZEALAND IN 1999	129

MEMORABLE TRIPS TO EUROPE AND BEYOND	131
UNITED STATES – BUSINESS, TRAVEL, ABOUT SERVICE & PUNCTUALITY	136
VISA PROBLEMS IN CANADA AND PERU	144
CHILDHOOD IN EGYPT, JEWISH & ARAB REFUGEES, BUSINESS IN AFRICA	145
TURKEY: TRAVEL, SEPHARDIC HERITAGE, SAYINGS: IN TURKISH/ENGLISH	151
CHINESE – BUSINESS IN TAIWAN, SAYINGS: IN MANDARIN AND ENGLISH	153
SINGAPORE – ONE OF THE MOST ETHICAL COUNTRIES IN THE WORLD	156
RUSSIAN - LITERATURE, LANGUAGE, IMPRESSIONS, MEMORIES, CULTURE	157
DUTCH, PROFESSOR VAN LUIJK, ANNE FRANK	166
HEBREW - LITERATURE, LANGUAGE, IMPRESSIONS, MEMORIES, CULTURE	169
LADINO - LITERATURE, LANGUAGE, IMPRESSIONS, MEMORIES, CULTURE, SEPHARDIM ZIONISTS, A SHORT BIOGRAPHY OF HERZL, ALTNEULAND	192
YIDDISH, SHOLEM ALEICHEM'S NOVEL - TEVYE THE DAIRYMAN, MUSICAL - A FIDDLER ON THE ROOF, ANSKY'S PLAY– DYBBUK, GOLDIN'S MIRELE EFROS	208
JEWISH FOLKLORE, FOLK SONGS IN YIDDISH, YEMENITE AND LADINO	214
HAITIAN, POETRY	218
ARABIC, QURAN, NAGUIB MAHFOUZ, LEARNING MORE LANGUAGES	221
ARAMAIC, HAGGADAH, BOOK OF DANIEL, TALMUD, LANGUAGE OF JESUS	225
LATIN, VIRGIL – THE AENEID, CICERO, ON OLD AGE	228
ROMANIAN, GREETING TO MOTHER-IN-LAW, THE POET EMINESCU	231
INTERLINGUA,CHEKHOV/MI VITA,ANDERSEN/ LITTLE MATCH GIRL/DANISH	233
COSMOPOLITAN SOCIETY, BASED ON WESTERN & EASTERN CULTURES, MOST TRANSLATED BOOKS, COSMOPOLITAN LITERATURE, PLAYS & FILMS, TRAVEL ALL OVER THE WORLD, GANDHI'S PHILOSOPHY	236
LIST OF THE 60+ COUNTRIES VISITED BY JACQUES CORY	243
A METHODOLOGY OF LEARNING LANGUAGES, MY 72 LANGUAGES OF THE UN UNIVERSAL DECLARATION OF HUMAN RIGHTS, ON MONEY	247
HOW TO BECOME A POLYGLOT?	260

COSMOPOLITAN TRIFLES AND SONGS FROM ALL OVER THE WORLD	262
A SAMPLE OF DOZENS OF CULTURAL TRIPS	266
ENGLISH - LITERATURE, LANGUAGES – ENGLISH, IRISH GAELIC, IMPRESSIONS, MEMORIES, CULTURE	270
CORY'S LIST/COMMENTS ON THE 100 BEST AUTHORS OF THE 20 TH CENTURY	295
CORY'S LIST OF 20 TH CENTURY BEST OF THE BEST AUTHORS BY LANGUAGE	316
CORY'S LIST OF THE BEST AUTHORS IN THE WORLD IN 1860-1899 (AND IN 2000- 2015) WITH COMMENTS AND LISTS OF BOOKS	322
THE METHODOLOGY OF READING, ON HOPE, CRISES AND BIBLIOTHERAPY	338
BIOGRAPHIES – ON BIOGRAPHIES THAT I'VE READ AND I AM READING	355
BIOGRAPHIES ON DONA GRACIA	361
PLAYS, FAVORITE PLAYWRIGHTS, 30+ LANGUAGES - PLAYS READ BY CORY	365
CORY'S SUBJECTIVE IMPRESSIONS ON READING PLAYS/WATCHING DRAMA	366
THE THREEPENNY OPERA (GERMAN) IN BERLIN, TI'S LECTURE BASED ON IT	367
CORY- ACADEMIC COURSES BASED ON PLAYS, NEW ETHICAL COLLEAGUES	372
JOSHUA SOBOL'S GHETTO (HEBREW)	378
ANALYSIS:A. MILLER- ALL MY SONS (ENGLISH) IN CORY'S BOOKS/COURSES	383
CORY'S FIRST MEMORY – EDMOND ROSTAND'S PLAY L'AIGLON (FRENCH)	386
BEST BUSINESS ETHICS NOTION: AN ENEMY OF THE PEOPLE (NORWEGIAN)	388
INTRODUCTION TO MODERN PLAYS & TRANSLATIONS IN 21 LANGUAGES	391
ON COINCIDENCE IN LIFE, ALL THE WORLD'S A STAGE, WE ARE PLAYERS	392
COMMENTS ON PLAYS SEEN IN ISRAEL, LONDON, PARIS, NY, AND BERLIN	401
PLAYS SEEN IN ISRAEL AND IN NEW YORK IN 2011-2013	405
THE UNBEARABLE LIGHTNESS OF SLANDERING ISRAEL ON THE THEATER	408
CORY'S FAMILY ON STAGE	410

MY BEST MUSEUMS IN PARIS, LONDON AND NEW YORK, MUSEE D'ORSAY	412
MY SON PROFESSOR JOSEPH CORY'S ACTIVITIES IN ARCHITECTURE	415
BEST EUROPEAN PAINTERS AND PAINTINGS, CORY'S 72/123 BEST PAINTERS	418
FILMS OF MY YOUTH, FESTIVALS AND COURSES	424
CORY'S LISTS OF THE BEST & THE BEST OF THE BEST FILMS EVER MADE	430
WALL STREET AND ETHICS – THE FILM "WALL STREET" – SUMMARY AND ANALYSIS	449
ETHICS OF HOSTILE TAKEOVERS – THE FILM "OTHER PEOPLE'S MONEY" – SUMMARY AND ANALYSIS	452
TRANSPARENCY, ETHICS AND THE MEDIA – DR. JEFFREY WIGAND AND THE TOBACCO INDUSTRY – THE FILM "THE INSIDER" – SUMMARY & ANALYSIS	454
ETHICAL ACTIVISM, ERIN BROCKOVICH VERSUS KAREN SILKWOOD – THE FILMS "ERIN BROCKOVICH" AND "SILKWOOD" – SUMMARY AND ANALYSIS	456
BEST SHOWS AND CONCERTS THAT I'VE EVER SEEN, GRACIAS A LA VIDA	460
CLASSICAL MUSIC & JAZZ, THE BEGINNING OF A WONDERFUL FRIENDSHIP	465
THE 60+ CONCERTS AND SHOWS THAT I'VE SEEN IN 2011-2013	467
BEST CLASSICAL MUSIC/OPERA THAT I HAVE WATCHED, HEARD OR READ	469
CORY'S FAMILY LOVE OF MUSIC, RELATED COSMOPOLITAN ANECDOTES	476
ESSAY ON ARISTOTLE'S BOOK "ETHICS"	478
PROFESSOR SHLOMO AVINERI AND MY EPICUREAN THOUGHT	481
ON STOICISM AND SECULAR HUMANISM	484
CORY'S PHILOSOPHICAL THOUGHT AT THE AGE OF 17	486
CORY'S PREFERENCE OF FREEDOM & TRUTH AS MOST IMPORTANT TRAITS AND ANTIRACIST MULTICULTURAL PRACTICE	488
CORY'S PHILOSOPHICAL INSIGHT ON THE WAY OF THE WORLD	493
JEWES AND ISRAEL ARE TODAY AS IN THE PAST THE USUAL SCAPEGOATS	495
DIVIDE ET IMPERA, PERSECUTION OF CHRISTIANS BY MUSLIMS, WHO MAKES ETHNIC CLEANSING – MUSLIMS OR JEWS?	497

A FEW QUESTIONS TO THE CHRISTIANS WHO BLAME ISRAEL	500
DIVIDE ET IMPERA IN ISRAEL, RIGHT OF RETURN OF JEWS OUT OF ISRAEL, ALL SEGMENTS OF ISRAEL SHOULD JOIN FORCES	502
FOCUS ON THE MOST IMPORTANT ISSUES IN PRIVATE/PUBLIC LIFE	504
ISRAEL SHOULD ASSUME TOTAL RESPONSIBILITY FOR THE SITUATION	506
THE CAUSES AND SOLUTIONS TO ISRAEL'S AND THE WORLD'S MOST ACCUTE ECONOMIC PROBLEMS	507
MUSLIM SHAHID'S SEXUAL PHANTASY ON THE 72 VIRGINS IN PARADISE	510
THE CORY THEORY OF PARADISE ON EARTH – READING BOOKS BY 720 BEST AUTHORS, WATCHING 360 BEST FILMS, 72 BEST PLAYS, 72 BEST PAINTERS, 72 BEST CLASSICAL/SINGERS CONCERTS, KNOWING 72 LANGUAGES	511
ON THE HIGH TECH COMPANY ELBIT SYSTEMS WHERE CORY WORKED AS VICE PRESIDENT SALES AND FINANCE	520
ACTIVITIES IN INNOVATION OF CORY'S FAMILY, CORY'S IN-LAW DAN SCHECHTMAN, NOBEL PRIZE IN CHEMISTRY – ARTICLE	522
ON HUMORISTIC ACTIVITIES, AMERICAN & BRITISH SITCOMS I LIKE BEST	527
FAMILY PRIVATE JOKES	529
COMIC MUSICALS, FILMS AND PLAYS	531
TOPAZE AND LES MARCHANDS DE GLOIRE BY PAGNOL, YES MINISTER	534
SOUTH AMERICA – CORRUPTION CASE – ETHICS IN SALES	537
TEN COMPONENTS IN TEN LANGUAGES ON SUSTAINABLE JUSTICE	542
ANALYSIS OF CORRUPTION PERCEPTIONS INDICES IN 2012-2014, 2005, 1996, 1995: TRANSPARENCY INTERNATIONAL'S RANKING - ETHICS/CORRUPTION	544
THE RISE AND FALL OF BUSINESS ETHICS FOLLOWING THE 2007-2010'S GREAT RECESSION	549
PRINCIPLES OF BUSINESS & ETHICS IN ECONOMIC WORLD TOWARDS 2020	551
DETAILS ON JACQUES CORY'S WORKS – BOOKS, eBOOKS, NOVEL, PLAYS, ESSAYS, ACADEMIC BOOKS, ARTICLES, LANGUAGES, COURSES, BUSINESS..	554

GEOGRAPHIC DATA	569
MAPS OF THE WORLD AND OF CONTINENTS, LINKS TO MAPS OF COUNTRIES, CAPITALS, POPULATION, ESSENTIAL DATA ON COUNTRIES	577
TRIPS PHOTOS OF CORY'S FAMILY - JACQUES, RUTHY AND CHILDREN	600

As some of the events in this book are based on memory, and memory is not always correct, all the events in this book should be treated as fictitious. [Jacques Cory](#) may not be held responsible for any of the contents, data or links in this book. All rights are reserved to Jacques Cory and to the publishers of his books, to the holders of the rights in the links and of the data in this book.



JACQUES CORY'S WORKS – BOOKS, eBooks, ACADEMIC BOOKS, NOVEL, PLAYS, COLLECTIONS OF ESSAYS & ARTICLES, LANGUAGES, ETHICAL CODES, CASE STUDIES, COURSES AND LECTURES, BIOGRAPHIES, TRAVEL, POETRY, SATIRES, CHILDREN BOOKS, DIARY, STORIES, WEBSITE, PERSONAL AND ACADEMIC CORRESPONDENCE, SCREENPLAY, AUDIOPLAY, AUTOBIOGRAPHY, PHOTOS, VIDEOS, PHILOSOPHY, GEOGRAPHY, MUSIC, THE ISRAELI-PALESTINIAN CONFLICT, BUSINESS PLANS & WORK



לִי נַעֲרָה יֵשׁ וּשְׁמָה רוֹתִי

**רגשות, זכרונות, אלבומים, שירים, מכתבים, סיפורים,
תסכית, תסריט, פיית הגשם והמחזה "בחירתה של נלי"**

יעקב קורי

תוכן העניינים

עמוד

4	הקדמה
5	תשובות לשאלות של שירלי על רותי וקישורים ליצירות
7	קטעים וקישורים מהאוטוביוגרפיה בעברית שבהם מוזכרת רותי
21	קטעים וקישורים מהאוטוביוגרפיה באנגלית שבהם מוזכרת רותי
36	בת שישים – שיר שעובד ליום ההולדת השישים של רותי
38	ברכה שנכתבה ליום ההולדת החמישים של רותי
39	שיר שנכתב ליום ההולדת ה- 55 של רותי, תורגם ועובד ללאדינו והתפרסם בעיתונים ובאתרים בעולם
41	שיר שנכתב ליום הנישואין הארבעים של רותי ויעקב קורי
43	שיר שנכתב על פי GRACIAS A LA VIDA ליום הנישואין השלושים של רותי ויעקב קורי
46	שיר שנכתב ליום ההולדת ה- 67 של רותי
47	שיר שנכתב ליום ההולדת ה- 68 של רותי
48	שיר שנכתב על ידי רותי וקורי ליום הולדתו השמיני של תומר
49	שיר שנכתב על ידי רותי וקורי ליום הולדת ה- 12 של תומר
50	ברכה שנכתבה לפני פופליקר על ידי בנותיה רותי וחלי
51	ברכה שנכתבה על ידי אמיר ומשפחות לפני פופליקר
52	ברכה שנכתבה על ידי יוסי ומשפחתו לפני פופליקר
53	ברכה שנכתבה על ידי שירלי ומשפחתה לפני פופליקר
54	ברכה שנכתבה על ידי יעקב קורי לפני פופליקר ברומנית
55	ברכה שנכתבה על ידי דליה גולן לרותי ליום הולדתה השבעים
56	ברכה שנכתבה על ידי רותי וקורי לדידי גולן במלאת לו שבעים
57	ברכה שנכתבה על ידי רותי וקורי לדידי גולן במאת לו שישים
58	שיר שנכתב על ידי רותי וחלי ליום ההולדת השישים של יהודית אופק
60	שיר שנכתב על ידי רותי וקורי לאמי אופק שמלאו לו שישים

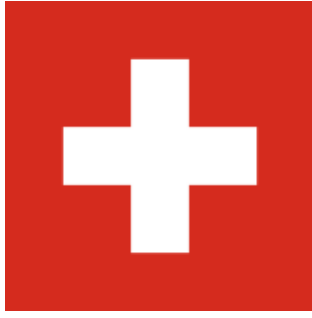
61	ברכה שנכתבה על ידי רותי וקורי לנפתלי פריד ליום הולדתו השישים
	סריקות של ברכות שנכתבו לרותי ועל ידי רותי ותמונות: דליה גולן, חניתה מלכוב, שירלי, אמיר, יוסי, תומר, דורון, אופיר, יעקב קורי, פנינה זייגר, גלי ויוסי מנצ'יק, רונית ונפתלי פריד, צוות בית ספר מזור, סוזי, שרה שפיר, אילנה דוקס, שוש עדין, מירה, ידידי גולן
62	
102	הספד לדוד פופליקר
103	הספד לפני פופליקר
104	ספר הילדים פיית הגשם שהוקדש לרותי קורי
112	המחזה "בחירתה של נלי" – תמצית, ביקורת של יהושע סובול, רשימת קטעי המוסיקה של המחזה וקישור
116	המחזה "בחירתה של נלי"
181	תסריט מסיבת ההפתעה של רותי קורי בינואר 1992
196	תסכית אודו אודיו על רותי קורי ב- 1989 והתכתבות הזוג רותי וקורי ב- 1969
266	מסלולי הטיולים שרותי וקורי יזמו בבלקן, בפרובנס, ביוון
280	אלבומים משפחתיים

תודות מגיעות לכל מי שליווה את רותי לכל אורך הדרך, בראש וראשונה להוריה המדהימים פני ודוד פופליקר, לסבתה התומכת רוזליה כהן, לילדים שלנו שאוהבים אותה אהבת נפש יוסי ואשתו נירה, אמיר ואשתו אלה, שירלי ובעלה רוני, ולנכדים שהיא מקדישה להם את כל כולה, תומר, דורון, אופיר, נוגה, איתי, נועם דוד, עידו ועל. רותי היא תאומה של רחל חלי ציילר, אבל היא גם הנפש התאומה שלה שלא רק דומות אלא חיות אחת עבור רעותה. תודה גם לאיתן בעלה, לילדיהם גלית, יובל ורועי ומשפחותיהם ולהורי איתן אנדה ומשה. הורי אלברט ופולין קורי אהבו אותה מאוד וגם אחי חיים ואשתו נחמה אוהבים. תודה מיוחדת למחותנים היקרים שלנו ציפי ודני שכטמן, ורה ועוזי שחם, אלברטו וטלי גרפונקל ולמשפחותיהם. תודה מכל הלב גם לכל החברים והחברות הרבים של רותי שתקצרו היריעה מלמנותם.

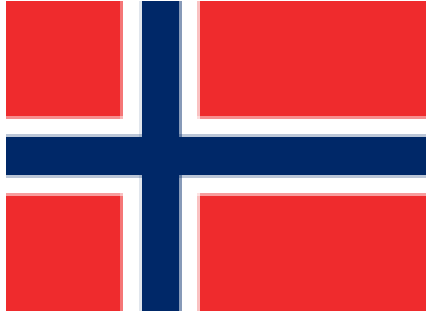
מכיוון שכמה מהאירועים בספר זה מבוססים על זיכרון, והזיכרון הוא לא תמיד מדויק, כל האירועים של ספר זה ייחשבו כבדיוניים. יעקב קורי אינו אחראי לתוכן כלשהו בספר, נתון או קישור בספר. כל הזכויות שמורות ליעקב קורי ולמוציאים לאור של ספריו, לבעלי הזכויות לקישורים ולמידע המובא בספר זה.



תמונה משפחתית בבית משפחת קורי - דצמבר 2016. רותי מחייכת בלב משפחה כשהיא במרכז העניינים, עמוד השדרה של המשפחה, 4 מימינה, 4 משמאלה, 4 לפנייה והיא מוקפת בבנות המשפחה, כשהגברים כסוככי לכת נעים סביבה. יושבים מימין לשמאל – יוסי קורי, תומר בנו, שירלי (קורי) גרפונקל לצד רותי, יעל בת שירלי על ברכי רותי, רותי קורי, נגה קורי בת אמיר מאחורי רותי, יעקב לצד רותי, איתי קורי, אמיר קורי. לפנייהם רוכנים – אופיר קורי בן יוסי, דורון קורי בן יוסי, נועם דוד גרפונקל בן שירלי, עידו גרפונקל בן שירלי.



[Switzerland](#)



[Norway](#)



[Sweden](#)



[Denmark](#)



[Germany](#)



[Netherlands](#)



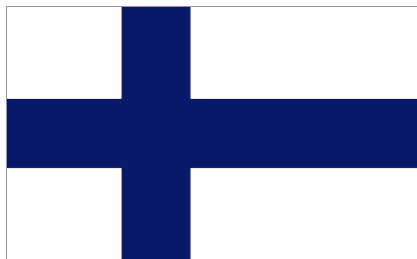
[Australia](#)



[Canada](#)



[Singapore](#)



[Finland](#)



[Luxembourg](#)



[New Zealand](#)

ACADEMIC PROOF THAT ETHICS PAYS

THE MOST ETHICAL COUNTRIES ARE THE MOST PROSPEROUS AS
ASSESSED BY CORY'S INDEX OF MAIN INDICES OF PERFORMANCE

JACQUES CORY

CITATION IN ALMOST ALL THE MOST SPOKEN LANGUAGES IN THE WORLD AND IN THE ETHICAL COUNTRIES

PSALM 37: 27,29

ENGLISH

Depart from evil, and do good, and you will live in the land forever.
The righteous will inherit the land, and they will dwell in it forever.

HEBREW

כֹּז סוּר מֵרָע, וַעֲשֵׂה-טוֹב; וְשָׁכַן לְעוֹלָם.
כֹּט צְדִיקִים יִירָשׁוּ-אֶרֶץ; וְיִשְׁכְּנוּ לְעַד עָלֶיהָ.
(תהילים, פרק ל"ז, פסוקים כ"ז, כ"ט)

FRENCH

Retire-toi du mal, et fais le bien; et tu auras une demeure éternelle.
Les justes hériteront la terre, et y habiteront à perpétuité.

ARABIC

حد عن الشر وافعل الخير واسكن الى الابد.
الصدیقون يرثون الارض ويسكنونها الى الابد.

CHINESE

你当离恶行善，就可永远安居。
义人必承受地土，永居其上。

DANISH

Vig fra ondt og øv godt, saa bliver du boende evindeligt;
de retfærdige arver Landet og skal bo der til evig Tid.

DUTCH

Wijk af van het kwade, en doe het goede, en woon in eeuwigheid.
De rechtvaardigen zullen de aarde erfelijk bezitten, en in eeuwigheid daarop wonen.

FINNISH

Vältä paha, ja tee hyvää, ja pysy ijankaikkisesti.
Hurskaat perivät maan, ja asuvat siinä ijankaikkisesti.

GERMAN

Laß vom Bösen und tue Gutes, und bleibe immerdar.
Die Gerechten erben das Land und bleiben ewiglich drinnen.

ITALIAN

Ritratti dal male, e fa' il bene; E tu sarai stanziato in eterno.
I giusti erederanno la terra e l'abiteranno in perpetuo.

INDONESIAN

Undurlah dari pada jahat dan buatlah baik, maka kedudukanmu akan tetap selama-lamanya.
Maka segala orang yang benar itu akan mempusakai tanah itu, dan mendiami dia sampai selama-lamanya.

NORWEGIAN

Vik fra ondt og gjør godt! Så skal du bli boende* til evig tid.
De rettferdige skal arve landet og bo i det evindeligt.

SPANISH

Apártate del mal, y haz el bien, Y vivirás para siempre.
Los justos heredarán la tierra, Y vivirán para siempre sobre ella.

PORTUGUESE

Aparta-te do mal e faze o bem; e terás morada permanente.
Os justos herdarão a terra e nela habitarão para sempre.

RUSSIAN

Уклоняйся от зла, и делай добро, и будешь жить вовек:
Праведники наследуют землю и будут жить на ней вовек.

SWEDISH

Vänd dig bort ifrån det som är ont, och gör vad gott är, så skall du få bo kvar evinnerligen.
De rättfärdiga skola besitta landet och bo däri evinnerligen.

HINDI

बुराई को छोड़ भलाई कर; और तू सर्वदा बना रहेगा।
धर्मी लोग पृथ्वी के अधिकारी होंगे, और उस में सदा बसे रहेंगे॥

JAPANESE

悪をさけて、善を行え。そうすれば、あなたはとこしえに住むことができる。

正しい者は国を継ぎ、とこしえにその中に住むことができる。

SWAHILI

Acha ubaya na utende wema, nawe utaishi katika nchi milele.
wenye haki watairithi nchi, na kuishi humo milele.

ICELANDIC

Forðastu illt og gjörðu gott, þá munt þú búa kyrr um aldur,
Hinir réttlátu fá landið til eignar og búa í því um aldur.

IRISH GAELIC

Seachainn an t-olc, is dean am maith, is còmhnuidh gabh gu bràth.
Mealaidh na fireana an tìr: buan-chòmhnuidh ni iad innt'.

ESTONIAN

Pöördu kurjast ja tee head, siis sa jääd oma elukohta igavesti!
Õiged pärivad maa ja elavad seal põliselt.

POLISH

Odstąp od złego a czyń dobrze, a będziesz mieszkał na wieki.
Sprawiedliwi odziedziczą ziemię, i będą w niej mieszkali na wieki.

GREEK

Ἔκκλινον ἀπὸ κακοῦ, καὶ ποίησον ἀγαθόν, καὶ κατασκήνου εἰς αἰῶνα αἰῶνος.
δίκαιοι δὲ κληρονομήσουσιν αὐτήν, καὶ κατασκηνώσουσιν εἰς αἰῶνα αἰῶνος ἐπ’ αὐτῆς.

TABLE OF CONTENTS

	Page no.
EXECUTIVE SUMMARY	10
ACKNOWLEDGEMENTS	13
INTRODUCTION	15
COMPARISON BETWEEN TRANSPARENCY INTERNATIONAL'S PERCEPTIONS INDEX & CORY'S INDEX OF THE PERFORMANCE OF 50 MAIN PARAMETERS	19
50 MAIN CHARACTERISTIC PARAMETERS OF CORY'S INDEX	29
1. 228 COUNTRIES COMPARISON: GDP PER CAPITA- GROSS DOMESTIC PRODUCT ON A PPP DIVIDED BY POPULATION (2013 EST.) - CIA- WORLD FACTBOOK	30
2. 229 COUNTRIES COMPARISON: GDP - GROSS DOMESTIC PRODUCT AT PPP DATE OF INFORMATION (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	36
3. 221 COUNTRIES COMPARISON: GDP REAL GROWTH RATE, ADJUSTED FOR INFLATION IN % - (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	41
4. 194 COUNTRIES COMPARISON – INDUSTRIAL PRODUCTION GROWTH RATE IN % - (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	47
5. 155 COUNTRIES COMPARISON – GROSS NATIONAL SAVING AS % OF GDP – (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	52
6. 216 COUNTRIES COMPARISON – BUDGET SURPLUS (+) OR DEFICIT (-) – EXPRESSED AS % OF GDP - (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	56
7. 100 COUNTRIES COMPARISON - NET GOVERNMENT DEBT (AND GROSS GOVERNMENT DEBT) AS % OF GDP – SOURCE – IMF – 2012	61
8. 223 COUNTRIES COMPARISON – INFLATION RATE - ANNUAL % CHANGE IN CONSUMER PRICES (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	73
9. 193 COUNTRIES COMPARISON – CURRENT ACCOUNT BALANCE – (2013 EST.) - CIA - WORLD FACTBOOK	78
10. 139 COUNTRIES COMPARISON - QUALITY OF OVERALL INFRASTRUCTURE – WORLD ECONOMIC FORUM – 2011	83
11. 151 COUNTRIES COMPARISON - THE SIZE OF THE SHADOW ECONOMY – IN % OF GDP – THE WORLD BANK – 2010	90

12. 144 COUNTRIES COMPARISON, GLOBAL COMPETITIVENESS INDEX, GLOBAL COMPETITIVENESS REPORT 2014/2015 – WORLD ECONOMIC FORUM	95
13. 110 COUNTRIES COMPARISON – MARKET VALUE OF PUBLIC TRADED SHARES – (ON 31.12.2011 OR 31.12. 2012) - CIA - WORLD FACTBOOK	100
14. 110 STATES COMPARISON - INTERNATIONAL INNOVATION INDEX - BOSTON CONSULTING GROUP, NATIONAL ASSOCIATION OF MANUFACTURERS 2009	103
15. 191 COUNTRIES COMPARISON - PATENT APPLICATIONS BY COUNTRY – WIPO - UNITED NATIONS – 1995 – 2008	109
16. 190 COUNTRIES COMPARISON – EASE OF DOING BUSINESS INDEX – WORLD BANK – DOING BUSINESS REPORT – 2017	114
17. 62 COUNTRIES COMPARISON, FINANCIAL DEVELOPMENT INDEX, OVERALL, FINANCIAL DEVELOPMENT REPORT - WORLD ECONOMIC FORUM, 2012	122
18. 176 COUNTRIES COMPARISON – COMMERCIAL BANK PRIME LENDING RATE - (MOSTLY 2012 ESTIMATES) - CIA - WORLD FACTBOOK	125
19. 133 COUNTRIES COMPARISON – SOUNDNESS OF BANKS – WORLD ECONOMIC FORUM – 2009	129
20. 131 COUNTRIES COMPARISON – LIST OF COUNTRIES BY CREDIT RATING – STANDARD AND POOR'S – MOSTLY 2016 - WIKIPEDIA	136
21. 187 COUNTRIES COMPARISON - INDEX OF GLOBALIZATION, 2013, KOF/ETH SWISS ECONOMIC INSTITUTE	143
22. 139 COUNTRIES COMPARISON – NETWORKED READINESS INDEX – GLOBAL INFORMATION TECHNOLOGY REPORT - WORLD ECONOMIC FORUM – 2016	152
23. 131 COUNTRIES COMPARISON - MEDIAN PER-CAPITA INCOME (AND MEDIAN HOUSEHOLD INCOME) – GALLUP – 2013 – IN PPP INTERNATIONAL DOLLARS	159
24. 61 COUNTRIES COMPARISON - GDP (PPP) PER HOUR WORKED – 2013 – MEASURES THE PRODUCTIVITY – THE CONFERENCE BOARD & EUROSTAT	164
25. 141 COUNTRIES COMPARISON – INCOME INEQUALITY/DISTRIBUTION OF FAMILY INCOME/GINI INDEX - 2007-2013 - CIA - WORLD FACTBOOK	168
26. 195 COUNTRIES COMPARISON - GROSS NATIONAL INCOME (GNI) PER CAPITA, IN 2013 AT NOMINAL VALUE, DEVELOPED BY THE WORLD BANK	173
27. 150 COUNTRIES COMPARISON - DISTRIBUTION OF WEALTH - WEALTH PER CAPITA, (AND WEALTH PER ADULT, WEALTH GINI) – 2000, PPP\$, A 2008 PAPER OF NATIONAL BUREAU OF ECONOMIC RESEARCH	180
28. 203 COUNTRIES COMPARISON – UNEMPLOYMENT RATE IN % OF LABOR	

FORCE THAT IS WITHOUT JOBS – (2013 EST.) - CIA - WORLD FACTBOOK	188
29. 192 STATES COMPARISON, TOTAL HEALTH EXPENDITURE PPP PER CAPITA – WHO – WORLD HEALTH ORGANIZATION – IN PPP INT. \$ (& % OF GDP) – 2010	193
30. 190 COUNTRIES COMPARISON, WORLD HEALTH ORGANIZATION RANKING, THE WORLD'S HEALTH SYSTEMS - 2000	203
31. 195 STATES COMPARISON, EDUCATION INDEX, UNITED NATIONS, 2013	206
32. 173 COUNTRIES COMPARISON, CULTURE & MEDIA COMPOSITE PARAMETER – UNESCO, UN DATA, CIA WORLD FACTBOOK, ETC. – MAINLY 1996-2015	213
33. 50 STATES COMPARISON, U21 RANKING OF NATIONAL HIGHER EDUCATION SYSTEMS – 2014 – UNIVERSITAS 21 – UNIVERSITY OF MELBOURNE	225
34. 130 COUNTRIES COMPARISON – HUMAN CAPITAL INDEX – THE WORLD ECONOMIC FORUM – HUMAN CAPITAL REPORT – 2016	228
35. 187 COUNTRIES COMPARISON - BY HUMAN DEVELOPMENT INDEX (HDI) (2013 EST.) - SOURCE: UNITED NATIONS DEVELOPMENT PROGRAMME'S	233
36. 144 COUNTRIES COMPARISON - INEQUALITY ADJUSTED HUMAN DEVELOPMENT INDEX – IHDI – BASED ON 2013 AND 2011 ESTIMATES – SOURCE: UNDP - 2014	244
37. 100 COUNTRIES COMPARISON - NEWSWEEK'S WORLD'S BEST COUNTRIES – 2010 – MEASURING EDUCATION, HEALTH, QUALITY OF LIFE, ECONOMIC DYNAMISM AND POLITICAL ENVIRONMENT IN 100 COUNTRIES	248
38. 80 COUNTRIES COMPARISON – WHERE TO BE BORN INDEX FOR 2013 – THE ECONOMIST INTELLIGENCE UNIT	252
39. 155 COUNTRIES COMPARISON - GLOBAL WELLBEING INDEX – 2010, GALLUP WORLD POLL 2005-2009	257
40. 187 COUNTRIES COMPARISON - GENDER INEQUALITY INDEX, 2013, UNDP, HUMAN DEVELOPMENT REPORTS – GENDER INEQUALITY RANK (AND GENDER INEQUALITY VALUE, SHARE OF SEATS IN PARLIAMENT)	265
41. 162 COUNTRIES COMPARISON - BY % OF POPULATION LIVING IN POVERTY BELOW NATIONAL POVERTY LINE SET BY COUNTRY – CIA, DATA MOSTLY	276
42. 156 COUNTRIES COMPARISON - RANKING OF HAPPINESS 2010-2012 – WORLD HAPPINESS REPORT - SOURCE: THE UN SUSTAINABLE DEVELOPMENT SOLUTIONS NETWORK	280
43. 167 COUNTRIES COMPARISON - DEMOCRACY INDEX – THE ECONOMIST INTELLIGENCE UNIT – 2014 – RANK, OVERALL SCORE	285

44. 132 COUNTRIES COMPARISON - SOCIAL PROGRESS INDEX – SOCIAL PROGRESS IMPERATIVE, 2014, BASED ON THE WRITINGS OF AMARTYA SEN, DOUGLAS NORTH AND JOSEPH STIGLITZ	292
45. 162 COUNTRIES COMPARISON - GLOBAL PEACE INDEX & RATINGS – INSTITUTE FOR ECONOMICS AND PEACE – 2010-2014 RESULTS	299
46. 178 COUNTRIES COMPARISON - FRAGILE STATES INDEX – 2015 – US THINK-TANK FUND FOR PEACE AND THE MAGAZINE FOREIGN POLICY	308
47. 178 COUNTRIES COMPARISON – INDEX OF ECONOMIC FREEDOM – THE HERITAGE FOUNDATION AND THE WALL STREET JOURNAL – 2016	321
48. 159 COUNTRIES COMPARISON – THE HUMAN FREEDOM INDEX – 2014 – PERSONAL, CIVIL AND ECONOMIC FREEDOM, PUBLISHED BY THE CATO, FRASER AND FRIEDRICH NAUMANN INSTITUTES	335
49. 183 COUNTRIES COMPARISON – PRESS FREEDOM INDEX – PUBLISHED BY REPORTERS WITHOUT BORDERS – 2016	344
50. 178 COUNTRIES COMPARISON - ENVIRONMENTAL PERFORMANCE INDEX, EPI - YALE UNIVERSITY, 2014	355

ANALYSIS OF TI'S CORRUPTION PERCEPTIONS INDICES 360

CORRUPTION PERCEPTIONS INDICES IN 2014-2012, 2005, 1996, 1995: TRANSPARENCY INTERNATIONAL'S RANKING OF ETHICS & CORRUPTION	360
---	-----

ANALYSIS OF TI'S INDICES OF THE ETHICAL COUNTRIES IN 21 YEARS 1995-2015, AVERAGE, COMPARISON	383
---	-----

TI'S CORRUPTION PERCEPTIONS INDICES (CPI) IN 2016 AND 2015	386
--	-----

GLOBAL CORRUPTION BAROMETER/TRANSPARENCYINTERNATIONAL/2013	397
--	-----

LECTURE OF DR. JACQUES CORY AT TI'S HEADQUARTERS IN BERLIN, 4.6.10	402
--	-----

RISE & FALL OF BUSINESS ETHICS FOLLOWING 2007/10'S GREAT RECESSION	404
--	-----

THE MAIN PRINCIPLES FOR THE FUTURE OF CAPITALISM IN THE NEW SUSTAINABLE SOCIETY	406
--	-----

PRINCIPLES OF BUSINESS & ETHICS IN ECONOMIC WORLD TOWARDS 2020	408
--	-----

PROFITABILITY AND BUSINESS ETHICS	411
-----------------------------------	-----

COMPUTATION OF CORY'S INDEX FOR EACH COUNTRY	417
--	-----

22 RELATED PARAMETERS TO THE 50 CORY INDEX'S PARAMETERS (TOTAL OF 72 PARAMETERS) 444

51. 240 COUNTRIES COMPARISON – POPULATION - CIA – WORLD FACTBOOK –
DATE OF INFORMATION – MOSTLY JULY 2014 EST. 444

52. 252 STATES COMPARISON, AREA (SQ.KM.), CIA WORLD FACTBOOK, 2014 451

53. 246 COUNTRIES COMPARISON – POPULATION DENSITY – OFFICIAL
ESTIMATES, UN – 2017 457

54. 215 COUNTRIES COMPARISON – TAXES AND OTHER REVENUES – RECEIVED
BY THE GOVERNMENT (2013 EST.) – IN % OF GDP - CIA - WORLD FACTBOOK 477

55. 204 COUNTRIES COMPARISON – EXTERNAL DEBT – PRIVATE AND PUBLIC
DEBT OWED TO NONRESIDENTS – (2013 EST.) - CIA - WORLD FACTBOOK 483

56. 169 COUNTRIES COMPARISON – RESERVES OF FOREIGN EXCHANGE AND
GOLD MOSTLY AT THE 31ST OF DECEMBER 2013 - CIA - WORLD FACTBOOK 488

57. 53 STATES COMPARISON - CURRENCY & EXCHANGE RATE TO US\$ - WALL
STREET JOURNAL - FEBRUARY 13, 2015 – EXCHANGE RATES NY CLOSING 492

58. 165 COUNTRIES COMPARISON - XE – CURRENCY ENCYCLOPAEDIA 495

59. 143 COUNTRIES COMPARISON – CENTRAL BANK DISCOUNT RATE -
(MOSTLY 2007-2012) - CIA - WORLD FACTBOOK 498

60. 29 STATES COMPARISON BY ANNUAL AVERAGE WAGE, GROSS INCOME, in
PPP US\$, COMPULSORY DEDUCTION IN %, DISPOSABLE INCOME, OECD, 2012 502

61. 72 COUNTRIES COMPARISON, MONTHLY AVERAGE WAGE ADJUSTED TO
REFLECT VARIATIONS IN THE COST OF LIVING - ILO - 2009, IN PPP US\$ 504

62. 35 COUNTRIES COMPARISON - ANNUAL MEDIAN EQUIVALISED DIPOSABLE
HOUSEHOLD INCOME. DATA ARE IN US\$ AT CURRENT PRICES AND CURRENT
PPP 2009 - 2012 - OECD 508

63. 15 COUNTRIES COMPARISON - POPULATION SHARES OF THE BOTTOM,
MIDDLE & TOP INCOME GROUPS – 2004 – ECINEQ 2011 – 217 – SEPTEMBER 2011,
STEVEN PRESSMAN ET AL. 510

64. 122 COUNTRIES COMPARISON - BY % OF POPULATION LIVING UNDER 1.25
AND 2 \$ (PPP) A DAY – INTERNATIONAL POVERTLY LINE – WORLD BANK –
MOSTLY 2009-2012 512

65. 157 COUNTRIES COMPARISON - ECONOMIC POPULATION BELOW POVERTY LINE – INDEX MUNDI – CIA WORLD FACTBOOK – ACCURATE AS OF 1.1.2012	518
66. 40 COUNTRIES COMPARISON - EDUCATION INDEX – THE LEARNING CURVE - PEARSON GLOBAL REPORT ON EDUCATION– 2014 - BEST EDUCATION SYSTEMS IN THE WORLD	525
67. WORLD TOP 20 COUNTRIES EDUCATION POLL RANKING SYSTEM – THE NEW JERSEY MINORITY EDUCATIONAL DEVELOPMENT (NJMED) – 2014	529
68. 165 COUNTRIES COMPARISON – SCHOOL LIFE EXPECTANCY – CIA WORLD FACTBOOK – MAINLY 2012	531
69. 214 COUNTRIES QUALITATIVE COMPARISON WITHOUG RANKING - LIST OF FREEDOM INDICES, 2014 – FREEDOM IN THE WORLD INDEX, INDEX OF ECONOMIC FREEDOM, PRESS FREEDOM INDEX, Sources - FREEDOM HOUSE, WALL STREET JOURNAL, REPORTERS WITHOUT BORDERS	536
70. 222 COUNTRIES COMPARISON - BY INCARCERATION RATE – 2014 – SOURCE: WORLD PRISON BRIEF – INTERNATIONAL CENTRE FOR PRISON STUDIES	547
71. 34 COUNTRIES COMPARISON - LEVEL OF DISCRIMINATION/VIOLENCE AGAINST MINORITIES – 2015 – OECD	557
72. 255 COUNTRIES COMPARISON – INTERNET PENETRATION RATE (RPR) (IN %) – MOSTLY IN 2013/2014 - INTERNET WORLD STATS	560
INTERNATIONAL ORGANIZATIONS & GROUPS – CIA, WORLD FACTBOOK	568

APPENDICES BOOK

APPENDIX I – DISSERTATION ON DEVISING A CULTURE INDEX

APPENDIX II- DATA, LISTS, BIBLIOGRAPHIES, MAPS, FLAGS & LINKS

LINKS TO THE SOURCES OF THE 72 PARAMETERS AND CORRUPTIONS INDICES
COUNTRIES OF THE WORLD'S DATA - BIBLIOGRAPHY AND INTERNET LINKS
BIBLIOGRAPHY ON THE FUTURE OF CAPITALISM AND BUSINESS ETHICS

LIST OF WORKS ON THE FUTURE OF CAPITALISM AND BUSINESS ETHICS

DETAILS ON CORY'S BOOKS, EBOOKS AND OTHER WORKS

MAPS OF THE WORLD AND OF CONTINENTS, LINKS TO MAPS OF COUNTRIES,
CAPITALS, POPULATION, ESSENTIAL DATA ON COUNTRIES

300 FLAGS OF INDEPENDENT STATES AND DEPENDENCIES

GOOGLE/TI/OTHERS - PHOTOS/CARTOONS ON ETHICS PAYS

EXECUTIVE SUMMARY

In my book "Ethics Pays", I proved that the most ethical countries in the world, according to Transparency International (TI) Corruption Perceptions Index, are also the best countries according to the most salient parameters of performance, tangible and intangible, in data and values as well. However, I was often asked how I can assess such an unequivocal conclusion according to fifty different parameters with results which are not always identical. Many unethical businessmen and politicians are trying to refute once and again that ethics does pay, as we have to live according to the laws of the jungle, to Machiavellian precepts, the survival of the fittest (the crookiest?), that sustainability is a myth, that the company has only one purpose to maximize profits, that the most profitable companies are also the most corrupt, etc. I have therefore decided to devise an index that I have called Cory's Index, which integrates 50 of the most salient parameters and gives a common determination to the performance of countries. I calculate the average ranking of every country in all those parameters, the most salient and unequivocal, devised by the most objective organizations, in the same period, with a large number of countries in every table. As the countries with the best ranks and scores are also the most ethical and have a very strong statistical correlation it proves my thesis that Ethics Pays. I am aware that in the middle the results may vary, but my theory is assessed at least with the most ethical countries in the world. That is what I have proved with my new Cory's Index, the integral index, and I analyze in this dissertation the results that I have found.

Cory's Index comprises 50 parameters – tangible/intangible, quantitative/qualitative, data, values, with a balanced distribution between its components. To the best of my knowledge no other index comprises such a varied and large list of parameters and it gives in the most salient way the status of the country from all its angles, based on data gathered by the best sources – UN, CIA, World Economic Forum, World Bank, and well-known institutes. The 50 parameters are: GDP Per-Capita, GDP – Gross Domestic Product, GDP Growth Rate, Industrial Production Growth Rate, Gross National Saving, Budget Surplus or Deficit, Net Government Debt, Inflation Rate, Current Account Balance, Quality of Overall Infrastructure, The Size of the Shadow Economy, Global Competitiveness, Market Value of Public Traded Shares, International Innovation, Patent Applications, Ease of Doing Business, Financial Development, Commercial Bank Prime Lending Rate, Soundness of Banks, Credit Rating, Globalization, Networked Readiness, Median Per-Capita Income, GDP Per Hour Worked, Income Inequality/Distribution of Family Income/Gini Index, Gross National Income (GNI) Per-Capita, Distribution of Wealth/Wealth Per-Capita, Unemployment Rate, Health Expenditure Per-Capita, The World's Health Systems, Education Index, Culture and Media Composite Parameter, U21 Ranking of National Higher Education, Human Capital Index, Human Development Index, Inequality Adjusted Human Development Index, Newsweek's World's Best Countries, The Economist's Where to Be Born Index, Global Wellbeing Index, Gender Inequality, Percentage of Population Living in Poverty, Ranking of Happiness, Democracy Index, Social Progress Index, Global Peace Index, Fragile States Index, Index of Economic Freedom, The Human Freedom Index, Press Freedom Index, Environmental Performance Index. In tables where the "best" countries have the lowest rank (170 or so), as for example the level of inequality, I have reversed the ranks giving the most equal countries the highest rank (1 to the lowest inequality and so on). I am systematic in this respect that I perceive as the best (a rank of 1) – a country with the most favorable parameters: highest GDP per capita, happiest, the best democracy, the most peaceful, the lowest poverty, the highest equality, development, freedom, sustainability... I have kept academic rigor, without "extenuating circumstances", and in case of doubt I opted towards the most conservative solution. Even if some parameters were "unfair" towards ethical countries, such as growth

rates, due to special circumstances, such as the Great Recession, I included them in my Index, in spite of negative impact on the results, without any manipulation in my choices.

I compare Cory's Index to Transparency International's Corruption Perception Index in 2014. I have found in my analysis of TI' indices over the years that there are very few changes in the ranking of the most ethical countries, but as I wanted that the periods surveyed would concur as much as possible to TI's Index, I have managed to include in my Integrated Index the most recent data, mainly from the last decade, and in most of the cases for the period of 2012-2014. We have included in Cory's Index most of the parameters that were part of my book "Ethics Pays", but we have added a few additional parameters in order to render the Index as balanced as possible, and included only parameters with rankings in order to find the average ranking, as when there are no rankings we cannot analyze the data statistically as we have done.

When I started to write my book Ethics Pays and this dissertation I had no idea if I'll succeed to prove that the most ethical countries according to Transparency International's Corruption Perceptions Index have also the top ranks in the composite index of the main characteristic parameters. After choosing the parameters and analyzing them I reached the conclusion that for the first time there is an academic proof at the macro level of countries that Ethical Countries obtain the top performance in the composite index of all the parameters with a very strong correlation. I figured that if I'll find that there is a clear correlation between the two indices I'll prove my thesis, but I never figured that all the first 13 countries in TI's Index, the Top 13 ethical countries are exactly the same as the first 13 countries in Cory's Index: Denmark, New Zealand, Finland, Sweden, Norway, Switzerland, Singapore, Netherlands, Luxembourg, Canada, Australia and Germany; with one exception – the last one of TI's Top 13 Iceland is in Cory's Index ranked 23, while the country ranked in TI's 2014 Index in no. 23 Austria is in Cory's Index ranked 9. This exception is analyzed at length in my book.

The score of each country in Cory's Index is computed by finding the average ranking of each country in all the 50 parameters. The best ranks in Cory's Index are attributed to the countries with the highest average ranks, as the best countries ranked 1, 2, 3 have also the highest ranks. Cory's Index is of course not the only Index that can integrate 50 or more parameters about the performance of each country into one parameter. Other scholars may devise similar or different parameters in order to validate or refute my thesis that "Ethics Pays". The subject is so important, in view of the deterioration of ethics in today's economy and the Great Recession, that I'll be honored and welcome prominent professors, authors, politicians, businessmen, economists, prominent people, universities, newspapers and organizations to cooperate with me or devise surveys, researches, parameters and indices of their own.

In TI's Index the ranking is attributed according to the highest scores that the countries obtain and Denmark ranked no. 1 (the highest rank is of course the best result with the lowest numerical value) has the highest score of 92. I was not satisfied with those results and I validated them by finding the average ranks for the best ethical countries since the first year of TI's Index – 1995 and until 2015, 21 years overall. Yet, I remained with the basis of 2014 for TI's Index, since I have chosen it as the basis of my computations in my book Ethics Pays because it concurs most with the average years of computation of the parameters that I have chosen. The first 11 countries in TI's Index in 2014, the most ethical countries with scores of 80 to 92, are exactly the same countries as in TI's average indices for 21 years, with one exception – Luxembourg is no. 9 in 2014 and no. 12 on the average and Iceland is no. 6 on the average and no. 12 in 2014. There are of course differences within the group but those differences are rather small in 4 countries (1, 2, 3, 4) and the ranks are identical in 6 countries. In the category of very ethical countries (12-20) there is 1 gap – Belgium, and in the category of the ethical countries (21-38) there are 6, but as a rule the ranking of the 38 most/very and

ethical countries in 2014 is similar or almost identical to the average ranks in most of the cases, which we wanted to validate in order to ensure that the ranking of the ethical countries in 2014 should be the basis for comparison to Cory's Index, while the ranking in 2014 is more compatible to the rankings in Cory's Index and in its 50 parameters comprised in the Index.

There are of course absolute differences between TI's Index and Cory's Index within the group of the Top 11/13, Top 20 or Top 38 most ethical, very ethical and ethical countries. In order to analyze a group which is large enough to validate statistically, we didn't calculate the differences in the subcategories of ethical countries but in all the 38 most/very and ethical countries in TI's Index in 2014 scoring 60 and more which includes all the ethical countries. There are many ways to analyze those differences in order to find if there is a correlation between the two indices. I analyzed it by finding the Spearman's rank correlation coefficient. In statistics, Spearman's rank correlation coefficient or Spearman's rho ρ , is a nonparametric measure of rank correlation (statistical dependence between the ranking of two variables). It assesses how well the relationship between two variables can be described using a monotonic function. In mathematics, a monotonic function (or monotone function) is a function between ordered sets that preserves or reverses the given order. This concept first arose in calculus, and was later generalized to the more abstract setting of order theory. The Spearman correlation between two variables will be high when observations have a similar rank, relative position label of the observations within the variable: 1st, 2nd, 3rd, etc., or identical for a correlation of 1. If the ranks in the two tables are identical the correlation is 1 and the closer the rho is to 1 the higher is the correlation, which is set according to the distance from 0.

The formula of the Spearman's rank correlation coefficient is:

$$r_s = 1 - \frac{6 \sum d_i^2}{n(n^2 - 1)}.$$

- $d_i = \text{rg}(X_i) - \text{rg}(Y_i)$ is the difference between the two ranks of each observation.
- n is the number of observations

In our case we calculated the sum of the squared differences between the ranks of each one of the 38 ethical countries in Transparency International's Index and in Cory's Index, between the ethical performance/low corruption and the qualitative/quantitative performance of those countries (20 out of the 38 have a minimal difference between 0 to 4 and 5: 5-6): $16 + 9 + 1 + 9 + 49 + 4 + 16 + 4 + 196 + 9 + 64 + 9 + 121 + 1 + 4 + 1 + 324 + 16 + 4 + 36 + 36 + 225 + 121 + 1 + 144 + 25 + 1 + 4 + 36 + 81 + 0 + 225 + 4 + 169 + 16 + 144 + 36 + 64 = 2225$.

The squared number of countries is 1444 (38×38). The rho is therefore: $1 - \frac{6 \times 2225}{38 \times (1444 - 1)} = 1 - \frac{13350}{54834} = 1 - 0.243 = 0.757$, which is a very good correlation, very close to 1. Rho values from 0.75 to 1 point to very good to excellent correlation between the variables, with very strong relationship, and we have received here a Rho that is higher than 0.75.

The very high correlation is due to the fact that the difference between the ethical and prosperity rankings of almost all the ethical major economies as well as the smaller ethical countries is quite low, proving statistically for the first time that Ethics Pays in the level of countries when we compare the ethical and prosperity performance of the ethical countries, which measures qualitative and quantitative prosperity in 50 parameters of GDP, happiness, social progress, democracy, innovation, human development, peace, indebtedness, equality, employment, ecology, etc. In a nutshell – the ethical countries have the best quality of life!

ACKNOWLEDGEMENTS

I would like to dedicate this book to a precious friend to whom I am deeply grateful - [Henri-Claude de Bettignies](#), my academic mentor, one of the most prominent ethicists in the world, who believed in my academic capabilities and gave me the opportunity to lecture at Insead on Ethics Days, recommended me to Yvon Pesqueux at CNAM in Paris for writing a dissertation there and receiving my PhD. Bettignies participated in the jury, and agreed to be a rapporteur, reading my two academic books in English, my dissertation in French, and granting to me with the other members of the jury the mention tres honorable. Bettignies also offered me to teach at Insead Singapore for a semester in 2006, which was my first academic assignment outside Israel, invited me to give lectures and workshops at Ethics Days in Insead Fontainebleau in 2001 and 2003 and to participate at a symposium in 2003. Bettignies read my academic book "Business Ethics for a Sustainable Society", and wrote an excellent review for the publishers. He kept in touch during all my academic years, encouraged me, recommended me, and gave me valuable advices. I identify myself completely with him and am deeply touched by all what he has done for me but mostly by his unconditional friendship.

I would like to thank five mentors and friends who passed away, but assisted me very much in all my endeavors. First of all [Henk Van Luijk](#), a dear friend, the best man I have ever known, the most erudite, the kindest man. Without knowing me, he agreed to meet me in Amsterdam, read my books and gave me very valuable comments. He participated in the jury of my PhD, and wrote excellent reviews on my work. [Baron Edmond de Rothschild](#) believed in me and gave me a full scholarship for my MBA studies at Insead. Afterwards, he continued to be interested in my career and met me with the other Israeli grantees several times. [Harry Recanati](#), one of the founders of the Israeli and international Discount Bank, was one of the most ethical businessmen I have ever known, he was a good friend, encouraged me, and was very interested by my work. [Uri Levit](#), the CEO of Poalim Investments, was one of my best friends but also a colleague with whom I enjoyed working for many years during my career. He was very ethical and suffered because of it, in an environment which was more and more corrupt. Finally, the most prominent figure in the fight against corruption in Israel, [Arieh Avneri](#), who became a symbol with his unabated stamina, his integrity and his ethical leadership. He influenced very much my ethical thought and was for me an admired mentor.

I would like also to thank my directeur de these at CNAM Yvon Pesqueux, who believed in me and enabled me to receive my PhD degree at the age of 60. I am thankful also to Ilan Meshulam, who invited me to teach at the University of Haifa and invited me to teach at the International MBA program for 3 years. Without their support I wouldn't be able to lecture in business ethics. Itzhak Gormezano Goren is a close friend who stood by me in the most difficult moments, encouraged me and dared to publish my ethical novel combating the unethical practices of Israeli business. I would like to thank my colleagues at the University of Haifa: Ido Landau, Tzipora Shechtman, and Aharon Ben Zeev, at the University of Tel Aviv: Itzhak Saporta, Yehuda Kahane, and Ran Lachman, at the Technion Institute: Peretz Lavie and Dan Shechtman, at the Carmel Academic Center: Nahum Biger, as well as at Magnes of the Hebrew University of Jerusalem: Hai Tsabar. I would like to thank especially Shahar Horev, who invited me to write an ethical code and case studies, and train the managers of Sibat at the Israeli MOD – a project that received the first prize and was a tremendous success. Special thanks to Joshua Sobol, David and Dalia Golan, who recommended my

application for the Emet prize, Vera Shaham for her valuable help in statistics, Vicky and David Shlachet for their support, and Michel Ohayon for a long and fruitful cooperation.

I have a deep gratitude to friends from all over the world, who were interested in my projects and assisted me in advice – [Georg Heine](#), a true cosmopolitan, fluent in all the languages of Insead – English, French, German - and Greek on top of that, whose good heart was legendary and his friendship a treasure. Robert Ferris and Alex Lajoux are precious friends who assisted me very much. Miklos Marschall, Anthony Simon, [Dietmar and Carlita Fuchs](#), Angus Fraser, Jonathan Franklin, Einar Dahl, Georges Kryceve, Alain Somia, Claudio Gino, Robert Briefel, Francis Desforges, Jak Kori, Jean-Pierre Lorrain, Jean-Pierre Lehmann, Aldo Levy, Francois Lepineux, Genevieve Ferone, Paolo Jurkic, Moses Pava, and many others.

Many family members, friends and colleagues have influenced, assisted and backed me, and I would like to thank them all: my mother, Pauline Simon Cory, who was my ethical inspiration since my early childhood. In her kindness, grace, wisdom and common sense, she gave me a model which I have followed ever since. My father Albert Cory who believed in me all the way, my grandchildren Tomer Cory, Doron Cory, Ophir Cory, Noga Cory, Itai Cory, Noam David Garfunkel, Ido Garfunkel, Yael Garfunkel, family members and friends Ronny Garfunkel, Nira Cory, Ella Shechtman Cory, Rachel and Eitan Zeiler, Haiim and Nehama Cory, Betty Rosen, the parents of Ruthy my wife – David Popliker and Fanny Popliker, and Rosalia Cohen, Shaul Marin, Galia Sagy, Rachel Bortnick, Shosha Goren, Hanita and David Malkov, Jonathan and Leah Adereth, Itamar Levin, Shuki Schwartz, Reuven Maskit, Ruthy Mayblum, Naomi and Arie Barsilay, Meir Heth, Eran Vigoda-Gadot, Ora Rubinstein, Amos Carmeli, Yoav Itzhak, Yariv Yairi, David and Zahava Braha, Asaf Sudri, Joseph and Galila Manchik, Carmela Biger, Avi and Dafna Dinerman, Tzofi and Ori Lev, Ofra and Udi Ben Ari, Shlomit Levanon, Meir Tamari, Irit Levit, Zeev Nahari, Naftali and Ronit Fried, Ami and Yehudit Ofek, Avi Rimmer, Uzi Shaham, Alberto and Tali Garfunkel, Dov Nardimon, Dove Izraeli, Itamar Theodor, Gaby and Shosh Nagar, Teddy Weinshall, Izi Lavie, Mike Doron, Oded and Hana Rosenthal, Dalia and Zvi Aviel, Smadar and Shmuel Paz, and so many others.

But my greatest thanks are to [my wife Ruthy](#), and to my children, Joseph, Amir and Shirly, to whom I dedicated my book ["A Voyage Into My World's Culture"](#), who continue to support me in spite of all the difficulties and the personal sacrifices. I still need and receive their warm support, and especially of my beloved wife, who is the backbone of our family, [razon de vivir mi vida](#), the Rain Fairy, helping all of us who are in need. I am lucky to have this support, like Dr. Tomas Stockmann had in *En Folkefiende* by Henrik Ibsen – the support of his wife Katherine, his two sons Eilif and Morten, and his daughter Petra. I enjoy the support that I receive from my students, readers and friends, my mentors and colleagues, but nothing can compare to the support of my family, as it is the most precious present that one can hope for.

[Jacques Cory](#) may not be held responsible for any of the contents, data or links in this book. All rights are reserved to Jacques Cory and to the publishers of his books, to the holders of the rights in the links and of the data in this book.

ETHICS, JUSTICE, PROSPERITY: 10 COMPONENTS IN 10 LANGUAGES

1. Ethics, Justice and Prosperity should be sustainable and holistic, encompassing all systems of life in harmonious unity, as there is a very strong correlation between all of them.

"There are seven things that will destroy us: Wealth without Work, Pleasure without Conscience, Knowledge without Character, Religion without Sacrifice, Politics without Principle, Science without Humanity, Business without Ethics." Mahatma Gandhi. In English, Indian philosophy.

2. Social Justice should not be received from government or tycoons, but should come from the people. People are the basis of ethics, justice & prosperity, that are not divine but human.

"Justice is not requested. Justice is not given. Justice is growing from the bottom, from the people, from a man who helped his friend in need, from a house who was open for the poor, from a husband who was kind to his wife, from a son who respected his father, from a friend who didn't cheat his friend. Justice is like wheat and barley. You cannot find it in another country – but in your country." Milhemet bnei or, Moshe Shamir, in Hebrew.

"צדק אין מבקשים אותו. צדק אינו ניתן. צדק דרכו שהוא צומח. מקרקעו של עם, מאדם שסייע לחברו בשעת הדחק, מבית שנפתחה דלתו לאביון, מאדם שנהג חיבה באשתו, מבן שנהג כבוד באביו, מחבר שלא הונה את חברו. צדק כמוהו כחיטה וכשעורה. לא בארץ אחרת תמצאנו - אלא בארץ".
דברי שמעון בן שטח, מלחמת בני אור, משה שמיר

3. There is no Economic Justice when society doesn't ostracize the wrongdoers, the "haircutters", the protagonists of the Great Recession, as corruption results in misery.

"Hoy resulta que es lo mismo ser derecho que traidor...! Ignorante, sabio o chorro, generoso o estafador...! Todo es igual. Nada es mejor." Tango Cambalache, Enrique Santos Discepolo.

"Today, there is the same result if you are honest or you don't keep your promises! Ignorant, wise, licentious, generous or scoundrel! Everybody is the same. No one is better!" Tango Cambalache, Enrique Santos Discepolo, Argentina, in Spanish.

4. For achieving Governmental and Public Justice, one should denounce the wrongs. One should publish dissertations, books and articles on the link between ethics and prosperity.

"Qui tacet, consentire videtur, ubi loqui debuit ac potuit" Latin proverb, in Latin.

"He who is silent, when he ought to have spoken and was able to, is taken to agree."

5. There is no Legal Justice when there is a huge gap between the law, which favors the rich and powerful, and justice, which is meant to assist the weak and poor. Corruption can be legal, de jure or de facto, but ethics and justice are the only safeguards for lasting prosperity.

"Les lois sont des toiles d'araignées à travers lesquelles passent les grosses mouches et où restent les petites" La maison Nucingen, Honoré de Balzac.

"The laws are spider's webs that the fat flies succeed to go through, while the small flies get stuck to them." La maison Nucingen, Honore de Balzac, in French.

6. Communication Justice is achieved with transparency and full reporting of the wrongdoing to the public without interference of the government or powerful tycoons. Transparency is a prerequisite of ethics, justice and prosperity, which is the credo of Transparency International.

"Und Macheath, der hat ein Messer

Doch das Messer sieth man nicht." Die Dreigroschenoper, Bertolt Brecht.

"Und Macheath has got a knife

But the knife remains unseen."

The Threepenny Opera, Bertolt Brecht, in German.

7. Educational Justice is meant to prevent conformism and imitation of the wrongdoers. Corruption is contagious, therefore ethical education is essential for achieving prosperity.

"Chi va con lo zoppo impara a zopicare".

"He who goes with the crook learns to be a crook". Italian proverb, in Italian.

8. Cultural Justice will be achieved if the intelligentsia will dare to express itself, even if they are alone, against the wrongdoing of the government, business and society. Culture is one of the cornerstones of ethics and justice, and ultimately it will be the essence of prosperity.

"Den sterkeste mann i verden, det er han som står mest alene." En Folkefiende, Henrik Ibsen.

"The strongest man in the world is he who stands alone most of the time." An Enemy of the People, Ibsen, in Norwegian.

9. Ecological Justice will be achieved if we can perceive on time the storm that is ahead of us, that can ruin the world. There are no prosperity and ethics without safeguarding ecology.

"La dulce esperanza repoza sobre su kuesta,

I no lo desha sentir la boz de una tempesta

Ke furioza, menaza de destruyir el mundo."

La Vinya de Navot, Yosef Avraam Papo

"Sweet hope resides on its summit

Without being able to hear the noise of the tempest

That furious, is threatening to destroy the world."

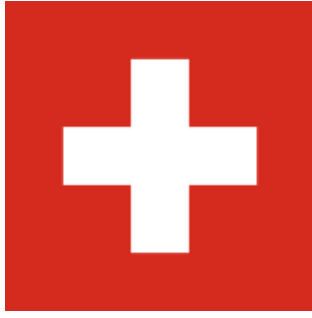
La Vinya de Navot, Yosef Avraam Papo, in Ladino.

10. Global Justice will be achieved when all nations, societies and human beings will adhere to the Golden Rule, which is the basis of ethics and justice. The correlation between Justice, Ethics and Prosperity is global, universal, encompassing all nations and countries on earth.

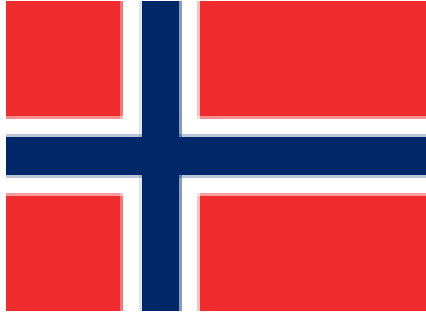
"דעליך סני לחברך לא תעביד" (שבת לא א – הלל)

One should not treat others in ways that one would not like to be treated. (Shabat, 31:1), in Aramaic. In Judaism, Christianity, Islam, Confucionism, Buddhism, Hinduism... in Life!





[Switzerland](#)



[Norway](#)



[Sweden](#)



[Denmark](#)



[Germany](#)



[Netherlands](#)



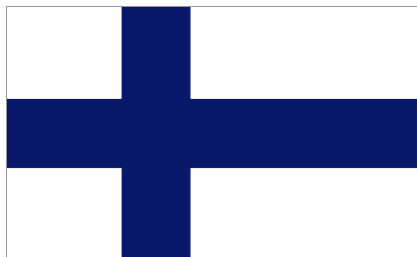
[Australia](#)



[Canada](#)



[Singapore](#)



[Finland](#)



[Luxembourg](#)



[New Zealand](#)

ACADEMIC PROOF THAT ETHICS PAYS

APPENDICES

JACQUES CORY

TABLE OF CONTENTS

	Page no.
APPENDIX I – DISSERTATION ON DEVISING A CULTURE INDEX	5
INTRODUCTION TO PARAMETER 32 IN LIST OF PARAMETERS IN CORY'S INDEX - 173 COUNTRIES COMPARISON, CULTURE & MEDIA COMPOSITE PARAMETER – UNESCO, UN DATA, CIA WORLD FACTBOOK, ETC. – MAINLY 1996-2015	6
1. The first parameter: Books Production - Titles by the Universal Decimal Classification – Total of All Subcategories- figures per 1,000 people, 100 countries, in years 1996-1999 – Source: UNESCO	8
This parameter comprises Book Titles categories of (production, no. of titles per capita):	12
Applied Sciences	13
Arts and Recreation	15
Generalities	17
Literature	19
Philology	21
Pure Sciences	23
Social Sciences	25
Geography, History	27
Philosophy, Psychology	29
Religion, Theology	31
2. The second parameter: Media- Newspapers and Periodicals – Circulation – Daily – per capita - figures per 1,000 people, 104 countries, in years 1997-2000 – Source: UNESCO	33
Number of Daily Newspapers per million, 66 countries, year – 2003, Source – UNESCO	37
3. The third parameter: Media - Cinema attendance per capita, 77 countries, 2003, source – UNESCO	40
70 countries with the largest number of national feature films produced, 12 and more, in 2011, source – UNESCO	43
4. The fourth parameter: Media – Total number of Televisions per 1000, 191 countries, 2003, source - CIA World Factbook.	45

5. The fifth parameter: Media – Total number of Radio Receivers per capita, 181 countries, 1997, source – UNESCO. 53
6. The sixth parameter: Media – Percentage of Individuals in the Population Using the Internet, 206 countries, 2012, source – UN Data. 60
7. The seventh parameter: Total Number of New Titles of Books Published Per Year, as of the latest year available, 123 countries, year – 1990-2014, source – UNESCO. 67
8. The eighth parameter is: International Scientific Journal and Country Rank, 239 countries, years 1996-2015, source – SJR, SCImago 77

The following categories comprised in the above mentioned parameter:

<u>Arts and Humanities</u> (out of 214)	102
<u>Biochemistry, Genetics and Molecular Biology</u> (out of 229)	105
<u>Business, Management and Accounting</u> (out of 208)	109
<u>Chemistry</u> (out of 207)	113
<u>Computer Science</u> (out of 214)	116
<u>Earth and Planetary Sciences</u> (out of 230)	120
<u>Economics, Econometrics and Finance</u> (out of 210)	124
<u>Energy</u> (out of 207)	127
<u>Engineering</u> (out of 226)	131
<u>Environmental Science</u> (out of 231)	135
<u>Mathematics</u> (out of 209)	138
<u>Medicine</u> (out of 236)	142
<u>Physics and Astronomy</u> (out of 212)	145
<u>Psychology</u> (out of 213)	149
<u>Social Sciences</u> (out of 232)	153
CALCULATION OF THE RANKING OF THE CULTURE AND MEDIA INDEX	158
RANKING OF THE CULTURE AND MEDIA COMPOSITE PARAMETER	163
<u>CULTURAL PARAMETERS THAT WERE NOT INCLUDED IN CULTURE INDEX</u>	173

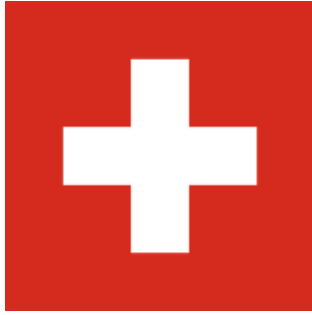
NOBEL PRIZE LAUREATES	173
GOVERNMENT EXPENDITURE ON CULTURE	179
CULTURAL ACCESS AND PARTICIPATION – EU – THEATER, CONCERTS...	181
NATURE INDEX TABLES FOR HIGH-QUALITY SCIENCE	197
SCIENTIFIC AND TECHNICAL JOURNAL ARTICLES	202
RESEARCH AND DEVELOPMENT EXPENDITURES, BOTH PUBLIC AND PRIVATE AS PERCENTAGE OF GDP	212
WORLD HERITAGE CULTURAL SITES	221
US NEWS – BEST COUNTRIES – CULTURAL INFLUENCE	223
CORY'S CULTURAL LISTS – LITERATURE, LANGUAGES, ARTS, CINEMA, TRAVEL, THEATER, MUSIC, BIOGRAPHIES, ETHICS...	269
APPENDIX II-DATA, LISTS, BIBLIOGRAPHIES, MAPS/FLAGS/LINKS	460
LINKS TO THE SOURCES OF THE 72 PARAMETERS & CORRUPTIONS INDICES	461
COUNTRIES OF THE WORLD'S DATA - BIBLIOGRAPHY AND INTERNET LINKS	467
BIBLIOGRAPHY ON THE FUTURE OF CAPITALISM AND BUSINESS ETHICS	473
LIST OF WORKS ON THE FUTURE OF CAPITALISM AND BUSINESS ETHICS	487
DETAILS ON CORY'S BOOKS, EBOOKS AND OTHER WORKS	495
MAPS OF THE WORLD AND OF CONTINENTS, LINKS TO MAPS OF COUNTRIES, CAPITALS, POPULATION, ESSENTIAL DATA ON COUNTRIES	506
300 FLAGS OF INDEPENDENT STATES AND DEPENDENCIES	530
GOOGLE/TI/OTHERS - PHOTOS/CARTOONS ON ETHICS PAYS	553

TABLE OF CONTENTS OF CORY'S CULTURAL LISTS IN "ACADEMIC PROOF THAT ETHICS PAYS" - APPENDICES

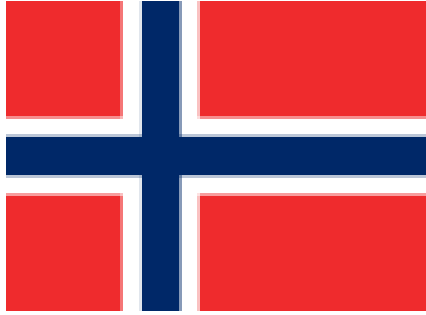
	Page no.
CORY'S CULTURAL LISTS – LITERATURE, LANGUAGES, ARTS, CINEMA, TRAVEL, THEATER, MUSIC, BIOGRAPHIES, BUSINESS ETHICS, CAPITALISM, SOCIAL JUSTICE, WORKS...	269
CORY'S LIST OF THE 400 BEST AUTHORS OF THE 20 TH CENTURY WITH COMMENTS AND LINKS TO OTHERS' LISTS	271
CORY'S LIST OF THE 300 BEST AUTHORS IN THE WORLD IN 1860-1899 WITH COMMENTS	293
ANALYSIS OF ASPECTS OF ZOLA AND PAGNOL'S WORKS	304
LIST OF CHAPTERS SURVEYING LEADING WRITERS/BOOKS, HERITAGE, IMPRESSIONS IN ENGLISH, FRENCH, SPANISH, GERMAN, ITALIAN, HEBREW, LADINO, PORTUGUESE, ETC.	309
CORY'S LIST OF THE 72 BEST PLAYWRIGHTS	310
A SAMPLE OF THE CHAPTERS ON THEATER IN MY BOOKS	313
ANALYSIS OF ARTHUR MILLER'S PLAY ALL MY SONS	315
COMMENTS ON PLAYS SEEN IN ISRAEL, LONDON, PARIS, NEW YORK, BERLIN	
318	
THE UNBEARABLE LIGHTNESS OF SLANDERING ISRAEL IN THE THEATER	321
60+ PLAYS SEEN IN ISRAEL/NEW YORK IN 2011-2013	322
A SAMPLE OF DOZENS OF CULTURAL TRIPS	325
VIDEOS OF PLAYS SEEN, MAINLY SINCE 2009	329
CORY'S LIST OF THE 133 BEST POETS	335
ANALYSIS ON SOME OF THE ASPECTS OF DANTE'S WORK	340
A METHODOLOGY OF LEARNING LANGUAGES	343
MY 72 LANGUAGES OF UN DECLARATION OF HUMAN RIGHTS. ON MONEY	352
NOVELS, POETRY IN 40+ LANGUAGES - LIMITED READING CAPABILITIES	354
HOW TO BECOME A POLYGLOT?	356

COSMOPOLITAN TRIFLES AND SONGS FROM EVERYWHERE	358
PROPOSAL: LEARNING 5 LANGUAGES AT SCHOOL: MOTHER TONGUE, ENGLISH, SPANISH, FRENCH, ONE OF 9 ADDITIONAL LANGUAGES, WITH LINKS TO POPULAR SONGS, DANCE, MUSIC IN THOSE 12 LANGUAGES	362
OFFICIAL LANGUAGES IN FORMER COLONIES IN MULTINATION COUNTRIES	364
LIST OF CHAPTERS ON LANGUAGES	369
72+ BEST BIOGRAPHIES, 72 MOST ILLUSTRIOUS PERSONS	371
DONA GRACIA – BIOGRAPHIES: ANDREE BROOKS, CECIL ROTH, Y. GOREN	376
BEST EUROPEAN PAINTERS AND PAINTINGS, CORY'S 123 BEST PAINTERS	380
BEST MUSEUMS IN PARIS, LONDON, NY, MUSEE D'ORSAY	386
FILMS OF MY YOUTH, FESTIVALS AND COURSES	389
CORY'S LISTS OF THE BEST – 830 - AND THE BEST OF THE BEST – 360 - FILMS EVER MADE	395
WALL STREET AND ETHICS - THE FILM "WALL STREET" - SUMMARY AND ANALYSIS AND A SAMPLE OF THE LIST OF CHAPTERS ON FILMS	415
CLASSICAL MUSIC AND JAZZ – THE BEGINNING OF A WONDERFUL FRIENDSHIP – BEST JAZZ INSTRUMENTALISTS AND VOCALISTS	418
THE 60+ CONCERTS & SHOWS THAT I'VE SEEN IN 2011-2013	420
BEST CLASSICAL MUSIC & OPERA THAT I HAVE EVER WATCHED, HEARD OR READ ABOUT, CORY'S LIST OF THE 72 BEST COMPOSERS	422
BEST SHOWS AND CONCERTS THAT I HAVE EVER SEEN, GRACIAS A LA VIDA, FOLK MUSIC, BEST MUSICALS, LISTS OF SONGS	430
LIST OF 60 COUNTRIES VISITED BY J. CORY, LIST OF TRAVEL CHAPTERS	439
PLANS TO VISIT 40+ ADDITIONAL COUNTRIES	443
PLANNED TRIP TO NORTHERN ITALY	445
CRUISE AROUND THE WORLD - OCEANIA 1/2018	450
BALKANS TOUR – 2015 AND IMPRESSIONS	452
BEST 120 AUTHORS' LIST IN BUSINESS ETHICS, CAPITALISM, SOCIAL JUSTICE, SUSTAINABILITY, GLOBALIZATION, CSR	459





[Switzerland](#)



[Norway](#)



[Sweden](#)



[Denmark](#)



[Germany](#)



[Netherlands](#)



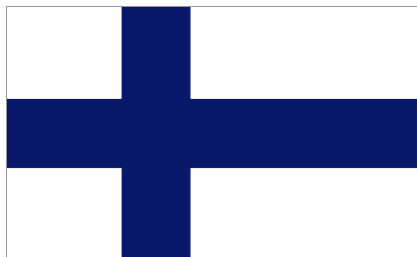
[Australia](#)



[Canada](#)



[Singapore](#)



[Finland](#)



[Luxembourg](#)



[New Zealand](#)

ACADEMIC PROOF THAT ETHICS PAYS ABRIDGED VERSION

THE MOST ETHICAL COUNTRIES ARE THE MOST PROSPEROUS AS
ASSESSED BY CORY'S INDEX OF MAIN INDICES OF PERFORMANCE

JACQUES CORY

TABLE OF CONTENTS

MAIN CHAPTERS OF THE BOOK WITHOUT THE TABLES

	Page no.
EXECUTIVE SUMMARY	7
INTRODUCTION	10
COMPARISON BETWEEN TRANSPARENCY INTERNATIONAL'S PERCEPTIONS INDEX & CORY'S INDEX OF THE PERFORMANCE OF 50 MAIN PARAMETERS	14
50 MAIN CHARACTERISTIC PARAMETERS OF CORY'S INDEX	20
1. 228 COUNTRIES COMPARISON: GDP PER CAPITA- GROSS DOMESTIC PRODUCT ON A PPP DIVIDED BY POPULATION (2013 EST.) - CIA- WORLD FACTBOOK	21
2. 229 COUNTRIES COMPARISON: GDP - GROSS DOMESTIC PRODUCT AT PPP DATE OF INFORMATION (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	22
3. 221 COUNTRIES COMPARISON: GDP REAL GROWTH RATE, ADJUSTED FOR INFLATION IN % - (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	23
4. 194 COUNTRIES COMPARISON – INDUSTRIAL PRODUCTION GROWTH RATE IN % - (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	24
5. 155 COUNTRIES COMPARISON – GROSS NATIONAL SAVING AS % OF GDP – (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	25
6. 216 COUNTRIES COMPARISON – BUDGET SURPLUS (+) OR DEFICIT (-) – EXPRESSED AS % OF GDP - (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	26
7. 100 COUNTRIES COMPARISON - NET GOVERNMENT DEBT (AND GROSS GOVERNMENT DEBT) AS % OF GDP – SOURCE – IMF – 2012	27
8. 223 COUNTRIES COMPARISON – INFLATION RATE - ANNUAL % CHANGE IN CONSUMER PRICES (MOSTLY 2013 EST.) - CIA - WORLD FACTBOOK	28
9. 193 COUNTRIES COMPARISON – CURRENT ACCOUNT BALANCE – (2013 EST.) - CIA - WORLD FACTBOOK	29
10. 139 COUNTRIES COMPARISON - QUALITY OF OVERALL INFRASTRUCTURE – WORLD ECONOMIC FORUM – 2011	30
11. 151 COUNTRIES COMPARISON - THE SIZE OF THE SHADOW ECONOMY – IN % OF GDP – THE WORLD BANK – 2010	31
12. 144 COUNTRIES COMPARISON, GLOBAL COMPETITIVENESS INDEX, GLOBAL COMPETITIVENESS REPORT 2014/2015 – WORLD ECONOMIC FORUM	33

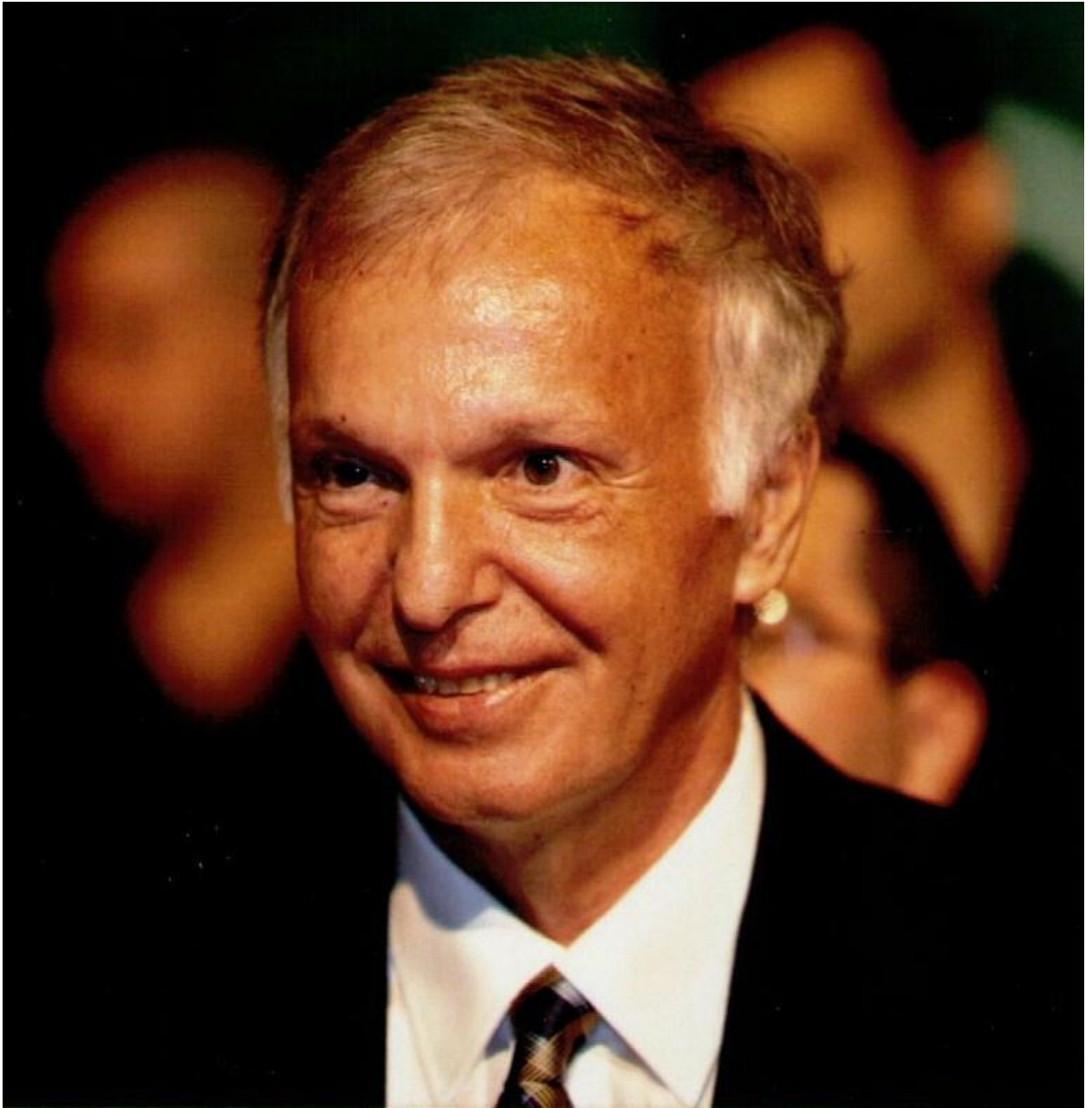
13. 110 COUNTRIES COMPARISON – MARKET VALUE OF PUBLIC TRADED SHARES – (ON 31.12.2011 OR 31.12. 2012) - CIA - WORLD FACTBOOK	35
14. 110 STATES COMPARISON - INTERNATIONAL INNOVATION INDEX - BOSTON CONSULTING GROUP, NATIONAL ASSOCIATION OF MANUFACTURERS 2009	36
15. 191 COUNTRIES COMPARISON - PATENT APPLICATIONS BY COUNTRY – WIPO - UNITED NATIONS – 1995 – 2008	37
16. 190 COUNTRIES COMPARISON – EASE OF DOING BUSINESS INDEX – WORLD BANK – DOING BUSINESS REPORT – 2017	38
17. 62 COUNTRIES COMPARISON, FINANCIAL DEVELOPMENT INDEX, OVERALL, FINANCIAL DEVELOPMENT REPORT - WORLD ECONOMIC FORUM, 2012	41
18. 176 COUNTRIES COMPARISON – COMMERCIAL BANK PRIME LENDING RATE - (MOSTLY 2012 ESTIMATES) - CIA - WORLD FACTBOOK	42
19. 133 COUNTRIES COMPARISON – SOUNDNESS OF BANKS – WORLD ECONOMIC FORUM – 2009	43
20. 131 COUNTRIES COMPARISON – LIST OF COUNTRIES BY CREDIT RATING – STANDARD AND POOR'S – MOSTLY 2016 - WIKIPEDIA	44
21. 187 COUNTRIES COMPARISON - INDEX OF GLOBALIZATION, 2013, KOF/ETH SWISS ECONOMIC INSTITUTE	46
22. 139 COUNTRIES COMPARISON – NETWORKED READINESS INDEX – GLOBAL INFORMATION TECHNOLOGY REPORT - WORLD ECONOMIC FORUM – 2016	48
23. 131 COUNTRIES COMPARISON - MEDIAN PER-CAPITA INCOME (AND MEDIAN HOUSEHOLD INCOME) – GALLUP – 2013 – IN PPP INTERNATIONAL DOLLARS	50
24. 61 COUNTRIES COMPARISON - GDP (PPP) PER HOUR WORKED – 2013 – MEASURES THE PRODUCTIVITY – THE CONFERENCE BOARD & EUROSTAT	51
25. 141 COUNTRIES COMPARISON – INCOME INEQUALITY/DISTRIBUTION OF FAMILY INCOME/GINI INDEX - 2007-2013 - CIA - WORLD FACTBOOK	52
26. 195 COUNTRIES COMPARISON - GROSS NATIONAL INCOME (GNI) PER CAPITA, IN 2013 AT NOMINAL VALUE, DEVELOPED BY THE WORLD BANK	54
27. 150 COUNTRIES COMPARISON - DISTRIBUTION OF WEALTH - WEALTH PER CAPITA, (AND WEALTH PER ADULT, WEALTH GINI) – 2000, PPP\$, A 2008 PAPER OF NATIONAL BUREAU OF ECONOMIC RESEARCH	56
28. 203 COUNTRIES COMPARISON – UNEMPLOYMENT RATE IN % OF LABOR FORCE THAT IS WITHOUT JOBS – (2013 EST.) - CIA - WORLD FACTBOOK	58

29. 192 STATES COMPARISON, TOTAL HEALTH EXPENDITURE PPP PER CAPITA – WHO – WORLD HEALTH ORGANIZATION – IN PPP INT. \$ (& % OF GDP) – 2010	59
30. 190 COUNTRIES COMPARISON, WORLD HEALTH ORGANIZATION RANKING, THE WORLD'S HEALTH SYSTEMS - 2000	60
31. 195 STATES COMPARISON, EDUCATION INDEX, UNITED NATIONS, 2013	61
32. 173 COUNTRIES COMPARISON, CULTURE & MEDIA COMPOSITE PARAMETER – UNESCO, UN DATA, CIA WORLD FACTBOOK, ETC. – MAINLY 1996-2015	63
33. 50 STATES COMPARISON, U21 RANKING OF NATIONAL HIGHER EDUCATION SYSTEMS – 2014 – UNIVERSITAS 21 – UNIVERSITY OF MELBOURNE	72
34. 130 COUNTRIES COMPARISON – HUMAN CAPITAL INDEX – THE WORLD ECONOMIC FORUM – HUMAN CAPITAL REPORT – 2016	73
35. 187 COUNTRIES COMPARISON - BY HUMAN DEVELOPMENT INDEX (HDI) (2013 EST.) - SOURCE: UNITED NATIONS DEVELOPMENT PROGRAMME'S	74
36. 144 COUNTRIES COMPARISON - INEQUALITY ADJUSTED HUMAN DEVELOPMENT INDEX – IHDI – BASED ON 2013 AND 2011 ESTIMATES – SOURCE: UNDP - 2014	75
37. 100 COUNTRIES COMPARISON - NEWSWEEK'S WORLD'S BEST COUNTRIES – 2010 – MEASURING EDUCATION, HEALTH, QUALITY OF LIFE, ECONOMIC DYNAMISM AND POLITICAL ENVIRONMENT IN 100 COUNTRIES	76
38. 80 COUNTRIES COMPARISON – WHERE TO BE BORN INDEX FOR 2013 – THE ECONOMIST INTELLIGENCE UNIT	78
39. 155 COUNTRIES COMPARISON - GLOBAL WELLBEING INDEX – 2010, GALLUP WORLD POLL 2005-2009	79
40. 187 COUNTRIES COMPARISON - GENDER INEQUALITY INDEX, 2013, UNDP, HUMAN DEVELOPMENT REPORTS – GENDER INEQUALITY RANK (AND GENDER INEQUALITY VALUE, SHARE OF SEATS IN PARLIAMENT)	81
41. 162 COUNTRIES COMPARISON - BY % OF POPULATION LIVING IN POVERTY BELOW NATIONAL POVERTY LINE SET BY COUNTRY – CIA, DATA MOSTLY	82
42. 156 COUNTRIES COMPARISON - RANKING OF HAPPINESS 2010-2012 – WORLD HAPPINESS REPORT - SOURCE: THE UN SUSTAINABLE DEVELOPMENT SOLUTIONS NETWORK	83
43. 167 COUNTRIES COMPARISON - DEMOCRACY INDEX – THE ECONOMIST INTELLIGENCE UNIT – 2014 – RANK, OVERALL SCORE	85

44. 132 COUNTRIES COMPARISON - SOCIAL PROGRESS INDEX – SOCIAL PROGRESS IMPERATIVE, 2014, BASED ON THE WRITINGS OF AMARTYA SEN, DOUGLAS NORTH AND JOSEPH STIGLITZ	86
45. 162 COUNTRIES COMPARISON - GLOBAL PEACE INDEX & RATINGS – INSTITUTE FOR ECONOMICS AND PEACE – 2010-2014 RESULTS	87
46. 178 COUNTRIES COMPARISON - FRAGILE STATES INDEX – 2015 – US THINK-TANK FUND FOR PEACE AND THE MAGAZINE FOREIGN POLICY	89
47. 178 COUNTRIES COMPARISON – INDEX OF ECONOMIC FREEDOM – THE HERITAGE FOUNDATION AND THE WALL STREET JOURNAL – 2016	93
48. 159 COUNTRIES COMPARISON – THE HUMAN FREEDOM INDEX – 2014 – PERSONAL, CIVIL AND ECONOMIC FREEDOM, PUBLISHED BY THE CATO, FRASER AND FRIEDRICH NAUMANN INSTITUTES	96
49. 183 COUNTRIES COMPARISON – PRESS FREEDOM INDEX – PUBLISHED BY REPORTERS WITHOUT BORDERS – 2016	100
50. 178 COUNTRIES COMPARISON - ENVIRONMENTAL PERFORMANCE INDEX, EPI - YALE UNIVERSITY, 2014	102
ANALYSIS OF TI'S CORRUPTION PERCEPTIONS INDICES	103
CORRUPTION PERCEPTIONS INDICES IN 2014-2012, 2005, 1996, 1995: TRANSPARENCY INTERNATIONAL'S RANKING OF ETHICS & CORRUPTION	103
ANALYSIS OF TI'S INDICES OF THE ETHICAL COUNTRIES IN 21 YEARS 1995-2015, AVERAGE, COMPARISON	108
TI'S CORRUPTION PERCEPTIONS INDICES (CPI) IN 2016 AND 2015	110
GLOBAL CORRUPTION BAROMETER/TRANSPARENCYINTERNATIONAL/2013	114
LECTURE OF DR. JACQUES CORY AT TI'S HEADQUARTERS IN BERLIN, 4.6.10	115
PRINCIPLES OF BUSINESS & ETHICS IN ECONOMIC WORLD TOWARDS 2020	117
PROFITABILITY AND BUSINESS ETHICS	120
22 RELATED PARAMETERS TO 50 CORY INDEX'S PARAMETERS	126
51. 240 COUNTRIES COMPARISON – POPULATION - CIA – WORLD FACTBOOK – DATE OF INFORMATION – MOSTLY JULY 2014 EST.	126
52. 252 STATES COMPARISON, AREA (SQ.KM.), CIA WORLD FACTBOOK, 2014	128
53. 246 COUNTRIES COMPARISON – POPULATION DENSITY – OFFICIAL ESTIMATES, UN – 2017	129

54. 215 COUNTRIES COMPARISON – TAXES AND OTHER REVENUES – RECEIVED BY THE GOVERNMENT (2013 EST.) – IN % OF GDP - CIA - WORLD FACTBOOK	130
55. 204 COUNTRIES COMPARISON – EXTERNAL DEBT – PRIVATE AND PUBLIC DEBT OWED TO NONRESIDENTS – (2013 EST.) - CIA - WORLD FACTBOOK	131
56. 169 COUNTRIES COMPARISON – RESERVES OF FOREIGN EXCHANGE AND GOLD MOSTLY AT THE 31 ST OF DECEMBER 2013 - CIA - WORLD FACTBOOK	132
57. 53 STATES COMPARISON - CURRENCY & EXCHANGE RATE TO US\$ - WALL STREET JOURNAL - FEBRUARY 13, 2015 – EXCHANGE RATES NY CLOSING	133
58. 165 COUNTRIES COMPARISON - XE – CURRENCY ENCYCLOPAEDIA	134
59. 143 COUNTRIES COMPARISON – CENTRAL BANK DISCOUNT RATE - (MOSTLY 2007-2012) - CIA - WORLD FACTBOOK	135
60. 29 STATES COMPARISON BY ANNUAL AVERAGE WAGE, GROSS INCOME, in PPP US\$, COMPULSORY DEDUCTION IN %, DISPOSABLE INCOME, OECD, 2012	136
61. 72 COUNTRIES COMPARISON, MONTHLY AVERAGE WAGE ADJUSTED TO REFLECT VARIATIONS IN THE COST OF LIVING - ILO - 2009, IN PPP US\$	137
62. 35 COUNTRIES COMPARISON - ANNUAL MEDIAN EQUIVALISED DIPOSABLE HOUSEHOLD INCOME. DATA ARE IN US\$ AT CURRENT PRICES AND CURRENT PPP 2009 - 2012 - <u>OECD</u>	138
63. 15 COUNTRIES COMPARISON - POPULATION SHARES OF THE BOTTOM, MIDDLE & TOP INCOME GROUPS – 2004 – ECINEQ 2011 – 217 – SEPTEMBER 2011, STEVEN PRESSMAN ET AL.	139
64. 122 COUNTRIES COMPARISON - BY % OF POPULATION LIVING UNDER 1.25 AND 2 \$ (PPP) A DAY – INTERNATIONAL POVERTLY LINE – WORLD BANK – MOSTLY 2009-2012	140
65. 157 COUNTRIES COMPARISON - ECONOMIC POPULATION BELOW POVERTY LINE – INDEX MUNDI – CIA WORLD FACTBOOK – ACCURATE AS OF 1.1.2012	141
66. 40 COUNTRIES COMPARISON - EDUCATION INDEX – THE LEARNING CURVE - PEARSON GLOBAL REPORT ON EDUCATION– 2014 - BEST EDUCATION SYSTEMS IN THE WORLD	142
67. WORLD TOP 20 COUNTRIES EDUCATION POLL RANKING SYSTEM – THE NEW JERSEY MINORITY EDUCATIONAL DEVELOPMENT (NJMED) – 2014	144
68. 165 COUNTRIES COMPARISON – SCHOOL LIFE EXPECTANCY – CIA WORLD FACTBOOK – MAINLY 2012	145

69. 214 COUNTRIES QUALITATIVE COMPARISON WITHOUG RANKING - LIST OF FREEDOM INDICES, 2014 – FREEDOM IN THE WORLD INDEX, INDEX OF ECONOMIC FREEDOM, PRESS FREEDOM INDEX, Sources - FREEDOM HOUSE, WALL STREET JOURNAL, REPORTERS WITHOUT BORDERS 146
70. 222 COUNTRIES COMPARISON - BY INCARCERATION RATE – 2014 – SOURCE: WORLD PRISON BRIEF – INTERNATIONAL CENTRE FOR PRISON STUDIES 148
71. 34 COUNTRIES COMPARISON - LEVEL OF DISCRIMINATION/VIOLENCE AGAINST MINORITIES – 2015 – OECD 149
72. 255 COUNTRIES COMPARISON – INTERNET PENETRATION RATE (RPR) (IN %) – MOSTLY IN 2013/2014 - INTERNET WORLD STATS 150



LIST OF THE LISTS IN CORY'S BOOKS

The books [Academic Proof that Ethics Pays/Appendices](#), ["A Voyage Into My World's Culture"](#), [Cory's Cosmopolitan Cultural Credo](#), [Ethics Pays - Expanded Version](#), by Jacques Cory can be a guide for the perplexed, written in order to enlighten the intellectual person, to explain different facets of culture, as by reading the books, the lists and the links you may receive a true perspective of the knowledge required to ponder the climax of the intellectual travel. This is an introduction to the reader who wants to learn about literature, theater, cinema, biographies, languages, music, arts, business ethics, travel, geography, philosophy, the Israeli-Palestinian Conflict, and many other topics interesting intellectual persons. The books with the lists may be biased by Cory's preferences, but they try to be as objective as possible, and in fact are much more objective than most of the other lists published recently. The lists have thousands of links to the books, plays, films, entries, music, paintings, bios, etc.

I. LITERATURE

From the book "A Voyage into My World's Culture":

Cory's list of the 100 best authors of the 20th century with comments: 120 best of the best authors, with the best authors - 240, with the authors in excess – 400 - pp. 295-315

Cory's list of the 20th century best of the best authors by languages – pp. 316-321

Cory's list of the best authors in the world in 1860-1899 (and in 2000-2015) with comments and lists of books: 300 authors in 1860-1899, 20 authors in 2000-2015, with the 400 authors of the 20th century – altogether 720 Authors of Modern Times writing in 60+ languages. With the links and details on authors in Cory's book the list exceeds 1000 authors – pp. 322-337

List of books that I am reading or I have read recently in Spanish – p. 13, in Italian – p. 27, in French – p. 41, in German – p. 78, in Portuguese – p. 102, in Hebrew – pp. 169-170, in Ladino – p. 192, in English – p. 270, and in many other languages as well

List of the 36 books, eBooks and works by Jacques Cory – pp. 554-568

Links to lists made by others on the best books, best authors, Jewish authors, number of translations, best-selling books, screenwriters, Modernist writers, playwrights, and also – French, American, British, German, Austrian, Russian prominent Jews – p. 315

Links to the list of the Literature Nobel Prize laureates and their names - p. 295-321

From the book "Academic Proof that Ethic Pays" – Appendices:

CORY'S CULTURAL LISTS – LITERATURE, LANGUAGES, ARTS, CINEMA, TRAVEL, THEATER, MUSIC, BIOGRAPHIES, BUSINESS ETHICS, CAPITALISM, SOCIAL JUSTICE, WORKS...

CORY'S LIST OF THE 400 BEST AUTHORS OF THE 20 TH CENTURY WITH COMMENTS AND LINKS TO OTHERS' LISTS	271
--	-----

CORY'S LIST OF THE 300 BEST AUTHORS IN THE WORLD IN 1860-1899 WITH COMMENTS	293
---	-----

LIST OF CHAPTERS SURVEYING LEADING WRITERS/BOOKS, HERITAGE, IMPRESSIONS IN ENGLISH, FRENCH, SPANISH, GERMAN, ITALIAN, HEBREW, LADINO, PORTUGUESE, ETC.	309
--	-----

DETAILS ON CORY'S BOOKS, EBOOKS AND OTHER WORKS	495
---	-----

From the book "Cory's Cosmopolitan Cultural Credo":

1. LE MONDE'S LIST OF THE BEST 100 BOOKS OF 20 TH CENTURY WITH LINKS AND CORY'S COMMENTS, AND LINKS TO OTHER LISTS OF BEST BOOKS, etc.	241
2. THE 100 BEST NOVELS IN ENGLISH BY THE MODERN LIBRARY	250
3. LIST OF THE 100 BEST AUTHORS OF THE 20 TH CENTURY BY JACQUES CORY WITH COMMENTS	254
4. NOBEL PRIZE FOR LITERATURE WINNERS, LINKS TO ENCYCLOPAEDIA BRITANNICA'S ENTRIES	274
5. THE JERUSALEM PRIZE FOR FREEDOM OF THE INDIVIDUAL IN SOCIETY	282
6. CORY'S LIST OF THE 20 TH CENTURY BEST OF THE BEST AUTHORS BY LANGUAGES	284
7. CORY'S LIST OF THE BEST AUTHORS IN THE WORLD IN 1860-1899 (AND IN 2000-2015) WITH COMMENTS AND LISTS OF BOOKS	289
CORY'S LIST OF THE BEST BOOKS IN WORLD LITERATURE IN 1860-1899	306
8. WIKIPEDIA'S LIST OF AUTHORS AND BOOKS FOR THE WHOLE PERIOD OF 1860-2015 (AND ALSO IN 1800-1859)	340
9. MODERNIST LITERATURE – WIKIPEDIA'S ARTICLE, LIST AND LINKS	356
10. THE LIST OF THE BEST SELLING BOOKS OF ALL TIMES	359
11. LIST OF LITERARY WORKS BY NUMBER OF TRANSLATIONS	368
12. JEWISH AUTHORS IN MODERN LITERATURE, AND JEWISH PERSONALITIES – AND THEIR CONTRIBUTION TO THE WORLD'S WELFARE IN CONTEXT OF THE RESURGENT ANTI-SEMITISM IN EUROPE, IN ARAB/MOSLEM COUNTRIES	373

From the book "Academic Proof that Ethic Pays" – Appendices:

II. PLAYS

CORY'S LIST OF THE 72 BEST PLAYWRIGHTS	310
--	-----

A SAMPLE OF THE CHAPTERS ON THEATER IN MY BOOKS	313
COMMENTS ON PLAYS SEEN IN ISRAEL, LONDON, PARIS, NEW YORK AND BERLIN	318
60+ PLAYS SEEN IN ISRAEL/NEW YORK IN 2011-2013	322
A SAMPLE OF DOZENS OF CULTURAL TRIPS	325
VIDEOS OF PLAYS SEEN, MAINLY SINCE 2009	329

From the book "A Voyage into My World's Culture":

Lists and links of dozens of the best plays that I have read and/or seen – pp. 344-345, 350-351

List of 60+ Plays seen in Israel and New York in 2011-2013 – p. 405

A sample of dozens of cultural trips to theaters in London, Paris, Berlin and New York – 64+ plays/concerts/operas, and list of the 80+ cities where I have seen plays/concerts, altogether 144, but in all the cultural trips the plays seen amount to many hundreds – pp. 266-269

From the book "Cory's Cosmopolitan Cultural Credo":

4.1 COMMENTS ON PLAYS SEEN IN ISRAEL, LONDON, PARIS, NY, BERLIN	1144
4.2 PLAYS SEEN IN ISRAEL AND IN NEW YORK IN 2011-2013	1147
4.3 A SAMPLE OF PLAYS SEEN IN LONDON, PARIS, BERLIN, NY...RECENTLY	1150
4.4 VIDEOS OF PLAYS SEEN, MAINLY SINCE 2009	1153

From the book "Academic Proof that Ethic Pays" – Appendices:

III. POETRY

CORY'S LIST OF THE 133 BEST POETS – INTRODUCTION, LIST AND LINKS	335
--	-----

IV. LANGUAGES

A METHODOLOGY OF LEARNING LANGUAGES	343
MY 72 LANGUAGES OF UN DECLARATION OF HUMAN RIGHTS. ON MONEY	352
NOVELS AND POETRY IN 40+ LANGUAGES WITH LIMITED READING CAPABILITIES	354
HOW TO BECOME A POLYGLOT?	356
COSMOPOLITAN TRIFLES AND SONGS FROM EVERYWHERE	358

PROPOSAL: LEARNING 5 LANGUAGES AT SCHOOL: MOTHER TONGUE, ENGLISH, SPANISH, FRENCH, ONE OF 9 ADDITIONAL LANGUAGES, WITH LINKS TO POPULAR SONGS, DANCE, MUSIC IN THOSE 12 LANGUAGES 362

OFFICIAL LANGUAGES IN FORMER COLONIES AND IN MULTINATION COUNTRIES 364

LIST OF CHAPTERS ON LANGUAGES 369

From the book "Cory's Cosmopolitan Cultural Credo":

LISTS OF OFFICIAL LANGUAGES IN FORMER COLONIES – ENGLISH, FRENCH, SPANISH, DUTCH, RUSSIAN, PORTUGUESE, GERMAN, ITALIAN, ARABIC 88

13. COMPARISON: 120+ LANGUAGES, LITTLE PRINCE, HOLISTIC APPROACH 102

14. LANGUAGES LEARNED BY JACQUES CORY WITH AT LEAST SOME READING CAPABILITIES, DICTIONARIES, GUTENBERG, BOOKS ONLINE 118

15. LISTS/LINKS OF THE LITTLE PRINCE IN 250+ LANGUAGES, TEXTS/EXTRACTS IN ENGLISH, TURKISH, CHINESE MANDARIN, ROMANI/GYPSY, ANCIENT EGYPT HIEROGLYPHS, REFLECTIONS ON THE INTELLECTUAL DAMAGE OF THE NEW CONSTRUCTED LANGUAGES: FACEBOOK AND TWITTER 137

16. LISTS AND LINKS OF THE BIBLE IN 400+ LANGUAGES, BIBLES ON THE INTERNET, TEXTS OF GENESIS AND LUCAS IN ENGLISH, RUMANTSCH, HAITIAN, AZERI, MALAGASI, UZBEC, GEORGIAN, UMA, CEBUANO, ARMENIAN, CHAMORRO, FULA, KABYLE, MANX 163

17. LISTS, LINKS OF PRAYERS ON INTERNET: 1817 LANGUAGES, PATER NOSTER'S EXTRACTS: 120 LANGUAGES, HAIL MARY, LANGUAGES IN THIS BOOK: 36 IN CHAPTERS, 200+ IN EXTRACTS, ~ 2000 IN LINKS, ANTI-CLERICALISM, GEORGES BRASSENS SONGS: PATER NOSTER, HAIL MARY 171

18. UN'S UNIVERSAL DECLARATION OF HUMAN RIGHTS, DOCUMENT MOST TRANSLATED IN THE WORLD ~ 444 LANGUAGES, LINKS, LISTS, LADINO, FORRO, NIGERIAN PIDGIN, SOLOMONS PIDGIN, OCCITAN AUVERGNAT, SAMMARINESE 221

COSMOPOLITAN SONGS FROM ALL OVER THE WORLD THAT I'VE LEARNED 1322

DECIPHERING IKEA'S INSTRUCTIONS IN 30 LANGUAGES 1324

From the book "A Voyage into My World's Culture":

My 72 languages of UN Universal Declaration of Human Rights (with reading capabilities) – p. 256

List of Books that I am reading or I have read in 70+ languages – pp. 258-259

Links to lists made by others of countries by spoken languages, language distribution map, official languages, by state, regional languages, languages spoken by country, language difficulty ranking, prayers heard around the world in multiple languages, the ten hardest languages – p. 99

V. BIOGRAPHIES AND ILLUSTRIOUS PERSONS

BIOGRAPHIES – ON BIOGRAPHIES THAT I'VE READ AND I AM READING 355

The 36 best biographies that I have read – p. 359

The 36 best biographies that I have started reading – pp. 359-360

In total – my 72 best biographies & including other biographies mentioned in the book – 100+

Cory's list of the 72 most illustrious persons – pp. 515-516

From the book "Academic Proof that Ethic Pays" – Appendices:

72+ BEST BIOGRAPHIES, 72 MOST ILLUSTRIOUS PERSONS 371

VI. ARTS

BEST EUROPEAN PAINTERS AND PAINTINGS, CORY'S 123 BEST PAINTERS 380

BEST MUSEUMS IN PARIS, LONDON, NY, MUSEE D'ORSAY 386

From the book "A Voyage into My World's Culture":

Cory's 72 best painters – pp. 422-423

With 51 more painters – p. 423, amounts in total to Cory's list of the 123 best painters

List of the 72+ cities with the best museums that I've seen – p. 412

Lists made by others of the best painters and paintings – pp. 418-423

From the book "Cory's Cosmopolitan Cultural Credo":

1. ARTS AND MUSEUMS 941

1.1 MY BEST MUSEUMS IN PARIS, LONDON AND NEW YORK 941

1.2 MY SON Dr. JOSEPH CORY'S ACTIVITIES IN ARCHITECTURE 942

1.3 ORSAY MUSEUM, PARIS – IMPRESSIONISM, PAINTERS, BEST PAINTINGS 943

1.4 BEST EUROPEAN PAINTERS & PAINTINGS (& CORY'S 72 BEST ARTISTS) 950

VII. FILMS

2.1 LISTS OF FESTIVAL FILMS SEEN IN 2011 – 2013 969

2.2 THE BEST FILMS SEEN IN MY YOUTH IN 1956 – 1961 971

2.3 LISTS OF FILMS IN CORY'S BUSINESS ETHICS COURSES & BOOKS 973

2.4 LA NOUVELLE VAGUE/THE NEW WAVE FRENCH FILMS 974

2.5 LISTS OF THE BEST FILMS, BEST DIRECTORS, SCREENWRITERS, ACTORS	978
2.6 CORY'S LISTS OF THE BEST/THE BEST OF THE BEST FILMS EVER MADE	1005
2.7 CINEMA OF ISRAEL, HAIFA FILM FESTIVAL, LISTS OF ISRAELI FILMS	1023
2.8 CORY LECTURES' FILMS, LIST OF FILMS ON SUSTAINABLE JUSTICE	1025

From the book "A Voyage into My World's Culture":

List of the 52 films that I saw at the 28th Haifa Film Festival in 10/2012 – pp. 425-426

List of the 240+ best films that I have seen in my youth in 1956-1961 – pp. 426-428

List of the 30+ films analyzed in Cory's book "Business Ethics for a Sustainable Society" and in his courses – pp. 428-429

Cory's list of the best and the best of the best films ever made: 360 best of the best, with the best films – 830, with the youth films, festival films, etc. amount to 1000+ – pp. 430-445

Links to lists made by others of Academy Nominees and Award Winning films, highest grossing films, best ratings, worst ratings, best movies – 500, 343, 250, 100..., American, French, British..., best movies songs, best stars, best laughs, best thrills, best passions, best heroes and villains, movies quotes, greatest films musicals, scores, cheers, 180 nominated musicals, greatest actors, actresses, directors, screenwriters, musical artists, best musicians, best Broadway musicals, and also best German, Spanish, Russian, English, French, Swedish, Japanese, Polish, Hebrew, Australian, Hindi, Romanian, Czech, Korean, Chinese, Persian, Arabic, Dutch, Portuguese, Greek, Serbian, Turkish, African films of all times - pp. 447-448

From the book "Academic Proof that Ethic Pays" – Appendices:

FILMS OF MY YOUTH, FESTIVALS AND COURSES	389
--	-----

CORY'S LISTS OF THE BEST – 830 - AND THE BEST OF THE BEST – 360 - FILMS EVER MADE	395
---	-----

WALL STREET AND ETHICS - THE FILM "WALL STREET" - SUMMARY AND ANALYSIS AND A SAMPLE OF THE LIST OF CHAPTERS ON FILMS	415
--	-----

VIII. MUSIC

CLASSICAL MUSIC AND JAZZ – THE BEGINNING OF A WONDERFUL FRIENDSHIP – BEST JAZZ INSTRUMENTALISTS AND VOCALISTS	418
---	-----

THE 60+ CONCERTS & SHOWS THAT I'VE SEEN IN 2011-2013	420
--	-----

BEST CLASSICAL MUSIC & OPERA THAT I HAVE EVER WATCHED, HEARD OR READ ABOUT, CORY'S LIST OF THE 72 BEST COMPOSERS	422
--	-----

BEST SHOWS AND CONCERTS THAT I HAVE EVER SEEN, GRACIAS A LA VIDA, FOLK MUSIC, BEST MUSICALS, LISTS OF SONGS	430
---	-----

From the book "A Voyage into My World's Culture":

Cory's list of the best 72 classical composers – p. 514

List of my 36 preferred operas – p. 469

With the list of my 55+ additional outstanding operas, amounts to 90+ operas – p. 469

List of the 60+ concerts and shows that I have seen in 2011-2013 – pp. 467-468

List of the 30+ best Jazz instrumentalists and Vocalists I like best – p. 466

Cory's list of the 36+ best musicals and lists of songs of musicals, films, plays, comedies with links – pp. 531-533

List of the 20 best concerts/singers/performers/conductors that I have seen – pp. 463-464

List of the 30 additional best concerts that I have seen – pp. 460-464

Altogether – the best 50 concerts that I have seen

Link/List of the 25 songs, music... in Cory's play "Nelly's Choice" – p. 460 ([also in the Book of Ruthy](#), pp. 114-115)

Link to the List of the 50 songs, music... in Cory's audio play – p. 460 ([also in the Book of Ruthy](#), pp. 196-197)

Altogether – the best 75 songs, music... in Cory's plays

Links to Cory's choice of 200+ songs in English, Spanish, French, Russian, Chinese, Arabic, Hindi, Urdu, Portuguese, German, Italian, Japanese, Swahili, etc. – pp. 93-95, and with links in the book and links to links the list amounts to hundreds of songs, music, dances, poems etc.

Links to Cory's choice of the best 70+ American songs – p. 246

Lists made by others of best classical composers and best classical works – pp. 469-475

From the book "Cory's Cosmopolitan Cultural Credo":

5.1 BEST SHOWS & CONCERTS THAT I'VE EVER SEEN, GRACIAS A LA VIDA	1171
5.2 CLASSICAL MUSIC – THE BEGINNING OF A BEAUTIFUL FRIENDSHIP	1175
5.3 THE 60+ CONCERTS AND SHOWS THAT I'VE SEEN IN 2011-2013	1176
5.4 BEST CLASSICAL MUSICE/OPERA THAT I'VE WATCHED, HEARD, READ	1178
CORY'S FAMILY LOVE OF MUSIC, RELATED COSMOPOLITAN ANECDOTES	1184

IX. HUMOR

10.1 AMERICAN AND BRITISH SITCOMS I LIKE BEST	1351
10.2 FAMILY PRIVATE JOKES	1352
10.3 COMIC MUSICALS, FILMS AND PLAYS	1354
10.4 TOPAZE & LES MARCHANDS DE GLOIRE BY PAGNOL, YES MINISTER	1357

10.5 BUSINESS HUMOR AND JOKES	1359
10.6 JEWISH HUMOR	1362
ROSSINI'S LARGO AL FACTOTUM FROM IL BARBIERE DI SIVIGLIA	1363

From the book "A Voyage into My World's Culture":

X. TRAVEL

List of the 60 countries visited by Jacques Cory – p. 243

In addition – lists of 10-12-40+ additional countries planned to be visited until 2020, according to detailed trips in the book: Lichtenstein, Luxembourg, Slovakia, San Marino, Bolivia, Ecuador, Colombia, Chile, Uruguay, Paraguay, as well as Poland, Ireland, etc., possibly a cruise around the world, additional visits to countries already visited in the past...

List of 40+ countries and 100+ days spent in harbors (out of the total 181 days) in a planned cruise around the world – pp. 111-112

Lists of Trips: Planned trips: to Northern Spain (pp. 9-12), to Northern Italy (pp. 22-26), to Alsace, Lorraine in France (pp. 39-40), to Austria and Germany (pp. 75-77), to Central South America (pp. 91-92), to Southern South America and Brazil (pp. 100-101), to additional countries (pp. 109-110). Past trips: Balkans Tour (pp. 113-115), Trip to Provence in 2014 (pp. 120-121), Trip to Continental Greece in 2016 (p. 125), Trip to Australia and New Zealand in 1999 (pp.129-130), Memorable Trips to Europe and Beyond (pp. 131-135), US – Business and Travel Trips (p. 136), Visa Problems in Canada and Peru (p. 144), Childhood in Egypt, Business Trips in Africa (pp. 145-146, pp. 149-150), Travel in Turkey (p. 151), Business Trip in Taiwan (p. 153), Trips in the Far East and Singapore (p. 156), Visits to St Petersburg, Paris and London (pp. 164-165). And many other trips in other pages and photos in pp. 600-606.

From the book "Academic Proof that Ethic Pays" – Appendices:

LIST OF THE 60 COUNTRIES VISITED BY JACQUES CORY, LIST OF TRAVEL CHAPTERS	439
PLANS TO VISIT 40+ ADDITIONAL COUNTRIES	443
PLANNED TRIP TO NORTHERN ITALY	445
CRUISE AROUND THE WORLD - OCEANIA 1/2018	450
BALKANS TOUR – 2015 AND IMPRESSIONS	452

From the book "Cory's Cosmopolitan Cultural Credo":

3. COMMENTS ON COUNTRIES I'VE VISITED, EUROPE	1071
3.1 COUNTRIES VISITED BY JACQUES CORY	1072
3.2 USA – BUSINESS, TRAVEL, ABOUT SERVICE & PUNCTUALITY	1075

From the book "Academic Proof that Ethic Pays" – Appendices:

XI. GEOGRAPHY

COUNTRIES OF THE WORLD'S DATA - BIBLIOGRAPHY AND INTERNET LINKS 467

MAPS OF THE WORLD AND OF CONTINENTS, LINKS TO MAPS OF COUNTRIES,
CAPITALS, POPULATION, ESSENTIAL DATA ON COUNTRIES 506

300 FLAGS OF INDEPENDENT STATES AND DEPENDENCIES 530

From the book "A Voyage into My World's Culture":

Links to dozens of lists of Geographic and Statistical Data – pp. 569-576

Lists and links of 200+ countries – name, population, map, capital city – pp. 577-599

From the book "Ethics Pays" – Expanded Version:

PART III – 300 SOVEREIGN STATES AND DEPENDENCIES OF THE WORLD –
ATLAS OF THE MOST SALIENT PARAMETERS 102

ABKHAZIA... 102

ALGERIA 105

ARGENTINA 113

AUSTRALIA 119

BAHAMAS... 127

BARBADOS 130

BOTSWANA 143

BRAZIL 148

CAMBODIA... 157

CANADA 159

CHINA 169

DENMARK... 188

EASTER ISLAND... 194

FALKLAND ISLANDS... 201

FRANCE 205

FRENCH POLYNESIA 211

GABON... 216

GAZA STRIP	218
GERMANY	223
HAITI...	240
HUNGARY	245
ICELAND...	250
INDIA	251
INDONESIA	257
ISRAEL	270
ITALY	274
JAMAICA...	281
JAPAN	282
KAZAKHSTAN...	292
KOREA, NORTH	295
LAOS...	305
MACAO...	318
NAGORNO-KARABAKH...	347
NETHERLANDS	355
NIGERIA	366
OMAN...	381
PAKISTAN...	382
PALESTINE/WEST BANK/GAZA STRIP	384
QATAR...	414
REPUBLIC OF CRIMEA...	416
RUSSIA	423
SABA...	430

SINGAPORE	451
SOMALIA	467
SOUTH AFRICA	476
SPAIN	487
TAIWAN...	515
UGANDA...	539
UNITED KINGDOM	544
UNITED STATES	551
VANUATU...	559
WAKE ISLAND...	570
YEMEN...	575
ZAMBIA...	577
ZIMBABWE	579

XII. PHILOSOPHY

From the book "Cory's Cosmopolitan Cultural Credo":

7.1 ESSAY ON ARISTOTLE'S BOOK "ETHICS"	1265
7.2 PROFESSOR SHLOMO AVINERI AND MY EPICUREAN THOUGHT	1268
7.3 ON STOICISM	1271
7.4 CORY'S PHILOSOPHICAL THOUGHT AT THE AGE OF 17	1272
CORY'S PREFERENCE OF FREEDOM & TRUTH AS MOST IMPORTANT TRAITS	1274
7.6 ON CORY'S ANTIRACIST PRACTICE	1275
7.7 CORY'S MAIN PHILOSOPHY – SECULAR, HUMANISM, ETHICS, UNIVERSALITY, INTELLECTUALISM, POLYMATHS, MULTICULTURALISM	1276
7.8 CORY'S PHILOSOPHICAL INSIGHT ON THE WAY OF THE WORLD	1288
JEWS AND ISRAEL ARE TODAY AS IN THE PAST THE USUAL SCAPEGOATS	1289
7.15 THE CAUSES AND SOLUTIONS TO ISRAEL'S AND THE WORLD'S MOST ACCUTE ECONOMIC PROBLEMS	1298
MUSLIM SHAHID'S SEXUAL PHANTASY ON THE 72 VIRGINS IN PARADISE	1301

7.17 THE CORY THEORY ON PARADISE ON EARTH FOR THE JUSTS – READING THE BOOKS OF THE 720 BEST AUTHORS, 72 BIOGRAPHIES OF THE MOST PROMINENT PERSONS, WATCHING 72 BEST PLAYS/OPERAS/MUSICALS/CLASSICAL CONCERTS, 360 BEST FILMS, 72 BEST SINGERS' PERFORMANCES, 72 BEST PAINTERS, KNOWLEDGE OF 72 LANGUAGES, 72 FIELDS OF INTERESTS, ETC. 1302

From the book "A Voyage into My World's Culture":

XIII. FIELDS OF INTERESTS

Cory's 72 fields of interests – pp. 516-519

From the book "Academic Proof that Ethics Pays" – Appendices:

XIV. BUSINESS ETHICS

BEST 120 AUTHORS' LIST IN BUSINESS ETHICS, CAPITALISM, SOCIAL JUSTICE, SUSTAINABILITY, GLOBALIZATION, CSR 459

BIBLIOGRAPHY ON THE FUTURE OF CAPITALISM AND BUSINESS ETHICS 473

LIST OF WORKS ON THE FUTURE OF CAPITALISM AND BUSINESS ETHICS 487

From the book "Cory's Cosmopolitan Cultural Credo":

1. FRANCE - ETHICS FOR MINORITY SHAREHOLDERS IN BANKING & THE STOCK EXCHANGE - THE BOOK & FILM "L'ARGENT" BY EMILE ZOLA 1400

2. ISRAEL – BRIBE CASE – ETHICS IN GOVERNMENT TENDERS 1409

3. NORTH AMERICA – TRUST & FAIRNESS CASE – BRIDGING IN MERERS 1415

4. ARGENTINA – LABOR RIGHTS IN THE GLOBAL CONTEXT – THE DOCUMENTARY FILM "THE TAKE" – SUMMARY AND ANALYSIS 1426

5. UK AND SINGAPORE – ETHICS IN BANKING – BARINGS BANK – THE FILM "ROGUE TRADER" – SUMMARY AND ANALYSIS 1430

6. SOUTH AMERICA – CORRUPTION CASE – ETHICS IN SALES 1432

7. US – SOCIAL RESPONSIBILITY, BUSINESS AND COMMUNITY – THE FILM "IT'S A WONDERFUL LIFE" – SUMMARY AND ANALYSIS 1437

8. ISRAEL – THE WORTHWHILENESS OF TRUST CASE – THE ETHICS OF VALUATION 1439

9. RUSSIA – CORRUPTION IN THE LOCAL GOVERNMENT – THE PLAY "REVIZOR" BY NIKOLAI GOGOL – SUMMARY AND ANALYSIS 1445

10. AFRICA AND SWITZERLAND – UNIVERSALITY OF ETHICS – THE PLAY

"THE VISIT OF THE OLD LADY" BY FRIEDRICH DUERRENMATT AND THE AFRICAN FILM "HYENAS" – SUMMARY AND ANALYSIS	1447
11. NORWAY & INDIA – A WHISTLEBLOWER WITH SOCIAL RESPONSIBILITY - THE PLAY "AN ENEMY OF THE PEOPLE" BY HENRIK IBSEN AND THE INDIAN FILM "GANASHATRU" – SUMMARY AND ANALYSIS	1450
12. FRANCE & ISRAEL – CULTURAL, ETHICAL & MENTALITY GAPS IN INTERN'L BUSINESS CASE – THE IMPORTANCE OF BEING A POLYGLOT	1455
13. FRANCE/PROVENCE – THE VICTIMS OF CORRUPTION, THE NOVEL "JEAN DE FLORETTE" BY MARCEL PAGNOL, SUMMARY AND ANALYSIS	1463
14. SUSTAINABILITY – PAUL HAWKEN – THE BOOK "THE ECOLOGY OF COMMERCE" – SUMMARY AND ANALYSIS	1468
15. SOCIAL RESPONSIBILITY OF MODERN BUSINESS TYCOONS – WARREN BUFFETT (BERKSHIRE HATHAWAY) – SUMMARY AND ANALYSIS	1472
16. JOSEPH STIGLITZ – A THIRD WAY ALTERNATIVE FOR CAPITALISM, GLOBALIZATION, AND SOCIAL AND ECONOMIC JUSTICE	1476
17. TEN COMPONENTS IN TEN LANGUAGES ON SUSTAINABLE JUSTICE	1479
18. COSMOPOLITAN QUOTES ON BUSINESS ETHICS	1481
19. THE UNITED NATIONS' UNIVERSAL DECLARATION OF HUMAN RIGHTS	1489
ANALYSIS OF CORRUPTION PERCEPTIONS INDICES IN 2012-2014, 2005, 1996/95: TRANSPARENCY INTERNATIONAL'S RANKING OF ETHICS/CORRUPTION	1494
21. GLOBAL CORRUPTION BAROMETER - % OF PEOPLE WHO PAID BRIBES - TRANSPARENCY INTERNATIONAL - 2013	1499
22. THE RISE AND FALL OF BUSINESS ETHICS FOLLOWING THE 2007-2010'S GREAT RECESSION	1500
23. THE MAIN PRINCIPLES FOR THE FUTURE OF CAPITALISM IN THE NEW SUSTAINABLE SOCIETY	1502
PRINCIPLES OF BUSINESS & ETHICS IN ECONOMIC WORLD TOWARDS 2020	1504
25. PROFITABILITY AND BUSINESS ETHICS	1507
26. LIST OF CORRUPTION PERCEPTION INDEX TRANSPARENCY INTERNATIONAL - RANK IN 2014, SCORES IN 2012, 2013, 2014	1513

XV. STATISTICS– LIST OF 70+ PERFORMANCE PARAMETERS

In the whole book of Academic Proof that Ethics Pays [Academic Proof that Ethics Pays](#)

THE FUTURE OF CAPITALISM IN A SUSTAINABLE SOCIETY

OUTLINE OF THE BOOK BY Dr. JACQUES CORY

(Website: <http://www.businessethicscory.com>)

Description of the Book

The book addresses the most important issues of the world economy - the future of capitalism in a sustainable society - in the context of the Great Recession of 2007-2010, finding a pattern of the Economic Whirl starting in the eighties with damages of billions and incurring in 2008 damages of trillions. The book is unique in its holistic & comprehensive approach: psychological, economic, sociological, philosophical and moral, rather than descriptive as most of the books on this subject. It is less theoretical, more practical and understandable in approach to the issue of the future of capitalism.

The book analyzes contemporary capitalism, the Recession and the Whirl, based on Dr. Cory's research & books, and more than 150 books, 130 videos, thousands of articles and documents, researching them in a vivid, critical and captivating way. It examines various preferred solutions to the crisis of capitalism, corporate governance and conduct, adopted by regulators and business, recommended by eminent professors, writers and tycoons, and advocated by Dr. Cory in his works.

This book is not only timely, but urgent. In the next crisis which could occur within the current decade, as nothing has changed while the pace of the crises has increased exponentially, the world economy could indeed collapse, with damages reaching into the hundreds of trillions of dollars, far beyond the scope of the world GDP. Adoption of the remedies offered might prevent this collapse. Academic, private and public institutions approached by Dr. Cory are not willing yet to fund the book as it differs fundamentally from the prevailing neo liberal views. But you have probably the foresight and are broad-minded enough to support this novel, contemporary, and in a way contrarian approach.

In this research endeavor, the author finds the most profound sources of financial and economic instability and suggests workable remedies that can be adopted without delay. It is true that the economic future is uncertain, but unfortunately as the causes of the instability do not change, the results of the systemic failures can be predicted, while the only thing that changes is the order of magnitude of the crises. Economists tend to over-simplify their models – the neoliberals adopt free market theories, the Keynesians and even Stiglitz try to find the right balance between regulation and free markets. This book proposes a much more complex solution, based first of all on moral and ethics, but also on sociology, psychology, philosophy, while giving workable economic solutions. A precondition for a sustainable future of capitalism is to adopt appropriate corporate governance as stipulated in Dr. Cory's previous books with the changes needed to reflect the crises of the last decade.

Finally, the book suggests a new political economy of the state, new strategy for the private and public sectors, new economy of income and wealth distribution, in the context of a proper humane policy bringing economic development. It calls into question the conduct of

corporations, leaders, executives and regulators before and during the Recession in order to help the reader to understand how the business models of the invisible hand, minimal regulation and maximization of profits have a perverse impact on the world economy, society and stakeholders and ultimately – business and profitability. The book encourages the reader to develop and follow her/his own insights, which could be different from the prevailing neo liberal ideology, and find the right equilibrium between profitability, business ethics, social responsibility, globalization & sustainability, complementing each other in the long run.

Author Biographical Information

Dr. Jacques Cory is an international businessman specializing in M&A, a pioneering author in business ethics, a lecturer at the Tel Aviv University (Int'l MBA), the Technion, and the University of Haifa (elected Best Lecturer) in Israel, and in 2006 a Visiting Professor at INSEAD. Dr. Cory is the author of academic books published in the US at Kluwer, Springer, Mellen, and in Israel at Magnes, focusing on business ethics to minority shareholders, in banks, mergers, the stock exchange, sustainability, globalization, corporate governance, social responsibility, and anticipating in his books, articles and lectures the Corporate Scandals of 2001-2003 and the 2007-2010 Great Recession.

Dr. Cory held senior positions in the high tech industry, was VP Finance and Sales of Elbit, a large high tech multinational company, conducted IPOs in Wall Street and Israel, wrote over 100 business plans, and has initiated mergers, turnaround plans, acquisitions, know-how agreements and strategic planning in the US, Europe and Israel. Dr. Cory, born in Cairo, resides in Israel, outside of the United States and Europe, but has a global perspective which is different from the standard academic perspectives prevailing there. Being a businessman with 30 year experience and an academic with 10 year experience he thinks outside the box, combining political, sociological and historical aspects, and perceiving the future of capitalism in an integrative and holistic approach. See attached CV.

Structure of the Book:

The structure of the book on The Future of Capitalism encompasses the main principles of business and ethics in the New Sustainable Society. After witnessing, as a businessman and academic, the Economic Whirl starting in the eighties and culminating in the Great Recession of 2007-2010, Dr. Cory draws the lessons for the future of capitalism and the obvious necessary conclusions which are based and substantiated by the events, but are regrouped in the building blocks which are the preconditions for the new sustainable society, namely:

- * what is the raison d'être of the company
- * ethical leadership
- * low leverage and low risk with other people's money
- * discarding maximization of profits
- * financial moderation
- * transparency
- * adequate regulation
- * new mission of auditors and lawyers
- * changing the attitude of society
- * cooperation instead of cut-throat conduct
- * establishing the Institute of Ethics

- * electing truly independent directors
- * bridling of derivatives to be functional rather than speculative
- * analyzing long term Treasury Bills return on investment versus Dow Jones Index
- * pension funds investing only in T-Bills
- * full disclosure in financial reports and prospectuses
- * heavy penalties for fraud and tax evasion
- * adequate ratio between highest and lowest salaries
- * corporate social responsibility, environment and sustainability
- * business ethics, ethical strategic planning & screening of management, assimilating ethical standards
- * replacing neo liberal policies by humane capitalism
- * limiting government and business influence
- * encouraging whistleblowers
- * minimal social gaps and enlarging the middle class
- * activist conduct of stakeholders
- * Main Street creativity instead of financial creativity
- * obeying the Golden Rule
- * model citizenship
- * progressive taxation
- * abolishing investment in tax heavens and legal but unethical tax evasion
- * living within your means with minimal credit and adequate savings
- * drawing lessons from the Scandinavian Capitalism
- * eliminating "soft" corruption
- * paying very high salaries to politicians and civil servants
- * prohibiting crossing between public and private careers
- * a new balanced approach between unbridled capitalism and socialism
- * 90% taxation on excessive compensation
- * taking into consideration irrational economics
- * restraining contributions to politicians, political parties and lobbying
- * eliminating bailouts to "too big to fail" corporations
- * restraining monopolies, cartels, large multinationals and banks
- * ensuring an adequate return on investment for savings regardless of the Fed's monetary policy
- * devising from scratch a holistic sustainable economy doing justice to the people and not to tycoons

The Principles of Business and Ethics in the Economic World Towards 2020

1. Companies should see profitability as a viability precondition and not as their only reason for existence, as corporations also employ people, sell products, and contribute to society.
2. The mantra of maximization of profits should be discarded, as it necessarily causes maximization of risks and wrongdoing of stakeholders: employees, customers, community and the ecology.
3. Financial moderation should prevail, with a balanced leverage (not 30:1 as in Lehman Brothers), sufficient equity, low indebtedness, a positive cash flow, integrity of the financial management, even if it is at the expense of maximizing profitability, growth and valuation.

4. Financial reports should be accurate and transparent and instead of spending tens of millions in order to circumvent the Sarbanes-Oxley Act, companies should spend millions to be ethical.
5. Lawyers who assist companies to evade taxes "lawfully" would be unemployed, as all companies would pay the full taxes, after being convinced that it is the only way to maintain law and order, eradicate crime and to fund defense, education, health and infrastructure equitably.
6. All pension funds should cease to invest in the stock exchange, no longer risking pensions, and minority shareholders should invest only in ethical funds and ethical companies.
7. Independent directors should be really independent and should ensure the stakeholders' rights.
8. An Institute of Ethics should be established, giving ethical ratings to companies, controlling shareholders and executives, and the management should have an impeccable ethical record, preventing the collapse of AAA ethical companies due to unethical conduct.
9. The internet would become the ultimate ethical vehicle, ensuring full transparency, preventing the use of insider information and enabling open communication between all stakeholders.
10. Cooperation, equilibrium and harmony would replace the principles of cut-throat competition and street fighting, having the killer instinct and adopting war tactics.
11. Companies should not compete in adopting unbridled marketing campaigns, deceptive advertising, deceiving customers, but should compete on who gives better service and products at fair prices, without putting "stumbling blocks" before the blind subprime customers.
12. Our examples of model businessmen would be Warren Buffett, Jerry Greenfield and Paul Hawken, and not Ken Lay and the executives of Lehman Brothers, Bear Stearns and AIG.
13. Society would not judge people by the size of their wallets but by the greatness of their minds.
14. The ideal manager should lead his company in an authoritative, democratic and humane approach, and not be inconsiderate, brutal and lacking in sensitivity.
15. We should prevent sexual harassment, race, gender, age and other discrimination, nepotism, and all workers should be treated equitably and recruited with ethical screening.
16. The ratio between the highest and lowest salaries in a company should not exceed 30:1.
17. The environment in our cities would be as good as in Copenhagen and not as bad as in Naples, and petrochemical companies would invest in preventive measures as in the Netherlands.
18. Our country would be rated among the ten most ethical countries in the Transparency International Corruption Perception Index, our model would be Finland and not Nigeria, and those who enforce the ethical laws would not cross the lines to work for those who infringe upon them.
19. Companies and tycoons should not perceive corporate social responsibility as the donations of one percent of profits being the essence of ethics, but should earn the other 99% ethically.

20. Government would not be neo-liberal or social democratic but neo-social, adopting the "third way" of Joseph Stiglitz, with a balanced equilibrium between free market and regulation.
21. Perception of success would not be living on a property of \$125 million but on a modest property, like Warren Buffett, known for his personal frugality despite his immense wealth.
22. The model of a politician would be Mahatma Gandhi, practitioner of non-violence, truth, integrity, austerity, simplicity and peace, as opposed to many corrupt politicians of today.
23. The excessive ties between government and business would be loosened, politicians would not be responsible to tycoons and their lobbies but to the people and would be funded by them. Civil servants should not be employed by the tycoons after quitting their jobs, putting their motives in doubt.
24. Milton Friedman's vision would be achieved - that companies should not invest in social responsibility and the policy of the neo-liberals would be implemented with minimum regulation, because if companies are ethical, there will be no need for charity or regulation.
25. Society would not worship bankrupt businessmen who outsmarted their creditors, tax evaders who conned the government, and controlling shareholders who wronged minority shareholders, but nerds who pay their taxes, behave ethically and repay their debts.
26. White-collar criminals should be sentenced to 20 years imprisonment, without plead bargains, indirect or direct bribes, and judges should not be lenient toward bankers, tycoons and corrupt politicians, who are usually represented by the best lawyers.
27. Society would ostracize those who withhold payments to suppliers and employees, those who employ people without providing them with social benefits, and those who prevent unionizing aimed at improving working conditions.
28. Society should encourage and reward whistleblowers who warn against corruption, wrongdoing to stakeholders and ethical criminals.
29. Our country would have minimal social gaps and would rank close to Sweden, with 50% of its population in the middle class and not 50% of the wealth owned by the richest 1%, since democracy is not voting every few years, but having equity, welfare and equal opportunities.
30. We should take our fate in our own hands, acting lawfully and ethically but decisively, investing only in ethical companies, working only in ethical companies, buying only from ethical companies and welcoming only ethical and sustainable companies into our communities.
31. We should not aspire to be creative capitalists or creative accountants, but to be creative in our R&D in high tech, green energy and low tech, with holistic ethical strategic planning.
32. Quality and excellence should be the cornerstones of a company's activities, by adhering to specifications and standards, without jeopardizing quality and endangering people's lives.
33. Ethical standards, codes and assimilation would not be eyewash but the basics of a company.
34. Tenders would not be bent, positions would not be promised to the boys, and lawsuits would not drag on, in an economy with minimal red tape and an ethical environment and infrastructure.
35. We should return to basics: obeying the Golden Rule by not doing to others what we do not want to be done to us, acting in equity, moderation and equilibrium; the Categorical Imperative with its moral obligations should prevail, concluding in an All My Sons Credo.

36. The significant progress that has happened in the last decades in consumerism, quality, health, education and democracy would also be expanded to ethics, social responsibility, corporate governance and sustainability towards the year 2020, if we wish to preserve life.

Substantiation of the chapters of the book:

Base of the book on The Future of Capitalism, the 36 Principles and the chapters, substantiated by the Economic Whirl and the 2008 Recession, the books on those issues, videos, articles & documentation:

1. Introduction

The book examines the future of capitalism in a sustainable society in the context of the Great Recession of 2007-2010, finding a pattern of the Economic Whirl starting in the eighties with damages of billions and incurring in 2008 damages of trillions. The book analyzes contemporary capitalism in a critical approach, with its flaws and merits, as viewed by prominent authors and Dr. Cory.

2. The Economic Whirl - from Damages of Billions in the Eighties to Trillions in 2008

The pattern of the Economic Whirl starting in the eighties with damages of billions, increasing in 2008 to damages of trillions. A thorough analysis of the Recession based on Dr. Cory's research and books and more than 150 books, 130 videos and thousands of articles and documents on the issues of this book. The causes of the Recession, an overview on its key protagonists - corporations and executives.

3. The Historical Perspective of Crashes – The Great Crash of 1929 and Napoleon III's France

The recent Economic Whirl starting in the eighties differs from the preceding crashes, bubbles and Ponzi schemes, as the order of magnitude has risen from billions to trillions. However, to put Capitalism and the 2008 Recession into context we have to analyze in particular the Great Crash of 1929 and crashes occurring throughout history and in France during Napoleon III's Second Empire.

4. Milton Friedman Vs. John M. Keynes – XXth Century's Most Important Economic Doctrines From the 1907 Wall Street crash to the 2008 Wall Street crash the economic world swayed between the two most important economic doctrines of the XXth century – the neoliberal free market corporatist doctrine with its most important protagonist Milton Friedman and the Keynesian doctrine advocating government regulation and social reform within the capitalistic context.

5. Other People's Money – Den of Thieves, Junk Bonds and Monkey Business

The first wave of the Whirl started with Drexel, the junk bonds and Michael Milken. Analysis of the scandals of the eighties, acquisition of undervalued companies, tearing them apart to the detriment of the stakeholders and owners, use of insider information, jail sentences to Wall Street's Tycoons. The scandals of the eighties as a precursor of the New Economy and of the Recession of 2008.

6. Leverage Buyouts: Barbarians at the Gate, the Leverage Buyout of RJR Nabisco

The duel between American Express/Shearson Lehman backing the CEO of RJR Nabisco, Ross Johnson, and KKR's Henry Kravis over the acquisition of one of the largest American

companies – RJR Nabisco, which was undervalued, but became subsequently overvalued. Leverage buyout with junk bonds, greed, extreme leverage, insider information – the well-known recipe of Wall Street.

7. Long-Term Capital Management – 1994-1998 – A Modern Saga of Irresponsible Alchemy

When it was founded in 1994, LTCM was hailed as the most impressive hedge fund in history. Nobel Prize-winning economists and the most successful Wall Street investors were convinced that they have found the magic formula that the alchemists sought for hundreds of years. But the hedge fund suffered catastrophic losses that jeopardized the financial system's stability– a precursor of the 2008 Recession.

8. The Crises in the Economies of East Asia, Russia & Latin America and the American Context

The Neo liberal and market economy hazards that brought the crises in the economies of East Asia, the former Eastern Block and Latin America, the collapse of the Russian and Argentinean economies, the heavy toll of unbridled globalization on the emerging economies, Barings Bank's collapse, failures of globalization, the American Context of the American Bubbles of the dot-com and corporate scandals.

9. The Dot-Com Bubble Burst – 1995-2001

On March 10, 2000, the Bubble of the Dot-Com reached its climax with the Nasdaq peaking at 5,132. During this bubble, Western stock markets saw their value increase rapidly from growth in the new Internet sector and related fields, in practical terms, most of the high tech segment, and marked by the founding (and sometimes spectacular failure) of a group of new Internet-based dot-com companies.

10. The Corporate Scandals of 2001- 2003: The Enron Case

The Enron scandal on the Internet, press, films, books and research. An analysis of the largest bankruptcy ever (until then) in December 2001, with fraud, use of insider information, lack of transparency and integrity of the executives. The Sarbanes-Oxley Act enacted after Enron. Enron through the prism of Lehman Brothers, Bernie Madoff, AIG, and the Great Recession of 2007-2010.

11. Leaderships - James Dimon, CEO of JPMorgan Chase, vs. James Cayne, Bear Stearns' CEO

Leadership is one of the most important factors for the success of companies and banks. Jamie Dimon, CEO of JPMorgan Chase, managed his bank successfully and cautiously throughout the Recession, taking over the bankrupt Bear Stearns, whose CEO Jimmy Cayne, ruined the bank with his greed, battle for power, and risky management, disregarding and wronging the interests of the stakeholders.

12. Corporate Cultures – Goldman Sachs versus Lehman Brothers

Debate on the issues of responsibility of executives, teamwork, excessive leverage, other people's money, growth at all cost and all risk, illustrated in the case of two of the largest investment banks on Wall Street – Goldman Sachs and Lehman Brothers. The reckless, one-man show, instant and arrogant Lehman Brothers versus the cautious, partner-like, 'modest' and long-term focused Goldman Sachs.

13. Bernie Madoff – The Wall Street Guru

On December 11, 2008, Bernard Madoff, 70, a former Nasdaq chairman and a respected figure on Wall Street for 40 years was charged with having perpetrated a mammoth Ponzi scheme, becoming the new face of fraud on Wall Street. Victims have lost as much as \$65 billion and Madoff was sentenced to 150 years in prison. Madoff, the Guru of Wall Street, has become the symbol of Wall Street.

14. Regulation, Inefficient and Efficient Ways Attempting to Overcome the Economic Whirl

The Great Recession proved that the vehicles that were devised to prevent such major crises are not efficient. Regulators and Economists - Nouriel Roubini, Henry Paulson, Klaus Schwab, Ben Bernanke, Sheila Bair, Alan Greenspan, Robert Rubin, Tim Geithner, Larry Summers, Brooksley Born, devised ways to overcome crises, examined in the book. Dodd-Frank Wall Street Reform Act.

15. Speculation, Hedge Funds, Derivatives and the Crashes – George Soros & John Paulson

George Soros proposes a new paradigm: Financial markets never reflect the underlying reality accurately, thus occasionally affecting the fundamentals that market prices are supposed to reflect. John Paulson figured out how to short the market during the Crash of 2008 and gained billions on the subprime implosion. Ethical and Economic repercussions of speculation, hedge funds and derivatives.

16. Joseph Stiglitz, the Prophet of the Third Way Between Neoliberals and Socialists

Nobel Prize winning Stiglitz explains in an academic, clear and concise language how the world economy works, and offers an agenda of inventive solutions to our most pressing economic, social, and environmental challenges, with a moral sensitivity required to ensure a just and sustainable world. Stiglitz suggests ways to make globalization and world economy work, in an Aristotelian Third Way.

17. Naomi Klein, the Fiercest Critic of Unfettered Capitalism and Globalization

Klein challenges the victory of Milton Friedman's free-market economics, and shows how neo liberals harnessed terrible shocks and violence to implement their radical policies. Klein provides a rich description of the political machinations required to force unsocial economic policies with a heavy toll on the world economy, in the third, second and now the first world as well, and most of all – the US.

18. The Black Swan and Irrational Economics – Nassim Taleb and Daniel Kahneman

For Nassim Taleb, black swans underlie almost everything about our world, and most of all on the stock exchange. A black swan, like the 2008 Recession, is a highly improbable event, but as it carries a massive impact we have to take it into account. Kahneman, Nobel prize winner, has started a new perspective on the traditional economics, rejecting traditional economic assumptions of rationality.

19. Business Ethics - The Warren Buffett and Berkshire Hathaway Model

Not all financial tycoons are Lehman's Dick Fuld, Drexel's Michael Milken or Bernie Madoff. Warren Buffett is an excellent example of a tycoon, controlling Berkshire Hathaway with integrity, taking into consideration the interests of the stakeholders, with a humane approach to business, while still becoming a billionaire. Recently, he decided to donate most of his fortune to the community.

20. Sustainability – a Precondition of Recovery for the Ailing Economy after the 2008 Recession

Al Gore, Paul Hawken, Thomas Friedman and others describe the need for a green revolution. Global warming, the stunning rise of middle classes all over the world, and rapid population growth have converged in a way that could endanger our planet. Friedman devises efficient methods to meet the challenges of ecology, as we are in the wrong track and need a course correction in modern capitalism.

21. Corporate Social Responsibility, Ben & Jerry's, Muhammad Yunus, Grameen Bank Model, Social Business and the Future of Capitalism, Grameen Danone, a Humane Form of Capitalism

Ben & Jerry's, which was founded by Ben Cohen and Jerry Greenfield, contributes 7.5% of its pretax profits to the communities of Vermont. They believe that the values contribute to profits not less than performance. Muhammad Yunus innovated strategies for lending microloans with Grameen Bank to the poor, helping millions to live better lives, while being solidly profitable with 99% repayment rate.

22. Michael Moore - The End of Capitalism or a New Beginning?

Since the eighties we witnessed an exuberant capitalism taking over the world scene with neo liberal regimes in the US & UK, the Soviet Empire collapsed, China & the Eastern Block adopted capitalism, this was the end of history, or a new beginning? However, after witnessing the Economic Whirl culminating in the Recession of 2008, many believe that this is the end of capitalism as we know it.

23. The Scandinavian/European Model of Capitalism

Many Americans have a simplistic view about capitalism: you are either a neo liberal or a communist. Stiglitz, Klein, Bakan and others propose a third way, and the Scandinavian/European model gives us an excellent mix of a workable policy of social welfare, employment, healthcare, labor relations, a holistic economic & social policy that is democratic, with a combination of free market and regulation.

24. New Vehicles to Overcome the Crisis of Capitalism

New Vehicles to overcome the crisis of capitalism designed by Dr. Jacques Cory: The Institute of Ethics, The Supervision Board, Ethical Screening, Ethical Strategic Planning, The Principles of Business and Ethics in the Economic World Towards 2020, The Laws of Wrongdoing to Minority Shareholders in Unethical Companies, The Prerequisites for an Ethical and Profitable Company.

25. The 2010 European Financial Crisis, PIIGS, Integration and Conclusion

Sovereign Debt Crisis, the 2010 European Financial Crisis, the crisis of the Euro, PIIGS crisis – Portugal, Italy, Ireland, Greece, Spain. Rising government deficits and debt levels in some of the EU countries, downgrading of European Governments debt. The model of "subprime mortgages" in the film "It's a Wonderful Life" – relevant in 1946 and today. A revolution in the approach of businessmen, regulators and academics towards capitalism is needed in order to find a new balance between profitability, leverage, transparency, ethics and sustainability. Are we bound to face a Doomsday Depression not later than by 2020? The lessons for the future, Integration and Conclusion.

BIBLIOGRAPHY

The book is based on the books and articles by the most prominent authors and journalists, businessmen, regulators and professors: Joseph Stiglitz, Naomi Klein, Charles Ferguson, Thomas Friedman, Michael Mandelbaum, Milton Friedman, John Maynard Keynes, Paul Krugman, Andrew Ross Sorkin, Erin Arvedlund, Barbara Ehrenreich, John Kenneth Galbraith, Charles Gasparino, Paul Hawken, Daniel Kahneman, Nassim Taleb, Dave Kansas, Michael Lewis, Roger Lowenstein, James Stewart, George Soros, Muhammad Yunus, Gregory Zuckerman, Akio Morita, Henry Paulson, Bryan Burrough, Alice Schroeder, Joel Bakan, Jagdish Bhagwati, John Cassidy, William Cohan, Harry Dent, Kenneth Goodpaster, Laura Nash, Henri-Claude de Bettignies, Al Gore, Justin Fox, Hyman Minsky, Charles Ellis, David Wessel, Richard Posner, Gary Stern, David Cay Johnston, Jonathan Harr, Lee Kuan Yew, Robert Hagstrom, Robert Monks, Joseph Badaracco, Richard De George, Charles Derber, Thomas Donaldson, Amitai Etzioni, Francis Fukuyama, Ron Grover, Harvey Hornstein, Robert Jackall, Peters and Waterman, Meir Tamari, Manuel Velasquez, Ben Cohen, Ernest Wallwork, Barry Eichengreen, Jeremy Rifkin, David Coates, Jonas Pontusson, T.R. Ried, Eric Einhorn, Nouriel Roubini, Stephen Mihm, Matthew Bishop, Suzanne McGee, Duff McDonald, Matthew Lynn, Sanjay Anand, Robert Pozen, Raghuram G. Rajan, Larry Bartels, Wilhelm Hankel, Robert Isaak, Carmen Reinhart, Kenneth Rogoff, Michael Roberts, Robert Shiller, George Akerlof, George F. DeMartino, Fareed Zakaria, Gordon Brown, Todd Gitlin, Matt Taibbi, Noam Chomsky, Sheila Bair, Gretchen Morgenson, Joshua Rosner, Costas Lapavistas, Chrystia Freeland, Robert Reich, Dan Ariely, Robert L. Heilbroner, Abhijit Banerjee, Bastasin Carlo, Esther Duflo, Jeffrey Sachs, Les Leopold, Olivier Blanchard, Tyler Cowen, John Mackey, Anat Admati, Martin Hellwig, Thomas Piketty, as well as the books by Nick Leeson, Brian Cruver, Bill Bamber, Lawrence McDonald, Jacques Cory, and the best videos on those subjects, such as *The Ascent of Money* with Niall Ferguson, *Capitalism: a Love Story* by Michael Moore, *The Corporation* by Jennifer Abbott and Mark Achbar, *The Flaw* by David Singleton, *Collapse* based on a book by Michael Ruppert, and *Inside Job* by Charles Ferguson.

Acharya Viral V., Cooley Thomas F., Richardson Matthew P., Walter Ingo, *Regulating Wall Street The Dodd-Frank Act and the New Architecture of Global Finance*, Wiley, 2011

Admati Anat and Hellwig Martin, *The Bankers New Clothes: What's Wrong with Banking and What to Do about It*, Princeton University Press, 2013

Akerlof George A. and Shiller Robert J., *Animal Spirits: How Human Psychology Drives the Economy, and Why it Matters for Global Capitalism*, Princeton University Press, 2009
Anand Sanjai, *Essentials of the Dodd-Frank Act*, Wiley 2011

Ariely Dan, *The (Honest) Truth About Dishonesty: How We Lie to Everyone - Especially Ourselves*, Harper, 2013

Ariely Dan, *Predictably Irrational*, HarperCollins Publishers, 2008

Ariely Dan, *The Upside of Irrationality*, Harper, 2010

Aristotle, *Ethics*, Penguin Classics, 1976

Articles in leading international newspapers

Artus Patrick and Pastre Olivier, *Sorties de crise: Ce qu'on ne nous dit pas, Ce qui nous attend*, Editions Perrin, 2009, in French

Arvedlund Erin, *Too Good to Be True: The Rise and Fall of Bernie Madoff*, Portfolio Hardcover, 2009

Badaracco, Jr. Joseph L., *Defining Moments, When Managers Must Choose Between Right and Right*, Harvard Business School Press, 1997

Bair Sheila, *Bull by the Horns: Fighting to Save Main Street from Wall Street and Wall Street from Itself*, Free Press, Simon & Schuster, 2012

Bakan Joel, *The Corporation, The Pathological Pursuit of Profit and Power*, Free Press, Published by Simon & Schuster New York, 2004

Bamber Bill and Spencer Andrew, *Bear-Trap: The Fall of Bear Stearns and the Panic of 2008*, Brick Tower Books, 2008

Banerjee Abhijit V. and Duflo Esther, *Poor Economics: A Radical Rethinking of the Way to Fight Global Poverty*, PublicAffairs, Perseus Books, 2012

Barbera Robert, *The Cost of Capitalism: Understanding Market Mayhem and Stabilizing our Economic Future*, McGraw-Hill, 2009

Bartels Larry M., *Unequal Democracy: The Political Economy of the New Gilded Age*, Princeton, 2008

Bastasin Carlo, *Saving Europe: How National Politics Nearly Destroyed the Euro*, The Brookings Institution, 2012

Betbeze Jean-Paul, *Crise par ici la sortie: Exit*, Presses Universitaires de France, 2010, in French

Bhagwati Jagdish, *In Defense of Globalization*, Oxford University Press, 2004

Bishop Matthew & Green Michael, *The Road from Ruin: How to Revive Capitalism and Put America Back on Top*, Crown Business, 2010

Blanchard Ken, O'Connor Michael, *Managing By Values*, Berrett-Koehler Publishers, 1997

Blanchard Kenneth, Peale Norman Vincent, *The Power of Ethical Management*, William Morrow and Company, Inc., 1988

Blanchard Olivier, Romer David, Michael Spence, and Stiglitz Joseph, edited by, *In the Wake of the Crisis: Leading Economists Reassess Economic Policy*, The MIT Press, 2012

Bollier David, *Aiming Higher, 25 Stories of how Companies Prosper by Combining Sound Management and Social Vision*, Amacom, 1997

Bonder Nilton Rabbi, *The Kabbalah of Money, Insights on Livelihood, Business, and All Forms of Economic Behavior*, Shambhala, 1996

Boyer Louis, *Le livre de morale des écoles primaires (cours moyen, cours supérieur) et des cours d'adultes*, Editions des Equateurs, 2011 (édition originale 1895), in French

Briner Bob, *The Management Methods of Jesus, Ancient Wisdom for Modern Business*, Thomas Nelson, Inc., 1996

Brown Gordon, *Beyond the Crash: Overcoming the First Crisis of Globalization*, Free Press, 2010

Brown Judith M., *Gandhi: Prisoner of Hope*, Yale University Press, 1998

Burkett Larry, *Business by the Book, The Complete Guide of Biblical Principles for Business Men and Women*, Expanded Edition, Thomas Nelson Publishers, 1991

Burrough Bryan and Helyar John, *Barbarians at the Gate, The Fall of RJR Nabisco*, Harper Business Essentials, 2003

Casey Al with Seaver Dick, *Casey's Law, If Something Can Go Right, It Should*, Arcade Publishing, 1997

Cassidy John, *Dot.con: How America Lost Its Mind and Money in the Internet Era*, Harper Perennial, 2003

Cassidy John, *How Markets Fail: The Logic of Economic Calamities*, Farrar, Straus and Giroux, 2009

Chatfield Cheryl A., Ph.D., *The Trust Factor, The Art of Doing Business in the 21st Century*, Sunstone Press, 1997

Chomsky Noam, *Profit Over People: Neoliberalism and Global Order*, Seven Stories Press, 1999

Coates David, *Models of Capitalism: Growth and Stagnation in the Modern Era*, Polity, 2000

Cohan William D., *House of Cards: A Tale of Hubris and Wretched Excess on Wall Street*, Doubleday, 2009

Cohan William D., *Money and Power: How Goldman Sachs Came to Rule the World*, Doubleday, 2011

Cohen-Almagor Raphael, Arbel-Ganz Ori, Kasher Asa, *Public Responsibility in Israel*, Hakibbutz Hameuchad Publishing House/The Jerusalem Center for Ethics, 2012, in Hebrew

Cohen Ben and Greenfield Jerry, *Ben & Jerry's Double-Dip, Lead with Your Values and Make Money, Too*, Simon & Schuster, 1997

Cooke Robert Allan and Young Earl, *"The Ethical Side of Takeovers and Mergers"*, Madsen, Essentials of Business Ethics, A Meridian Book, 1990, pp. 254-269

Cory Jacques, *L'éthique des affaires et les actionnaires minoritaires*, Éditions Universitaires Européennes, 2012, in French

Cory Jacques, *Social, Economic & Governmental Justice: Essays, Articles & the Play "Nelly Doron"*, published on the Internet at Jacques Cory's website in HOME, BOOKS and HEBREW, at the University of Haifa's Library website - <http://lib.haifa.ac.il> (search by name of author or book), Transparency International Israel website, Ometz website, etc., 2012, in Hebrew

Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009. Paperback edition in 2010

Cory Jacques, *Selected Issues in Business Ethics and Social Responsibility*, Magnes – The Hebrew University of Jerusalem, 2008, in Hebrew

Cory Jacques, *Business Ethics and the Minority Shareholders*, PhD dissertation, CNAM, Paris, 2004, in French

Cory Jacques, *Activist Business Ethics*, Kluwer Academic Publishers, Boston, 2001. Paperback Edition by Springer, 2004

Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, Boston, 2001. Paperback Edition by Springer, 2004

Cory Jacques, *Beware of Greeks' Presents*, Bimat Kedem Publishers, 2001, in Hebrew

Cory Jacques with Amalia Eyal, *Le choix de Nelly*, a play translated from Hebrew into French by Saskia Cohen, Edilivre, 2012 (The play in Hebrew - *Nelly's Choice*, 2005 - is at the library of the University of Haifa. Reading of the play was performed at the Hebrew University of Jerusalem on July 30, 2008). A play in Hebrew by Jacques Cory *Nelly Doron* was published on Cory's website in 2012

Cory Jacques, *Entretien avec Jacques Cory, de l'Université de Haïfa (Israel): "Une manière originale d'enseigner la RSE"*, a chapter in the book by: Lepineux François, Rose Jean-Jacques, Bonanni Carole, Hudson Sarah, *La RSE, La responsabilité sociale des entreprises, Théories et pratiques, Stratégie*, Dunod, 2010, in French

Vigoda-Gadot Eran and Cory Jacques, *"In the Name of Citizens, Business or Officials? Insights on the Public Responsibility of the Government and Public Administration"*, a chapter in the edited book *Public Responsibility in Israel* by Cohen-Almagor Raphael, Arbel-Ganz Ori, Kasher Asa, published by Hakibbutz Hameuchad Publishing House/The Jerusalem Center for Ethics, 2012, in Hebrew

Cowen Tyler, *The Great Stagnation: How America Ate All the Low-Hanging Fruit of Modern History, Got Sick, and Will (Eventually) Feel Better*, Dutton, Penguin Books, 2011

Cruver Brian, *Anatomy of Greed, The Unshredded Truth from an Enron Insider*, Carroll & Graf, 2002

De George Richard T., *Competing with Integrity in International Business*, Oxford Univ. Press, 1993

DeMartino George F., *The Economist's Oath: On the Need for and Content of Professional Economic Ethics*, Oxford University Press, 2011

Dent Harry S., *The Great Depression Ahead: How to Prosper in the Crash Following the Greatest Boom in History*, Free Press, 2009

Derber Charles, *The Wilding of America, How Greed and Violence Are Eroding Our Nation's Character*, St. Martin's Press, 1996

Dodd-Frank Wall Street Reform and Consumer Protection Act, Enacted into Law on July 21, 2010, Enrolled Final Version (HR 4173), via the U.S. Government Printing Office, 2010

http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=111_cong_bills&docid=f:h4173enr.txt.pdf

Summary, Davis Polk, & Wardwell LLP, 2010

http://www.davispolk.com/files/Publication/7084f9fe-6580-413b-b870-b7c025ed2ecf/Presentation/PublicationAttachment/1d4495c7-0be0-4e9a-ba77-f786fb90464a/070910_Financial_Reform_Summary.pdf

(see also Wikipedia and Skadden, Arps)

Donaldson Thomas, *The Ethics of International Business*, The Ruffin Series in Business Ethics, Oxford University Press, 1992

Dresner Simon, *The Principles of Sustainability*, Earthscan Publications, 2002

Driscoll Dawn-Marie, Hoffman W. Michael, Petry Edward S., *The Ethical Edge, Tales of Organizations that Have Faced Moral Crises*, MasterMedia Limited, 1995

Edwards Andres R., *The Sustainability Revolution: Portrait of a Paradigm Shift*, New Society Publishers, 2005

Ehrenreich Barbara, *Nickel and Dimed: On (Not) Getting By in America*, Holt Paperbacks, 2008

Eichengreen Barry, *The European Economy since 1945: Coordinated Capitalism and Beyond*, Princeton, 2008

Eichengreen Barry, *Exorbitant Privilege: The Rise and Fall of the Dollar and the Future of the International Monetary System*, Oxford University Press, 2011

Einhorn Eric S. and Logue John, *Modern Welfare States: Scandinavian Politics and Policy in the Global Age*, Praeger Paperback, 2003

Ellis Charles D., *The Partnership: The Making of Goldman Sachs*, Penguin, 2009

Estes Ralph, *Tyranny of the Bottom Line, Why Corporations Make Good People Do Bad Things*, Berrett-Koehler Publishers, 1996

Ethics at Work, A Harvard Business Review Paperback, 1991

Etzioni Amitai, *The Moral Dimension, Toward a New Economics*, The Free Press, 1990

Faber Emmanuel, *Chemins de traverse, Vivre l'économie autrement*, Albin Michel, 2011, in French

FCIC – Financial Crisis Enquiry Commission, *The Financial Crisis Inquiry Report*, Public Affairs Report, 2011

Ferguson Charles H., *Predator Nation: Corporate Criminals, Political Corruption, and the Hijacking of America*, Crown Business, Random House, 2012

Fox Justin, *The Myth of the Rational Market: A History of Risk, Reward, and Delusion on Wall Street*, HarperBusiness, 2009

Freeland Chrystia, *Plutocrats: The Rise of the New Global Super-Rich and the Fall of Everyone Else*, The Penguin Press, 2012

Friedman Milton, *Capitalism and Freedom*, University of Chicago Press, 2002 (1962)

Friedman Milton, "The Social Responsibility of Business Is to Increase Its Profits", Madsen, *Essentials of Business Ethics*, A Meridian Book, 1990, pp. 273-281

Friedman Thomas L., Mandelbaum Michael, *That Used To Be Us: How America Fell Behind in the World it Invented and How We Can Come Back*, Farrar, Straus & Giroux, 2011

Friedman Thomas L., *Hot, Flat, and Crowded, Why We Need a Green Revolution and How it Can Renew America*, Farrar, Straus and Giroux, 2008

Friedman Thomas L., *The World is Flat - A Brief History of the Twenty-First Century*, First Updated and Expanded Edition, Farrar, Straus and Giroux, 2006

Fukuyama Francis, *Trust, The Social Virtues and the Creation of Prosperity*, A Free Press Paperbacks Book, 1996

Galbraith John Kenneth, *The Great Crash of 1929*, Mariner Books, 1997

Gasparino Charles, *The Sellout: How Three Decades of Wall Street Greed and Government Mismanagement Destroyed the Global Financial System*, HarperBusiness, 2009

Ginsburg Sigmund G., *Managing with Passion, Making the Most of Your Job and Your Life*, John Wiley & Sons, Inc., 1996

Girardet Herbert & Mendonca Miguel, *A Renewable World: Energy, Ecology, Equality, A Report for the World Future Council*, Green Books, 2009

Gitlin Todd, *Occupy Nation: The Roots, The Spirit, and The Promise of Occupy Wall Street*, itbooks HarperCollins Publishers, 2012

Goodpaster Kenneth E., Nash Laura L., de Bettignies Henri-Claude, *Business Ethics: Policies and Persons*, McGraw-Hill Irwin, 2006

Gore Al, *An Inconvenient Truth: The Crisis of Global Warming*, Viking, 2007

Grover Ron, *The Disney Touch*, Richard D. Irwin, Inc., 1991

Hacker Jacob S. & Pierson Paul, *Winner-Take-All Politics: How Washington Made the Rich Richer – And Turned Its Back on the Middle Class*, Simon & Schuster, 2010

Hagstrom Robert G., *The Warren Buffett Way*, John Wiley & Sons, Inc., 2005

Hall William D., *Making the Right Decision, Ethics for Managers*, John Wiley & Sons, Inc., 1993

Handy Charles, *The Hungry Spirit, Beyond Capitalism: A Quest for Purpose in the Modern World*, Broadway Books, 1998

Hankel Wilhelm & Isaak Robert, *Brave New World Economy: Global Finance Threatens our Future*, John Wiley & Sons, 2011

Harmon Frederick G., *Playing for Keeps, How the World's Most Aggressive and Admired Companies Use Core Values to Manage, Energize and Organize Their People, and Promote, Advance and Achieve Their Corporate Missions*, John Wiley & Sons, Inc., 1996

Harr Jonathan, *A Civil Action*, Vintage, 1996

Harvey Brian, Edited by, *Business Ethics, A European Approach*, Prentice Hall, 1994

Hawken Paul, *Blessed Unrest: How the Largest Movement in the World Came into Being and Why No One Saw It Coming?*, Viking, 2007

Hawken Paul, *The Ecology of Commerce*, HarperCollins, 1994

Hawken Paul, Lovins Amory, Lovins Hunter L., *Natural Capitalism: Creating the Next Industrial Revolution*, Back Bay Books, 2000

Heilbroner Robert L., *The Worldly Philosophers: The Lives, Times, and Ideas of the Great Economic Thinkers*, 7th Revised Edition, Touchstone, 1999

Herrera Remy, *Un autre capitalisme n'est pas possible*, Editions Syllepse, 2010, in French

Heuvel Katrina Vanden, *Meltdown: How Greed and Corruption Shattered Our Financial System and How We Can Recover*, Nation Books, 2009

Hirsh Michael, *Capital Offense: How Washington's Wise Men Turned America's Future Over to Wall Street*, Wiley, 2010

Holliday Chad, Schmidheiny Stephan, Watts Philip, *Walking the Talk: The Business Case for Sustainable Development*, Berrett-Koehler Publishers, 2002

Hornstein Harvey A., Ph.D., *Brutal Bosses and Their Prey*, Riverhead Books, 1996

Inoue Shinichi, *Putting Buddhism to Work, A New Approach to Management and Business*, Kodansha International Ltd., 1997

Jackall Robert, *Moral Mazes, The World of Corporate Managers*, Oxford University Press, 1989

Jackson Jennifer, *An Introduction to Business Ethics*, Blackwell Publishers, 1996

Jacobs Joseph J., *The Anatomy of an Entrepreneur, Family, Culture, and Ethics*, ICS Press, 1991

Jay Antony, *Management and Machiavelli: An Inquiry into the Politics of Corporate Life*, Bantam Books, 1969

Johnson Simon, *13 Bankers: The Wall Street Takeover and the Next Financial Meltdown*, Pantheon, 2010

Johnston David Cay, *Free Lunch: How the Wealthiest Americans Enrich Themselves at Government Expense (and Stick You with the Bill)*, Portfolio Trade, 2008

Jorion Paul, *Le capitalisme a l'agonie*, Fayard, 2011, in French

Kahneman Daniel and co-authors, *Rationality, Fairness, Happiness: Selected Writings*, in Hebrew, Keter and the University of Haifa, 2005. Based on Kahneman Daniel and co-authors, *Choices, Values, and Frames*, Cambridge University Press, 2000

Kahneman Daniel, Knetsch Jack L., Thaler Richard H., *Anomalities: The Endowment Effect, Loss Aversion, and Status Quo Bias*, The Journal of Economic Perspectives, Vol. 5, No. 1 (Winter, 1991), pp. 193-206

Kansas Dave, *The Wall Street Journal Guide to the End of Wall Street as We Know It: What You Need to Know About the Greatest Financial Crisis of Our Time and How to Survive It*, Collins Business, 2009

Kaufman Allen, Zacharias Lawrence, Karson Marvin, *Managers vs. Owners, The Struggle for Corporate Control in American Democracy*, The Ruffin Series in Business Ethics, Oxford University Press, 1995

Kelley Michael, *On Stone or Sand, The Ethics of Christianity, Capitalism, & Socialism*, Pleroma Press, 1993

Keynes John Maynard, *The General Theory of Employment, Interest and Money*, Classic House Books, 2008 (1936)

Kidder Rushworth M., *How Good People Make Tough Choices, Resolving the Dilemmas of Ethical Living*, A Fireside Book published by Simon & Schuster, 1995

Klein Naomi, *Fences and Windows, Dispatches from the Front Lines of the Globalization Debate*, Picador, 2002

Klein Naomi, *No Logo: Taking Aim at the Brand Bullies*, Picador, 2000

Klein Naomi, *The Shock Doctrine: The Rise of Disaster Capitalism*, Picador, 2008

Kotlikoff Laurence J., *Jimmy Stewart is Dead: Ending the World's Ongoing Financial Plague with Limited Purpose Banking*, Wiley, 2010

Krugman Paul, *End This Depression*, W. W. Norton, 2013

Krugman Paul, *A Country is Not a Company*, Harvard Business School Press, 2009

Krugman Paul, *The Return of Depression Economics and the Crisis of 2008*, W. W. Norton, 2009 (1999)

Lapavistas Costas et al., *Crisis in the Euro Zone*, Verso, 2012

Lee Kuan Yew, *Memoirs: From Third World to First, The Singapore Story: 1965-2000*, Singapore Press Holdings, Times Editions, 2000

Leeson Nick, *Rogue Trader, How I Brought Down Barings Bank and Shook the Financial World*, Little, Brown and Company, Boston, 1996

Leopold Les, *How to Make a Million Dollars an Hour: Why Hedger Funds Get Away with Siphoning Off America's Wealth*, John Wiley & Sons, 2013

Lepineux François, Rose Jean-Jacques, Bonanni Carole, Hudson Sarah, *La RSE, La responsabilité sociale des entreprises, Théories et pratiques, Stratégie*, Dunod, 2010, in French

Lewis Michael, *Liar's Poker, Rising through the wreckage on Wall Street*, Penguin, 1990

Lewis Michael, *Panic: The Story of Modern Financial Insanity*, W. W. Norton, 2009

Lewis Michael, *The Big Short: Inside the Doomsday Machine*, W.W. Norton, 2010

Lordon Frédéric, *D'un retournement l'autre, Comédie sérieuse sur la crise financière en quatre actes et en alexandrins*, Editions du Seuil, 2011, in French

Lowenstein Roger, *The End of Wall Street*, Penguin, 2010

Lowenstein Roger, *When Genius Failed, The Rise and Fall of Long Term Capital Management*, Random House, 2000

Lubbers Eveline, edited by, *Battling Big Business*, Common Courage Press, 2002

Lynn Jonathan and Jay Antony, *The Complete Yes Minister, The Diaries of a Cabinet Minister by the Right Hon. James Hacker MP*, British Broadcasting Corporation, 1984

Lynn Matthew, *Bust: Greece, the Euro, and the Sovereign Debt Crisis*, John Wiley & Sons, 2011

Machiavelli Niccolo, *The Prince*, Bantan Books, 1981

Madsen Peter and Shafritz Jay M., *Essentials of Business Ethics*, A Meridian Book, 1990

McDonald Duff, *Last Man Standing: The Ascent of Jamie Dimon and JPMorgan Chase*, Simon & Schuster, 2009

McDonald Lawrence G. and Robinson Patrick, *A Colossal Failure of Common Sense: The Inside Story of the Collapse of Lehman Brothers*, Crown Business, 2009

McGee Suzanne, *Chasing Goldman Sachs: How the Masters of the Universe Melted Wall Street Down... And Why They'll Take Us to the Brink Again*, Crown Business, 2010

Mackey John & Sisodia Raj, *Conscious Capitalism: Liberating the Heroic Spirit of Business*, Harvard Business Review Press, 2013

McLean Bethany & Nocera Joe, *All the Devils are Here: The Hidden History of the Financial Crisis*, Portfolio Penguin, 2010

Minsky Hyman, *Stabilizing an Unstable Economy*, McGraw-Hill, 2008

Monks Robert A.G., *The Emperor's Nightingale, Restoring the Integrity of the Corporation in the Age of Shareholder Activism*, Addison-Wesley, 1998

Morgenson Gretchen, Rosner Joshua, *Reckless Endangerment: How Outsized Ambition, Greed, and Corruption Led to Economic Armageddon*, Times Books, Henry Holt and Company, 2011

Morita Akio, with Reingold Edwin M. and Shimomura Mitsuko, *Made in Japan: Akio Morita and Sony*, E.P. Dutton, 1996

Morris Charles R., *The Two Trillion Dollar Meltdown: Easy Money, High Rollers, and the Great Credit Crash*, Public Affairs, 2009

Mott Graham M., *How to Recognize and Avoid Scams Swindles and Rip-Offs, Personal Stories Powerful Lessons*, Golden Shadows Press, 1994

Nash Laura L., Ph.D., *Believers in Business, Resolving the Tensions between Christian Faith, Business, Ethics, Competition and our Definitions of Success*, Thomas Nelson Publishers, 1994

Nash Laura L., *Good Intentions Aside, A Manager's Guide to Resolving Ethical Problems*, Harvard Business School Press, 1993

O'Neill Jessie H., *The Golden Ghetto, The Psychology of Affluence*, Hazelden, 1997

Parks Robert H., Ph.D., *The Witch Doctor of Wall Street, A Noted Financial Expert Guides You through Today's Voodoo Economics*, Prometheus Books, 1996

Paulson Henry M. Jr., *On the Brink: Inside the Race to Stop the Collapse of the Global Financial System*, Business Plus, 2010

Péguy Charles, *L'Argent, suivi de L'Argent Suite*, Gallimard, 1932, in French

Péguy Charles, *Une éthique sans compromise, textes essentiels de Charles Péguy*, Agora Pocket, 2011, in French

Peicuti Cristina, *Crédit, Déstabilisation et Crises*, L'Harmattan, 2010, in French

Peters Thomas J. and Waterman, Jr. Robert H., *In Search of Excellence, Lessons from America's Best-Run Companies*, Warner Books, 1984

Piketty Thomas, *Capital in the Twenty-First Century*, The Belknap Press of Harvard University Press, 2014

Pontusson Jonas, *Inequality and Prosperity: Social Europe Vs. Liberal America*, Cornell University Press, 2005

Posner Richard A. The Honorable, *A Failure of Capitalism: The Crisis of '08 and the Descent into Depression*, Harvard University Press, 2009

Pozen Robert, *Too Big to Save?: How to Fix the U.S. Financial System*, Wiley, 2010

Pratley Peter, *The Essence of Business Ethics*, Prentice Hall, 1995

Precht Richard David, *L'art de ne pas être un égoïste: Pour une éthique responsable*, Belfond, 2012, in French, translated from German

Prins Nomi, *It Takes a Pillage: Behind the Bailouts, Bonuses, and Backroom Deals from Washington to Wall Street*, Wiley, 2009

Rae Scott B. & Wong Kenman L., *Beyond Integrity, A Judeo-Christian Approach to Business Ethics*, Zondervan Publishing House, 1996

Rajan Raghuram G., *Fault Lines: How Hidden Fractures still Threaten the World Economy*, Princeton University Press, 2010

Reich Robert B., *Aftershock: The Next Economy & America's Future*, Vintage Books, 2011

Reich Robert B., *Beyond Outrage: What Has Gone Wrong with Our Economy and Our Democracy, and How to Fix It*, Vintage Books, 2012

Reid T.R., *The United States of Europe: The New Superpower and the End of American Supremacy*, Penguin, 2005

Reinhart Carmen M. & Rogoff Kenneth S., *This Time Is Different: Eight Centuries of Financial Folly*, Princeton University Press, 2009

Richardson Janice, Edited by, *World Ethics Report on Finance and Money*, Editions Eska, 1997

Rifkin Jeremy, *The European Dream: How Europe's Vision of the Future is Quietly Eclipsing the American Dream*, Tarcher, 2005

Ritholtz Barry, *Bailout Nation: How Greed and Easy Money Corrupted Wall Street and Shook the World Economy*, Wiley, 2009

Roberts Michael, *The Great Recession: Profit Cycles, Economic Crisis, A Marxist View*, Michael Roberts, 2009

Rolfe John and Troob Peter, *Monkey Business, Swinging through the Wall Street Jungle*, Warner Business Books, 2000

Roubini Nouriel and Mihm Stephen, *Crisis Economics: A Crash Course in the Future of Finance*, Penguin, 2010

Rozen Aharon, *Crisis and Punishment, What Happened to the World in 2007-2009 and Why the American Way of Life Is Bankrupt*, Globes Hasifria, 2009, in Hebrew

Sachs Jeffrey D., *The Price of Civilization: Reawakening American Virtue and Prosperity*, Random House, 2012

Sapir Jacques, *La démondialisation*, Editions du Seuil, 2011, in French

Schroeder Alice, *The Snowball: Warren Buffett and the Business of Life*, Bantam, 2009

Senor Dan & Singer Saul, *Start-Up Nation: The Story of Israel's Economic Miracle*, Twelve Hachette Book Group, 2011

Shelp Ron with Ehrbar Al, *Fallen Giant: The Amazing Story of Hank Greenberg and the History of AIG*, Wiley, 2009

Shiller Robert J., *Irrational Exuberance, Second Edition, Revised & Updated*, Broadway, 2009

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates, *Dodd-Frank Act, Commentary and Insights*,
http://www.skadden.com/Cimages/siteFile/Skadden_Insights_Special_Edition_Dodd-Frank_Act1.pdf, 2010

Smilansky Saul, *10 Moral Paradoxes*, Haifa University Press, Yediot Ahronot – Sifrei Hemed, 2012

Solomon Robert C., *Above the Bottom Line, An Introduction to Business Ethics*, Second Edition, Harcourt Brace College Publishers, 1994

Solomon Robert C., *Ethics and Excellence, Cooperation and Integrity in Business*, The Ruffin Series in Business Ethics, Oxford University Press, 1993

Sorkin Andrew Ross, *Too Big to Fail: The Inside Story of How Wall Street and Washington Fought to Save the Financial System – and Themselves*, Viking Adult, 2009

Soros George, *The Crash of 2008 and What it Means: The New Paradigm for Financial Markets*, Public Affairs, 2008

Stern Gary H., *Too Big to Fail: The Hazards of Bank Bailouts*, Brookings Institution Press, 2009

Stewart James B., *Den of Thieves*, Simon & Schuster Paperbacks, 1991

Stiglitz Joseph E., *The Price of Inequality: How Today's Divided Society Endangers Our Future*, W. W. Norton, 2012

Stiglitz Joseph E., Sen Amartya, Fitoussi Jean-Paul, *Mismeasuring Our Lives: Why GDP Doesn't Add Up*, New Press, 2010

Stiglitz Joseph E., *Freefall: America, Free Markets, and the Sinking of the World Economy*, W. W. Norton & Co., 2010

Stiglitz Joseph E., *The Stiglitz Report: Reforming the International Monetary and Financial Systems in the Wake of the Global Crisis*, New Press, 2010

Stiglitz Joseph E., *Making Globalization Work*, W. W. Norton & Company, 2007

Stiglitz Joseph E., *The Roaring Nineties: A New History of the World's Most Prosperous Decade*, W. W. Norton, 2004

Stiglitz Joseph E., *Globalization and its Discontents*, W. W. Norton & Company, 2003

Strauss Michael, *Volition and Valuation*, University Press of America, 1999

Strober Gerald and Strober Deborah, *Catastrophe: The Story of Bernard L. Madoff, The Man Who Swindled the World*, Phoenix Books, 2009

Taibbi Matt, *Griftopia: A Story of Bankers, Politicians, and the Most Audacious Grab in American History*, Spiegel & Grau, 2011

Taibbi Matt, *The Great American Bubble Machine (Goldman Sachs)*, Rolling Stone 1082-1083, July 9-23, 2009
http://www.rollingstone.com/politics/news/12697/64796?RS_show_page=0

Taleb Nassim Nicholas, *The Black Swan: The Impact of the Highly Improbable*, Random House, 2007

Tamari Meir, *The Challenge of Wealth, A Jewish Perspective on Earning and Spending Money*, Jason Aronson Inc., 1995

Velasquez Manuel G., *"Corporate Ethics: Losing It, Having It, Getting It"*, Madsen, Essentials of Business Ethics, A Meridian Book, 1990, pp. 228-244

Wallwork Ernest, *Psychoanalysis and Ethics*, Yale University Press, 1991

Ward Gary, *Developing & Enforcing a Code of Business Ethics, A Guide to Developing, Implementing, Enforcing and Evaluating an Effective Ethics Program*, Pilot Books, 1989

Wessel David, *In Fed We Trust: Ben Bernanke's War on the Great Panic*, Crown Business, 2009

Wikipedia: Dodd-Frank Wall Street Reform and Consumer Protection Act, July 2010, 2010 European sovereign debt crisis (Greece, Goldman Sachs, Downgrading of debt, danger of default, role of speculators), PIGS (economics), Financial Crisis of 2007-2010 (Housing Bubble, Sub-prime Lending, Deregulation, Over-leveraging, Financial Innovation and Complexity, Incorrect Pricing of Risk, Boom and Collapse of the Shadow Banking System, Commodities Boom, Systemic Crisis, Greece, Iceland, Ireland, Spain), Late-2000s Recession/The Great Recession, References, Links, and other Articles.

Williams Oliver F., Houck John W., edited by, *A Virtuous Life in Business, Stories of Courage and Integrity in the Corporate World*, Rowman & Littlefield Publishers, Inc., 1992

Williams Oliver F., Reilly Frank K. & Houck John W., edited by, *Ethics and the Investment Industry*, Rowman & Littlefield Publishers, Inc., 1989

Wilson Rodney, *Economics, Ethics and Religion, Jewish, Christian and Muslim Economic Thought*, New York University Press, 1997

Woodstock Theological Center, Seminar in Business Ethics, *Ethical Considerations in Corporate Takeovers*, Georgetown University Press, 1990

Wright Lesley and Smye Marti, *Corporate Abuse, How "Lean and Mean" Robs People and Profits*, Macmillan, 1996

Wuthnow Robert, *Poor Richard's Principle, Recovering the American Dream through the Moral Dimension of Work, Business, & Money*, Princeton University Press, 1996

Yunus Muhammad, *Creating a World Without Poverty: Social Business and the Future of Capitalism*, PublicAffairs, 2009

Zakaria Fareed, *The Post-American World, Release 2.0, Updated and Expanded*, Norton, 2011

Zola Emile, *Money (L'argent)*, Mondial, 2007

Zuckerman Gregory, *The Greatest Trade Ever: The Behind-the-Scenes Story of How John Paulson Defied Wall Street and Made Financial History*, Broadway Business, 2009

LIST OF WORKS

All My Sons, 1948, 95 min., based on Arthur Miller's play, Director Irving Reis, with Edward G. Robinson, Burt Lancaster

All My Sons TV 1986, 122 min., Director Jack O'Brien, with Aidan Quinn, James Whitmore

Architecture to Zucchini: The people, companies and organizations pioneering sustainability, 2006, 129 min., 12 segment educational video

The Ascent of Money: Boom and Bust, 2008, 120 min., Director Adrian Pennink, with Niall Ferguson

The Ascent of Money: The Financial History of the World, 2008, 240 min., Director Adrian Pennink, with Niall Ferguson

Babbitt, 1934, 74 min., Director William Keighley, with Guy Kibbee and Aline MacMahon, based on Sinclair Lewis' book – Babbitt

Bad Seed: The Truth about our Food, 2006, 112 min., Director Adam Curry

The Bank, 2001, 106 min., Director Robert Connolly, with David Wenham, Anth. LaPaglia

Barbarians at the Gate, 1993, TV, 107 m., Director Glenn Jordan, based on the book by Bryan Burrough & John Helyar, on the RJR Nabisco takeover, with James Garner, Jonathan Price

BBC – 1929, The Great Crash, 2009, 60 min.

BBC – The Love of Money, 2009, Part I – The Bank that Bust the World (Lehman), 51 min., Part II – The Age of Risk, 51 min., Part III – Back from the Brink, 51 min.

BBC – The Madoff Hustle, 2009, 51 min.

Beyond Borders, 2003, 127 min., Director Martin Campbell, with Angelina Jolie, NGOs

Beyond the Line, Turn the Risks of Climate and Environmental Change into Compelling Business Opportunities, 2009, 55 minutes, with interviews of Anthony Simon and key management of GE, Ikea, Marks & Spencer, Marriott, and experts from the Carbon Disclosure Project, Environmental Defense Fund, Forum for the Future, World Resources Institute and other organizations partnering with companies to help them reduce their environmental impacts and increase their business performance.

The Big One, 1997, 91 min., Director Michael Moore, who tries to convince Phil Knight to open a Nike factory in Flint, Michigan instead of the sweat shops in Asia

Biography, Andrew Carnegie, 2000, 50 min., documentary on Carnegie

Biography – Ben & Jerry's, 2008, 50 min., starring: Ben Cohen, Jerry Greenfield

Biography - Bill Gates: Sultan of Software, 2004, 50 min., documentary on Microsoft

Biography, Henry Ford, 1999, 50 min., documentary on the Ford Automobile Company

Biography, J. Pierpont Morgan, 2000, 50 min., documentary on Morgan

Biography, Sam Walton: Bargain Millionaire, 2004, 50 min., documentary on WalMart

Boiler Room, 2000, 118 min., Director Ben Younger, with Giovanni Ribisi, Vin Diesel

Capitalism: A Love Story, 2009, 127 min., starring and directed by Michael Moore

Charlie Rose interviews Sheila Bair (October 17, 2008), 2008, 27 min. out of a DVD of 57 min.

Charlie Rose, Warren Buffett (October 1, 2008), 2008, 57 min.

Charlie Rose, Jamie Dimon (July 7, 2008), 2008, 57 min.

Charlie Rose, A Conversation with Author Thomas L. Friedman, about his book *Hot, Flat, and Crowded: Why We Need a Green Revolution – and How it Can Renew America*; September 9, 2008, 57 min.

Charlie Rose with Thomas L. Friedman (August 31, 2005), 60 min., documentary. An interview of Thomas L. Friedman, columnist for the New York Times and author of *The World is Flat: A Brief History of the Twenty-First Century*

Charlie Rose with Hank Paulson (May 19, 2004), 2006, 57 min.

Charlie Rose with Nassim Taleb (December 3, 2008), 2008, 21 minutes out of a DVD of 57 minutes

Charlie Rose with Muhammad Yunus (June 4, 2004), 2006, 57 min.

China Blue, 2005, 86 min., Director Micha X. Peled, documentary on globalization in China

The China Syndrome 1979, 122 m, Director James Bridges, with Jane Fonda, Jack Lemon

A Civil Action, 1998, 112 min., Director Steven Zaillian, with John Travolta, Robert Duvall, based on Jonathan Harr's book

Class Action, 1991, 110 min., Direc. Michael Apted, with Gene Hackman, M.E. Mastrantonio

Collapse, 2009, 80 min., Director Chris Smith, based on a book by Michael Ruppert

The Corporation, 2003, 145 min., Directors Jennifer Abbott, Mark Achbar, based on the book by Joel Bakan "The Corporation: A Pathological Pursuit of Profit and Power", with Noam Chomsky, Peter Drucker, Milton Friedman, Ray Anderson, Naomi Klein, Michael Moore, Howard Zinn

The Crooked E, the Unshredded Truth about Enron, TV 2003, 100 min., Director Penelope Spheeris, with Christian Kane and Brian Dennehy, based on the book by Brian Cruver

Damaged Care, 2002 (TV), 114 min., Director Harry Winer, with Laura Dern

Professor Daniel Kahneman interviewed by Chrystia Freeland, Reuters, Fireside Chat Zeitgeist Europe, 2010, 27 min. <http://www.youtube.com/watch?v=uUYQrLsmNMM>

Dealers, 1989, 87 min., Director Colin Bucksey, with Paul McGann, Rebecca De Mornay

Death of a Salesman, TV 1985, 130 min., based on Arthur Miller's play, Director Volker Schlöndorff, with Dustin Hoffman and John Malkovich

The Devil's Advocate, 1997, 144 m, Director Taylor Hackford, based on the novel by Andrew Neiderman, with Al Pacino, Keanu Reeves, Charlize Theron, Jef. Jones, Judith Ivey

Disclosure, 1994, 128 min., Director Barry Levinson, based on the novel by Michael Crichton, with Michael Douglas, Demi Moore, Donald Sutherland, Caroline Goodall

The Divine Comedy by Dante Alighieri, (1999) Kultur Video

Endgame, 2007, 140 min., Director Alex Jones

An Enemy of the People, 1978, 90 min., Director George Schaefer, with Steve McQueen
Ganashatru 1989, 99 min., Director Satyajit Ray, Indian film based on Henrik Ibsen's play

Enron: The Smartest Guys in the Room, 2005, documentary film, Director Alex Gibney, 109 min., with Peter Coyote as Narrator, with Andrew Fastow, Ken Lay and Jeff Skilling, based on the book by Bethany McLean and Peter Elkind, who also appear in the film - The Smartest Guys in the Room: The Amazing Rise and Scandalous Fall of Enron

Erin Brockovich, 2000, 132 mi., Director Steven Soderbergh, with Julia Roberts, A. Finney

Executive Suite, 1954, 104 min., Director Robert Wise, based on the novel by Cameron Hawley, with William Holden, Frederic March, Barbara Stanwick, June Allyson, Walter Pidgeon, Shelley Winters, Nina Foch, Louis Calhern, Paul Douglas

The Firm, 1993, 154 min., based on the novel by John Grisham. Director Sydney Pollack, with Tom Cruise, Ed Harris, Gene Hackman, Jeanne Tripplehorn, Hol Holbrook

F.I.S.T., 1978, 145 min., Director Norman Jewison, with Sylvester Stallone, Rod Steiger

The Flaw, 2010, 82 min., Director - David Singleton, with Joseph Stiglitz, Robert Shiller, Louis Hyman

Ford: The Man and the Machine, 1987 (TV), 200 min., Director Allan Eastman, based on book by Robert Lacey, with Cliff Robertson, Hope Lange, Heather Thomas, R. H. Thomson

Four Horsemen, 2012, 97 min., Director/Writer Ross Ashcroft, with Joseph Stiglitz, Noam Chomsky

Free to Choose, Milton Friedman's TV series, 1990, 243 min., 5 Volumes, 3 DVDs: The Power of the Market, The Tyranny of Control, Freedom & Prosperity, The Failure of Socialism, Created Equal

Frontline: Black Money (2009), 2009, 60 min., starring and directed by Lowell Bergman

Frontline: Breaking the Bank (2009), 2009, 60 min.

Frontline: Inside the Meltdown, 2009, 60 min., Director Michael Kirk

Frontline: The Madoff Affair (2009), 2009, 60 min.

Frontline: Ten Trillion and Counting (2009), 2009, 60 min.

Frontline: The Warning (2009), 2010, 60 min., Director Michael Kirk, Reported by Jim Gilmore

The Future of Food, 2004, 88 min., Director Deborah Koons Garcia

Glengarry Glen Ross, 1992, 100 min., Director James Foley, based on David Mamet's play, with Jack Lemmon, Al Pacino, Ed Harris, Alan Arkin, Kevin Spacey, Alec Baldwin, Jonathan Price

Globalization & Human Rights, 1998, TV, 60 min., Writing credits: Rory O'Connor, Danny Schechter, hosted by Charlayne Hunter-Gault

The Gold Rush, 1925, 96 min. - silent or 69 min. remastered 1942 sound release. Director Charles Chaplin, with Charles Chaplin, Mark Swain

The Great Gatsby, 1974, 140 min., Director Jack Clayton, with Robert Redford, Mia Farrow, based on Frances Scott Fitzgerald's Book

The Great Gatsby, 2013, 137 min., Director Baz Luhrmann, with Leonardo DiCaprio (Gatsby), Tobey Maguire (Nick), Carey Mulligan (Daisy)

Greed, 1924, 239 min., Director Erich von Stroheim, based on the novel by Frank Norris, with Zasu Pitts, Gibson Gowland

How to Save the World, 2007, 103 min., Directors Thomas and Barbara Burstyn

How to Succeed in Business Without Really Trying, 1967, 121 min., Director David Swift

Il Conformista 1970, 115 min., Director Bernardo Bertolucci, based on Alberto Moravia's book The Conformist, with Jean-Louis Trintignant, Stefania Sandrelli, Yvonne Sanson

An Inconvenient Truth, 2006, 96 min., Director Davis Guggenheim, Narrated by Al Gore

Inequality for All, 2013, 86 min., Director Jacob Kornbluth, with Robert Reich, based on his book Aftershock: The Next Economy and America's Future

Inside Job, 2010, 109 minutes, written and directed by Charles Ferguson, narrated by Matt Damon

The Insider, 1999, 157 min., Director Michael Mann, with Al Pacino and Russel Crowe

The Inspector General 1949, 102 min., Director Henry Koster, with Danny Kaye, based on Revisor by Nikolai Gogol

It's a Wonderful Life, 1946, 130 min., Director Frank Capra, with James Stewart, Donna Reed

Jean de Florette, 1986, 122 min., Director Claude Berri, with Yves Montand, Gerard Depardieu, based on Marcel Pagnol's book

Julius Caesar 1953, 120 min., Director Joseph Mankiewicz, with Marlon Brando, James Mason, based on William Shakespeare's play

La Curee 1966, 98 min., Director Roger Vadim, with Jane Fonda and Michel Piccoli

L'Argent TV, 1988, 250 min, based on Emile Zola's book L' Argent, about the financier Aristide Saccard, Director Jacques Rouffio, with Claude Brasseur, Miou-Miou, M. Galabru
L' Argent, 1928, 195 min., Director Marcel L' Herbier, with Pierre Alcover, Alfred Abel

Les Grandes Familles 1958, 92 min., based on Maurice Druon's book, Director Denys de la Patteliere, with Jean Gabin, Bernard Blier, Pierre Brasseur, Jean Dessailly, Jean Murat

Life and Debt, 2001, 80 min., Director Stephanie Black, globalization, IMF, Jamaica

Life of Emile Zola 1937, 116 min., Director William Dieterle, with Paul Muni, Henry O'Neill

Lois Gibbs and the Love Canal, TV 1982, 100 min., Director Glenn Jordan, with Marsha Mason, based on the Love Canal scandal

Man of La Mancha 1972, 132 min., Director Arthur Hiller, with Peter O'Toole, Sophia Loren, based on Don Quijote by Miguel de Cervantes

Manon des Sources 1986, 113 min, Director Claude Berri, with Emmanuele Beart, Daniel Auteuil, based on Marcel Pagnol's book

Manufacturing Consent: Noam Chomsky and the Media, 1992, 167 min., Directors Mark Achbar and Peter Wintonick, about corporate media's role in modern propaganda

Marie: A True Story, 1985, 112 min., Director Roger Donaldson, with Sissy Spacek

McLibel, 2005, 85 min., Director Franny Armstrong, on McDonald's libel suit in the UK

The Merchant of Venice, 2004, 138 min., Director Michael Radford, with Al Pacino, Jeremy Irons, based on William Shakespeare's play

The Merchant of Venice, TV 1973, 131 min., Director John Sichel, with Laurence Olivier

The Merchant of Venice TV 1980, 157 min., Director Jack Gold, with Warren Mitchell

Milton Friedman, 2002, 73 m., Interviewed by Gary S. Becker, Intellectual Portrait Series

Modern Times, 1936, 87 min., Director Charles Chaplin, with Charles Chaplin, Paulette Goddard

Nassim Nicholas Taleb: The Future Has Always Been Crazier Than We Thought, 2008, 90 min.

Nine to Five, 1980, 110 min., Director Colin Higgins, with Jane Fonda, Dolly Parton

No Logo, 2003 V, 42 mi., Director Sut Jhally, documentary based on the book "No Logo" by Naomi Klein on globalization, hegemony of brands and democratic resistance

Nova - Trillion Dollar Bet, 2000, 50 m., documentary on Long Term Capital Management

The Odyssey TV 1997, 173 min., Director Andrei Konchalovsky, with Greta Scacchi, Irene Papas, based on Homer's book

Other People's Money, 1991, 103 min., Director Norman Jewison, based on Jerry Sterner's play, with Danny DeVito, Gregory Peck, Penelope Ann Miller, Piper Laurie

Outsourced, 2006, 103 min., Director John Jeffcoat, with Josh Hamilton, Ayesha Dharkar, Asif Basra, Matt Smith

Patterns, 1956, 83 min., Director Fielder Cook, with Van Heflin, Ed Beg

Paul Hawken: The New Great Transformation, 2007, 71 min., Director Chris Baldwin, Speaker: Paul Hawken

Pirates of Silicon Valley, 1999, TV, 95 min., Director Martin Burke, with Anthony Michael Hall as Bill Gates of Microsoft, Noah Wyle as Steve Jobs of Apple, Joey Slotnick as Steve Wozniak of Apple, John DiMaggio as Steve Ballmer of Microsoft

Precarity, 2004, 197 min., Concept & Realization: Francesca Bria, Tora Krogh, Lize de Clercq. A compilation of 17 videos on victims of globalization, from Italy, Spain, Korea, Mexico, Japan, Netherlands, France, US, Michael Moore, Naomi Klein, The Take

Rhinoceros, 1974, 104 min., Director Tom O'Horgan, with Zero Mostel and Gene Wilder, based on Eugene Ionesco's play

Rigoletto 1982, 130 min., Verdi's opera with Piave's libretto based on Victor Hugo's play Le roi s'amuse, Director John Michael Phillips, with John Rawnsley as Rigoletto and Marie McLaughlin as Gilda. The English National Opera in an adaptation to contemporary Mafia.
Rigoletto 1982, 128 min., Director Jean-Pierre Ponnelle, with Luciano Pavarotti

Ripped Off: Madoff and the Scamming of America, and Crash: The Next Great Depression, 2009, 94 min., History, Starring Bernie Madoff

The Rise of Disaster Capitalism, 2009, with Naomi Klein, 77 minutes

The Shock Doctrine: The Rise of Disaster Capitalism, Naomi Klein, Bioneers, 2008, 33 minutes

The Shock Doctrine, 2009, Documentary by Michael Winterbottom and Mat Whitecross, with Naomi Klein, 89 minutes

RJR/Nabisco, Braces for Buyouts, The History Channel, documentary, 2002, 50 min.

Roger & Me, 1989, 91 min., Director Michael Moore, on GM plant shutdown and downsizing

Rogue Trader 1999, 101 min., based on Nick Leeson's autobiography about the disastrous collapse of UK's Barings Bank, Director James Dearden, with Ewan McGregor, Anna Friel

Runaway Jury, 2003, 127 m., Director Gary Fleder, based on the novel by John Grisham, with John Cusack, Gene Hackman, Dustin Hoffman, Rachel Weisz, Bruce McGill

Seven Samurai 1954, 190 min., Director Akira Kurosawa, with Toshira Mifune

Shaping the Future: 2008 Global Conference: A Discussion with Nobel Laureates in Economics, 2008, 75 min., Milken Institute

Sicko, 2007, 123 min., Director Michael Moore, a documentary on the American healthcare system

Silkwood, 1983, 131 min., Director Mike Nichols, with Meryl Streep, Cher, Kurt Russell

Startup.com, 2001, 107 min., Director Chris Hegedus, Jehane Noujaim, documentary with Kaleil Tuzman and Tom Herman, on the rise and fall of the Internet company govWorks.com

Super Size Me, 2004, 100 min., Director and Actor - Morgan Spurlock. McDonalds, fast food unhealthy effects, the first ever reality-based movie, beginning and ending in 30 days

Syriana, 2005, 126 min., Director Stephen Gaghan, with George Clooney, C. Plummer, Matt Damon

The Take, 2004, 87 min., documentary directed by Avi Lewis, written by Naomi Klein, Argentina

The Threepenny Opera: Die Dreigroschenoper, 1931, music Kurt Weill, 112 min., Director Georg Pabst, with Lotte Lenya, based on Bertolt Brecht's play

The Beggar's Opera 1953, 94 min., Director Peter Brook, with Laurence Olivier, Hugh Griffith

Too Big to Fail, 2011, 100 min., Director Curtis Hanson, with James Woods, William Hurt, Paul Giamatti, writers Peter Gould, Andrew Ross Sorkin

Topaze 1951, 136 min, Director Marcel Pagnol, with Fernandel, based on Marcel Pagnol's play

Topaze, 1933, 78 min., Director Harry d'Abbadie d'Arrast, with John Barrymore, Mirnay Loy

Topaze, 1935, 103 min., Director Louis J. Gasnier, with Louis Jouvet, Edwige Feuillere.

Triumph of the Nerds: The Rise of Accidental Empires, 1996, 165 min., TV, Director Robert Cringely, documentary on the origins of the personal computer with Paul Allen (co-founder Microsoft), Steve Ballmer, Bill Gates, Steve Jobs, Steve Wozniak, Gordon Moore

The Visit 1964, 100 min., Director Bernhard Wicki, with Ingrid Bergman

Hyenas, 1992, 113 m., Director Djibril Diop Mambety, African film based on the play The Visit of the Old Lady by Friedrich Durrenmatt

Wall Street, 1987, 120 min., Director Oliver Stone, with Michael Douglas, Martin Sheen

Wall Street 2: Money Never Sleeps, 2010, 127 min., Director Oliver Stone, with Michael Douglas

Wal-Mart: The High Cost of Low Price, 2005, 95 min., Director Robert Greenwald

Warren Buffett - Oracle of Omaha, 2000, 60 min., about the story of Berkshire Hathaway

We're Not Broke, 2012, 53 min., Directors and Writers Victoria Bruce and Karin Hayes

Where is the World Going to, Mr. Stiglitz?, 2007, 380 min., starring Joseph Stiglitz

Who Killed the Electric Car?, 93 min., Director Chris Paine, Narrated by Martin Sheen

Working Girl, 1988, 115 min., Director Mike Nichols, with Harrison Ford, Sigourney Weaver, Melanie Griffith, Alec Baldwin

The Yes Men, 2003, 2003, 83 min., Directors Dan Ollman and Sarah Price, WTO satire

Yes, Prime Minister, UK 1992, 461 min., Director Sidney Lotterby, with Paul Edington, Nigel Hawthorne, TV series and books by Jonathan Lynn and Anthony Jay (Yes, Minister)

Jacques Cory*

We are Called to the Flag

The financial crisis proves incontrovertibly, that it is vital for a revolution to take place in the ethical behavior of companies, whilst respecting the interests of all of the interested parties and the public at large. Only accountants can raise the banner for this revolution

PUBLISHED IN NEWS LETTER OF THE INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS IN ISRAEL, 12/2009, PP. 5-6

(This article was published originally in Hebrew in August 2009 - CPA's Ethical Mission, "Ethics and You" Column in Israeli CPA Review, where Jacques Cory was a columnist.)

The current financial crisis is the zenith of a maelstrom of crises of growing severity. At the end of the eighties, it was the junk bonds and the crises in the stock markets and the serious crises in Asia and in Russia, in the nineties it was Barings Bank and LTCM, in the years 2000 – 2001 the dot com bubble burst accompanied by such scandals as Enron, WorldCom, Tycoon, Vivendi and so on.

When the Sarbanes-Oxley Act was legislated in the year 2002, the main responsibility for proper corporate governance was placed on the managements of the companies and on their auditors. However, the current crisis is evidence that at least the management side preferred not to invest money in the development in ethics, but rather in smarter ways of bypassing the legislation, in developing toxic financial instruments and in providing reports to the authorities which bordered on the unethical.

The people who raked off the billions from all of this were the controlling interests, the people who gained hundreds of millions were the CEOs, and the auditors were left behind to clean up the pieces for a few measly millions. The financial crisis only made the situation worse.

Most of the risk falls on the auditors, on the minority shareholders, on the pension funds and on the workers, who lose their source of income. The lawyers are not accountable because they are only advisors, whereas the CEOs and the controlling interests – as we have already mentioned – are the ones who, in any event, rake off huge profits.

And so the accountants are left at the crossroads, where they have the ability to insist forcefully on the upholding of ethical principles, the ethical codes, the spirit of the law, transparency, honesty and proper corporate governance. Lest we forget, this was always the declared objective of the auditing profession and so the proposal that it is the auditors who have to raise the flag of the ethical revolution, is merely to put things back in place, to reduce the risks and the impairment of the reputation, without harming income in any way.

There is a statutory status

It is patently obvious that the auditors cannot be the only ones to carry out this ethical revolution. It will have to be the result of combined action by all of the interested parties, who include:

- The minority shareholders, who are becoming increasingly active at general meetings in western countries.
- The banks, who suffered a mortifying blow in the latest crisis and who, we can only hope, will come to the ethical conclusions that are begging to be made.
- The employees, who are always the ones to pay the price, but who could, if they were to insist on the maintenance of ethical standards, prevent management and the controlling interests from acting improperly.
- The State and the public at large, who are forced to cover trillions of Dollar's worth of damages.
- The community, which suffers from environmental damage.

The difference is that the auditors are the ones who have a statutory status, and if they were to be stubborn about not cooperating with all of the different “Enrons” – the unethical companies would not be able to bypass the legislations and to turn the global economy toxic.

The auditors must dictate uncompromisingly ethical behavior, just as it is expected of them. They are not employees, who receive their salaries from the management and who may be forced to waive their ethical principles; for indeed, independence is a fundamental principle of their profession.

Most of the financial statements issued by the large public companies in western countries are audited by the four large auditing networks. If they were to decide to act solely and exclusively in an ethical manner, then the companies would be left with no alternative other than to acquiesce. They do not need to purify of the vermin, in the same way as lawyers who protect the biggest criminals are required to, because that is their role. Auditors are expected to behave in a different way, they are expected to demonstrate uncompromisingly ethical behavior.

The ethical perspective on things has to start in the universities and in the accounting firms. There are very few academic institutions in which the accountants are required to pass courses in business ethics. Experience has proven that courses such as these – which are accompanied by practical examples, documentary and relevant films and books, are the best way of teaching what an ethical dilemma is and how to deal with it.

Regulation and legislation are of no help and self-discipline is also of no help as we have seen so irrefutably in the crises that have taken place over the course of the past two decades. It is only education that inculcates uncompromising ethical values in universities and in accounting firms that creates a foundation for honesty on the part of auditors. The cost is infinitesimal by comparison with the benefit that is derived from such an education.

The costs associated with a lack of trust had amounted, even before the present crisis, to tens of billions of Dollars a year. In such cases, the lawyers have a field day, since they prepare agreements that go on for ever, whereas it is the auditors who suffer the damage.

The current crisis has increased the damage caused by a lack of trust, the toxic assets and the difficulties experienced by the banks and the insurance companies into the trillions. If we

remember that the entire global economy can be measured in tens of trillions of Dollars, then we can see that an even bigger crisis could collapse the global economy. There can be no doubt that such a crisis will occur, if a fundamental change does not take place in the ethical infrastructure of the global economy.

In the light of the collapse of trust in the rating companies, the need arises for the setting up of an institute of ethics, in cooperation with the auditing profession, which will give an ethical rating for all of the companies, the controlling interests and the senior managers, whilst recruiting staff having a record that is beyond reproach. In this way it will be possible to prevent a situation in which companies that have received an AAA rating collapse because they are ethically bankrupt.

The first sprouts can be discerned of activity taking place in these fields in Israel. A survey conducted by the Institute of Certified Public Accountants found that 80% of accountants believe that courts need to be set up that specialize in economic and tax affairs.

And indeed, one of the conditions that is of crucial importance for the enforcement of ethics is the existence of a judicial system that specializes in economic and tax affairs. The ingenuity of Lehman Brothers, Enron, Jerome Kerviel, Bernard Madoff, and similar affairs is on such a scale that only judges who have outstanding education and experience in business matters are capable of getting into the nitty-gritty of their activities. The judicial system in Israel is simply not capable of dealing with the workload placed upon it, nor with the ingenuity of people working in an unethical manner, and so judges who are experts in business, assisted by accountants, are an essential condition for the execution of the ethical revolution.

The companies too have to change their world views. They have to see profitability as being an essential requirement for their existence, but not their entire existence, since companies are also connected to their interested parties, who are entitled to their share of the cake. The companies will have to abandon the principle of maximizing profits, which of necessity is a factor in the maximization of risk and the maximization of the deprivation of the interested parties.

Companies will have to be stringent, with the assistance of the auditing profession, with regards to financial stability and maintaining a reasonable leverage of gearing, and they should not get to gearing ratios of 10 times capital as some of our tycoons have done or even to thirty times capital as was the case with Lehman Brothers and the hedging funds. Attention has also to be paid to the generation of positive cash flows, and above all, to the integrity of the financial managers, the auditors and the directors. Real and transparent financial statements have to be published, directors taking personal responsibility and everybody complying with the law and not trying to circumvent it.

These points have been made by brave businessmen, by journalists and academics over the course of the past decade, but only a few individuals have dared to swim against the neo-liberal tide that was in control. However, today, the leadership of the business world, the economic leadership, politicians and the press are coming to the conclusion, that ethics are a vital precondition for the maintenance of a sustainable, profitable economy.

Israeli society too has to give a hand to this ethical revolution, which it can only benefit from. It must not give celebrity status to bankrupt individuals who have ripped off their creditors, to tax offenders who have deceived the authorities or to controlling interests who have deprived the minority shareholders, but rather, it should respect the "square" citizens, who pay their taxes and repay their debts. The white collar criminals should sit in prison for a good number

of years, without plea bargaining and without mercy on the part of the judges for the lords of the land.

Israeli society has to reward people who blow the whistle on corruption, the deprivation of interested parties and ethical criminals. The public at large must take up the reigns, it should only invest in ethically run companies, it should only buy ethically run companies, it should only work with ethically run companies. In this way we will only be left with those companies that make a contribution to the community.

In a situation like this, ethical standards, the ethical codes and talk about ethics will not be mere fig leaves, but rather they will be a vital precondition for the sustenance of a company. We must go back to the ethical sources, so that we will not do to others what we do not want them to do to us; so that we will operate in a balanced manner, which is moderate and not extreme, where the universal principle will work for all of us and each and every citizen in the state will be answerable to the same law and will be treated equally.

Salvation will not come from the politicians, who receive generous donations, or from government clerks, who then go on to work for the people who they were previously supervising; nor from lawyers who defend the ethical criminals. Salvation will come from the auditors, who will take up the cause of ethical behavior and will lead society on the straight and narrow road.

* Dr. Jacques Cory is an international businessman specializing in M&A, as well as a pioneering author in business ethics and a lecturer at the University of Haifa and other universities

THE RISE AND FALL OF BUSINESS ETHICS FOLLOWING THE GREAT RECESSION OF 2007/10

<http://www.businessethicscory.com>

(This article was published originally in Hebrew in October 2009 - Drawing Lessons from the Great Recession of 2008, Israeli CPA Review, where Jacques Cory was a columnist).

King Solomon, the wisest man in history, said "Don't be right often". And indeed, the business world after The Great Recession of 2007-2010 is not willing to forgive those who were right in their forecast, who saw the catastrophe approaching and who now tell everybody "Look, we were right!" In the last decade, there were a few academics and businessmen who dared challenging the consensus of vox populi, the alchemy and euphoria of those who made gold out of subprime assets, and who forecasted that the markets will crash because of the excessive leverage, risk and overconfidence that no one would dare to harm those who are too big to fail. Warning lights could be seen from the "remote" times of the junk bonds collapse, the Asian, Latin American, Russian insolvency, the burst of the dot-com bubble, the corporate scandals and the subsequent meteoric rise of the stock markets which was not sustainable. Among the few who dared to oppose the prevailing neoliberal laissez-faire views was Joseph Stiglitz who did it very bravely in his books, articles, lectures and videos, who advocated a Third Way approach, with tighter regulation and who didn't believe in trickle-down economics and the Invisible Hand. He saw instead a greedy hand getting richer and richer, with the tacit cooperation of the neoliberal regimes in the U.S. and other Western economies.

When the Great Recession of 2007/10 occurred, ethicists and whistleblowers had a short-lived epiphany. Most of politicians, governments, international organizations, businessmen and faculties admitted being wrong and admitted that from now on they will act conscientiously, will devote all the time needed for business ethics courses, will work with lower leverage and more respect to other people's money, will increase regulation and not maximize profits with unfettered risk at the expense of the interests of the stakeholders. But following the trillions dollars bailouts and the miraculous recovery of the stock markets due to zero interest rates, none of the culprits was held responsible. Lehman's Dick Fuld is still active on the stock exchange market, LTCM's Myron Scholes is still the chairman of an Advisers company, and our old friend Drexel's Milken is a well-known philanthropist and Chairman of the Milken Foundation. Only poor Bernie Madoff was sentenced to 150 years in prison, but he was the only one indicted in the 65 billion fraud, or even on the Recession's quasi-frauds, a superman!

The Titanic was rescued at the last moment thanks to Hank Paulson and to the fact that global warming has thawed the icebergs in her route. The one and only Warren Buffet who called the derivatives a weapon of mass destruction buys Goldman Sachs's shares on the cheap instead of investing in clean technology, and the hero of the day is John Paulson who speculated on the downturn and won billions. Even if some regulation was enacted, we can bet that neo-Enron's wizards will find a way to circumvent it as they did with Sarbanes-Oxley Act that proved totally inefficient in the last Crisis. All is legal, crooks continue to donate money to politicians and to charities, and we, the fools, continue to invest in the stock exchange in unethical companies headed by unscrupulous businessmen, who will scheme our pension funds again and again, ad infinitum. The heavy smokers, who recovered miraculously from lung cancer, are smoking even more than in the past, since they know that nothing will happen to them, and if worse comes to worse, some minority shareholders with a victim's

syndrome will donate one of their lungs (or even two, why not?) to them in order to enable them to catch their breath in the toxic assets environment where they breathe.

Inequality has reached an unprecedented level, unemployment is still very high, and the Economic Whirl, which has started twenty years ago with damages of billions, has reached now damages of trillions. We are not far from a Doomsday Depression as we need to increase only by a factor of 10 in order to reach damages of tens of trillions, the world economy is only \$54 trillions, bringing about the collapse of the world's economy. When we reach this level, even maverick neoliberal economists will not be able to rescue us or to bailout their friends on Wall Street. In the meantime, they have sterilized every opponent, business ethics courses were eliminated or cut down drastically, as the universities don't have funds because of the Crisis or Madoff, or both. When they teach ethics the students learn about Aristotle, Kant or Adam Smith, but not about the Crisis and its causes which are mainly ethical. In corporations and banks no ethical screening for executives is practiced, and when we have now and then a Chief Compliance Officer, it is mostly the Legal Counsel who advises the corporate how to evade paying taxes legally, how to pollute the environment externalizing the costs legally, how to wrong minority shareholders legally and prevent labor's rights legally.

Yet, the ethicists were promoted, they are no longer hallucinated Don Quixotes, they are now the Enemies of the People, and everything is permitted to discredit their previsions. Instead of teaching business ethics courses of 50, 100 or 150 hours at the universities, the faculties continue to teach irrelevant quantitative theories that were proven wrong now, as with LTCM, and they invite once in a while Nassim Taleb to tell them fairy tales about Black Swans. It sounds nice but they wouldn't dare to invite Daniel Kahneman to teach about irrational economics. Economics is a science, prices of shares can be predicted, we can hedge them with CDS, we can speculate on Lehman's going bankrupt, with derivatives, shorts, put options, because if economics is not a science how would Scholes, Friedman and Von Hayek get a Nobel Prize? We are now like the Good Soldier Shweik at six o'clock after the First World War. We don't pay attention to Winston Churchill who is a grouchy old bore, to Bertolt Brecht's Threepenny Opera, to Keynes' theories. We live in the roaring twenties, with exiting new technologies, no regulation, financial engineering and unshakable optimism. The Economic Whirl will not deter us, illegitimi non carborundum, we have marginalized Joseph Stiglitz and Naomi Klein, and have managed to surround presidents and prime ministers with Wall Street's and equivalents old boys. We are the new Freemasons and our moral and metaphysical ideals, our new Supreme Being, are money, greed, maximization of profits, unfettered capitalism, unlimited risk, CBOs, CDOs, CLOs, CMBS, CMOs, CDS, LTCM, S&Ls, RMBS, CMBS, OPEC, NASDAQ (and good old Bernie, its Chairman), SEC (who?), TARP (shock therapy to the suckers), Fannie Mae & Mae West, Freddie Mac & McDonald's.

But it is not too late, we may have lost an eye and a tooth (not ours of course, but of the taxpayers, as we don't pay taxes, it is against our beliefs), we have another eye and plenty of teeth, maybe Bear Stearns and Lehman Brothers were drowned in the tsunami, but the other banks with the bailout are stronger than ever. Main Street is recovering; we have time for a new beginning with business ethics, social responsibility and sustainability as a cornerstone. It is the only guarantee for a full long term recovery, with minimal leverage, low risk, living according to our means, humane capitalism, effective regulation and optimal profits taking into consideration the interests of all the stakeholders, including customers, suppliers, employees, creditors, minority shareholders, society and the environment. It depends on us to make the change, as the power is with the stakeholders, not with the tycoons and the politicians. Change will come from those who are not willing to be wronged anymore, who don't suffer from the victim's syndrome, who learned the lesson, who desire to live!

JACQUES CORY'S HERITAGE – GREEK, LADINO

TABLE OF CONTENTS

	Pages
1. GREEK, ZORBA THE GREEK, THE ODYSSEY	2
2. TRANSLATION OF THE UN DECLARATION OF HUMAN RIGHTS INTO LADINO	5
3. ARTICLES WRITTEN BY JACQUES CORY ON "HOW I DISCOVERED THE SINAGOGUE OF CORIA" AND PUBLISHED IN LADINO, SPANISH, ENGLISH, FRENCH, HEBREW. LETTER OF THE SPANISH AMBASSADOR, AFTERWORD	9
4. LADINO, TRANSLATION OF UN'S UNIVERSAL DECLARATION OF HUMAN RIGHTS INTO LADINO, PRESENT TO ISRAELI PRESIDENT NAVON, EN EL VERGEL DE LA REINA, PRAYER, DURME DURME, SEPHARDI JEWS, ODYSSEY, 3 ROMANCES, THEODOR HERZL, SEPHARDIC ZIONISM, HERZL'S ALTNEULAND IN LADINO, SINGING AGADA IN LADINO TO HARRY RECANATI WHO BURST OUT CRYING	33
5. THE ODYSSEY OF THE PLAY/NOVEL BEWARE OF GREEKS' PRESENTS/NELLY DORON/NELLY'S CHOICE	49
6. SYNOPSIS OF THE NOVEL "BEWARE OF GREEKS' PRESENTS" BY J. CORY	50
7. ON THE ORIGINS OF THE PHRASE "BEWARE OF GREEKS' PRESENTS" – TIMEO DANAOS ET DONA FERENTES IN LATIN AND IN GREEK – Φοβάμαι Έλληνες και δώρα φέροντες - Fovámai Éllines kai dóra férontes	51
8. TABLE OF CONTENTS OF THE NOVEL "BEWARE OF GREEKS' PRESENTS"	54
9. MUSIC FOR THE PLAY "NELLY'S CHOICE" BY JACQUES CORY & AMALIA EYAL – 1'30" (IN 10 LANGUAGES, FROM FIRST TO LAST SCENE)	55
10. REVIEW OF THE GREAT ISRAELI PLAYWRIGHT JOSHUA SOBOL ON THE PLAY "NELLY'S CHOICE", SENT TO JACQUES CORY ON 10/06	56
11. EXTRACTS - BEWARE OF GREEKS' PRESENTS BY JACQUES CORY	57
12. DONA GRACIA – BIOGRAPHIES: ANDREE BROOKS, CECIL ROTH, YITZHAK GOREN	61
13. DRAMA IN LADINO – TRANSLATION INTO ENGLISH, YOSEF AVRAAM PAPO – TRANSLATION OF ATHALIE BY RACINE– FRENCH & LADINO, THE ORIGINAL	

PLAY LA VINYA DE NAVOT/THE VINEYARD OF NAVOT IN LADINO, POEM TO RUTHY 68

14. JEWISH FOLKLORE, FOLK SONGS IN YIDDISH, YEMENITE AND LADINO – CHAVA ALBERSTEIN, OFRA HAZA, YITZHAK NAVON'S BUSTAN SEPHARDI, YEHOAM GAON'S FROM TOLEDO TO JERUSALEM	73
15. ON GREEK & LADINO LITERATURE IN CORY'S LIST OF BEST AUTHORS	77
16. ESSAY ON ARISTOTLE'S BOOK "ETHICS"	79
17. PROFESSOR SHLOMO AVINERI AND MY EPICUREAN THOUGHT	82
18. ON STOICISM	85

"The only true wisdom is in knowing you know nothing. I cannot teach anybody anything I can only make them think. Strong minds discuss ideas, average minds discuss events, weak minds discuss people. By all means marry; if you get a good wife, you'll become happy; if you get a bad one, you'll become a philosopher. When the debate is lost, slander becomes the tool of the loser. I am not an Athenian or a Greek, but a citizen of the world. We can easily forgive a child who is afraid of the dark; the real tragedy of life is when men are afraid of the light. When you want wisdom and insight as badly as you want to breathe, it is then you shall have it." [Socrates](#)

1. GREEK, ZORBA THE GREEK, THE ODYSSEY

One of the last languages that I learned, also for the second or third time was [Greek](#). I have a lot in common with Greece, I like the country, the people, the mentality, my grandfather was Greek, born in Larissa, and my mother spoke fluently Greek and was a Greek citizen although born in Cairo. My most favorite book is the Odyssey, and my novel is based on Homer's classic. I like Greek tragedies and comedies very much and I even studied [Aristophanes](#) at the university. So, after learning [Greek](#), I attacked [Zorba the Greek](#) and [there I got stuck](#) at page 52 (curiously enough, like in Anna Karenina). I tried to read Zola's Nana and Merimee's Carmen in Greek, thinking that the [translation](#) from French will make it [easier to read](#). I tried even to read Homer's [Odyssey](#) in ancient [Greek](#) and was very glad that at least I can follow the text with the translation. It doesn't matter if I understand much or not, what is important is the process of learning new languages, making gymnastics to the brain, postponing as far as possible a potential Alzheimer disease. And as a bonus, now and then, having the exhilarating experience of understanding immortal texts in Greek, Russian, Norwegian, German, Swedish, Danish, Portuguese, Italian, Latin or Spanish.

I visited several times Greece – beautiful Athens, the islands – Rodos, Corfu, Kos, Crete, etc., Salonika... When I visited with my wife Athens, I wrote to my Insead friend Georg Heine that we shall reside at the hotel, but Georg came to fetch us from the airport and insisted that we would be their guests for Christmas' week. We stayed in Plaka in his private house and he gave us the penthouse room, we ate together with his family the Christmas dinner, he took us to visit the Acropolis, the Agora and all the interesting sites of Athens, we went to see a play in Greek where his beautiful wife who was the best actress in Greece acted, he took us to the

premiere of Dalaras where we sat in the front row as they were the guests of honor, we went to see Haris Alexiou, made a cruise in the islands next to Athens, and spent with Georg the perfect host one of the best vacations ever, but alas he unfortunately died a few years later. We also visited Cyprus, where we felt at home, like in Greece and Israel. We took a tour to Nicosia and went along the wall that divides the city in two with the Turkish state, reminding me of the wall that divided Jerusalem when I was a student and the wall that divided Berlin when I studied in West Berlin German at the Goethe Institute, making visits to East Berlin – the capital of East Germany, that was so sad and boring, with people so indifferent, in a sharp contrast to the people in West Berlin, and see the "same" people in East Berlin after they were liberated from communism. East Berlin became by far the liveliest place in Berlin and we stayed there in 2010. I don't know what is the best solution for the Palestinian conflict, but those who suggest dividing once again Jerusalem don't know what they say, and should live in a divided city before making such suggestions. Nevertheless, Jews and Arabs should feel at home in a united Jerusalem.

Out of [the Odyssey](#), we can follow in English [and Greek](#) from Ulysses' [journey to the underworld](#) how he met the ghost of Theban Teiresias, who asks him why he had come to visit the dead:

Then came also the ghost of Theban Teiresias, with his golden sceptre in his hand. He knew me and said, 'Ulysses, noble son of Laertes, why, poor man, have you left the light of day and come down to visit the dead in this sad place? Stand back from the trench and withdraw your sword that I may drink of the blood and answer your questions truly.'

So I drew back, and sheathed my sword, whereon when he had drank of the blood he began with his prophecy.

'You want to know,' said he, 'about your return home, but heaven will make this hard for you. I do not think that you will escape the eye of Neptune, who still nurses his bitter grudge against you for having blinded his son. Still, after much suffering you may get home if you can restrain yourself and your companions when your ship reaches the Thrinacian island, where you will find the sheep and cattle belonging to the sun, who sees and

ἦλθε δ' ἐπὶ ψυχῇ Θηβαίου Τειρεσίαο,
 χρύσειον σκῆπτρον ἔχων, ἐμὲ δ' ἔγνω
 καὶ προσέειπε· [διογενὲς Λαερτιάδη,
 πολυμήχαν' Ὀδυσσεῦ,] τίπτ' αὖτ', ὦ
 δύστηνε, λιπῶν φάος ἡελίοιο ἦλυθες,
 ὄφρα ἴδῃ νέκυας καὶ ἀτερπέα χῶρον;
 ἀλλ' ἀποχάζεο βόθρου, ἄπισχε δὲ
 φάσγανον ὀξύ, αἵματος ὄφρα πῖω καὶ
 τοι νημερτέα εἶπω.

ὥς φάτ', ἐγὼ δ' ἀναχασσάμενος ξίφος
 ἀργυρόηλον κουλεῶ ἐγκατέπηξ'. ὁ δ'
 ἐπεὶ πῖεν αἶμα κελαϊνόν, καὶ τότε δὴ μ'
 ἐπέεσσι προσηύδα μάντις ἀμύμων·

νόστον δίξῃαι μελιδέα, φαίδιμ'
 Ὀδυσσεῦ· τὸν δέ τοι ἀργαλέον θήσει
 θεός. οὐ γὰρ οἷω λήσῃεν ἐννοσίγαιον, ὃ
 τοι κότον ἐνθετο θυμῷ, χῳόμενος ὅτι οἱ
 υἱὸν φίλον ἐξαλάωσας. ἀλλ' ἔτι μὲν κε
 καὶ ὥς, κακὰ περ πάσχοντες, ἴκοισθε,
 αἶ κ' ἐθέλης σὸν θυμὸν ἐρυκακέειν καὶ
 ἑταίρων, ὅππότε κεν πρῶτον πελάσης
 εὐεργέα νῆα Θρινακίῃ νήσῳ,
 προφυγῶν ἰοειδέα πόντον, βοσκομένας
 δ' εὖρητε βόας καὶ ἵφια μῆλα Ἥελιου,
 ὃς πάντ' ἐφορᾷ καὶ πάντ' ἐπακούει.

gives ear to everything. If you leave these flocks unharmed and think of nothing but of getting home, you may yet after much hardship reach Ithaca; but if you harm them, then I forewarn you of the destruction both of your ship and of your men. Even though you may yourself escape, you will return in bad plight after losing all your men in another man's ship, and you will find trouble in your house, which will be overrun by high-handed people, who are devouring your substance under the pretext of paying court and making presents to your wife.

τὰς εἰ μὲν κ' ἀσινέας ἐάας νόστου τε μέδῃαι, καί κεν ἔτ' εἰς Ἰθάκην, κακὰ περ πάσχοντες, ἴκοισθε· εἰ δέ κε σίνηαι, τότε τοι τεκμαίρομ' ὄλεθρον νηϊ τε καὶ ἐτάροισ'. αὐτὸς δ' εἴ περ κεν ἀλύξης, ὃψ' ἐ κακῶς νεῖαι, ὀλέσας ἅπο πάντας ἐταίρους, νηὸς ἐπ' ἀλλοτρίης· δῆεις δ' ἐν πῆματα οἴκῳ, ἄνδρας ὑπερφιάλους, οἳ τοι βίοτον κατέδουσι μνώμενοι ἀντιθέην ἄλοχον καὶ ἔδνα διδόντες.

I have learned Greek but I understand only about a quarter of what I read. It is very important for me to study Greek and I started several times to learn it, as my mother was Greek and spoke it perfectly well and my grandfather was born and lived in Larisa before emigrating to Egypt. But most of all because I exhilarate when I can read at a pace of one page an hour the Odyssey by Homer or tragedies by Sophocles. I wish to read them faster but as I am so occupied by writing books, learning new languages or reading masterpieces, going to the theater, film festivals or visiting new countries, I don't believe that I'll ever be able to read Greek faster or even at this pace as first of all I write the new books. I studied a basic course of Greek with less than satisfactory results. I enjoyed very much business and tourist trips to Greece. I have a very slight colloquial understanding, cannot write at all, and have no experience in speaking Greek. Greek is the basis of European languages, has a very difficult grammar, but part of the vocabulary can be found in French, English and German.

I have a lot of fun in learning dozens of new languages, besides of course the cultural and anthropological challenge. I don't mind if I am not fluent in the grammar of the new languages, especially in Russian and Latin, and I am grateful if I can at least understand something with the assistance of a translation. So, I purchase dozens of books in the new languages with the translated books and read the original text with the translation. The last languages that I have learned are Polish and Ukrainian, and probably I'll not learn any more languages, as I can follow and understand partly the Slavic languages – Croatian, Serbian, Bosnian, Macedonian, Czech, Bulgarian, etc. – with a translation, and I really don't need more. Learning Hungarian or Finnish, Swahili or Japanese, is out of question, as they are too hard to learn, and I really don't see any urge in learning them, as with Russian or Greek that I learned in order to read Chekhov or Homer in the original. I am aware that the Romansh literature is much less extensive than the Japanese, but it took me a few days to learn Romansh, while to learn Japanese it will take me years as it is so difficult and the only Japanese author that I have read so far is Haruki Murakami. So, easiness of learning is a factor, and that explains why I made so many attempts to learn Russian, Greek and Arabic, with only limited success.

2. TRANSLATION OF THE UN DECLARATION OF HUMAN RIGHTS INTO LADINO

Text of the translation of the Declaration into Ladino, initiated by Jacques Cory, contacting the UN offices, getting the UN approvals, the translation was executed by Jacques Cory with Ladinokomunita, edited by Cory and Rachel Bortnick, the details on the Ladino language:

Profile		
Native	Name	None
Total Speakers 120,000 (estimated)		
Usage	By	Country
Estimated number of home speakers in 2010: Israel (60, 000), Turkey (6,000), and fewer in Greece, Bulgaria, France, Spain, United States, Latin America, and other countries throughout the world where Sephardic	Jews	live.
Background		
Ladino is a Spanish-based language spoken by the Sephardic Jews of the former Ottoman Empire. "Sephardic" derives from Sepharad, the Hebrew word for Spain, and refers to the Iberic origin of these Jews who, having been expelled en masse from Spain in 1492 and from Portugal shortly thereafter, were dispersed throughout Europe and the Mediterranean basin. Ladino developed as a distinct Jewish language in the Ottoman Empire, where most of the Sephardic exiles (about 200,000) had settled. Though basically Medieval Castilian, with influence of other Medieval Iberic languages (such as Aragonese, Catalan, and Portuguese) it incorporates many words and phrases from Hebrew, Turkish, Greek, Italian, French, and other languages with which it came in contact. (A parallel Judeo-Spanish dialect, Haketia, developed in North Africa with much Arabic influence.) Its grammatical structure is close to that of Spanish, and the language can be understood by Spanish speakers if the foreign loan words are kept to a minimum.		
Until the twentieth century Ladino was written in Hebrew letters, mostly in the Rashi type, both in print and in cursive writing. It has been written in Latin characters since the advent of Western education, and, in Turkey, since the alphabet reform of 1928 (which instituted the Latin alphabet for Turkish.) The spelling system preferred by most native speakers today, and used in this translation, was established 30 years ago by the Israeli all-Ladino cultural review "Aki Yerushalayim", and is, in essence, the phonetic transcription in Latin letters of the former writing in Hebraic letters.		
Received 10/27/2011 Posted 10/27/2011 Checked 10/27/2011		

Deklarasion Universal de Diritos Umano

Prefasio

Konsiderando ke la libertad, la djustisia i la paz en el mundo tienen por baza el rekonosimiento de la dinyidad propia esensiala i de los diritos iguales i no violavles de todos los miembros de la famiya umana,

Konsiderando ke el deskonosimiento i el despresio de los diritos humanos tienen kavzado aktos de barbaridad ke solevantan la konsensia de la umanidad; i ke fue proklamado komo la aspirasion mas alta del ombre, la yegada de un mundo en el kual los humanos, liberados del espanto i de la mizeria, gozaren de la libertad de la palavra i de la libertad de kreensias, Konsiderando ke es esensial ke los diritos humanos sean protejados por un rejimen de derecho, para ke el ombre no se veyga ovligado, komo ultimo remedio, de revoltarse kontra la tirania i la opresion,

Konsiderando tambien ke es esensial de favorizar la formasion de relaciones de amistad entre las nasiones,

Konsiderando ke los pueblos de las Naciones Unidas afirmaron de nuevo en la Karta sus fey en los diritos fundamentales del ombre, en la dinyidad i la valor de la persona umana i en la igualdad de diritos de ombres i mujeres; i se deklararon dechididos a favorizar el progreso sosial i a elevar el nivel de vida kon un konsepto mas ancho de la libertad,

Konsiderando ke los Estados Miembros prometieron de asigurar, en kooperasion kon la Organizasion de las Naciones Unidas, el respekto universal i efektivo a los diritos i libertades fundamentales del ombre, i

Konsiderando ke una konsepsion komuna de estos diritos i libertades es de la mas grande

emportansa para kumplir kompletamente la dicha prometa,
La Asamblea Jenerala

Proklama la prezente Deklarasion Universal de Diritos Umanos komo ideal komun ke deven esforsarsen de alkansar todos los pueblos i todas las naciones para ke kada persona i kada asosiasion, enspirandosen siempre de esta deklarasion, perkuren, kon la ensenyansa i la edukasion, a expandir el respekto a estos diritos i libertades, i asiguren, por mezuras progresivas nasionalas i internasionales, su rekonosimiento i su aplikasion universal a i efektiva, tanto entre los pueblos de los Estados Miembros komo entre los de los territorios ke estan debasho de sus djuridikasion.

Artikolo 1

Todos los umanos nasen libres i iguales en dinyidad i diritos i, komo estan ekipados de razon i konsensia, deven komportarsen kon ermandad los unos kon los otros.

Artikolo 2

Kada persona tiene todos los diritos i libertades proklamados en esta Deklarasion sin dinguna diferensia de rasa, kolor, sekso, lingua, relijion, opinion politika, orijin nasionala o sosiala, situasion ekonomika, nasimiento o kualkera otra kondision.

Endemas, no se azera dinguna diferensia bazada en la kondision politika, juridika o internasionala del paez o territorio al kual apartiene una persona, ke sea un paez independiente, o un territorio basho administrasion legala, no otonomo, o sometido a kualkera otra limitasion de soberania.

Artikolo 3

Kada persona tiene dirito a la vida, a la libertad i a la seguridad de su persona.

Artikolo 4

Dinguno estara sometido a esklavaje ni a servidumbre; el esklavaje i el komersio de esklavos estan defendidos en todas sus formas.

Artikolo 5

Dinguno sera sometido a torturas ni a penas o tratamientos krueles, inumanos o degradantes.

Artikolo 6

Kada uno tiene dirito, en todas partes, al rekonosimiento de su personalidad frente a la ley.

Artikolo 7

Todos son iguales frente a la ley i tienen dirito a la proteksion iguala de la ley. Todos tienen dirito a una proteksion iguala kontra toda diskriminasion en violasion de esta Deklarasion i kontra toda provokasion a tala diskriminasion.

Artikolo 8

Kada persona tiene el dirito de adresarse a los tribunales nasionales para topar un remedyo efektivo en kavzo de violasion de sus diritos fundamentales rekonosidos por la konstitusion o por la ley.

Artikolo 9

Dinguno no podra ser, arbitrariamente, detenido, metido en prezo, o deportado.

Artikolo 10

Kada persona tiene dirito, en perfekta igualdad, de ser djuzgado aviertamente i kon djustisia por un tribunal independiente i imparsial, para la determinasion de sus diritos i ovligaciones o para examinar kualkera akuzasion kriminala kontra su persona.

Artikolo 11

1. Todo el ke esta akuzado de ofensa ke yeva kastigo tiene el dirito de ser konsiderado inosente, asta ke es provado kulpavle, sigun la ley i el djuisio publiko ke le asigura las garantias menesterosas para su defensa.

2. Dinguno sera condenado por kavza de algun akto o omision ke no era kastigavle asigun la ley nasionala o internasionala en el momento ke el akto fue kometido. Ni se

podra imponer castigo mas grave del que era aplicable en el momento que el acto fue cometido.

Artikolo 12

Dinguno sera sometido a intervenciones arbitrarias en su vida privada, su familia, su honor o su fama. Todos tienen el derecho de ser protegidos por la ley contra este modo de intervenciones o ataques.

Artikolo 13

1. Cada persona tiene derecho de circular libremente y elegir su residencia dentro de las fronteras de un Estado.
2. Todos tienen el derecho de salir de cualquier pais, incluyendo el suyo, y retornar a su pais.

Artikolo 14

1. En caso de persecucion, cada uno tiene el derecho de buscar y obtener asilo en otro pais.
2. Este derecho no podra ser aplicado contra una accion juridica en casos de actos criminales no-politicos, o de actos que contradicen los principios de las Naciones Unidas.

Artikolo 15

1. Cada persona tiene derecho a una nacionalidad.
2. Ninguno no podra ser privado, arbitrariamente, de su nacionalidad, ni del derecho de cambiar de nacionalidad.

Artikolo 16

1. Los hombres y las mujeres de edad de casarse tienen derecho, sin ninguna restriccion por motivos de raza, nacionalidad o religion, de casarse y fundar una familia. Ellos tendran derechos iguales en el matrimonio, durante el matrimonio y en caso de disolucion del matrimonio.
2. El matrimonio se podra hacer solo con el consentimiento libre y completo de los futuros esposos.
3. La familia es el elemento natural y fundamental de la sociedad y tiene derecho a la proteccion de la sociedad y del Estado.

Artikolo 17

1. Cada persona tiene derecho de tener una propiedad individual o conjunta con otra persona.
2. Ninguno no podra ser privado de su propiedad arbitrariamente.

Artikolo 18

Cada persona tiene derecho a la libertad de pensamiento, de conciencia y de religion; este derecho incluye la libertad de cambiar de religion o de creencia, y la libertad de manifestar su religion o su creencia, solo o conjunta con otros, tanto en publico como en privado, para la ensenanza, la practica, el culto y la observacion.

Artikolo 19

Cada uno tiene derecho de libertad de opinion y de expresion. Este derecho incluye el de no estar molestado a causa de sus opiniones, y buscar, recibir, y difundir informacion e ideas, por cualquier medio de comunicacion, sin limitacion de fronteras.

Artikolo 20

1. Cada persona tiene derecho de la libertad de reunion y de asociacion pacifica.
2. Ninguno podra ser obligado a pertenecer a una asociacion.

Artikolo 21

1. Cada persona tiene derecho de participar en el gobierno de su pais directamente o por medio de representantes libremente escogidos.
2. Cada persona tiene derecho de participar al gobierno de su pais en condiciones de igualdad.

3. La voluntad del pueblo sera la baza de la autoridad del governo. Esta voluntad se ekspresara por medio de eleksiones legales ke seran organizadas regularmente kon votasion universal, iguala i sekreta, o de manera ekivalente en protejando la libertad del voto.

Artikolo 22

Kada persona, komo miembra de la komunidad, tiene dirito a la seguridad sosiala, i merese, por medio de esforsos nasionales i de la kooperasion internasionala, i en akodro kon la organizasion i los rekursos de kada estado, a la realizasion i la satisfaksion de los diritos ekonomikos, sosiales i kultureles indispensable para su dinyidad i al libre dezvelopamiento de su personalidad.

Artikolo 23

1. Kada persona tiene dirito al lavoro, a eskojer su lavoro libremente, a kondisiones de lavoro djuisiozas i favoravles i a la proteksion kontra la dezokupasion.
2. Kada persona, sin dinguna diskriminasion, tiene el dirito de pagamiento igual por lavoro igual.
3. Kada persona ke lavora tiene dirito a un pagamiento djusto i favoravle, el kual asigurara para el i su famiya una existensia konforme a la dinyidad umana, i ke sera ajustado, si ay menester, por otras formas de proteksion sosiala.
4. Kada persona tiene el dirito de fondar i de partisipar en sendikatos para protejar sus enteresos.

Artikolo 24

Kada persona tiene el dirito de repozo, de gozarse del tiempo libre, inkluzo la limitasion djuisioza de las oras del lavoro i vakansas periodikas pagadas.

Artikolo 25

1. Kada persona tiene dirito a un nivel de vida adekado para la salud i el bienestar suyos i de su famiya – inkluzo el komer, el vistir, la morada, la asistensia medikala i los servicios sosiales menesterozos; de mezmo, el tiene dirito de ser asgurado en kavzos de dezokupasion, hazinura, invalidez, bivdez, vejez i otros kavzos de piedrita del mantenimiento por sirkonstansias ke no dependen de el.
2. Las madres i los rezin nasidos tienen dirito a kudios espesiales i a ayudo. Todas las kriaturas, nasidas komo fruto de kazamiento legal, o no, gozaran de la mezma proteksion sosiala.

Artikolo 26

1. Kada persona tiene dirito a la edukasion. La edukasion deve ser debaldes, a lo manko en el nivel elementario i fundamental. La edukasion elementaria sera ovligatoria. La edukasion teknika i profesionala deve ser jeneralmente disponivle; el aksesio a los estudios superiores sera igual para todos, tomando en konsiderasion los alkanses de kada uno i uno.
2. La edukasion tendra por buto el dezvelopamiento kompleto de la personalidad umana i el enfortesimiento del respekto a los diritos umanos i a las libertades fundamentales; favorizara el entendimiento, la tolerensia i la amistad entre todas las nasiones i todos los grupos etnikos o relijiozos; i solevantara las actividades de las Naciones Unidas para el mantenimiento de la paz.
3. Los djenitores tendran dirito a eskojer el tipo de edukasion ke eyos preferan dar a sus ijos.

Artikolo 27

1. Kada persona tiene dirito de tomar parte, libremente, en la vida kulturala de la komunidad, a gozar de los artes i a partisipar en el progreso sientifiko i a aprovecharse de sus resultados.
2. Kada persona tiene dirito a la proteksion de los enteresos morales i materiales ke

rezultan de las produksiones sientifikas, literarias o artistikas ke fueron su kreasion.

Artikolo 28

Kada persona tiene dirito a un orden sosial i internasional en el kual se realizaran kompletamente los diritos i libertades proklamados en esta Deklarasion.

Artikolo 29

1. Kada persona tiene doveres en respekto a la komunidad, porke su personalidad puede dezveloparse kompletamente solo en la komunidad.

2. En el exersisio de sus diritos i de sus libertades, kada persona estara solamente sujeta a las limitasiones estabilidas por la ley kon el uniko buto de asigurar el rekonosimientio i el respketo de los diritos i libertades de los otros, i de satisfazer las djustas exijensias de la moral, del orden publiko i del bienestar jeneral en una sosiedad demokratika.

3. Estos diritos i libertades no podran en dingun kavzo ser exersidos en opozision a los butos i prinsipios de las Nasionas Unidas.

Artikolo 30

Dingun artikolo en la prezente Deklarasion podra ser interpretado en el sentido ke da dirito a algun Estado, a un grupo o a una persona, de tomar parte en actividades o de realizar aktos kon el buto de destruir kualker de los diritos i libertades proklamados en esta Deklarasion.

3. ARTICLES WRITTEN BY JACQUES CORY ON "HOW I DISCOVERED THE SINAGOGUE OF CORIA" AND PUBLISHED IN LADINO, SPANISH, ENGLISH, FRENCH, HEBREW. LETTER OF THE SPANISH AMBASSADOR, AFTERWORD

eSefarad.com

KOMO DESKUVRÍ LA SINAGOGA DE CORIA? POR EL DR. JACQUES CORY

marzo 7, 2011

Artículo en Ladino (a continuación el artículo en castellano)



Calle Sinagoga (Coria, Provincia de Cáceres, España)

Esta istorya se puede melder komo algo realista o surrealista. Algunos van a dizir “si non e vero e ben trovato”, otros van a melderla con ekseptisismo, maraviya o inkredulidad. No so un arkeólogo, istoryador o un medium. So un ombre de negocios, kon un doktorado en étika de negocios. Do cursos en varias universidades, eskriví livros akademikos, artíkulos, un sitio internet, ma también una novela, ovra de teatro, i algunos poemas. Kada uno a su manera...

El 10 de agosto de 1998 eskriví una letra al Alcalde de Coria anunsiándole ke tenia la intensión de vizitar su sivdad, ya que se suponga ke el nombre de mi familia Cory problablemente signifika de Coria. Le dishe ke mi lingua materna es el ladino, ma ke también estudyi el castellano. Le dizía ke moro en Israel, nasí en Egipto, de padres y nonos provenientes de Gresia i Turkía, i ke estuvi munchas vezes en España por negocios.

El 20 de agosto de 1998 me eskrivio el Alcalde de la Ciudad de Coria: “Saluda a D. Jacobo Cory, y siendo conocedor del interés que tiene por visitar nuestra Ciudad me complace en invitarle y recibirle, dada la importancia de la empresa que le mueve venir hasta nuestra tierra. José Ma. Alvarez Pereira aprovecha esta ocasion para expresarle su consideracion personal.” El mismo día resiví un email de Juan Pedro Moreno, Arkeólogo responsable del Servicio de Asesoramiento Historico Cultural del ayuntamiento de Coria ke me eskrivió: “El motivo de su visita me parece muy interesante y apasionante. El señor alcalde me ha transmitido su intención de visita. Coria, guarda en su memoria histórica el nombre de Calle de la Sinagoga, y hay dos posibles ubicaciones. Esperamos verle pronto por nuestra/su ciudad, sera bien recibido.” El 24 de agosto de 1998 le eskriví ke: “Me gustaría mucho visitar con Ud. la ciudad y ver las ubicaciones de la sinagoga y de la juderia. Quiza, puede ser que con mi DNA podré después de 500 anos, ayudarle a hallar la localización exacta donde mis antepasados vivían. Es muy importante por el turismo de su ciudad... Ya ve Ud. que soy todavía un localpatriota y espero hacer algo para contribuir a la economía de nuestra ciudad...”



Referencias de las fotos al pie del artículo

El día de 8 de oktubre visiti la vieja sinagoga de Castelo de Vide del otro lado de la frontiera en Portugal. Observí ayí komo havía sido konstruida la sinagoga i el 9 de oktubre viaji kon mi mujer Ruthy a Coria adonde fuimos recibido por Juan Pedro Moreno. Moreno me mostro tres posibles lugares de la sinagoga pero deskarti los dos primeros (DNA, intuición o mazal?) Kuando arivimos al terser lugar, me disho Moreno que ayí avia un problema porke la ansiana ke vivía ayí no asheptava avrir a ninguno. En subito, la ansiana (la señora Castañera), ke se asemejava exaktamente a mi madre, salio de su kaza. Le dishe ke vengo de Israel, me yamo Cory i ke la orijina de mi familia es de Coria. Keremos averiguar donde esta la sinagoga i la pedimos ke nos permita entrar en su kasa. Eya sonrió i nos invitó a entrar. Moreno estaba asombrado. Kuando entrimos, vi ke la kasa estava konstruída exaktamente komo la sinagoga de Castelo de Vide. Ma el portal era kuadrado i no en arko komo en la sinagoga de Vide. Kuando le demandi deke, me disho ke sintio de su familia ke morava en la misma kasa durante siglos, ke el portal original era en arko ma se destruyó durante el terremoto de 1755. Bashimos al sótano i nos mostro antiguos livros ma el mas antiguo era de 1500, después ke los jidíos fueron expulsados de España en 1492. Disho a Moreno ke estava de akuerdo a ke se hagan exkavaciones en su kasa para investigar los vestigios de la sinagoga.

Moreno me regaló un livro “Coria y Sierra de Gata” y eskrivió: “Para nuestros amigos israelitas, que este libro suponga un paso mas para el encuentro de unas culturas que nunca debieron separarse.” En 1999 la kasa de la señora Castañera fue vendida a un privado i asta 2011 no se izieron las exkavaciones ma Moreno me disho en 2011 ke bushkando en los arkivos de Coria komprobó desde algunos anyos ke esta kaza era efektivamente la kaza de la sinagoga. No se puede vizitar la sinagoga porke viven ayí privados. En internet meldi ke la komunidad djudía de Coria se remonta al siglo XII. En la judería vivían aproximadamente unas 46 familias ke se dedikaron a los ofisios de tornero, shastre, platero, arrendador de impuestos, etc. Kon motivo del dekreto de expulsión algunos djidíos se establecieron en Portugal donde se konvirtieron al kristianismo, komo Yuda de Alba. En realidad, estas son los fechas.

Yo presumo ke los djidíos de Coria (kon mis antepasados probablemente) se fuyiron al Portugal en 1492, siendo Coria en la frontera del Portugal que resivió djudios asta 1497. Pensavan que atornaran pishin a España y desharon la sinagoga al kuidado de una familia, ke troko su nombre komo muchos marranos kon nombres de arvoles – Castañera, los antepasados de la mujer ke ayinda morava ayí en 1998. Tomaron kon eyos todos los livros hebreos i por esto no avía en la kasa ningun livro anterior al 1500. Los djidíos de Portugal fueron forsados a konvertirse al kristianismo, ma muchos se fuyiron despues kon la kolaboración de Dona Gracia Mendes i otros a Turkía, Gresia i Italia, donde mi familia moro asta ke emigraron a Egipto, Israel, Fransia o Brazil. La señora Castañera, ke problabamente savia ke su kasa avía sido la sinagoga, siendo marrana, desidio a su vejez permetir ke se agan exkavaciones i devolver su kaza a la funksion inisial de la sinagoga. Su semejansa kon mi madre no es una ilusión óptika porke tenemos fotos con eya, ma muchas djudías sefardías se asemejan hasta agora a espanyolas, porke no se kazaron kon otros ke Sefardís durante 500 anyos. La simpatía ke nos amostro, avriendo su kasa a un Israelí djidío kuando no kería avrirla a sus konsiudadanos, prueba probablemente ke savía algo sovre sus antepasados ebreos. Ma ken save komo se pasan las kosas, deke desidí vizitar Coria, deke el Arkeólogo me demandó ke le ayude a topar la sinagoga, deke la ansiana desidió avrirmos su kasa, komo un desendiente de Coria viniendo de Israel descuvrió la sinagoga después de 500 anyos? Sera una echizería, una koza de nada, una historia logica? Ken lo save?

Como me siguen
 En fila interminable
 Todos los yos que he sido!
 Como se abre el ante mi
 En infinita fila
 Para todos los yos que voy a ser!
 Y que poco, que nada soy yo
 Este yo, de hoy
 Que casi es de ayer,
 Que va a ser todo de mañana!

(Juan Ramón Jiménez, La realidad invisible, El presente)

Fotos:

1. Casa de la Sra. Castañera – Sinagoga de Coria: La Sra. Castañera, Juan Pedro Moreno, el arqueólogo de Coria, y Jacques Cory.
2. El portal de la casa de la Sra. Castañera – Sinagoga de Coria, con Moreno y Cory.
3. Moreno y Cory examinan un libro antiguo en la biblioteca de la Sra. Castañera.
4. El patio de la sinagoga de Coria – casa de la Sra. Castanera, que asemeja a la sinagoga de Castelo de Vide en la frontera de Portugal.
5. Ruthy i Jacques Cory delante de la catedral de Coria.

Como descubrí la sinagoga de Coria? por el Dr. Jacques Cory



Sinagoga - Coria

Esta historia se puede leer como algo realista o surrealista. Algunos van a decir “si non e vero e ben trovato”, otros van a leerla con escepticismo, maravilla o incredulidad. No soy un arqueólogo, historiador o un medium. Soy un hombre de negocios, con un doctorado en ética de negocios. Doy cursos en varias universidades, escribí libros académicos, artículos, un sitio internet, pero también una novela, obra de teatro, y algunos poemas. Cada uno a su manera...

El 10 de agosto de 1998 escribí una carta al Alcalde de Coria anunciándole que tenía la intención de visitar su ciudad, ya que se suponga que el nombre de mi familia Cory probablemente significa de Coria. Le dije que mi lengua materna es el ladino, pero que también estudié el castellano. Le decía que vivo en Israel, nací en Egipto, de padres y abuelos provenientes de Grecia y Turquía, y que estuve muchas veces en España por negocios.

El 20 de agosto de 1998 me escribió el Alcalde de la Ciudad de Coria: “Saluda a D. Jacobo Cory, y siendo conocedor del interés que tiene por visitar nuestra Ciudad me complace en invitarle y recibirle, dada la importancia de la empresa que le mueve venir hasta nuestra tierra. José Ma. Alvarez Pereira aprovecha esta ocasion para expresarle su consideracion personal.” El mismo día recibí un email de Juan Pedro Moreno, Arqueólogo responsable del Servicio de Asesoramiento Historico Cultural del ayuntamiento de Coria que me escribió: “El motivo de su visita me parece muy interesante y apasionante. El señor alcalde me ha transmitido su intención de visita. Coria, guarda en su memoria histórica el nombre de Calle de la Sinagoga, y hay dos posibles ubicaciones. Esperamos verle pronto por nuestra/su ciudad, sera bien recibido.” El 24 de agosto de 1998 le escribí que: “Me gustaría mucho visitar con Ud. la ciudad y ver las ubicaciones de la sinagoga y de la juderia. Quiza, puede ser que con mi DNA podré después de 500 anos, ayudarle a hallar la localización exacta donde mis antepasados vivían. Es muy importante por el turismo de su ciudad... Ya ve Ud. que soy todavía un localpatriota y espero hacer algo para contribuir a la economía de nuestra ciudad...”

El día de 8 de octubre visité la vieja sinagoga de Castelo de Vide del otro lado de la frontera en Portugal. Observí allí como había sido construida la sinagoga y el 9 de octubre viajé con mi mujer Ruthy a Coria adonde fuimos recibido por Juan Pedro Moreno. Moreno me mostro tres posibles ubicaciones de la sinagoga pero descarté las dos primeras (DNA, intuición o suerte?) Cuando llegamos al tercer sitio, me dijo Moreno que ahí habia un problema porque la anciana que vivía ahí no aceptaba abrir a nadie. De repente, la anciana (la señora Castañera), que se asemejaba exactamente a mi madre, salio de su casa. Le dije que vengo de Israel, me llamo Cory y que el origen de mi familia es de Coria. Tratamos de averiguar donde esta la sinagoga y la pedimos nos permita entrar en su casa. Ella sonrió y nos invitó a entrar. Moreno estaba asombrado. Quando entramos, vi que la casa estaba construída exactamente como la sinagoga de Castelo de Vide. Pero el portal era cuadrado y no en arco como en la sinagoga de Vide. Quando le pregunté porque, me dijo que oyo de su familia que vivía en la misma casa durante siglos, que el portal original era en arco pero se destruyó durante el terremoto de 1755. Bajamos al sótano y nos mostro antiguos libros pero el mas antiguo era de 1500, después que los judíos fueron expulsados de España en 1492. Dijo a Moreno que estaba de acuerdo a que se hagan excavaciones en su casa para investigar los vestigios de la sinagoga.

Moreno me regaló un libro “Coria y Sierra de Gata” y escribió: “Para nuestros amigos israelitas, que este libro suponga un paso mas para el encuentro de unas culturas que nunca debieron separarse.” En 1999 la casa de la señora Castañera fue vendida a un privado y hasta 2011 no se hicieron las excavaciones pero Moreno me dijo en 2011 que buscando en los archivos de Coria comprobó hace algunos años que esta casa era efectivamente la casa de la sinagoga. No se puede visitar la sinagoga porque viven ahí privados. En internet leí que la comunidad judía de Coria se remonta al siglo XII. En la judería vivían aproximamente unas 46 familias que se dedicaron a los oficios de tornero, sastre, platero, arrendador de impuestos, etc. Con motivo del decreto de expulsión algunos judíos se establecieron en Portugal donde se convirtieron al cristianismo, como Yuda de Alba. En realidad, estos son los hechos.

Yo presumo que los judíos de Coria (con mis antepasados probablemente) se huyeron al Portugal en 1492, siendo Coria en la frontera del Portugal que recibió judíos hasta 1497. Pensaban que volverían pronto a España y dejaron la sinagoga al cuidado de una familia, que cambio su nombre como muchos marranos con nombres de arboles – Castañera, los antepasados de la mujer que aun vivía allí en 1998. Tomaron con ellos todos los libros hebreos y por esto no había en la casa ningún libro anterior al 1500. Los judíos de Portugal fueron forzados a convertirse al cristianismo, pero muchos huyeron después con la colaboración de Dona Gracia Mendes y otros a Turquía, Grecia e Italia, donde mi familia vivió hasta que emigraron a Egipto, Israel, Francia o Brasil. La señora Castañera, que probablemente sabía que su casa había sido la sinagoga, siendo marrana, decidió a su vejez permitir que se hagan excavaciones y devolver su casa a la función inicial de la sinagoga. Su semejanza con mi madre no es una ilusión óptica porque tenemos fotos con ella, pero muchas judías sefardíes se asemejan hasta ahora a españolas, porque no se casaron con otros que Sefardís durante 500 años. La simpatía que nos amostro, abriendo su casa a un Israelí judío cuando no quería abrirla a sus conciudadanos, prueba probablemente que sabía algo sobre sus antepasados hebreos. Pero quien sabe como ocurren las cosas, porque decidí visitar Coria, porque el Arqueólogo me pidió que lo ayude a hallar la sinagoga, porque la anciana decidió abrirnos su casa, como un descendiente de Coria viniendo de Israel descubrió la sinagoga después de 500 años? Será una hechicería, un suceso, una historia lógica? Quien lo sabe?

Como me siguen
 En fila interminable
 Todos los yos que he sido!
 Como se abre el ante mí
 En infinita fila
 Para todos los yos que voy a ser!
 Y que poco, que nada soy yo
 Este yo, de hoy
 Que casi es de ayer,
 Que va a ser todo de mañana!

(Juan Ramón Jiménez, La realidad invisible, El presente)

El Dr. Jacques Cory es un hombre de negocios internacional que se especializa en fusiones y adquisiciones, así como también es autor pionero en la ética empresarial y profesor en las Universidades de Tel Aviv, Haifa, Technion (en 2006 en Insead), y otras. Cory ocupó altos cargos en la industria israelí de alta tecnología, escribió más de 100 planes de negocio, y ha iniciado las fusiones, los planes de reestructuración, adquisiciones y el know-how en los acuerdos de los EE.UU., Europa e Israel. Es autor de artículos y libros académicos publicados en los EE.UU. en Kluwer y Springer (minority shareholders), Mellen (sustainable society), y en Israel en Magnes, de una novela y una obra de teatro.

How I discovered the synagogue of Coria in Spain

Jacques Cory

This story can be read on a realistic or a surrealist level. Some people will say “if it is not true it is a good fairy tale”; others will read it with scepticism, wonder or incredulity. I am not an archeologist, an historian or a medium. I am a businessman, with a doctorate in business ethics. I teach courses in various universities, wrote academic books, articles, a website, but also a novel, a play and some poems. Every one according to his inclinations.

On the 10th of August 1998, I wrote a letter to the mayor of Coria in Spain, notifying him that I intended to visit his town, as it is a tradition that my family name originates probably from the town of Coria. I wrote him that my mother tongue was Ladino, but that I studied Spanish as well. I added that I live in Israel, was born in Egypt, from parents and grandparents originating from Greece and Turkey, and that I visited Spain many times on business.

On August 20th 1998, the mayor of Coria wrote me: “Greetings to Don Jacobo CORY, and being aware of the interest that he has in our town I am pleased to invite and welcome him, in view of the importance of the enterprise that brings him to visit our country. Jose Maria Alvarez Pereira takes this opportunity to express him his personal respect.” On the same day I received an email from Juan Pedro Moreno, the archeologist responsible for the Service of Historic and Cultural Consultancy of the town council of Coria, who wrote me: “The motive of his visit seems to me very interesting and exciting. Mr. Mayor has transmitted to me his intention to visit us. Coria, keeps in its historic memory the name of the Synagogue street, and there are two possible locations. We hope to see him soon in our/his town, he will be well received.” On the 24th of August 1998 I wrote him that I would like very much to visit with him in his town and see the locations of the synagogue and the Jewish quarter. Who knows, it might be that with my DNA, I would be able after 500 years to assist him in finding the exact location where my ancestors lived. It is very important for the tourism of his town He sees that I am already a local patriot and I hope to contribute something to the economy of our town”.

On the 8th of October I visited the old synagogue of Castelo de Vide on the other side of the Portuguese border. I noticed there how the synagogue was built, and on the 9th of October I traveled with my wife Ruthy to Coria where we were received by Juan Pedro Moreno. Moreno showed me three possible sites of the synagogue but I discarded the first two ones (DNA, intuition or luck?) When we arrived to the third site, Moreno told me that there is here a problem as the old lady who lives there, is unwilling to open for anybody. Suddenly, the old lady (Mrs. Castaniera), who exactly resembled my mother, opened the door and came to us. I introduced myself, told her that I come from Israel, my name is Cory, and the origin of our family is from Coria. We are trying to find out where the synagogue is and we would like her to let us visit her house. She smiled and invited us to come in. Moreno was astonished. When we entered the house, I saw that the house was built exactly like the synagogue of Castelo de Vide. But the porch was square and not in an arch as with the synagogue of Vide. When I asked her why, she told me that she heard from her family, who lived in the same house for centuries, that the original porch was in an arch but it was destroyed during the earthquake of 1755. We went down to the basement and she showed us ancient books, but the oldest one was from 1500, after the Jews were expelled from Spain in 1492. She told Moreno that she agreed that excavations would be made in her house to discover the traces of the synagogue.

Sharsheret Hadorot, Vol. 25, No. 1 xxvi
 Moreno gave me a book "Coria and the Sierra de Gata" and wrote: "For our Jewish friends, let this book be another step for the encounter of two cultures that never should have been separated." In 1999 the house of Mrs. Castaniera was sold to a private owner and until 2011 no excavations have been made, but Moreno told me in 2011 that looking into the archives of Coria he proved a few years ago that this house was effectively the site of the synagogue. It is impossible to visit the synagogue as private people live there. I read on the Internet that the Jewish community of Coria dated back to the XIIIth century. In the Jewish quarter lived approximately 46 families with the professions of turner, tailor, goldsmith, tax collectors, etc. When the Jews were expelled from Spain, some of them settled in Portugal where they

were converted later to Christianity, as Yuda de Alba. Truly, those are the facts.

I presume that the Jews from Coria (with my ancestors probably) fled to Portugal in 1492, as Coria was near the border of Portugal which received Jews until 1497. They thought that they would return soon to Spain and left the synagogue in the care of one of the families, who changed her name, as many Marranos did to names of trees – Castaniera, the chestnut tree. They were the ancestors of the lady who still lived there in 1998. They took with them all the books in Hebrew and because of that there were not any book in the house dating back to before 1500. The Jews of Portugal were forced to convert to Christianity, but many of them fled later on with the assistance of Dona Gracia Mendes and others to Turkey, Greece and Italy, where my family lived until they emigrated to Egypt, Israel, France or Brazil. Mrs. Castaniera, who knew probably that her house was the synagogue, being a Marrana, decided in her old age to enable excavations and transform the house to its initial function of a synagogue. Her likeness to my mother was not an optical illusion as we have pictures with her, but many Sephardic Jewish women until nowadays resemble Spanish women, as they married with Sephardic men for 500 years. The sympathy that the lady showed us, opening her house to a Jewish Israeli while she did not want to open it to her fellow townspeople, proved probably that she knew something of her Jewish ancestry. But who knows how things happen, why had I decided to visit Coria, why the archeologist asked me to assist him to find the synagogue, why the old lady decided to open her house to us, how a descendant from Coria coming from Israel discovered the synagogue after 500 years? Is it witchcraft, a negligible incident, a logic story? Who can know?

Just as an interminable row
Are all the past incarnations of me,
So too, in an interminable row
Are all my future incarnations.
How little – yea nothing – am I today
Which is almost consigned to yesterday,
But will be everything tomorrow.
(Juan Ramon Jimenez, The Invisible Reality, The Present)

Dr. Jacques Cory is an international businessman specializing in Mcoryj@zahav.net.il or cory@netvision.net.il
website: <http://www.businessethicscory.com>
or <http://www.businessethics.co.il>

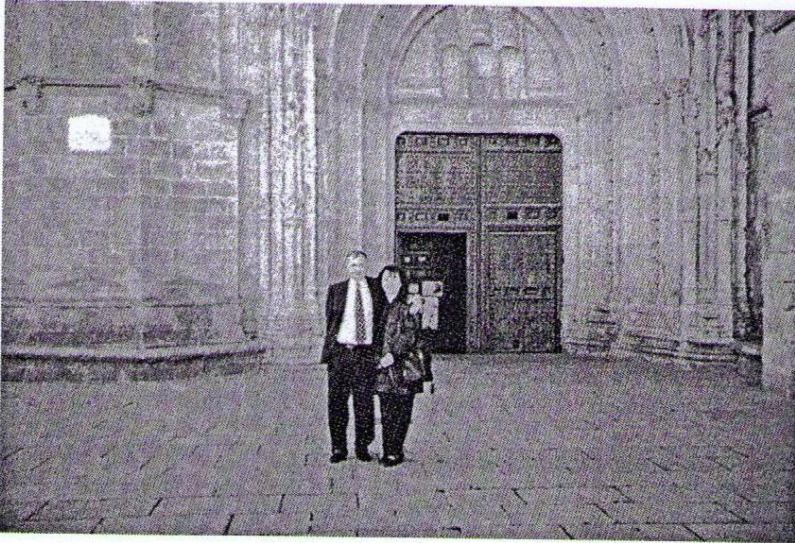
Retour sur le passé

Comment j'ai découvert la synagogue de Coria en Espagne? Par Jacques Cory

Cette histoire peut être lue de façon réaliste ou surréaliste. Certains vont dire "si non e vero e ben trovato", d'autres vont la lire avec scepticisme, émerveillement ou incrédulité. Je ne suis pas archéologue, historien ou médium. Je suis un homme d'affaires, avec un doctorat (CNAM) en éthique des affaires. Je donne des cours dans plusieurs universités, j'ai écrit des livres académiques, articles, un site internet, mais aussi un roman, une pièce de théâtre et quelques poèmes. Chacun a sa manière...

Le 10 août 1998 j'ai écrit une lettre au maire de Coria lui annonçant que j'avais l'intention de visiter sa ville, étant donné que l'origine de ma famille Cory vient sans doute de Coria. Je lui ai écrit que ma langue maternelle est le ladino, mais que j'ai étudié aussi l'espagnol, que je vis en Israël, que je suis né en Égypte, de parents et grand parents de Grèce et de Turquie, et que j'ai visité l'Espagne plusieurs fois pour affaires.

Le 20 août 1998 le maire de Coria m'a écrit : « Je salue Don Jacobo Cory, et connaissant l'intérêt que vous avez à visiter notre ville, il me plaît de vous inviter et de vous recevoir, vu l'importance de l'entreprise qui vous amène à venir sur notre terre. Jose Maria Alvarez Pereira profite de cette occasion pour vous exprimer sa considération personnelle. » Le même jour, j'ai reçu un e-mail de Juan Pedro Moreno, l'archéologue responsable du service de conseil historique et culturel de la mairie de Coria, qui m'a écrit : « Le motif de votre visite me paraît très intéressant et passionnant. Monsieur le maire m'a retransmis votre intention de visite. Coria garde dans sa mémoire historique le nom de la rue de la Synagogue, et il y a deux lieux possibles. Nous espérons vous voir au plus tôt dans notre ville, vous serez bien reçu. » Le 24 août 1998 je lui ai écrit : "J'aimerais beaucoup visiter avec vous la ville et voir les lieux de la synagogue et du quartier juif. Peut-être pourrais-je avec mon ADN vous aider à découvrir après 500 ans l'endroit exact de la synagogue où mes ancêtres vivaient. C'est très important pour le tourisme de votre ville... Vous voyez que je suis déjà un patriote local et que j'espère faire quelque chose pour contribuer à l'économie de notre ville..."



Le 8 octobre j'ai visité la vieille synagogue de Castelo de Vide de l'autre côté de la frontière du Portugal. J'ai observé comment la synagogue était construite et le 9 octobre je me suis rendu avec mon épouse Ruthy à Coria, où nous fûmes reçus par Juan Pedro Moreno. Celui-ci m'a montré trois lieux possibles de la synagogue et j'ai écarté les deux premiers (ADN, intuition ou chance ?) Quand nous sommes arrivés au troisième lieu, Moreno me dit que là il y avait un problème car la vieille dame qui y vivait n'ouvrait sa porte à personne. Tout à coup,

la vieille dame (Mme Castaniera) qui ressemblait exactement à ma mère, sortit de sa maison. Je lui dis que je venais d'Israël et que je m'appelais Cory et que l'origine de ma famille était de Coria. Nous cherchons à vérifier où est l'emplacement de la synagogue et nous la prions de nous laisser entrer dans sa maison. Elle sourit et nous invita à entrer. Moreno était stupéfait. Quand nous sommes entrés, j'ai vu que la maison était construite exactement comme la synagogue de Castelo de Vide. Mais le porche était carré et non pas en forme d'arche comme à la synagogue de Vide. Quand je lui ai demandé pourquoi, elle m'a répondu qu'elle a appris de sa famille qui vivait dans la même maison depuis des siècles, que le porche original était en forme d'arche mais qu'il avait été détruit lors du tremblement de terre de 1755. Nous descendîmes au sous-sol et elle nous montra les livres antiques, mais le plus ancien était de 1500, après que les juifs aient été expulsés d'Espagne en 1492. Elle dit à Moreno qu'elle était d'accord pour que des excavations soient faites dans la maison pour découvrir les vestiges de la synagogue.

Moreno nous fit cadeau d'un livre "Coria y Sierra de Gata" et nous écrivit : "Pour nos amis israélites, que ce livre soit un pas de plus pour la rencontre des cultures qui jamais n'auraient dû se séparer." En 1999 la maison de Mme Castaniera fut vendue à un particulier et jusqu'en 2011 on n'a pas fait d'excavation. Mais Moreno m'a dit en 2011 qu'en cherchant dans les archives de Coria il a confirmé il y a quelques années que cette maison était effectivement la bâtisse de la synagogue. On ne peut pas visiter la synagogue parce qu'elle est habitée par des particuliers. Sur internet j'ai lu que la communauté juive de Coria remonte au XII^{ème} siècle. Au quartier juif vivaient approximativement quelques 46 familles qui étaient tourneurs, tailleurs, orfèvres, collecteurs d'impôts, etc. Après l'expulsion quelques juifs se sont établis au Portugal, où ils se sont convertis au christianisme, comme Yuda de Alba. Voilà donc les faits.

Étant donné que Coria est à la frontière du Portugal, je présume que les juifs de Coria (avec mes ancêtres probablement) se sont enfuis en 1492 au Portugal qui a reçu les juifs jusqu'en 1497. Ceux-ci pensaient qu'ils seraient bientôt de retour en Espagne et ont laissé la synagogue dans les mains d'une famille, qui a changé de nom comme beaucoup de marranes en adaptant des noms d'arbres. Les ancêtres de la vieille dame qui vivait là encore en 1998 s'appelaient Castaniera, châtaigneraie. Ils ont emmené avec eux tous les livres en hébreu et c'est pourquoi il n'y avait dans la maison aucun livre antérieur à l'année 1500. Les juifs du Portugal ont été forcés de se convertir au christianisme, mais beaucoup ont fui plus tard avec la collaboration de Dona Grazia Mendes et d'autres, en Turquie, Grèce et Italie, où ma famille a résidé avant d'émigrer en Égypte, Israël, France ou Brésil. Mme Castaniera, qui savait probablement que sa maison avait été la synagogue, étant marrane, a décidé dans sa

vieillesse de permettre de faire des excavations et de restituer sa maison en la ramenant à sa fonction initiale de synagogue. Sa ressemblance avec ma mère n'était pas une illusion d'optique parce que nous avons des photos avec elle. Beaucoup de femmes séfarades ressemblent jusqu'aujourd'hui à des Espagnoles, car elles se sont mariées uniquement avec des séfarades pendant 500 ans. La sympathie qu'elle nous a manifestée, en ouvrant sa porte à un juif israélien quand elle ne voulait pas l'ouvrir à ses concitoyens, prouve sans doute qu'elle savait quelque chose sur ses ancêtres hébreux. Mais qui sait comment se passent les choses, pourquoi j'ai décidé de visiter Coria, pourquoi l'archéologue m'a demandé de l'aider à trouver la synagogue, pourquoi la vieille dame a décidé de nous ouvrir sa porte, comment un descendant de Coria venant d'Israel a découvert la synagogue après 500 ans ? Est-ce de la sorcellerie, un fait divers, ou une histoire logique ? Qui le sait ?

Comment me suivent

Dans une file interminable

Tous les moi que je fus!

Comment s'ouvre l'avant moi

Dans une file infinie

Pour tous les moi que je vais devenir!

Et que peu, que rien ne suis-je

Ce moi, d'aujourd'hui

Qui est presque d'hier,

Qui sera tout de demain!

(Juan Ramón Jiménez, La réalité invisible, Le présent)

מחלקה ראשונה News1

יום שני 20 יוני 2016 12:58



שער הכניסה של בית הכנסת של קוריה שהוא ביתה של גב' קסטנר [צילום: חוסי קורי]

כיצד גיליתי את בית הכנסת של קוריה בספרד

"אולי יתאפשר לי, עם הדנ"א שלי, לאחר 500 שנה, לסייע לך למצוא את המיקום המדויק של בית הכנסת בו ביקרו אבות אבותיי", כתבתי לארכיאולוג של עיריית קוריה, שמקור שם-משפחתי קורי הוא משמה של העיר. מה נחל החיפוש ומי היא גברת קסטנירה?



חואן פדרו מורט, הארכיאולוג של קוריה ויעקב קורי בוחנים ספר עתיק בספרייה בביתה של גב' קסטנירה [צילום: חתי קורין]



ד"ר קורי מעיין בספר על קוריה שקיבל במתנה ממורט שלימים [צילום: חתי קורין]

הגברת הזקנה (שמה היה קסטנירה), שדמתה בצורה מדויקת לאמי, יצאה מביתה. אמרתי לה שאני בא מישראל, שמי הוא קורי, ומקור המשפחה שלנו מקוריה. אנחנו רוצים למצוא היכן היה בית הכנסת ואנו מבקשים את רשותה להיכנס לביתה. היא חייכה, והזמינה אותנו להיכנס

[מעשה קסם? סיפור הגיוני?](#)

ניתן לקרוא סיפור זה במישור המציאותי או הסוריאליסטי. אחדים יאמרו "אם זה לא אמיתי, זו בוודאי מעשייה מוצלחת", אחרים יקראו אותו בספקנות, בהשתאות או בחוסר אמון. אינני ארכיאולוג, היסטוריון או מדיום. אני איש עסקים, עם דוקטורט באתיקה עסקית. אני מלמד קורסים בכמה אוניברסיטות, כתבתי ספרים אקדמיים, מאמרים, אתר אינטרנט, אך גם רומן, מחזה ומעט שירה. איש-איש כאשר ידבנו ליבו ...

בעשרה באוגוסט 1998 כתבתי מכתב לראש העיר של קוריה בספרד והודעתי לו שבכוונתי לבקר בעירו, כי על-פי המסורת מקור השם שלי קורי הוא מקוריה. סיפרתי לו ששפת אמי היא לדינו אך למדתי גם ספרדית, אני חי בישראל, נולדתי במצרים, מהורים וסבים ממוצא יווני וטורקי, וביקרתי פעמים רבות בספרד בענייני עסקים.

בעשרים באוגוסט 1998 כתב לי ראש העיר של קוריה :

- "אני מברך את דון חקובו קורי, ובהכירי את העניין שיש לו בביקור בעירנו אני מתכבד להזמין ולארחו, בהביאי בחשבון את החשיבות של המטרה שהביאה אותו לרצות לבקר בארצנו. חוזה מריה אלברז מנצל את ההזדמנות על-מנת להביע בפניו את העניין האישי שלו."

באותו היום קיבלתי דוא"ל מחואן פדרו מורנו, הארכיאולוג האחראי למחלקת ההיסטוריה והתרבות של עיריית קוריה, שכתב לי :

- "המטרה של הביקור שלו נראית לי מאוד מעניינת ומרתקת. כבוד ראש העיר מסר לי על רצונו לבקר אותנו. קוריה, שומרת בזכרונה ההיסטורי את השם של רחוב בית הכנסת, ויש שני מקומות אפשריים למיקומו. אנו מקווים לראותו בקרוב בעירנו/עירו. נקבל אותו היטב."

בעשרים וארבעה באוגוסט 1998 כתבתי למורנו :

- "בחפץ רב אבקר עימו בעירו ואראה את האתרים של בית הכנסת והרובע היהודי. אולי, יתאפשר לי עם הדג"א שלי לאחר 500 שנה, לסייע לו למצוא את המיקום המדויק של בית הכנסת בו ביקרו אבות אבותיי. זה מאוד חשוב למען התיירות של עירו... רואה אתה אדוני, שאני כבר לוקלפטריט ואני חפץ לעשות דבר-מה על-מנת לסייע בכלכלת עירנו..."

בשמונה באוקטובר ביקרתי בבית הכנסת העתיק של קסטלו דה וידה מהצד האחר של הגבול, בפורטוגל. שמתי לב איך נבנה בית הכנסת ובתשעה באוקטובר נסענו רעיתי רותי ואנוכי לקוריה, שם התקבלנו על-ידי חואן פדרו מורנו. מורנו הראה לי שלושה אתרים אפשריים לבית הכנסת, אבל פסלתי את שני הראשונים (דג"א, אינטואיציה או מזל?). כאשר הגענו לאתר השלישי, אמר לנו מורנו שפה ישנה בעיה, כי הגברת הזקנה שגרה בבית לא מונכה לפתוח את ביתה בפני אף אחד. לפתע, הגברת הזקנה (שמה היה קסטנירה), שדמתה בצורה מדויקת לאמי, יצאה מביתה. אמרתי לה שאני בא מישראל, שמי הוא קורי, ומקור המשפחה שלנו מקוריה. אנחנו רוצים למצוא היכן היה בית הכנסת ואנו מבקשים את רשותה להיכנס לביתה. היא חייכה, והזמינה אותנו להיכנס. מורנו היה המום .

כאשר נכנסנו, שמתי לב שהבית היה בנוי בדיוק כמו בית הכנסת של קסטלו דה וידה. אבל השער היה מרובע ולא בצורת קשת כמו בבית הכנסת בוידה. כאשר שאלתי אותה מדוע, היא אמרה לי שהיא שמעה ממשפחתה, החיה באותו הבית מזה מאות בשנים, שהשער המקורי היה קשתי, אבל הוא נהרס ברעידת-האדמה של 1755. ירדנו למרתף והיא הראתה לנו ספרים עתיקים, אך העתיק ביותר היה משנת 1500, לאחר שהיהודים גורשו מספרד בשנת 1492. היא אמרה למורנו שהיא מסכימה שייערכו חפירות בביתה על-מנת למצוא את שרידי בית הכנסת .

בתום הביקור, נתן לי מורנו במתנה ספר "קוריה וסיירה גאטה" וכתב הקדשה: "לידידינו היהודים, שספר זה יניח צעד נוסף למפגש של תרבויות שלעולם לא היו צריכות להיפרד."

מעשה קסם? סיפור הגיוני?



הפטיו של בית הכנסת של קוריה [צילום: רותי קורי]

היהודים של פורטוגל נאנסו להתנצר, כי לא איפשרו להם להגר כמו בספרד, אבל רבים מהם ברחו מאוחר יותר עם עזרתם של דונה גרציה מנדס ואחרים לטורקיה, ליוון ולאיטליה

בשנת 1999 נמכר ביתה של גברת קסטנירה לאדם פרטי ועד שנת 2011 לא בוצעו החפירות, אבל מורנו אמר לי בשנת 2011, שבחפשו בארכיבים של קוריה, הוכח לפני מספר שנים שביט זה אכן היה האתר של בית הכנסת. לא ניתן לבקר בבית הכנסת כי גרים בו אנשים פרטיים. באינטרנט קראתי שהקהילה היהודית בקוריה הייתה קיימת כבר במאה השתים-עשרה. ברובע היהודי חיו בערך 46 משפחות שעסקו במקצועות של חרטים, חייטים, צורפים, גובי-מס וכדומה. עם הגירוש מספרד, כמה מהיהודים השתקעו בפורטוגל, שם הם התנצרו, כמו יהודה מאלבה. אלה אם כן העובדות .

אני משער שהיהודים של קוריה (עם אבות אבותיי כנראה) ברחו לפורטוגל בשנת 1492, כי קוריה הייתה על גבול פורטוגל שקיבלה יהודים עד שנת 1497. הם חשבו שיחזרו בקרוב לספרד והשאירו את בית הכנסת במשמרת של אחת המשפחות, ששינתה את שמה, כמו אנוסים רבים, לשם של עץ - קסטנירה, עץ הערמון. אבות אבותיה של הגברת הזקנה שחיה עדיין באותו הבית בשנת 1998. הם לקחו עימם את כל הספרים בעברית ולכן לא היו בבית ספרים כלשהם מלפני שנת 1500. היהודים של פורטוגל נאנסו להתנצר, כי לא איפשרו להם להגר כמו בספרד, אבל רבים מהם ברחו מאוחר יותר עם עזרתם של דונה גרציה מנדס ואחרים לטורקיה, ליוון ולאיטליה, שם גרה משפחתי עד אשר היגרו שוב למצרים, לישראל, לצרפת או לברזיל .

הגברת קסטנירה, שכנראה ידעה שביתה היה בית הכנסת בהיותה אנוסה, החליטה בזקנותה לאפשר שיתבצעו חפירות ולהחזיר את ביתה לייעודו המקורי של בית כנסת. הדמיון שלה עם אמי הוא לא תעתוע אופטי כי יש לנו תמונות עימה, אבל יהודיות ספרדיות רבות דומות עד היום לספרדיות, כי הן התחתנו עם ספרדים במשך 500 שנה. הסימפטיה שהיא חשה כלפינו, בפותחה את ביתה בפני ישראל-יהודי כאשר לא רצתה לפתחו לבני עירה, מוכיחה כנראה שהיא ידעה על אבות אבותיה היהודים .

אך מי יודע איך מתרחשים הדברים: מדוע החלטתי לבקר בקוריה, מדוע הארכיאולוג ביקש ממני שאסייע לו למקם את בית הכנסת, מדוע האישה הזקנה החליטה לפתוח לנו את ביתה, כיצד צאצא של קוריה שבא מישראל מצא את בית הכנסת אחרי 500 שנה? האם זה מעשה קסם, דבר של מה בכך, סיפור הגיוני? מי יודע ?

● **איכה ילווני**
בטור אינסופי
כל אלה אשר הייתי אנוכי !
איכה נפתח אשר הייתי
בטור אינסופי
עבור כל אלה אשר אהיה !
וכה מעט, כה כלום אנוכי
אנוכי של היום
שהוא כמעט של אמש ,
שיהיה הכל של המחר !

(חואן רמון חימנז, האמת הבלתי נראית, ההווה)

בביתה של גב' קסטנירה. יעקב קורי וחואן פדרו מורנו [צילום: רותי קורי]



הכותב הוא מרצה לאתיקה באוניברסיטת חיפה.

תאריך: 07/03/2011 | עודכן: 08/03/2011

LETTER SENT BY THE SPANISH AMBASSADOR IN ISRAEL TO JACQUES CORY

Querido Sr Cory:

Muchas gracias por sus amables palabras. Le agradezco mucho su interesante trabajo sobre Coria. En mi país hay gran interés por sacar a la luz aspectos inéditos del importante legado judeo-español. Le animo a que prosiga sus esfuerzos.

Con toda amistad,

Álvaro Iranzo

Embajador de España en Israel

Tel.: +972 3 769 79 08



Letter dated 23/6/11, from the Spanish Ambassador in Israel, Alvaro Iranzo, to Jacques Cory:

Dear Mr. Cory:

Many thanks for your kind words. I am very grateful for your interesting work on Coria. In my country there is a lot of interest for discovering unknown aspects of the important Judeo-Spanish legacy. I encourage you to proceed with your efforts.

With all my friendship,

Alvaro Iranzo,

Spanish Ambassador in Israel

Tel.: +972 3 769 79 08

Afterword

The old lady, Mrs. Castañeda, has died and her two children inherited the house. Who are they?

The house was sold, the purchaser has given a deposit, but after receiving the keys he destroyed the roof, and has not proceeded with the payments. The matter is now waiting a court decision. What were the motives of the purchaser, of the mayors, of the Coria residents, of the children?

The house is in a very bad condition, the adjacent road is blocked, as it is dangerous to walk by the synagogue. The synagogue might be in Calle de la sinagoga, no. 2 and the Mikve (baths) might be in no. 4, where the old lady lived. Only excavations would settle the matter.

The house in no. 2 is not for sale, but the house in no. 4 might be for sale, after the judicial problems are resolved. Would the neighbors be happy to have Jewish tourists visiting daily?

Those who believe in the supernatural, might think that there is a "curse" on the house, due to the tragic events that happened after the visit to Coria. But, has the visit to Coria precipitate the events? Are there no rational explanations to what has happened, as weird as they might seem?

Who is going to sort out the problems and restore the synagogue and mikve? The Spanish government, Jewish organizations, the town of Coria, private people, the Cory family?

Attached please find photos of the house and the street in 2011. Sic transit gloria mundi!













4. LADINO, TRANSLATION OF UN'S UNIVERSAL DECLARATION OF HUMAN RIGHTS INTO LADINO, PRESENT TO ISRAELI PRESIDENT NAVON, EN EL VERGEL DE LA REINA, PRAYER, DURME DURME, SEPHARDI JEWS, ODYSSEY, 3 ROMANCES, THEODOR HERZL, SEPHARDIC ZIONISM, HERZL'S ALTNEULAND IN LADINO, SINGING AGADA IN LADINO TO HARRY RECANATI WHO BURST OUT CRYING

Reading in Ladino – El Meam loez de Cantar de los cantares edited by Rosa Asenjo, La Odisea by Homer, Los Misterios de Pirei by Jak Luria, Vieja Nueva Tiera by Theodor Herzl, Djoha edited by Matilda Koen Sarano, Kuentos del folklor de la famiya Judeo-espaniola by Matilda Kohen Sarano, Konsejas I Konsejikas edited by Matilda Koen Sarano, Sefardic Proverbs and Sefardic Stories edited by Isaac Moscona. **Read recently** - Romansero Sefardi edited by Moshe Attias, Los dos mellizos by Pilar Romeu Ferre, En los kampos de la muerte by Moshe Ha-Elion.

Judaeo-Spanish (also **Judeo-Spanish** and Judæo-Spanish: *Judeo-Español*, [Hebrew script](#): גֵּוֹדִיאוֹ-אַיִספּאַניִיִל, [Cyrillic](#): Ёудео-Еспањол), commonly referred to as **Ladino**, is a [Romance language](#) derived from [Old Spanish](#). Originally spoken in the former territories of the [Ottoman Empire](#) (the [Balkans](#), [Turkey](#), the [Middle East](#), and [North Africa](#)) as well as in [France](#), [Italy](#), [Netherlands](#), [Morocco](#), and the [UK](#), today it is spoken mainly by [Sephardic minorities](#) in more than 30 countries, most of the speakers residing in [Israel](#). Although it has no official status in any country, it has been acknowledged as a [minority language](#) in Israel, Turkey and France. The core [vocabulary](#) of Judaeo-Spanish is [Old Spanish](#) and it has numerous elements from all the old [Romance languages](#) of the [Iberian Peninsula](#), such as [Old Aragonese](#), [Astur-Leonese](#), [Old Catalan](#), [Old Portuguese](#) and [Mozarabic](#). The language has been further enriched by [Ottoman Turkish](#) and [Semitic](#) vocabulary, such as [Hebrew](#), [Aramaic](#), and [Arabic](#), especially in the domains of [religion](#), [law](#) and [spirituality](#) and most of the vocabulary for [new and modern](#) concepts has been adopted through [French](#) and [Italian](#). Furthermore, the language is influenced to a lesser degree by other local languages of the Balkans - [Greek](#), [Bulgarian](#) and [Serbo-Croatian](#).

Historically, the [Rashi script](#) and its cursive form [Solitreo](#) have been the main orthographies for writing Judaeo-Spanish. However today, it is mainly written with the Latin alphabet, though some other [alphabets](#) such as Hebrew and Cyrillic are still in use. Judaeo-Spanish is also locally known by many different names, major ones being: *Español/Espanyol*, *Judió/Djudyo* (or *Jidió/Djidyó*), *Judesmo/Djudezmo*, *Sefaradhi/Sefaradi* and *Haketilla/Haketia*. In Israel, the language is called (*E*)spanyolit and *Ladino*. In Turkey and formerly in the Ottoman Empire, the language has been traditionally called *Yahudice*, meaning the [Jewish language](#). Judaeo-Spanish, once the [trade language](#) of the [Adriatic Sea](#), the Balkans and the Middle-East and renowned for its rich literature especially in [Thessaloniki](#), today is under serious threat of [extinction](#). Most [native speakers](#) are elderly and the language is not transmitted to their children or grandchildren for various reasons. In some [expatriate](#) communities in [Latin America](#) and elsewhere, there is a threat of [dialect levelling](#) resulting in extinction by assimilation into modern Spanish. However, it is experiencing a minor revival among Sephardic communities, especially in [music](#).

The first book I read in Ladino in 1962 was [Romeo i Julieta in an old translation](#) in Rashi letters. I speak many languages, but I enjoy most speaking my mother tongue Ladino. What is special in Ladino, is that you can speak it with a high percentage of Turkish words, French words or Hebrew words, or speak it almost exclusively in old Spanish, the language that the

Jews took with them when they were expelled from Spain in 1492. Unlike Yiddish, that has a high percentage of Hebrew words, Ladino is a versatile language with many similar words in Turkish, French, Hebrew, Greek, Spanish. When I decided to translate (with Ladinokomunita) and edit the UN Universal Declaration of Human Rights, I chose to take the Spanish version as the basis of my translation because I didn't want that Ladino speakers who don't speak Turkish or Hebrew would not understand the translation. To illustrate how versatile Ladino is, I bring here a saying that my mother, Pauline, used to tell me in Ladino that: Nosotros los pobres no tenemos mazal, ma los ricos tienen shans, mazal i ventura. We, the poor people, don't have "mazal" (luck in Hebrew and Ladino), but the rich people have "shans/chance, mazal i ventura" (in Turkish, French, Hebrew and Spanish). All those words are legitimate in Ladino, as anything goes.

To illustrate the different versions of the Declaration we compare the first 7 articles in Ladino, Spanish, and Turkish, showing how the Ladino version was primarily based on Spanish:

LADINO

Artikolo 1

Todos los humanos nasen libres i iguales en dinyidad i diritos i, komo estan ekipados de razon i konsensia, deven komportarsen kon ermandad los unos kon los otros.

Artikolo 2

Kada persona tiene todos los diritos i libertades proklamados en esta Deklarasion sin dinguna diferensia de rasa, kolor, sekso, lingua, relijion, opinion politika, orijin nasionala o sosiala, situasion ekonomika, nasimiento o kualkera otra kondision.

Endemas, no se azera dinguna diferensia bazada en la kondision politika, juridika o internasionala del paez o territorio al kual apartiene una persona, ke sea un paez independiente, o un territorio basho administrasion legala, no otonomo, o sometido a kualkera otra limitasion de soberania.

Artikolo 3

Kada persona tiene dirito a la vida, a la libertad i a la seguridad de su persona.

Artikolo 4

Dinguno estara sometido a esklavaje ni a servidumbre; el esklavaje i el komersio de esklavos estan defendidos en todas sus formas.

Artikolo 5

Dinguno sera sometido a torturas ni a penas o tratamientos krueles, inumanos o degradantes.

Artikolo 6

Kada uno tiene dirito, en todas partes, al rekonosimiento de su personalidad frente a la ley.

Artikolo 7

Todos son iguales frente a la ley i tienen dirito a la proteksion iguala de la ley. Todos tienen dirito a una proteksion iguala kontra toda diskriminasion en violasion de esta Deklarasion i kontra toda provokasion a tala diskriminasion.

SPANISH

Artículo 1

Todos los seres humanos nacen libres e iguales en dignidad y derechos y, dotados como están de razón y conciencia, deben comportarse fraternalmente los unos con los otros.

Artículo 2

Toda persona tiene los derechos y libertades proclamados en esta Declaración, sin distinción alguna de raza, color, sexo, idioma, religión, opinión política o de cualquier otra índole, origen nacional o social, posición económica, nacimiento o cualquier otra condición.

Además, no se hará distinción alguna fundada en la condición política, jurídica o internacional del país o territorio de cuya jurisdicción dependa una persona, tanto si se trata de un país independiente, como de un territorio bajo administración fiduciaria, no autónomo o sometido a cualquier otra limitación de soberanía.

Artículo 3

Todo individuo tiene derecho a la vida, a la libertad y a la seguridad de su persona.

Artículo 4

Nadie estará sometido a esclavitud ni a servidumbre; la esclavitud y la trata de esclavos están prohibidas en todas sus formas.

Artículo 5

Nadie será sometido a torturas ni a penas o tratos crueles, inhumanos o degradantes.

Artículo 6

Todo ser humano tiene derecho, en todas partes, al reconocimiento de su personalidad jurídica.

Artículo 7

Todos son iguales ante la ley y tienen, sin distinción, derecho a igual protección de la ley. Todos tienen derecho a igual protección contra toda discriminación que infrinja esta Declaración y contra toda provocación a tal discriminación.

TURKISH

Madde 1

Bütün insanlar hür, haysiyet ve haklar bakımından eşit doğarlar. Akıl ve vicdana sahiptirler ve birbirlerine karşı kardeşlik zihniyeti ile hareket etmelidirler.

Madde 2

Herkes, ırk, renk, cinsiyet, dil, din, siyasi veya diğer herhangi bir akide, milli veya içtimai menşe, servet, doğuş veya herhangi diğer bir fark gözetilmeksizin işbu Beyannamede ilan olunan tekmil haklardan ve bütün hürriyetlerden istifade edebilir.

Bundan başka, bağımsız memleket uyruğu olsun, vesayet altında bulunan, gayri muhtar veya sair bir egemenlik kayıtlamasına tabi ülke uyruğu olsun, bir şahıs hakkında, uyruğu bulunduğu memleket veya ülkenin siyasi, hukuki veya milletlerarası statüsü bakımından hiçbir ayrılık gözetilmeyecektir.

Madde 3

Yaşamak, hürriyet ve kişi emniyeti her ferdin hakkıdır.

Madde 4

Hiç kimse kölelik veya kulluk altında bulundurulamaz; kölelik ve köle ticareti her türlü şekliyle yasaktır.

Madde 5

Hiç kimse işkenceye, zalimane, gayriinsani, haysiyet kırıcı cezalara veya muamelelere tabi tutulamaz.

Madde 6

Herkes her nerede olursa olsun hukuk kişiliğinin tanınması hakkını haizdir.

Madde 7

Kanun önünde herkes eşittir ve farksız olarak kanunun eşit korumasından istifade hakkını haizdir. Herkesin işbu Beyannameye aykırı her türlü ayırdedici mualeleye karşı ve böyle bir ayırdedici muamele için yapılacak her türlü kışkırtmaya karşı eşit korunma hakkı vardır.

I initiated to give as a present a computer manufactured by the high tech company, where I was VP Sales, to the Israeli President, Itzhak Navon, the first Sephardic president of Israel.

This computer could type simultaneously in two languages (which was unique in those times), and I chose the [Ladino Romance](#) En el vergel de la reina/In the Queen's Orchard, one of the most renowned romances. Navon was delighted, I was interviewed also on the Ladino radio station on computers, the first high tech interview in this language, and I became a Ladino "celebrity":

- [En el vergel de la reina,](#) hay crecido un bel rozal.
 2 La raíz tiene de oro y la cimiente de un bel cristal.
 En la ramica más alta, un ruxibón sentí cantar.
 4 El cantar que va diziendo, gloria es de lo escuchar.
 La reina estaba labrando y la hija durmiendo está.
 6 —Alevantéx, la mi hija, del vuestro dulce folgar.
 Venid, veréx como canta la serenica de la mar.
 8 —No es serena, mi madre, sino es el conde Alimar,
 que con mí quiijo reire y que con mí quiijo burlar.
 10 —Si es esto, la mi hija, yo lo mandaré matar.
 —No lo matéx, la mi madre, ni lo quijerex matar.
 12 El conde es niño y muchacho, el mundo quiere gozar.
 Desterrarldo de estas tierras, de aquí no coma pan.—
 14 La reina, que de mal tenga, presto los manda a matar.
 Matólos y degoyólos y los mandó a enterrar.
 16 El se hizo una graviyina; eya se hizo una conjá.
 La reina, desde que lo supo, presto los mandó arancar.
 18 Arancólos y deshojólos y los mandó echar a volar.
 Eya se hizo un[a] paloma y él se hizo un gavilán.
 20 La reina, desde que lo supo, presto los mandó aferrar.
 Aferrólos y degoyólos y los mandó echar a la mar.
 22 Eya se hizo una perquia y él se hizo una cara sazán.
 La reina, desde que lo supo, presto los mandó a pexcar.
 24 Pexcólos y degoyólos y los metió a cozinar.
 Al fin de la mediodía, los quitó por almorzar.
 26 Las espinas que salieron, las enterró en su portal.
 Eya se hizo una culebra y él se hizo un alacrán.
 28 En el cueyo de la reina, se le hue asarrear.

A prayer in Rashi letters – Ombre mortal porke duermes: Mortal man, why are you sleeping?:

אומברי מורטאל פורקי דואירמאס? אים טיימפו קי רוגיס אי טי קונייורים
 אז אוראקייין, אימפנורה איל פארדון דיז סינייור די זוס סינייורים!
 אנטיס קי טוס דיאס קי טירמינין, קוריאלטי די טוס אוראלא פיאורים
 איל דייו דיז קיינו טי אגיווארה, קי אונדי איל קון פריסה קוררים
 פוילי די ריציניון אי מאלסייאס, פינסה קי איי קאקטיגו אי דולורים
 דיין! קודייה די טו פואיצו ישראל טוס פידילים אי טוס קירצידורים.

In Latin letters: Ombre mortal porke duermes? Es tiempo ke rogues i te koniores. Az orasion, implora el pardon del Sinior de los Siniores! Antes ke tus dias se terminen, korijate de tos

ovras peores. El Dio del Sielo te aliudara, si onde el kon prisa kores. Fuie de revilios i malisias, pensa ke ay kastigo i dolores. Dio! Kudia de tu puevlo Israel, tus fideles i tus servidores.

In English (translated by the "repentant" Jacques Cory): Mortal man why are you sleeping? It is time to pray and complain. Make a prayer, implore the pardon of the Master of all Masters! Before you end your days, mend your worst actions. God of Heaven will assist you, if you run fast towards him. Avoid offences and misdeeds, think that there are punishment and pain. God! Take care of your people Israel, your believers and servants.

HEBREW - אדם בן תמותה מדוע הנך ישן? הגיע הזמן שתתפלל ותתאונן. תן תפילה, תתחנן על מנת שהאל אדון האדונים יסלח לך. לפני בוא יומך תקן את מעשיך הנלוזים. אלוהים בשמים יבוא לעזרך, אם תרוץ מהר לקראתו. ברח מעבירות ומעשים רעים. חשוב שיש עונש וכאבים. אלוהים! דאג נא לעמך ישראל הנאמן לך והמשרת אותך. (תרגום מלאדינו בכתב רש"י – יעקב קורי המתחזק)

The Ladino lullabies are the sweetest of all, but this is of course subjective, although I heard as a baby lullabies in many languages – French, Italian and Ladino. [Durme, durme mi angelico](#), is probably the best lullaby, and its words accompanied me throughout my life – Ah, cortaron las mis alas y mi boz amudicio – My wings were cut and my voice died away. That is what I felt when my friends betrayed me and I lost almost all my savings in one of the worst scams in Israel, when all the minority shareholders were wronged, and nothing could be done, in spite of all my endeavors. I enclosed this lullaby in my play "Nelly's Choice", with other references to Ladino, as the protagonist of my Odyssey – Uly/Ulysses Doron was from a Sephardic/Greek descent. But [I recovered from the ashes](#) and started a completely new career in Business Ethics, in order to prevent such unethical scams in the future, and I succeeded to fly once again.

Durme, Durme mi angelico	<i>Sleep, sleep</i>
Hijico chico de tu nacion	<i>Little child of your nation –</i>
Criatura de Sion	<i>Child of Zion</i>
Por que nombre, ah me demandas,	<i>Without knowing pain</i>
Por que no canto yo?	<i>You ask me why do I not sing –</i>
Ah, cortaron las mis alas y mi boz amudicio.	<i>My wings were cut and my voice died away</i>
Ah, el mundo de dolor.	<i>Ah, what a world of pain ...</i>

The reader can find details on the following eminent personalities, topics, and authors on Wikipedia and Encyclopaedias, on Amazon/Local books websites, on Cory's/books/authors/eminent personalities' websites

[Sephardi Jews](#) originate from the Iberian Peninsula – Spain (Sepharad in Hebrew) and Portugal. They were expelled from their countries or forced to convert to Catholicism towards the end of the fifteenth century. They spoke Ladino, deriving from Old Spanish with Hebrew words, as well as Turkish, Greek, French, Italian, Bulgarian, etc. words. North African

Sephardim consist of the descendants of the expellees from Spain who also left in 1492, but since the nineteenth century they ceased to speak Ladino and Haketia (influenced by Maghrebi Arabic). There are today about a hundred thousand Ladino speakers. The Sephardim settled throughout the years in North Africa, Italy, all over America, the Netherlands, France, England, Poland, Israel, Egypt, Syria, some of them even returned to Spain and Portugal, but most of them settled in Turkey, Greece and the Balkans. They reside today mainly in Israel, France, the United States, Argentina, Turkey, Colombia, Morocco, Greece, Tunisia, Bosnia, and most of the Balkans countries.

Well known 12 distinguished Sephardi Jews are – Maimonides, Solomon Ibn Gabirol, Judah Halevi, Baruch Spinoza, Camille Pissarro, Jacques Derrida, Emma Lazarus, David Ricardo, Moses Montefiore, Benjamin Disraeli, Amedeo Modigliani, Israeli president Itzhak Navon, and 12 Nobel Laureates – Tobias Asser (1911, Peace, Netherlands, formation of the Permanent Court of Arbitration at the First Hague Conference), Boris Pasternak (1958, Literature, Russia, Doctor Zhivago), Emilio Segre (1959, Physics, Italy/US, group leader for the Manhattan Project), Rene Cassin (1968, Peace, France, drafting the UN Universal Declaration of Human Rights), Salvador Luria (1969, Medicine, Italy/US, replication mechanism and genetic structure of viruses), Baruj Benacerraf (1980, Medicine, Venezuela/US, discovery of the major histocompatibility complex genes), Elias Canetti (1981, Literature, Bulgaria/Austria/UK, modernist novelist and playwright, books – *Auto-da-Fe*, *Crowds and Power*), Franco Modigliani (1985, Economics, Italy/US, originator of the life-cycle hypothesis, which attempts to explain the level of saving in the economy), Rita Levi-Modigliani (1986, Medicine, Italy, nerve growth factor), Claude Cohen-Tannoudji (1997, Physics, France, research in methods of laser cooling and trapping atoms), Serge Haroche (2012, Physics, France, experimental methods that enable measuring and manipulation of individual quantum systems), Patrick Modiano (2014, Literature, France, books – *les boulevards de ceinture*, *rue des boutiques obscures*). Taking into consideration the very low number of Sephardi Jews (speaking Ladino or originating from Spain and Portugal) the Sephardim had an important cultural impact throughout history in Spain, France, Europe, Israel, and America – with eminent personalities such as Maimonides, Pissarro, Modigliani, Spinoza, Lazarus, Ricardo, Montefiore, Disraeli, Itzhak Navon, Cassin, Canetti, and other Nobel laureates, etc. Speaking of Nobel laureates, we should mention also two Cori who received the Medicine prize in 1947 for their discovery of how glycogen is broken down and resynthesized in the body for use as a store and source of energy: Carl Ferdinand Cori, a Czech/American biochemist, and his wife Gerty Cori who was born into a Jewish family in Prague (her mother was a friend of Franz Kafka, who was also a Jew). Gerty converted to Catholicism, enabling her and Carl to marry in the Roman Catholic Church, but did Carl Cori have a Jewish ancestry?

I visited most of the countries of the Sephardic diaspora, including Turkey, Greece, France, US, Netherlands, and the Balkans countries, enjoying very much beautiful Croatia and Slovenia, as well as Bosnia and Herzegovina, Republika Srpska, Serbia, Montenegro, Macedonia, Albania, Bulgaria and Romania. I was moved when my cousin Jak Kori took me early in the morning of Saturday to an Istanbul synagogue with Sephardic ritual in Hebrew and Ladino. The same ritual is practiced in Istanbul synagogues since 1492 and it is probably the original ritual. I do not go to synagogues as I am not religious and didn't have a Bar Mitzvah (but my sons had it at the request of my wife and her parents), so I was quite curious to discover the rituals. All went well until when the Rabbi asked the honorable guest from Israel Jacques Cory to an aliyah (calling him for a segment of reading from the Torah). I did not know what to do and whispered to the Rabbi that it is my first time, but [the Rabbi told me that as I read Hebrew](#) it should not be a problem and I have just to read a few lines of the

Torah. I did that with pleasure, but this was my first and probably last time, since I did not go to a synagogue since then, except in my visits abroad.

You can read below a translation of my most beloved book- [the Odyssey by Homer](#), as translated by Moshe Ha-Elion from Greek, my mother's father tongue, into Ladino, my mother tongue:

L'Odissea en ladino (traducció de Moshe 'Ha-Elion)

Kante IX

En respondiend estonses, le disho el astuto Odises:
 “Rey Alkinoos, el mas renomado entre todos los ombres,
 es, en verdad, una koza muy buena d’oyir un poeta
 komo es este, k’a la de los diozes su boz asemeja.
 I non existe, yo digo, un mas grande alkanso de gozo,
 ke kuando la alegría aferra a los sivdadininos.
 I los ke pransan adientro la kaza oyen al poeta,
 stando asentados en orden, i mezas delante de eyos,
 yenas de karne i pan, i kon vino, un moso un djarro
 inche, i va, i a todos, al torno, les inche los kopos.
 Esta, de todas las kozas, es la mas mijor, me parese;
 ma el korason te pusho, sovre mis dolorozos apretos,
 de preguntarme, afin ke yo, stando yorando, sospire.
 Ke te dire en primero, i ke vo kontarte al kavo?
 Muchas dolores me dieron los diozes ke biven al sielo.
 Antes de todo, afin ke sepash, vo dizirvos mi nombre,
 i vo después, kuando me salvare del dia sentensiado,
 ser vuestro amigo, aunke yo moro en tierra leshana.

Yo se Odises, fijo de Laertes, ke se konosido
 por mi astusia por todos, i arriva al sielo mi fama.
 Es en Itaka ke moro, ke se ve de leshos; i tiene
 una montanya, Neriton, ke ruiyen sus sharas del aire;
 i muchas izlas a su derredor, una serka la otra,
 Sami, Dulihion, i Zakintos k’esta kon sharas kuvrida.
 Ama Itaka es yana i sta en la mar al Oeste,
 londje de todas – ke stan de la parte del sol i del Este –
 tierra penyoza, ma bravos mansevos grandese, i dulce
 mas de mi tierra no puedo yo ver en el mundo entero.

Ma me detuvo ayi Kalipso, la linda de las diozas,
 dientro de su grota gueka, su espozozon kijendo ke sea;
 Kirke, la grande ramaya, de mizmo me detenia
 en su palasio, en Eea, kijendo ke sea su espozozon.
 Ma el korason no pudieron las dos konvenser en mi pecho.
 Porke mas dulce non ay de la tierra natala d’un ombre,
 i sus parientes, i mizmo si mora en kaza muy rika,
 en tierra ajena aleshada, i de sus parientes muy londje.
 Ma, ven, i vo a kontarte de mi dolorozo retorno,
 ke Zeus me lo takso desde el dia ke me hue de Troya.

D’Ilios, tomándome el aire, me trusho ende los Kikonos,
 a Ismaros; la sivdad estruyi, i mati a los ombres.

De la sivdad, las mujeres i muchos trezoros tomando,
 los despartimos en partes iguales, ayi, entre todos.
 I stuve a todos pushando d'ayi de fuyirmos prestozos,
 ma eyos – ke kriaturas! – del todo no me eskucharon.
 Vino bevia sin kuento, i ovejas muchas degoyavan
 a la oriya, i bueyes k'arrastan los pies en sus yida.
 Ma los Kikonos, en mientras, yamaron a otros Kikonos,
 k'al interior de la izla moravan, i eran sus vizinos,
 i d'eyos mas numerozos i bravos, i eran kapaches
 de gerrear kon karrosas, i a pie, menester si avia.
 la madrugada vinieron muchos, komo flores i fojas
 en primavera; i a nos, desgrasiados, mos vino estonses
 la mala suerte ke Zeus takso, para muy apenarmos.
 Serka las naves lijeras para gerrear se pararon,
 i estos a estos rojavan las lansas kon puntas de bronzos.
 En tanto k'era la alba i k'el santo dia kresia,
 nos rezistimos, malgrado ke eran akeyos mas muchos.
 Ma a l'abashada del sol, kuando el yugo kitan de los bueyes,
 los Kikonos prevalieron, i a los Ahayos empusharon.
 De kada nave, sesh de mis kompanyos kon las guadra-piernas,
 muertos kayeron, i el resto salvimos de muerte i de suerte.

Kon korasones muy tristes partimos d'ayi, ma alegres
 ke mos salvimos de muerte, aunke piedrimos kompanyos
 muy muy keridos. I yo no deshi ke s'alondjen las naves
 kurvas asta ke nombrimos tres vezes a kada kompanyo
 povre, ke por los Kikonos batido, murió en la yanura.
 I trusho Zeus, k'akoje las nuves, estonses la bora
 kontra las naves, tempesta terrivle, i tapo kon las nuves
 tierra i mar, i del sielo, prestoza abasho la nochada.
 I kon las proas abasho, eyas navigavan, i del huerte
 aire, en tres i en kuarto se despedasaron sus velas.
 Las abashimos anestas, d'espanto de topar la muerte,
 i en remando, bushkimos enverso la tierra de yirmos.
 Mientras dos noches i dias areo, ayi mos kedimos,
 i mos komiamos el korason de kanseria i fuga.
 Ma al treser, kuando vino Eos, de los bukles ermozos,
 nos, los mástiles alsimos, i en eyos spandimos las velas
 blankas; i el aire i los timoneros giavan las naves.
 I sano iya yegar yo agora a mi tierra natala;
 ma arrodeando a Malia, el korriente i la onda i la bora
 me desviaron, i londje de Kitera m'arrempusharon.

Aires danyozos d'ayi me yevaron por mueve djornadas
 en la mar yena de peshes, i al dia de diez arrivimos
 ende los Lotofagos, ke kon flores solo se mantienen.

We bring here the lyrics of 3 famous romances in Ladino – Adio Kerida – Goodbye My Beloved

Adio,

Goodbye,

Adio kerida,
No kero la vida,
Me l'amargates tu

goodbye beloved,
I don't want to live,
you made my life miserable.

Tu madre kuando te pario
Y te kito al mundo
Korason eya no te dio
Para amar segundo

When your mother delivered you
and brought you to the world
she did not give you a heart
to love another one.

Adio,
Adio kerida,
No kero la vida,
Me l'amargates tu

Goodbye,
goodbye beloved,
I don't want to live,
you made my life miserable.

Va, bushkate otro amor,
Aharva otras puertas,
Aspera otro ardor,
Ke para mi sos muerta

Go, look for another love,
knock on other ports
in hope to find another passion,
because for me you are dead.

The second romance is – Los Bilbilikos Kantan – The Nightingales Sing

La rosa enfiorese
En el mes de mai
Mi alma s'eskurese
Sufriendo del amor.

The rose blooms
In the month of May,
My soul darkens,
Suffering from love.

El bilbiliko kanta,
Suspira del amor,
Y la pasion me mata,
Muchigua mi dolor.

The nightingale sings,
It sighs with love,
Passion kills me,
It increases my pain.

Los bilbilikos kantan
En los arvoles de la flor
Debasho se asentan
Los ke sufren del amor.

The nightingales sing
In the flowering trees
Beneath them sit
Those who suffer from love.

Mas presto ven, palomba,
Mas presto ven con mi,
Mas presto ven, kerida,
Korre y salvame.

Come more quickly, dove,
Come faster with me,
Come more quickly, my dear,
Run and save me.

From the third romances, Arvoles Yoran – Trees are weeping – one strophe

*Blanka sos, blanka vistes,
blanka la tu figura,
Blankas flores kayen de ti,
De la tu hermosura.*

White you are, white you wear,
White your shape,
White flowers fall from you
From your beauty.

Most of the Sephardim were [zionists](#), settled in Palestine, mainly in Jerusalem, Hebron, Safed, Tiberias, and even tried to found a Jewish entity in Palestine. In the middle of the 16th century [Dona Gracia Mendes Nasi](#) and her nephew [Joseph Nasi](#), with the support of the Ottoman Empire, tried to gather the Portuguese Jews, first to [Cyprus](#), then owned by the Republic of Venice, and later to Tiberias. This was the only practical attempt to establish some sort of Jewish political center in Palestine between the fourth and 19th centuries. In the 17th century [Sabbatai Zevi](#) (1626–1676) announced himself as the Messiah and gained over many Jews to his side, forming a base in Salonica. He first tried to establish a settlement in Gaza, but moved later to Smyrna. After deposing the old rabbi [Aaron Lapapa](#) even the Jewish community of [Avignon](#) prepared to emigrate to the new kingdom in the spring of 1666. The readiness of the Jews of the time to believe the messianic claims of Sabbatai Zevi may be largely explained by the desperate state of European Jewry in the mid-17th century. The bloody pogroms of [Bohdan Khmelnytsky](#) had wiped out one-third of the Jewish population and destroyed many centers of Jewish learning and communal life. Finally, Joseph Nasi was forced by the Ottoman Sultan [Mehmed IV](#) to visit him and, to the surprise of his followers, in the presence of the Sultan he converted to Islam.

Sir [Moses Montefiore](#), famous for his intervention in favor of Jews around the world, including the attempt to rescue [Edgardo Mortara](#), established a colony for Jews in Palestine. In 1854, his friend [Judah Touro](#) bequeathed money to fund Jewish residential settlement in Palestine. Montefiore was appointed executor of his will, and used the funds for a variety of projects, including building in 1860 the first Jewish residential settlement and almshouse outside of the old walled city of Jerusalem—today known as [Mishkenot Sha'ananim](#). [Laurence Oliphant](#) failed in a like attempt to bring to Palestine the Jewish proletariat of Poland, Lithuania, Romania, and the Turkish Empire (1879 and 1882). In the 1890s, [Theodor Herzl](#) infused Zionism with a new ideology and practical urgency, leading to the First Zionist Congress at [Basel](#) in 1897, which created the World Zionist Organization (WZO). Herzl's [aim](#) was to initiate necessary preparatory steps for the attainment of a Jewish state. Herzl's attempts to reach a political agreement with the Ottoman rulers of Palestine were unsuccessful and other governmental support was sought. The WZO supported small-scale settlement in Palestine and focused on strengthening Jewish feeling and consciousness and on building a worldwide federation.

We can find in the Jewish Virtual Library a short biography of Herzl. As Herzl wrote extensively on social and economic justice issues, mainly in *Altneuland*, I introduced this book in my courses on this subject, and I view Herzl as the precursor not only of Israel but also of the Third Way between capitalism and socialism, that today is very popular among some scholars as Joseph Stiglitz. Theodor (Binyamin Ze'ev) Herzl was the visionary behind modern Zionism and the reinstitution of a Jewish homeland. Herzl (born May 2, 1860; died July 3, 1904) was born in [Budapest](#) in 1860. He was educated in the spirit of the German-Jewish Enlightenment, and learned to appreciate secular culture. In 1878 the family moved to [Vienna](#), and in 1884 Herzl was awarded a doctorate of law from the University of Vienna. He became a writer, playwright and journalist. The Paris correspondent of the influential liberal Vienna newspaper *Neue Freie Presse* was none other than Theodor Herzl. Herzl first

encountered the [anti-Semitism](#) that would shape his life and the fate of the Jews in the twentieth century while studying at the University of Vienna (1882). Later, during his stay in Paris as a journalist, he was brought face-to-face with the problem. At the time, he regarded the Jewish problem as a social issue and wrote a drama, *The Ghetto* (1894), in which assimilation and conversion are rejected as solutions. He hoped that *The Ghetto* would lead to debate and ultimately to a solution, based on mutual tolerance and respect between [Christians and Jews](#). In 1894, [Captain Alfred Dreyfus](#), a Jewish officer in the French army, was unjustly accused of treason, mainly because of the prevailing [anti-Semitic](#) atmosphere. Herzl witnessed mobs shouting “Death to the Jews” in France, the home of the French Revolution, and resolved that there was only one solution: the mass immigration of Jews to a land of their own. Thus, the Dreyfus Case became one of the determinants in the genesis of [Political Zionism](#). So, as the Chinese say – every crisis can lead to new opportunities.

Herzl concluded that [anti-Semitism](#) was a stable and immutable factor in human society, which assimilation did not solve. He mulled over the idea of Jewish sovereignty, and, despite ridicule from Jewish leaders, published [Der Judenstaat \(The Jewish State, 1896\)](#). Herzl argued that the essence of the Jewish problem was not individual but national. He declared that the Jews could gain acceptance in the world only if they ceased being a national anomaly. The Jews are one people, he said, and their plight could be transformed into a positive force by the establishment of a Jewish state with the consent of the great powers. He saw the Jewish question as an international political question to be dealt with in the arena of international politics. Herzl proposed a practical program for collecting funds from Jews around the world by a company to be owned by stockholders, which would work toward the practical realization of this goal. (This organization, when it was eventually formed, was called the Zionist Organization.) He saw the future state as a model social state, basing his ideas on the European model of the time, of a modern enlightened society. It would be neutral and peace-seeking, and of a secular nature.

In his Zionist novel, *Altneuland* (Old New Land, 1902), Herzl pictured the future Jewish state as a socialist utopia. He envisioned a new society that was to rise in the Land of Israel on a cooperative basis utilizing science and technology in the development of the Land. He included detailed ideas about how he saw the future state’s political structure, immigration, fundraising, diplomatic relations, social laws and relations between religion and the state. In *Altneuland*, the Jewish state was foreseen as a pluralist, advanced society, a “light unto the nations.” This book had a great impact on the Jews of the time and became a symbol of the Zionist vision in the Land of Israel. Herzl's ideas were met with enthusiasm by the Jewish masses in Eastern Europe, although Jewish leaders were less ardent. Herzl appealed to wealthy Jews such as Baron Hirsch and [Baron Rothschild](#), to join the national Zionist movement, but in vain. He then appealed to the people, and the result was the convening of the [First Zionist Congress](#) in Basle, Switzerland, on August 29th, 1897. What is less known is that the Zionist movement was received warmly also among Sephardic Jews, and *Altneuland* was translated very soon into Ladino.

The Congress was the first interterritorial gathering of Jews on a national and secular basis. Here the delegates adopted the Basle Program, the program of the Zionist movement, and declared, “Zionism seeks to establish a home for the Jewish people in Palestine secured under public law.” At the Congress the [World Zionist Organization](#) was established as the political arm of the Jewish people, and Herzl was elected its first president. Herzl convened six [Zionist Congresses](#) between 1897 and 1902. It was here that the tools for Zionist activism were forged: *Otzar Hityashvut Hayehudim*, the [Jewish National Fund](#) and the movement’s newspaper *Die Welt*. After the First Zionist Congress, the movement met yearly at an

international [Zionist Congress](#). In 1936, the center of the Zionist movement was transferred to [Jerusalem](#).

Herzl saw the need for encouragement by the great powers of the aims of the Jewish people in the Land. Thus, he traveled to the Land of Israel and [Istanbul](#) in 1898 to meet with Kaiser Wilhelm II of [Germany](#) and the Sultan of the [Ottoman Empire](#). The meeting with Wilhelm was a failure - the monarch dismissed Herzl's political entreaties with snide anti-Semitic remarks. When these efforts proved fruitless, he turned to [Great Britain](#), and met with Joseph Chamberlain, the British colonial secretary and others. The only concrete offer he received from the British was the proposal of a Jewish autonomous region in east Africa, in Uganda. In 1899, in an essay entitled "The Family Affliction" written for The American Hebrew, Herzl wrote, "Anyone who wants to work in behalf of the Jews needs - to use a popular phrase - a strong stomach." The 1903 Kishinev pogrom and the difficult state of Russian Jewry, witnessed firsthand by Herzl during a visit to Russia, had a profound effect on him. He requested that the Russian government assist the Zionist Movement to transfer Jews from Russia to Eretz Yisrael.

At the Sixth Zionist Congress (1903), Herzl proposed the British [Uganda Program](#) as a temporary refuge for Jews in Russia in immediate danger. While Herzl made it clear that this program would not affect the ultimate aim of Zionism, a Jewish entity in the Land of Israel, the proposal aroused a storm at the Congress and nearly led to a split in the Zionist movement. The [Uganda Program](#) was finally rejected by the Zionist movement at the [Seventh Zionist Congress](#) in 1905. Herzl died in [Vienna](#) in 1904, of pneumonia and a weak heart overworked by his incessant efforts on behalf of Zionism. By then the movement had found its place on the world political map. In 1949, Herzl's remains were brought to Israel and reinterred on [Mount Herzl](#) in Jerusalem. Herzl's books [Der Judenstaat](#) ("The Jewish State") and [Altneuland](#) ("Old New Land"), his plays and articles have been published frequently and translated into many languages. His name has been commemorated in the Herzl Forests at Ben Shemen and Hulda, the world's first Hebrew gymnasium — "Herzliya" — which was established in [Tel Aviv](#), the town of [Herzliya](#) in the Sharon and neighborhoods and streets in many Israeli towns and cities. Herzl coined the phrase "If you will, it is no fairytale," which became the motto of the Zionist movement. Although at the time no one could have imagined it, Zionism led, only fifty years later, to the establishment of the independent State of Israel. Herzl was 44-years-old when he died in the summer of 1904, on the 20th of Tammuz in the Jewish calendar.

I wanted to read once again *Altneuland* (The Old New Land) by Theodor Herzl, the book that our founding father wrote with his vision about the old new land of the Jews. I have read several times *Der Judenstaat* – the Jewish State, but I wanted to enjoy once more the Utopia of *Altneuland*. I could read it in German as it was written initially in this language, in Hebrew as it has become a classic in Israel, in English, French, Spanish or in many of the other languages of the Jewish diaspora. But I chose to read it in Ladino from a rare book written a hundred years ago in Rashi letters in Saloniki, Greece. My father Albert and many of the Sephardic Jews read Herzl's books and were converted to Zionism, settling in Palestine and since 1948 in Israel.

Herzl's last literary work, *Altneuland* (in English: [The Old New Land](#), 1902), is a [novel](#) ([full text in English translation](#)) devoted to Zionism. Herzl occupied his free time for three years in writing what he believed might be accomplished by 1923. Though the form is that of a romance, It is less a novel than a serious forecast of what could be done within one generation. The keynotes of the story are love of [Zion](#) and insistence upon the fact that the suggested changes in life are not utopian but to be brought about simply by grouping all the

best efforts and ideals of every race and nation. Each such effort is quoted and referred to in such a manner as to show that *Altneuland*, though blossoming through the skill of the Jew, will in reality be the product of the benevolent efforts of all the members of the human family. Herzl envisioned a Jewish state that combined modern Jewish culture with the best of the European heritage. Thus a "Palace of Peace" would be built in Jerusalem to arbitrate international disputes, and at the same time the [Temple](#) would be rebuilt on [modern](#) principles. Herzl did not envision the Jewish inhabitants of the state as being [religious](#), but there was respect for religion in the public sphere. He also assumed that many languages would be spoken, and that [Hebrew](#) would not be the main tongue. Proponents of a Jewish cultural rebirth, such as [Ahad Ha'am](#), were critical of *Altneuland*.

In *Altneuland*, Herzl did not foresee any conflict between [Jews](#) and [Arabs](#). One of the main characters in *Altneuland* is a Haifa engineer, Reshid Bey, who is one of the leaders of the "New Society". He is very grateful to his Jewish neighbors for improving the economic condition of Israel and sees no cause for conflict. All non-Jews have equal rights, and an attempt by a fanatical rabbi to disenfranchise the non-Jewish citizens of their rights fails in the election which is the center of the main political plot of the novel. Herzl saw clearly what the Palestinians and Arabs fail to see until now, that the Jews contributed to the welfare of Israel much more than any other Arab state contributed to their welfare. The Israeli Arabs/Palestinians thrive in Israel in spite of all the problems much more than in any other Arab state, economically and politically.

Herzl also envisioned the future Jewish state to be a "third way" between capitalism and socialism, with a developed welfare program and public ownership of the main natural resources. Industry, agriculture and trade were organized on a cooperative basis. Along with many other progressive Jews of the day, such as [Emma Lazarus](#), [Louis Brandeis](#), [Albert Einstein](#), and [Franz Oppenheimer](#), Herzl desired to enact the land reforms proposed by the American political economist [Henry George](#). Specifically, they called for a [land value tax](#). He called his mixed economic model "Mutualism", a term derived from French [utopian socialist](#) thinking. Women would have [equal voting rights](#)—as they had in the Zionist movement from the Second Zionist Congress onwards. In fact Israel adopted many mutualist precepts – the Kibbutz, cooperatives... In *Altneuland*, Herzl outlined his vision for a new Jewish state in the [Land of Israel](#). He summed up his vision of an open society: "It is founded on the ideas which are a common product of all civilized nations. ... It would be immoral if we would exclude anyone, whatever his origin, his descent, or his religion, from participating in our achievements. For we stand on the shoulders of other civilized peoples. ... What we own we owe to the preparatory work of other peoples. Therefore, we have to repay our debt. There is only one way to do it, the highest tolerance. Our motto must therefore be, now and ever: 'Man, you are my brother.'"

In his novel, Herzl wrote about an electoral campaign in the new state. He directed his wrath against the nationalist party, which wished to make the Jews a privileged class in Israel. Herzl regarded that as a betrayal of Zion, for Zion was identical to him with humanitarianism and tolerance—and that this was true in politics as well as religion. Herzl wrote: "Matters of faith were once and for all excluded from public influence. ... Whether anyone sought religious devotion in the synagogue, in the church, in the mosque, in the art museum, or in a philharmonic concert, did not concern society. That was his [own] private affair." *Altneuland* was written both for Jews and non-Jews: Herzl wanted to win over non-Jewish opinion for Zionism. When he was still thinking of [Argentina](#) as a possible venue for massive Jewish immigration, he wrote in his diary: "When we occupy the land, we shall bring immediate

benefits to the state that receives us. We must expropriate gently the private property on the estates assigned to us. We shall try to spirit the penniless population across the border by procuring employment for it in the transit countries, while denying it any employment in our country. The property owners will come over to our side. Both the process of expropriation and the removal of the poor must be carried out discretely and circumspectly ... It goes without saying that we shall respectfully tolerate persons of other faiths and protect their property, their honor, and their freedom with the harshest means of coercion. This is another area in which we shall set the entire world a wonderful example ... Should there be many such immovable owners in individual areas [who would not sell their property to us], we shall simply leave them there and develop our commerce in the direction of other areas which belong to us". Do we have in Israel a "third way society" or a neoliberal capitalistic regime? Are we a wonderful example to the entire world or a society that is boycotted by more and more states and peoples? Are we a country with the highest tolerance to others or a quasi-theocratic state ruled by ultra-orthodox and ultra-right parties? Where have the mutualists precepts vanished, the welfare state disappeared, most of Herzl's vision sunk into oblivion? I leave to the reader to answer those questions by himself, as *sic transit gloria mundi*?

Altneuland tells the story of Friedrich Löwenberg, a young [Jewish](#) Viennese intellectual, who, tired with European decadence, joins an Americanized [Prussian](#) aristocrat named Kingscourt as they retire to a remote [Pacific](#) island (it is specifically mentioned as being part of the [Cook Islands](#), near [Raratonga](#), which may explain why this country and other Pacific tiny states support vehemently Israel...). Stopping in [Jaffa](#) on their way to the Pacific, they find [Palestine](#) a backward, destitute and sparsely populated land, as it appeared to Herzl on his visit in 1898. Löwenberg and Kingscourt spend the following twenty years on the island, cut off from civilization. As they pass through Palestine on their way back to Europe, they discover a land drastically transformed, showcasing a free, open and [cosmopolitan modern](#) society, and boasting a thriving [cooperative](#) industry based on state-of-the-art technology. In the two decades that have passed, European Jews have rediscovered and re-inhabited their *Altneuland*, reclaiming their own destiny in the [Land of Israel](#). Herzl's novel depicts his blueprint for the realization of Jewish national emancipation, as put forward in his book [Der Judenstaat](#) (The Jewish State) published in 1896. Both ideological and utopian, it presents a model society which was to adopt a [liberal](#) and [egalitarian](#) social model, resembling a modern welfare state. Herzl called his model "Mutualism" and it is based on a mixed economy, with public ownership of the land and natural resources, agricultural cooperatives, [state welfare](#), while at the same time encouraging [private entrepreneurship](#). A true modernist, Herzl rejected the European [class system](#), yet remained loyal to Europe's cultural heritage. Rather than imagining the Jews in *Altneuland* speaking exclusively [Hebrew](#), the society is multi-lingual – with German, Hebrew and Yiddish being the main languages and reproducing European customs, going to the opera and enjoying the theatre. I share of course Herzl's vision, as I think that Israel has to be a cosmopolitan multi-lingual very cultural 'third way' society, quite opposite to the present situation. While Jerusalem is the capital, with the seat of parliament ("Congress") and the Jewish Academy, the country's industrial center is the modern city of [Haifa](#). In the actual Israel, this role was to be taken by [Tel Aviv](#), a city which did not yet exist at the time of writing and whose name was inspired by the book itself.

Herzl saw the potential of Haifa Bay for constructing a modern deep-water port. However, in reality it would be the [British Empire](#) rather than the Zionists which would realise that potential and make considerable strategic use of it during the [Second World War](#). Though Israel would eventually inherit the Haifa port and city, by 1948 the central role of Tel Aviv (*Altneuland* in Hebrew) was established, with Haifa – though a major Israeli city – relegated to

a secondary position. As envisioned by Herzl, "All the way from Acco to Mount Carmel stretched what seemed to be one great park". In the actual Israel the very same area became a giant industrial zone, reckoned the most heavily polluted part of the country, and Haifa where I live has the highest rate of cancers in Israel. The final sentences of Altneuland emphasize what was the basis of this old new state, according to the main protagonists of the novel. We bring it here in English and in Ladino in Hebrew/Rashi letters as it was written about a hundred years ago in the Feuilleton El Tiempo of Saloniki, Greece, and translated into Ladino (from which language?) by Jean Florian. My humble contribution was in transcribing the Rashi writing into Latin writing:

At last Friedrich put a question, and every man answered it after his fashion.

אין איסטי איסטאדו די אלמה, פרידריק ליב'ינבירג סוליב'אנטו אונה קיסטיין אלה קואלה טודוס לוס איסטייניס ריספונדיירן אונז דיספואיס די אונז קאדה אונז אסו מאנירה. לה קואסטיין אדריסאדה אירה לה סיגואינטי:

En este estado de alma, Friedrich Loewenberg solevanto una kuestion ala kuela todos los asistentes respondieron uno despues de otro kada uno asu manera. La kuestion adresada era la siguiente:

"We see a new and happy form of human society here," he said. "What created it?"

- נוזטרוס ב'ימוס אקי אונה פ'ורמה נואיב'ה, מאס ב'ינטורוזה, די לה ב'ידה אין קומון די לוס אומבריס, קיין קריאו איסטו?

- Nosotros vimos aki una forma nueva, mas venturosa, de la vida en komun de los ombres, ken kreo esto?

"Necessity!" said Littwak the elder.

איל ב'ייז'ו ליטב'אק ריספונדייו: איל אפריטו.

El viejo Littwak respondio: El apreto.

"The reunited people!" said Steineck the architect.

איל ארשיטעקטע שטאייניק ריספונדייו: איל פואיב'לו אאונאדו!

El arshitekta Steineck respondio: El pueblo aunado!

"The new means of transportation!" said Kingscourt.

קינגסקורט דישו: לוס נואיב'וס מיזוס די קומוניקאסיון!

Kingscourt disho: Los nuevos medios de komunikasion!

"Knowledge!" said Dr. Marcus.

איל דוקטור מארקוס דישו: איל סאב'יר!

El doktor Marcus disho: El saver!

"Will Power!" said Joe Levy.

יוסף לוי דישו: לה ב'ולונטאד!

Joseph Levy disho: La voluntad!

"The Forces of Nature!" said Professor Steineck.

איל פרופ'סור שטאייניק דישו: לאס פ'ואירסאס די לה נאטורה.

El Profesor Steineck disho: Las fuersas de la natura.

"Mutual Toleration!" said the Reverend Mr. Hopkins.

איל פרידיקאדור אינגלס אופ'קינס דישו: לה טולירנסייה מוטואלה!

El Predikador ingles disho: La toleransia mutuala!

"Self-Confidence!" said Reschid Bey.

ראשיד ביי דישו: לה קונפ'יאנסה אין סי!

Reshid Bey disho: La konfiensa en si!

"Love and Pain!" said David Littwak.

דוד ליטב'אק דישו: איל אמור אי לה סופ'ריאנסה!

David Littwak disho: El amor i la sufriensa!

But the venerable Rabbi Samuel arose and proclaimed: "God!"

מה איל ב'ייז'ו רבי שמואל סי ליב'אנטו סולאנילמינטי אי דישו: איל דיין!

Ma el viejo Rabbi Shmuel se levanto solanelmente i disho: El Dio!

And the Feuilleton El Tiempo invites the readers of Altneuland – Vieja Nueva Tiera – at the end of the novel, to read on next Sunday the new novel – La Mujer ke Mata... – The woman who kills – el mas sensasonial de los romansos – the most sensational novel.

Finally, I would like to end this chapter with a personal note, emphasizing more than anything else how Ladino is a sentimental link to tradition for all the Sephardic Jews. I had a friend, one of the most ethical and best men that I have ever met – Harry Recanati. He came from a very wealthy family, the Recanatis, originating from the Italian town Recanati, moving to Saloniki in the Ottoman Empire/Greece, and then to Israel. His father Leon Recanati founded the Discount Bank in Israel, one of the three largest banks, with Bank Hapoalim (Bank of the Workers) and Bank Leumi (National Bank). Discount bank hired mostly Sephardic Jews and its clientele was mainly Sephardic. Harry, as the eldest son, managed the Bank after his father died quite young. He told me and wrote in his book "Recanati, father and son" that he had to leave the management in view of an ethical conflict with his brothers on how to run the bank. The Israel Discount Bank added the international merchant banks of Ralli Brothers to its portfolio of private banks, and Harry Recanati left when the other Directors chose to [list](#) the banking group publicly on the [Tel Aviv Stock Exchange](#), in 1970. The Israel Discount Bank became insolvent in 1983 and was controversially [nationalised](#) by the Treasury of the Government of Israel. Harry Recanati had retained ownership of the Swiss [private bank](#) of Ralli Brothers (Bankers) S.A. which he later sold to [Security Pacific Bank](#) of [California](#), using the proceeds to found a number of public museums. These Ralli Museums are free, non-profit galleries, of contemporary Latin-American art. We used to meet in his apartment in the Caesarea Ralli Museum whenever he came to Israel (he lived in the Ralli Museums all over the world), and to mourn for the lack of ethics in Israel. He read my ethical academic books and novel (which had many Sephardic motives) and I read his book, the first book on ethics in banking that was written in Israel. Both of us spoke Ladino.

When Harry was almost ninety he had a stroke and he was brought to his apartment in the Rally Museum of Caesarea, where nurses took care of him day and night. The manager of the Museum, a remarkable and very talented woman, told me that Harry cannot communicate and does not understand what is told to him. I told her that nevertheless I want to visit him with my wife (he also met before my son Yossi who is an architect, as he was very interested in architecture). We came one morning, and noticed that indeed he could not communicate with any of the persons who were there, nurses, the manager and friends. I started to talk to him in Ladino, like we used to before. I told him: "Kerido Harry, saves ke otrun poko avemos Pesah i vamos a meldar la Agada kon toda nuestra familia. Te akodras komo kantavas en Ladino

kuando estavas chiko kon tu papa i tu mama i toda tu familia? Es pekado ke no puedes estar kon nosotros, ma vamos a pensar a ti kuando vamos a kantar (i kanti): **"Este es el pan de la afriision ke komieron nuestros padres en tierra de Ayifto. Todo el ken tiene ambre venga i koma. Todo el ken tiene de menester venga i paskue. Este anyo aki, a el anyo ke viene en tierra de Yisrael. Este anyo aki, siervos, a el anyo ke viene en tierra de Yisrael ijos fo-o-o-ros..."** When Harry heard me singing the famous Pesah song "ha lahma anyaa" in Ladino, as he used to sing when he was a kid, he burst out crying and large drops of tears came down his cheeks...

In English: "Dear Harry, you know that in a short while we'll have Pesah/Passover and we'll read the Agada with all our family. You remember how you used to sing in Ladino when you were a kid with your father and your mother and all your family? It is unfortunate that you'll not be able to be with us but we'll think about you when we'll sing (and I sang): This is the bread of affliction which our ancestors ate in Egypt. Let all who are hungry come and eat of it; all in need come and celebrate Passover. This year we observe it here; next year may we be in the Land of Israel. This year we are slaves in exile; next year may we be free men in the Land of Israel." In Aramaic: "A lakhma anya di ahalu avatana beara demitsrayim, kol dikhfin yeteh veyehol, kol ditsrikh yeteh veyifsakh, ashata aha leshana abaa beara deyisrael, ashata avdeh, leshana abaa beara deyisrael beneh horin." Written in Aramaic alphabet and translated into Hebrew:

ARAMAIC - "הָא לַחְמָא עֲנִיָּא דִּי אָכְלוּ אֲבִהֶתְנָא בְּאַרְעָא דְּמִצְרַיִם. כָּל דְּכַפִּין יִיְתִי וְיִיכֹל. כָּל דְּצָרִיךְ יִיְתִי וְיִפְסֹח. הַשְׁתָּא הָכָא. לְשָׁנָה הַבָּאָה בְּאַרְעָא דְּיִשְׂרָאֵל. הַשְׁתָּא עַבְדֵּי לְשָׁנָה הַבָּאָה בְּנֵי חוֹרִין." HEBREW - "זהו לחם העוני שאכלו אבותינו בארץ מצרים. כל הרעב יבוא ויאכל, כל הצריך יבוא ויפסח (מלשון [קורבן פסח](#)). השנה (אנו) כאן, לשנה הבאה בארץ ישראל, השנה (אנו) עבדים, לשנה הבאה בני חורין."

5. THE ODYSSEY OF THE PLAY/NOVEL BEWARE OF GREEKS' PRESENTS/NELLY DORON/NELLY'S CHOICE

In this final chapter on plays I present extracts and an analysis of other plays and opera, as well as extracts of my play/novel Beware of Greeks' Presents/Nelly Doron/Nelly's Choice, a synopsis and a table of contents. My play was "born" in a day of extreme frustration by my impossibility to punish the wrongdoers who have conned me and thousands of minority shareholders. As nobody was willing to join me in a legal suit, I read Homer's Odyssey in order to overcome my negative feelings, when all at once I had an illumination to write a play, a modern Odyssey, with Israelis protagonists – Ully/Ulysses/Odysseus, Nelly/Penelope, Arie/Poseidon, Eli/Dionysus..., about an honest businessman who cannot fight the corruption prevailing in the business world in a long Odyssey. I wrote a synopsis of 60 pages on the sixth of July 1997, while every protagonist dictated to me what he wanted to be, I had the exhilarating experience of a muse assisting me to write the play, the birth of the play was very easy, during the following 18 days I wrote the play on my computer, and I achieved to write a very long play of five acts, a classical play – Nelly Doron. I gave it to read to my wife and children, and my wife vetoed the publication of the play as people would think that it is a personal play with Ruthy and me as Nelly and Ully, although the starting point was perhaps autobiographical – the surprise party of Nelly/Ruthy who took place a few years ago, but the plot was completely different, Nelly's Choice how to solve the impass, and of course the end of the play. In the meantime others read and liked the play.

A few years later a friend of mine who had a small publishing house was very moved by the play and advised me to adapt it to a novel – *Beware of Greeks' Presents*. That I did and he published my novel in 2001, that was sold only in a few hundreds copies. Since 2004, when I started to teach my courses in business ethics at Israeli's universities, I introduced my novel and play which I donated in several copies to the libraries in my curriculum, as it was the unique Israeli novel which dealt on business ethics issues, especially towards minority shareholders. Thousands of students read it, presented the ethical issues of the main protagonists, and the most famous Israeli playwright Joshua Sobol gave an excellent review on the play. The play was not staged in Israel and in France, in spite of it being translated by a French playwright and published in France. It was not published in Israel, but I donated copies to my universities of the adaptation of the play *Nelly's Choice* into a much shorter play which I wrote with Amalia Eyal, and I published on my website the original version of the play *Nelly Doron*, as well as extracts of my novel and *Nelly's Choice*. It was almost staged twice in Israel, once at the Haifa Theater where everything was settled, there was a draft agreement and I even hired an agent, but the theater got bankrupt on the day that we were supposed to sign the contract... The play was almost staged in another famous Israeli theater but did not get the final approval. However, the play was read to the public on July 30, 2008 by the students of the Theater Department of the University of Jerusalem, where I got my BA, is one of the leading universities in the world, and its publisher Magnes published my business ethics book in the same month. I even was asked to prepare a disc of the music accompanying the play, which I did and I present it here in text and in a link.

6. SYNOPSIS OF THE NOVEL "BEWARE OF GREEKS' PRESENTS" BY J. CORY

The novel “*Beware of Greeks' Presents*” describes in a trenchant way the corruption in the business world, as only a businessman who knows the reality from personal knowledge can describe. The author, Jacques Cory, is a businessman who decided to write this book during a period in which the moral and ethical norms in the western world are deteriorating. The topic of corruption in business, as described by authentic novels written by businessmen, has not yet received adequate exposure in literature. Cory, with his large experience as a top level high tech executive and M&A specialist, has written a very original and convincing book which conveys a message about the future of society in the new millennium – a message of despair mixed with hope. “*Beware of Greeks' Presents*” depicts current issues affecting the business world: corruption, racism and women’s liberation. But it is also a universal book about love and betrayal, and how love can surmount all hardships.

The protagonists of the book are Uilly and Nelly Doron, an Israeli couple who are not ready to succumb to the new norms and, as a consequence, pay the full price, followed by the betrayal of their best friends. Their ordeal is related as a modern *Odyssey*, as the heroes are of Greek origin and are compared to those of Homer. The plot commences at a surprise party that Uilly throws in his Tel Aviv home for his wife, in which all their friends participate. During the party a scheme is conceived by two of their friends, Arie and Eli, to take over at a manipulated price a company that Uilly assisted its founder, Hadas, to make public and invested heavily in, thus making him lose all his money as well as the investment of the minority shareholders. The idyll of the party stands in sharp contrast to the Kafkaesque nightmare that will ensue unveiling the masks of hypocrisy.

Ully, a modern Ulysses, is a shrewd and tough businessman who tries to fight the corruption while maintaining elementary ethical norms. However, he is not able to cope with the ruthless businessmen who act without any inhibitions and are backed by almost all of society. On the other hand, Nelly, a modern Penelope, develops out of the crisis from an innocent teacher to a fearless warrior. She ceases to be a submissive woman who weaves all day and is completely faithful to her husband, and transforms herself into a modern woman who takes fate into her own hands in order to save her husband, herself and their marriage. Sima Calipha, a modern Calypso, is a beautiful young ambitious and feminist woman. She works as a lawyer at Eli's company. After having succeeded to tempt Ully, she tries unsuccessfully to break his marriage, but hopes that by disclosing to him her bosses' schemes she will win back his heart. However, Ully remains this time faithful to his wife who stands by him remarkably, even after learning from Eli of Ully's affair with Sima.

Hadas, the honest and innocent scientist, is soon corrupted by Arieih and Eli and merges his company with them behind Ully's back to the detriment of his minority shareholders. He accuses Ully of double-crossing, being under the influence of Arieih's calumnies on Ully. But after discovering that he was conned too and suffering from heavy remorse of his betrayal he commits suicide with the tacit assistance of Arieih and Eli. Arieih, the ruthless entrepreneur and Chairman of the Board, has no scruples and believes that everything is permitted in order to grow and maximize profitability, including conning his stakeholders - his partners, shareholders, employees, and the government. Everybody is intimidated by him, cooperates or at least doesn't blow the whistle, as the law of Omerta prevails in this mafia-like business environment. Only Ully dares to oppose Arieih's schemes, but all his friends who rally Arieih soon ostracize him.

Eli, the shrewd Machiavellian general manager, complements Arieih's skills by being his executioner. He does all the dirty work, which is often criminal, without fearing to be caught as he has the backing of the company with its large resources. Although very ugly, he is charming and very successful with women who are attracted by his satanic spell. But this feature is also his Achilles' heel, as proved by Nelly's successful plot. Finally, the solution is found by introducing a Trojan horse, a Greeks' present, into the fortress of the enemy. But is the victory complete? Are the methods employed by the protagonists adequate, or are they not corruptive also? What is the line that one should not cross when fighting corruption? Is such a victory worthwhile? These questions form the main dilemma of the book – a dilemma in which every reader can find a parallel from his or her own personal experiences.

7. ON THE ORIGINS OF THE PHRASE "BEWARE OF GREEKS' PRESENTS" – TIMEO DANAOS ET DONA FERENTES IN LATIN AND IN GREEK – Φοβάμαι Έλληνες και δώρα φέροντες - Fovámai Éllines kai dóra férontes

Timeo Danaos et dona ferentes is a [Latin](#) phrase from [Aeneid](#) (II, 49), written by [Virgil](#) between 29 and 19 BC. It has been paraphrased in English as the [proverb](#) "Beware of Greeks bearing gifts". Its literal meaning is "I fear the [Danaans](#) [Greeks], even those bearing gifts" or "even when they bear gifts". Most printed versions of the text have the variant *ferentis* instead of *ferentes*. As related in the *Aeneid*, after a nine-year [war on the beaches of Troy](#) between the [Danaans](#) (Greeks from the mainland) and the [Trojans](#), the Greek seer [Calchas](#) induces the leaders of the Greek army to win the war by means of subterfuge: build a huge wooden horse and sail away from Troy as if in defeat - leaving the horse behind as a votive offering for a safe journey home. The [Trojan Horse](#) actually contains a hand-picked team of crack Greek warriors hidden in its wooden belly. The Trojan priest [Laocoön](#) suspects that some menace is

hidden in the horse, and he warns the Trojans not to accept the gift, crying, *Equō nē crēdite, Teucrī! Quidquid id est, timeō Danaōs et dōna ferentes*. ("Do not trust the horse, Trojans! Whatever it is, I fear the Danaans, even when bringing gifts.") Immediately after Laocoön proclaims his warning, he throws a spear at the horse, which pierces its side; Virgil writes that the groan from the Greek warriors hidden within would surely have alerted the Trojans to the trick if the gods had not already ordained Troy's destruction.

Soon after he casts his spear, enormous twin serpents slither out of the sea and attack Laocoön's sons. When Laocoön tries to help them, he too is viciously slain. The Trojans assume the horse has been offered at [Minerva's](#) ([Athena's](#)) prompting and interpret Laocoön's death as a sign of her displeasure. The Trojans agree unanimously to place the horse atop wheels and roll it through their impenetrable walls as a trophy of their victory. Festivities follow, celebrating the end of the war. That night, the Greeks hidden inside the horse creep out and open the city gates to the entire Greek army, which has sailed back to Troy under cover of darkness. The Greek sack the city and Troy is destroyed. In the [modern era](#), the phrase was translated to [Katharevousa Greek](#) as *Φοβοῦ τοὺς Δαναοὺς καὶ δῶρα φέροντας* ("fear the Danaans, even if bearing gifts!") and has become a common Greek proverb.

The **Trojan Horse** is a tale from the [Trojan War](#) about the [subterfuge](#) that the Greeks used to enter the city of [Troy](#) and win the war. In the [canonical](#) version, after a fruitless 10-year siege, the Greeks constructed a huge wooden [horse](#), and hid a select force of men inside. The Greeks pretended to sail away, and the Trojans pulled the horse into their city as a victory trophy. That night the Greek force crept out of the horse and opened the gates for the rest of the Greek army, which had sailed back under cover of night. The Greeks entered and destroyed the city of Troy, decisively ending the war. [Metaphorically](#) a "Trojan Horse" has come to mean any trick or stratagem that causes a target to invite a foe into a securely protected bastion or place. A [malicious computer program](#) which tricks users into willingly running it is also called a "[Trojan horse](#)". The main ancient source for the story is the *Aeneid* of [Virgil](#), a [Latin epic poem](#) from the time of [Augustus](#). The event is referred to in [Homer's](#) *Odyssey*. In the Greek tradition, the horse is called the "Wooden Horse" (Δούρειος Ἴππος, *Doúreios Híppos*, in the [Homeric Ionic dialect](#)).

According to [Quintus Smyrnaeus](#), [Odysseus](#) thought of building a great wooden horse (the horse being the emblem of Troy), hiding an elite force inside, and fooling the Trojans into wheeling the horse into the city as a trophy. Under the leadership of [Epeios](#), the Greeks built the wooden horse in three days. Odysseus' plan called for one man to remain outside the horse; he would act as though the Greeks had abandoned him, leaving the horse as a gift for the Trojans. An inscription was engraved on the horse reading: "For their return home, the Greeks dedicate this offering to Athena". Then they burned their tents and left to Tenedos by night. Greek soldier [Sinon](#) was "abandoned", and was to signal to the Greeks by lighting a beacon. In Virgil's poem, Sinon, the only volunteer for the role, successfully convinces the Trojans that he has been left behind and that the Greeks are gone. Sinon tells the Trojans that the Horse is an offering to the goddess [Athena](#), meant to atone for the previous desecration of her temple at Troy by the Greeks, and ensure a safe journey home for the Greek fleet. Sinon tells the Trojans that the Horse was built to be too large for them to take it into their city and gain the favor of Athena for themselves.

While questioning Sinon, the Trojan priest [Laocoön](#) guesses the plot and warns the Trojans, in Virgil's famous line *Timeo Danaos et dona ferentes* ("I fear Greeks, even those bearing gifts"), Danai ([ACC](#) *Danaos*) or [Danaans](#) (Homer's name for the Greeks) being the ones who

had built the Trojan Horse. However, the god [Poseidon](#) sends two sea serpents to strangle him and his sons Antiphantes and Thymbraeus before any Trojan heeds his warning. According to [Apollodorus](#) the two serpents were sent by [Apollo](#), whom Laocoon had insulted by sleeping with his wife in front of the "divine image". In the *Odyssey*, Homer says that [Helen of Troy](#) also guesses the plot and tries to trick and uncover the Greek soldiers inside the horse by imitating the voices of their wives, and [Anticlus](#) attempts to answer, but Odysseus shuts his mouth with his hand. [King Priam's](#) daughter [Cassandra](#), the [soothsayer](#) of Troy, insists that the horse will be the downfall of the city and its royal family. She too is ignored, hence their doom and loss of the war.

This incident is mentioned in the [Odyssey](#):

What a thing was this, too, which that mighty man wrought and endured in the carven horse, wherein all we chiefs of the [Argives](#) were sitting, bearing to the Trojans death and fate! [4.271 ff](#)

But come now, change thy theme, and sing of the building of the horse of wood, which [Epeius](#) made with [Athena's](#) help, the horse which once Odysseus led up into the citadel as a thing of guile, when he had filled it with the men who sacked Ilion . [8.487 ff](#) (trans. [Samuel Butler](#))

The most detailed and most familiar version is in Virgil's *Aeneid*, Book II (trans. A. S. Kline).

*After many years have slipped by, the leaders of the Greeks,
opposed by the Fates, and damaged by the war,
build a horse of mountainous size, through Pallas's divine art,
and weave planks of fir over its ribs:
they pretend it's a votive offering: this rumour spreads.
They secretly hide a picked body of men, chosen by lot,
there, in the dark body, filling the belly and the huge
cavernous insides with armed warriors. [...]
Then Laocoön rushes down eagerly from the heights
of the citadel, to confront them all, a large crowd with him,
and shouts from far off: "O unhappy citizens, what madness?
Do you think the enemy's sailed away? Or do you think
any Greek gift's free of treachery? Is that Ulysses's reputation?
Either there are Greeks in hiding, concealed by the wood,
or it's been built as a machine to use against our walls,
or spy on our homes, or fall on the city from above,
or it hides some other trick: Trojans, don't trust this horse.
Whatever it is, I'm afraid of Greeks even those bearing gifts."*

Book II includes [Laocoön](#) saying: "[Equo ne credite, Teucri. Quidquid id est, timeo Danaos et dona ferentes.](#)" ("Do not trust the horse, Trojans! Whatever it is, I fear the Greeks, even bringing gifts.")

Well before Virgil, the story is also alluded to in Greek classical literature. In [Euripides'](#) play [Trojan Women](#), written in 415 BC, the god Poseidon proclaims: "For, from his home beneath Parnassus, Phocian Epeus, aided by the craft of Pallas, framed a horse to bear within its womb

an armed host, and sent it within the battlements, fraught with death; whence in days to come men shall tell of 'the wooden horse,' with its hidden load of warriors."

8. TABLE OF CONTENTS OF THE NOVEL "BEWARE OF GREEKS' PRESENTS"

Chapter 1 - The surprise party of Nelly with all their friends. The idyllic background.

Chapter 2 - The scheme of Arieh and Eli to takeover Hadas and Ully's company.

Chapter 3 - The disclosure of the scheme to Ully by Sima, who offers her assistance.

Chapter 4 - The confrontation between Hadas and Ully, who is accused of double-crossing.

Chapter 5 - Ully quarrels with Arieh and Eli and threatens to blow the whistle.

Chapter 6 - Ully's Odyssey, trying to convince his friends to rally his struggle.

Chapter 7 - Ully is abandoned by most of his friends and colleagues. Only Nelly stands by him.

Chapter 8 - Arieh and Eli stall Ully's campaign by a false promise of compromise.

Chapter 9 - Sima discloses to Ully that he was once more conned.

Chapter 10 - Nelly and Ully's row, after Eli discloses to Nelly of Sima and Ully's affair.

Chapter 11 - Nelly and Sima's confrontation.

Chapter 12 - Ully's traumatic birthday party, ending with Ully's stroke.

Chapter 13 - The Trojan Horse, the Greek's present, Nelly and Eli's orgy. Nelly offers to rally Eli and be his schemes' partner. Eli discloses to Nelly all his schemes, without knowing that he is being taped.

Chapter 14 - Nelly discloses to the astonished Ully the outcome of her plot.

Chapter 15 - Sima and Nelly's meeting with Hadas. Hadas discovers that he was conned by Arieh and Eli and commits in their presence suicide.

Chapter 16 - Nelly and Eli's confrontation after he discovers the sting where his 'confession' was given as 'smoking gun' evidence of his crimes to the police.

Chapter 17 - Nelly convinces Arieh to give up the management of the company and half of its shares to Ully and Nelly in return to their collaboration in exonerating him from Eli's crimes.

Chapter 18 - Ully, the new CEO, praises reluctantly but skillfully in a shareholders' meeting Arie's heritage, but is consoled by his belief that he with Nelly will succeed to manage the company ethically.

9. MUSIC FOR THE PLAY "NELLY'S CHOICE" BY JACQUES CORY & AMALIA EYAL – 1'30" (IN 10 LANGUAGES, FROM FIRST TO LAST SCENE)

1. Greek song – DROMOS
2. Greek song - TOU VOTANIKOU O MAGAS
3. Greek song by Theodorakis - VARKA STO GIALO
4. Greek song Rembetiko, sung by Dallarás - TA PEDIA TIS ANINAS
5. Italian song, sung by Domenico Modugno - DIO COME TI AMO
6. Wedding March by Mendelssohn
7. Yiddish song TUMBALALAIKA, sung by Mike Burshtein
8. Hebrew song "AL HADVASH VEAL HAOKETZ" by Naomi Shemer sung by Yossi Banai
9. Spanish song GRACIAS A LA VIDA by Violeta Parra, sung by Nana Muskuri
10. Greek song DIGA SE MAGISES, sung by Glikeria
11. Instrumental music of SIRTAKI by Theodorakis from "Zorba the Greek"
12. Duet from Rigoletto (Rigoletto & Gilda) by Verdi PIANGI FANCIULLA PIANGI
13. American song YOU ARE THE TOP from Cole Porter's musical ANYTHING GOES
14. Greek song by Mikis Theodorakis THA SIMANOUN I KABANES
15. Greek song KALIMERA ILIE
16. American spiritual by Louis Armstrong NOBODY KNOWS THE TROUBLE I'VE SEEN
17. German ballad from the Threepenny Opera by Brecht & Kurt Weill MACK THE KNIFE
18. Ladino romance sung by Yehoram Gaon DURME DURME MI ANGELICO
19. Hebrew song sung by Hava Alberstein "SHIR HAKIRKAS"
20. French Aria/Ballet: Gounod's Faust: LE VEAU D'OR, ET SATAN COUNDUIT LE BAL
21. Aria in Italian MISERERE from Verdi's opera Il Trovatore
22. Prayers in Latin from the REQUIEM by Verdi

23. Rembetiko song in Hebrew "SHIR HASHAIARA", sung by Arik Einstein

24. Greek song Dirlada

25. Greek song NIKOLI NIKOLI

[Nelly's Choice, a Play in Hebrew by Jacques Cory and Amalia Eyal – Summary, Review by Joshua Sobol and List of Musical Numbers, Audio of Music Part 1, Part 2](#) – direct links.

10. REVIEW OF THE GREAT ISRAELI PLAYWRIGHT JOSHUA SOBOL ON THE PLAY "NELLY'S CHOICE", SENT TO JACQUES CORY ON 10/06

I have read with pleasure your play "Nelly's Choice", and I found it very interesting. The protagonists, the relationships and the subjects that arise in your play are of extremely importance for the understanding of the values prevailing in the business world in the first decade of the 21st century. The moral nihilism of the characters explains, on the one hand, the human nature of the savage capitalism's heroes of modern time, and on the other hand, precisely this nihilism turns the heroes of the play into captivating and dramatically effective protagonists. On top of that, I was surprised and glad to discover that we have indeed a common interest in ethics or in the lack of ethics that characterizes the wild beasts of the brave new-old world in which we live today.

There is a renaissance spirit in your attitude and a blessed initiative to take out the theater from the bubble of entertainment into which it is inclined to deteriorate, and force it to renew its vital links with the most significant reality of our time, which is the reality of the business world, the capital market and the stock exchange manipulations. I loved in your play the tremendous sexual appetite of Elie which stems from the same libidinal energy that motivates also his predatory and ruthless nature in the business world. Finally, in the same way that he actually rapes Nelly in machismo savagery, and doesn't make exactly love with her, he f... in the same way everybody who has confidence in him in the business world. Elie is a creature who can only grab more and more without giving anything in return, except void promises, which he himself doesn't intend and cannot fulfill. And yet in human relationships between mature people there are always transactions which are based on give and take, if those are honest transactions that are made in good faith and integrity.

An honest transaction in relationships is a transaction in which every partner declares sincerely what he wants to get and informs honestly what he can give in return, and from now on the other party has to decide if there is or there is not a transaction. A dishonest transaction is of course a transaction in which the rogue declares that he wants one thing while he really covets something else (declares for example that he is looking for love while he actually wants casual sex and nothing more), and in parallel he declares what he is willing and able to give in return, while he cannot give anything of what he has promised, and naturally he doesn't intend to give anything. Those insights are ancient as humanity itself in the domain of feelings, but nowadays they have received increased validity and weight in the domain from which originates all the simile of give and take, which is – the business world. The drama deals from the earliest times in breaking promises or in giving promises that it will be impossible to fulfill or that there was no intention initially to fulfill from the moment they were given.

11. EXTRACTS - BEWARE OF GREEKS' PRESENTS BY JACQUES CORY

1. EXTRACT FROM CHAPTER 3 (ULLY AND SIMA)

Sima and Ully met at a small Italian restaurant in Tel Aviv. In the background arias of famous operas played softly while waiters served the daily special.

Sima looked stunning in a low-cut black dress and many men at the restaurant stared at her.

But Ully didn't notice her looks; he was stunned only by her revelations.

"Eli and Arie suspected me and tried to conceal from me their moves as long as they could," Sima said in hushed tones. "But now they don't have a choice, as it was necessary to make the closing with the lawyers. Eli tried to check if I would agree to cooperate against you, Ully, and I told him that I would think about it. He made me swear that I wouldn't tell you anything, and babbled that I have signed confidentiality agreements and that it would be against my professional ethics. Look who's talking about ethics! They rob during the daylight and have the audacity to teach me morals. If they will find out that I've met you, I will tell them that I tried to renew our romance."

Ully was reeling from Sima's disclosure and even more from the fact that he himself didn't suspect anything. He had noticed that Hadas wasn't answering his phone calls but thought that he was mad at him because he failed to prevent the collapse of the shares' prices and the depletion of the cash reserves of the company. He couldn't believe that Hadas has made an alliance with the devil. Hadas, the honest professor who paid from his personal money when he invited business colleagues to dinner, who traveled economy class, whose only interests were in science and who entrusted Ully to deal with all financial aspects.

Ully looked at Sima and asked:

"But why do you want to help me? You are really endangering your position, your future. Because of such a thing they can disbar you!"

"Ully, I love you and am ready to make any sacrifice for you. I haven't ceased for a moment loving you. When I sleep with my husband I think about you and only you. I've got you under my skin. At Nelly's party, I was stunned by how much you obviously love one another, and I decided to try to forget you, to keep away. But when I heard what the bastards at Larisa were planning to do to you, I got so angry, as if I was being burned alive. I am crazy about you. I can't resist it. I don't have any illusions that because of me you'll leave Nelly. I don't even ask you to stop loving her or even to start loving me. Only... be with me, a little. We fit so well together from all angles - intellectually and sexually... I don't share anything with my husband. I married him because I was broken, and I wanted a child. But he is nothing to me. I didn't even change my family name after the wedding. Not that I could fool anybody if all of a sudden I would be called 'Mrs. Weiss'. I need a man like you, not a blond spineless juvenile like him. You and me, we are from the same origin, we share the same energy, roots, background, temperament, the same endless ambition. You were and still are my whole world! Is it my fault that when you married Nelly I was only ten years old? Perhaps some oracle told you that you were going to fall in love with a Simone, and when you found Nelly Simon, you were sure that she was your destiny, but you didn't know that in a remote slum a small Simone was growing up who would eventually become Sima. Who knows to which of us the prophecy was addressed? What does Nelly have that I don't? I am younger, prettier, smarter..."

Ullly was preoccupied.

The last thing he needed at the moment was the burden of an affair with a lover.

He looked at Sima and told her that it was impossible. He could barely live with himself after the enchanting fortnight in Paris five years ago. It was not by accident that he cut off the liaison with her immediately upon returning to Israel, and resigned subsequently from Larisa.

"I really like you, Simale! You are a fantastic woman, and you deserve to be happy. If you're not happy with your husband, divorce him, find yourself somebody else who would suit you. It is unbelievable that in the whole world there is only me!"

Sima persisted. "You really don't understand. Imagine that you would be asked to stop loving Nelly and find another woman. Could you do it? I am willing to do anything for you; steal documents from the company, bring you all the incriminating evidence. Endanger not only my license, but also my life. You remember the eccentric inventor of Larisa who had a quarrel with the company and was found dead in his garden from a snake's bite? The newspapers made some noise for a day or two and after that the affair was forgotten. Those bastards are really dangerous; for greed they are willing to resort to anything. But they are afraid only of you. You belong to a species that is becoming extinct. The knight of the Round Table who fights with his white horse against the rascals of the Star Wars! Did you even see their new building? Everything is made of dark glass and black marble, like in a science fiction movie. You left when they were busy with sex orgies conducted by 'Dionysus' Fuchs. They are corrupted and corruptors and nobody can stop them. Arie and Eli, a fine pair, they really suit each other. One acts as the good guy and the other as the bad guy. But I still prefer Eli; with him you know at least where you stand. Arie is the most dangerous, because behind the grandmotherly facade lurks the body of a dangerous wolf. Did you ever notice what wicked eyes he has? No wonder he hides behind dark glasses."

Ullly looked at her for a long moment. Perhaps under other circumstances, in another life, she could have been the ideal woman for him, as they shared the same ardor. But only with Nelly he could find peace and serenity.

He came back to himself and told Sima: "How can an outstanding woman like you - conscientious, brilliant, wise - can stay for so many years in all this filth? At the end they will infect you with their wickedness. You know that they never sign anything and always let subordinates like you sign. Before you know what happens, you'll become a rhinoceros and be like them - a bloodsucking vampire."

"I stay with them because I am weak," stammered Sima, "I don't have your power. I also don't possess the support that you have from your wife and kids. I have a husband who is five years younger than me, a bum, a parasite, who is always fired from his jobs, making me the breadwinner... And yes, for the sake of my small child, I am ready to become even a vampire."

2. EXTRACT FROM CHAPTER 7 (ULLY AND NELLY)

When he returned home, Ullly did not enter his bedroom.

It was 2 a.m. and he didn't want to wake up Nelly.

He took a shower and sat in his living room to relax.

Ully popped a CD in the stereo with the song 'Nobody knows the trouble I've seen'.

He felt the music and the profound, husky voice of Louis Armstrong seep into his body, and felt a tremendous identification with the words of the song.

He couldn't descend to a deeper low, he thought, as he wept silently and slowly fell asleep.

Suddenly, he felt a warm embrace.

Nelly leaned over him and stroked his hair:

"Dorile darling, why are you sitting all by yourself in the dark? Come to me and I'll indulge you."

Ully slowly stopped weeping, and she whispered to him:

"There, this is how I love you. Now you are once again the Ully who I know, my mythological hero, who after his long Odyssey has come home to his beloved wife."

But Ully could not be consoled. "I am like another Ully, Julius Caesar, who everybody stabbed in the back. This is probably how Job felt, when he was told of all the catastrophes that happened to him."

Nelly burst out in exasperation:

"Shame on you! How can you compare yourself to Job? Job lost his wife, his children, all his possessions. What have you lost? Only some money and some friends who revealed their true character in time of need. Don't be so dramatic; you have me, the children. Thank God that we're all healthy, we have a home, a livelihood, some savings. This is not the end of the world. There are people who lose all their family in a car accident or in a terrorist attack. There are bereaved families, widows, widowers. Put things in the right perspective!"

"I know, but I can't," said Ully. "It is stronger than me. I believed in friends, in justice, that we live in a law-abiding country, where everybody pays for their crimes. I believed that my friends would stand by me in times of need, exactly like we stood by them. I believed that my clients appreciate what I do and that my colleagues are men and women of conscience. I even believed that Eli and your uncle Arie, although I knew that they are despicable, wouldn't behave so low."

Nelly was so beautiful in the soft lighting of the living room. She continued to caress his head and tried to calm him.

"I also suffered a lot from the betrayal of our friends. People who you helped so much are not even willing to listen to you. Every such blow is like a stab in the heart. But it should only toughen us, make us become more united and loyal, because nobody can take from us our warm family nucleus. Everything else is only money and is worth less than nothing."

Ully loved her more than ever. He felt the need to share with her what he was experiencing:

"The problem is that when it rains it pours. First of all money; you know that we were left with almost no savings. Also, the betrayal, but most of all - work. I am completely dried out. I feel like a fish whose pond has become a small puddle, and he has to remain with the small fry. While the water continues to drain from the pond, it becomes harder and harder for him to breathe. It is like if an architect who built the ultramodern La Defense area in Paris has to build now low-income dwellings in the suburbs. I have the power to lift the world and all I am doing is make-work. And what eats me is that I myself have brought upon us all this trouble. I decided to invest all our money in Molecula

against your advice. I myself invited ArieH and Hadas to your surprise party. But my worst frustration is that it was me who started this crusade against those bastards and I can't even scratch them. It is as if a magic force attracts me to the abyss and I can't resist, as if I went blind and I have an eclipse and I can't get out of it. Maybe the gang really participates in black magic rituals, as you used to joke, stabbing a doll with pins while whispering in eery voices: Ully, Ully..."

"I don't mind the fact that you talk nonsense. But I'm afraid it will affect your health! We can overcome everything, but if all of a sudden you'll have a stroke or something, I will never forgive myself that I let you start this campaign. I am ready to assist you in anything, but if I'll notice that you're starting to hallucinate, fall into a depression or anything that will affect your health, I'll oppose your struggle like a tigress and not let you proceed with it, because you are more important to me than anything else in life, and I will never agree to let you take it so hard!"

3. EXTRACT FROM CHAPTER 8 (ULLY, ARIEH AND ELI)

A few days later, Ully was surprised to receive an invitation for lunch at Eli Fuch's office.

In spite of Nelly's urging him not to go, Ully decided to accept the invitation. If they invited him, he must have hit a sensitive nerve, causing them to be afraid.

In Eli's spacious office, ArieH, Eli and Ully sat at the table, while Joya, Eli's secretary, served them lunch, course after course.

"Ully, I notice that you are not eating," said Eli in an exulting voice. "What happened? Are you afraid that we'll poison you?"

Ully answered with humor:

"I like you too much and wouldn't want you to get in trouble if I'll also die here, like your VP of Sales. I heard that there is a lethal virus of a new species that attacks only those who endanger you. It will be too embarrassing if there would be enquiry commissions on Nelly's dear uncle. I am much too concerned with the good reputation of the family."

"It is swell that ArieH is not afraid to eat from the kitchen of my factory; he at least trusts us."

After a few more awkward pleasantries, ArieH and Eli explained to him that they heard of the enquiry that the mutual fund is conducting and that they know that Ully is behind it.

Ully did not deny it.

"You'll have to choose between a class action of 100 million dollars of all the shareholders of Molecula and a fair compensation to the mutual fund and myself. Make a cold economic analysis - you are after all intelligent businessmen - and let me know your decision. I told you that I will not abide by the merger and will not agree to the schemes that you throw around everybody. And don't try to liquidate me or something, as you did to the inventor who wanted to cross the lines to the competition and has stolen the secret formula of the drug that you developed."

"What are you talking about?" said ArieH, turning to Eli: "Do you know of what is he referring?"

But Ully didn't wait for Eli to respond. He continued ironically:

"This guy couldn't die of a lethal virus, as you have already used this excuse, so he died of a snake's bite in his garden. What I don't understand is how the snake had hands to take back the secret formula that was not found to this day. But I've got news for you; I've taken into consideration this eventuality as well, and I had long talks with Nelly over it. And you know what she said? That she prefers the risk that something will happen to me instead of me staying at home like a scared rat. But if I'll die, I'll drag you into Hades. I have a poison pill, and it doesn't matter how I got hold of it. The problem is that I cannot use it while I am alive. But from the moment I'll die, or vanish, or even fall into a coma, it will be published and destroy you. Even if you'll not be responsible for my death and I'll die by accident, everything will blow up in your face. So start praying that nothing will happen to me. Besides, Arieh, I know that you wouldn't want your Nellyka to become a widow. You love her so much, as we noticed the night of her surprise party, when you promised that if she needed you, you'd always be at her side.

Arieh burst out in anger:

"How dare you speak like this, you ungrateful bastard! After all I've done in your favor, you forget that I'm the godfather of your son!"

But Ully would not back down. "Perhaps you'll stop once and for all making those silly statements that you've built me. You know that it is exactly the opposite, I built you and because of me you are today a multimillionaire and you've left me with the crumbs. You've adopted the slogan of Goebbels - lie once and again, until everybody will believe you. You are now 'High Society', looking at me from your altitude, Mr. Arieh in Hebrew or Mr. Leon as you are called in the family in our Judeo-Spanish dialect. Or should I call you Don Leon, or even Cor-Leone? This is why you wanted so much to be the godfather of our son; you are anyhow the Godfather of all of us. Everybody is afraid of you, and fears that you'll put a dead cat in front of their door and make them an offer they can't refuse. A Mafia Godfather, speaking in an Anglo-Saxon accent that you have adopted. My mate, for us you're still Leonico Shimon and not Leo Simon, and you know exactly where you can smell us... You are pretending to be an honorable lord, but your acquaintances know that you are honorable exactly like Mack the Knife, who has no stains on his white gloves from all the many crimes that he has committed! I prefer to deal with Eli the shark who everybody sees his jaws full of blood. But with you, Macky, 'Das Messer sieht man nicht' - nobody sees the knife that you are hiding. You are the most dangerous kind, the honorable "knives"..."

Boiling with fury, Arieh put down his fork, and addressed Ully:

"You've become all of a sudden German, quoting Brecht's German Operas! You dare mock me because I have changed my name to Arieh, you Mr. Buskela, who wanted to hide the Egyptian-Moroccan-Black origins of your father! 'Doron', you have suddenly become. Just when you turned 18, out goes Buskela, and you enlisted in the army as Doron. Your father has not forgiven you until this day your betrayal! But whom did you not betray - your origins, your father, your uncle, your company and clients... I wouldn't be surprised if you are also betraying Nelly!"

12. DONA GRACIA – BIOGRAPHIES: ANDREE BROOKS, CECIL ROTH, YITZHAK GOREN

We'll start with **Dona Gracia**, one of the most prominent figures in Jewish history, who was also probably responsible of enabling my forefathers to leave Portugal where they were forced to convert to Christianity and settle in Italy, Greece and Turkey. I have read about ten books/biographies of her life, and I'll bring here only three – The Woman Who Defied Kings

– The Life and Times of Dona Gracia Nasi, a Jewish Leader During the Renaissance, by Andree Aelion Brooks. Cecil Roth: Dona Gracia of the House of Nasi, and the four books on Dona Gracia by Yitzhak Gormezano Goren, who is a personal friend and Egyptian/Israeli compatriot. Dona Gracia is for me a model (being a feminist), she was proud of her heritage, she didn't have any inferiority complexes towards kings, Christians, men and businessmen, she was one of the most prominent Sephardi personalities in the last 500 years, and a precursor of Zionism. I feel a personal great empathy to Dona Gracia, and reading the excellent biographies, and especially Goren's masterpiece, I imagine that I lived at this epoch and shared with her her dilemmas.

The Woman Who Defied Kings is the first modern, comprehensive biography of Doña Gracia Nasi, an outstanding Jewish international banker during the Renaissance. A courageous leader, she used her wealth and connections to operate an underground railroad that saved hundreds of her fellow Spanish and Portuguese conversos (Jews who had been forced to convert to Catholicism) from the horrors of the Inquisition. Born in Lisbon in 1510, she later moved onto Antwerp, Venice, and Ferrara where she was constantly negotiating with kings and emperors for better conditions for her people. Doña Gracia Nasi helped lead a boycott of the Italian port of Ancona in retaliation for the burning of 23 of her people by the Inquisition - an outrageous act in an era when Jews were more accustomed to appeasement. Finally settling in Constantinople, she persuaded Sultan Suleiman the Magnificent to grant her a long-term lease on the Tiberias region of Palestine, where she spearheaded one of the earliest attempts to start an independent state for Jews in Isr'l. Doña Gracia Nasi is equally important to history because she shatters the stereotype of how women, especially Jewish women, conducted their lives during the Renaissance period. Some historians have called her the most important Jewish woman since Biblical times.

From Publishers Weekly - In an assiduously researched biography of a 16th-century Jewish woman who managed a powerful business empire, Brooks, an associate fellow at Yale, has illuminated a mostly forgotten corner of history. Famed during her lifetime both in the Sephardic Jewish community for her unstinting philanthropy and in the wider world of the Muslim Ottoman Empire, where she fled to escape the Inquisition, Beatrice de Luna Mendes, better known as Dona Gracia Nasi (1510-1569), was a woman of formidable business acumen, personal courage, outstanding altruism and devotion to the Jewish religion, which, as a Catholic converso, she practiced in secret. Widowed early, Dona Gracia managed both the complex financial affairs of her late husband's merchant empire and its secret activities. The latter included huge bribes to the Church and (never repaid) loans to several monarchs, as well as an underground escape route that rescued thousands of conversos from the Inquisition's fury in Spain, Portugal and Italy. Despite their financial power, the Mendes family were forced by the Inquisition into quick moves and narrow escapes from Lisbon to Antwerp to Venice and Ferrara, back to Venice and then to Constantinople. Brooks's research, which involved previously unavailable documents in 13 languages and seven countries, effectively details 16th-century social, religious and economic conditions, especially as they affected the Jewish community. Her overeager attempt to lionize her subject, however, sometimes results in fulsome, even strident prose. Yet even if Dona Gracia is not a feminist heroine, as Brooks suggests, this saga of her life and times is a significant contribution to Jewish history during the Renaissance. Photos. Copyright 2002 Cahners Business Information, Inc. --*This text refers to the [Hardcover edition](#).*

Review - "An excellent read ! The story of Dona Garcia is riveting. She would be a hero in any age and a role model for women today." --Fayne Erickson, publisher, Ms. Magazine.

From the Publisher *FINALIST FOR THE 2002-03 JEWISH BOOK AWARD. About the Author - ANDRÉE AELION BROOKS is a journalist, author and lecturer specializing in Jewish history topics. For nearly two decades she was a contributing columnist and news writer for the New York Times. She wrote the award-winning book *Children of Fast Track Parents*. She founded the Women's Campaign School at Yale University, where she is an Associate Fellow, and served as the director/editor of an important teaching series for 5-7th graders in Sephardic Jewish history and culture called "Out of Spain." Over forty years of published work including: more than 2,000 articles in the New York Times during an 18 year span; countless pieces in other newspapers and magazines including The New York Times Magazine, European Judaism (academic journal), Equity, McCalls, Glamour, Reform Judaism, Hadassah Magazine, Historic Preservation...

Esther Nebenzahl wrote on Roth's Dona Gracia biography on December 10, 2000 her comments:

This is the biography of Dona Gracia, a Jewish woman who lived in the 15th century and whose personality is characterized by intelligence, shrewdness, generosity, and religious devotion. Born in Spain, she went to Portugal in 1492, following the expulsion of the Jews. In Portugal she was forcibly converted to Christianity and became one amongst many "New Christians," "Marranos," or "Conversos." At the age of 18 she married Francisco Mendes, the richest merchant in Lisbon at that time. Seven years later she became a widow and successfully took over her husband's business. Determined to reach Turkey where under the protection of the Ottoman Empire she would be able to profess her faith freely, she embarked on a long journey, which took 17 years. This journey took her to London, Antwerp, Lyon, Venice, Ferrara, Ancona, Ragusa, Salonika and finally Constantinople. Throughout her perils she proved to be highly courageous and an excellent businesswoman. She used her wealth and contacts to help Jews escape the Inquisition, became the self-appointed protector of the conversos, built houses of prayer and teaching, devoted herself to good works, and was known as "the heart of her people."

There are two important factors in the history of Dona Gracia: first, she represents one of the rare examples of fight against repression to the Jews by the use of commercial tactics (the Ancona Boycott), and the first to establish a Jewish colony in Palestine (Tiberias), a self-sustaining settlement for Jews and conversos from an hostile Europe. The author Cecil Roth is a well-known historian. He clearly demonstrates his admiration for Dona Gracia, his praises are many, and openly admits to the fact that he has not been able to find any historical proof to the contrary. Despite this embellishment, Dona Gracia remains a distant character, she carries an aura of mystery which contributes to her "divinity." Had the Jewish faith room for "canonization" Dona Gracia would certainly be a downright candidate. Her name stands amongst famous Jewish women, and as her contemporary the author Samuel Usque says, "she is much a heroine as Miriam, Deborah, and Judith." Cecil Roth was editor in chief of [Encyclopaedia Judaica](#) from 1965 until his death, and an exceptional author of [more than 600 works](#).

Yitzhak Gormezano Goren was born in Alexandria, Egypt, in 1941 and immigrated to Israel as a child. He is a playwright and novelist. Goren studied English and French literature at the Hebrew University of Jerusalem and Tel Aviv University, and received a MFA in theater direction in the United States. In 1982, he co-founded the Bimat Kedem Theater, which promotes original Israeli productions with an emphasis on non-European Jewish culture. In 1998, the company established the Bimat Kedem Publishing House. Gormezano Goren has worked as a broadcast editor and is active in the Israeli theater and film world. He has been awarded the National Council for Culture and the Arts Prize for his play, *The Gospel*

According to Midorus (1966), the Ramat Gan Prize for his novel, *An Alexandrian Summer* (1979), the Govinska-Baratz Prize for his play, *A Simple Tale*, based on Agnon's novel (1979), and the Prime Minister's Prize (2001). The four books on the biography of Dona Gracia are (the fourth one is about to be published):

The Holy Lie (biographical novel), Hakibbutz Hameuchad/ Siman Kriah, 2010 [Ha-Sheker Ha-Kadosh: Dona Gracia Be-Lisbo'a Portugal] – Dona Gracia in Lisboa, Portugal.

The Queen of Finance (biographical novel), Hakibbutz Hameuchad/ Siman Kriah, 2013 [Malkat Ha-Finansim: Dona Gracia Be-Anversa, Hi Antwerpen Flanderya] – Dona Gracia in Antwerpen.

Venician Fever : Dona Gracia Mendes in Venice (biographical novel), Hakibbutz Hameuchad/ Siman Kriah, 2015 [Kadachat Venetzianit: Dona Gracia Be-Venetzia Be-Italya] – In Venice.

Gracia Mendes Nasi (*Gracia* is [Portuguese](#) and [Spanish](#) for the [Hebrew](#) *Hannah*, which means *Grace*; also known by her [Christianized](#) name **Beatrice de Luna**, 1510–1569) was one of the wealthiest [Jewish](#) women of [Renaissance Europe](#). She married Francisco Mendes/[Benveniste](#). She was the aunt and business partner of Joao Micas (alias, Hebrew name [Joseph Nasi](#)), who became a prominent figure in the politics of the [Ottoman Empire](#). She also developed an escape network that saved thousands of [Conversos](#) from the [Inquisition](#). Beatrice de Luna was born in [Portugal](#) in 1510. The family was from [Aragon](#) in Spain and were forcibly converted Jews known as [Conversos](#) (also called Crypto-Jews, Marranos and Secret Jews). So that they could still practice Judaism, the family had fled to Portugal when the [Catholic Monarchs](#), Queen [Isabella I of Castile](#) and King [Ferdinand II of Aragon](#), [expelled the Jews in 1492](#). Five years later, in 1497, they were forcibly converted to Catholicism along with all the other Jews in Portugal at that time. Beatrice's father, Alvaro de Luna Micas, was of a family by the name [Nasi](#) or [Prince](#) in Hebrew. ([A link to Dona Gracia's hotel](#) and museum in Tiberias, Israel).

In 1528, Beatrice de Luna married the very rich [black pepper](#) trader and new Christian in Lisbon, Francisco Mendes. Francisco also happened to belong to the same very prominent Jewish family as her mother – [Benveniste](#) from [Castile](#) and [Aragon](#) – and was also the great grandchild of Don Abraham [Benveniste](#) of [Castile](#). The couple were believed to have been married in the great cathedral of Lisbon, in a public [Catholic](#) wedding, and then to have had a [Crypto-Judaic](#) ceremony with the signing of a [ketubah](#).. Francisco Mendes and his brother, Diogo, were the directors of a powerful trading company and bank of world renown, with agents across Europe and around the [Mediterranean](#). The House of Mendes/[Benveniste](#) probably began as a company trading precious objects and currency arbitrage. Following the beginning of the [Age of Discovery](#) and the finding, by the Portuguese, of a sea route to [India](#), the Mendes brothers became particularly important [spice traders](#). They also traded in silver – the silver was needed to pay the Asians for those spices. In January of 1538, when Beatrice was only twenty-seven years old, Francisco died. In his will Francisco divided his fortune between Beatrice and his brother and business partner, Diogo; this bold decision put Beatrice on the path to becoming the successful and renowned business woman of the sixteenth century that we know her for today.

A few years before Francisco's death in 1538, his brother, Diogo, had opened a branch office of their house in the city of [Antwerp](#) together with his relative Abraham [Benveniste](#). Soon after Francisco's death, Beatrice Mendes moved to Antwerp to join Diogo with her infant daughter, Ana (the future wife of [Don Joseph Nasi](#)) and her younger sister, Brianda de Luna. The move from Lisbon was also timely due to the changing political landscape in Portugal, when as of May 23, 1536, the Pope ordered the establishment of a [Portuguese Inquisition](#). Once they settled in Antwerp, Beatrice invested her family fortune in her brother-in-law's business, and started to make a name for herself not only as his business partner but as an independent business woman herself. The relationship between the de Luna and Mendes households became even stronger, with the marriage between Beatrice's sister, Brianda, and Diogo Mendes. But just five years after Beatrice Mendes settled in [Antwerp](#), Diogo also died. It was now 1542, and in his will he left his niece and sister-in-law control of the Mendes commercial empire, making Beatrice Mendes an important businesswoman. The enormous wealth enabled her to influence kings and [popes](#), which she did to protect her fellow Conversos. It also enabled her to finance her escape network. It is believed she was the driving force behind the publication of the [Ferrara Bible](#) from [Sephardic](#) source texts. The second, public printing of the book was dedicated to her. All the while she had to fend off attempts by various monarchs to confiscate her fortune by trying to arrange a marriage of her only daughter to their relatives. Had this happened, a large portion of the family wealth would have been lost, by coming under the control of her daughter's husband. Beatrice Mendes resisted all these attempts, which often put her in personal peril.

Starting in Antwerp, she began to develop an escape network that helped thousands of fellow Conversos flee [Spain](#) and [Portugal](#), where they had been constantly under threat of arrest as [heretics](#) by the [Inquisition](#). These fleeing [Conversos](#) were first sent secretly to spice ships, owned or operated by the House of Mendes/[Benveniste](#), that sailed regularly between [Lisbon](#) and [Antwerp](#). In [Antwerp](#), Beatrice Mendes and her staff gave them instructions and the money to travel by cart and foot over the [Alps](#) to the great port city of [Venice](#), where arrangements were made to transport them by ship to the [Ottoman Empire](#), [Greece](#) and [Turkey](#) in the East. At that time the [Ottoman Empire](#), under the Muslim Turks, welcomed Jews to their lands. The escape route was carefully planned. Even so, many died on the way as they traversed the mountain paths of the high [Alps](#). Under Beatrice Mendes (Doña Garcia Nasi), the House of Mendes/[Benveniste](#) dealt with King [Henry II of France](#), [Holy Roman Emperor Charles V](#), his sister [Mary](#), Governess of the Low Countries, Popes [Paul III](#) and [Paul IV](#), and [Sultan Suleiman the Magnificent](#), [Sultan](#) of the [Ottoman Empire](#). These dealings involved commercial activities, loans, and [bribes](#). Earlier payments to the Pope by the House of Mendes and their associates had delayed the establishment of the [Inquisition in Portugal](#) (see [History of the Jews in Portugal](#)).

In 1544, she fled once again, this time to the [Republic of Venice](#), and took up residence on the [Grand Canal](#). The city-state offered Jews and conversos a safe base to live and conduct business, although most practicing Jews were confined in crowded ghettos; because of this situation that Jewish people were put into, the Mendes most likely practiced [Judaism](#) secretly while still putting up the Catholic charade. She continued the type of business that she did with her brother-in-law, and very successfully traded pepper, grain, and [textiles](#). While in Venice, she had a dispute with her sister, Brianda, Diogo's wife, regarding his estate, and left yet again to the nearby city state of [Ferrara](#) to avoid the ruling the Venetian Giudici al Forestier (Tribunal for the Affairs of Foreigners) decided would end the sisters' conflict over equal control of the fortune.

The city of Ferrara was eager accept the Mendes family; Ercole II, Duke of Este (1508-1559), agreed to the terms of Diogo Mendes's will so that the wealthy family would move to his city, and received them gracefully in 1549. In Ferrara, Beatrice Mendes, for the first time in her life, was able to openly practice Judaism with in a distinguished Jewish Sephardi Community and in a city that recognized her rights. This time in her life is most likely when she started to become known as Doña Gracia Nasi. The genealogy of her family starts to get a little confusing here; this is most likely when her sister Brianda adopted the name Reyna, when Beatrice's daughter Ana, became known as Reyna as well, and also when Brianda's daughter, named after Beatrice, was given the name Gracia. The family's new proud Jewish identity brought Doña Gracia beyond the realm of commercial business, and she became a large beneficiary and organizer for resettling Jewish people using her commercial network during the [Jewish diaspora](#). Doña Gracia became very involved with the Sephardic colony in Ferrara, and became an active supporter of the burst of literacy and printing among the Jews of Ferrara. Because of her humanitarian efforts and other successes, such books that were printed during this time, like the [Ferrara Bible](#) (published in 1553) and *Consolation for the Tribulations of Israel* (published 1553, written by [Samuel Usque](#)), were dedicated to Doña Gracia Nasi. The move to Ferrara, however, did not end the quarrel between Doña Gracia and her sister, Brianda (now Reyna de Luna), over the control of the estate. To finally end the dispute, Doña Gracia briefly went to Venice to settle with her sister in the [Venetian Senate](#). Doña Gracia was all what Brianda was not, which caused her jealousy.

After the settlement was made, her, her daughter Ana (now Reyna Nasi), and a large entourage moved to [Constantinople](#) (now [Istanbul](#)), in the Ottoman domains, where she arranged for her daughter to marry her husband's nephew and business partner, [Don Joseph Nasi](#). This move in 1553, just as her others, proved to be just in time as the political atmosphere in [Counter-Reformation](#) Italy started to become hostile. In Constantinople, Doña Gracia lived fashionably in the European quarter of Galata. She was very dedicated to her Jewish lifestyle, and assumed a role of leadership in the Sephardi world of the Ottoman Empire. In 1556, soon after Doña Gracia arrived in Constantinople, the Pope sentenced a group of Conversos in Ancona to [the stake](#), claiming they were still practicing Jewish rites. In response, Dona Gracia organized a [trade embargo](#) of the port of [Ancona](#) in the [Papal States](#). In Istanbul, she built [synagogues](#) and [yeshivas](#). One of the synagogues is named after her (*La Señora*). These institutions were created primarily to help the refugees to return to Judaism, their ancestral faith. In 1558, she was granted a long-term lease on the [Tiberias](#) region in [Galilee](#) (part of [Ottoman Syria](#) at the time), from [Sultan Suleiman the Magnificent](#), in exchange for guaranteeing a substantial increase in the yearly tax revenues. The [Ottoman Empire](#), under the Sultan, had conquered that part of the [Holy Land](#) some years earlier, but it was largely a desolate place. As a result, she obtained the ruling authority over the Tiberias area. With the help of the Sultan, she then began to rebuild the area's abandoned towns to make them available to refugees so they could settle there if they wished. Her aim was to make Tiberias into a major new centre of Jewish settlement, trade and learning. A Jewish traveler who visited Tiberias around this time mentions how she had leant support to the Jewish community there, and how that after her death they were compelled to ask for Jewish donations elsewhere. This venture has often been called one of the earliest attempts at a modern Zionist movement. Dona Gracia (Mendes) Nasi died in [Istanbul](#) in early 1569.

After reading ten biographies on her life I have become a bit expert on her life. That is why I think that we should change the usual ending of her biography. Most of the biographies mention that Dona Gracia died in Istanbul in 1569, however, we don't have historical substantiation on that. One can read on the Internet the entry "Where did Dona Gracia Die?"

Posted on August 22, 2011 by Dona Gracia Admin: "We don't know for sure where Doña Gracia died. Cecil Roth, the distinguished historian, always maintained she died in Tiberias, and that a special mansion had been built for her there. However, we could not find any evidence of this. We did, however, find a letter to the authorities in Dubrovnik, signed by her nephew and partner Don Joseph Nasi, informing them of her recent passing. Its language suggests she was still active in Istanbul right up until her death. I have always believed she died in the comfort of her family home there, rather than take the dangerous journey onwards to Tiberias. The confusion might have occurred because it's possible Doña Gracia left instructions for her body to be taken to holy ground in Tiberias after her death. That's one of the holiest burial places in Israel, second only to the Mt. of Olives in Jerusalem, where she had sent the bones of her late husband, who had died in Lisbon many years before." I, personally think that if Dona Gracia would have died in Istanbul we would have plenty of documentation on that as we have on other events that occurred in this city, which was the capital of the Ottoman Empire. She was one of the most prominent personalities of the capital, knew personally ambassadors and statesmen, and probably the richest person in Turkey. So, it is quite impossible that her death would not have been noticed. That is why she probably died in Tiberias, where she had a mansion, and because of that the event was not noticed in the capital. If we don't know the truth for sure, I think that one is allowed to take an [artistic license](#), and decide that she settled in Tiberias and died there. This is too good to be overlooked, a woman, a Sephardi, a conversa, was the first modern Zionist, founded Tiberias and settled there, and only because of her early death her project of Zionist settlement in the Holy Land did not last. I cannot believe that Dona Gracia preferred to remain in Istanbul when all her life's purpose was to renew the state of Israel in her times. Why did she build a mansion in Tiberias if she did not intend to settle there? Dona Gracia always set the example to all her congregation, she dared opposing the King of Portugal, Charles V Emperor of the Holy Roman Empire, the Pope. All the time she had only one aim – to return to the faith of her ancestors and to renew the Jewish settlement in Tiberias and the Holy Land. So I cannot believe, that a moment before attaining her goal she decided to remain in Istanbul instead of settling in Tiberias.

Though Dona Gracia disappeared into oblivion almost immediately and remained hardly known for the subsequent 500 years, that is now changing, possibly due to a new sense of relevance among today's women and scholars. Instrumental to keeping her rich Jewish past alive for future generations of Jews, the Habsburg Trust headed by family relatives, Baron Corso de Palenzuela et al., have sponsored and supported historical, and testimonial exhibitions that bring to light the efforts of Dona Gracia to keeping and maintaining the Jewish civilization and legacy of the Jewish Diaspora throughout the ages. Indeed, Dona Gracia is fast becoming a cult figure on the world stage. New York City designated a Dona Gracia Day in June 2010, followed by a similar proclamation in Philadelphia a year later. Israel's political leaders honoured her for the first time in October 2010. A dedicated website [\[1\]](#) was launched in 2011. She now has a Facebook page: facebook.com/donagraciaworldwide. The Turkish government sponsored a Dona Gracia evening in New York City and has also sponsored an exhibit in Lisbon. There have been lectures, articles and festivals in her honour all over Europe. The growing numbers of women in business and the professions who attend the programs identify with her ambition, courage and even personal loneliness. An Italian white wine has been named after her. The Israeli mint has produced a commemorative medal. She now has a museum in Tiberias devoted to her life and deeds. She is idolised by the descendants of conversos she saved, now living in southern [Italy](#), the US, Central & South America. In the TV series [Muhteşem Yüzyıl](#), Gracia

Mendes Nasi is portrayed by Turkish actress [Dolunay Soyser](#). (A link to a [lecture on the life and work of Dona Gracia](#).)

13. DRAMA IN LADINO – TRANSLATION INTO ENGLISH, YOSEF AVRAAM PAPO – TRANSLATION OF ATHALIE BY RACINE– FRENCH & LADINO, THE ORIGINAL PLAY LA VINYA DE NAVOT/THE VINEYARD OF NAVOT IN LADINO, POEM TO RUTHY

We wrote about the famous play Dybbuk in the Yiddish chapter and brought texts in Yiddish and English. But also in Ladino there was a great [effervescence in the US](#), Israel and other countries. I already wrote how the first book that I read in Ladino was *Romeo i Julieta* in a translation in Rashi letters made in Greece. In the 1930s, one of the overriding concerns of the Sephardic colony was the escalating violence against the European Jewish people by the Nazis and their collaborators. *La Vara*, at the time the Nazis rose to power, was the only surviving Ladino newspaper in the United States, and is thus a major source chronicling the involvement of American Sephardic Jews in Holocaust relief efforts. Esther Cohen's community expressed its distress about Nazi persecution of Jews through a performance in June of 1938, sponsored by a number of New Lots Sephardic organizations to benefit the United Palestine Fund. The play, *Baron Lenzer of Germany*, was based on issues of assimilation within German Jewish society and was directed by Cohen's husband, Victor, and R. Albert Nahoum. Esther Cohen played the role of a servant employed in the house of Baron Lenzer, an assimilated German Jew. In one scene, she recited a dirge bemoaning Nazi brutality and pleading for the repatriation of the Jewish people in the land of Israel. Cohen, who composed the lyrics herself, sang the solo to the tune of "Eli, Eli" and, as *La Vara* reported, "moved the audience intensely." The verses, transliterated and translated from the Ladino, read as follows:

Diós de los sielos, arekoje tu puevlo,

Aronjados por los Romanos,

Matados por los Jermanos.

Dámos libertad, dámos un lugar para repozar.

Diós de los sielos, estamos mucho sufriendo,

Mándamos un regmidor, mándamos la salvación.

Dámos libertad, damos un lugar para repozar.

Diós de los sielos, perdónamos nuestros yeros.

Mira a tus kreados, arastando i yorando,

Mira a Hitler ke se está vengando,

Dámos libertad, dámos un lugar para repozar.

God of the heavens, restore life unto Your people,

Thrown out by the Romans, Murdered by the Germans.

Grant us liberty, grant us a place of respite.

God of the heavens, we suffer greatly!

Send us a savior, send us salvation!

Grant us liberty, grant us a place of respite.

God of the heavens, pardon our errors,

Look upon Your creatures, wandering and wailing,

Look upon Hitler, who is wreaking his vengeance.

Grant us liberty, grant us a place of respite.

And here we bring an extract of a translation made by Yosef Avraam Papo to *Athalie* by Racine, which was the basis for his monumental play *La Vinya de Navot* (the vineyard of Navot). I read the play which I have in my library in Rashi letters. Papo was from Ruschuk, Bulgaria (we visited the town in our trip to the Balkans and spoke there of [Elias Canetti](#), another prominent Sephardi Jew born in this famous town who received the Nobel Prize but who wrote in German – I read one of his books *Auto-da-Fe*). Papo lived between 1865 to 1923 and besides translating *Athalie* by Racine (see below), he translated other plays from French as *Shaul* by Lamartine, and wrote besides *La Vinya de Navot* – the play *Miriam la Hashmonea*. *La Vinya de Navot* by Papo is in verses, but Racine's influence is only in the composition of the protagonists and the construction of the action.

<p>[Shena tersera]</p> <p>[Yeoyada:] enteramente aboreser la verdad. Vos amostraran la virtud en una afroza imaje. Siendo eyos supieron azer trazyerar mizmo el mas savio de los reyes. Prometed, dunke, sovre este livro i delante todos estos testimonios Ke el Dio sera siempre el primo de vuestros kudios, Ke seresh sev[e]ro kon los malos, i el abrigo de los buenos, Entre el prove i vos, tomaresh el Dio por justador. En akodrandovos mi ijo ke</p> <p>Komo eyos un dia fuistesh prove, i komo eyos guerfano. Yoash: (djurando sovre el livro) Yo prometo de observar todo lo ke la Ley ordena. Mi Dio kastigadme siriozamente si yo vos abandono i me olvido de vuestra Ley. Yeoyada: Venid rey a untarvos kon la azeite Santa, I vos Jozabet, aparesid, venid mostradvosh entre nozotros.</p> <p>Shena kuatrena Yoash, Yeoyada, Jozabet, Zeharia, Shelomit, Azaria, Yishmael, tres kapos de los Leviyim i el koro Jozabet: O rey, ijo de David! Yoash: O mi unika madre!</p>	<p>Acte IV Scène III</p> <p>Yoad: Ils vous feront enfin haïr la vérité, Vous peindront la vertu sous une affreuse image. Hélas! ils ont des rois égaré le plus sage. Promettez sur ce livre, et devant ces témoins, Que Dieu sera toujours le premier de vos soins; Que sévère aux méchants, et des bons le refuge, Entre le pauvre et vous, vous prendrez Dieu pour juge. Vous souvenant mon fils, que caché sous ce lin, Comme eux vous fûtes pauvre, et comme eux orphelin Joas: Je promets d'observer ce que la loi m'ordonne Mon Dieu, punissez-moi si je vous abandonne . Joad: Venez: de l'huile sainte il faut vous consacrer Paissez. Josabet: vous pouvez vous montrer .</p> <p>Acte IV Scène IV Joas, Joad, Josabet, Zacharie, Azarias, Etc., Salomith, Le Choeur</p> <p>Josabet: Ô Roi, fils de David! Joas: O mon unique mère! Venez, cher Zacharie, embrasser votre frère. Josabet: (à Zacharie) Aux pieds de votre roi prosternez-vous, mon fils. Joad: (pendant qu'ils s'embrassent)</p>
---	---

Zeharia, ven abrasar a tu hermano!	Enfants, ainsi toujours puissiez-vous être unis!
Jozabet: Mi ijo, enkorvate a los pies de tu rey.	Josabet: (à Joas)
Yeoyada: Ijikos, puedrash vozotros amarvos siempre este modo.	Vous savez donc quel sang vous a donné la vie?
Jozabet: (a Yoash)	Joas: Et je sais quelle main sans vous me l'eût ravie
Ya savesh vos kuala sangre vos a dado la vida?	
Yoash: O si, ya se mizmo kuala mano me keria matar, i ke es gracias a vuestras asistensia ke yo bivo.	

The monumental book of Elena Romero on the Sephardi theater was published in three parts in Madrid 1979: [El Teatro de los Sefardies Orientales](#). Romero found 201 dramas en Ladino – 91 original plays, 64 – translated plays, 45 – works in Ladino that their origin is not known. She found 44 authors, 28 translators and 5 (including Papo) who were original authors and translators as well. I bring below an extract of La Vinya de Navot in Ladino written in Latin alphabet, although it was written originally in Rashi writing, which today is very difficult to read. The extract is the last scene, which is an ode to the king and queen who reign in justice and vanquished malice and evil. As you can see it is in verse, in the classical style of Racine.

Todos

Biva el rey! Biva la reina! Biva la djustisia!

Abasho la inikuidad! Abasho la malisia!

(forman un kortejo para irsen al palasio, el rey i la reina adelante i todos detrás van rodeando por la esena i kantando en kaminando avagar avagar a la luz del pigal en boz de שאו שערים ראשיכם)

Dio alto i temerozo, djusto i maraviozo,

Te rendemos a millones gracias i alavaciones!

Nuestra tierra destruyida, nase, torna a la vida.

Por gozar kon su rey nuevo, ke es muy bravo mansevo. (gritan)

Biva el rey! Biva la reina! Biva la djustisia!

Abasho la inikuidad! Abasho la malisia! (kantan en boz de "שובב ציון")

Kanta Israel por tu rehmission,

Ya vino goel para tu nasion.

Nuestro Dio fiel, kon su bendision,

Ara korrer miel dientro de Shomron.

Nos alegrara kon el nuevo rey

I nos atara kon su santa ley.

Nos kontentara kon su dulce fey.

Torna nos dira: "Tu mi pueblo sey!"

Kanta Israel por tu rehmission

Ya vino goel para tu nasion! (gritan)

Biva el rey! Biva la reina! Biva la djustisia!

Abasho la inikuidad! Abasho la malisia! (kantan en boz de "צור שוכן עלי שמים")

Efrayim kon grande gozo, kanta este dia ermozo!

Vate para la kampanya, i grita en la montanya

Ke dios te tiro su sanya i te rindio muy orozo.

Efrayim, kon grande gozo, kanta este dia ermozo!

Ye'hu en Dios se arima, i atrae su estima,

Kon una reina sublima, forma un par muy glorioso

Efrayim, kon grande gozo, kanta este dia ermozo! (gritan)

Biva el rey! Biva la reina! Biva la djustisia!

Abasho la inikuidad! Abasho la malisia!

[Fin]

Finally, I would like to bring here my humble contribution to Ladino poetry, the poem "Onde estas mujer kerida" – "Where are you beloved wife", that I wrote to my wife Ruthy on the occasion of her birthday on 18/1/2000, that was published in [Aki Yerushalayim in 2005](#), in Ladinokomunita, and on other occasions, in which I praise all her merits – how she assists her dying father at the hospital, her bereaved mother, her children, her grandson, her pupils, how she visits the tumb of her grandmother, how she cares for everybody in innumerable good deeds...

Ma por ti marido kerido – But for you dear husband

Tengo la mas grande mitsva – I do the greatest "mitsva"/good deed (in Ladino, Yiddish, Hebrew)

Amarte sin fin – loving you forever

En siendo siempre fiel. – and being always faithful.

I si no tengo mucho tiempo para ti – And if I don't have much time for you

Ke sepas que sos todo mi mundo - you should know that you are all my world

I si ago tantas mitsvot para todos – and if I do so many "mitsvot"/good deeds for everybody

Es para reengrasiar a Dios ke me regalo a ti !– it is to thank God who gave you as a present to me.

Onde estas mujer kerida? איפה את אשתי היקרה

Onde estas mujer kerida? איפה את אשתי היקרה

Andjel, amor, onde estas? מלאכי, אהובתי, אייך

Un momento esto kon mi padre רגע אחד אני עם אבי

Ke esta hazino en el eshpital, הגוסס בבית החולים

Lo ayudo, le do a komer, מאכילה אותו, מסייעת לו,

Le ago karizias, lo konsolo. מלטפת אותו, מנחמת אותו.

En el otro vijito a mi madre ברגע הבא מבקרת אני את אמי

Ke esta sola en kaza, שנותרה לבדה בביתה,

Para konfortarla על מנת לחזק אותה

I darle koraje. ולנסוך בה אומץ רוח.

Despues me vo a mi nuera אחר כך אני הולכת לכלתי

Ke pario ayer un ijo tempranero, שילדה אמש פג בטרם עת,

I la embezo ke deve azer ואני מלמדת אותה מה עליה לעשות

En este tiempo difisil. בעתות קשות אלה.

Me vo tambien a mi ijo אני הולכת גם כן לבני

Traerle a komer מביאה לו אוכל

Lavarle la ropa מכבסת את בגדיו

Limpiarle la kaza. מנקה את ביתו.

Ma tengo tambien ke lavorar אך עלי גם לעבוד

Y ensenyar a los elevos ולחנך את תלמידי

Amarles komo mis ijos לאהוב אותם כמו את ילדי

Darles mi alma. לתת להם את נשמתי.

No ulvido vijitar איני שוכחת לבקר

La tomba de mi nona את קברה של סבתי

Meterle flores מביאה לה פרחים

Insindiendo kandelas de neshama. מדליקה לה נרות נשמה.

Aziendo muchas mitsvot עושה מצוות רבות

En una semana בשבוע אחד

Ke otras azen שאחרות עושות

En una vida entera... במשך חיים שלמים

Ma por ti marido kerido אבל עבורך בעלי היקר

Tengo la mas grande mitsva : אני עושה את המצווה הגדולה מכולן :

Amarte sin fin קץ ללא קץ

En siendo siempre fiel. ולהישאר תמיד נאמנה לך.

I si no tengo mucho tiempo para ti ואם אין לי זמן רב להקדיש לך

Ke sepas que sos todo mi mundo עליך לדעת שאתה כל עולמי

I si ago tantas mitsvot para todos ואם עושה אני כה הרבה מצוות עבור כולם

Es para rengrasiar a Dios ke me regalo a ti ! זה בשביל להודות לאל על שהעניק לי אותך במתנה

Jacques Cory

יעקב קורי

14. JEWISH FOLKLORE, FOLK SONGS IN YIDDISH, [YEMENITE](#) AND LADINO – CHAVA ALBERSTEIN, OFRA HAZA, YITZHAK NAVON'S BUSTAN SEPHARDI, YEHORAM GAON'S FROM TOLEDO TO JERUSALEM

The Jewish people in general and Israel in particular are an amalgamation of cultures and folklores with a common denominator Judaism. They comprise of three main communities – [Ashkenazi](#): Jews from Germany and Eastern Europe and later – England, the US, most of them spoke Yiddish or German, but they spoke also Russian, Polish, English, Ukrainian, Romanian, Serb, Czech, and so on. [Oriental](#) – Jews living in Arab speaking countries: Morocco, Algeria, Tunisia, Lybia, Egypt, Syria, Lebanon, Iraq, Yemen, and also Iran, Ethiopia and India. They spoke mainly Arabic or Judeo-Arabic languages, or Persian, Amhari and Hindi. [Sephardic](#): Jews originating from Spain, Portugal and Italy, and living in Italy, Greece, Bosnia, Macedonia, Bulgaria, Turkey, Israel/Palestine, France, Netherlands, the US, Latin America, speaking mainly Ladino, but also Greek, Turkish, Italian, Arabic, Bulgarian, French, Dutch, Spanish, English. There were of course countries where there were Jews from the 2 or 3 communities – as Egypt, Turkey, Bulgaria, the US, Latin America, France, England, Yugoslavia, and of course Israel.

From the Folklore chapter of the [Jewish Virtual Library](#): "Jewish folklore can be defined as the creative spiritual and cultural heritage of the Jewish people handed down, mainly by oral tradition, from generation to generation by the various Jewish communities. The process of oral transmission took place alongside the development of normative, written literature. The science of folklore ("folkloristics") is a discipline which studies the historic-geographic origin and diffusion of folklore institutions, their social backgrounds, functions, intercultural affinities, influences, changes, and acculturation processes and examines the meanings and interpretations of the institutions' individual components. The national cultural heritages of the gentile neighbors among whom the Jewish people has lived throughout its wanderings and dispersions have been assimilated into Jewish folklore. While mutual intercultural contacts are evident in many realms, Jewish folklore has certain specific features common to Eastern and Western Jews which are characteristic of the creative folk ego of the Jewish people. The Judaization and adaptation of universal traditions bear witness to the qualities, trends, and hopes of the Jewish transformers. Through a comparative study of neighboring cultures, normative Jewish religion, and folk evidence which is substantiated by the transmission of many generations and culture areas inhabited by Jews, the special character of Jewish folk tradition may be apprehended.

Best known and the most widespread among the Jewish folklore genres, the realistic tale is mostly comprised of jokes and anecdotes depicting the comic aspects of life, especially as seen through Jewish eyes. The main heroes are fools, wits, misers, liars, beggars, tricksters,

and representatives of various professions. The point of the Jewish joke, seemingly concluding it, is often followed by a "hyperpoint" – some clever and sophisticated addition to the humorous story, stressing a new, often specific Jewish aspect. Though the humorous motifs are universal, there is less of visual (situational) humor in Jewish jokes than in universal jests, and there is more of verbal humor, consisting of clever retorts, wordplay, "learned" interpretations of words and sentences, jests, and witty noodle stories. In most Jewish jokes the realistic background is typically Jewish, as are the heroes – well-known local wags (Hershele Ostropoler, Motke Habad, Froyim Greydinger, Jukha, etc.) whose fame has spread far beyond the border of their original place of activity. There are also "wise" places as, for example, Chelm in Poland, Linsk in Galicia, etc., whose "wise" inhabitants (in fact, fools) perform the same deeds as their "wise" colleagues – the inhabitants of Abdera (Greece), Schildburg (Germany), Gotham (England), etc.

Among the droll characters of the Jewish jokes, typical "Jewish" professions and types of socioeconomic failures are well represented: *schnorrers* ("beggars"), *shadḥanim* ("matchmakers"), cantors, preachers, but mostly *schlemiels* and *schlimazels*. Social misfits, their gawkishness, clumsy actions, and inability to cope with any situation in life make the listener enjoy his own superior cleverness (the feeling is often subconscious). A witty folk-saying distinguishes between the two characters: "A *schlemiel* is a man who spills a bowl of hot soup on a *schlimazel*." Whereas the word *schlimazel* seems to be a combination of the German word *schlimm* ("bad") and the Hebrew word *mazal* ("luck"), the origin of *schlemiel* is obscure and has given rise to many German-Yiddish folk etymologies. Many of Shalom Aleichem's folk types, Tevye the Milkman and Menahem Mendel, have been given the traits of an irrepressible daydreaming *schlimazel*. Benyamin the Third, a character out of the world of Mendele Mokher Seforim, is similarly portrayed. The undertone of sadness and frustration underlining many Jewish jokes is probably rooted in the ceaseless struggle for survival in an anti-Jewish society; the laughter is thus often through tears. While the jokes and anecdotes carry a note of satirical (sometimes even biting) self-criticism, they are a means of consolation as well, either through minimizing troubles and hoping for a happy end ("a Jew will find his way out"; "the troubles of many are half a consolation"), or by relating stories about rich, successful, and influential Jews – the Rothschilds, Baron Hirsch, Jewish dignitaries, with whom the poor Jewish listeners identify.

In spite of the negative attitude of normative rabbinic Judaism toward communal secular singing by both sexes, stemming from the talmudic saying *kol be-ishah ervah* ("a woman's voice is a sexual incitement"), the secular folk song was part of the life of the individual, the family, and the society on many occasions. The lyrics are very diverse and cover all aspects of Jewish life: the biblical past, the Messianic future, the year cycle, the lifespan ("from the cradle to the grave"), problems of livelihood, work and frustration, social protest, national hope, love, separation, luck, and misfortune. Texts of the East European (Yiddish) folk song have been collected (An-Ski, Beregovski, Cahan, Ginzburg-Marek, Idelsohn, Prilutski, Rubin, Skuditski), popularized (Kipnis, Rubin), studied, and analyzed (Cahan, Idelsohn, Mlotek, Weinreich) more than any other Jewish folklore genre. Recent annotated collections (Cahan, ed. Weinreich; Pipe, ed. Noy), as well as attempts at scholarly synthesis (see in bibl. Cahan's *Studies*; Rubin's *Voices*; Mlotek), see the Yiddish folk song as a well-defined artistic folk genre, both in its melodic (cf. Idelsohn, Sekuletz) and in its poetical form and contents. The lyrics are emotional, tender, and introspective, even if some of them, especially children's rhymes, are at times coarse, satirical, and comic. The melody is, almost always, in a minor key infusing the most joyous and even frivolous words with a touch of tenderness and sadness. According to Y.L. Cahan, the oldest among the Yiddish folk songs, going probably

back to the European Renaissance period, are love and dance songs. Older Hebrew influences, stemming mainly from the Song of Songs and from remnants of love songs as preserved in talmudic literature (cf. Ta'an. 4:8–15th of Av song; Ket. 17a – a song "Before the Bride in the West," Palestine) are also evident.

The establishment of musical research institutes by universities in Israel and the development of the study of liturgical poetry and music into scholarly disciplines, mainly in the training centers for cantors of the Jewish Theological Seminary, the Hebrew Union College, and the Israel Institute for Religious Music led to the study, analysis, and elaboration of many aspects of music and song in folk traditions. Data are collected and research is being continued in the field of East European Jewish musical folklore, stressing the role of folk musicians (*klezmerim*) and folk jesters (*badḥanim*). Other aspects emphasized are the social role of folk music, the interrelationship between sacred, liturgical, and ḥasidic music and religious folk songs (Geshuri, Vinaver), the music of the various Oriental-Jewish ethnic groups and the interrelationship of Jewish and non-Jewish folk music (Gerson-Kiwi; Idelsohn's *Thesaurus*; Tunisia-Lachman; Sephardi-Algazi; L. Levy). Many works on Jewish music and musicians (Avenary, Gradenwitz, Fater, Holde, Idelsohn, Rabinovitch, Werner) include studies on the lyrics of the folk song and on folk music. The influence of Jewish folk songs on Jewish and non-Jewish modern composers is still to be investigated. Jews are among the most important composers of American jazz and the Jewish folk heritage might have had a considerable effect on their compositions. Many Yiddish folk songs entered the main popular musical stream of the U.S. and are sung by leading performers and millions of people (*Bei Mir Bist Du Schein*, *Joseph-Joseph*, etc.): through their penetration into a foreign setting, they have become alienated from their Jewish tradition.

Only a few collections and studies deal with the non-Yiddish, Oriental-Jewish folk song. Comparatively great attention has been paid to the folk song of the Yemenite Jews (Idelsohn, Ratzhabi, Spector) and to the romance and the *copla* (Spanish ballad or popular song) as sung in Ladino-speaking Sephardi communities dispersed all over the world: Tetuan, Spanish Morocco (Alvar, Armistead-Silverman, Palacin); Salonika, Greece (Attias); Atlanta, Georgia, U.S. (MacCurdy-Stanley); etc. (cf. also Avenary, Ben-Jacob, Gerson-Kiwi, Molho, Pelayo, Shiloah). The study of the Judeo-Spanish *romancero* ("a collection of ballads or romances"; Katz), is a very young branch of Jewish ethnomusicology (cf. Ladino Literature). Modern Palestinian and Israel folk songs are currently alive in Jewish folklore. The Holocaust put a tragic end to the Yiddish folk song which has become a subject for social-historical (Dvorkin), linguistic (Hrushovski), and folkloristic (Mlotek, Noy) studies, but no longer exists as a living tradition. The assimilation and emigration of Oriental Jewish communities, uprooted from their places of birth and traditional folkways, led to a similar process with regard to the Oriental-Jewish folk song transmitted in Ladino, Aramaic (by Kurdistan Jews; cf., Rivlin), and Judeo-Arabic dialects.

The Palestinian folk song is characterized by two main traits: (1) the Hebrew lyrics; (2) the main theme, which is national. The central idea in the folk song focuses on the return of the Jewish people to their old-new homeland. The hope for the return is variously expressed and the trials and tribulations undergone are as diverse as the songs. Most of the songs were written by Palestinian authors and composers between the two world wars. Many others, dating back to the beginnings of the Jewish national revival and to the rise of the Zionist movement in 19th-century Russia, are strongly influenced by the songs of composers and bards like A. Goldfaden and E. Zunser. Some of the themes are: the yearning for Zion, the virtues of physical labor, self-defense, and pioneering in order to rebuild the land into a

national home for the wandering Jew. The Palestinian folk song celebrates the struggles of the young and ardent *ḥalutz* in his homeland: defense and standing guard (*haganah* and Trumpeldor songs); road building ("*Hakh Pattish*"); and agricultural work (*Sabba Panah Oref*) and love songs (*Sahaki Sahaki Al ha-Halomot*) were imbued with idealistic pathos alluding to national duties and hopes. Many of the Palestinian folk songs served as accompaniment (with or without words) to the various folk dances. The main musical influences on Palestinian folk songs (and folk dances) have been has ḥaidic-Slavic, Oriental-Sephardi, Palestinian-Arabic, and Jewish-Yemenite (Music in Erez Israel.).

Most of the Jewish proverb collections are compilations of single statements, aphorisms, and dicta, excerpted from the talmudic-midrashic and medieval literatures, or from specific post-biblical gnomic treatises, which have been transmitted in writing. The tannaitic *Avot*, for example, inspired many similar compilations. Only in recent decades have genuine collections of folk proverbs, committed to writing from the living oral tradition of the various Jewish communities, been published. The most comprehensive among them is I. Bernstein's collection of Yiddish proverbs, followed later by paroemiological collections and studies of Ayalti, Beem (Jewish-Dutch), Einhorn, Hurwitz, Kaplan (World War II death camps and ghettos), Landau, Mark, Rivkind, Stutshkov, and Yoffie. Other culture areas and ethnic groups represented in the various proverb collections and studies are: Judeo-Arabic (Yahuda); Judeo-Spanish (Besso, Kayserling, Luna, Saporta y Beja (Salonika) Uziel, Yahuda); Bukharan (Pinhasi); Neo-Aramaic from Iraqi Kurdistan (Rivlin, Segal); North African (Attal); Samaritan (Gaster); Yemenite (Goitein, Nahum, Ratzhabi, Shealtiel); Palestinian-Hebrew in kibbutzim and villages (Halter)."

The best Israeli folk singers are undoubtedly Chava Alberstein in Yiddish and Hebrew, Yehoram Gaon in Ladino and Hebrew, and Ofra Haza in oriental Jewish songs, mainly Yemenite, in Hebrew and also in Ladino. [Chava Alberstein's Yiddish songs](#), we bring here about fifty songs, are very loved by the Israeli public, but also by the Jewish diaspora, and she had the greatest influence to endear Yiddish songs to the young generations. One of the most well-known Yiddish songs is [Zog Nit Kayn' Mol](#), Never Say This Is The End, the Jewish partisan's song during World War II, sung by Chava Alberstein, but there are also lighter songs as [Tumbalalaika](#).

We can compare these two songs to the Ladino songs: [Arvoles yoran por luvias](#), sung by the Jews from Saloniki when they were deported to Auschwitz, here sung by Yehoram Gaon, and the much lighter song [La vida do por el raki](#) sung by Glykeria. And there are of course the most known Yiddish song [My Yiddishe Mame](#), sung by Charles Aznavour in French, [Neil Sedaka](#) in English, and [Dudu Fisher](#) in Yiddish, and [Adio Kerida](#) in Ladino sung by Ofra Haza, the Israeli no. 1 folk singer, and by [Enrico Macias and Yasmin Levy](#), two of the best Sephardic singers.

[Ofra Haza](#) was known worldwide as a folk singer, very successful in Europe and the Americas; during her singing career, she earned many platinum and gold discs. Her major international breakthrough came in the wake of the album *Shirei Teiman* (Yemenite songs), which she recorded in 1984. The album consisted of songs that Haza had heard in childhood, using arrangements that combined authentic Middle Eastern percussion with classical instruments. Further recognition came with the single "[Im Nin'alu](#)", taken from the album *Shaday* (1988), which won the New Music Award for Best International Album of the Year. Other well known songs are: [B'cherem Teiman](#), [Tzur Menati](#), [Galbi](#), [Shaday](#), [Kaddish](#), [Ya Be Ye](#), and others.

We cannot speak of Ladino culture and folk songs without mentioning three masterpieces, the first two – [Sephardic Romancero](#) (1968) and [Bustan Sephardi](#)/Spanish Garden (1970), two musicals based on Sephardic folklore and wrote by [Yitzhak Navon](#). Bustan Sephardi is the most popular play in Israel, performed more than 2000 times. It is a musical based on a musical collage telling the story of the Sephardic neighborhood of Ohel Moshe in Jerusalem in the thirties of the 20th century. The musical includes the most famous Sephardic romances from Yitzhak Levi's anthology, as well as Sephardic prayers and humorous stories on Sephardic life. Navon was one of the best Israeli presidents and is perceived as the man who did most to revive the Ladino language. Navon is the Chairman of the Autoridad Nacionala del Ladino.

The third Ladino materpiece is the documentary film by Yehoram Gaon "[De Toledo a Yerushalayim](#)" – From Toledo to Jerusalem, spoken in Ladino with English subtitles, in which he relates the history of the Sephardic Jews from Spain into the Diaspora until they returned to Jerusalem. The film includes most of the well known folk songs in Ladino, Arvoles, La vida do por el raki, Irme a Yerushalayim, Si la mar era de leche, etc. Gaon is indeed a Genius (Gaon in Hebrew), as he has done a tremendous job in bringing the Jewish Sephardic heritage to the consciousness of a whole generation in Israel and throughout the world and he has revived the Ladino folk songs which were almost forgotten and now are loved by every one.

A special place in my heart belongs to Sephardic music which has become very trendy, with the romances sung by the best folk singers. The best show was the Sephardic Romancero by Itzhak Navon, later to become the 5th Israeli president.

<http://www.youtube.com/watch?v=nkUbaHbS9YA>. I was born in Egypt, but I have nothing in common with the local music, as I was raised with love to my Sephardic/Spanish heritage.

And beyond the Sephardic folklore, with songs like Adio, Arvoles, La ija de la vizina, Avram Avinu, etc., comes of course the Spanish folklore, the flamenco, the Greek folklore from the rembetiko to Yorgos Dalaras and Nana Mouskouri. I had the privilege to hear Dalaras, the best singer of Greece (my mother's orgin) at the premier of his new show in the front row of a night club in Plaka, Athens, in 2000, where I was invited by my friend Georg Heine, a personal friend of Dalaras. This was one of the best performances I ever saw, for more than three hours, with the best audience one can think of, warm, enthusiastic, loving Dalaras and he loved them in return.

15. ON GREEK & LADINO LITERATURE IN CORY'S LIST OF THE BEST AUTHORS

GREEK: Nikos Kazantzakis, *Odyseeas Elytis* (1979), *Giorgos Seferis* (1963). 3 authors, 1 best of the best, 2 Nobel Prize laureates. My favorite book is the *Odyssey* by Homer, I try very hard to read in Ancient Greek Homer and Sophocles, and I have more success with Nikos Kazantzakis' *Zorba the Greek*, and with the poems by Elytis and Seferis, which I have in my library. So, in spite of the thousands of years that have elapsed since Homer, I try to keep in touch with my Greek ancestors, I have learned the language and read modern novels and poetry.

I have read plays in many other languages, sometimes partly and with translations in parallel – in Greek - *Electra* by Euripides, *Oedipus the King* by Sophocles, *Lysistrata* by Aristophanes, and I have brought an extract of the *Odyssey* in Greek and English in the Greek chapter of this book.

Kostis Palamas, Aristotelis Valaoritis, Emmanuel Rhoides. I heard of those two poets and novelist from articles on Greek literature, biographies on the Wikipedia, and poems of Palamas and Valaoritis in my book *The Penguin Book of Greek Verse in Greek and English*. This book brings Homer's poetry from the *Iliad* and the *Odyssey*, Hesiod, Archilochus, Alcaeus, Sappho, Ibycus, Simonides, and many other ancient poets, as well as extracts from the works of the playwrights Aeschylus, Sophocles and Euripides, and the philosophers Plato and Aristotle. This excellent anthology encompasses also poets from the Hellenistic World, the Byzantine Empire, Turkish rule, Modern Greece - 19th and 20th centuries.

KOSTIS PALAMAS: Songs of my fatherland, Hymn to Athena, Eyes of my soul. Lambs and Anapaest, The grave, The greetings of the sun-born, Twelve lays of the Gypsy, The king's flute, Yearnings of the lagoon, Satirical exercises, The state and solitude, Altars, Extempora, The 14 verses, The 5 verses, Cowardly and harsh verses, The 3 verse cycle, Passages and greetings, The night of the Phemirs, Evening fire, Death of a youth, The thrice-noble, Novels.

EMMANUEL RHOIDES: The papers Joamne, Psychology of the husband of Syros, The complaint of the undertaker, On the contemporaneous Greek Poetry, Stories, Articles, Letters from Agrinioten, I Milia, Novels of Syros, Historical essays.

ARISTOTELIS VALAORITIS: Athanasios Diakos, Thanasis Bagias, Astropagiannos, O andrias ton aoidimon Grigorion ton, O fotinos, I kira frosini, Poimata, Erga, Vios kai erga, Poimata anekdota, Ta apanta, Stichourgimata, Mnemosina.

LADINO: ELIA CARMONA (TURKEY): La pasion por la moneda, El poeta enganiado, El esfuenio del chiko, Zak, El mayoral gidio, El capitan corajozo, La ija de la lavandera, El acusado sin culpa, La despraciada Florin, La novia aguna, El celozo marido, El ijo repentido, Cazado por dolor, El bandido, El ijo de guertelano, El riko pasensiozo, El vendedor de leche, Los dos guerfanos, Los sekretos de un ladron, adaptacions of others' plays, and a biography: Komo nacio Elia Carmona, como se engrandeso i como se izo direktor del Djugeton – How Elia Carmona was born, how he grew up, and how he became the manager of the Djugeton, which gives me an idea for the name of this autobiographic book: How Jacques (or Jako in Ladino) Cory was born in Egypt from a Turkish father and a Greek mother, how he grew up in Israel, learned Hebrew and spoke at home Ladino and French, how he became a high-tech manager traveling all over the world, a business ethics PhD and academic teaching thousands of students, an author of a novel, a play, academic books bought by thousands of most renowned universities' libraries, articles, children books, in five languages, how he discovered the synagogue of his hometown Coria in Spain, and how he co-translated the UN Universal Declaration of Human Rights into Ladino.

DAVID FRESCO (TURKEY): Editor of *El Tiempo* for almost 50 years, the first Ladino newspaper published in Istanbul, published three times a week. Fresco argued in favor of assimilation of the Ottoman Jews into Turkish society, learning also Turkish. He translated books: *La ermoza Hulda de Espania*, *Espania y Yerushalaim*, *Povre Chikita*, a Dictionary.

ALEXANDER BEN GUIAT (TURKEY): Ana Maria o El korason de mujer, Amor sin esperansa, Amor de salvages, El muerte ke esta bivo, En las tenieblas de la noche, Fuego!, Leonidas el matador.

MOSHE DAVID GAON (PALESTINE): Besamim mi Sefarad: meotsar hokhmat Yahadut Sefarad, Poesias, A bibliography of the Ladino Press, Hakhmei Yerushalaim – Articles in Hebrew, Yehudei hamizrah beeretz Israel in Hebrew, Miskiot Levav – Al Meam Loez in Hebrew, Mishpat hakahal – Giluy Daat al Hamatzav bevaad adat haSfaradim be Yerushalaim in Hebrew. Gaon is the father of the Israeli well-known singer, actor and author Yehoram Gaon.

MOSHE ATTIAS (GREECE/PALESTINE): Romancer Sefaradi in Ladino, Hebrew and Spanish, Kansoniero Sefaradi, Notzat Hazahav shel zipor hapele – 20 stories of the Greek Jews in Hebrew. Books in Hebrew on the Knesset, Sefer Hateudot 1918-1948. Sefer shitot utishbohot shel haShabtayim (in Hebrew with Yaakov Yona). Purim in Saloniki, Piut utehila lesimhat tora, Romances of Sarayevo, Complas de Adonenu, Kriat Shema shel Hamate in Ladino, The romance of Tarkinos and Lucrecia, Sharmes de patria, Shirei alyah vegagauim le Zion bemasoret ha Yehudim ha Sefaradim, Shlosa shirei Zion be Ladino.

16. ESSAY ON ARISTOTLE'S BOOK "ETHICS"

I have dealt at length in my books on philosophical issues, and we chose to bring here an essay that I wrote on Aristotle's philosophy and its relevance to business ethics throughout history:

After the Bible, Aristotle is the founder of the philosophy of ethics in his book 'Ethics' or 'The Nicomachean Ethics'. According to Aristotle man aspires to be happy, in the sense of eudaimonia, happiness, as the summum bonum of his existence. Happiness is not identical to pleasure, and the ethical man will aspire to live a happy life but not necessarily a pleasurable life. Happiness is not the end of each action, but it is nevertheless the supreme goal of life. "For even if the good of the community coincides with that of the individual, it is clearly a greater and more perfect thing to achieve and preserve that of a community; for while it is desirable to secure what is good in the case of an individual, to do so in the case of a people or a state is something finer and more sublime." (Aristotle, Ethics, p.64) Aristotle maintains that wealth is certainly not the happiness that we are looking for, as it is only a means to obtain other goods. Money does not bring happiness, but it helps to obtain it. Man is by nature a social creature and his good should include his parents, his wife, his children, his friends, and his compatriots. "The conclusion is that the good for man is an activity of soul in accordance with virtue, or if there are more kinds of virtue than one, in accordance with the best and most perfect kind." (Aristotle, Ethics, p.76) "And if, as we said, the quality of a life is determined by its activities, no man who is truly happy can become miserable; because he will never do things that are hateful and mean. For we believe that the truly good and wise man bears all his fortunes with dignity, and always takes the most honourable course that circumstances permit." (Aristotle, Ethics, p.84)

Virtue has two faces – intellectual and moral. The intellectual virtue is acquired by education and experience. But the moral virtue is acquired by habit and ethos. "The moral virtues, then, are engendered in us either by nature or contrary to nature; we are constituted by nature to receive them, but their full development in us is due to habit. Again, of all those faculties with which nature endows us we first acquire the potentialities, and only later effect their actualization." (Aristotle, Ethics, p.91) A man is not ethical or unethical by nature, he can become so by habit, and the social role of humanity is to develop the ethical aptitudes of all humankind. One cannot be wholly happy without being wholly ethical and moral, and if we could inculcate these notions to the business world, and prove that it is not only a philosophical theory, but

also a reality, which is proved in many cases, we could change the aptitudes of a large number of businessmen. As the businessmen at the start of their career are not good or bad, it is circumstances, milieu, ambiance of their companies, example of their superiors, influence of their families, which make them more or less ethical. The businessmen who remain ethical in spite of an unethical environment are very rare. A very strong character is needed, serious convictions and a vast intellectuality.

The good conduct is incompatible with excess, one has to be moderate in order to preserve his moral qualities. An excessive or insufficient sportive activity is harmful, and it is the same with food, drink, courage, pleasure, and all other human activities. Moderation is not equal to everybody and everybody has to aspire to find his equilibrium in the moderation that suits him. Aristotle treats ethical ignorance with indulgence "When a man repents of an act done through ignorance, he is considered to have acted involuntarily." (Aristotle, *Ethics*, p.113)

According to Aristotle, the unjust men have chosen deliberately to be so, and now that they are so, they cannot change. This theory is in contradiction to Christian theory, which enables followers to repent even at their dying breath. It would be interesting to analyze how the modern unethical businessmen tend to repent or not. We only know that the robber barons have founded philanthropic institutions, the bankers who were condemned recently for insider trading have engaged in community activities, etc. But what is the conduct of those who were not apprehended, or those who do not think that they are rich enough to contribute money to society? Here again, if we would disclose their ethical wrongdoing, it would increase the probability of their penance, and activist business ethics would prevail!

We can reach truth according to Aristotle in five ways: through science – episteme, art – techne, prudence – phronesis, intelligence – nous, and wisdom – sophia. How many business administration faculties give courses or try to develop those qualities? They teach mathematical models, which are almost never applied in practice and are completely irrelevant, but who gives courses or case studies, which could develop those qualities that are so necessary to businessmen? One of the most striking features of modern businessmen is the intellectual superficiality of many of them. How many businessmen read classic literature, philosophical dissertations and poetry? How many go to the theater, to concerts, to museums? A business dinner consists almost always of talking about business matters, or often about the best restaurants in New York, Dallas, London or Singapore. With such a limited scope of interests, how can we wonder that some businessmen are not ethical, do not seek truth, moderation or wisdom? Are those qualities incompetent to businessmen? But the fact that this situation prevails in some cases does not mean that it should be so. Furthermore, we cannot allow ourselves to leave any domain of business without ethics even if it is difficult today to converge ethics and business. We are dealing with the salvation of the modern world, and all the world economy depends on it. This is the reason why it is necessary to inculcate ethics actively by all means at all levels.

In the same way that many people state that ethics in business is an oxymoron, we could state another one - that friendship in business is an oxymoron. Aristotle describes three kinds of friendship – friendship based on interests, friendship based on pleasure, and friendship based on goodness. The first two friendships are quite common in the business world, but the third is very rare, in spite of the maxims 'love thy neighbor as yourself'. Friendship based on goodness is like love, as it accepts the others as they are, they want their good in all cases, even if they do not derive utility or pleasure from the friendship. It is 'for better and for worse', even if the businessman loses his job, his high level and his influence, or he gets sick or becomes poor. This friendship is permanent; they like to remain with each other, and they

have complete trust in the friend. How is it possible that the Germans can be friends with the French, after centuries of animosity, and that unethical businessmen cannot establish true friendships and behave ethically towards their stakeholders and colleagues?

According to Aristotle, fortune is desirable but not if it is obtained at the price of treason. If we analyze the conditions of happiness in Aristotle's *Ethics*, we have to conclude that most businessmen cannot be happy, as "it is evident that self-sufficiency and leisuredness and such freedom from fatigue as is humanly possible, together with all the other attributes assigned to the supremely happy man, are those that accord with this activity; then this activity will be the perfect happiness for man." (Aristotle, *Ethics*, p.330) It is very difficult in the modern and competitive business world to possess the virtues required by Aristotle in order to achieve happiness, live a moderate life, without excessive fatigue and 15-hour work days, be content with what you possess, and have enough time to enjoy life and develop your intellect and culture.

Aristotle like Marcus Aurelius understood the value of detachment from day to day life and proposed examining periodically the chosen path and the price that we have to pay in order to pursue it. We need to obtain a psychological, emotional and spiritual equilibrium in order to be happy. There are very few businessmen who can find such equilibrium and find the time to examine the cost of doing it 'my way'. In the excessive way of life that most of us live it is impossible to think and examine the ethical values. At the high speed that we travel in the modern business world we cannot stop and try to obtain the peace of mind necessary to be happy. And if businessmen will not be happy they could never conduct themselves equitably toward others, as it is very difficult to be good to others if your own life is miserable. According to Solon only those who possess moderate goods could be happy, and they will accomplish the best actions in living a moderate life, as it is possible for those who have an average wealth to be just.

How do we follow the precepts of Solon and Aristotle nowadays? According to American statistics stated in the "The Hungry Spirit" of Handy, 69% of Americans would like to conduct a more relaxed life, the per capita consumption has increased by 45% in the last 20 years, but the quality of life, as measured by the Index of Social Health, has deteriorated by 51%. Only 21% of the youth think that they have a good life, compared to 41% 20 years ago. In Great Britain, in a poll conducted in 1993 – 77% have considered their working hours as stressful, 77% were preoccupied with the effect that their working conditions had on their families. The stress costs in 1996 - 40 million working days and \$10 billion in social security costs. The costs of nervous breakdowns in the U.S. are according to a study of MIT \$47 billion, identical to the costs of cardiac diseases. We have therefore completely departed from the model of a happy life developed by Aristotle!

Furthermore, the richest one percent in the U.S. earned in 1989 - \$600,000 per person, and as a group they earn more than the income of the poorest 40 percent of the population. The 1,000 best paid CEOs in 1992 earn on the average 157 times more than the average salary. The 400 richest men in the world have according to Forbes in 1993 a capital that is equal to the combined GNP of India, Bangladesh, Nepal and Sri Lanka. Seventy percent of international trade is conducted by 500 companies. Can we imagine that such an inequality and such a stressed population could subsist in the long term? *Le Monde Diplomatique* comments on the pessimism that prevails in France, where 80 percent of the French do not think that the economy can improve. Unemployment augments, especially among the youth, the nation does not have any more trust in the elites, who are often guilty of corruption, and there is much hostility toward the technostucture. Ironically, the French economy has improved, but

nobody feels better about it; they do not even believe the statistics. There is therefore a large gap between the theories of Aristotle on ethics, happiness and welfare, and the actual condition of the world, which is much richer and more developed than Aristotle's world.

17. PROFESSOR SHLOMO AVINERI AND MY EPICUREAN THOUGHT

I remember very well every lecture of Professor Shlomo Avineri in his excellent course on Greek Philosophy (1961/1962, in my 18th year) at the Political Sciences department of the Hebrew University of Jerusalem. He taught us Aristotle, Plato, Socrates, Heraclitus, Epicurus, and he opened for me a world that guided me throughout all my life. Rarely did I have the privilege to have such an excellent professor – as a matter of fact he was the only remarkable one who taught me at the University, at Insead – Professor Henri-Claude de Bettignies, and at CNAM – Yvon Pesqueux. 3 professors throughout all my academic studies – BA, MBA, PhD is not much, although I had some good ones, average ones, and some bad ones, especially in Economics. An excellent professor is one who influences your life, whom you remember forever as well as what he taught. That is why the best compliments that I have ever received were when my students whom I taught Business Ethics and many more subjects gave me time and again the highest grades and I was even nominated the best lecturer of all the University of Haifa, Israel. What is satisfaction in life – excessive wealth, nomination as a CEO of a large company, the most beautiful wife? For many people the answer would be – Yes, but not for me, and the reason for that is partly because of what Avineri has taught me when I was less than 18, and partly because what I thought about the meaning of life before that as I learned from my diary. I have an Aristotelian philosophy of life which influenced my ethical beliefs, and an Epicurean thought, not hedonism, as many would think, but the true Epicurean "*lathe biōsas* (λάθε βιώσας)", meaning "live in obscurity", "get through life without drawing attention to yourself", i.e., live without pursuing glory or wealth or power, but anonymously, which I have applied in my life.

The Epicureans did have an innovative theory of justice as a social contract. Justice, Epicurus said, is an agreement neither to harm nor be harmed (which is exactly the basis of ethics which guided me all my life and which I taught my students), and we need to have such a contract in order to enjoy fully the benefits of living together in a well-ordered society. Laws and punishments are needed to keep misguided fools in line who would otherwise break the contract. But the wise person sees the usefulness of justice, and because of his limited desires, he has no need to engage in the conduct prohibited by the laws in any case. Laws that are useful for promoting happiness are just, but those that are not useful are not just. (Principal Doctrines 31-40). As a matter of fact, I have met in my life many very rich people and many CEOs of large companies, and most of them were miserable and/or despicable, they were not happy, they were envious, ruthless, without scruples, with a lamentable family life, without love, with unworthy or ungrateful children, sometimes even they committed criminal acts which were not divulged. Marrying extremely beautiful women, models, or rich women because of their money did not bring them either happiness in most of the cases that I know. Being in the spotlight does not bring happiness, people get envious, they disclose or invent wrongs that you have done in the kindergarten, every thing that you do is scrutinized with a magnifying glass. I know how they feel as when I blew the whistle on some important issues the "crooks" tried to find some skeletons in my closet to no avail, and they had to resort to intimidation, threats and sabotage.

Epicurus (Greek: Ἐπίκουρος, *Epíkouros*, "ally, comrade"; 341–270 BC) was an [ancient Greek philosopher](#) as well as the founder of the school of philosophy called [Epicureanism](#). Only a few fragments and letters of Epicurus's 300 written works remain. Much of what is known about Epicurean philosophy derives from later followers and commentators. For Epicurus, the purpose of philosophy was to attain the happy, tranquil life, characterized by [ataraxia](#)—peace and freedom from fear—and [aponia](#)—the absence of pain—and by living a self-sufficient life surrounded by friends. He taught that pleasure and pain are measures of what is good and evil; death is the end of both body and soul and should therefore not be feared; the gods neither reward nor punish humans; the universe is infinite and eternal; and events in the world are ultimately based on the motions and interactions of [atoms](#) moving in empty space. At the age of seventy-two, and despite the prolonged pains from which he suffered, he wrote to [Idomeneus](#): "I have written this letter to you on a happy day to me, which is also the last day of my life. For I have been attacked by a painful inability to ..., and also ..., so violent that nothing can be added to the violence of my sufferings. But the cheerfulness of my mind, which comes from the recollection of all my philosophical contemplation, counterbalances all these afflictions." This is probably the ultimate case of bibliotherapy, commented throughout my book - as the soothing of his illness was his intellectual satisfaction, his philosophy, his optimism and happiness.

Epicurus is a key figure in the development of [science](#) and scientific methodology because of his insistence that nothing should be believed, except that which was tested through direct observation and logical deduction. His statement of the [Ethic of Reciprocity](#) as the foundation of ethics is the earliest in Ancient Greece, and he differs from the formulation of [utilitarianism](#) by [Jeremy Bentham](#) and [John Stuart Mill](#) by emphasizing the minimization of harm to oneself and others as the way to maximize happiness, which is exactly what I think also as I oppose strongly the utilitarianism in my books and courses. Epicurus believed that the pleasure of the soul is greater than the pleasure of the body: the body is effective at present while the soul are more durable; also the pleasures of the soul can eliminate or reduce body aches. Epicurus regularly admitted women and slaves into his school and was one of the first Greeks to break from the god-fearing and god-worshipping tradition common at the time, by maintaining that the gods do not punish the bad and reward the good as the common man believes. Gods in reality, do not concern themselves at all with human beings. What a modern way of thinking more than 2,000 years ago, when even today billions of people believe that God has a balance for weighing the good and bad deeds of humans – sending the good ones to paradise and the bad ones to hell, rewarding the shahids with 72 virgins, deciding on Yom Kippur who will live and who will die.

Epicurus' philosophy is based on the theory that all good and bad derive from the sensations of what he defined as pleasure and pain: What is good is what is pleasurable, and what is bad is what is painful. His ideas of pleasure and pain were ultimately, for Epicurus, the basis for the moral distinction between good and evil. If pain is chosen over pleasure in some cases it is only because it leads to a greater pleasure. (If you study or work very hard in order to succeed in life and you suffer from privation and stress – it brings you ultimately a greater pleasure). Although Epicurus has been commonly misunderstood to advocate the rampant pursuit of pleasure, his teachings were more about striving for an absence of pain and [suffering](#), both physical and mental, and a state of satiation and tranquility that was free of the fear of death and the retribution of the gods. Epicurus argued that when we do not suffer pain, we are no longer in need of pleasure, and we enter a state of [ataraxia](#), "tranquility of soul" or "imperturbability". You obtain this tranquility of soul with intellectual pleasure mainly. This state of ataraxia can be achieved through philosophical contemplation rather than through

pursuit of crass physical pleasures. He also believed, contrary to Aristotle, that death was not to be feared. When a man dies, he does not feel the pain of death because he no longer is and therefore feels nothing. Therefore, as Epicurus famously said, "death is nothing to us." When we exist, death is not; and when death exists, we are not. All sensation and consciousness ends with death and therefore in death there is neither pleasure nor pain. The fear of death arises from the belief that in death, there is awareness. From this doctrine arose the Epicurean epitaph: *Non fui, fui, non sum, non curo* ("I was not; I was; I am not; I do not care"), which is inscribed on the gravestones of his followers and seen on many ancient gravestones of the [Roman Empire](#). This quotation is often used today at [humanist](#) funerals. As an ethical guideline, Epicurus emphasized minimizing harm and maximizing happiness of oneself and others: It is impossible to live a pleasant life without living wisely and well and justly, and it is impossible to live wisely and well and justly without living pleasantly. So modern and right! What a pity that most of the politicians and businessmen did not have a course on Greek philosophy with great professors as Shlomo Avineri, were not influenced by philosophers as Epicurus and Aristotle, and have not adopted their precepts...

Epicurus maintains that vain desires include desires for power, wealth, fame, and the like. They are difficult to satisfy, in part because they have no natural limit. If one desires wealth or power, no matter how much one gets, it is always possible to get more, and the more one gets, the more one wants. These desires are not natural to human beings, but inculcated by society and by false beliefs about what we need; e.g., believing that having power will bring us security from others. Epicurus thinks that these desires should be eliminated. Epicurus insists that courage, moderation, and the other virtues are needed in order to attain happiness. However, the virtues for Epicurus are all purely instrumental goods--that is, they are valuable solely for the sake of the happiness that they can bring oneself, not for their own sake. Epicurus says that all of the virtues are ultimately forms of prudence, of calculating what is in one's own best interest. In this, Epicurus goes against the majority of Greek ethical theorists, such as the [Stoics](#), who identify happiness with virtue, and [Aristotle](#), who identifies happiness with a life of virtuous activity. Epicurus thinks that natural science and philosophy itself also are instrumental goods. Natural science is needed in order to give mechanistic explanations of natural phenomena and thus dispel the fear of the gods, while philosophy helps to show us the natural limits of our desires and to dispel the fear of death. And I say that it really does not matter what is the reason for living a virtuous life as long as you live a virtuous life, I don't even see a difference if you should seek virtue per se or that philosophy and virtue are showing us the natural limits of our desires. Like the virtues, justice is valued entirely on instrumental grounds, because of its utility for each of the members of society. Epicurus says that the main reason not to be unjust is that one will be punished if one gets caught, and that even if one does not get caught, the fear of being caught will still cause pain. However, he adds that the fear of punishment is needed mainly to keep fools in line, who otherwise would kill, steal, etc. The Epicurean wise man recognizes the usefulness of the laws, and since he does not desire great wealth, luxury goods, political power, or the like, he sees that he has no reason to engage in the conduct prohibited by the laws in any case.

Epicurus consistently maintains that friendship is valuable because it is one of the greatest means of attaining pleasure. Friends, he says, are able to provide one another the greatest security, whereas a life without friends is solitary and beset with perils. In order for there to be friendship, Epicurus says, there must be trust between friends, and friends have to treat each other as well as they treat themselves. The communities of Epicureans can be seen as embodying these ideals, and these are ideals that ultimately promote *ataraxia*. Epicurus' emphasis on minimizing harm and maximizing happiness in his formulation of the [Ethic of](#)

[Reciprocity](#) was later picked up by the democratic thinkers of the [French Revolution](#), and others, like [John Locke](#), who wrote that people had a right to "life, liberty, and property." To Locke, one's own body was part of their property, and thus one's right to property would theoretically guarantee safety for their persons, as well as their possessions. This triad, as well as the [egalitarianism](#) of Epicurus, was carried forward into the American freedom movement and [Declaration of Independence](#), by the [American founding father](#), [Thomas Jefferson](#), as "all men are created equal" and endowed with certain "[unalienable rights](#)," such as "life, liberty, and the pursuit of happiness." Jefferson considered himself an Epicurean. [Karl Marx's doctoral thesis](#) was on *[The Difference Between the Democritean and Epicurean Philosophy of Nature](#)*. And you cannot mention Epicureanism without mentioning Stoicism, which was also taught by Avineri and which guided my philosophy of life as the former two philosophies of Epicurus and Aristotle. To those I would add the ethical principles of Kant, the old and new testament of the Bible, and the Quran.

18. ON STOICISM

[Stoicism](#) is a school of [Hellenistic philosophy](#) founded in [Athens](#) by [Zeno of Citium](#) in the early 3rd century BC. The Stoics taught that destructive emotions resulted from errors in judgment, and the active relationship between cosmic [determinism](#) and human [freedom](#), and the belief that it is [virtuous](#) to maintain a will (called *[prohairesis](#)*) that is in accord with nature. Because of this, the Stoics presented their philosophy as a way of life, and they thought that the best indication of an individual's philosophy was not what a person said but how that person behaved. To live a good life, one had to understand the rules of the natural order since they taught that everything was rooted in nature. Later Stoics—such as [Seneca](#) and [Epictetus](#)—emphasized that, because "virtue is sufficient for [happiness](#)", a [sage](#) was immune to misfortune. This belief is similar to the meaning of the phrase "stoic calm", though the phrase does not include the "radical ethical" Stoic views that only a sage can be considered truly free, and that all moral corruptions are equally vicious. So true, as I think that I am truly free because I did not succumb to any moral and pecuniary corruption, to any vice, to greed, to betrayal, to causing harm, to excessive conduct. The Stoics provided a unified account of the world, consisting of formal [logic](#), [monistic physics](#) and [naturalistic ethics](#). Of these, they emphasized ethics as the main focus of human knowledge, though their logical theories were of more interest for later philosophers.

Stoicism teaches the development of self-control and fortitude as a means of overcoming destructive [emotions](#); the philosophy holds that becoming a clear and unbiased thinker allows one to understand the universal reason (*[logos](#)*). A primary aspect of Stoicism involves improving the individual's ethical and moral well-being: "Virtue consists in a *will* that is in agreement with Nature." This principle also applies to the realm of interpersonal relationships; "to be free from anger, envy, and jealousy," and to accept even slaves as "equals of other men, because all men alike are products of nature." And indeed, I was never envious or jealous and very seldom angry, I believe that all humans are equal, regardless of race, religion, sex, wealth, as stipulated in the UN Universal Declaration of Human Rights which guide me through all my life, which I read in more than 60 languages, and which I initiated, partly translated, and edited the translation into my mother tongue – Ladino. The Stoic ethic espouses a [deterministic](#) perspective; in regard to those who lack Stoic virtue, [Cleanthes](#) once opined that the wicked man is "like a dog tied to a cart, and compelled to go wherever it goes." A Stoic of virtue, by contrast, would amend his will to suit the world and remain, in the

words of Epictetus, "sick and yet happy, in peril and yet happy, dying and yet happy, in exile and happy, in disgrace and happy," thus positing a "completely autonomous" individual will, and at the same time a universe that is "a rigidly deterministic single whole". This viewpoint was later described as "[Classical Pantheism](#)" (and was adopted by Dutch philosopher [Baruch Spinoza](#)). Spinoza as we know was a Jew who was banned by the [Jewish religious authorities](#), that issued a [cherem](#) (Hebrew: חרם, a kind of ban, shunning, ostracism, expulsion, or [excommunication](#)) against him, effectively excluding him from Jewish society at age 23. His books were also later put on the Catholic Church's [Index of Forbidden Books](#). Spinoza lived an outwardly simple life as a [lens](#) grinder, turning down rewards and honours throughout his life, including prestigious teaching positions. Scholars find many differences between Stoicism, Pantheism, [Aristotelianism](#), and Epicureanism, but in this chapter I refer to their common principles, to which I adhere, that are much more than the differences.

You can achieve your peace of mind, your stoicism, by being virtuous, with a clean conscience, and it soothes all your sickness, perils, ostracizing and disgrace, loss of money, betrayal of friends, and fear of death as well. How true this is and how it helped me to overcome all the hurdles and mishaps in my life. Stoicism became the foremost popular philosophy among the educated elite in the Hellenistic world and the Roman Empire. The Stoics propounded that [knowledge](#) can be attained through the use of [reason](#). [Truth](#) can be distinguished from [fallacy](#)—even if, in practice, only an approximation can be made. According to the Stoics, the [senses](#) constantly receive sensations: pulsations that pass from objects through the senses to the [mind](#), where they leave an impression in the [imagination](#) (phantasia) (an impression arising from the mind was called a phantasma). The mind has the ability to judge (συγκατάθεσις, *synkatathesis*)—approve or reject—an impression, enabling it to distinguish a true representation of [reality](#) from one that is false. Some impressions can be assented to immediately, but others can only achieve varying degrees of hesitant approval, which can be labeled [belief](#) or opinion (*doxa*). It is only through reason that we achieve clear comprehension and conviction (*katalepsis*). [Certain](#) and true knowledge (*episteme*), achievable by the Stoic sage, can be attained only by verifying the conviction with the expertise of one's peers and the collective judgment of humankind. A parting thought that summarizes it all: "Let no one be slow to seek wisdom when he is young nor weary in the search of it when he has grown old. For no age is too early or too late for the health of the soul. And to say that the season for studying philosophy has not yet come, or that it is past and gone, is like saying that the season for happiness is not yet or that it is now no more. Therefore, both old and young alike ought to seek wisdom, the former in order that, as age comes over him, he may be young in good things because of the grace of what has been, and the latter in order that, while he is young, he may at the same time be old, because he has no fear of the things which are to come. So we must exercise ourselves in the things which bring happiness, since, if that be present, we have everything, and, if that be absent, all our actions are directed towards attaining it." — Epicurus, *Letter to Menoeceus*.

CORRESPONDENCE IN ENGLISH BETWEEN CORY AND THE UN, INITIATION BY CORY, PATICIPATION AND EDITING OF THE TRANSLATION INTO LADINO OF THE UN UNIVERSAL DECLARATION OF HUMAN RIGHTS (WITH APPRECIATION LETTER IN LADINO)

From: Anthony Donnarumma [mailto:ADonnarumma@ohchr.org] **On Behalf Of** Database HREducation
Sent: Thursday, October 27, 2011 3:37 PM
To: cory
Subject: RE: FW: UDHR Submission - Ladino

Dear Mr Cory,

The Ladino translation is now available on the following page :
http://www.ohchr.org/EN/UDHR/Documents/UDHR_Translations/lad.pdf

Best,
Anthony Donnarumma
HRET Team

From: cory <coryj@zahav.net.il>
To: "Database HREducation" <hredatabase@ohchr.org>
Date: 27/10/2011 11:36
Subject: RE: FW: UDHR Submission - Ladino

Dear Mr. Donnarumma,

More than four months have elapsed since we've sent you the UDHR in Ladino. Yet, we haven't received an answer. Could you please check what the situation is and publish the document on your site? After you do it, we intend to send it to hundreds all over the world and have a full media coverage.

Best regards,

Dr. Jacques Cory
2, Costa Rica Street, Haifa 34981, Israel
tel. 972-4-8256608 or 972-4-8246316
fax. 972-4-8343848, mob. 972-544-589518
email: coryj@zahav.net.il or cory@netvision.net.il
website: <http://www.businessethicscory.com>
or <http://www.businessethics.co.il>

From: Anthony Donnarumma [mailto:ADonnarumma@ohchr.org] **On Behalf Of** Database HREducation

Sent: Tuesday, September 13, 2011 3:44 PM
To: cory
Subject: Re: FW: UDHR Submission - Ladino

Dear Dr. Jacques Cory,

Many thanks for your message and your interest in our UDHR translations

I am still waiting for the validation concerning the Ladino translation.
 I assure you that I am actually trying to accelerate the process and that I will contact you as soon as the Ladino translation is posted on our website.

Best,
 Anthony Donnarumma
 HRET team

cory <coryj@zahav.net.il>

13.09.2011 10:19

To adonnarumma@ohchr.org, "Database HREducation" <hredatabase@ohchr.org>

cc

Subject FW: UDHR Submission - Ladino

Dear Sirs,

Three months have elapsed since we've sent you the UDHR in Ladino (attached). Yet, we haven't received an answer. Could you please check what the situation is and publish the document on your site? After you do it, we intend to send it to hundreds all over the world and have a full media coverage.

Best regards,

Dr. Jacques Cory
 2, Costa Rica Street, Haifa 34981, Israel
 tel. 972-4-8256608 or 972-4-8246316
 fax. 972-4-8343848, mob. 972-544-589518
 email: coryj@zahav.net.il or cory@netvision.net.il
 website: <http://www.businessethicscory.com>
 or <http://www.businessethics.co.il>

From: cory [<mailto:coryj@zahav.net.il>]
Sent: Tuesday, June 21, 2011 11:56 AM
To: 'Database HREducation'; 'adonnarumma@ohchr.org'
Subject: UDHR Submission - Ladino
Importance: High

Dear Sirs,

We are pleased to submit you in the attachments the UDHR in Ladino in Word and PDF formats, as well as a document on the Ladino language.

You can contact me if you need any more clarifications. Best regards,

Dr. Jacques Cory
2, Costa Rica Street, Haifa 34981, Israel
tel. 972-4-8256608 or 972-4-8246316
fax. 972-4-8343848, mob. 972-544-589518
email: coryj@zahav.net.il or cory@netvision.net.il
website: <http://www.businessethicscory.com>
or <http://www.businessethics.co.il>

From: Anthony Donnarumma [<mailto:ADonnarumma@ohchr.org>] **On Behalf Of** Database
HREducation
Sent: Thursday, April 14, 2011 11:16 AM
To: cory
Subject: Re: The Universal Declaration of Human Rights in Ladino

Dear M. Cory,

Many thanks for your message and for your interest in the UDHR.

Please find below the link to the UDHR translations submission guide :
<http://www.ohchr.org/EN/UDHR/Pages/SubmissionGuide.aspx>

I hope this information will be useful.
Best regards,
Anthony Donnarumma
HRET team

cory <coryj@zahav.net.il>

11.04.2011 14:24

To hredatabase@ohchr.org
cc "Rachel Bortnick" <bortnickra@sbcglobal.net>
Subject The Universal Declaration of Human Rights in Ladino

Dear Sirs,

I am a great admirer of the Universal Declaration of Human Rights, I teach it in my courses of Business Ethics in English and Hebrew, and whenever I study a new

language I read first of all the Declaration in the new language (I can read now 60). I don't understand why there is no translation of the Declaration in Ladino, my mother tongue. I see that there is a translation in Yiddish, Rumantsch and Mozarabic, but there is no translation in Ladino, the Judeo Spanish language spoken by the Sephardim all over the world, and still spoken by tens of thousands in Israel, Turkey, Greece, Latin America and the US. The Bible was translated in Ladino as early as the 16th century in Ferrara, there are thousands of books secular and religious, and above all wonderful poetry. There is even a Ladino Internet Forum, very lively, with hundreds of entries every month called Ladinokomunita in Yahoo!, and headed by Mrs. Rachel Bortnick.

Should you agree to publish the Declaration in Ladino I think that we would be proud to do so. Please let us know what is your decision. Best regards,

Dr. Jacques Cory
 2, Costa Rica Street, Haifa 34981, Israel
 tel. 972-4-8256608 or 972-4-8246316
 fax. 972-4-8343848, mob. 972-544-589518
 email: coryj@zahav.net.il or cory@netvision.net.il
 website: <http://www.businessethicscory.com>
 or <http://www.businessethics.co.il>

Keridos Amigos,

Oy, finalmente, muestra traduksion de la Deklarasion Universal de Derechos Umanos se topa en Internet:

<http://www.ohchr.org/EN/UDHR/Pages/Language.aspx?LangID=lad>

Ayi, vos sale la version en pdf (tenesh ke avrirlo) de nuestro lavoro.

En el mez de Avril pasado, kon la inisiativa de nuestro amigo el Dr. Jako (Jacques) Cory de Haifa, Israel, aviamos formado un chiko grupo para traduzir esta deklarasion a muestra lingua, ke asta entonses ya estava traduzida a 379 otras linguas. (Agora miri, las linguas ya estan en 382, al pareser la muestra es la ultima.)

El dokumento, komo verash, konsiste de un preambolo i 30 artikolos. Kada uno del grupo izo sus treslados, i Jako i yo lo editimos todo para tener una uniformidad. El dokumento en linya esta egzaktamente komo se los mandimos, kon la eksepsion ke metieron solo la prima parte del "background" ke aviamos mandado, i ke metieron "none" por "native name" (Kreygo ke esto es porke dishimos ke en diferentes partes la lingua tenia un nombre diferente.)

Kero rengrasiar i felisitar a todos los ke partisiparon en el lavoro:

Izhak Azose (Seattle)

Eliz Gatenyo (Estambol)

Daniel i Sara Halfon (Haifa)

Jenny Laneurie (Paris)

Guler Orgun (Estambul)

Zelda Ovadia (Yerushalayim)

Esti Saul (Estambul)

Haim V. Sephiha (Sceaux)

i, mas ke todo, rengrasio a Jako Cory, ke no solo fue la fuersa detras de este projekto, ma tambien estuvo en komunikasion kon los responsables de la ONU para poder ajustar muestra traduksion a todas las linguas. El, komo profesor universitario de etika de komersio, ensenya este dokumento en sus cursos, i aun ke el lo puede meldar en unas 60 linguas (!!!) kijo ke ayga tambien una version en ladino, su lingua materna (i muestra tambien.)

Gracias a el, i todos los ke partisipimos en la traduksion, el nombre de Ladinokomunita va estar por siempre en esta emportante organizasion.

Esperamos tambien ke esta reushita dara un poko mas fuersa a la Autoridad de Ladino en Israel para kontinuar en sus lavoro.

Espero ke todos los miembros ke editan periodikos sefaradis (eSefarad, El Amaneser, Los Muestros, KiA, Diyalog, Erensyia Sefaradi, i mas) van a publikar este dokumento en djudioespanyol!

Es una gloria para todos mozotros.

Rachel Amado Bortnick Dallas, Texas

(033) Mayıs – Haziran 2014 DIYALOG - 87 - ۷ (Turkish periodical in Ladino)

Jacques Cory

Mi Korason Esta en el Este i mi Nasionalidad Esta en la fin del Oeste

Los djidios sefardis ke kedaron fideles a sus patrimonio espanyol i a la lingua del ladino van a resivir la nasionalidad espanyola

El payis entero esta emocionado de la notisia ke los djidios sefardis van a resivir la nasionalidad espanyola i ke de esta manera la Espanya va korijar la indjustisia istorika kavsada a nuestros antepasados ante mas de kinyentos anyos. Ma la mayoria de los sefardis kedaron fideles a la kultura espanyola i distingieron klaramente entre las sentensias del gobierno i de la iglesia i el amor para la kultura i el patrimonio. Asta mi djenerasion todos avlabamos el ladino, kantavamos las romansas, meldavamos los livros, la poesia i las oraciones en nuestra lingua maternal en eskritura Rashi i oy en dia en eskritura latina. Munchos koma mi mismo nos embezimos el castellano moderno, ma entendiamos mijor el espanyol antiguo de Cervantes en Don Kishot o de Lope de Vega.

Me akordo perfektamente la emocion emborrachadera kuando durante mis estudios en la Universidad Ebra de Jerusalem suvi a la librería del instituto Ben Tsvi i meldi la adaptasion moderna de Josef Caraso al Romeo i Julia. De este tiempo asta agora, kuando yo meldo al dia de oy para mi plazer al Altneuland de Herzl en ladino en eskritura Rashi ke fue publikado en Saloniki aze sien anyos, yo meldi dozenas de livros, dramas, livros de poezia, kontes y livros relijiosos, tambien de autores modernos komo Yosef Avraam Papo i Moshe Haelion. El patrimonio es vivo i existe i mismo yego al konsenso kon el Bustan Sefardi de Ytshak Navon.

Tenemos un nukleo fuerte ke embeza i aze bushkidas de la lingua en las universidades, en los grupos de kaza i internet kon miles de personas. Recientemente yo tuve la inisiativa, partisipi a la traduksion kon Ladinokomunita i a la redaksion de la Deklarasion Universal de Diritos Umanos de la Organizacion de las Naciones Unidas en ladino, kuando vi ke fue trasladada en 400 linguas, inkluido en linguas indianas desconosidas, i solo no en nuestra lingua maternal. Komo el ladino es una lingua rika pude deskojer entre un ladino mas espanyol, turko o ebreo, i kada version es lejitima. Ensina se dize en ladino – shans, mazal i ventura, i keremos dezir la misma koza – mazal.

Kuando fuy vicepresidente de Elbit i desvelopimos una komputadora ke puede emprimir simultaneamente en dos linguas, tuve la idea de regalarla a nuestro presidente Ytshak Navon, el primo presidente sefardi de Israel. El fue enkantado kuando vyo ke se imprimava la romansa konosida "En el vergel de la reina" en ebreo i ladino. En la resepsion enkontri a Moshe Shaul, el direktor legendario de Kol Israel en ladino, ke me demando a avlar a la radio para nuestros oyentes sefardis sovre la komputadora, komo kamina, i puede ser ke fue la primera vez en la istoria de nuestra lingua ke alguno dyo una konferensia sovre el High Tech kon ekspresiones modernas.

No esperimos a resivir la nasionalidad para vijitar a Espanya, a los barrios judios, a las sinagogas ke aynda existen, a azer negocios, kuando nos sentimos en kaza, kon la mentalita,

la lingua, los proverbios, las kantigas i los bailes, no manko ke en Israel. Lo mas emocionante fue para mi la deskuvierta de la sinagoga antigua de Coria, la sivdad donde probablemente vivieron mis antepasados, ke es lokada al lado de la frontera portuguesa.

El día del 9 de oktubre viaji kon mi mujer Ruthy a Coria adonde fuimos resivido por el arkeologo Juan Pedro Moreno. Moreno me mostro tres posibles lugares de la sinagoga ma deskarti los dos primeros (DNA, intuición o mazal?) Kuando arivimos al terser lugar, me disho Moreno que ayi avia un problema porke la ansiana ke vivía ayí no asheptava avrir a ninguno. En subito, la ansiana (la seniora Castaniera, nombre ke adoptaron muchos maranos), ke se asemejava exaktamente a mi madre, salio de su kaza. Le dishe ke vengo de Israel, me yamo Cory i ke la orijina de mi familia es de Coria. Keremos averiguar donde esta la sinagoga i la pedimos ke nos permita entrar en su kasa. Eya sonrió i nos invitó a entrar.

Moreno estaba asombrado. Kuando entrimos, vi ke la kasa estava konstruída exaktamente komo la sinagoga de Castelo de Vide ke vimos antes en Portugal. Bashimos al sótano i nos mostro antiguos livros ma el mas antiguo era de 1500, después ke los djidíos fueron expulsados de Espanya en 1492, porke probablemente los djidios ke pasaron la frontera al Portugal tomaron kon eyos los livros ebreos i desharon a esta familia para tener kuidado de la sinagoga asta ke ivan aboltar. La seniora Castaniera disho a Moreno ke estava de akuerdo a ke se agan exkavaciones en su kasa para investigar los vestigios de la sinagoga. Ma, despues ke se murio, la sinagoga se vendió a alguno ke destruyo la kaza.

El gobierno espanyol izo el akto formal para restituirmos la nasionalidad ke mos tomaron en 1492. Ma a pesar de los anyos, la distansia i las diferensias, Espanya fue siempre en nuestro korason. No vamos aboltar en masas a Espanya komo los ijos ke se aboltan a kaza. Ma no tengo duda ke despues de resivir la nasionalidad se va enforteser muncho las relaciones kultureles, ekonomikas i turistikas, i puede ser ke se van a ameliorar las relaciones entre los gobiernos de Espanya i de Israel. Vamos a devenir embajadores de buena voluntad para la patria ke perdimos, sin renunsiar naturalmente a la nasionalidad de los payises donde viven los sefarditas – Israel, Fransia, Gresia, Turkyia o los Estados Unidos, porke en estos payises dechidimos de vivir.

Este es el artikulo, ma kero anyadir algo personal sovre la ekspresion "shans, mazal i ventura", ke no es solo en turko, ebreo i espanyol, ma tambien en todas las otras linguas ke azen parte del ladino – el franses, ingles, italiano, portugues, katalan, i son todas en ladino en el diksionario de Perez i Pimienta, lo ke prueba ke lingua rika es nuestra lingua maternal.

I komo me embezi esta ekspresion? Mi madre me dizia ke "mozotros los povres no tenemos mazal ma eyos los rikos korrompidos tienen shans, mazal i ventura..." i mi papa anyadava ke eyos, los poderozos, algunos de sus direktores, los politikos israelies i los antesimitas en el mundo son tambien "perros, mazal bashos i gursuzes"...

ARTICLE IN ESEFARAD.COM, SPAIN, 28/10/2011, IN LADINO, ON THE TRANSLATION OF THE UN UNIVERSAL DECLARATION OF HUMAN RIGHTS

DEKLARASION UNIVERSAL DE DERECHOS UMANOS – EN LADINO

OCTUBRE 28, 2011

Keridos amigos, en el mez de Avril pasado, kon la inisiativa de nuestro amigo el Dr. Jako (Jacques) Cory de Haifa, Israel, aviamos formado un chiko grupo para traduir esta deklarasion a muestra lingua, ke asta entonses ya estava traduzida a 379 otras linguas. (Agora miri, las linguas ya estan en 382, al pareser la muestra es la ultima.)

El dokumento, komo verash, konsiste de un preambolo i 30 artikolos. Kada uno del grupo izo sus treslados, i Jako i yo lo editimos todo para tener una uniformidad. El dokumento en linya esta egzaktamente komo se los mandimos, kon la eksepsion ke metieron solo la prima parte del “background” ke aviamos mandado, i ke metieron “none” por “native name” (Kreygo ke esto es porke dishimos ke en diferentes partes la lingua tenia un nombre diferente.)

Kero rengrasiar i felisitar a todos los ke partisiparon en el lavoro:

Izhak Azose (Seattle)
 Eliz Gatenyo (Estambol)
 Daniel i Sara Halfon (Haifa)
 Jenny Laneurie (Paris)
 Guler Orgun (Estambol)
 Zelda Ovdia (Yerushalayim)
 Esti Saul (Estambol)
 Haim V. Sefiha (Sceaux)

i, mas ke todo, rengrasio a Jako Cory, ke no solo fue la fuersa detras de este proyekto, ma tambien estuvo en komunikasion kon los responsables de la ONU para poder ajustar muestra traduksion a todas las linguas. El, komo profesor universitario de etika de komersio, ensenya este dokumento en sus cursos, i aun ke el lo puede melder en unas 60 linguas (!!!) kijo ke ayga tambien una version en ladino, su lingua materna (i muestra tambien.)

Grasias a el, i todos los ke partisipimos en la traduksion, el nombre de Ladinokomunita va estar por siempre en esta emportante organizasion.

Esperamos tambien ke esta reushita dara un poko mas fuersa a la Autoridad de Ladino en Israel para kontinuar en sus lavoro.

Espero ke todos los miembros ke editan periodikos sefaradis (eSefarad, El Amaneser, Los Muestras, KiA, Diyalog, Erensyia Sefaradi, i mas) van a publikar este dokumento en djudioespanyol!

Es una gloria para todos mozotros.

Rachel Amado Bortnick
 Dallas, Texas



Deklarasi3n Universal de Derechos Umanos

Prefasio

Konsiderando ke la libertad, la djustisia i la paz en el mundo tienen por baza el rekonosimiento de la dinyidad propia esensial i de los derechos iguales i no violavles de todos los miembros de la famiya umana,

Konsiderando ke el desconosimiento i el despresio de los derechos umanos tienen kavzado aktos de barbaridad ke solevantan la konsensia de la umanidad; i ke fue proklamado komo la aspirasion mas alta del ombre, la yegada de un mundo en el kual los umanos, liberados del espanto i de la mizeria, gozen de la libertad de la palavra i de la libertad de kreensias,

Konsiderando ke es esensial ke los derechos umanos sean protejados por un rejimen de derecho, para ke el ombre no se veyga ovligado, komo ultimo remedio, de revoltarse kontra la tirania i la opresion,

Konsiderando tambien ke es esensial de favorizar la formasion de relaciones de amistad entre las nasiones,

Konsiderando ke los pueblos de las Naciones Unidas afirmaron de nuevo en la Karta sus fey en los derechos fundamentales del ombre, en la dinyidad i la valor de la persona umana i en la igualdad de derechos de ombres i mujeres; i se deklararon dechididos a favorizar el progreso sosial i a elevar el nivel de vida kon un konsepto mas ancho de la libertad,

Konsiderando ke los Estados Miembros prometieron de asegurar, en kooperasion kon la Organizasion de las Naciones Unidas, el respekto universal i efektivo a los derechos i libertades fundamentales del ombre, i

Konsiderando ke una konsepsion komun de estos derechos i libertades es de la mas grande importansia para kumplir kompletamente la dicha prometa,

La Asamblea Jeneral

Proklama la prezente Deklarasion Universal de Derechos Umanos komo ideal komun ke deven esforsarsen de alkansar todos los pueblos i todas las nasiones para ke kada persona i kada asosiasion, inspirandosen siempre de esta deklarasion, perkuren, kon la ensenyansa i la edukasion, a expandir el respekto a estos derechos i libertades, i aseguren, por mezuras progresivas nasionales i internasionales, su rekonosimiento i su aplikasion universal i efektiva, tanto entre los pueblos de los Estados Miembros komo entre los de los territorios ke estan debasho de sus juridiksion.

Artikolo 1

Todos los umanos nasen libres i iguales en dinyidad i derechos i, komo estan ekipados de razon i konsensia, deven komportarsen kon ermandad los unos kon los otros.

Artikolo 2

Kada persona tiene todos los derechos i libertades proklamados en esta Deklarasion sin dinguna diferensia de rasa, kolor, sekso, lingua, relijion, opinion politika, orijin nasional o sosial, situasion ekonomika, nasimiento o kualkiera otra kondision.

Indemas, no se azera dinguna diferensia bazada en la kondision politika, juridika o internacional del paiz o territorio al kual apartiene una persona, ke sea un paiz independiente, o un territorio basho administrasion legal, no otonomo, o sometido a kualkiera otra limitasion de soberania.

Artikolo 3

Kada persona tiene derecho a la vida, a la libertad i a la seguridad de su persona.

Artikolo

Dinguno estara sometido a esclavaje ni a servidumbre; el esclavaje i el komersio de esclavos estan defendidos en todas sus formas.

4

Artikolo 5

Dinguno sera sometido a torturas ni a penas o tratamientos krueles, inumanos o degradantes.

Artikolo 6

Kada uno tiene derecho, en todas partes, al rekonosimiento de su personalidad frente a la ley.

Artikolo 7

Todos son iguales frente a la ley i tienen derecho a la proteksion igual de la ley. Todos tienen derecho a una proteksion igual kontra toda diskriminasion en violasion de esta Deklarasion i kontra toda provokasion a tala diskriminasion.

Artikolo 8

Kada persona tiene el derecho de adresarse a los tribunales nasionales para topar un remedyo efektivo en kavzo de violasion de sus derechos fundamentales rekonosidos por la konstitusion o por la ley.

Artikolo 9

Dinguno no podra ser, arbitrariamente, detenido, metido en prezo, o deportado.

Artikolo 10

Kada persona tiene derecho, en perfekta igualdad, de ser djuzgado aviertamente i kon djustisia por un tribunal independiente i imparsial, para la determinasion de sus derechos i ovligasiones o para examinar kualkera akuzasion kriminal kontra su persona.

Artikolo 11

1. Todo el ke esta akuzado de ofensa ke yeva kastigo tiene el derecho de ser konsiderado inosente, asta ke es provado kulpavle, segun la ley i el djuisio publiko ke le asigura las garantias menesterosas para su defensa.
2. Dinguno sera kondenado por kavza de algun akto o omision ke no era kastigavle asegun la ley nasional o internacional en el momento ke el akto fue kometido. Ni se podra impozar kastigo mas grave del ke era aplikavle en el momento ke el akto fue kometido.

Artikolo 12

Dinguno sera sometido a intervenciones arbitrarias en su vida privada, su famiya, su kaza o korrespondensia, ni a atakos sovre su onor o su famiya. Todos tienen el derecho de ser protejados por la ley kontra este modo de intervenciones o atakos.

Artikolo 13

1. Kada persona tiene derecho de sirkular livremente i elejir su morada adentro de las fronteras de un Estado.
2. Todos tienen el derecho de salir de kualquier paiz, inkluyendo el suyo, i retornar a su paiz.

Artikolo 14

1. En kavzo de persekusion, kada uno tiene el derecho de bushkar i topar azilo en otro paiz.
2. Este derecho no podra ser aplikado kontra una aksion djuridika en kavzos de aktos kriminales non-politikos, o de aktos ke kontradizen los prinsipios de Las Naciones Unidas.

Artikolo 15

1. Kada persona tiene derecho a una nasionalidad.
2. Dinguno no podra ser privado, arbitrariamente, de su nasionalidad, ni del derecho de

trokar de nasionalidad.

Artikolo 16

1. Los ombres i las mujeres de edad de kazarsen tienen derecho, sin dinguna restriksion por motivos de rasa, nasionalidad o relijion, de kazarsen i fondar una famiya. Eyos tendran derechos iguales en el kazamiento, durante el matrimonio i en kavzo de disolusion del matrimonio.
2. El kazamiento se podra azer solo kon el konsentimiento libre i kompleto de los futuros espozos.
3. La famiya es el elemento natural i fundamental de la sosiedad i tiene derecho a la proteksion de la sosiedad i del Estado.

Artikolo 17

1. Kada persona tiene derecho de tener una propiedad individual o djuntos kon otra djente.
2. Dinguno no podra ser privado de su propiedad arbitrariamente.

Artikolo 18

Kada persona tiene derecho a la libertad de pensamiento, de konsensia i de relijion; este derecho inkluye la libertad de trokar de relijion o de kreyensa, i la libertad de manifestar su relijion o su kreensia, solo o djuntos kon otros, tanto en publiko ke en privado, para la ensenyansa, la praktika, el kulto i la observasion.

Artikolo 19

Kada uno i uno tiene derecho de libertad de opinion i de ekspresion. Este derecho inkluye el de no estar molestado a kavza de sus opiniones, i bushkar, resivir, i difundir informasion i ideas, por kualker medio de komunikasion, sin limitasion de fronteras.

Artikolo 20

1. Kada persona tiene derecho de la libertad de reunion i de asosiasion pasifika.
2. Dinguno podra ser ovligado a apartener a una asosiasion.

Artikolo 21

1. Kada persona tiene derecho de partisipar en el governo de su paiz direktamente o por medio de representantes libremente eskojidos.
2. Kada persona tiene derecho de partisipar al governo de su paiz en kondisiones de igualdad.
3. La voluntad del pueblo sera la baza de la autoridad del governo. Esta voluntad se ekspresara por medio de eleksiones legales ke seran organizadas regularmente kon votasion universal, igual i sekreta, o de manera ekivalente en protejando la libertad del voto.

Artikolo 22

Kada persona, komo miembra de la komunidad, tiene derecho a la seguridad sosial, i merese, por medio de esforsos nasionales i de la kooperasion internasional, i en akordo kon la organizasion i los rekursos de kada estado, a la realizasion i la satisfaksion de los derechos ekonomikos, sosiales i kultureles indispensable para su dinyidad i al libre dezvoltamiento de su personalidad.

Artikolo 23

1. Kada persona tiene derecho al lavoro, a eskojer su lavoro libremente, a kondisiones de lavoro djuisiozas i favoravles i a la proteksion kontra la dezokupasion.
2. Kada persona, sin dinguna diskriminasion, tiene el derecho de pagamiento igual por lavoro igual.
3. Kada persona ke lavora tiene derecho a un pagamiento djusto i favoravle, el kual asigurara para el i su famiya una existensia conforme a la dinyidad umana, i ke sera ajustado, si ay menester, por otras formas de proteksion sosial.
4. Kada persona tiene el derecho de fondar i de partisipar en sendikatos para protejar sus intereses.

Artikolo 24

Kada persona tiene el derecho de reposo, de gozarse del tiempo libre, inkluzo la limitasion djuisioza de las oras del lavoro i vakansas periodikas pagadas.

Artikolo 25

1. Kada persona tiene derecho a un nivel de vida adecuado para la salud i el bienestar suyos i de su famiya – inkluzo el komer, el vistir, la morada, la asistencia medikal i los servicios sociales menesterozos; de mizmo, el tiene derecho de ser asegurado en kavzos de dezokupasion, hazinura, invalidez, bivdez, vejez i otros kavzos de piedrita del mantenimiento por sirkonstansias ke no dependen de el.
2. Las madres i los rezin nasidos tienen derecho a kudios espesiales i a ayudo. Todas las kriaturas, nasidas komo fruto de kazamiento legal, o no, gozaran de la mizma proteksion sosial.

Artikolo 26

1. Kada persona tiene derecho a la edukasion. La edukasion deve ser debaldes, a lo manko en el nivel elementario i fundamental. La edukasion elementaria sera ovligatoria. La edukasion teknika i profesional deve ser jeneralmente disponivle; el aksesio a los estudios superiores sera igual para todos, tomando en konsiderasion los alkanses de kada uno i uno.
2. La edukasion tendra por buto el dezvelopamiento kompleto de la personalidad umana i el enfortesimiento del respekto a los derechos umanos i a las libertades fundamentales; favorizara el entendimiento, la tolerensia i la amistad entre todas las nasiones i todos los grupos etnikos o relijiozos; i solevantara las actividades de las Naciones Unidas para el mantenimiento de la paz.
3. Los djenitores tendran derecho a eskojer el tipo de edukasion ke eyos preferan dar a sus ijos.

Artikolo 27

1. Kada persona tiene derecho de tomar parte, libremente, en la vida kultural de la komunidad, a gozar de los artes i a partisipar en el progreso sientifiko i a aprovecharse de sus resultados.
2. Kada persona tiene derecho a la proteksion de los intereses morales i materiales ke rezultan de las produksiones sientifikas, literarias o artistikas ke fueron su kreasion.

Artikolo 28

Kada persona tiene derecho a un orden sosial i internasional en el kual se realizaran kompletamente los derechos i libertades proklamados en esta Deklarasion.

Artikolo 29

1. Kada persona tiene deveres en respekto a la komunidad, porke su personalidad puede dezveloparse kompletamente solo en la komunidad.
2. En el eksersisio de sus derechos i de sus libertades, kada persona estara solamente sujeta a las limitasiones establecidas por la ley kon el uniko buto de asegurar el rekonosimiento i el respketo de los derechos i libertades de los otros, i de satisfazer las djustas exijensias de la moral, del orden publiko i del bienestar jeneral en una sosiedad demokratika.
3. Estos derechos i libertades no podran en ningun kavzo ser eksersidos en opozision a los butos i prinsipios de las Naciones Unidas.

Artikolo 30

Dingun artikolo en la prezente Deklarasion podra ser interpretado en el sentido ke da derecho a algun Estado, a un grupo o a una persona, de tomar parte en actividades o de realizar aktos kon el buto de destruir kualquier de los derechos i libertades proklamados en esta Deklarasion.

CONFIDENTIAL

The Christian Heritage

MINIATURE PARK IN NAZARETH

PRELIMINARY BUSINESS PLAN

APRIL 1997

TABLE OF CONTENTS

	Page
OVERVIEW	3
I BACKGROUND	6
II THE PROJECT DESCRIPTION	8
III STRUCTURE AND ASSETS INVESTMENT	11
IV SEVEN YEAR REVENUES FORECAST	13
V SEVEN YEAR OPERATING COSTS FORECAST	16
VI FEASIBILITY STUDY	18
VII GOVERNMENT BENEFITS AND APPROVALS	20
VIII CAPITAL INVESTMENT AND USE OF PROCEEDS	21
IX OFFER TO INVESTORS BY THE FOUNDERS	22
X RISKS AND PROSPECTS	23

This preliminary business plan (the "business plan") has been prepared solely for the internal use of Christian Heritage Ltd. (hereinafter "CH") and contains sensitive material which belongs to CH. Any person to whom the business plan is given or into whose hands it falls is hereby warned not to rely on the data contained herein without checking same out himself, and not to copy, pass on or divulge any portion hereof to another without obtaining the prior written consent of CH.

The business plan is not intended to serve any person or entity seeking to enter into a contractual relationship with CH as the basis for undertaking any commitment in connection therewith or in connection with or in regard to rights connected therewith, nor to serve any person seeking to alter his own situation pertaining to any of the foregoing, and every person or legal entity must, as aforesaid, make his or its own investigations, and it is recommended to them that they consult with experts acting on their behalf, including specialists in the economic and legal spheres.

Neither CH nor any person who was engaged in the preparation of the business plan is liable for the correctness of the data, the information, the representations or the conclusions contained herein.

OVERVIEW

One of the major events of the commemoration of the 2000th birthday of Christ will be the inauguration of the Christian Heritage Miniature Park.

The park concentrates in Nazareth, opposite the Mount of the Precipice, the most important events, cathedrals and edifices of the history of Christianity, with miniatures, scenery and audio visual attractions.

The project is part of a new tourist complex, Nazareth 2000, and is strongly recommended by the Mayor of Nazareth, the Church establishment, and the Israeli Ministry of Tourism.

The Israeli Ministry of Tourism expects that, by the year 2000, 1.9 million Christians will visit Israel, among them 950,000 pilgrims. Visitors to Nazareth will increase by then to 1,200,000.

Based on conservative forecasts of pilgrims, tourists and resident visitors, the number of visitors in the first seven years of the project will be : 1999 - 150,000, 2000 - 900,000, 2001 - 800,000, 2002 - 900,000, 2003 - 1,000,000, 2004 - 1,100,000, 2005 - 1,200,000.

Miniature Parks in Europe, such as Madurodam, MiniItalia and MiniEurope, accommodate between 400,000 to 1,250,000 visitors annually.

The scale of the 100 - 150 miniature models is 1:25. Music will be heard from most models and scale figures will be shown in their local costumes.

The miniatures will start from the holy places and churches of the Holy Land and evolve to churches over the world, in Italy, Spain, France, England, Germany, Russia, Benelux, Scandinavia, USA, South America, and other locations.

The miniatures will also describe major events and miracles in the Christian history in the last 2000 years. All Christian Faiths will be represented - the Catholics, Protestants and Orthodox.

Two phases were envisaged in the business plan: Phase I, with basically, the Miniature Park, the gardens, a main building with exhibitions, restaurants, shops and offices.

Phase II, which is optional, comprises an amphitheater for audio visual laser shows, a Christian Origins village and attractions in an extension of the main building - virtual reality, computerized center, holograms, an auditorium and conference rooms.

The purchasing costs of the 29,000 sq. m. land of the park and the parking area amount to \$1M. The infrastructure costs amount to \$5M and the miniatures costs are \$3.5M.

The erection costs of the 4,800 sq. m. (Phase I) to 8,000 sq. m. (Phase I + II) main building amounts to \$9 - 15M respectively, and its facilities, furniture, etc. cost - \$0.8 - 1.5M.

The development of the attractions' software, running-in expenses and working capital needs require additional \$0.7 - 2M. The amphitheater and Christian Village in Phase II require an additional investment of \$2M.

The total investment for the erection of the Park amounts to \$20M in Phase one and \$30M in Phase I + II, needed in the time frame of the erection - about two years from 1997 to 1999.

Conservatively, an average revenue of \$10 (Phase I) - \$15 (Phase I + II) was forecasted as entrance fees from every visitor that will purchase tickets to the Miniature Park, the attractions building and the laser shows.

An average income of \$10 - 15 respectively is forecasted from a visitor in the restaurants, coffee shop, snack bars and souvenir shops, vending and video games machines. In total, the income from every visitor will amount to \$20 (Phase I) to \$30 (Phase I + II).

The total income of the Park is forecasted as follows, in the two alternatives: 1999 - \$3 - 4.5M, 2000 - \$18 - 27M, 2001 - \$16 - 24M, 2002 - \$18 - 27M, 2003 - \$20 - 30M, 2004 - \$22 - 33M, 2005 - \$24 - 36M.

A personnel of about 55 employees, costing \$1M annually, will be needed to operate the Park regularly. Additional 80 part time employees will be needed in the high season and weekends.

The total labor costs amounts to \$1.8M annually. The total non - labor operating costs for electricity and heating, local taxes, water, insurance, advertising, communications, maintenance, etc. is about \$2M annually.

The operating costs of the restaurants and shops, operated directly by the Park, are about 50% of their revenues, on top of the \$3.8M annual operating costs of the Park.

The operating profit of the Park, before depreciation and financing, from the tickets, restaurants and shops, in the two alternatives is as follows: 1999 - \$0.6 - 1.6M, 2000 - \$9.8 - 16.1M, 2001 - \$8.4 - 14M, 2002 - \$9.8 - 16.1M, 2003 - \$11.2 - 18.2M, 2004 - \$12.6 - 20.3M, 2005 - \$14 - 22.4M.

The Net Present Value of the plan varies between \$11.6M in Phase I to \$21.6M in Phase I + II, when applying a discount rate of 15% annually, after a full return of the initial investment of \$20 - 30M, respectively, without taking into account the plan's residual value.

The company has applied for an approved enterprise status. The business plan is based on the most conservative scenario of full corporate tax exemption and no grants.

The minimum equity required for the project is 30% of the investment. The remaining investment could be raised from bank loans, suppliers' credit, etc.

If the investor prefers to start the project with phase I, and receive grants instead of full tax exemption, the total investment of the project could amount to only \$17M, net of \$3M grants, requiring an equity of about \$6M.

The shares of the company are divided equally between the founders, that have excellent contacts with the Christian establishment and the Israeli authorities, and extensive experience in erection of large scale projects.

The founders offer equity of the company in return to financing of the project, whether by equity, loans or bank guarantees.

The founders may continue to manage the project through all its phases. The Board of Directors of the company will comprise the founders, the investors, and possibly prominent persons from the Christian community and establishment.

The plan examines the sensitivity analysis in the different options, as well as an exit strategy for the investor that could be at an IPO in the year 2000, with a very high valuation of the company.

I BACKGROUND

The commemoration of the 2000th birthday of Christ will be celebrated throughout the world in a series of events. One of the major events will be the official inauguration of the Christian Heritage (CH) Miniature Park in Nazareth.

The Park will visualize to the visitors the Christian Heritage since its early phases, conveying religious and recreation experience by the most advanced and captivating techniques.

CH is a unique concept, located in one of the holiest places of the Christian Faith, opposite the Mount of the Precipice. A visit to the Park will be the culmination of the Christian tourists' sojourn in Nazareth and the Holy Land.

The park concentrates in one location the most important events and edifices of the history of Christianity, in a combination of miniatures, scenery and audio visual attractions.

The blessing of the Christian establishment to the project and the supervision of the historical background of the miniatures by the competent experts ensure the authenticity of the "Christian Heritage".

The mayor of Nazareth, Mr. Ramez Jeraisi, stated in a letter addressed to the entrepreneurs of CH on May 2, 1996, that the municipality of Nazareth encourages the initiative of the erection of the Miniature Park in Nazareth as a tourist attraction and acknowledges the utmost importance of the project.

Mr. Jeraisi adds that the municipality will give all the possible assistance and support towards the implementation of the project and will do its utmost to speed up the required procedures, subject to the normal laws and regulations.

Nazareth lies within less than one hour drive from Haifa and Tiberias in the lower Galilee. The Galilee region enjoys a mild climate for tours and trips throughout the year. The Christian sites and the beautiful scenery have made the Galilee and Nazareth the most attractive location for visits of Christian tourists, together with Jerusalem.

The Park will be operational throughout the year. The best seasons for visiting the Park are in the spring (Easter) and in the autumn . However, as most of the vacations are in the summer and in winter, the Park is built to accommodate visitors in summer with temperatures going up to 30 degrees C. and in winter with temperatures going down to 10 degrees C.

Full air-conditioning in the buildings of the Park and partly covered promenades in the Miniature Park will enable convenient visits even in rainy and cold weather as in exceptionally hot days.

The Park will be built in the Nazareth new tourist complex, Nazareth 2000, that will comprise new hotels with a capacity of 1,000 to 2,000 bedrooms, a Convention Center, an amphitheater, parking space, plazas, roads and a promenade that will link the complex to the Mount of the Precipice.

The Israeli Ministry of Tourism expects that, by the year 2000, 1.9 million Christians will visit Israel, among them 950,000 pilgrims. Visitors to Nazareth will increase by then to 1,200,000. The total number of tourists visiting Israel is expected to increase by 2003 to 4.3M, Christians - 2.1M, pilgrims - 1.2M, and visitors to Nazareth - 1.5M.

CH maintains a tight cooperation with the Israeli Ministry of Tourism, the Nazareth 2000 Board, the Investment Center, the Christian establishment in the Vatican and in Israel, and all other relevant authorities.

Based on conservative forecasts of pilgrims, tourists and resident visitors, the forecasted number of visitors in the first seven years of the project is : 1999 - 150,000, 2000 - 900,000, 2001 - 800,000, 2002 - 900,000, 2003 - 1,000,000, 2004 - 1,100,000, 2005 - 1,200,000.

Miniature Parks in Europe, such as Madurodam in the Netherlands, MiniItalia in Italy, MiniEurope in Belgium, Minimundus in Austria, the Model Village in England and Swissminiatur in Switzerland accommodate between 400,000 to 1,250,000 visitors annually.

CH has conducted an extensive survey of miniature Parks throughout Europe and especially in Madurodam. The results of the survey are the basis for the calculations of the costs of the Miniature Park. Surveys of tourist sites in Israel were also instrumental in preparing this business plan.

II THE PROJECT DESCRIPTION

The main attraction of the Park is the miniatures. All the miniatures face the Mount of Precipice. Paths are designed wide enough to accommodate thousands of visitors in the peak season, with an easy slope, and a partial protection from sun and rain. Visitors are expected to be from all ages and physical condition and an escalator will be used to return to the entrance.

The scale of the 100 - 150 models is 1:25. Music will be heard from most of the models and scale figures will be shown in their local costumes. The models represent buildings and sites of importance of the Christian world.

The gardens are spread over six levels, each level having its own garden and model world. Plants and trees are planted in all sizes and shapes to make the greatest variation possible. Flowers are newly planted regularly to assure an always colorful garden. Each model is located in its own detailed surrounding.

There are three rivers running from the top lake towards the two lower lakes. An audio guide is prepared with explanations concerning the models and the scenery, their history and their religious meaning.

The miniatures will start from the holy places and churches of the Holy Land and evolve to churches throughout the world, in Greece, Russia, Italy, Spain, France, England, the Netherlands, Scandinavia, Germany, USA, South America and other parts of the world.

“The Land of Jesus” segment of the Miniatures will comprise, inter alia, the Basilica of the Annunciation, Church of St. Catherine, Church of St. Gabriel, Church of St. John the Baptist, Church of the Visitation, Basilica of the Nativity, Church of all Nations, Via Dolorosa, Holy Sepulcher, etc.

The miniatures will also describe major events and miracles in the Christian history in the last 2000 years. All Christian faiths will be represented - the Catholics, the Protestants and the Orthodox.

The main building comprises of self-service restaurants, shops, model shop, storage, workshop, offices, VIP rooms, as well as a visitor center with temporary exhibitions on Christianity.

This project, as described above, encompasses the first phase of the project. The second phase of the project may be implemented in parallel to the first phase or later on, depending on the availability of the funds. The feasibility study presents both alternatives.

In the second phase of the project, additional attractions of virtual reality, computerized center and documentation, plays, liturgical music, films, conferences, books and magazines, hologram presentations, video games for children, will be displayed in the enlarged main building, all of them related to Christianity.

The park will comprise in this phase, a village representing the Christian origins - with full scale buildings and scenery - the place where Jesus was born, events of his childhood, the main events of his life, as well as the life of his disciples.

In the second phase, an audio - visual show will take place in the evenings at the amphitheater, with the background of the Mount of the Precipice, representing the history of Christianity, the main events, monuments and edifices, with the latest techniques, including lasers.

Most of the visitors of the Park will spend 2-3 hours visiting the miniatures, the gardens and the Christian origins village. The entrance ticket will entitle them to visit those attractions. However, they may spend a few more hours in the main building in the second phase, by purchasing an additional ticket, thus enabling them to enjoy from the virtual reality and other attractions.

The visitors wishing to attend in the second phase the audio-visual show in the evenings will purchase an additional ticket.

One of the main sources of income of the Park will be from the restaurants, shops of books, video and audio cassettes and disks, souvenirs, model shop and so on.

A coffee shop, snack bars, children playground, toilets, etc. will be located in the Park gardens in order to accommodate the visitors throughout all seasons.

The profitability on the models, CD Roms, video cassettes and other proprietary items will be exceptionally high. Those items can be sold not only in the Park but in shops throughout the world.

The manufacturing of the models and the CD Roms can be subcontracted or take place in factories in Israel that may receive an approved enterprise status as well.

An additional source of income could be from the exhibition of a replica of the models that will be displayed in centers throughout the world, in Rome, New York, Frankfurt, Paris, Madrid, Sao Paulo and so on.

The company could also franchise its brand name for various purposes - educational or recreational, such as toys.

The high season in the Park is in April, June to September and December. The Park will open daily from 8 AM to 24 PM, every day, except during the last two weeks in the month of January needed for repairs and maintenance and vacations of the workers.

The Park is oriented towards the third millennium of Christianity, with the most modern attractions, virtual reality visualizing the main events and edifices of Christianity, a computerized center where one could find answers to most of the questions about Christianity, etc.

This modern approach will enable the young Christians to feel much closer to the Faith and the pilgrims and tourists to experience in the most vivid way their visit to the Holy Land. A special emphasis will be made, with the assistance of the Christian establishments, to maintain a high level of accuracy and authenticity of all the different attractions of the Park.

III STRUCTURE AND ASSETS INVESTMENT

The project will be built on a plot of 6,000 sq. m.; comprising a 4,800 sq. m. main building and gardens; and an adjacent green area of 10,000 sq. m. for the Miniature Park and its gardens.

The parking area, on the down slope of the mountain, will amount to 9,000 sq. m.

In the second phase of the project, the Christian village will be constructed, the main building will be enlarged to 8,000 sq. m., and the 1,000 seats amphitheater will be built on an area of 4,000 sq. m.

100 - 150 models of miniatures are planned at a cost of \$20K - \$30K each, in total - \$3M. The models represent authentically churches, edifices and events of the Christian history, such as the Vatican, Notre Dame, the Duomo, cathedrals in Spain, Italy, France, England, Russia, the US and so on, in a scale of 1:25.

Additional investment in model infrastructure, landscaping, figures and animal miniatures, movement, sound, water and electrical effects, will cost an additional sum of \$0.5M.

Investment in general landscape and gardens, internal roads and paths, entrance areas, terraces, stairways, escalators, signs, toilets, walls and landfill, fences, security, and other infrastructure costs amounts to \$2.5M.

The purchasing costs of the 29,000 sq. m. land amount to \$1M. The land for the two phases will be bought from the beginning to enable expansion of the Park.

The erection costs of the 4,800 sq. m. main building amount to \$9M, due to the high standard of the building, with air conditioning, kitchen, and expensive materials, and the high costs of leveling the very steep land.

The two restaurants in the main building will share the same kitchen, with a total surface of 2,000 sq. m. They can accommodate up to one million visitors annually, even in the high season weekends, and have additional room for expansion in the adjacent open terraces.

The total floor space of the shops amounts to 300 sq. m. for one large or several shops, selling small scale models of the miniatures, books and magazines, video and audio cassettes and disks, CD Roms and computer video games, souvenirs, maps and guides, jewelry, garment, religious material, etc.

The 100 sq. m. workshop will take care of the maintenance of the outdoor models, the 150 sq. m. offices will locate the management of the Park, and a 250 sq. m. storage space will be allocated in the basement of the building.

In the first phase, the visitors center in the main building will display special exhibitions, such as first printed editions of bibles, books and magazines, Churches' religious material and so on. Video games, will be available for children, and will add to the attractions of the building.

In the second phase, the main building will be enlarged to comprise a 300 places auditorium, five 50 places conference rooms for plays, liturgical music, films, and conferences, all of them related to Christianity. A large open space will accommodate the additional attractions of virtual reality, holograms, computerized center and documentation.

The erection costs of the additional 3,200 sq. m. of the second phase will amount to \$ 6M.

The investment for all the furniture and facilities in the building will amount to \$ 1.5M, \$ 0.8M in the first phase and \$ 0.7M in the second phase, including furniture, tools, communications, computers, stocks, and so on. An additional investment of \$1M will be needed for the erection of the children's playground, the coffee shop that will be at the end of the Park, the snack bars, the toilets and so on.

The investment in the erection of the amphitheater will amount to \$1M, and the investment in the parking area, the vehicles for commuting from parking to the entrance, the cars and so on will amount to an additional \$1.5M. The investment in the erection of the Christian origins village amounts to \$1M.

An additional cost of \$2M - \$0.7M in the first phase and \$1.3M in the second phase, has to be taken into account for initial expenses until 1999, development of the attractions software, holograms, lasers and audio visual presentations, preparation of guides, experts consulting, running-in expenses and working capital.

The total investment needed for the erection of the Park in phase one amounts to \$20M and in phase two - \$10M more. The forecasted time frame for the erection of the Park is two years. Assuming that all the permits and financing will be obtained in 1997, the Park could be operational by mid 1999, and the official inauguration could take place on the 1.1.2000, with the attendance of the highest officials of the Church, Israel and Christian nations.

IV SEVEN YEAR REVENUES FORECAST

The market segmentation of the visitors is essential in order to obtain credible forecasts, that are the cornerstone of the feasibility study of the project. Fortunately, the Israeli Ministry of Tourism has made extensive market surveys on the evolution of tourism in Israel, especially towards the year 2000.

In 2000, 1.9 million Christian tourists are expected to come to Israel, half of them will be pilgrims, and 1.2 million of them are expected to visit Nazareth. Our estimate of 900,000 visitors, is 75% of the visitors to Nazareth, less than half of the Christian tourists, or most of the pilgrims.

However, we expect that most of the Christian population of Israel, and a few percents of the Jewish and Moslem population of Israel will visit the Park by the year 2000 and a substantial amount of the population of the north of Israel will even visit the Park several times. The visitors of the Park could also be pupils and students visiting the Park, in the context of their history courses.

The Park will be attractive to visitors coming several times, day and night, irrespective to their religion, age and education. Every visitor will find interest in his visit, due to the modern approach of the Park, and the high professional level of its operation.

But, especially Christians and pilgrims will see in the visit of the Park the culmination of their trip to the Holy Land. For them the location of the Park in a holy place, by the Mount of the Precipice, and the concentration in one Park of the whole evolution of Christianity presented in the most vivid manner, will cause them a spiritual revelation and the strengthening of their faith and ties to the Church.

We expect that the Park will receive the recommendation of the Church establishment, which will encourage every pilgrim to visit it, as will most of the organized groups visiting Israel. The municipality of Nazareth and the Government of Israel will add their impetus to convince the tourists and citizens to visit the Park.

Based on all those parameters, the estimates of the number of visitors seem very moderate and conservative. In the first year of operations - 1999 - 150,000 visitors are forecasted, as it will be the running-in year and the park could be operational, conservatively, in the last months of the year.

In the year 2000 at least 900,000 visitors are expected, as all the Christian world will celebrate the 2000th anniversary of Christ. In the year 2001 - 800,000 visitors are expected, less than in 2000, although tourism is expected to grow in this year.

In the year 2002, the visitors are expected to increase to 900,000 and in 2003 to one million visitors. This number is less than a quarter of the total number of tourists forecasted in this year by the Ministry of Tourism, less than half of the Christian tourists, 80% of the pilgrims, and only two thirds of the expected visitors to Nazareth.

The number of visitors is expected to grow to 1.1 million in 2004 and to 1.2 million in 2005. On the average, in the years of the project, about 1 million visitors will visit the Park annually, and the feasibility analysis was prepared accordingly.

The Park, as well as the restaurants, coffee shops, snack bars, souvenir shops and so on, are planned to accommodate visits of more than 1 million persons annually, for the miniatures, village, audio visual, virtual reality, lasers and other attractions.

A moderate average entrance ticket fee of \$10 is calculated for the miniatures and the gardens. In the second phase, an additional \$10 will be charged for entrance to the main building and participating in the various attractions. A fee of \$10 will be charged from those that will attend the audio visual presentation in the amphitheater.

Those figures are average figures, as a normal ticket will cost \$14, a child and senior citizen ticket - \$11, a group ticket - \$10, and so on. A distribution fee of one dollar per ticket was calculated, and the average net income per ticket will amount to \$10.

Conservatively, in phase two, an average revenue of \$5 was forecasted as additional entrance fees from every visitor to the Park, based on the weighted average of the visitors that would prefer to attend the additional attractions in the main building and in the amphitheater.

An additional average income of \$10 in phase one and \$15 in phase I + II from every visitor is forecasted from the restaurants, coffee shop, snack bars, model, video cassettes, CD Roms and souvenir shops, vending machines and video games machines.

In total, the income from every visitor will amount to \$20 in phase one and \$30 in phase two.

The total income of the Park is forecasted as follows:

Year	Visitors	Phase I Revenues	Phase I + II Revenues
1999 -	150,000	\$ 3M	\$4.5M
2000 -	900,000	\$18M	\$27M
2001 -	800,000	\$16M	\$24M
2002 -	900,000	\$18M	\$27M
2003 -	1,000,000	\$20M	\$30M
2004 -	1,100,000	\$22M	\$33M
2005 -	1,200,000	\$24M	\$36M

V SEVEN YEAR OPERATING COSTS FORECAST

A personnel of about 55 employees will be needed to operate the Park on a constant basis and additional 80 part time employees in the high season and week ends. The Park operates 16 hours a day and the personnel works 9 hours a day, most of them in two shifts, 5 days a week.

The personnel of the Park comprises of a general manager, a sales manager and two salesmen, 10 at the entrance, 10 in security, 2 in maintenance, 10 guides in the gardens and 6 guides in the building, 4 in cleaning, 2 gardeners, 4 drivers and 3 in administration.

The average salary and benefits of 40 low paid employees is about \$1K and of the 13 professional employees is \$2.5K. The salary and benefits of the General Manager is \$8K and of the Sales Manager - \$5K. The total annual salaries and benefits for permanent employees in the years 2000 to 2005 is about \$1M.

Most of the part time employees in the high season and week ends will be occupied at the entrance, in security, in cleaning and as guides and drivers. The part time employees work in two shifts at an average salary and benefits of \$50 a day.

80 part time employees work 200 days a year - in the week ends and in the high season. Their salaries amounts to \$800K. The total labor cost of permanent and part time employees is \$1.8M annually. The estimates of the number of employees were made for 1.2 million visitors annually in Phase I + II, but were conservatively calculated for 800,000 to 1.2 million visitors in the plan, for Phase I and for Phase I + II.

The non labor operating costs include electricity, water, municipality taxes, materials for maintenance, office costs, insurance, marketing, promotion and advertising, legal and auditing counsel, communications, local taxes, electricity and heating, water, software maintenance, development of new attractions and so on.

The total non labor operating costs in the years 2000 to 2005 is on the average about \$2M annually in Phase I. It was assumed, conservatively, that those costs will be even higher in Phase I + II.

The costs for the initial year of 1999, with operations starting only towards the end of the year, is \$1.7M for permanent employees, part time employees and other operating costs, mainly advertising.

The total operating costs of the Park throughout the project, not including the costs for operating the restaurants and shops, are as follows:

1999 - \$1.7M.

2000 to 2005 - \$3.8M annually, on the average, as stated above.

All the shops and restaurants will be treated as profit centers and will be operated directly by the Park enterprise. The costs of running the facilities will amount to about 50% of the revenues, including employees, food, stocks, maintenance, and so on, on top of the \$3.8M annual costs for operating the Park.

VI FEASIBILITY STUDY

The initial investment will be spread as follows:

Phase I	Phase I + II
1997 - \$4M	\$6M
1998 - \$10M	\$15M
<u>1999 - \$6M</u>	<u>\$9M</u>
Total - \$20M	\$30M

The operating profit of the Park, from the tickets, restaurants and shops, before financing expenses and depreciation, is as follows:

Phase I	Phase I + II
1999 - \$0.6M	\$1.6M
2000 - \$9.8M	\$16.1M
2001 - \$8.4M	\$14M
2002 - \$9.8M	\$16.1M
2003 - \$11.2M	\$18.2M
2004 - \$12.6M	\$20.3M
2005 - \$14M	\$22.4M

The basic scenario for the feasibility study assumes full funding in equity or investors' loans without interest, approved enterprise with no grants, and full exemption of corporate taxes. Additional scenarios will be analyzed in the following chapters.

The project will maintain always a positive cash flow, due to the funding of the investors for the initial investment and the initial working capital.

The cash flow of the plan in Phase I will be as follows:

in \$M	1997	1998	1999	2000	2001	2002	2003	2004	2005
Initial Investment	(4)	(10)	(6)						
Operating Profit			0.6	9.8	8.4	9.8	11.2	12.6	14.0
Net Cash Flow	(4)	(10)	(5.4)	9.8	8.4	9.8	11.2	12.6	14.0
15% Discount Rate	.870	.756	.658	.572	.497	.432	.376	.327	.284
NPV Cash Flow	(3.5)	(7.6)	(3.6)	5.6	4.2	4.2	4.2	4.1	4.0
Accum. NPV Cash Flow	(3.5)	(11.1)	(14.7)	(9.1)	(4.9)	(0.7)	3.5	7.6	11.6

The plan takes a discount rate of 15% annually and the Net Present Value of the plan is \$11.6M, about 60% return on investment in NPV, after a full return of the initial investment.

The residual value of the plan, after the seventh year of its operation, would increase substantially the net present value of the plan. However, conservatively, we do not take the residual value of the plan.

The return on the initial investment of \$20M is \$46.4M or 230% in current terms, or an IRR of 32.2%, and can be compared to the interest expenses of raising the funds, weighted by the risk factor, or any other investment alternative.

The cash flow of the plan in Phase II will be as follows:

in \$M	1997	1998	1999	2000	2001	2002	2003	2004	2005
Initial Investment	(6)	(15)	(9)						
Operating Profit			1.6	16.1	14.0	16.1	18.2	20.3	22.4
Net Cash Flow	(6)	(15)	(7.4)	16.1	14.0	16.1	18.2	20.3	22.4
15% Discount Rate	.870	.756	.658	.572	.497	.432	.376	.327	.284
NPV Cash Flow	(5.2)	(11.3)	(4.9)	9.2	7.0	7.0	6.8	6.6	6.4
Accum. NPV Cash Flow	(5.2)	(16.5)	(21.4)	(12.2)	(5.2)	1.8	8.6	15.2	21.6

The plan takes a discount rate of 15% annually and the Net Present Value of the plan is \$21.6M, about 70% return on investment in NPV, after a full return of the initial investment.

The residual value of the plan, after the seventh year of its operation, would increase substantially the net present value of the plan. However, conservatively, we do not take the residual value of the plan.

The return on the initial investment of \$30M is \$78.7M or 260% in current terms, or an IRR of 35.8%, and can be compared to the interest expenses of raising the funds, weighted by the risk factor, or any other investment alternative.

VII GOVERNMENT BENEFITS AND APPROVALS

The company is applying for an approved enterprise, apparently with the backing of the Ministry of Tourism. The ministry is much interested in creating a nucleus for the Nazareth 2000 project and the CH plan is indeed a remarkable endeavor that will foster the attractiveness of the development of Nazareth and increase the tourism.

A tourist enterprise erected in Nazareth - a National Priority A Region - is entitled to a 15% grant on its fixed assets investment. Alternatively, the enterprise could receive a 10 years full tax exemption from the first profitable year. It is also entitled to accelerated rates of depreciation.

The normal corporate tax rate is 36%, for an approved enterprise - 25%, and for an approved enterprise with a 90% foreign ownership - 10%. The tax exemption does not apply on distributed dividends that carry an additional withholding tax of 15%.

Conservatively, the business plan is based on a scenario of full tax exemption, and no grants. The Israeli Government may change the benefits for approved enterprises in the future, but we do not foresee a substantial change in tax exemptions. However, at the preference of the investor, an application for grants could be submitted immediately, with reasonable chances of success.

The company has to receive from the State Authorities a permit for the erection of the project, although, as it is a crucial part of the Nazareth 2000 complex, it may alleviate the procedures of receiving the permits.

VIII CAPITAL INVESTMENT & USE OF PROCEEDS

The investment could be raised by private placements, by an IPO, by a combination of both in several rounds of investment, by one, several or a large number of shareholders. The exit strategy for the investor could be at an IPO in the year 2000, with a very high valuation and return on investment.

The use of proceeds is uniquely for the original investment of \$20 - 30M. However, the investment could be as low as \$6 - 9M, the minimum amount needed to receive the approved enterprise status, amounting to 30% of the total investment. 50% or more of the project's investment could be raised by loans.

The project NPV cash flow breakevens in 2002. If financed solely by loans, the total financial costs of the project, based on 10% average interest rate, are \$6.7M, reduced to about \$4.7M if 30% of the project is financed by shareholders' equity in Phase I + II. If only Phase I is implemented, the total financial costs amounts to \$4.8M, reduced to about \$3.4M if 30% of the project is financed by shareholders' equity.

These financial costs would bring the break even point of the project in the year 2002 and all the profitability of the project in the subsequent years would give the investor a very high return on investment after the full reimbursement of the loans by then.

A detailed feasibility study of the project was prepared by a prominent organization, with sensitivity analysis examining the different alternatives of the project. Forecasts of the Ministry of Tourism, an up to date tourism survey with all the relevant breakdowns, and brochures of the Nazareth 2000 project are available, as well as the architect's outline of the Christian Heritage project.

The Churches and individuals could contribute in the earlier phases of the project by assisting in the research needed to present the Christian history and Faith in the most accurate manner.

Another source of contribution could be the financing of the miniatures by the prayers of each cathedral represented in the Miniature Park. The park could in return finance, when it reaches profitability, benevolent Christian organizations throughout the world and in Israel.

IX OFFER TO INVESTORS BY THE FOUNDERS

The shares of the company are divided equally between five founders:

Mrs. A, a prominent lawyer, from well known Nazareth families, with excellent connections with the municipality of Nazareth, the Israeli Arab leaders, the Christian Churches and the Ministry of Tourism. Has her own law firm, specializing in real estate.

B, a corporation that was established by a well known Accounting firm in Israel, with extensive experience in foreign investments in Israel and Public Offerings in Israel and in the USA.

C has nearly 30 years of experience in International Business, most of them in top management of large Israeli conglomerates and in initiating and managing joint ventures between US, European and Israeli companies. Has an MBA degree of INSEAD, France.

D, Col. (ret.), has about 20 years of experience as assistant of the Haifa Mayor, director of the property department of the municipality, founder and manager of the largest malls in Haifa. Has a high education in assessment and management of property.

E has extensive international experience in management and organization of entertainment events and ticketing. Has developed an exclusive software for optimization of tickets reservation, successfully implemented in Europe by his own venture.

The founders offer equity of the company in return to financing of the project. The allotment of the equity between the investors and the founders will be negotiated in function of the amount of investment, the nature of the investment - equity, loans, guarantees, the schedule of the investment, the strategic contribution to the company, the exit strategy as at an IPO, the control of the company, the equity for employees or the Church, the distribution of profits and so on.

The founders may continue to manage the project through all its phases. The Board of Directors of the company will comprise the founders, the investors, and possibly prominent persons from the Christian community and establishment.

X RISKS AND PROSPECTS

RISKS

The project is Capital intensive

Operational phase is too close to the year 2000

Construction permits' via dolorosa

Security and political considerations

Need for coordination of most of the Churches' recommendations

PROSPECTS

Very high profitability from start and prompt return on investment

Unique and original concept, based on accurate research

Location in one of the most holy places

Well balanced, experienced and connected management team

“Captive” customers - pilgrims and Christian tourists

Much higher potential than forecasted in the plan

Ultra modern design and performance

Blessing of high ranking officials in the Churches' organizations

Diversity of attractions for every taste and segment

Relatively low operating costs

Generous incentives from the Israeli Government

Strong support of Nazareth's Mayor and Ministry of Tourism

Dr. JACQUES CORY – CURRICULUM VITAE

PERSONAL INFORMATION

Home Address: 2, Costa Rica Street, Haifa, Israel 34981

Telephone: 972-4-8256608 or 972-4-8246316. Mobile: 972-544-589518.

Fax: 972-4-8343848

E-mail: coryj@zahav.net.il

Website: <http://www.businessethicscory.com> or <http://www.businessethics.co.il>

EDUCATION

Ph.D. Business Administration (with distinction), CNAM - Conservatoire National des Arts et Metiers, Paris, France, 2004. Doctoral Dissertation in French - 'Business Ethics and the Minority Shareholders' - the first dissertation on this subject in the world.

MBA Business Administration, INSEAD, Fontainebleau, France, 1968. An International MBA in a trilingual program: English, French and German.

BA Economics and Political Sciences, Hebrew University of Jerusalem, Israel, 1966.

ACADEMIC ACTIVITIES

2004-2013 Lecturer at the MBA, International MBA, MA, BA programs, and 17 classes of the Naval Academy, at The University of Haifa, Israel, on: Corporate Governance, Business Administration, Social & Economic Justice, Business Ethics, CSR - Corporate Social Responsibility, Sustainability, Globalization, M&A - Mergers & Acquisitions, Business and Government, Leadership and Stakeholders, NGOs and the Public Sector. Elected in 2005 as the Best Lecturer of the University of Haifa and received appreciation letters from deans and students.

2010-2011 Lecturer at the International MBA program in English, at The Tel Aviv University, Israel, on: The Future of Capitalism in a Sustainable Society, a Contemporary Course in the Context of the Great Recession of 2007-2010; and a Course on Business Ethics.

2009-2010 Lecturer at the Executive MBA program, at The Technion Israel Institute of Technology, Tel Aviv, Israel, on: Business Ethics & the Future of Capitalism in a Sustainable Society.

2006 Visiting Professor, INSEAD, Singapore, on: Semestrial Course of Business Ethics - 'Individual, Business & Society: The Ethical Dilemma'.

2005 Lecturer at the Ruppin Academic Center on Business Ethics.

2010-2014 Lecturer at the Carmel Academic Center in English and in Hebrew on Business Ethics and the Future of Capitalism.

BUSINESS ACTIVITIES

2014 Writing of Ethical Code, 10 Case Studies, and Training for Sibat, the International Defense Cooperation Agency

2006 Chairman of the Advisory Board, Taditel, Israel.

2005 Business Manager CycleTec, affiliate of American Israeli Paper Mill, Israel.

2002 General Manager Corporate Recovery Management, W&S Israel.

1981 - 2000 Top-level management of large and small hi-tech companies, M&A and strategic partnerships, international business, know-how transfer with conglomerates, shares and debentures offerings in the US & Israel, subsidiaries management, international turnarounds, initiating new ventures. Business activities in France, US, Europe, Israel.

Turnaround Plans and successful implementation of Elbit (1981-1982), Elscint's subsidiaries (1987-1988), NBase (1995-1996), and other companies, in hi-tech and low-tech, in France, the US and Israel, increasing in several cases valuation by more than 1,000%.

M&A and JV Negotiations of Israeli, U.S., Canadian, French, German, and Spanish companies in the computer, Internet, data communication, telecom, imaging, semi-conductor, and aerospace industries. Due diligence, negotiations, 100 business plans, strategic planning.

Technology Transfer: conducting of negotiations and agreements, including development, manufacturing and marketing rights, between large European, American and Israeli companies, such as Nixdorf, Alcatel, Hon and Global. Management of a Satellite Communications Consortium (1991-1993) comprised of some of the largest Israeli companies: IAI, Rafael/Galram, Elisra, Gilat, Technion.

Management: (1981-1987) Vice President in charge of business activities, sales and finance of Elbit, one of the largest Israeli hi-tech companies. Was directly responsible for the transition from heavy losses to peak profits, M&A, and international business breakthrough. Managed U.S. and Israeli public offerings. Member of U.S. and Israeli Boards of Directors. Initiated and managed Strategic Planning.

1973-1980: Sales Manager and Head of the Defense Sales Department at Elbit, Israel.

1970-1973: Export Manager and Assistant to the Executive CEO at Electra, Israel.

1968-1970: Assistant to the Strategic Planning VP of Israel Aircraft Industries, Israel.

BOOKS

"Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein", The Edwin Mellen Press, US, 2009. An academic book in English, focusing on the Economic Whirl, starting in the eighties with damages of billions and culminating in the Great Economic Crisis of 2008 with damages of trillions, its origins, analysis and potential solutions. The book comprises of theoretical issues, cases based on business experience, and works: on business ethics, sustainability, globalization, corporate governance, & social responsibility. Hard cover - 2009, soft cover - 2010, used as textbook.

"Selected Issues in Business Ethics and Social Responsibility", published by Magnes Publishers, the Hebrew University of Jerusalem, Israel, in July 2008: Analysis of theoretical issues and ethical dilemmas in original cases, films, plays & novels, forecasting the world economic crisis & presenting practical vehicles to overcome the crisis. Received an outstanding acclaim and used as textbook.

Two books - **"Business Ethics: The Ethical Revolution of Minority Shareholders"** and **"Activist Business Ethics"**, published by Kluwer Academic Publishers Boston, US, in 2001 (now Springer). Paperback Editions by Springer, US, 2004. Pioneer research, based on case studies of U.S., French & Israeli companies and extensive business experience, with a modern

approach on activism in business ethics. The books found the rules that govern unethical conduct towards minority shareholders, which were validated by the Enron scandal. Activist Business Ethics is quoted on Wikipedia & other websites, is quoted several times in the entry "Business Ethics" of Wikipedia, is recommended in Wikipedia and Answers.com for "Further Reading", and is treated as a standard text/source book in Talk: Business Ethics in Wikipedia. The book is in about one thousand university libraries all over the world (USA – 750, Germany – 41, Canada – 36, France, UK, Netherlands, Belgium, Norway, Denmark, Poland, Italy, Switzerland, Romania, Slovenia, Spain, Mexico, Colombia, Lebanon, Israel, Saudi Arabia, United Arab Emirates, Turkey, Qatar, South Korea, South Africa, Malaysia, Singapore, China, etc.), and sells also in Russia, India, Japan, Greece, Thailand, Brazil, etc.

Doctoral Dissertation in French - '**Business Ethics & the Minority Shareholders**', 2004, at CNAM, Paris, France, in 2004 and at other locations. Book "**L'ethique des affaires et les actionnaires minoritaires**", published by Editions Universitaires Europeennes in France in 2012. Used as textbook.

Novel in Hebrew "**Beware of Greeks' Presents**", Bimat Kedem, Israel, 2001, a modern Odyssey on Business Ethics, with the essay "**Business Ethics in Israel – the Dream and the Calamity**", one of the first essays on this topic. Used as textbook. A Play in Hebrew - "**Nelly's Choice**", Jacques Cory with Amalia Eyal, in 2005 (on Cory's website and at the library of the University of Haifa). Used as textbook. Reading of the play was performed at the Hebrew University of Jerusalem on July 30, 2008. Translated into French in 2008 by Saskia Cohen - "**Le choix de Nelly**", published in 2012 in France by Edilivre. A Play in Hebrew "**Nelly Doron**" by Jacques Cory, written in 1997 and published on Cory's website, University of Haifa, Transparency International Israel, Ometz, Carmel websites, etc. in 2012.

Chapters in Edited Books – "**Une maniere originale d'enseigner la RSE**" (An original method to teach CSR), in the book "**La RSE – La responsabilite sociale des entreprises – Theories et pratiques**", by Francois Lepineux, Jean-Jacques Rose, Carole Bonanni, Sarah Hudson, published by Dunod in France in 2010. "**In the Name of Citizens, Business or Officials? Insights on the Public Responsibility of the Government and Public Administration**" by Eran Vigoda Gadot and Jacques Cory, in the book "**Public Responsibility in Israel**" by Raphael Cohen-Almagor, Ori Arbel-Ganz, Asa Kasher, published by Hakibbutz Hameuchad Publishing House & The Jerusalem Center for Ethics, in Hebrew, in Israel, 2012. One of the first essays on Business & Government & Social Justice in Israel.

"**Academic Proof that Ethics Pays**" – An academic free eBook in English published in 2017, a breakthrough pioneering research book proving for the first time ever statistically that "Ethics Pays" for the ethical countries and they are the most prosperous on earth. Cory's Index integrates 50 of the most salient and unequivocal parameters, devised by the most objective organizations, giving a common determination to the performance of countries. As the countries with the best ranks in Cory's Index are also the most ethical and have a very strong statistical correlation between their ethical and prosperity rankings, it proves that Ethics Pays. The eBook was sent to some of the best universities and published on Cory's website.

"**Ethics Pays: A Comprehensive Atlas of Salient Parameters in the 300 Countries of the World Proving that Ethics Pays**" - An academic free eBook in English published in 2016. The eBook proves that the most ethical countries obtain the best results in all the parameters - GDP per capita, democracy, peace, equality, freedom, happiness, social progress, efficiency, globalization, competitiveness, etc., and the most corrupt countries obtain the worst results.

The book is also a geography book describing the 18 - 55 most salient parameters of the world's countries, and comparing the achievements of all the 300 countries of the world. The most salient parameters can be allocated to each country, or can remain in the tables of the book and in the links of the book. The free eBook can be found at the websites of the libraries of the University of Haifa, Carmel Academic Center, Israel, Cory's website, organizations...

"Ethical Codes and Case Studies, Essays and Articles on Social, Economic and Governmental Justice" - An academic free eBook in Hebrew published in 2016, comprising ethical codes, generic case studies on ethical codes, professional essays and articles on social, economic and governmental justice, published until 2015. The free eBook is at the libraries websites of the University of Haifa, Carmel Academic Center, Cory's website, organizations...

"Social, Economic & Governmental Justice: Essays, Articles & the Play 'Nelly Doron'" - A free eBook in Hebrew, published in 2012 on the Internet at Jacques Cory's website in HOME, BOOKS and HEBREW, at the University of Haifa's Library website - <http://lib.haifa.ac.il> (search by name of author or book), Transparency International Israel, Ometz, Carmel Academic Center websites, etc. Includes also short stories: "Baruch Ashem", "Rain Fairy", correspondence, appreciation letters, social justice projects, satires, Ladino activities, case studies... Based on **"Essays & Articles on Social & Economic Justice, Business & Government in Israel"**, published since 2010 on journals & websites.

"The Future of Capitalism in a Sustainable Society" in English, based on The Great Recession of 2007-2010: book in progress, along an outline on Cory's website. Bibliography of 120 books, a similar number of videos, and hundreds of articles, was read and hundreds of notes were prepared as basis for writing the book upon receipt of adequate financing. The book calls into question the conduct of corporations, leaders, executives and regulators before, during and after the Recession and shows how the invisible hand, minimal regulation and maximization of profits have a perverse impact on the world economy, society, stakeholders, business and profitability. Finally, the book suggests a new political economy of the state, new strategy for the private and public sectors, new economy of income and wealth distribution, in the context of a proper humane policy bringing sustainable development.

"Essays, Memoirs and Articles on General and Personal Topics" – A free eBook in Hebrew on general and personal topics published in 2016, comprising essays and articles on general topics, memoirs and personal topics based on Cory's autobiography, on literature, biographies, drama, linguistics, correspondence, a youth diary **"A Portrait of the Idealist as a Young Man"**, showing how the character of Cory was shaped in his early youth, Cory's Ladino activities, and views on the Israeli-Palestinian conflict. The free eBook can be found at the libraries websites of the University of Haifa, Carmel Academic Center, Cory's website...

"Cory's Cosmopolitan Cultural Credo: Autobiography – A Lifetime Companion for the Universal Intellectual Humanist" – A free eBook in English published in 2016, describing Cory's experience, works and thoughts on his fields of interest, a new kind of literature, comprising of a mixture of: novels, drama, biographies, non-fiction, linguistics, geography, business, ethics, academics, economics, history, music, arts, films, philosophy, poetry, folklore, sociology, travel, and even humor. The book is Cory's credo and truth, an ode to humanism, moderation and harmony, in Cory's cosmopolitan, polyglot and holistic approach. It can be read, seen, or heard during thousands of hours, which will arise hopefully a desire to learn languages, literature, philosophy, history, geography, ethics and drama, and watch the

best films, plays, classical and folkloric music, arts... The free eBook can be found at the libraries websites of the University of Haifa, Carmel Academic Center, Cory's website...

"A Voyage Into My World's Culture" – A free eBook in English published on Cory's website in 2016. It exists also in a book format. A voyage of an intellectual, any intellectual into the World's Culture, mainly European Culture, with lists and surveys on literature, theater, travel, cinema, music, arts, languages, philosophy, history; focusing on the culture and memories from the many countries visited in Europe, America, Asia, Australia, Africa...

"The Book of Ruthy" - A free eBook in Hebrew published on Cory's website in 2016. It exists also in a book format. Ruthy, Cory's wife biography, as perceived through memories, **correspondence of the young couple**, the Children Book **"Rain Fairy"** written by Jacques and illustrated by Joseph, Cory's son, the play **"Nelly's Choice"**, songs and poems on Ruthy, greetings from friends, family, colleagues, hundreds of photos – family, work, trips, screenplay and audio play with links to videos and audios, travel memories from trips...

"Ijiko and His Grandparents in the Jungle" – A free eBook in Hebrew published on Cory's website in 2016. The children book by Jacques Cory, illustrated by Elena Gat, edited by Shirly Garfunkel, exists also in a book format with illustrations. This book is based on the author's jungle stories to his children and grandchildren, who also contributed their inputs to the plot, with names primarily deriving from funny words in Ladino, as lion Hastrapula, giraffe Siskerina, monkey Sholobolo, witch doctor Melizina, rhinoceros Haftona, teacher Troncho...

PROFESSIONAL ACTIVITIES

- 2013** – Member of the Advisory Board of I.Q.L. The Israeli Directors Forum Ltd. The Forum (Integrity, Quality & Leadership) is designed to upgrade the work of directors as well as to enrich and equip them with professional tools for performance of their duty.
- 2012** - Initiating a proposal for the Award of Sustainable Justice Prizes in Israel and in other countries, member of the Prize Committee with well-known ethical experts in the award fields of: Social Justice, Economic Justice, Governmental Justice, Environmental Justice, Media Justice, Educational Justice & Cultural Justice, i.a. Nobel Prize laureate Professor Dan Shechtman, famous playwright Joshua Sobol, and leading professors, journalists & activists.
- 2011** - Organization of Symposium on Social & Economic Justice with the University of Haifa & Ometz in Haifa, Israel. Lecture by Cory, Participation of Leading Professors, Businessmen, Social Activists, NGO Leaders & Daphni Leef. Symposium filmed by the Academic Channel.
Participation in the Forums of the Israeli Social Protest Movement and Others for Enhancing Social Justice in Israel, Transparency, Ethics, & Reducing Business & Government Relations.
- 2001** - Lectures at Conferences, Universities, Organizations, Companies and Governmental Forums, in the U.S., Europe and Israel. Transcripts, Films & Articles on Lectures – on Cory's website.

Transparency International, Berlin – Drawing Lessons from the Great 2008 Recession - 2010

Insead, Fontainebleau, France - Lectures and Workshops at Ethics Days – 2001/2003
European Union - Stresa, Italy, Lecture on Trends in M&A - 2001

Ethics & Management - Symposium of Paris' high ranking executives - 2003

In Europe – meetings for promoting Cory's books in Paris, London, Frankfurt, Amsterdam and Copenhagen, with collaboration of Kluwer – 2001

In the USA – meetings for promoting Cory's books in Washington, Boston and New York, participating at the annual meeting of Society for Business Ethics in Washington – 2001

Israel: Keynote Speaker - Top Management of Israeli Bank Leumi, Transparency International, Israeli SEC, the Israeli Electric Company, Elbit, IAI, Apax & Insead Anciens Association, Ernst & Young. Magnes Launching of Book – ZOA hall, Tel Aviv, Bimat Kedem Launching of Book – Suzan Dalal hall, Tel Aviv. Speaker at the Hi-Tech Summit (Technology & People), Directors' Convention, Ethics Center at the Israeli Stock Exchange, Internal Auditors Convention, Mishkenot Shaananim Ethics Center, Ethics & Engineering, BDO, Migdal Insurance Group, Izraeli Ethics Center, Ometz, forums of the Technion and the University of Haifa, Reali High School, and on Israeli radio & TV.

2013 – Articles in Walla Business and Ethics Center Mishkenot Shaananim Bulletin

2010 - Publicist, News First Class, NFC, News 1, a leading Israeli News Website

2009-2011 – Columnist, "Ethics and You" – The Israeli CPA Review

2008- Articles in Transparency International Israel and Ometz

2006 - Member of the Editorial Advisory Board, Society and Business Review, Emerald.

2001 - Israel: Essays and Articles on Social & Economic Justice, Business Ethics, Business & Government

PUBLIC ACTIVITIES

2015 – Award of the Israeli highest ethical prize by Ometz "Itur Hamofet".

1981 - Member of the Society for Business Ethics in the US; the France and United Kingdom Chambers of Commerce in Israel. Member of the Boards of Directors/Management of Transparency International Israel, Ometz ethical NGO, Haifa Theater, Haifa Film Festival.

LANGUAGES

Fluent in English, French (mother tongue), Spanish, Ladino, Hebrew. Fair knowledge of Italian, German, Portuguese, Romanian, Interlingua. Reading capabilities in more than 40 other languages.

AVOCATIONS

Theater, Literature, Cinema, Languages, Research, Travel.

FAMILY AND PERSONAL STATUS

Married Ruthy Popliker, August 19, 1969. Three children: Joseph, Amir, Shirley, all of them married with children. Born in Cairo, Egypt, June 5, 1944, studied in French at the Lycee Francais du Caire. Living in Israel since 1953. Israeli citizen (mother Pauline Simon Cory was a Greek citizen).

LIST OF PUBLICATIONS – Dr. JACQUES CORY

BOOKS

"Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein", The Edwin Mellen Press, US, 2009. An academic book in English, focusing on the Economic Whirl, starting in the eighties with damages of billions and culminating in the Great Economic Crisis of 2008 with damages of trillions, its origins, analysis and potential solutions. The book comprises of theoretical issues, cases based on business experience, and works: on business ethics, sustainability, globalization, corporate governance, & social responsibility. Hard cover - 2009, soft cover - 2010, used as textbook.

"Selected Issues in Business Ethics and Social Responsibility", published by Magnes Publishers, the Hebrew University of Jerusalem, Israel, in July 2008: Analysis of theoretical issues and ethical dilemmas in original cases, films, plays & novels, forecasting the world economic crisis & presenting practical vehicles to overcome the crisis. Received an outstanding acclaim and used as textbook.

Two books - **"Business Ethics: The Ethical Revolution of Minority Shareholders"** and **"Activist Business Ethics"**, published by Kluwer Academic Publishers Boston, US, in 2001 (now Springer). Paperback Editions by Springer, US, 2004. Pioneer research, based on case studies of U.S., French & Israeli companies and extensive business experience, with a modern approach on activism in business ethics. The books found the rules that govern unethical conduct towards minority shareholders, which were validated by the Enron scandal. Activist Business Ethics is quoted on Wikipedia & other websites, is quoted several times in the entry "Business Ethics" of Wikipedia, is recommended in Wikipedia and Answers.com for "Further Reading", and is treated as a standard text/source book in Talk: Business Ethics in Wikipedia. The book is in about one thousand university libraries all over the world (USA – 750, Germany – 41, Canada – 36, France, UK, Netherlands, Belgium, Norway, Denmark, Poland, Italy, Switzerland, Romania, Slovenia, Spain, Mexico, Colombia, Lebanon, Israel, Saudi Arabia, United Arab Emirates, Turkey, Qatar, South Korea, South Africa, Malaysia, Singapore, China, etc.), and sells also in Russia, India, Japan, Greece, Thailand, Brazil, etc.

Doctoral Dissertation in French - **'Business Ethics & the Minority Shareholders'**, 2004, at CNAM, Paris, France, in 2004 and at other locations. Book **"L'ethique des affaires et les actionnaires minoritaires"**, published by Editions Universitaires Europeennes in France in 2012. Used as textbook.

Novel in Hebrew **"Beware of Greeks' Presents"**, Bimat Kedem, Israel, 2001, a modern Odyssey on Business Ethics, with the essay **"Business Ethics in Israel – the Dream and the Calamity"**, one of the first essays on this topic. Used as textbook. A Play in Hebrew - **"Nelly's Choice"**, Jacques Cory with Amalia Eyal, in 2005 (on Cory's website and at the library of the University of Haifa). Used as textbook. Reading of the play was performed at the Hebrew University of Jerusalem on July 30, 2008. Translated into French in 2008 by Saskia Cohen - **"Le choix de Nelly"**, published in 2012 in France by Edilivre. A Play in Hebrew **"Nelly Doron"** by Jacques Cory, written in 1997 and published on Cory's website, University of Haifa, Transparency International Israel, Ometz, Carmel websites, etc. in 2012.

Chapters in Edited Books – **"Une maniere originale d'enseigner la RSE"** (An original method to teach CSR), in the book "La RSE – La responsabilite sociale des entreprises – Theories et pratiques", by Francois Lepineux, Jean-Jacques Rose, Carole Bonanni, Sarah Hudson, published by Dunod in France in 2010. **"In the Name of Citizens, Business or Officials? Insights on the Public Responsibility of the Government and Public Administration"** by Eran Vigoda Gadot and Jacques Cory, in the book "Public Responsibility in Israel" by Raphael Cohen-Almagor, Ori Arbel-Ganz, Asa Kasher, published by Hakibbutz Hameuchad Publishing House & The Jerusalem Center for Ethics, in Hebrew, in Israel, 2012. One of the first essays on Business & Government & Social Justice in Israel.

"Academic Proof that Ethics Pays" – An academic free eBook in English published in 2017, a breakthrough pioneering research book proving for the first time ever statistically that "Ethics Pays" for the ethical countries and they are the most prosperous on earth. Cory's Index integrates 50 of the most salient and unequivocal parameters, devised by the most objective organizations, giving a common determination to the performance of countries. As the countries with the best ranks in Cory's Index are also the most ethical and have a very strong statistical correlation between their ethical and prosperity rankings, it proves that Ethics Pays. The eBook was sent to some of the best universities and published on Cory's website.

"Ethics Pays: A Comprehensive Atlas of Salient Parameters in the 300 Countries of the World Proving that Ethics Pays" - An academic free eBook in English published in 2016. The eBook proves that the most ethical countries obtain the best results in all the parameters - GDP per capita, democracy, peace, equality, freedom, happiness, social progress, efficiency, globalization, competitiveness, etc., and the most corrupt countries obtain the worst results. The book is also a geography book describing the 18 - 55 most salient parameters of the world's countries, and comparing the achievements of all the 300 countries of the world. The most salient parameters can be allocated to each country, or can remain in the tables of the book and in the links of the book. The free eBook can be found at the websites of the libraries of the University of Haifa, Carmel Academic Center, Israel, Cory's website, organizations...

"Ethical Codes and Case Studies, Essays and Articles on Social, Economic and Governmental Justice" - An academic free eBook in Hebrew published in 2016, comprising ethical codes, generic case studies on ethical codes, professional essays and articles on social, economic and governmental justice, published until 2015. The free eBook is at the libraries websites of the University of Haifa, Carmel Academic Center, Cory's website, organizations...

"Social, Economic & Governmental Justice: Essays, Articles & the Play 'Nelly Doron'" - A free eBook in Hebrew, published in 2012 on the Internet at Jacques Cory's website in HOME, BOOKS and HEBREW, at the University of Haifa's Library website - <http://lib.haifa.ac.il> (search by name of author or book), Transparency International Israel, Ometz, Carmel Academic Center websites, etc. Includes also short stories: "Baruch Ashem", "Rain Fairy", correspondence, appreciation letters, social justice projects, satires, Ladino activities, case studies... Based on **"Essays & Articles on Social & Economic Justice, Business & Government in Israel"**, published since 2010 on journals & websites.

"The Future of Capitalism in a Sustainable Society" in English, based on The Great Recession of 2007-2010: book in progress, along an outline on Cory's website. Bibliography

of 120 books, a similar number of videos, and hundreds of articles, was read and hundreds of notes were prepared as basis for writing the book upon receipt of adequate financing. The book calls into question the conduct of corporations, leaders, executives and regulators before, during and after the Recession and shows how the invisible hand, minimal regulation and maximization of profits have a perverse impact on the world economy, society, stakeholders, business and profitability. Finally, the book suggests a new political economy of the state, new strategy for the private and public sectors, new economy of income and wealth distribution, in the context of a proper humane policy bringing sustainable development.

"Essays, Memoirs and Articles on General and Personal Topics" – A free eBook in Hebrew on general and personal topics published in 2016, comprising essays and articles on general topics, memoirs and personal topics based on Cory's autobiography, on literature, biographies, drama, linguistics, correspondence, a youth diary **"A Portrait of the Idealist as a Young Man"**, showing how the character of Cory was shaped in his early youth, Cory's Ladino activities, and views on the Israeli-Palestinian conflict. The free eBook can be found at the libraries websites of the University of Haifa, Carmel Academic Center, Cory's website...

"Cory's Cosmopolitan Cultural Credo: Autobiography – A Lifetime Companion for the Universal Intellectual Humanist" – A free eBook in English published in 2016, describing Cory's experience, works and thoughts on his fields of interest, a new kind of literature, comprising of a mixture of: novels, drama, biographies, non-fiction, linguistics, geography, business, ethics, academics, economics, history, music, arts, films, philosophy, poetry, folklore, sociology, travel, and even humor. The book is Cory's credo and truth, an ode to humanism, moderation and harmony, in Cory's cosmopolitan, polyglot and holistic approach. It can be read, seen, or heard during thousands of hours, which will arise hopefully a desire to learn languages, literature, philosophy, history, geography, ethics and drama, and watch the best films, plays, classical and folkloric music, arts... The free eBook can be found at the libraries websites of the University of Haifa, Carmel Academic Center, Cory's website...

"A Voyage Into My World's Culture" – A free eBook in English published on Cory's website in 2016. It exists also in a book format. A voyage of an intellectual, any intellectual into the World's Culture, mainly European Culture, with lists and surveys on literature, theater, travel, cinema, music, arts, languages, philosophy, history; focusing on the culture and memories from the many countries visited in Europe, America, Asia, Australia, Africa...

"The Book of Ruthy" - A free eBook in Hebrew published on Cory's website in 2016. It exists also in a book format. Ruthy, Cory's wife biography, as perceived through memories, **correspondence of the young couple**, the Children Book **"Rain Fairy"** written by Jacques and illustrated by Joseph, Cory's son, the play **"Nelly's Choice"**, songs and poems on Ruthy, greetings from friends, family, colleagues, hundreds of photos – family, work, trips, screenplay and audio play with links to videos and audios, travel memories from trips...

"Ijiko and His Grandparents in the Jungle" – A free eBook in Hebrew published on Cory's website in 2016. The children book by Jacques Cory, illustrated by Elena Gat, edited by Shirly Garfunkel, exists also in a book format with illustrations. This book is based on the author's jungle stories to his children and grandchildren, who also contributed their inputs to the plot, with names primarily deriving from funny words in Ladino, as lion Hastrapula, giraffe Siskerina, monkey Sholobolo, witch doctor Melizina, rhinoceros Haftona, teacher Troncho...

ARTICLES

2009 – 2011 – Columnist: "Ethics and You" at Roeh Haheshbon, Israeli CPA Review

June 2011, Holistic Ethics, "Ethics & You", Column in Roeh Haheshbon, Israeli CPA Review

March 2011 - Inside Information and Insider Trading, "Ethics and You", Israeli CPA Review

October 2010 - Lessons for the Insurance Industry, "Ethics and You", Israeli CPA Review

August 2010 - Teaching Business Ethics with Plays, "Ethics and You", Israeli CPA Review

(also in French)

June 2010, The Greatest Scheme in History, "Ethics and You", Israeli CPA Review

April 2010 - Mark to Market & the Great Recession, "Ethics and You", Israeli CPA Review

February 2010 - Sustainability - Paul Hawken, "Ethics and You", Israeli CPA Review

(also in English)

October 2009 - Drawing Lessons from the Great Recession of 2008, Israeli CPA Review

(also in English)

August 2009 - CPA's Ethical Mission, "Ethics and You" Column in Israeli CPA Review

(also in English)

June 2009 - Chinese Wall's Illusion, "Ethics and You" Column in Israeli CPA Review

April 2007 – Essay "The Twelve Commandments", 12 Rules on Reconciliation between Profitability and Ethics, in Roeh Haheshbon, the Israeli CPA Review (also in English)

2013 - Walla Business, a Leading Israeli News Website

May 2013 – Lapid, Fisher, Netanyahu, Bourgeoisie's Knights

March 2013 – Linking Economy and Society

2010 - Publicist at News First Class, NFC, News 1, a Leading Israeli News Website

July 2016 – Are we Perverted, Different or Normal?

May 2016 - On Irrational Decisions in My Life

April 2016 – Analysis of Sibat's Ethical Code

April 2016 – Self-Observation and Analysis of New Books

March 2014 – On Theater, Cameri, Frost/Nixon

March 2014 – On Orientalism and Europocentrism

February 2014 – Eulogy for Zvi Aviel, one of the greatest Israeli's Poets, with Translation from German by Cory of one of his first stories

February 2014 – Spanish Citizenship for Sephardim

November 2013 – Ethics Starts at the Top

April 2013 - Sustainable Justice in the World's Cultures

March 2013 – Who Is the Real Aristocracy in Israel?

November 2012 – Social, Economic and Governmental Justice

August 2012 – The Nightmare of Julia, a satire

June 2012 - Absolute Responsibility for the Carmel Disaster and the Breaking of the Social Justice Movement

March 2012 - Social & Economic Justice Activists - Anarchists, Communists & Impudents?

February 2012 - Essay - The Actual Context of the Play "The Visit of the Old Lady"

November 2011 - Social & Economic Justice in Israel (Published also on Ometz's website)

August 2011 - Open Letter to the Leaders of the Social Movement

March 2011 – How I Discovered the Synagogue of Coria?

December 2010 - Brethren, Our Country is on Fire

July 2010 - Bibliotherapy and Me

2013 – Ethics Center Mishkenot Shaananim Bulletin

March 2013 – Social, Economic and Governmental Justice

2011 – Initiated and Participated with Ladinokomunita in the Translation and Editing of the UN Universal Declaration of Human Rights into Ladino, published on the UN Website, and on the website eSefarad Spain in Ladino.

2008 -2009 - Transparency International Israel's Website and Nihul Shakuf

October 2009 - The Decline of Ethics following the Great Recession of 2008

November 2008 - 36 Principles of Business and Ethics in the Economic World Towards 2020
(also in English)

2009 - Ometz's (Israeli Ethical Organization) Website

December 2009 - Article on the Great Recession

May 2009 - Futuristic Satire "Children of Winter 1973 – 2049"

April 2009 - The Basic Principles of the Political Platform of the Israeli Second Republic Movement

February 2009 - The Ethical Failures of the World Economic Crisis

(As well as articles published on other websites from 2010 onwards)

2004 - Articles published in Globes, a leading economic daily newspaper

September 2008 - (G Magazine pp. 25-30) an Interview with Cory and a Review by Dror Feuer on Cory's Book

August 2008 - Anat Cohen, On Ethical Screening for MBA Students, with Interviews of Leading Academics, including Jacques Cory

July 2004 – an Article by Jacques Cory "Stop the Rhinoceros we want to step down"

Other Articles

2015 – Wonderful Love – Ladino and Me – Essay and Poetry, Romansa Sefaradit, Hakivun Mizrah, Gilayon 28, pages 58-62, December 2015

Review of Zvi Aviel's Poetry, Iton 77, July 2015

2014 – Satire on Israel and the Knesset, following Danny Shechtman's Presidential Candidacy, YouTube, June 2014

Spanish Citizenship for Sephardim in Ladino, Diyalog Turkey May 2014, pp. 87-89, Satire April 2014

2011 - How I discovered the synagogue of Coria? written by Cory in 5 languages, published: in Tarbut Sefarad Spain, in Spanish... Aurora Israel, in Spanish... Anajnu Chile, in Spanish... Shelanu Argentina, in Spanish... CCIU Uruguay, in Spanish... eSefarad Argentina, in Ladino & Spanish... Ladinokomunita USA, in Ladino... Forojudio Mexico, in Ladino... Los Muestrós Belgium, in Ladino... Aki Yerushalaim Israel, in Ladino... Sephardic Horizons USA, in Ladino... News1 Israel, in Hebrew... Sharsheret Hadorot Israel, in English & Hebrew... Halapid US, in English... Nahar Misraim France, in French... Letter from the Spanish Ambassador in Israel in Spanish with translation into English... Afterword by Cory in English

April 2005 - Site of Ladino Poem – "Onde estas mujer kerida?" (published in Aki Yerushalayim no. 77, p. 75), Text of the Ladino Poem, with Hebrew Translation

Site of "Oriental Wind – Who is Oriental?" (Hakivun Mizrah Review no. 2, p. 12, - Bimat Kedem), Text of the poem

August 2002 - Academic Books appear in home page of Kluwer's site as "Books Relating to the Enron Scandal".

July 2002 - Review on "Business Ethics" and novel in the National Chapter Bulletin of Transparency International

June 2002 - Essay on "Internet and Transparency as Ethical Vehicles" in the Israeli review "Status"

2002 - Review on "Business Ethics" in the European IQ Magazine no. 2, 2002, with a circulation of 30,000 copies to the Insead Alumni and Companies' contacts

2001 - 36 Laws of Wrongdoing to Minority Shareholders in Unethical Companies

2001 - Essay on Business Ethics in Israel (with a summary of Cory's Kluwer academic books)

Ethical Strategic Planning, The International Ethical Fund, The Global Center for Business Ethics, Integrity Tests

September/October 2001: The Internet and Transparency as Ethical Vehicles (Mashavei Enosh, 165-166)

How to Implement a Turnaround Plan (published in Investment & Society Israel 1989, Seven Days Ltd., pp. 36-37)

Summer 2001 - Review on "Business Ethics" in Transparency and Management, Transparency International Journal, Shvil

Introducing new materials on Jacques Cory's website: www.businessethicscory.com
Book in Hebrew "Social, Economic & Governmental Justice", Articles, Extracts of Books, Social, Economic, Cultural, Travel & Linguistic Activities, Courses, Photos, Lectures & Videos of Lectures, Correspondence, Audio Play, Screenplay, Play "Nelly Doron", Stories, Lists, Internet Links...

Dr. JACQUES CORY – Short CV

Dr. Jacques Cory, Ph.D. with Distinction, CNAM, France - 2004, MBA Insead, France - 1968, BA University of Jerusalem – 1966; is an international businessman specializing in M&A in Europe, US, and Israel; as well as a pioneering author in business ethics, and a lecturer at the University of Haifa - 2004-2013, in MBA, International MBA in English, MA, BA and 17 classes of the Naval Academy, the University of Tel Aviv, International MBA in English – 2010/11, the Technion, MBA 2009/10, Insead MBA 2006, and other universities. Cory is the author of articles, i.a. columnist on Business Ethics in the "Israeli CPA Review" - 2009/11, and academic books published in the US at Kluwer and Springer, "Business Ethics: The Ethical Revolution of Minority Shareholders", and "Activist Business Ethics" - in 2001/2004, a PhD dissertation in French, "L'ethique des affaires et les actionnaires minoritaires" - in 2004, CNAM, published in France in 2012 as an academic book, the first academic books ever on ethics to minority shareholders; Mellen, "Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein, in 2009/2010, and in Israel at Magnes, the Hebrew University of Jerusalem, "Selected Issues in Business Ethics and Social Responsibility - in July 2008; a novel, "Beware of Greeks' Presents" - in 2001 in Israel, a play in Hebrew "Nelly's Choice" (adapted from "Nelly Doron"), published in France "Le choix de Nelly" - in 2012; chapters of books in French (CSR) published in France in 2010, and in Hebrew, Public Responsibility in Israel, published in Israel - 2012.

Cory published on websites of universities and others free eBooks in English, in 2017 "Academic Proof that Ethics Pays", proving for the first time ever statistically that ethical countries are the most prosperous according to Cory's Index integrating the 50 most salient quantitative and qualitative parameters; in 2016 - "Ethics Pays: A Comprehensive Atlas of Salient Parameters in the 300 Countries of the World", "Cory's Cosmopolitan Cultural Credo" – an Autobiography, "A Voyage into my World's Culture"; in Hebrew, in 2016 - "Ethical Codes and Case Studies, Essays and Articles on Social, Economic and Governmental Justice", "Essays, Memoirs and Articles on General and Personal Topics", "The Book of Ruthy", in 2012 - "Social, Economic & Governmental Justice: Essays, Articles & the Play "Nelly Doron"", books in progress since 2010 on the Great Recession, etc.

Cory's books, articles, lectures and courses focus on business ethics to minority shareholders, in banks, M&A, the stock exchange, the future of capitalism in the context of the Great Recession of 2007-2010, business & government, CSR, corporate governance, directors, sustainability, globalization, leadership, social justice. Cory's book "Activist Business Ethics" is quoted several times in the entry "Business Ethics" on Wikipedia and on other websites, and was purchased by more than a thousand libraries of the best universities all over the world. In 2014 Cory wrote a prize-winning Ethical Code, ten case studies and conducted training for Sibat, the International Defense Cooperation Agency.

Cory held senior positions in the high tech industry, was VP Finance & Sales (1981-1987) of Elbit, one of the largest high tech companies in Israel, led issues on Wall Street and in Israel, wrote over 100 business plans, and has conducted M&As, turnaround plans, and know-how agreements in the US, Europe and Israel. Cory received in 2015 the Israeli highest ethical prize, by Ometz - "Itur Hamofet", was elected as the best lecturer of the University of Haifa, and was a Member of the Boards of Directors of companies in the US & Israel, Transparency International Israel, the Haifa Theater, and the Haifa Film Festival. Cory is a Member of the Advisory Board of I.Q.L. The Israeli Directors Forum Ltd. Cory has a website describing his

activities. Cory is fluent in English, French (mother tongue), Spanish, Ladino, Hebrew; and has a fair knowledge of Italian, German, Portuguese, Romanian, Interlingua. He is married to Ruthy Popliker since 1969, children: Joseph, Amir, Shirley. Born in Cairo, Egypt, 1944, studied at the Lycee, and is an Israeli citizen living in Israel since 1953.

Cory gave lectures at Transparency International's headquarters in Berlin, a European Union Forum at Stresa, Italy, Ethics & Management Symposium of Paris' high ranking executives, Insead Ethics Days in Fontainebleau, France; and in Israel: at the Hi-Tech Summit, Directors' Convention, Top Management of Israeli Bank Leumi, Israeli SEC and Elbit; at Transparency International Israel, Ethics Center at the Israeli Stock Exchange, Internal Auditors Convention, Mishkenot Shaananim Ethics Center, IAI, Migdal Insurance Group, the Israeli Electric Company, Ernst & Young, Izraeli Ethics Center, Apax & Insead Anciens Association, Ometz, forums of the Technion, the Universities of Tel Aviv, of Haifa and other universities, was interviewed on the radio and TV. Cory organized a Symposium on Social & Economic Justice with the Haifa University & Ometz in Haifa, Israel - 2011.

Dr. JACQUES CORY – 321 WORDS CV

Dr. Jacques Cory, Ph.D. with Distinction, CNAM, France - 2004, MBA Insead, France - 1968, BA University of Jerusalem – 1966; is an international businessman specializing in M&A in Europe, US, and Israel; a pioneering author in business ethics, and a lecturer at the University of Haifa - 2004-2013, was elected as the best lecturer, INSEAD – 2006, University of Tel Aviv - 2010/11, 17 classes of the Naval Academy – 2005-2013, Technion - 2009/10...

Cory published in 2017 "Academic Proof that Ethics Pays", proving for the first time ever statistically that ethical countries are the most prosperous, in 2016 - "Ethics Pays: A Comprehensive Atlas of Salient Parameters in the 300 Countries of the World"; in US at Kluwer/Springer, "Business Ethics: The Ethical Revolution of Minority Shareholders", and "Activist Business Ethics" - in 2001/2004, "L'ethique des affaires et les actionnaires minoritaires" - in 2004, CNAM, published in France in 2012, the first 3 academic books ever on ethics to minority shareholders; "Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein, in 2009/2010, and in Israel at Magnes, the Hebrew University of Jerusalem, "Selected Issues in Business Ethics and Social Responsibility - in July 2008; a novel, "Beware of Greeks' Presents" - in 2001, a play published in France "Le choix de Nelly"/Nelly's Choice.

Cory held senior positions in the high tech industry, was VP Finance & Sales (1981-1987) of Elbit, one of the largest high tech companies in Israel, led issues on Wall Street and in Israel, wrote over 100 business plans, and has conducted M&As, turnaround plans, and know-how agreements in the US, Europe, Israel.

In 2014 Cory wrote a prize-winning Ethical Code, ten case studies, conducted training for Sibat, the International Defense Cooperation Agency. Cory received in 2015 the Israeli highest ethical prize, Ometz - "Itur Hamofet".

Married to Ruthy Popliker since 1969, three children: Joseph, Amir, Shirley.

Born in Cairo, Egypt, 1944, Israeli citizen living in Israel since 1953.

Dr. JACQUES CORY – 468 WORDS CV

Dr. Jacques Cory, Ph.D. with Distinction, CNAM, France - 2004, MBA Insead, France - 1968, BA University of Jerusalem – 1966; is an international businessman specializing in M&A in Europe, US, and Israel; as well as a pioneering author in business ethics, and was in 2004/2014 a lecturer at Insead, Israeli Universities of Haifa, Tel Aviv, Technion, Naval Academy, colleges...

Cory is the author of 20+ books published since 2001, 3 in the US at Kluwer/Springer - "Business Ethics: The Ethical Revolution of Minority Shareholders", and "Activist Business Ethics", and in France - "L'ethique des affaires et les actionnaires minoritaires", the first academic books ever on ethics to minority shareholders. Cory published in the US - "Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein, and in Israel "Selected Issues in Business Ethics and Social Responsibility; a novel, "Beware of Greeks' Presents", a play published in France "Le choix de Nelly"; and eBooks - in 2017 "Academic Proof that Ethics Pays", proving for the first time ever statistically that ethical countries are the most prosperous according to Cory's Index integrating the 50 most salient quantitative and qualitative parameters; in 2016 - "Ethics Pays: A Comprehensive Atlas of Salient Parameters in the 300 Countries of the World", "Ethical Codes and Case Studies, Essays and Articles on Social, Economic and Governmental Justice"...

Cory's books, articles, lectures and courses focus on business ethics to minority shareholders, to the defense industry, in banks, M&A, the stock exchange; the future of capitalism in the context of the Great Recession of 2007-2010, business & government, CSR, corporate governance, directors, sustainability, globalization, leadership, social justice, and comparative analysis/correlation of prosperity and ethics. Cory's book "Activist Business Ethics" is quoted several times in the entry "Business Ethics" on Wikipedia and on other websites, and was purchased by more than a thousand libraries of the best universities all over the world. In 2014 Cory wrote a prize-winning Ethical Code, ten case studies and conducted training for Sibat, the International Defense Cooperation Agency.

Cory held senior positions in the high tech industry, was VP Finance & Sales (1981-1987) of Elbit, one of the largest high tech companies in Israel, led issues on Wall Street and in Israel, wrote over 100 business plans, and has conducted M&As, turnaround plans, and know-how agreements in the US, Europe and Israel. Cory received in 2015 the Israeli highest ethical prize, by Ometz - "Itur Hamofet", was elected as the best lecturer of the University of Haifa, and was a Member of the Boards of Directors of companies in the US & Israel, and NGOs.

Cory is married to Ruthy Popliker since 1969, has three children: Joseph, Amir, Shirley, and eight grandchildren. Born in Cairo, Egypt, in 1944, he studied at the Lycee, and is an Israeli citizen living in Israel since 1953.

Dr. JACQUES CORY – CV

E-mail: coryj@zahav.net.il

Website: <http://www.businessethicscory.com> ou <http://www.businessethics.co.il>

LIVRES ACADEMIQUES, THESE, ROMAN et PIECE DE THEATRE

"L'éthique des affaires et les actionnaires minoritaires", publié par Éditions Universitaires Européennes en France, 2012. Basé sur la thèse de doctorat au CNAM du même nom, 2004.

"Selected Issues in Business Ethics & Social Responsibility", publié en Israël en hébreu par Magnes Press, édition de l'Université Hébraïque de Jérusalem, 2008. *"Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein"*, The Edwin Mellen Press, 2009. Recueil d'essais et de dizaines d'études de cas et d'analyses de romans, pièces, films et documentaires sur le contexte éthique du leadership, l'intégrité, la gouvernance d'entreprise, les parties prenantes, les lanceurs d'alerte, la bourse, la banque, corruption, activisme, transparence, équité, développement durable, écologie, responsabilité sociale et globalisation.

"In the Name of Citizens, Business or Officials? Insights on the Public Responsibility of the Government and Public Administration" de Eran Vigoda Gadot et Jacques Cory, 2012, dans le livre édité *"Public Responsibility in Israel"* par Raphael Cohen-Almagor, Ori Arbel-Ganz, Asa Kasher, publié par Hakibbutz Hameuchad Publishing House/The Jerusalem Center for Ethics, en hébreu, en Israël.

Chapitre du livre "La RSE": *"Une manière originale d'enseigner la RSE"*. Lépineux Francois, Rosé Jean-Jacques, Bonanni Carole, Hudson Sarah, *"La RSE, La responsabilité sociale des entreprises: Théories et pratiques"*, Dunod, 2010.

Deux livres : *"Business Ethics - The Ethical Revolution of Minority Shareholders"* et *"Activist Business Ethics"*, publiés par Kluwer Academic Publishers à Boston, USA, en 2001, éditions de Springer en livre broché - 2004. Recherche pionnière fondée sur des études de cas d'entreprises américaines, françaises et israéliennes, et sur une grande expérience de la pratique des affaires, avec une approche moderne de l'activisme en éthique des affaires.

Thèse de doctorat en français : *"L'éthique des affaires et les actionnaires minoritaires"*, Conservatoire National des Arts et Métiers, Paris, France, 2004.

Roman: *"Méfiez-vous des offrandes des Grecs"*, publié en Israël en hébreu en 2001 par Bimat Kedem. Pièce de théâtre par Jacques Cory avec Amalia Eyal *"Le choix de Nelly"* – 2005, traduite en français par Saskia Cohen – 2008. Publiée en 2012 en France par Edilivre.

LIVRES ELECTRONIQUES

2017 - ACADEMIC PROOF THAT ETHICS PAYS: THE MOST ETHICAL COUNTRIES ARE THE MOST PROSPEROUS AS ASSESSED BY CORY'S INDEX OF MAIN INDICES OF PERFORMANCE – UNE THESE PROUVANT STATISTIQUEMENT QUE LES PAYS LES PLUS ETHIQUES SONT AUSSI LES PLUS PROSPERES

2016 - A VOYAGE INTO MY WORLD'S CULTURE: LITERATURE, LANGUAGES, THEATER, FILMS, MUSIC, ARTS, ILLUSTRIOUS PERSONS, TRAVEL. CREDO, WORLDVIEW, IMPRESSIONS, MEMORIES, HERITAGE – MEMOIRES, LITERATURE, LANGUES, THEATRE, FILMS, MUSIQUE, ARTS, BIOGRAPHIES, CREDO, VOYAGES

2016 - THE BOOK OF RUTHY: FEELINGS, MEMORIES, POEMS, STORIES, LOVE LETTERS, CORRESPONDENCE, PHOTO ALBUMS, LINKS TO VIDEOS, AUDIOPLAY: RUTHY - THIS IS YOUR LIFE, SCREENPLAY: SURPRISE PARTY, THE RAIN FAIRY AND THE PLAY NELLY'S CHOICE, HERITAGE OF RUTHY CORY – LE LIVRE DE RUTHY CORY: MEMOIRES, LETTRES D'AMOUR, CORRESPONDANCE, PHOTOS, SCENARIO, CONTES D'ENFANTS, PIECES, POEMES, SENTIMENTS

2016 - CORY'S COSMOPOLITAN CULTURAL CREDO: AUTOBIOGRAPHY – A LIFETIME COMPANION FOR THE UNIVERSAL INTELLECTUAL HUMANIST – AUTOBIOGRAPHIE, COMPAGNON ETERNEL POUR L'INTELLECTUEL HUMANISTE

2016 - ETHICS PAYS: A COMPREHENSIVE ATLAS OF SALIENT PARAMETERS IN THE 300 COUNTRIES OF THE WORLD PROVING THAT ETHICS PAYS – UN ATLAS AVEC DES DONNEES GEOGRAPHIQUES ET ETHIQUES DES PAYS DU MONDE

2016 - ESSAYS, MEMOIRS AND ARTICLES ON GENERAL AND PERSONAL TOPICS – ESSAIS, MEMOIRES, ARTICLES SUR DES SUJETS GENERAUX ET PERSONNELS

2016 - ETHICAL CODES AND CASE STUDIES, ESSAYS AND ARTICLES ON SOCIAL, ECONOMIC AND GOVERNMENTAL JUSTICE – CODES ETHIQUES ET ETUDES DE CAS, ESSAIS ET ARTICLES SUR LA JUSTICE SOCIALE ET ECONOMIQUE

2012 "Social, Economic & Governmental Justice: Essays, Articles and the Play "Nelly Doron"" - livre en hébreu publié sur Internet.

2010 - "The Future of Capitalism in a Sustainable Society" en anglais, livre en cours, publié depuis 2010 au site Internet de Cory.

2010- "The Great Recession of 2007-2010 in the World & in Israel" en hébreu, livre en cours, publié depuis 2010 au site Internet de Cory.

ACTIVITES ACADEMIQUES ET AUTRES

2004-2013: Université de Haïfa, Israël, cours semestriel en anglais et en hébreu aux programmes de International MBA, MA, Business Ethics BA, Executive BA, 17 promotions de l'Académie Navale, etc. Cours de: Business Ethics, Corporate Governance, Globalization, Business & Government, Leadership & Stakeholders, International M&A, Social Responsibility & Ethics in NGOs & the Public Sector, Workshop of Short Case Studies in Business Ethics, Business Ethics in Films, Plays, Literature & Documentaries, Introduction to Business Administration. Elu en 2005 "Best Lecturer of the University of Haifa".

2010 - 2011 International MBA program – en anglais, The Tel Aviv University, Israel: The Future of Capitalism in a Sustainable Society, a Contemporary Course in the context of the Great Recession of 2007-2010, et un cours sur Business Ethics.

2009 - 2010 Executive MBA program, The Technion Israel Institute of Technology, Tel Aviv, Israel: Business Ethics & the Future of Capitalism in a Sustainable Society.

En 2006 – Visiting Professor, INSEAD, cours semestriel en éthique des affaires "Individual, Business & Society – The Ethical Dilemma".

2010 - 2014 Carmel Academic Center - Business Ethics & the Future of Capitalism in a Sustainable Society in the context of the Great Recession of 2007-2010.

Cours et conférences en éthique des affaires dans des organisations multinationales en Israel

2004 : Docteur ès sciences de gestion (mention très honorable), Conservatoire National des Arts et Métiers, Paris, France, thèse sur : L'éthique des affaires et les actionnaires minoritaires.

1968 - MBA INSEAD, Fontainebleau, France, programme trilingue en français, anglais et allemand.

1966 - BA en économie et sciences politiques de l'Université hébraïque de Jérusalem.

Séminaires de marketing et finance à l'IMD en Suisse, en France, en Israël et aux Etats-Unis.

Depuis 1968 : **management et direction d'entreprises, programmes de fusions et acquisitions, plans de redressement, accords de transfert de savoir-faire, business plans et planning stratégique dans l'industrie internationale de la haute technologie.**

1981 - : membre de sociétés en Israël et aux Etats-Unis, de la *Society for Business Ethics* aux Etats-Unis, de l'association éthique israélienne Ometz, du conseil d'administration du Festival du Film d'Haïfa, administrateur de *Transparency International* en Israël, du théâtre de Haïfa, membre des Chambres de commerce française et britannique en Israel.

Depuis 2013: Membre du Advisory Board of I.Q.L. The Israeli Directors Forum Ltd.

EXPERIENCE PROFESSIONNELLE

Depuis 1981 : postes de direction dans des entreprises de haute technologie, fusions, acquisitions et partenariats stratégiques, affaires internationales, transfert de savoir-faire, émissions d'actions en Israël et aux Etats-Unis, plans de redressement internationaux, management de filiales,ancements de start-up. Activités d'affaires - France, Europe, USA.

2014 : Ecrit un code éthique, 10 études de cas et conduit une formation éthique pour Sibat, the International Defense Cooperation Agency

2006 : Chairman of the Advisory Board, Taditel, Israel

2005 : Business Manager CycleTec, affiliate American Israeli Paper Mills

2002 : PDG *Corporate Recovery Management*, W&S Israël. Supervision de plans de redressement et de l'intérim dans des entreprises high-tech, des missions reçues par des banques, des fonds de capital-risque, des grandes et moyennes entreprises. Responsable des enquêtes, des partenariats stratégiques, des fusions et acquisitions et des « *due diligence* ».

Plans de redressement et mise en application à Elbit (1981-1982), aux filiales d'Elscint (1987-1988), à NBase (1995-1996), et dans d'autres entreprises de haute ou basse technologie, en France, aux Etats-Unis et en Israël, entraînant une très grande hausse de la valorisation boursière.

Fusions, acquisitions et négociations de partenariats aux Etats-Unis, en France, Israël, Canada, Allemagne, Grande Bretagne, Espagne et Italie, dans les secteurs de l'informatique, d'Internet, de la transmission de données, des télécoms, de l'imagerie, des semi-conducteurs, et dans l'industrie aérospatiale. « *Due diligence* », 100 business plans, planning stratégique.

Transfert de technologie : conduite de négociations portant notamment sur les droits de développement, de production et de commercialisation, entre de grandes sociétés européennes, américaines et israéliennes telles que Nixdorf, Alcatel, Hon et Global. Direction d'un consortium de communications par satellite (91/93) des grandes entreprises israéliennes.

1981-1987 : Vice-président en charge de la gestion des affaires, des ventes et des finances d'Elbit, l'une des plus importantes entreprises high-tech israéliennes. Responsable du plan de redressement de l'entreprise (passage de lourdes pertes à des profits très élevés), des fusions et acquisitions, et des affaires internationales. Supervision d'OPA américaines et israéliennes. Membre de conseils d'administration en Israël et aux Etats-Unis.

CONFERENCES, ESSAIS ET ARTICLES

Conférences en anglais, en français et en hébreu au sujet des livres académiques; participation à des colloques dans des Universités, des ONG, et des entreprises, ainsi qu'à des forums gouvernementaux, aux Etats-Unis, en Europe et en Israël.

- Université de Haïfa, organisation d'un symposium sur la justice sociale et économique, avec la collaboration de l'université et d'Ometz, et la participation de professeurs, directeurs, activistes, Daphni Leef, etc. Le colloque a été filmé et diffusé sur Academic Channel - 2011

- Berlin, Transparency International – Drawing Lessons from the 2008 Recession, juin 2010

- Paris : conférence en français à l'INSEAD lors d'un forum rassemblant des cadres dirigeants français et internationaux sur le thème « Ethique et management », février 2003.

- En Europe : rencontres pour la promotion des livres à Paris, Londres, Francfort, Amsterdam et Copenhague en collaboration avec Kluwer, mars-avril 2001.

- Aux Etats-Unis : rencontres pour la promotion des livres à Washington, Boston et NY, et participation au meeting annuel de la *Society for Business Ethics* à Washington, 8/ 2001.

- INSEAD : « Journée éthique » à Fontainebleau, avec la participation d'éminents professeurs et hommes d'affaires, conférence et atelier en anglais avec des étudiants, 2001/2003.

- Union Européenne : Forum israélien, Stresa, Italie, avec la participation d'ambassadeurs et d'hommes d'affaires européens et israéliens. Conférence et discussion en anglais au sujet des tendances éthiques dans les fusions et acquisitions, octobre 2001.

- Conférence - intervenant principal - pour l'association israélienne des anciens élèves de l'INSEAD et Apax Partners, juillet 2001.

- Evénement culturel organisé au *Dalal's Center* de Tel-Aviv sur le thème de la corruption et de l'éthique, comprenant une conférence et une interview à propos du roman, un panel avec des hommes d'affaires, des professeurs et des journalistes, juillet 2001.

- *Hi-Tech Summit* israélien « *Technology & People* », avec la participation d'importants hommes d'affaires internationaux et israéliens, conférence et discussion en anglais, 10/2001

- Israël 2001- le present: interventions à *Transparency International*, pour des professeurs de lycée, pour des cadres d'entreprises, pour le corps professoral du *College of Management*, au *Mishkanot Shaananim Top Level Businessmen Forum*, à l'Académie des administrateurs, à l'Université de Tel-Aviv, pour le Président et les dirigeants de la COB israélienne, Ethics Center at the Israeli Stock Exchange, Internal Auditors Convention, Magnes Launching of Book – ZOA hall, Tel Aviv, Ethics & Engineering, BDO, Elbit, IAI, Ernst & Young, Migdal Insurance Group, Radio, TV and Press Interviews, Ometz, Izraeli Center.

1989- : Essais et articles, interviews et critiques sur l'éthique des affaires, Internet et la transparence, et les plans de redressement, aux Etats-Unis, en France et en Israël.

- 2009-2011: Column "Ethics and You" – The Israeli CPA Review

- 2010- : Publicist - News First Class

- 2004- : Articles - Walla Business, Ethics Center Mishkenot Shaananim Bulletin, Transparency International Israel, Ometz, Globes, etc.

Depuis 2006: Membre du Editorial Advisory Board, Society & Business Review, Emerald

LANGUES ET AUTRES ACTIVITES

Parle couramment le français (langue maternelle), l'anglais, l'espagnol, le ladino et l'hébreu. Assez bonne connaissance de l'allemand, de l'italien, du portugais, du roumain et de l'interlingua. A étudié et a des connaissances de base en 40 autres langues.

Centres d'intérêt : théâtre, cinéma, littérature, voyages, langues et recherche académique.

Conférences, réunions, colloques, essais et articles en anglais, en français et en hébreu, aux Etats-Unis, en France, Italie, Allemagne, Grande-Bretagne, Israël et aux Pays-Bas.

תמצית קורות חיים של ד"ר יעקב קורי

ד"ר יעקב קורי הוא איש עסקים בינלאומיים המתמחה במיזוגים ורכישות בארה"ב, אירופה וישראל, מחבר של ספרים, מאמרים וקורסים חלוציים באתיקה עסקית, בעלי מניות מיעוט, צדק חברתי וכלכלי, הון ושלטון, אחריות חברתית, ממשל תאגידי, מיזוגים ורכישות, מנהל עסקים, קיימות, מנהיגות, אלכ"רים והמגזר הציבורי וגלובליזציה, ומרצה: באוניברסיטת חיפה - 2004-2013 - בתוכניות MBA, MBA בינלאומי, BA, 17 מחזורים של האקדמיה הימית; באוניברסיטת תל אביב - MBA בינלאומי באנגלית, באתיקה עסקית ועתיד הקפיטליזם על רקע המשבר הכלכלי העולמי - 2010-11, הטכניון - MBA - 2009-10, INSEAD - 2006, המרכז האקדמי כרמל - 2010-2014, ועוד. קורי כתב טור קבוע "אתיקה ואתה" בבטאון "רואה החשבון" (2009-2011) וחיבר ספרים אקדמיים: Business Ethics: The Ethical Revolution of Minority Shareholders, Activist Business Ethics, שיצאו לאור בארה"ב ב-Kluwer/Springer 2004-2009; Business Ethics for a Sustainable Society; 2010-2009, בישראל "סוגיות נבחרות באתיקה עסקית ובאחריות חברתית" במאגנס - 7/2008, שזכה לביקורות נלהבות, רומן אתי שיצא לאור בישראל "הישמרו מדורון יווני" (2001); מחזה בעברית "בחירתה של נלי" (עיבוד של "נלי דורון"), שתורגם לצרפתית ויצא לאור בצרפת ב-2012; תיזה לדוקטורט בצרפתית (2004) שפורסמה כספר אקדמי בצרפת ב-2012, פרקי ספרים בעברית ובצרפתית, ועוד.

קורי כתב ספרים דיגיטליים, שפורסמו באתרים של אוניברסיטאות, ארגונים ועוד, באנגלית ב-2017, ספר פורץ דרך: An Academic Proof that Ethics Pays, המוכיח לראשונה בצורה סטטיסטית שהמדינות האתיות הן המתקדמות ביותר על פי פרמטר קורי המאגד 50 פרמטרים מייצגים כמותיים ואיכותיים, ב-2016 ספר גיאוגרפי אתי Ethics Pays, Cory's Cosmopolitan Cultural Credo, A Voyage into My World's Culture; בעברית ב-2016 "קודים אתיים, אירועים על קודים אתיים, מסות ומאמרים על צדק חברתי, כלכלי ושלטוני", "מסות, זכרונות ומאמרים על נושאים כלליים ואישיים", "לי נערה יש ושמה רותי", ב-2012 "צדק חברתי, כלכלי ושלטוני: מסות, מאמרים והמחזה "נלי דורון", ספרים בכתיבה מאז 2010, המחכים למימון מתאים: באנגלית - The Future of Capitalism in a Sustainable Society ובעברית המשבר הכלכלי של 2007-2010, ועוד.

ספרו "Activist Business Ethics" מצוטט מספר פעמים בערך Business Ethics בויקיפדיה באנגלית ובאתרים אחרים ונרכש על ידי למעלה מאלף ספריות של מיטב האוניברסיטאות בעולם. ספריו היו הראשונים בעולם שעסקו באתיקה לבעלי מניות מיעוט, בין הראשונים בישראל על צדק חברתי, הם התריעו על עושק המדינה והציבור ע"י הטייקונים, השרים, הכנסת ופקידי הממשל, על שערוריות הממשל התאגידי שקרו מ-12/2001, המשבר הכלכלי העולמי שפרץ ב-9/2008 וכו'. כמו כן כתב מאמרים רבים בעיתונות ובאתרים כלכליים. הוא כתב ב-2014 קוד אתי שזכה בפרסים, עשרה אירועים וקיים הדרכה לסיב"ט, האגף ליצוא בטחוני במשרד הבטחון.

קורי כיהן בתפקידים בכירים בתעשיית ההיי-טק, היה סמנכ"ל כספים ומכירות באלביט בה עבד בין השנים 1973-1987, הוביל הנפקות בארה"ב ובישראל, כתב למעלה ממאה תוכניות עסקיות, ויזם מיזוגים, תוכניות הבראה, רכישות ומכירת ידע בארה"ב, אירופה וישראל. קורי נבחר למרצה המצטיין באוניברסיטת חיפה, והיה חבר בדירקטוריונים של חברות עסקיות בארה"ב ובישראל, שבי"ל TI, תיאטרון חיפה, פסטיבל הסרטים חיפה. לקורי אתר אינטרנט המציג את פעילותו בעסקים ובאתיקה עסקית בספרים, מאמרים, קורסים, הרצאות, בישראל ובעולם.

קורי קיבל את הפרס היוקרתי ביותר על פעילות אתית "עיטור המופת" מטעם תנועת אומ"ץ בשנת 2015, הרצה בפני הנהלת Transparency International בברלין, בפורום של האיחוד האירופי בסטרזה, כינוס של מנכ"לים בצרפת, ועידת ההיי טק, הנהלות בנקים, כנס הדירקטורים, כנס מבקרי הפנים, שבי"ל, מרכז יזרעאלי, משכנות שאננים, ערבי השקה לספרים שכתב בבית ציוני אמריקה ובמרכז סוזן דלאל בת"א, ארנסט & יונג, קבוצת מגדל, ברדיו, בטלביזיה, באלביט, בתע"א, BDO, מרכז האתיקה בבורסה לניירות ערך, אומ"ץ, אייפקס וארגון בוגרי אינסאד בישראל, חברת החשמל, פורומים של הטכניון, אוניברסיטאות תל אביב, חיפה ואחרות ובהנהלת הרשות לני"ע בישראל. קורי השתתף בפורומים של תנועת המחאה החברתית והשר מיכאל איתן והעביר להם לבקשתם מבחר מכתביו. הוא יום יום עיון (שהוסרט) על צדק חברתי וכלכלי בישראל ב-2011 בחיפה, בשיתוף אוניברסיטת חיפה ואומ"ץ. קורי כיהן בתפקידים ניהוליים בתנועת אומ"ץ למען מנהל תקין וצדק חברתי ומשפטי. קורי מכהן כחבר המועצה הציבורית המייעצת של פורום הדירקטורים בישראל. קורי היה בין הראשונים בישראל שהתבטאו בנושאי הון ושלטון, ריכוזיות והפערים הכלכליים משנת 2001 ואילך והתווה משנה סדורה כיצד ניתן להיחלץ מהמשבר החברתי, השלטוני והכלכלי בספרים, במאמרים, במצע תנועת הרפובליקה השניה, בקורסים ובהרצאות.

קורי קיבל דוקטורט בהצטיינות במנהל עסקים/אתיקה עסקית ב- CNAM - Conservatoire National des Arts et Metiers בפריס, צרפת, בשנת 2004; את ה- MBA (באנגלית, צרפתית וגרמנית) ב- INSEAD, בפונטנבלו, צרפת, בשנת 1968; את ה- BA בכלכלה ומדעי המדינה באוניברסיטה העברית בירושלים בשנת 1966; ועבר קורסים בשיווק, מימון ונושאים אחרים ב- IMD, שווייץ, ועוד. שירת בצה"ל כקצין עד דרגת רב סרן במילואים. שולט בעברית, אנגלית, צרפתית (שפת אם), ספרדית ולאדינו, שולט חלקית בגרמנית, איטלקית, פורטוגזית, רומנית ואינטרלינגוה ולמד יותר מ- 40 שפות אחרות עם יכולת קריאה חלקית. יזם את תרגום הצהרת זכויות האדם של האו"ם בלאדינו והשתתף בתרגום ובעריכה. קורי נשוי לרותי מ- 1969, ולהם שלושה ילדים, יוסף, אמיר ושירלי ונכדים. נולד בקהיר, מצרים, ב- 5.6.1944, עלה לישראל ב- 1953, אזרח ישראלי, גר בחיפה.

סונטה בשש עד שמונה ידיים – ביוגרפיה קצרה של יעקב קורי

קורות החיים מתחלקים ל- 6 עד 8 ידיים, כאשר בכל יד או י"ד כ- 14 שנים מהחיים, ולכל תקופה מאפיינים משלה.

יד ראשונה – ילדות – מיוני 1944 עד אוגוסט 1959: לידה בקהיר שבמצרים, הורים פולין ואלברט, לימוד קרוא וכתוב בצרפתית וחשבון בגיל 3-4, לימוד מכיתה ב' ב- LYCEE ב-1949. הרגשת זרות, שריפה של קהיר בינואר 1952, הגירה לישראל באוגוסט 1953. לימוד בבית הספר היסודי בכפר אתא - במעברה 1953-1955, בטרם מקצועי (למעשה בבית בגלל הסירוב ללמוד מקצוע) 1955-1957, ולימוד בתיכון בכפר אתא - 1957-1959. חוויית הקריאה של ספרות יפה, מחזות, שירה וספרי עיון וצפיה בסרטי מופת וציורי מופת. ילד מופנם ללא חברה.

יד שנייה – בגרות – מספטמבר 1959 עד דצמבר 1973: סיום התיכון בחיפה - 1959-1961. ב- 1961-1964 - לימודי כלכלה ומדע המדינה באוניברסיטה העברית בירושלים, וכתחביב: ספרדית, גרמנית, צרפתית, אנגלית, אומנות, פילוסופיה, ספרות, דרמה, שירה, לאדינו ומאוחר יותר גם איטלקית, רוסית ושפות אחרות. עיצוב החוויה האינטלקטואלית בספרות וסרטי מופת, פתיחות למוסיקה קלאסית, להצגות ולאופרות. שירות כקצין כלכלי במטכ"ל בתל אביב 1964-1967, לימודי תואר שני בניהול באינסאד שבפונטנבלו 1967-1968. פתיחות לעולם הגדול: צרפת, גרמניה, ארצות הברית, מסעות עסקים באירופה ואפריקה. פתיחות לחברה, הפיכה לצעיר מוחצן, אהבה עזה ונישואים לרותי ב- 1969, לידת הבן הבכור יוסי ב- 1971. עבודות בתעשייה האווירית ובאלקטרה, אהבת המולדת.

יד שלישית – בשלות – מינואר 1974 עד אוגוסט 1987: הולדת אמיר ושירלי. עבודה באלביט בכל התקופה מתפקיד זוטא ועד סמנכ"ל מכירות וכספים עם בטחון עצמי והצלחה כמנהל. עיצוב הקריירה הניהולית והמקצועית. הדגש האינטלקטואלי עובר להצגות ברחבי העולם במסעות עסקים ברחבי תבל: בעיקר בארצות הברית, צרפת, גרמניה, בריטניה, פרו, טיוואן, סינגפור ומדינות אחרות. רכישת דירה חדשה בכרמל ובניית בית החלומות בדניה שבחיפה. עיצוב האופי האתי תוך אתגרים ודילמות רבות. הבראת חברות, הנפקות בארה"ב ובישראל, מיזוגים וכו'.

יד רביעית – עצמאות – מספטמבר 1987 עד פברואר 2001: עבודה כעצמאי, ניהול פרויקטים של הבראת חברות בישראל, ארצות הברית ואירופה, מיזוגים ורכישות ומכירת ידע ברחבי העולם, כתיבת תוכניות עסקיות, כתיבה והשגת מעמד מפעל מאושר ותמיכות המדען הראשי, תכנונים אסטרטגיים, ניהול חברות, מכירות וכספים. 1994 - פרשיית הונאה אתית ע"י חברים רבי השפעה גרמה להפסד כספי כבד לבעלי מניות מיעוט רבים ומהתסכול של חוסר התוחלת בתגובה התגבשה החלטה לחפש פתרון גנרי אתי ונכתב מחזה אודיסאי "נלי דורון" - 1997. ובמקביל - בסיס עבודה ולימודים בפריס, פיתוח עסקים משנת 1994 וכתובת תיזה באתיקה עסקית באוניברסיטת פריס מ-1997. קריאת מאות ספרים, צפיה במאות הצגות, דירקטור בתיאטרון חיפה. נישואי יוסי, הולדת תומר.

יד חמישית – ייעודיות – ממרץ 2001 עד יולי 2014: פרסום תריסר ספרים באתיקה עסקית - אקדמיים, רומן ומחזה בישראל, ארצות הברית ואירופה. קבלת דוקטורט בהצטיינות במרץ 2004 באתיקה עסקית לבעלי מניות מיעוט ב- CNAM בפריס. הוראה משנת 2004 באוניברסיטת חיפה, אינסאד, אוניברסיטת תל אביב, הטכניון, 17 מחזורים של האקדמיה הימית, המרכז האקדמי כרמל, מכללת רופין. קריאת מאות ספרים, צפיה במאות הצגות. נישואי אמיר ושירלי, הולדת דורון, אופיר, נוגה, איתי, נועם דוד, עידו ויעל. שבירת כתף שמאל, התחרשות ועוד.

יד שישית – הרמוניות – מאוגוסט 2014 עד יולי 2028?: כתיבת י"ד כרכים של ספרים דיגיטליים בנושאי אתיקה עסקית, צדק חברתי, קודים אתיים, תרבות, שפות, ספרות, אוטוביוגרפיה, מאמרים, מסות, דרמה, מוסיקה, אמנות, ביוגרפיות, גיאוגרפיה, הסטוריה, פילוסופיה, ספר ילדים מאויר ועוד, לרבות הספר החשוב ביותר המוכיח קורלציה בין שגשוג לאתיקה ברמה של מדינות. המשך קריאת ספרות יפה בכל השפות, צפיה בהצגות וסרטי מופת, שמיעת מגוון הרצאות. בעתיד - הוראה באולם עם הנגשה שמיעתית, המשך מחקר קורלציה בין אתיקה ושגשוג...

יד שביעית – התרוממות – מאוגוסט 2028 עד יולי 2042?: הגעה לשיאים חדשים או התרוממות לעולם אחר..

יד שמינית - בלות – מאוגוסט 2042 עד יולי 2056?: כבר היו דברים מעולם, הדוד פליקס, אך גם בישראל...

ETHICAL INITIATIVES

THE GLOBAL CENTER FOR BUSINESS ETHICS EXECUTIVE SUMMARY

The Global Center for Business Ethics (GCBE) is a leader in the field of global business ethics. The Center has two main missions: research on global business ethics and disseminate ethical behavior in the business environment, government, NGOs and other organizations. GCBE operates the Institute of Ethics whose main goals are to devise a reliable ethical rating for companies and appoint Independent Directors for Boards of Directors/Supervision Boards.

GCBE devises ethical strategic planning for companies/organizations as follows:

Assimilation of ethical codes in all levels of management with the backing of top level management and Boards of Directors (98 % of largest US companies have ethical codes including the most unethical ones as Enron); enhancing impeccable ethical conduct with stakeholders: customers, employees, suppliers, banks and creditors, majority and minority shareholders, community, government and environment; devising ethical positioning of the company, ethical advertising, IR and PR, quarterly ethical and environmental reports.

Major savings by adding ethical considerations to the due diligence process of the company to potential customers, suppliers, subcontractors, partners and investors with integrity screening of the business behavior of companies and their management. A large part of customers' bad debts, companies' costs increase, operational losses, M&A extraordinary losses, sunk investment costs, quality deficiency, late deliveries, legal and financial expenses is due to stakeholders' unethical conduct that could have been avoided by checking their ethical record.

Avoiding embezzlements, huge losses or even bankruptcy, such as in the cases of Barings Bank and Arthur Andersen, by introducing sophisticated Integrity Tests according to a comprehensive method (attached), including case studies, workshops, interviews and business games to new candidates and candidates for promotion. Analyzing Ethical Dilemmas of management and employees. Ethical conduct to employees, issues of whistleblowers, layoff policies, discrimination, harassment, community projects in education, cultural, social issues.

Raising tens to hundreds of millions dollars with Ethical Funds from a large segment of the public, that does not invest currently in the stock exchange as it is disillusioned from the lack of integrity in many companies, and for boosting economy and long range profitability by investing in smaller and more ethical companies. Investing in Ethical Funds has the highest growth rate. ROI is similar to the S&P index. The Ethical Funds apply social, political, moral, ethical and environmental screening. 2.1 trillion dollars in the US, 300 billion euros in Europe, more than 500 ethical funds worldwide.

The Institute of Ethics, a voluntary and independent organization, intercedes on behalf of the stakeholders and minority shareholders and publishes data on ethical and unethical companies, as only full transparency can safeguard the interests of the stakeholders and

minority shareholders. The national Institute of Ethics will be financed by a contribution deducted from each transaction made at the national stock exchange. The members of the Institute will possess impeccable reputations and will be elected by the national courts, but they will not be active businessmen and will not hold any shares in companies.

The Institute will also nominate the members of the Supervision Board, in cases where the minority shareholders will not vote or give proxies at the shareholders' meetings. In no case will the members of the Supervision Board be elected only by the participants in the vote, which can consist often of only 20 percent of the shareholders. The members of the Supervision Board, representing in this example the other 80 percent of the shareholders who have not participated in the vote, will be nominated by the Institute of Ethics.

The GCBE will sponsor academic research on unique topics such as the safeguard of the interests of minority shareholders. Dr Jacques Cory, one of the founders, has written the first academic books and thesis on this subject and has submitted several proposals for further academic research, such as: validating the rules on wrongdoing minority shareholders by unethical companies, quantitative research on the cost of unethical conduct to the stakeholders, society and minority shareholders, the impact of globalization on business ethics, rating methods of ethical and unethical conduct, the ROI of Ethical Funds, and so on.

The initial seed investment of the GCBE is \$500K, distributed evenly between the academic research activities and the founding of the Institute of Ethics.

Academic Research: \$250K annually, comprising of the financing of 7 researches costing \$25K each, an academic director - \$50K and administrative expenses - \$25K.

The Institute of Ethics and initializing the Strategic Business Planning activities with corporations: \$250K, comprising of the fees of the Director - \$50K, administrative expenses - \$25K, rating services on companies - \$50K, initial costs of the Ethical Fund - \$50K, initial costs of devising the Integrity Tests - \$50K, per diem and travel expenses - \$25K.

Within the first year of operations the GCBE will receive substantial income from its consulting activities to companies, writing and implementing ethical codes, screening companies and employees, giving lectures and workshops, and so on. The goal of the Center is to breakeven on the second year of operations and to be profitable on the third year.

1. Mission

The Global Center for Business Ethics (GCBE) is a leader in the field of global business ethics. The Center has two main missions: research on global business ethics and disseminate ethical behavior in the business environment, government, NGOs and other organizations. GCBE operates the Institute of Ethics whose main goals are to devise a reliable ethical rating for companies and appoint Independent Directors for Boards of Directors/Supervision Boards.

GCBE devises ethical strategic planning for companies/organizations as follows:

2. Assimilation of Ethical Codes

Assimilation of ethical codes in all levels of management with the backing of top level management and Boards of Directors (98 % of largest US companies have ethical codes including the most unethical ones as Enron); enhancing impeccable ethical conduct with stakeholders: customers, employees, suppliers, banks and creditors, majority and minority

shareholders, community, government and environment; devising ethical positioning of the company, ethical advertising, IR and PR, quarterly ethical and environmental reports.

3. Integrity Screening of Stakeholders

Major savings by adding ethical considerations to the due diligence process of the company to potential customers, suppliers, subcontractors, partners and investors with integrity screening of the business behavior of companies and their management. A large part of customers' bad debts, companies' costs increase, operational losses, M&A extraordinary losses, sunk investment costs, quality deficiency, late deliveries, legal and financial expenses is due to stakeholders' unethical conduct that could have been avoided by checking their ethical record.

4. Integrity Tests and Employees' Ethical Issues

Avoiding embezzlements, huge losses or even bankruptcy, such as in the cases of Barings Bank and Arthur Andersen, by introducing sophisticated Integrity Tests according to a comprehensive method (attached), including case studies, workshops, interviews and business games to new candidates and candidates for promotion. Analyzing Ethical Dilemmas of management and employees. Ethical conduct to employees, issues of whistleblowers, layoff policies, discrimination, harassment, community projects in education, cultural, social issues.

5. Ethical Funds for New Market Segments

Raising tens to hundreds of millions dollars with Ethical Funds (see attached document) from a large segment of the public, that does not invest currently in the stock exchange as it is disillusioned from the lack of integrity in many companies, and for boosting economy and long range profitability by investing in smaller and more ethical companies. Investing in Ethical Funds has the highest growth rate. ROI is similar to the S&P index. The Ethical Funds apply social, political, moral, ethical and environmental screening. 2.1 trillion dollars in the US, 300 billion euros in Europe, more than 500 ethical funds worldwide.

6. Methodology Stages

Introductory Lectures, In-Depth Meetings with Management, Panels & Films/Plays to Larger Audiences, Meetings with Stakeholders, Workshops in five to ten Sessions for Ethical Codes Assimilation, Ethical Dilemmas Analysis with Management, Ethical Strategic Planning and Positioning Devising, Integrity Screening of Stakeholders, Integrity Tests of Managers, Employees' Ethical Issues, Ethical Funds for New Market Segments and for Boosting Economy and Profitability, Quarterly Ethical and Environmental Reports.

7. The Institute of Ethics - GCBE operates the Institute of Ethics as follows:

The Institute of Ethics, a voluntary and independent organization, intercedes on behalf of the stakeholders and minority shareholders and publishes data on ethical and unethical companies, as only full transparency can safeguard the interests of the stakeholders and minority shareholders. The national Institute of Ethics will be financed by a contribution deducted from each transaction made at the national stock exchange. The members of the Institute will possess impeccable reputations and will be elected by the national courts, but they will not be active businessmen and will not hold any shares in companies.

We witness recently a trend toward voluntary regulation of companies in many aspects of their activities toward stakeholders, employees, customers, the community, environment, and

so on. Industries' associations obtain control over its members, which is often more effective than governmental or legal control. The companies adhere to a 'soft law', established after mutual negotiations that result in an agreement on the rules and ways to punish the transgression of the rules.

If in the future we will reach a status that only companies supervised by the Institute of Ethics will be able to recruit the best employees, have access to the best customers, receive the best prices from the suppliers, sell their shares to minority shareholders; then most of the companies or at least their first league will abide by the rules of the Institute. The other companies will be treated as outcasts, on the outskirts of society, and will not be able to survive in the long run. The ethical reputation of a company will become one of its most important assets and will be a decisive factor in the valuation of the company.

How is it possible to guard the integrity of the members of the Institute? First of all, by choosing members with impeccable integrity, who could have worked prior to that in companies, but will be prohibited to return to work in business. The Institute will be like an Academy or court, with members elected for life, and when they will want to leave they will be entitled to a pension. They will write ethical codes and supervise their implementation, they will elect a large part of the members of the Supervision Boards, they will give an ethical rating to companies, similar to the creditworthiness rating, ranging from AAA to CCC. The ethical funds will be allowed for example to invest only in companies with an ethical rating of A, and as this rating will be granted by the Institute, it will have financial power of the utmost importance. The National Institutes of Ethics will be associated in an International Institute of Ethics that will establish international ethical codes and exchange information on ethical and unethical companies, ethical funds, unethical executives and directors and so on in the various countries. As the world becomes a global village, a company or an individual who has behaved unethically in one country will not be able to start from zero in another country. Their name will appear on an international black list that will chase them forever, as ethical information will be exchanged by all the National Institutes of Ethics.

The members of the Institutes will have to be independent and have a theoretical and practical background in corporate governance. They will have to be fluent in corporate law, business administration, ethics, accounting (with a special knowledge of the dangers of creative accounting...), etc. But they will need to have active and inquisitive minds, which will not be contented with the unethical conduct of controlled companies.

In the event that a contribution to the Institute of Ethics by a fee on every stock exchange transaction will not be feasible, it could be possible to raise the necessary funds from the ethical funds or the shareholders who will benefit from the privileged information of the Institute, which will be distributed only to the contributors. The operational expenses of the Institute are negligible in comparison to the benefits or prevention of losses to the minority shareholders, as the costs of mistrust and wrongdoing to the minority shareholders amount to billions of dollars causing the collapse of the stock exchange and leading to a world recession.

The companies will submit an annual report on the ethical and ecological conduct toward its stakeholders and will be responsible for the social results of their conduct. The investors, especially the minority shareholders, employees, suppliers, customers, community and society, will have access to the ethical information that will enable them to decide on their conduct toward the companies based on the ethical reports, in a similar way that they evaluate the operational performance of companies from their financial reports, which give only very partial information on the companies.

The Institute of Ethics could decide to compensate the minority shareholders in case of wrongdoing to their rights by forcing the companies that would want to maintain their ethical rating to reimburse the shareholders of their investment with interests and damages. The most problematic element of investment, the risk, will be neutralized in this way and the minority shareholders will be assured that, unless they resort to the court in order to sue the company, they will have the possibility to recoup the actualized value of their investment if an ethical institution will find their ethical plea justified without the necessity to resort to the expensive procedure of the court and payment of legal fees.

The minority shareholders will be able to attenuate their risks by receiving from companies adhering to the ethical norms quarterly ethical reports, monthly financial reports, audited financial reports, etc. The Institute of Ethics will also conduct statistics and reports on unethical costs and losses incurred by minority shareholders that are estimated at billions of dollars. The minority shareholders will have free access, via the Internet, to the reports of the Institute, that will be assisted by whistle-blowers, anonymous or not, who will expose the unethical conduct of the companies, often done in the shade far away from the public eye. The Institute will publish a black list or a pillory of companies that did not behave ethically, as well as of investment bankers, analysts, auditors, and other consultants, whose reports have harmed the minority shareholders.

The Institute of Ethics safeguards the interests of the other stakeholders, such as suppliers, customers, lenders, and the community, but its principal role will always be to safeguard the interests of the minority shareholders. They will intercede in favor of the minority shareholders in every case of an offer to purchase shares and will ensure that unless the companies have received a written consent of 95 percent of their shareholders, they will not be able to enforce them to sell their shares. If they would want to purchase the shares of the minority shareholders at the undervalued current market price, the companies will have to offer them at least the actualized value of their investment. The Institute will have to give its consent to every offer to purchase the shares of the minority shareholders of the companies that will submit to its control, in the same manner that the mergers necessitate the approval of the anti-trust organizations.

The Institute will also nominate the members of the Supervision Board, in cases where the minority shareholders will not vote or give proxies at the shareholders' meetings. In no case will the members of the Supervision Board be elected only by the participants in the vote, which can consist often of only 20 percent of the shareholders. The members of the Supervision Board, representing in this example the other 80 percent of the shareholders who have not participated in the vote, will be nominated by the Institute of Ethics.

8. Academic Research

There are today dozens of Business Ethics Centers throughout the world. One of the leading ones is the Carol and Lawrence Zicklin Center of the Wharton Business School at the University of Pennsylvania. This Center sponsors researches such as:

- Potential opportunities and challenges of an international labor arbitrage
- Global justice, development and transnational corporations
- Confidence and Corruption: the effect of incidental confidence on Ethics
- Rawlsian justice and workplace republicanism

- Professional Roles and client disclosure
- Indigenous perceptions and attitudes toward corruption
- A social theory of environmental contracts

The GCBE will sponsor academic research on unique topics such as the safeguard of the interests of minority shareholders. Dr Jacques Cory has written the first academic books and thesis on this subject and has submitted several proposals for further academic research, such as: validating the rules on wrongdoing minority shareholders by unethical companies, quantitative research on the cost of unethical conduct to the stakeholders, society and minority shareholders, the impact of globalization on business ethics, rating methods of ethical and unethical conduct, the ROI of Ethical Funds, and so on.

9. Budget of the GCBE

The initial seed investment of the GCBE is \$500K, distributed evenly between the academic research activities and the founding of the Institute of Ethics.

Academic Research: \$250K annually, comprising of the financing of 7 researches costing \$25K each, an academic director - \$50K and administrative expenses - \$25K.

The Institute of Ethics and initializing the Strategic Business Planning activities with corporations: \$250K, comprising of the fees of the Director - \$50K, administrative expenses - \$25K, rating services on companies - \$50K, initial costs of the Ethical Fund - \$50K, initial costs of devising the Integrity Tests - \$50K, per diem and travel expenses - \$25K.

Within the first year of operations the GCBE will receive substantial income from its consulting activities to companies, writing and implementing ethical codes, screening companies and employees, giving lectures and workshops, and so on. The goal of the Center is to breakeven on the second year of operations and to be profitable on the third year.

ETHICAL STRATEGIC PLANNING BY Dr J. CORY

1. Introduction

Unique combination of successful international business experience in management, M&A, turnarounds, finance, marketing and sales with activist business ethics, academic research, pioneer books published by Kluwer in Boston, novel, articles, lectures and ethical projects. 36 Laws of Unethical Conduct of Companies have been validated by the Enron case. The following ethical strategic planning is based on experience and research that could contribute large profits and avoid huge losses from companies that will implement those methods.

2. Embedding Ethical Behavior

Embedding ethical behavior and codes in all levels of management with the backing of top level management and Boards of Directors (98 % of largest US companies have ethical codes including the most unethical ones as Enron); impeccable ethical conduct with stakeholders: customers, employees, suppliers, banks and creditors, majority and minority shareholders,

community, government and environment; ethical positioning of the company, ethical advertising, IR and PR, quarterly ethical and environmental reports.

3. Integrity Screening of Stakeholders

Major savings by adding ethical considerations to the due diligence process of the company to potential customers, suppliers, subcontractors, partners and investors with integrity screening of the business behavior of companies and their management. A large part of customers' bad debts, companies' costs increase, operational losses, M&A extraordinary losses, sunk investment costs, quality deficiency, late deliveries, legal and financial expenses is due to stakeholders' unethical conduct that could have been avoided by checking their ethical record.

4. Integrity Tests and Employees' Ethical Issues

Avoiding embezzlements, huge losses or even bankruptcy, such as in the cases of Barings Bank and Arthur Andersen, by introducing sophisticated Integrity Tests according to a comprehensive method, including case studies, workshops, interviews and business games to new candidates and candidates for promotion. Analyzing Ethical Dilemmas of management and employees. Ethical conduct to employees, issues of whistleblowers, layoff policies, discrimination and harassment, community projects in education, cultural and social issues.

5. Ethical Funds for New Market Segments

Raising tens to hundreds of millions dollars with Ethical Funds from a large segment of the public, that does not invest currently in the stock exchange as it is disillusioned from the lack of integrity in many companies, and for boosting economy and long range profitability by investing in smaller and more ethical companies. Investing in Ethical Funds. ROI similar to S&P. Social, political, moral, ethical, environmental screening. 2.1 trillion dollars in the US, 300 billion euros in Europe, more than 500 ethical funds worldwide, highest growth rate.

6. Methodology Stages

Introductory Lectures, In-Depth Meetings with Management, Panels & Films/Plays to Larger Audiences, Meetings with Stakeholders, Workshops in five to ten Sessions for Embedding Ethical Behavior, Ethical Dilemmas Analysis with Management, Ethical Strategic Planning and Positioning Devising, Integrity Screening of Stakeholders, Integrity Tests of Managers, Employees' Ethical Issues, Ethical Funds for New Market Segments and for Boosting Economy and Profitability, Quarterly Ethical and Environmental Reports.

INTEGRITY TESTS

The innovative model of Integrity Tests was devised in collaboration between Pilat, one of the largest assessment tools and job evaluation companies, and Dr Jacques Cory, a successful businessman who lectures at universities and companies on business ethics and has published in the US pioneer books on business ethics

We are all aware that the business community is deeply concerned with the increase of the unethical conduct and fraud that has caused the collapse of a large number of companies. The Arthur Andersen case has proved how a few partners who behave unethically could ruin one of the largest firms in the world. This emphasized the urgent need to purge the companies, in particular in the sales, purchasing and finance divisions, audit, law and consulting firms, banks, venture funds, and investment banks from unethical executives and screen such executives in the recruiting and promotion process.

The integrity tests that are currently applied are in most of the cases very unsophisticated and were not devised by people who are competent both in business and in ethics. As a matter of fact, there are very few businessmen in the world, like Cory, who are active in the business ethics community, have written text books and articles on those subjects, have analyzed cases of wrongdoing, and lectured on those subjects all over the world. Cory's books are believed by many, such as Transparency International and Kluwer, as the precursors of the Enron case as they were published in 2001, a few months before the scandal, and the cases and laws on wrongdoing in the books fully concur with what occurred at Enron.

Pilat, with its main offices in the US, UK, Poland and Israel, is a public company listed on the London and the Tel Aviv stock markets, employing about 200 people, most of them professionals. Their list of clients include many leading worldwide organizations, such as Daimler Chrysler, Ernst & Young, KPMG, First Boston, Coca Cola, Barclays, Avis, Amdocs, BMW, Teva, World Bank, Chase, BT, NASA, Vodafone, Lloyds, Heinz and British Airways.

Sophisticated tests, case group discussions, interviews and investigations of the ethical record of candidates for recruitment and promotion in companies and firms are needed as part of a strategic planning to introduce ethics as a key factor, along other parameters such as leadership, experience, loyalty, performance and excellence. The planning is specialized for specific segments of business or generalized in a generic form. The people who devise and implement such plans have an impeccable ethical record and a successful business experience.

The Integrity Tests give an adequate solution to the deterioration in business ethics and save losses of billions of dollars by investing a comparative low amount in such tests. Pilat and Cory have the necessary experience and requirements to devise a unique concept of Integrity Tests that answer the old/new need of business integrity, and are willing to share it with the business community.

THE INTERNATIONAL ETHICAL FUND

1. The International Ethical Fund (IEF) consists of a group of prominent Israeli executives and scientists with impeccable ethical reputations and proven experience in high-level management and technological expertise.
2. The aim of IEF is to invest in projects and companies with the highest profitability, that will enable the fund to distribute 10% or more of its profits in environmental preservation and recycling activities, as well as in community activities - educational, cultural, health and welfare, and still give an outstanding ROI to its investors.
3. IEF comprises 1-2 full-time managers and 5-7 part-time associates.
4. IEF operates with a capital of \$50M, raised from international ethical companies and individuals, and focuses on financing joint ventures between European, US and Israeli companies.
5. IEF invests in projects and companies that maintain the highest business ethical standards, will not discriminate against employees and shareholders, will take into consideration the interests of stakeholders, and will contribute to society, environment and health activities in the countries in which the fund will invest.
6. The joint ventures are focused on activities with high-tech content: Internet, electronics, telecom, software, biotechnology, medical and health related fields, environment, multimedia, industrial automation and robotics, etc.
7. IEF invests in various investment stages: start-ups, development and expansion, turnaround and restructuring, technology and manufacturing transfer.
8. IEF intends to achieve an optimization of the benefits in R&D, investment grants and marketing incentives in Israel and other countries. The availability of skilled personnel, taxation, and other factors will influence the location of the activities.
9. Investments are carefully chosen by IEF, based on the extensive experience of its managers in due diligence, foreign investments, successful turnarounds, high-level management of profitable multinational companies, technological expertise, business plans and feasibility studies, private placements, public offerings, consortium and joint ventures' management, and proven discrimination of investment opportunities.
10. IEF intends to invest most of the funds raised within a reasonable period of time, as there are exciting opportunities that are not covered by the existing funds.
11. The fund is involved in the strategic planning and high level management of its companies and actively contributes to their operations from its managers' vast experience and expertise.
12. IEF cooperates with ethical funds in the US and Europe and with other ethical bodies.

HOW TO IMPLEMENT A TURNAROUND PLAN

Jacques Cory

International Business Consultant

Foreword

Any project that sets out to implement turnaround plans for companies permeates the length and breadth of the Israeli economy - in science-based industries, as well as in the foodstuffs industry, in textiles, in construction, and in trade of the private, the governmental and the Labour Federation (Histadrut) sectors of the economy. Critical problems have been exposed and dealt with, even if treatment was not always professional and did not always penetrate to the root of the problem.

In this survey, we shall examine the background of losses incurred by companies, the reasons why their turnaround was postponed, the operational and financial turnaround plans and the prospects for their success.

Background of Corporate Losses

There are a number of factors that have caused corporations to incur gigantic losses, but I will relate only to those causes that are under the control of the company.

On micro level, a company cannot alter government policy or the percentage of interest effective in the economy but must accept them as given - for better or for worse, and these are therefore not the primary causes for losses, and indeed there are other companies that prosper under the same environmental conditions.

* Lack of Business Skill

In many instances, the quality lacked by the managing director of the company and the senior management team is that of business skill. In a small firm, the entrepreneur generally fulfills the role of managing-director and has not been sufficiently exposed to business experience, while in large firms the managing director may sometimes reach that position from an engineering or other background, without having previously held business management roles, or having ensured that his management team includes senior managers with a business background. These managers do not focus on gaining maximal profit and are not aware of the dangers threatening companies in today's difficult economic conditions. As a result, they commit a series of business errors whose cumulative effect is to bring the company to the verge of collapse.

* Growth At All Costs

Certain companies evince a tendency to emphasise growth at all costs, and plunge ahead at a dizzying rate, regardless of the obstacles in their path. In the United States businessmen have long since reached the conclusion that "Small is Beautiful" and that their best bet is to "Stick to the Knitting", and are accordingly disassembling enormous conglomerates. But in Israel there is still a tendency to take over competing firms, to purchase equipment indiscriminately, to increase the number of employees on the payroll and to regard increasing sales as a prime target. As a result, previously strong and well-established firms find themselves financially shaky and their balance sheets record losses.

* Financing Through Loans

An erroneous axiom existing in the economy is that it is desirable to work with other people's money. This view finds reinforcement in all financial leverage theories and in precedents of previous periods of galloping inflation. But economic conditions have changed, and under the interest terms prevailing today hardly any investments are worthwhile at such high rates of interest. Owners of private companies mortgage their property and their private deposits as security for loans and lose tens of percentages on interest differences. Companies whose shares are traded on the Stock Exchange cannot raise money in the existing state of the market and, in making their profitability computations, ignore the marginal price of the money needed to finance their investments. Accordingly, most companies, which do not finance the greater part of their activity out of their own resources or out of cheap credit, will sooner or later run into financial difficulties.

* Lack of Appropriate Control

In some private sector companies, adequate control is not applied to the Board of Directors. The Board may deem its role to be restricted to hearing the reports of the managing director and not make an in-depth control of the company's position. Appropriate control is, in the final analysis, more of a help than a hindrance to the managing director, and should not be regarded as interference in matters coming under his discretion or as a slur on his credibility. Absence of supervision is also sometimes a phenomenon shared by Histadrut and governmental corporations, except that in their case, the managing director does not always have the last word and strong influence is exerted by workers' committees, the Ministry of Finance and other factors. In certain instances, auditors or banks fulfil the control function although many such elements may feel that it is not their business to flash warnings to management.

Companies Postponing Turnaround

The first signs of difficulties in a company are discernible years before the crisis actually occurs. One need do no more than carefully scrutinize the balance-sheet, talk with key personnel in the company, interview customers and learn about the organization, in order to reach the conclusion that, unless circumstances change, the company is in for some severe problems. But the managers proceed along the lines of their tried and trusted policies, fail to modify their strategy to cope with changing market conditions, misread the map and ignore the warnings of employees, customers, auditors or banks. When the first signs of the crisis become apparent, the company plugs the holes with cash, by taking loans on worse terms, while keeping the crisis on a back burner, in an endeavour to conceal it from the general public. If the company is traded on the stock exchange, every legal device will be sought so as to show a high profit and to that end, all the reserves accumulated in the good years will be utilized. When even these measures fail of their purpose, investors will be sought, and an effort will be made to persuade the owners to waive a considerable

percentage of their investment at a low price, so as not to expose to the public the crisis that has overtaken the company. Managers sometimes have recourse to a "guru" who promises that a certain organizational change will cure the company's ills, or else take permanent productivity measures by indiscriminate firings, with a view to slashing expenses no matter what. Only rarely will a manager have the courage to accept professional advice for the turnaround of his company before it is too late. The pretext generally given for deferring such assistance is that it is costly and unnecessary, and that in any case the managing director and the managerial team know better than anyone else what ails the company and how the trouble can be cured. But just as a patient can usually not cure himself without consulting a doctor, similarly a company generally needs objective professional assistance to pinpoint its maladies and propose effective curative methods.

Operational Turnaround Plan

Turnaround plans are generally prepared after all else has failed and the company is on the verge of collapse. Were such companies to receive "preventive" advice, such as to nip their problems in the bud, heavy losses could be prevented and a considerable proportion of the companies that have recently collapsed could have been saved. The operational turnaround plan is usually written within a very short space of time because the company is on the verge of collapse. It is supremely important that the body preparing the turnaround plan be professional, have had vast experience with successful turnaround plans, and have a suitable managerial background. The plan should focus on the solution of the most significant and crucial problems, and present clear-cut, unambiguous and practical recommendations in terms familiar to all elements engaged in the turnaround, including banks and investors.

The argument that data is lacking and that therefore nothing can be solved is one that is frequently put forward, but that could not be more grievously in error. A turnaround plan can be implemented even when scarcely any information is available, since with a little effort it is possible to obtain all relevant figures, such as cash flow (according to bank balances), payroll (according to salary schedules), sales (according to V.A.T. reports) and so forth. At the same time, every effort should be made to work out costing in accordance with product lines, something that is usually lacking in the company. There is no point in waiting for final, verified data, confirmed by the auditors, when bankruptcy is imminent. If the consultant waits to obtain all data, the company will simply be bled out of existence. Every effort should therefore be made to work with partial and inaccurate data, making such cross sections as will give the consultant a fair notion of the position of the company. The main components of an operational turnaround plan are:

* Increase of Sales

In some instances, the Company has run into difficulties due to insufficient sales. Therefore, ways of increasing sales must be found immediately - by raising prices, focusing on products that are relatively advantageous, pursuing an aggressive marketing policy, altering the sales mix, giving sales

staff appropriate incentives and so forth. These steps are usually taken as part of an inclusive strategic plan adopted by the company, an element which is lacking in most of the companies that reach crisis. An essential element in increasing sales and rendering them more profitable is the formation of a business unit within the sales entity. The role of this unit will be to analyse the anticipated profitability of proposals, taking into account all allocations up to the net profit level, preparing detailed procedures for the work of sales, being responsible for all stages of sales - offers, orders, contracts management, invoices and collection, formulating linkage and payment terms, and participating in negotiations. The organizing of the sales complex in this format has proved itself in all organizations in which it has been set up.

* Labour Productivity

Care should be taken not to slash all down the line in the company's establishment, but rather staff cut-backs should be made selectively. Unprofitable product lines should be discontinued and the relative departments abolished; outsize research departments should be reduced in size, even if the charge be brought that this will be detrimental to the firm's future; the advertising, public relations and marketing promotion departments should be scaled down, the production planning and control department brought to peak efficiency, (by reducing it if it is oversized and sometimes by expanding it, if it is too small), and a system of wage incentives and bonuses should be worked out that will be directly related to sales and profits. Today, sophisticated methods exist for increasing sales per employee, and these can be promptly put into practice in the various companies.

Reinforcement should be provided for economic bodies engaged in planning, control and reporting, in profitability checks, in obtaining support from governmental bodies, in debt-collecting, financing etc. Experience shows that in many instances, in companies in crisis, these bodies were not strong enough or were staffed by junior employees, since the policy makers had not paid sufficient attention to the business aspects of the company. In certain companies, the productivity measures are unfortunately focused first and foremost on the very economic bodies that are vital to the firm's turnaround, an error of judgement that hastens the demise of the firm. The turnaround plan is generally accompanied by organizational changes and by the restructuring of the procedure, control and reporting system, simplifying it and making it easier to operate with immediate results and a significant contribution to the profit margin and cash flow of the company.

* Slashing of Material Costs and Expenses

A healthy company maintains constant vigilance to ensure that it is purchasing from the cheapest suppliers and working at a minimal level of expenses. It is very difficult to increase sales and cut back on staff, but far easier to reduce procurement and slash expenses. Paradoxically enough, very little is being done in this field in turnaround plans, perhaps because of the specific knowhow required for attaining greater efficiency in these spheres. A policy should be instituted whereby suppliers are invited to tender bids, long-term contracts should be entered into securing significant discounts, a second source should always be maintained for every significant component of a product, the procurement body should frequently be overhauled by reshuffles and so forth. Similarly, many ways are available for slashing expenses. Tenders can be issued for insurances, taking advantage of the competition existing on that market; the plant may be relocated to an area where rents are far lower; it is possible to economize on outgoings such as telephone, electricity, fuel and others using methods that have proved effective in many enterprises.

* Combined Measures

No one single solution exists for operational turnaround. Turnaround occurs primarily due to the business awareness of management, postulating profitability as a supreme value, failing which the company will cease to exist. If, by working hand-in-glove with management, sales can be increased by 20% by raising prices and like measures; if payroll can be pared by 15%, procurement by 10% and expenses by 25% - a company verging on bankruptcy can be transformed into a profit-making, self-sustaining concern. No utopian solutions are envisaged.

Many firms are simply not being run in a business-like manner and can certainly with relatively little effort, be put on a sound footing in the manner described. The prerequisite is fruitful collaboration between management and the consultant, and a keen desire to achieve change at all costs, seeing that there is no alternative and the company wishes to survive. The survival instinct infuses companies with tremendous strength expressed in immediate and far-reaching results. Turnaround in this format has sometimes been effected by the consultants themselves, when they were engaged in the management of some firm, before switching to the advisory status. Many firms whose operating losses were in the tens of percents have become profitable in the space of less than one year using the format described, management having become imbued with business-consciousness and staff being infected with the motivation vital to turnaround.

* Financial Turnaround Plans

Financial turnaround plans are sometimes implemented in furtherance of operational turnaround, or may be composed for firms with a considerable operating profit which is however reduced to a net loss by high financing expenses. These latter usually occur when financing is arranged through debitory accounts, or other expensive loans with interest rates running to 50% per annum to underwrite the needs of working capital or operating losses or to provide partial financing for the purchase of equipment, buildings, motor vehicles and other companies. Firms may be unable to muster sufficient collateral, whereupon the bank refuses long-term credit, and in most cases the company has not enough working capital in circulation to finance its activities. The turnaround plan will be composed of the following elements:

* Financial Settlement for the Repayment of Costly Loans

The bank will generally reach the conclusion that to continue to collect interest at 50% will be to destroy the firm, inasmuch as such high interest rates are simply not sustainable for the duration. Accordingly, the greater part of the debitory accounts and the short-term financing are converted into a long-term loan, linked to the CPI, with a relatively low interest rate of about 10%. One to two years grace will usually be allowed until commencement of repayment of the principal, so as to permit the company to carry out its turnaround plan, find investors or increase its profit margins. The loans are for five years or more, ensuring appropriate staggering of the debt. The company does not always have sufficient collateral for its loans, as claimed by the bank, since the bank takes very conservative security coefficients. Yet the bank's only other alternative is to forfeit the greater part of the loan! Thus an arrangement satisfactory to all parties is usually reached, enabling the company to meet interest and principal repayments.

* Modification of Interest Terms and Financing Costs

In the past, many firms will have received long-term loans at high interest rates and been seriously encumbered thereby. Under the financing settlement, credit terms are realigned with those

presently effective in the economy. Also subjected to review are the charges collected by the bank for its various services - guarantees, letters of credit and so forth - and these too are updated to minimal possible levels. In certain instances, when exceptionally high rates of interest have been collected, against which firms have mortgaged securities and low-yielding deposits, the parties may reach an agreement for the partial refund of interest.

* Increase of Shareholders' Equity

Shareholders are usually required to invest additional capital in the company, acquired through the sale of mortgaged assets, proceeds of which are invested in the company, through the raising of funds on the stock exchange, inviting the participation of more investors and so forth. The bank insists that a reasonable ratio be maintained between shareholders' equity and the company's loans and at existing rates of financing, most investments made are worthwhile, only if financed primarily out of shareholders' equity or cheap credit.

* Combined Measures

A combination of all the above measures with the operational turnaround plan puts the company on the road to a full recovery. The key lies in suitable strategic planning with the focus on profitable product lines that are relatively advantageous and have good market potential; also in maintaining a low profile and restraining the impulse to expand at all costs; in selling off unprofitable subsidiaries; and, above all, in focusing managerial attention on business aspects of the company while promoting those engaged in the matter to a senior and leading status. The success or failure of the plan depend first and foremost on the managing director's determination to restore his company to health. The Board of Directors too must maintain a constant and constructive follow-up to ascertain reliable reporting by management and ensure that implementation of the plan is supervised by the responsible consultant for a period of at least one year.

It is recommended that the consultant himself accompany the plan the whole way, including the implementation period, and not supervise only the beginning and end, leaving most of the work to be done by a junior assistant. Preparation of a turnaround plan is a task no less creative than that of founding a new company and calls for a professional of the first water to express therein his talents and wealth of experience. These steps are such as to ensure that the turnaround plan endure permanently and that the company run into no further difficulties.

Summary

The Israeli economy is presently undergoing one of the severest crises in its history; hundreds of firms are wrestling with operational and financial problems that could spell their doom. Yet this is a crisis of a positive nature, in whose aftermath companies will emerge healthier, more economic and more profitable. Gone are the days when companies could be sustained through government subsidies, rescheduling of debts, minimal shareholders' equity and feather-bedding. Today, the company that aims to survive must become efficient and competitive and must break into export markets. Managerial qualities must improve and the will to expand at all costs must be held in check. Prohibitive interest rates, the slashing of subsidies and the discontinuing of devaluations have taught us all - the economy, corporations and individuals - to rely on ourselves alone, to revert to our natural dimensions, to finance our activities primarily out of our own resources and to base ourselves exclusively on hard work, diligence and resourcefulness so as to succeed in the new conditions imposed by the environment. This structural change must of necessity render a number of corporations hors de combat, but will enable most other companies to emerge healthier and stronger from the crisis.

10 MAIN COURSES IN BUSINESS ETHICS, CSR, GLOBALIZATION, SUSTAINABILITY... FOR BUSINESS, ORGANIZATIONS & UNIVERSITIES

INTRODUCTION

The 10 main courses in English for business, organizations and universities by Jacques Cory, PhD, comprise theoretical and empiric lectures, as well as an analysis of films, plays and novels on business ethics. The courses are designed primarily for businessmen; they are prepared and presented by a businessman, with a focus on case studies in the US & Europe.

The courses impart applied knowledge on business ethics, social responsibility, sustainability and environmentalism, M&A, globalization, leadership and corporate governance. Most of the courses were taught at the University of Haifa, the Technion, and to senior executives, one of them at INSEAD, and the lectures' content is comprised in the academic books of Cory.

Based on the excellent feedbacks received, the participants state that they have been provided with the education and motivation to develop a holistic view on business combining business, psychology and ethics in a modern and topical curriculum, with the intellectual capacity and values to cope with the complex business world. The participants are encouraged to develop their own insights, which could be different from the prevailing neoliberal ideology, and find the right equilibrium between profitability, business ethics, social responsibility and sustainability which do not contradict but complement each other in the long run.

The courses are based on the books by some of the best authors in business ethics, globalization and sustainability, such as Monks, Badaracco, Naomi Klein, Joel Bakan, Thomas Friedman, Joseph Stiglitz, Donaldson, Solomon, Tamari, Paul Hawken and the Bible. The courses analyze the cases of Enron and Barings Bank, ethical companies such as Ben & Jerry's and Interface, and multinationals such as McDonald's, Disney, Nike, Monsanto, Ikea.

The courses comprise the best films, plays, documentaries and novels on Business Ethics: All My Sons, An Enemy of the People, The Merchant of Venice, The Visit, Rhinoceros, Wall Street, Erin Brockovich, The Insider, It's a Wonderful Life, The Great Gatsby, A Civil Action.

It is of course possible to change part of the courses, shorten and lengthen them. Attached is a bibliography of books and list of works, a CV with details on the business and academic experience, reviews and references on Cory's book "Business Ethics for a Sustainable Society", and an Ethical Strategic Planning.

THE COURSES

1. BUSINESS ETHICS: WORKSHOP OF SHORT CASE STUDIES

10 short cases on topics specially designed for companies: M&A, organizational behavior, sales, bribe, insider information, purchasing, whistleblowers, operations, stock exchange, independent directors, transparency, finance, NGOs. The course will present pioneering principles and theories with practical vehicles that combine business and ethics that should overcome future challenges, as well as films on Ethics. 16 lectures of 2 hours each: 32 hours.

2. PIONEERING METHODS IN BUSINESS ETHICS – THEORY, CASES AND FILMS

A course designed primarily for MBA students, comprising short case studies, theoretical studies in the modern context, and films on business ethics. The syllabus includes the course objectives, description and methods. 16 lectures of 2 hours each: 32 hours.

3. INTERNATIONAL M&A

A course designed primarily for companies. Comprises theory, cases and films on International M&A, based on extensive experience. 16 lectures of 2 hours each: 32 hours.

4. SUSTAINABILITY AND CSR - CORPORATE SOCIAL RESPONSIBILITY

Syllabus on the best books and films on those topics, as well as corporate governance and ethical issues of mergers, banking and the stock exchange. Joseph Stiglitz's – Globalization and its Discontents, Making Globalization Work; Paul Hawken's – The Ecology of Commerce, Natural Capitalism; Thomas Friedman's – Hot, Flat, and Crowded; Al Gore's – An Inconvenient Truth; How to Save the World, A Civil Action, Damaged Care, China Blue, Warren Buffett and Sam Walton's Wal-Mart. 16 lectures of 2 hours each: 32 hours.

5. GLOBALIZATION AND STAKEHOLDERS

Naomi Klein's No Logo, Thomas Friedman's The World is Flat and Joel Bakan's The Corporation, Anti-globalization movements, Bhagwati and Milton Friedman - In defense of globalization, Multinationals' argumentation, Labor rights in the global context, Human Rights, Externalities, The global models of McDonald's, Nike, Monsanto, Ikea, Disney, IMF, WTO, The World Bank. 16 lectures of 2 hours each: 32 hours.

6. INDIVIDUAL, BUSINESS & SOCIETY: THE ETHICAL DILEMMA

A comprehensive course, comprising theory, cases and films on business ethics & social responsibility. This course was presented at INSEAD. 16 lectures of 2 hours each: 32 hours.

7. CORPORATE GOVERNANCE AND ACTIVISM

Corporate Governance, Business Ethics in banking, mergers and the stock exchange, Labor rights, Whistleblowers, Ethical Management. 16 lectures of 2 hours each: 32 hours.

8. LEADERSHIP & INTEGRITY

Business Leadership of modern economy since the Robber Barons, Henry Ford, Bill Gates, Steve Jobs, Sam Walton and Warren Buffett. But also, the point of view of the aging salesman, labor unions and assembly line workers. 16 lectures of 2 hours each: 32 hours.

9. BUSINESS ETHICS IN FILMS, LITERATURE, PLAYS AND DOCUMENTARIES

Films on business ethics and social responsibility, such as Wall Street, All My Sons, Erin Brockovich, Enron, Executive Suite, Rogue Trader, Rhinoceros, An Enemy of the People, The Merchant of Venice, A Civil Action, The Great Gatsby, The Insider, It's a Wonderful Life. 16 lectures of 2 hours each: 32 hours, but possibly more if full-length film is shown.

10. SOCIAL RESPONSIBILITY AND ETHICS IN NGOs & THE PUBLIC SECTOR

Theory, cases and films, focusing on NGOs and the public sector. Stakeholders in organizations, morality, leadership and ethics, trade unions, the attitude of society, psychological aspects, corruption in local administration and in Medicare, recent developments, European NGO's fight for stakeholders. 16 lectures of 2 hours each: 32 hours.

BUSINESS ETHICS –

WORKSHOP OF SHORT CASE STUDIES

COURSE OBJECTIVES AND DESCRIPTION

The objective of the course is to enhance the participants' capacity to handle the ethical dilemmas encountered in their professional career in the context of business, society and personal life. Businessmen are not often aware to the fact that they encounter an ethical dilemma. The course will therefore personify the dilemmas with empiric examples, provide conceptual frameworks to define more accurately the nature of ethical dilemmas, explore different alternatives by a method of group dynamics, and enrich the experience of ethical reasoning with a modern approach. The course will present pioneering principles and theories with practical vehicles that combine business and ethics that should overcome future challenges, as well as semi-documentary films on Ethics in the Financial World, Stock Exchange and M&A; on Transparency, Whistleblowers and the Media; and on Ethical Activism, Environment, Mega Corporations and Stakeholders. The participants will discuss cases on creative accounting, ethics and the law, bribe, transparency, insider information, ethical and unethical conduct of companies, directors and executives in finance, purchasing, sales, programs and operations, directors in NGOs and whistleblowers. All that in a framework of theoretical studies that will give the basics of philosophical, psychological, sociological and economic thought related to business ethics.

COURSE METHODS

The instructor will employ a variety of pedagogical tools: cases, lectures, videos, role play, team work and group dynamics. Additional readings will be proposed as optional for those who are particularly interested in some of the issues discussed in class. The course will be based mainly on the required new book of CORY Jacques, Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein, Edwin Mellen Press, 2009. For the theoretical studies of the course the participants may use, inter alia, the text book: CORY Jacques, Activist Business Ethics, Kluwer Academic Publishers, 2001 (reprinted by Springer US in 2004) and for the empiric studies of the course the participants may use, inter alia, the text book: CORY Jacques, Business Ethics: The Ethical Revolution of Minority Shareholders, Kluwer Academic Publisher, 2001 (reprinted by Springer US in 2004).

The personal assignments are based on the required readings and cases of the course. The participants will also participate in role playing of the protagonists' ethical dilemmas in semi-documentary films, such as Wall Street, Erin Brockovich and The Insider. Details on the readings and personal assignments are specified in the following sessions. A final report will be presented on the last session.

GRADING

For this course your final grade will be based on:

1. Personal Assignments on the theoretical and empiric studies and role playing - 50%. These assignments of 10 minutes each will measure the ability of the participants to understand ethical dilemmas and present them in a convincing manner to the class.
2. Final Report of 10 pages on the subject: An ethical dilemma that I have encountered in my professional career - 50%. This report will be presented on the final session of the course.

SYLLABUS OF THE COURSE

1. Introduction: Ethical Dilemmas - The Practical Aspects of Business Ethics

Definition of Ethics, ethics in business, individual and corporate ethical dilemmas. Can you be a successful and ethical businessman or is it an oxymoron? The dilemmas of choosing between right and right. Objectives of the course, structure, content, evaluation, what does Ethics mean to you? Required Reading (hereinafter R): Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 17-23.

2. Profitability and Business Ethics, Bribe Case

12 outstanding principles and basic conditions that are the prerequisites for an ethical and profitable company: 1. Ethics, Profitability and the Interests of the Stakeholders. 2. Financial Integrity and Strength. 3. Enforcement by an Authoritative and Democratic Management. 4. Quality & Excellence. 5. Truthful and Transparent Reporting. 6. Aggressive and Creative Marketing. 7. The Humaneness of Management. 8. Social Responsibility. 9. Environment. 10. Ethical Infrastructure. 11. Ethical Tycoons. 12. A Holistic Business and Ethical Strategy. R pp. 1-16. Assignment: Summary.

Bribe Case – Ethics in Government Tenders: A large high-tech company competes in a \$300M tender, although it has almost no expertise in this field. The company bribes a government official but is sued by the mediator who didn't receive his share of the bribe. R pp. 309-318. Assignments: Summary, Maurice, Norbert, Patrick, Simon.

3. The Theoretical Foundation of Business Ethics, Ethics in Sales Case

Business Ethics in philosophy – ethics, morals, deontology – duty. Aristotle and moderation, trust and friendship, Machiavelli – ethics is impractical, brutal bosses and management cruelty, Adam Smith and the invisible hand theory, Utilitarianism, the Golden Rule - 'do to others what you would like them to do to you', the Absolute Imperative of Kant - for a law to be moral it has to be universal, Etzioni, Milton Friedman, Codes of Ethics. R pp. 52-75. Assignment: Summary.

Ethics in Sales case: A young sales manager is sent to South America to sell \$80M avionics systems to the Air Force. The local agent shows him, with the local colonel, the competitors' proposals but asks for a bribe of \$10M. The sales manager faces an ethical dilemma for the first time in his life. R pp. 299-308. Assignments: Summary, Claudio, John, Jesus, Jose.

4. Stock Exchange, Mergers and Leadership – the Film Wall Street

Wall Street, 1987, 120 min., Director Oliver Stone, with Michael Douglas, Martin Sheen. The description of the intrigues, corruption, leadership, mergers and integrity dilemmas on Wall Street, greed versus ethics, what is the price of integrity, insider information, Gordon Gekko and the young Yuppies. Based on the junk-bond and insider information scandals of the eighties, illustrating the glorification of greed by famous tycoons. R pp. 242-246. Assignments: Summary, Gordon Gekko, Bud Fox, Carl Fox, Larry Wildman.

5. Business Ethics in Religion, Organizational Behavior Case

Business Ethics in Judaism: the prophet Amos, the Bible, the Talmud, the Kabbalah, the Aggadah, 'the just suffers while the unjust prospers', 'the longest way is the one who goes from the heart to the pocket', fraud, love your neighbor as yourself. Business Ethics in Christianity: Jesus, the New Testament, Protestant ethical precepts, religious education. R pp. 86-105. Assignment: Summary.

Organizational Behavior Case: The CEO decides to reward his CFO for conducting an IPO by sending him with his wife to a pleasure trip in Italy. By the way, the CEO asks the CFO to report as business expenses his \$60K private expenses. When the CFO refuses to do so he is fired. R pp. 131-139. Assignments: Summary, Joseph, Harry, Fanny, Suzan.

6. Ethical Strategic Planning, the Institute of Ethics, Ethics in Purchasing Case

New Ethical Vehicles designed to prevent recessions, fraud and ultimately the collapse of the world's economy: Ethical Strategic Planning – assimilation of ethical codes, integrity screening of stakeholders, integrity tests, ethical funds. The Institute of Ethics – missions, directors, impartiality, financing, safeguard of the interests of the stakeholders. R pp. 79-85. Assignment: Summary.

Ethics in International Purchasing Case: The VP Purchasing in a defense industry has to select a subcontractor for a \$30M project. The favorite is a US multinational, offering a good and less expensive system. But he chooses a small company offering a higher price. His reputation is at stake. R pp. 587-596. Assignments: Summary, Marcello, Umberto, Domenico, Ziegelman.

7. Leadership, Integrity and Whistleblowers, Whistleblower Case

The most important feature of a businessman has to be his moral integrity, especially in fiduciary positions such as CEOs, vice presidents, or investment bankers and analysts. The dilemma of the whistleblowers who have the courage to denounce overtly the crimes of companies against ecology or the stakeholders, to suffer the consequences, the ostracism of society, and the impossibility to find other jobs. R pp. 113-130. Assignment: Summary.

Whistleblower Case: The program manager has to meet a very tight schedule, he falsifies results and gets a bonus. The QA VP discovers it and blows the whistle although the CEO backs the program manager. Should the QA VP tell the customer, where is his allegiance? R pp. 149-157. Assignments: Summary, Paul, Peter, Carl, David.

8. Ethical Activism, Sustainability, Corporate Social Responsibility – the Film Erin Brockovich

Erin Brockovich, 2000, 132 min., Director Steven Soderbergh, with Julia Roberts, Albert Finney. Based on the true story of Erin Brockovich, who succeeds through ethical activism to compel a multibillion California company to pay huge amounts of compensations for polluting a town's water. Legal and ethical considerations, class actions, CSR – window dressing or compassion to the victims. R pp. 509-511. Assignments: Summary, Erin Brockovich, Ed Masri, Dona Jensen, Theresa Dallavale.

9. Ethics in Corporate Governance, the Stock Exchange & Banking, Independent Directors Case

Monks' seven panaceas that are supposed to safeguard the corporate accountability: the CEO, regulation, independent directors, independent experts, boards of directors, the free press and external constraints, but are very often inefficient. The world economy is more and more concentrated in the hands of a small number of huge organizations, which control the economy, without being adequately controlled by the governments and the citizens, and least of all by the shareholders. The 36 laws of wrongdoing to minority shareholders in unethical companies. R pp. 200-213. Assignment – Summary.

Independent Directors Case: An independent director in a bank's mutual fund discovers that the shares' prices in one of its investments have collapsed due to a manipulation of the prices. He wants to sue the company, but it is one of the best clients of the bank. Can an independent director be truly independent? R pp. 233-241. Assignments: Summary, Professor Smith, Jonathan, Troy, Horacio.

10. Corruption and Wrongdoing to Stakeholders, Mergers & Acquisitions Case

Ethics in companies is translated in more detailed responsibilities toward the stakeholders - the clients, employees, shareholders, suppliers, creditors, community, nation, or ecology. According to Drucker, the ultimate responsibility of the directors of the companies is above all not to harm. Examples of ethical companies: Ben & Jerry's and Merck. R pp. 273-289. Assignment: Summary.

Mergers & Acquisitions Case: Integrity of a young executive in a holding company conducting a due diligence on an investment in a new start-up. Although his boss is the start-up's founder's father he is supposed to give an unbiased opinion, or not? R pp. 290-298. Assignments: Summary, Ron, Richard, Albert, Charles.

11. Trust, Transparency and Fairness, Ethics in IPOs and Financial Reports Case

Trust has a predominant role in the business world, although the erosion of trust costs exorbitant amounts to the modern economy. Trust has its national nuances. Japan and Germany are societies with a very high level of trust and social orientation; while France and Italy are societies which are more individualistic and mistrusting, especially toward the authorities. In the business world, as in the political and social world, the tendency is for everybody to mind their own business, even if the rights of others are wronged they do not interfere. R pp. 348-361. Assignment: Summary.

Ethics in IPOs and Financial Reports Case: The CFO of a high tech company planning an IPO reports to his Board of Directors of an unexpected decrease in the profitability's forecast. He wants to disclose this material fact in the due diligence, but he is advised by his bosses not to do so. Reactions of the investment bank, the CEO. R pp. 362-370. Assignments: Summary, James, Taylor, Morton, Theresa.

12. Transparency, Ethics and the Media – The Film Insider

The Insider, 1999, 157 min., Director Michael Mann, with Al Pacino and Russel Crowe. Based on the true story of an attempt to silence on TV the disclosure by a whistleblower scientist, Dr. Jeffrey Wigand, that tobacco companies introduce addictive ingredients in cigarettes. Lowell Bergman, the producer of 60 minutes, is called by CBS executives: fanatic, anarchist, and he asks them: "Are you journalists or businessmen?". R pp. 435-437. Assignments: Summary, Dr. Jeffrey Wigand, Mike Wallace, Lowell Bergman, the Owners of CBS.

13. Sustainability, Corporate Social Responsibility (CSR) & Activism, Director in an NGO Case

Business Ethics in the context of sustainability, social responsibility and activism, integrates social, human, environmental and business goals. Sustainability configures that society, its members and its economies are able to meet their needs and express their greatest potential in the present and in a very long term. CSR is a concept that suggests that commercial corporations have a duty of care to all of their stakeholders in all aspects of their business operations. Transparency International – the largest ethical activist organization in the world. R pp. 454-481. Assignment: Summary.

Director in an NGO Case: A successful businessman is asked to be an independent director in the Board of Directors of the municipal theater of his hometown. He tries his best to contribute from his business experience to the theater's success but fails and resigns. R pp. 482-489. Assignments: Summary, Gustav, Olaf, Ingrid, Greta.

14. International Business Ethics & Globalization, Cultural Gaps in International Business Case

One of the criteria for the survival of a national or global society is that it needs to have a common morality for all society's members. Ethics in international business is influenced by different cultures, moral customs, political regimes, development, financial and economic situation, but is also universal as stated in The Universal Declaration of Human Rights. R pp. 562-586. Assignment: Summary.

Cultural, Ethical and Mentality Gaps in International Business Case: The importance of understanding cultural and mentality gaps, different religions or social background, during negotiations on M&A. A local company wants to buy a French company but encounters suspicion and prejudices from the French. The gaps are overcome through the interference of a mediator familiar with both mentalities. R. pp 610-622. Assignments: Summary, Richard, Philippe, Louis, Emile.

15. The Context of the Economic Whirl and the Credo on the New Sustainable Society

The context of the Economic Whirl - the sub-prime mortgage crisis and the Great Recession of 2007-2010 - which originates mainly from ethical failures, the collapse of the investment banks Lehman Brothers, Bear Stearns and Merrill Lynch, and the insurance companies AIG, Fannie and Freddie, the 2001-2003 corporate governance scandals of Enron, WorldCom and Arthur Andersen, the gigantic frauds of Madoff, Kerviel and Leeson (Barings Bank), the dot-com bubble burst which lasted up to 2001, starting from the Wall Street exuberance of the late eighties with the collapse of Drexel, the takeover of RJR Nabisco, Milken and Boesky. Presentation of pioneering principles with practical vehicles that combine business & ethics that might overcome future challenges and establish a New Sustainable Society, focusing on ethics, ecology and social responsibility, based on 36 universal principles. R pp. 17-51, pp. 247-252. Assignments: Summary pp. 17-23, Summary pp. 24-35, Summary pp. 36-51, Barings Bank pp. 247-249, RJR Nabisco pp. 250-252.

16. Conclusion, Old/New Ethical Approach to Overcome Banking Crises - It's a Wonderful Life

It's a Wonderful Life, 1946, 130 min., Director Frank Capra, with James Stewart and Donna Reed. A 'futuristic' film suggesting a solution for subprime mortgage borrowers, with an ethical mortgage banker, George Bailey, who gives cheap loans to low-income families to

purchase modest houses instead of renting slums. No securities backed with subprime mortgages, widely held by financial firms, no collapse of their value, no large decline in the capital of major banks and US government-sponsored enterprises, no millions of US housing properties subject to foreclosure activity, no financial products called mortgage-backed securities (MBS), which derive their value from mortgage payments - just plain corporate social responsibility, with ethics and goodness prevailing over wrongdoing and greed, despite all the difficulties. James Stewart manages to do it with the assistance of a guardian angel, but how many of us have one? R pp. 520-522. Assignments: Summary, George Bailey, Mr. Potter, Mary Hatch Bailey, the town's citizens. Conclusion, are we heading to a catastrophe or will ethics prevail and save us? Participants' examples of ethical and unethical conduct of corporations during the recent recession. Presentation of the final reports.

PIONEERING METHODS IN BUSINESS ETHICS – THEORY, CASES AND FILMS

COURSE OBJECTIVES AND DESCRIPTION

The objective of the course is to enhance the participants' capacity to handle the ethical dilemmas encountered in their professional career in the context of business, society and personal life. Businessmen are not often aware to the fact that they encounter an ethical dilemma. The course will therefore personify the dilemmas with theoretical and empiric examples, provide conceptual frameworks to define more accurately the nature of ethical dilemmas, explore different alternatives by a method of group dynamics, and enrich the experience of ethical reasoning with a modern approach. The course will present pioneering principles with practical vehicles that combine business and ethics that should overcome future challenges. As the world has already incurred damages in the trillions, there is only a limited time available to us in order to establish a New Sustainable Society, focusing on ethics, ecology and social responsibility that will safeguard us from the worst depression ever.

Business Ethics has become very relevant in the last few years due to the sub-prime mortgage crisis and economic recession of 2007-2010 which originates mainly from ethical failures, the collapse of the investment banks Lehman Brothers, Bear Stearns and Merrill Lynch, and the insurance companies AIG, Fannie and Freddie, the 2001-2003 corporate governance scandals of Enron, WorldCom and Arthur Andersen, the gigantic frauds of Madoff, Kerviel and Leeson, and the dot-com bubble burst which lasted up to 2001. The course will analyze some of the most famous examples: with documentary films on the Asian and European context, such as Barings Bank; on Corporate Governance, Control and Corruption such as Enron; as well as with semi-documentary films on Ethics in the Financial World, Stock Exchange and M&A; on Transparency, Whistleblowers and the Media; and on Ethical Activism, Environment, Mega Corporations and Stakeholders. The participants will discuss cases on creative accounting, ethics and the law, bribe, transparency, insider information, ethical and unethical conduct of companies, directors and executives in finance, purchasing, sales, programs and operations. All that in a framework of theoretical studies that will give the basics of philosophical, psychological, sociological and economic thought related to business ethics.

COURSE METHODS

The instructor will employ a variety of pedagogical tools: cases, lectures, videos, role play, team work and group dynamics. Additional readings will be proposed as optional for those who are particularly interested in some of the issues discussed in class. The course will be based mainly on the required new book of CORY Jacques, Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein. For the theoretical studies of the course the participants may use, inter alia, the text book: CORY Jacques, Activist Business Ethics, Kluwer Academic Publishers, 2001 (reprinted by Springer US in 2004) and for the empiric studies of the course the participants may use, inter alia, the text book: CORY Jacques,

Business Ethics: The Ethical Revolution of Minority Shareholders, Kluwer Academic Publisher, 2001 (reprinted by Springer US in 2004).

The personal assignments are based on the required readings and cases of the course. The participants will also participate in role playing of the protagonists' ethical dilemmas in semi-documentary films, such as *Wall Street*, *Erin Brockovich*, *The Insider*, *The Crooked E* about Enron and *Rogue Trader* about Barings Bank. Details on the personal assignments will be given prior to the course.

GRADING

For this course your final grade will be based on:

1. Personal Assignments on the theoretical and empiric studies and role playing - 50%. These assignments will measure the ability of the participants to understand ethical dilemmas and present them in a convincing manner to the class.
2. Final Report of 10 pages on the subject: An ethical dilemma that I have encountered in my professional career - 50%. This report will be presented on the final session of the course.

SYLLABUS OF THE COURSE

1. Introduction: Ethical Dilemmas - The Practical Aspects of Business Ethics

Definition of Ethics, ethics in business, individual and corporate ethical dilemmas. Can you be a successful and ethical businessman or is it an oxymoron? The dilemmas of choosing between right and right. Objectives of the course, structure, content, evaluation, what does Ethics mean to you? Required Reading (hereinafter R): Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 76-85.

2. Mergers, Stock Exchange and Leadership – Wall Street

Oliver Stone's film "Wall Street". The description of the intrigues, corruption, leadership and integrity dilemmas on Wall Street, Greed versus ethics, what is the price of integrity, insider information, Gordon Gekko and the young Yuppies. Based on the junk-bond and insider information scandals of the eighties, illustrating the glorification of greed by famous tycoons. R pp. 242-246.

Wall Street, 1987, 120 min., Director Oliver Stone, with Michael Douglas, Martin Sheen

3. The Context of the Economic Whirl and the Credo on the New Sustainable Society

The context of the Economic Whirl - the sub-prime mortgage crisis and economic recession of 2007-2010 which originates mainly from ethical failures, the collapse of the investment banks Lehman Brothers, Bear Stearns and Merrill Lynch, and the insurance companies AIG, Fannie and Freddie, the 2001-2003 corporate governance scandals of Enron, WorldCom and Arthur Andersen, the gigantic frauds of Madoff, Kerviel and Leeson, and the dot-com bubble burst which lasted up to 2001. Presentation of pioneering principles with practical vehicles that combine business & ethics that might overcome future challenges and establish a New

Sustainable Society, focusing on ethics, ecology and social responsibility, based on 36 universal principles, Ethical Strategic Planning, and establishment of the Institute of Ethics, that will safeguard us from the worst depression ever. R pp. 17-51.

4. Corporate Governance, Control and Corruption - The Enron Case

The Enron scandal on the Internet, press, films, books and research. The film "The Crooked E". The effectiveness of the Sarbanes-Oxley Act enacted after Enron. Are there hundreds of Enron, or is it a unique "rotten apple"? Are the scandals that were discovered after Enron a sign of the globalization of corruption? Increase of Corporate Governance's awareness in the world. R pp. 420-424.

The Crooked E, the Unshredded Truth about Enron, TV 2003, 100 min., Director Penelope Spheeris, with Christian Kane and Brian Dennehy, based on the book by: Brian Cruver - Anatomy of Greed, The Unshredded Truth from an Enron Insider.

5. Profitability and Business Ethics, Bribe Case

12 outstanding principles and basic conditions that are the prerequisites for an ethical and profitable company: 1. Ethics, Profitability and the Interests of the Stakeholders. 2. Financial Integrity and Strength. 3. Enforcement by an Authoritative and Democratic Management. 4. Quality & Excellence. 5. Truthful and Transparent Reporting. 6. Aggressive and Creative Marketing. 7. The Humaneness of Management. 8. Social Responsibility. 9. Environment. 10. Ethical Infrastructure. 11. Ethical Tycoons. 12. A Holistic Business and Ethical Strategy. R pp. 1-16

Bribe Case – Ethics in Government Tenders: A large high-tech company competes in a \$300M tender, although it has almost no expertise in this field. The company bribes a government official but is sued by the mediator who didn't receive his share of the bribe. R pp. 309-318.

6. Asian & European Context - Barings Bank (UK, Singapore)

The importance of being ethical in an Asian and European Context. The collapse of Barings Bank by the unethical conduct of its manager in Singapore Nick Leeson. The film "Rogue Trader". Law and Ethics in Asian and European companies, can you be unethical and still law abiding? The inadequate control of Barings' executives and auditors, motivated by the predominance of profits. R pp. 247-249.

Rogue Trader 1999, 101 min., based on Nick Leeson's autobiography about the disastrous collapse of UK's Barings Bank, Director James Dearden, with Ewan McGregor, Anna Friel

7. Business Ethics in Philosophy and Religion, Insider Information Case

Business Ethics in philosophy – ethics, morals, deontology – duty. Aristotle and moderation, trust and friendship, Machiavelli – ethics is unpractical, brutal bosses and management cruelty, Adam Smith and the invisible hand theory, Utilitarianism, the Golden Rule - 'do to others what you would like them to do to you', the Absolute Imperative of Kant - for a law to be moral it has to be universal, Etzioni, Milton Friedman, Codes of Ethics. Business Ethics in Judaism – the Bible, the Mishnah, the Talmud, Kabbalah; Protestant Ethical Precepts, Max Weber; Joseph Stiglitz. R pp. 52-75, 86-112.

Insider Information Case: The Chairman of the Board of a large corporation is about to sell its activities to a European multinational. He has warrants of a few millions and he is the only one to exercise them benefiting from the information, but he is sued. R pp. 214-223.

8. Business and Society, Kant or Machiavelli – An Enemy of the People

An Enemy of the People by Henrik Ibsen in two versions - a film directed by George Schaefer and an Indian film by Satyajit Ray. Dr Stockman, the physician of a Norwegian town, is declared enemy of the people because he blew the whistle on the poisonous waters of its Spa. His brother, the Mayor, in coalition with the business elites, advocate the maximization of profits at all cost. R pp. 175-184.

An Enemy of the People, 1978, 90 min., Director George Schaefer, with Steve McQueen
Ganashatru 1989, 99 min., Director Satyajit Ray, Indian masterpiece based on Ibsen's play

9. Leadership, Integrity, Whistleblowers, Ethics in Corporate Governance, Ethics in Sales Case

The most important feature of a businessman has to be his moral integrity, especially in fiduciary positions such as CEOs, vice presidents, or investment bankers and analysts. The dilemma of the whistleblowers who have the courage to denounce overtly the crimes of companies against ecology or the stakeholders, to suffer the consequences, the ostracism of society, and the impossibility to find other jobs. Monks' seven panaceas that are supposed to safeguard the corporate accountability: the CEO, regulation, independent directors, independent experts, boards of directors, the free press and external constraints, but are very often inefficient. The world economy is more and more concentrated in the hands of a small number of huge organizations, which control the economy, without being adequately controlled by the governments and the citizens, and least of all by the shareholders. The 36 laws of wrongdoing to minority shareholders in unethical companies. R pp. 113-130, 200-213.

Ethics in Sales case: A young sales manager is sent to South America to sell \$80M avionics systems to the Air Force. The local agent shows him, with the colonel, the competitors' proposals but asks for a bribe of \$10M. He faces an ethical dilemma for the first time in his life. R pp. 299-308.

10. The CEO and Ethics, Legally Innocent and Ethically Guilty – All My Sons

All My Sons, a play by Arthur Miller. Joe Keller, CEO and owner of a successful company, whose motto is to succeed at all costs. He supplies knowingly defective parts causing the death of 21 pilots. His son, a pilot, dies as well. Profitability versus Ethics, how society condones Keller's behavior as he was legally innocent, although they know that he was ethically guilty. R pp. 167-171.

All My Sons, 1948, 95 min., Director Irving Reis, with Edward G. Robinson, Burt Lancaster

11. Corruption, Wrongdoing to Stakeholders, Trust, Transparency, Ethics in Operations Case

Ethics in companies is translated in more detailed responsibilities toward the stakeholders - the clients, employees, shareholders, suppliers, creditors, community, nation, or even the world. According to Drucker, the ultimate responsibility of the directors of the companies is above all not to harm – *primum non nocere*. Examples of ethical companies, such as Ben &

Jerry's and Merck. Trust has a predominant role in the business world, although the erosion of trust costs exorbitant amounts to the modern economy. Trust has its national nuances. Japan and Germany are societies with a very high level of trust and social orientation; while France and Italy are societies which are more individualistic and mistrusting, especially toward the authorities. In the business world, as in the political and social world, the tendency is for everybody to mind their own business, and even if the rights of others are wronged they seldom interfere, as they do not want to make enemies. R pp. 273-289, 348-361.

Whistleblower – Ethics in Operations Case: The program manager has to meet a very tight schedule, he falsifies results and gets a bonus. The QA VP discovers it and blows the whistle although the CEO backs the program manager. Should he tell the customer, where is his allegiance? R pp. 149-157.

12. Transparency, Ethics and the Media – The Insider

The Insider, directed by Michael Mann. Based on the true story of an attempt to silence on TV the disclosure by a whistleblower scientist, Dr. Jeffrey Wigand, that tobacco companies introduce addictive ingredients in cigarettes. Lowell Bergman, the producer of 60 minutes, is called by CBS executives: fanatic, anarchist, and he asks them: "Are you journalists or businessmen?". R pp. 435-437

The Insider, 1999, 157 min., Director Michael Mann, with Al Pacino and Russel Crowe

13. Sustainability, Corporate Social Responsibility, Activism, Globalization and Ethics, Ethics in International Purchasing Case

Business Ethics in the context of sustainability, social responsibility, activism and globalization, integrates social, human, environmental, global and business goals. Sustainability configures that society, its members and its economies are able to meet their needs and express their greatest potential in the present and in a very long term. Corporate social responsibility (CSR) is a concept that suggests that commercial corporations have a duty of care to all of their stakeholders in all aspects of their business operations. Transparency International – the largest ethical activist organization in the world. One of the criteria for the survival of a national or global society is that it needs to have a common morality for all members of the society. Ethics in international business is influenced by different cultures, moral customs, political regimes, development level, financial and economic situation, but is also universal as stated in The Universal Declaration of Human Rights. R pp. 454-481, 562-586.

Ethics in International Purchasing Case: The VP Purchasing in a defense industry has to select a subcontractor for a \$30M project. The favorite is a US multinational, offering a good and less expensive system. But he chooses a small company offering a higher price, his reputation is at stake, as he is accused of unethical conduct. R pp. 587-596.

14. Ethical Activism, Sustainability and Corporate Social Responsibility – Erin Brockovich

Erin Brockovich, a film directed by Steven Soderbergh. Based on the true story of Erin Brockovich, who succeeds through ethical activism to compel a multibillion California company to pay huge amounts of compensations for polluting a town's water. Legal and ethical considerations, class actions, corporate social responsibility – window dressing or compassion to the victims. R pp. 509-514.

Erin Brockovich, 2000, 132 mi., Director Steven Soderbergh, with Julia Roberts, A. Finney

15. Ethics in Banking, Investment Banking, IPOs – Independent Director & Transparency Cases

Independent Director Case: An independent director in a bank's fund discovers that the shares' prices in one of its investment have collapsed due to a manipulation of the prices. He wants to sue the company, but it is one of the best clients of the bank. Is it feasible to have a Chinese Wall within the bank, can an independent director be truly independent? R pp. 233-241.

Transparency Case: The CFO of a high tech company planning an IPO reports to his Board of Directors of an unexpected decrease in the profitability's forecast. He wants to disclose this material fact in the due diligence, but he is advised by his bosses not to do so. The Investment Banker appreciates ultimately the CFO's transparency but the CFO is forced to resign. R pp. 362-370,

16. Conclusion, Old/New Ethical Approach to Overcome Banking Crises - It's a Wonderful Life

It's a Wonderful Life, directed by Frank Capra. A 'futuristic' 1946 film suggesting a solution for subprime mortgage borrowers, with an ethical mortgage banker, George Bailey, who gives cheap loans to low-income families to purchase modest houses instead of renting slums. No securities backed with subprime mortgages, widely held by financial firms, no collapse of their value, no large decline in the capital of major banks and US government-sponsored enterprises, no 1.3 million US housing properties subject to foreclosure activity, no financial products called mortgage-backed securities (MBS), which derive their value from mortgage payments - just plain corporate social responsibility, with ethics and goodness prevailing over wrongdoing and greed, despite all the difficulties. James Stewart manages to do it with the assistance of a guardian angel, but how many of us have one? Are we heading to a catastrophe or will ethics prevail and save us? R pp. 520-522.

It's a Wonderful Life, 1946, 130 min., Director Frank Capra, with James Stewart and Donna Reed

INTERNATIONAL M&A by JACQUES CORY, PhD

BACKGROUND: The purpose of this course is to give basic knowledge on Mergers & Acquisitions (M&A), comprising of theory based on the required textbooks: Westwood Fred J. and Weaver Samuel C., *Mergers & Acquisitions*, published by the McGraw Hill Executive MBA Series in 2001, and Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, and recommended books by Alexandra Reed Lajoux's on M&A; original case studies written by Jacques Cory, PhD, based on his experience and research; as well as films and documentaries on M&A: Barbarians at the Gate on RJR Nabisco, Other People's Money, Wall Street. The methodology of the course is group dynamics and role playing, with participants analyzing business dilemmas in M&A in America, Europe and Asia, related to marketing, bridging, market share, joint ventures, legal, ethical, financial, technological and personal issues in hi-tech, food, furniture, computers, communication, fashion and others. The course comprises 16 lectures of 2 hours each.

SYLLABUS OF 16 LECTURES

1. **Introduction:** Mergers and Acquisitions as a vehicle for growth. The dilemma between investment in R&D, versus purchase of companies and technologies. Cultural and mentality gaps, ethical considerations, psychological aspects, due diligence, cooperation with executives.
2. **Changes Forces and Mergers:** Reading: Change Forces and Mergers, history of mergers, the largest mergers, the scope in the US and worldwide, types and reasons for mergers, the tender offer process, insider trading. **Case Study – Bridging in Mergers:** An American company and a local company in the furniture industry want to merge, but the American company is a mega corporation and the local is a relatively small company, with superior technology. A mediator is hired to bridge the enormous gap in valuation, giving to each side what he wants, thru a sophisticated method of future benefits valuation, bonuses based on increased profitability, royalties on new products, etc.
3. **International Aspects:** Reading: Antitrust Policies, regulation and international aspects. **Case Study – Cultural and Mentality Gaps in M&A:** The importance of understanding cultural and mentality gaps, different religions or social background, during negotiations on M&A. A local company wants to buy a French company but encounters suspicion and prejudices from the French. The gaps are overcome through the interference of a mediator familiar with both mentalities.
4. **Strategy:** Reading: Strategy, examples of effective strategies, types of strategies, merger strategies, structures & organization. **Case Study – Obtaining Market Share through M&A** One of the main reasons of M&A is to acquire technology or obtain a market share by purchasing a company in this field. In lieu of investing large amounts to penetrate the American market, a local company devises a strategy of acquiring a small American hi-tech company.

5 & 6. **Ethics in the Financial World, Stock Exchange, Mergers & Acquisitions: The case of Oliver Stone's film "Wall Street"**. The description of the intrigues, corruption and ethical dilemmas on Wall Street, Mergers and the Financial World. Greed versus ethics, what is the price of integrity, insider information, Gordon Gekko and the young Yuppies. Based on the scandals of the eighties, illustrating the glorification of greed by famous tycoons and executives. Almost full length film (90 min.), role playing and discussion in group dynamics.

7. **Deal Structuring**: Reading: Deal Structuring, accounting aspects, purchase accounting, taxation aspects of transactions, stock versus assets purchase, methods of payment, contingent payouts. **Case Study - Creative Deal Structuring**: Acquisition of companies through middlemen in order to overcome potential objections of stakeholders. A few years later the middlemen step out and the true buyer is revealed. A French fashion company, allegedly close to bankruptcy, is "sold" to a British company and purchased back by the original owners.

8. **Integrity, Mergers and Takeovers**: Reading: Theory and Practice, sources of gains in M&As - technology, globalization, economies of scale, market expansion, new capabilities, management skills, competition, customers, organization; the high takeover industries, major challenges to merger success - due diligence, cultural factors, implementation; empirical studies of merger performance, industry influences on M&A activity, hostile takeovers. **Case Study – Mergers and Ethics**: Which interests serve the mergers? The stakeholders: employees, customers, suppliers, government, community; or the interests of the controlling shareholders? The minority shareholders of an American hi-tech company lose their investment because of a merger with a related party backed up by the owners.

9 & 10. **Leverage Buyouts: Barbarians at the Gate, the leverage buyout of RJR Nabisco. The Film: Barbarians at the Gate**. The well-known duel between American Express/Shearson backing the CEO of RJR Nabisco, Ross Johnson, and Kravis over the acquisition of one of the largest American companies – RJR Nabisco, which was undervalued, but became subsequently overvalued.

11 & 12. **Hostile Takeovers: The film "Other People's Money"**. Larry Garfield is a serial liquidator of companies acquiring undervalued companies, called by him - "sleeping beauties", tearing them apart to the detriment of the stakeholders and owners, as the valuation of the parts is higher than the whole. Andrew Jorgenson, an old-school manager-owner, believes that companies should serve mainly their stakeholders but loses his company to the New Economy's tycoon Garfield.

13. **Alternative Paths to Growth**: Reading: Alternative paths to growth, internal or external growth, joint ventures, alliances and partnerships, comparative analysis of acquisitions versus joint ventures versus strategic alliances, licensing, franchising. **Case Study – Joint Venture as an Alternative to Mergers**: In cases where companies do not want to merge, they choose an alternative path of joint venture in R&D, operations, marketing and service, comprising some of the ingredients of mergers without changing ownership of the shares. Case of a German mega corporation acquiring from a local company know-how, marketing and manufacturing rights, while operations are divided equally.

14. **Restructuring and Financial Engineering**: Reading: Restructuring and financial engineering, spin-offs, restructuring methods, ownership structures, LBOs, leveraged recapitalizations, use of ESOPs, tax-free liquidity. **Case Study – Mergers as a Vehicle for Creative Accounting**: In many cases M&A enable creative accounting due to the complex accountings of the mergers. A case of an American company reporting the costs of mergers

and restructuring at a much higher value than the book value, thus incorporating operational expenses in extraordinary expenses, without being penalized in its valuation by the analysts.

15. **Takeover Defenses**: Reading: Takeover Defenses, vulnerable target companies, undervalued assets, strong cash position and unused debt capacity, operating performance, defensive financial techniques, defensive restructuring and financial engineering, antitakeover charter amendments, supermajority votes, poison pills, preferred equity, parachutes, greenmails, litigation, leveraged buyouts, legislation. **Case Study – Class Actions against Mergers**: There is almost no merger that doesn't wrong some of the stakeholders. So many interests are involved – workers, management, minority shareholders, creditors, community, government, suppliers, customers and others, that in many cases one of the parties sues the merged companies thru a class action or otherwise. A large Israeli hi-tech company is sold to European and American mega corporations. The CEO of the Israeli company sues its own company stating that the transaction was unfair to many of the parties involved.

16. **Trust, Integration and Conclusion**: What has every participant learned from the course, examples from their own experience on success and failure of mergers, what are the reasons for success or failure? **Case Study - The Worthwhileness of Trust**: What is the reason that some negotiations are concluded promptly while others drag on and on for months or over a year, costing millions of dollars? If it only were possible to increase the level of trust between parties, it would save millions in transactions costs in the average M&A negotiations on due diligence, contractual negotiations, financial negotiations. A case on a merger based on trust that its negotiations lasted minutes. An American mega corporation acquires 1/3 of a local telecommunications company and the Americans wave their rights on due diligence based on trust.

REQUIRED BIBLIOGRAPHY

1. Weston Fred J., Weaver Samuel C., *Mergers & Acquisitions*, The McGraw-Hill Executive MBA Series, 2004. Based on UCLA Executive Education MBA program.
2. Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009

OPTIONAL BIBLIOGRAPHY

- Recommended:** 1. Reed Stanley Foster, Lajoux Alexandra and Nesvold H. Peter, *The Art of M&A*, 4th Edition, McGraw-Hill, 2007
2. Lajoux Alexandra Reed, *The Art of M&A Integration*, 2nd Edition, McGraw-Hill, 2005; 3. Lajoux Alexandra Reed and Nesvold H. Peter, *The Art of M&A Structuring: Techniques for Mitigating Financial, Tax, and Legal Risk*, McGraw-Hill, 2004; 4. Lajoux Alexandra Reed and Elson Charles M., *The Art of M&A Due Diligence*, McGraw-Hill, 2000; 5. Lajoux Alexandra Reed and Weston Fred J., *Art of M&A: Financing and Refinancing*, McGraw-Hill, 1999

Others:

1. Carey Dennis C., Watkins Michael, Aiello Robert J., *Harvard Business Review on Mergers and Acquisitions*, Harvard Business School Publishing, May 2001.

2. DePamphilis Donald, *Mergers, Acquisitions and other Restructuring Activities: An Integrated Approach to Process, Tools, Cases and Solutions*, Elsevier Science & Technology Books, 2002.
3. Sherman Andrew J., *Mergers and Acquisitions from A to Z: Strategic and Practical Guidance for Buyers and Sellers*, AMACOM, 1997.
4. Oesterle Dale A., *Mergers and Acquisitions in a Nutshell*, West Group, 2001.
5. Bruner Robert F., *Applied Mergers and Acquisitions Workbook*, Wiley, John & Sons, 2004.
6. Galpin Timothy J. and Herndon Mark, *The Complete Guide to Mergers and Acquisitions*, Wiley, John & Sons, 1999.
7. Arzac Enrique R., *Valuation: Mergers, Buyouts and Restructuring*, Wiley, John & Sons, 2004.
8. Pritchett Price, Robinson Donald, Clarkson Russell, *After the Merger: The Authoritative Guide for Integration Success*, McGraw Hill Companies, 1997.
9. Harding David, Rovit Sam, *Mastering the Merger: Four Critical Decisions that Make or Break the Deal*, Harvard Business School Publishing, 2004.
10. Cunningham Lawrence, Buffett Warren, *Essays of Warren Buffett*, Cunningham, 2001
11. Marks Mitchell Lee, Mirvis Philip H., *Joining Forces: Making one plus one equal three in Mergers, Acquisitions and Alliances*, Macmillan Library Reference, 1997.
12. Bruck Connie, *The Predators' Ball: The Inside Story of Drexel Burnham and the Rise of the Junk Bond Raiders*, Penguin, 1989.
13. Burrough Bryan, Helyar John, *Barbarians at the Gate: The Fall of RJR Nabisco*, Harper Collins Publishers, 2003.
14. Smith Robert H., Crowley Michael K., *Dead Bank Walking: One Gutsy Bank's Struggle for Survival and the Merger that changed Banking Forever*, Oakhill Press, 2000.
15. Geisst Charles R., *Deals of the Century: Wall Street, Mergers, and the Making of Modern America*, Wiley, John & Sons, 2003.
16. Schweiger David M., *M&A Integration: A Framework for Executives and Managers*, McGraw Hill Companies, 2002.

SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY BY JACQUES CORY, PhD

BACKGROUND: **Sustainability** is an attempt to provide the best outcomes for the human and natural environments both now and into the indefinite future. It relates to the continuity of economic, social, institutional and environmental aspects of human society, as well as the non-human environment. Sustainability encompasses therefore corporate social responsibility, environmentalism and business ethics. This course examines sustainability in a global context. **Globalization** in its economic context embraces diverse forms of international integration, including foreign trade, multinational direct foreign investment, movements of short-term portfolio funds, technological diffusion and cross-border migration. **Corporate Social Responsibility (CSR)** is a concept that suggests that commercial corporations have a duty of care to **all** of their stakeholders (customers, employees, suppliers, community, government, shareholders, etc.) in all aspects of their business operations. CSR is closely linked with the principles of Sustainable Development which argue that enterprises should be obliged to make decisions based not only on financial/economic factors (e.g. Profits, Return on Investment, dividend payments etc.) but also on the social, environmental and other consequences of their activities. **Environmentalism** is a concern for the preservation, restoration, or improvement of the natural environment, such as the conservation of natural resources, prevention of pollution, and certain land use actions. **Business ethics** is a form of the art of applied ethics that examines ethical rules and principles within a commercial context, the various moral or ethical problems that can arise in a business setting and any special duties or obligations that apply to persons who are engaged in commerce. We should however be careful not to succumb to the tendency to pay artificial tribute to ethics, CSR or sustainability as many companies are doing today, by having Codes of Ethics and not practicing them. It is not enough to donate 1% of your profits to the community. Companies and organizations should have a holistic approach towards sustainability, CSR, ecology and ethics in a global context, in order to find the appropriate long term equilibrium between the needs of all the stakeholders of the companies throughout the world, including the environment, instead of maximizing profits to the affiliated shareholders.

The objective of the course is to enhance the participants' capacity to handle the sustainability dilemmas encountered in their professional career in the context of business, society, environment and personal life. Businessmen are often not aware to the fact that they encounter a dilemma. The course will therefore personify the dilemmas with empiric examples, provide conceptual frameworks to define more accurately the nature of those dilemmas, explore different alternatives by a method of group dynamics, and enrich the experience of sustainable reasoning with a modern approach. The grades will be based on personal assignments and role playing in order to measure the ability of the participants to understand dilemmas and present them in a convincing manner to the class and a final report on a sustainable dilemma that they have encountered in their professional career.

The course is based on the most important books in this field by the prominent authors Joseph Stiglitz, Paul Hawken, and Thomas Friedman, as well as the best documentary films – An Inconvenient Truth by Al Gore, Ben & Jerry's, Who Killed the Electric Car, How to Save the World, A Civil Action, Damaged Care, Marie: A True Story, China Blue, Wal-Mart, and on Jacques Cory's book: Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein.

SYLLABUS OF 16 LECTURES

1. INTRODUCTION - Definition of sustainability, corporate social responsibility, environmentalism, ethics in business, activism, individual and corporate dilemmas. Can you be a successful and ethical businessman? The objectives of the course: structure, content, evaluation. The 12 principles of a profitable and ethical company, as defined by J. Cory.
2. BEN & JERRY'S - Case studies of sustainable companies and ethical executives: Ben & Jerry's (Ben Cohen and Jerry Greenfield) and Interface (Ray Anderson), proving that you can be profitable while practicing sustainability. Documentaries on the companies.
3. SAVING EARTH - AN INCONVENIENT TRUTH: Director Davis Guggenheim eloquently presents the dilemmas of global warming with Nobel Prize and Oscar winner Al Gore's personal history and lifelong commitment to reversing the effects of global climate change. It is not a story of despair but rather a rallying cry to protect the earth we all share.
4. HOT, FLAT AND CROWDED – THE GREEN REVOLUTION: Thomas Friedman's book "Hot, Flat, and Crowded" about the need for a green revolution. Global warming, the stunning rise of middle classes all over the world, and rapid population growth have converged in a way that could endanger our planet. Efficient methods to meet the challenges of ecology.
5. SAVING ENERGY - WHO KILLED THE ELECTRIC CAR?: With higher than ever gasoline prices, fossil fuel shortages, unrest in oil producing regions around the globe, the film describes who killed the electric car and why, as well as the role of renewable energy and sustainable living in world's future; issues which affect everyone: liberals and conservatives.
6. PAUL HAWKEN – THE ECOLOGY OF COMMERCE: The pioneering book of Paul Hawken "The Ecology of Commerce", which made a profound impact on the sustainability movement and its receptiveness in the business world. Hawken, a successful businessman, lecturer and writer, wrote also Natural Capitalism and Blessed Unrest.
7. HOW TO SAVE THE WORLD: Biodynamic principles of saving the world, successful and economical biodynamic farming in India as compared to expensive and destructive chemical-dependent farming. Survey on the impacts of Monsanto and agribusiness firms, unsustainable "green revolution", survival of the biosphere and the organic food movement.
8. SUSTAINABILITY CASE STUDIES – ARCHITECTURE TO ZUCCHINI: The people, companies and organizations pioneering sustainability – 12 cases studies on principles of sustainability: 8 successful socially responsible companies, 4 well-known NGOs that support sustainability, merging economic, social, health and environmental considerations.
9. SOCIAL RESPONSIBILITY, LAW AND ETHICS – A CIVIL ACTION: In Steven Zaillian's film, Jan Schlichtmann, a hedonist lawyer, goes bankrupt in his attempt to assist the families of children who died and are suing two conglomerates for dumping toxic water. Ultimately, the companies cease their operations and are forced to decontaminate the areas.
10. SOCIAL RESPONSIBILITY, GOVERNMENT & CORRUPTION - MARIE: A TRUE STORY: Roger Donaldson's film is based on the true story of Marie Ragghianti. It personifies the ethical dilemmas of an ethical civil servant, with a mixture of vulnerability and strong resolve. Marie has enough strength and integrity to fight against the corrupted administration.
11. CSR, MEDICARE AND STAKEHOLDERS – DAMAGED CARE: Harry Winer's film is based on the true story of Dr. Linda Peeno, with a poignant and compelling look on the HMO

whistle-blower. Peeno decides to be responsible primarily to the patients disregarding her own interests and having a negative impact on the interaction with her family and managers.

12. GLOBALIZATION AND SUSTAINABILITY – WHERE IS THE WORLD GOING TO, Mr. STIGLITZ: Nobel Prize winning Stiglitz explains in an academic, clear and concise language how the world economy works, globalization and its discontents, the negative impacts on East Asia and Russia, Third World poverty, criticism of World Bank and IMF. The Book "Making Globalization Work" and the documentary "Where is the World Going To, Mr. Stiglitz?" – a 380 minutes series of lectures by Joseph Stiglitz.

13. CSR AND CHINA – CHINA BLUE: Micha Peled's documentary juxtaposes the impacts of globalization on the Chinese economy and its effect on a jeans factory owner and workers. Is it a sweat shop or the best that rural teenage girls can get? Western buyers monitor manufacturing conditions but they cannot see the whole picture.

14. CSR AND INDIA – OUTSOURCED: John Jeffcoat's film succeeds in showing how the IT-sector boom has revolutionized the lives of a whole generation of young middle-class Indians, especially young women, giving them a kind of social mobility their parents never had, as well as the impact of globalization on the complexities of Indian society.

15. WAL-MART & SAM WALTON - THE HIGH COST OF LOW PRICE, BIOGRAPHY: A juxtaposition between the biography of Sam Walton and a documentary on the lives of Wal-Mart's workers all over the world. Walton, the richest man in the world and the founder of the largest company in the US, a pioneer in his field, is sharing profits, wealth or welfare?

16. CONCLUSION, LEADERSHIP & INTEGRITY – WARREN BUFFETT: The conclusion of the course is that a company can be profitable, sustainable, social responsible and ethical. Warren Buffett's biography shows how he succeeds in business, while taking into consideration the interests of stakeholders and society, with a humane approach to business.

BIBLIOGRAPHY:

SUSTAINABILITY & ENVIRONMENTALISM - Hawken Paul, *The Ecology of Commerce*, HarperCollins, 1994; Hawken Paul, Lovins Amory, Lovins Hunter L., *Natural Capitalism: Creating the Next Industrial Revolution*, Back Bay Books, 2000; Hawken Paul, *Blessed Unrest: How the Largest Movement in the World Came into Being and Why No One Saw It Coming?*, Viking, 2007; Friedman Thomas L., *Hot, Flat, and Crowded – Why We Need a Green Revolution and How it Can Renew America*, Farrar, Straus and Giroux, 2008; Gore Al, *An Inconvenient Truth: The Planetary Emergency of Global Warming and What We Can Do About It*, Rodale Book, 2006; An Inconvenient Truth, 96 min., Director Davis Guggenheim, Narrated by Al Gore; Holliday Chad, Schmidheiny Stephan, Watts Philip, *Walking the Talk: The Business Case for Sustainable Development*, Berrett-Koehler Publishers, 2002; Dresner Simon, *The Principles of Sustainability*, Earthscan Publications, 2002; Edwards Andres R., *The Sustainability Revolution: Portrait of a Paradigm Shift*, New Society Pub., 2005

GLOBALIZATION & STAKEHOLDERS – Books: Klein Naomi, *Fences and Windows*, Picador, 2002; Stiglitz Joseph E., *Globalization and its Discontents*, W. W. Norton & Company, 2003; Stiglitz Joseph E., *Making Globalization Work*, Norton, 2007; Bhagwati Jagdish, *In Defense of Globalization*, 2004, Oxford University Press; Lubbers Eveline, ed., *Battling Big Business*, 2002, Common Courage Press. Films: Where is the World Going to, Mr. Stiglitz?, 2007, 380 min., starring Joseph Stiglitz; Syriaana, 2005, 126 min., Director Stephen Gaghan, with George Clooney, Christopher Plummer, Matt Damon; Outsourced, 2006, 103 min., Director John Jeffcoat, with Josh Hamilton, Ayesha Dharkar, Asif Basra, Matt Smith; China Blue, 2005, 86 min., Director Micha X. Peled, documentary on globalization in China. **CORPORATE SOCIAL RESPONSIBILITY & BUSINESS ETHICS** - Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, 2001, Cory Jacques, *Activist Business Ethics*, Kluwer Academic Publishers, 2001, Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009; Cohen Ben and Greenfield Jerry, *Ben & Jerry's Double-Dip, Lead with Your Values and Make Money, Too*, Simon & Schuster, 1997; Cruver Brian, *Anatomy of Greed, The Unshredded Truth from an Enron Insider*; Carroll & Graf Publishers, 2002; Leeson Nick, *Rogue Trader, How I Brought Down Barings Bank and Shook the Financial World*, Little, Brown and Company, Boston, 1996; Harr Jonathan, *A Civil Action*, Vintage, 1996; Stewart James B., *Den of Thieves*, Simon & Schuster, 1992; Burrough Bryan and Helyar John, *Barbarians at the Gate – The Fall of RJR Nabisco*, HarperBusiness Essentials, 2003; Hagstrom Robert G., *The Warren Buffett Way*, John Wiley & Sons, 2005 – Second Edition

GLOBALIZATION & STAKEHOLDERS

BY JACQUES CORY, PhD

BACKGROUND

The objective of the course is to examine the ethical aspects of globalization and its effects on stakeholders, anti-globalization movements, labor rights, human rights, personification, community and ecological issues of multinationals. The methodology is based on group dynamics and role playing of the protagonists and their dilemmas in the books by Naomi Klein - No Logo, Joel Bakan - The Corporation, Jagdish Bhagwati - In Defense of Globalization, The World is Flat by Thomas Friedman, as well as in the films on Bakan and Klein's books, Michael Moore's films Roger & Me, The Big One, films on IMF and WTO - Life + Debt, The Yes Men, films on McDonald's - McLibel, Super Size Me, films on Milton Friedman, Noam Chomsky, underground films, global models of multinationals – Ikea, Disney, Nike, and Cory's book: Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein.

SYLLABUS OF 16 LECTURES

1. Introduction: Globalization Dilemmas - The Practical Aspects

Globalization and anti-globalization, omnipotent multinationals, personification of global dilemmas, ethical behavior of management in private and in corporations. What is the mission of global companies, how does it affect stakeholders? The dilemmas of choosing between right and right. Objectives of the course, structure, content, assignments, etc.

2. Marketing Global Brands

No Logo: Naomi Klein's famous book/film "No Logo" tracks the rise of anti-corporate activism in North America, Asia and Europe. The negative impacts that the superbrands marketing has on culture, work, nutrition and consumer choice. Profitability versus stakeholders, is there a contradiction between the two objectives in a global context?

3. Labor Rights in the Global Context

The film The Take, based on Naomi Klein's screenplay, describes the struggle of workers in Argentina against unemployment and bankruptcy of their factories, due to the collapse of the economy, IMF involvement and corruption. Cooperative alternatives do work.

4. Globalization and Human Rights

A documentary on this topic describing the impact of globalization on human rights. The film explains how the riots in Indonesia and Nigeria, massive layoffs of miners in South Africa and child labor are related to globalization. The fight for the global common.

5. Anti-Globalization Movements

The underground documentary "Precarity" focusing on the global movements against multinationals, billionaires, world economic organizations, the precarity of modern employment throughout the world mainly to workers aged under 30 and over 50.

6. In Defense of Globalization

Jagdish Bhagwati's book, Milton Friedman's theories, multinationals argumentation, such as Shell and Goodyear. Globalization contributes to the welfare of workers, democracy, ecology, human rights, free trade, high standard of living, etc.

7. The Corporation: A Pathological Pursuit of Profit and Power?

Joel Bakan's famous book/film "The Corporation" describes the role of the corporation in the era of globalization. A monumental documentary, with interviews of the top protagonists for and against globalization, ethicists such as Badaracco, Monks, Zinn, CEOs...

8. Externalities - Other Peoples'/Stakeholders' and Other Countries' Problems

The Corporation's built-in compulsion to externalize its costs, its pollution and its risks in order to maximize profits is at the root of many of the world's worst social and environmental ills. If you take into consideration the welfare of the stakeholders your profits decrease accordingly. To whom has the corporation allegiance - to owners or stakeholders?

9. Commercialization and Infiltration in Every Area of Life around the Globe

Neo liberals advocate that only 10% of total income should come from government. Healthcare, Education, Prisons, Welfare, even Security should be privatized. This would increase the private area that is conducted efficiently as it is profit oriented. Pros and Cons of these precepts and the impact it will have on the stakeholders and the public.

10. The Global Models of Multinationals - McDonald's, Starbucks, Coca Cola, Walt Disney, Wal-Mart

Analysis of some of the most typical multinationals, how are they operating globally, what are their impacts on stakeholders all over the world, on employees, on customers, communities, environment, governments, suppliers, culture, human rights and so on.

11. The Global Models of Multinationals - Nike, The Gap, Monsanto, Ikea and others

Analysis of some of the most typical multinationals, how are they operating globally, what are their impacts on stakeholders all over the world, on employees, on customers, communities, environment, governments, suppliers, culture, human rights and so on.

12. The World is Flat

The World is Flat by Thomas Friedman – Globalization in the 21st century, what it means to countries such as the US, India and China, to companies – multinationals and startups, to stakeholders – individuals and communities, how governments and societies can and must adapt.

13. Global Financial Organizations

IMF - the International Monetary Fund, The World Bank. The diametrical points of view on the beneficial role of those organizations. Many Third World Countries maintain that the

cause of the collapse of their economies is due to the interference of the IMF, while others maintain that IMF's intervention caused the turnaround of their economies.

14. Global Trade Organizations

WTO - World Trade Organization, an international organization which oversees a large number of agreements defining the "rules of trade" between the member states. The successor of GATT, it operates with the broad goal of reducing or abolishing international trade barriers. What influence does it have on the poorer countries?

15. Globalization, Stakeholders and Activist Organizations

International Bureaucrats and Multinationals are under attack. Transparency International discloses the level of corruption all over the world. Corruption has achieved a global scope. Globalization is not only about figures and goods, it affects people, and those people react.

16. Conclusion

Globalization of ethics or universal corruption, the UN Declaration of Human Rights as a guideline for international ethics, what is expected in the future: evolution, revolution or reaction? What should be the criteria of the multinationals in their global strategy?

INSEAD

MBA Programme

INDIVIDUAL, BUSINESS AND SOCIETY: THE ETHICAL DILEMMA

Visiting Professor Jacques CORY

Course Objectives and Description -

The objective of the course is to enhance the participants' capacity to handle the ethical dilemmas encountered in their professional career in the context of business, society and personal life. Businessmen are often not aware to the fact that they encounter an ethical dilemma. The course will therefore personify the dilemmas with theoretical and empiric examples, provide conceptual frameworks to define more accurately the nature of ethical dilemmas, explore different alternatives by a method of group dynamics, and enrich the experience of ethical reasoning with a modern approach.

Business Ethics has become very relevant in the last few years due to the scandals of Enron, WorldCom, Arthur Andersen, Barings Bank and the collapse of hi-tech/Internet start-ups. The course will analyze some of the most famous examples: with documentary films on the Asian and European context, such as Barings Bank; on Corporate Governance, Control and Corruption such as Enron; as well as with semi-documentary films on Ethics in the Financial World, Stock Exchange and M&A; on Transparency, Whistleblowers and the Media; and on Ethical Activism, Environment, Mega Corporations and Stakeholders. The participants will discuss cases on creative accounting, ethics and the law, ethical and unethical conduct of companies and leaders. All that in a framework of theoretical studies that will give the basics of philosophical, psychological, sociological and economic thought related to business ethics.

Course Methods -

The instructor will employ a variety of pedagogical tools: cases, lectures, videos, role play, team work and group dynamics. Additional readings will be proposed as optional for those who are particularly interested in some of the issues discussed in class.

For the theoretical studies of the course the participants will use, inter alia, the following text book: CORY Jacques, Activist Business Ethics, Kluwer Academic Publishers, 2001

For the empiric studies of the course the participants will use, inter alia, the following text book: CORY Jacques, Business Ethics: The Ethical Revolution of Minority Shareholders, Kluwer Academic Publisher, 2001

The personal assignments are based on the required or optional readings and cases of the course package. The participants will also participate in role playing of the protagonists' ethical dilemmas in films, such as Wall Street, Erin Brockovich, The Insider, and

documentaries on Enron and Barings Bank. Details on the personal assignments will be given in the first session of the course.

Grading -

For this elective your final grade will be based on:

1. Personal Assignments on the theoretical and empiric studies and role playing - 50%. These assignments will measure the ability of the participants to understand ethical dilemmas and present them in a convincing manner to the class

2. Final Report of 5 pages on the subject: An ethical dilemma that I have encountered in my professional career - 50%. This report will be presented ten days before the final session

C= Case (required); R= Required reading; O= Optional Reading; B= Book (if you wish to go further)

INDIVIDUAL, BUSINESS AND SOCIETY: THE ETHICAL DILEMMA

Session 1:

Introduction: Ethical Dilemmas - The Practical Aspects of Business Ethics

Definition of Ethics, ethics in business, individual and corporate ethical dilemmas. Can you be a successful and ethical businessman or is it an oxymoron? The dilemmas of choosing between right and right. Objectives of the course, structure, content, evaluation, why do you take this course, what does "Ethics" mean to you?

R - Van Luijk Henk, *"Business Ethics: The Field and Its Importance"*, Harvey Brian editor, Business Ethics, A European Approach, Prentice Hall, 1994, pp. 12-31

O - Cory Jacques, *Activist Business Ethics*, Kluwer Academic Publishers, 2001, pp. 1-6

O - Badaracco Jr. Joseph L., *Defining Moments, When Managers Must Choose Between Right and Right*, Harvard Business School Press, 1997, pp.1-24

B - Goodpaster, K. E., Nash L.L., & de Bettignies, H.C., *Business Ethics: Policies and Persons*, McGraw Hill, 2005

B - Solomon Robert C., *Above the Bottom Line, An Introduction to Business Ethics*, Second Edition, Harcourt Brace College Publishers, 1994

Session 2:

Ethical Reasoning: The Concept of Stakeholders, Relevance and Meaning

Stakeholders, mission of business, ethical education, law versus ethics. Albert Carr's theories that "business is a game", conviction of some of the largest corporations on lawlessness, reasons for unethical behavior. Profitability versus stakeholders: the dilemmas of the Ford Pinto and Chevrolet Malibu cases or how law and ethics have evolved recently.

C - Global Dumping (Video - 30 minutes)

R - Goodpaster Kenneth E., *"Business Ethics and Stakeholder Analysis"*, Business Ethics Quarterly, Rae, Beyond Integrity, Zondervan Publishing House, 1996, pp. 246-254

O - Cory, Jacques, *Activist Business Ethics*, Kluwer Academic Publishers, 2001, pp. 7-14

O - Goodpaster, K. E., Nash L.L., & de Bettignies, H.C., *Business Ethics: Policies and Persons*, McGraw Hill, 2005, pp. 273-280

B - Monks Robert A.G., *The Emperor's Nightingale, Restoring the Integrity of the Corporation in the Age of Shareholder Activism*, Addison-Wesley, 1998

B - Nash Laura L., *Good Intentions Aside, A Manager's Guide to Resolving Ethical Problems*, Harvard Business School Press, 1993

Session 3:**Morality or The Practical Relevance of the Philosophers for Managers**

Alternative Models. Personal Morality and Business Ethics, Business, Philosophy and Integrity. Overview of the relevance of modern and ancient philosophers to business ethics. Should businessmen be erudite in philosophy in order to be ethical? All roads bring to Ethics - case studies, role playing, theoretical and philosophical lectures or an integrated course.

R - Nash Laura L., *Good Intentions Aside, A Manager's Guide to Resolving Ethical Problems*, Harvard Business School Press, 1993, pp. 23-35

O - Cory, Jacques, *Activist Business Ethics*, Kluwer Academic Publishers, 2001, pp. 14-19, 63-71

O - Solomon Robert C., *Ethics and Excellence, Cooperation and Integrity in Business*, The Ruffin Series in Business Ethics, Oxford University Press, 1993, pp. 101-117

B - Etzioni Amitai, *The Moral Dimension, Toward a New Economics*, The Free Press, 1990

B - Badaracco Jr. Joseph L., *Defining Moments, When Managers Must Choose Between Right and Right*, Harvard Business School Press, 1997

Session 4:**Leadership and Ethics, the Primordial Importance of the CEOs for Ethics' Climate**

The Parable of the Sadhu. Assimilation of Ethical values is obtained primarily by the personal example of the executives - CEOs, Directors, Vice Presidents and Officers. Examples of impeccable ethical conduct, brutal bosses, democracy in organizations.

C - The Parable of the Sadhu (Video - 30 minutes)

R - McCoy Bowen H., *The Parable of the Sadhu*, HBR, May-June 1997, Harvard Business Review, vol. 61 (September-October 1983), reprinted by: Madsen, Essentials of Business Ethics, A Meridian Book, 1990, pp. 190-200

R - Bettignies Henri-Claude de, *"Guiding Principles for Globally Responsible Leaders"*, Globally Responsible Leadership, European Foundation for Management Development - EFMD, 2005, pp. 23-25, 42-45

O - Bollier David, *Aiming Higher, 25 Stories of how Companies Prosper by Combining Sound Management and Social Vision*, Amacom, 1997, pp. 339-351

O - Cory, Jacques, *Activist Business Ethics*, Kluwer Academic Publishers, 2001, pp. 99-109

B - Jackall Robert, *Moral Mazes, The World of Corporate Managers*, Oxford University Press, 1989

B - Hornstein Harvey A., Ph.D., *Brutal Bosses and Their Prey*, Riverhead Books, 1996

Sessions 5 & 6:**Ethics in the Financial World, Stock Exchange, Mergers & Acquisitions**

The case of Oliver Stone's film "Wall Street". The description of the intrigues, corruption and ethical dilemmas on Wall Street, Mergers and the Financial World. Greed versus ethics, what is the price of integrity, insider information, Gordon Gekko and the young Yuppies. Based on the scandals of the eighties, illustrating the glorification of greed by famous tycoons and executives. Almost full length film (90 min.), role playing and discussion in group dynamics.

C - Wall Street, 1987, 120 min., Director Oliver Stone, with Michael Douglas

R - Summary and Basis for Discussion (3 pages)

R - De George Richard T., *"Ethics and the Financial Community: An Overview"*, Williams, Ethics and the Investment Industry, Rowman & Littlefield Publishers, Inc., 1989, pp. 197-216

O - Smith William, *"A View from Wall Street"*, Williams, Ethics and the Investment Industry, Rowman & Littlefield Publishers, Inc., 1989, pp. 47-51

O - Weithers John G., *"Ethics within the Securities Industry"*, Williams, Ethics and the Investment Industry, Rowman & Littlefield Publishers, Inc., 1989, pp. 35-39

B - Williams Oliver F., Reilly Frank K. & Houck John W., edited by, *Ethics and the Investment Industry*, Rowman & Littlefield Publishers, Inc., 1989

B - O'Neill Jessie H., *The Golden Ghetto, The Psychology of Affluence*, Hazelden, 1997

Session 7:

Corporate Governance, Control and Corruption - The Enron Case

The Enron scandal on the Internet, press, films, books and research. The Sarbanes-Oxley Act enacted after Enron. Are there hundreds of Enron, or is it a unique "rotten apple"? Are the other scandals that were discovered after Enron a sign of the globalization of corruption? Increase of Corporate Governance's awareness in the US, Europe and Asia.

C - Enron (Video - 30 minutes)

R - Summary and Basis for Discussion (3 pages)

R - Documents on the Enron case: An interview with Sherron Watkins, VP of Enron and whistleblower from the Person of the Year issue of 2002 Time Magazine. Articles and Internet Material on Enron (11 pages)

R - Goodpaster, K. E., Nash L.L., & de Bettignies, H.C., *Business Ethics: Policies and Persons*, McGraw Hill, 2005, pp. 60-70

O - Monks Robert A.G., *The Emperor's Nightingale, Restoring the Integrity of the Corporation in the Age of Shareholder Activism*, Addison-Wesley, 1998, pp. 105-117

O - Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, 2001, pp. 27-35

B - Cruver Brian, *Anatomy of Greed, The Unshredded truth from an Enron Insider*, Carroll & Graf Publishers, 2002

B - Estes Ralph, *Tyranny of the Bottom Line, Why Corporations Make Good People Do Bad Things*, Berrett-Koehler Publishers, 1996

Session 8:**Creative Accounting, Minority Shareholders, Internet and Ethics - The Mastoss Case**

An American high tech company obtains a valuation of billions by hiding its operational losses in extraordinary expenses due to frequent Mergers, without getting penalized by analysts and with the full cooperation of the auditors. A whistleblower discloses the scheme on the Internet to the minority shareholders, who share for the first time insider information and have the opportunity to sell their shares before their inevitable collapse.

C - The Mastoss Case, Basis for Discussion (26 pages), based on the case study in the book:

Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, 2001, pp. 185-226 (no requirement to read the whole case in the book)

O - Leiser Burton M., *"Ethics and Equity in the Securities Industry"*, Williams, Ethics and the Investment Industry, Rowman & Littlefield Publishers, Inc., 1989, pp. 149-174

O - Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, 2001, pp. 7-19

B - Derber Charles, *The Wilding of America, How Greed and Violence Are Eroding Our Nation's Character*, St. Martin's Press, 1996

B - Kaufman Allen, Zacharias Lawrence, Karson Marvin, *Managers vs. Owners, The Struggle for Corporate Control in American Democracy*, The Ruffin Series in Business Ethics, Oxford University Press, 1995

Session 9 & 10:**Transparency, Whistleblowers and the Media**

Ethics in Marketing of mega-corporations, such as the tobacco companies. The case of Michael Mann's film "The Insider", based on the true story of an attempt to silence on TV the disclosure by a whistleblower scientist that tobacco companies introduce addictive ingredients in cigarettes. Is the media transparent and unbiased in times of mergers and acquisition where the tycoons control all the economy? Almost full length film (90 min.), role playing and discussion in group dynamics.

C - The Insider, 1999, 157 min., Director Michael Mann, with Al Pacino, Russel Crowe

R - Summary and Basis for Discussion (2 pages)

R - Velasquez Manuel G., *Business Ethics, Concepts and Cases*, Fourth Edition, Prentice Hall, 1998, pp. 447-467

O - Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, 2001, pp. 37-46

O - Seymour Sally, *"The Case of the Willful Whistle-Blower"*, Ethics at Work, A Harvard Business Review Paperback, 1991, pp. 107-113

B - Fukuyama Francis, *Trust, The Social Virtues and the Creation of Prosperity*, A Free Press Paperbacks Book, 1996

B - Kidder Rushworth M., *How Good People Make Tough Choices, Resolving the Dilemmas of Ethical Living*, A Fireside Book published by Simon & Schuster, 1995

Sessions 11 and 12:

Ethical Activism, Environment, Mega Corporations versus Stakeholders

The case of Steven Soderbergh's film "Erin Brockovich", based on the true story of Erin Brockovich, who succeeds through activism to compel a multibillion California company to pay huge amounts of compensations for polluting a town's water. Activist organizations representing environmental "greens", consumers, minority shareholders, community and so on. Transparency International, ADAM. Almost full length film (90 min.), role playing and discussion in group dynamics.

C - Erin Brockovich, 2000, 132 min, Director Steven Soderbergh, with Julia Roberts

R - Summary and Basis for Discussion (2 pages)

R - Hoffman Michael W., *"Business and Environmental Ethics"*, Business Ethics Quarterly, Rae, Beyond Integrity, Zondervan Publishing House, 1996, pp. 474-482

O - Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, 2001, pp. 61-75

O - Badow Doug, *"Environmentalism: The Triumph of Politics"*, The Freeman, Rae, Beyond Integrity, Zondervan Publishing House, 1996, pp. 483-490

B - Bollier David, *Aiming Higher, 25 Stories of how Companies Prosper by Combining Sound Management and Social Vision*, Amacom, 1997

B - Handy Charles, *The Hungry Spirit, Beyond Capitalism: A Quest for Purpose in the Modern World*, Broadway Books, 1998

Session 13:

Individual, Business, Society & Globalization - Purpose of Companies and Executives
Milton Friedman, Neo-Liberals versus Ethicists, Personification, Psychological Aspects, International Ethics What is the mission of the corporation, what are the interests and motives of the executives, how do they concur with society's interests, globalization of ethics or universal corruption, the UN Declaration of Human Rights as a guideline for international ethics, what is expected in the future: evolution, revolution or reaction in business ethics, which model will prevail: American, European or Asian?

R - Summary and Basis for Discussion (5 pages)

R - Friedman Milton, *"The Social Responsibility of Business Is to Increase Its Profits"*, Madsen, Essentials of Business Ethics, A Meridian Book, 1990, pp. 273-281

O - Cory Jacques, *Activist Business Ethics*, Kluwer Academic Publishers, 2001, pp. 23-34

O - The United Nation's Universal Declaration of Human Rights (5 pages)

B - De George Richard T., *Competing with Integrity in International Business*, Oxford University Press, 1993

B - Donaldson Thomas, *The Ethics of International Business*, The Ruffin Series in Business Ethics, Oxford University Press, 1992

Session 14:

Recent Developments - Ethical Codes, Cases of Ethical Conduct - Johnson & Johnson's Tylenol, Merck's Mectizan, Ben & Jerry's, and Other Related Topics

Sustainable Development, Triple Bottom Line, Corporate Social Responsibility, Ethical Funds, Assimilation of Ethical Codes, Case Studies on Ethical Conduct - Reasons & Lessons. Why are companies such as Merck and J&J so popular, why does a company that donates on the Mectizan less than 1% of its annual profit so admired? Why is it not the norm? Are ethical codes a façade or a mission? The answer could be: massive investments in ethical funds, assimilation of ethical codes with the full involvement of executives and directors, sustainable development instead of short term results.

R - Summary and Basis for Discussion (2 pages)

R - Code of Business Conduct and Ethics of a multinational corporation (10 pages)

R only for the personal assignment - Documents on Johnson & Johnson's Tylenol (21 pages)

R only for the personal assignment - Documents on Merck's Mectizan (17 pages)

R only for the personal assignment - Documents on Ben & Jerry's (7 pages)

O - Robin Donald, Giallourakis Michael, David Fred R., and Moritz Thomas, *"A Different Look at Codes of Ethics"*, Madsen, Essentials of Business Ethics, A Meridian Book, 1990, pp. 212-228

O - Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, 2001, pp. 47-60

B - Cohen Ben and Greenfield Jerry, *Ben & Jerry's Double-Dip, Lead with Your Values and Make Money, Too*, Simon & Schuster, 1997

B - Velasquez Manuel G., *Business Ethics, Concepts and Cases*, Fourth Edition, Prentice Hall, 1998

Session 15:

Asian & European Context- Barings Bank (UK, Singapore), The Loskron Case (France)
The importance of being ethical in an Asian and European Context. The collapse of Barings Bank by the unethical conduct of its manager in Singapore Nick Leeson. Law and Ethics in Asian and European companies, can you be unethical and still law abiding? The inadequate control of the Bank's management and auditors. The Loskron Case, or how the majority owners of a French company who went bankrupt bought back their company from a (fictitious?) buyer at a very low price, with the blessing of the court and authorities.

C - **Barings Bank (video - 30 minutes)**

R - The Barings Bank Case - Summary and Basis for Discussion (2 pages)

R - Hamilton Stewart, *"How Safe Is Your Company? Lessons From Recent Financial Disasters"*, Richardson, World Ethics Report on Finance and Money, Editions Eska, 1997, pp. 85-90

O - Audit Report for the Singapore Government on the Barings Affair - Executive Summary, Richardson, World Ethics Report on Finance and Money, Editions Eska, 1997, pp. 74-83

B - Leeson Nick with Whitley Edward, *Rogue Trader: How I Brought Down Barings Bank and Shook the Financial World*, Little Brown and Company, 1996

C - The Loskron Case, Basis for Discussion (12 pages), based on the case study in the book: Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, 2001, pp. 77-93 (no requirement to read the whole case in the book)

O - Virard Marie-Paule, *"Companies: the Hidden Side of the Accounts"*, Richardson, World Ethics Report on Finance and Money, Editions Eska, 1997, pp. 91-98

O - Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, 2001, pp. 227-236

B - Harvey Brian, Edited by, *Business Ethics, A European Approach*, Prentice Hall, 1994

Session 16:

Integration and Conclusion

The conclusion of the participants, examples on ethical and unethical conduct of companies given by the participants. Future Activist Vehicles - Supervision Board, Institute of Ethics. What are the lessons for the future? Can you be a successful businessman while remaining ethical, the efficiency of group dynamics and role playing for learning business ethics.

C - Final Reports of the Participants

R - Koslowski Peter F., *"The Ethics of Capitalism, Harvey, Business Ethics: a European Approach"*, Prentice Hall, 1994, pp. 236-252

O - Cory Jacques, *Activist Business Ethics*, Kluwer Academic Publishers, 2001, pp. 159-169

O - Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, 2001, pp. 237-242

B - Madsen Peter, Ph.D., and Shafritz Jay M., Ph.D., *Essentials of Business Ethics, A Collection of Articles by Top Social Thinkers, Including Peter Drucker, Milton Friedman, Robert Jackall, Ralph Nader, Laura Nash, Patricia H. Werhane*, A Meridian Book, 1990

B - Solomon Robert C., *Ethics and Excellence, Cooperation and Integrity in Business*, The Ruffin Series in Business Ethics, Oxford University Press, 1993

CORPORATE GOVERNANCE AND ACTIVISM

BY JACQUES CORY, PhD

Background

Economic activism involves using economic power for change. Both conservative and liberal groups use economic activism to boycott companies and organizations that do not agree with their particular political, religious, or social values. Conversely, it also means purchasing from those companies and organizations that do. The idea behind the concept is two-fold. First, you will reinforce "good" behavior and allow those companies that think like you to succeed. Second, you will punish "bad" behavior and hope that those companies that do not think like you do will fail or will adopt your "correct" way of thinking. Nobody advocates ending up with the conclusions of Marxism in order to safeguard the interests of the stakeholders and establish a viable corporate governance, although the basic situation is the same – they are the majority of people contributing the most to the economy but sharing only a fraction of their contribution without being represented adequately. The solution should be cooperation between the stakeholders, the controlling shareholders and the management of the companies. But in order to reach this stage, it is needed that the stakeholders should sense that they are despoiled in many cases, they should organize in order to safeguard their interests, and they should be assisted by the activist associations. The course comprises of documentaries, plays and cases on activism, corporate governance in the stock exchange, banks & mergers, labor rights, whistleblowers, ethical management, robber barons and modern tycoons. 16 lectures of 2 hours each: 32 hours.

SYLLABUS OF 16 LECTURES

1. INTRODUCTION: The aspects of corporate governance and activism and their effects on stakeholders, mergers, banking, the stock exchange, environment, corporations, labor rights, human rights, personification and community issues of companies. The dilemmas of choosing between right and right. Objectives of the course, structure, content, assignments, etc.
2. ENVIRONMENTAL ACTIVISM, MEGA CORPORATIONS AND STAKEHOLDERS – ERIN BROCKOVICH: The case of Steven Soderbergh's film "Erin Brockovich", based on the true story of Erin Brockovich, who succeeds through activism to compel a multibillion California company to pay huge amounts of compensations for polluting a town's water.
3. BUSINESS ETHICS IN THE MIDDLE EAST – SYRIANA: Stephen Gaghan's film describes the intricacies of oil, politics, economy and terrorism in the Middle East, US oil companies, corrupt and ethical Arab rulers, sustainable development and infrastructure versus lavish life of multibillionaires, global considerations of multinationals and US government.
4. ETHICS IN THE FINANCIAL WORLD, STOCK EXCHANGE, M&A: The case of Oliver Stone's film "Wall Street". The description of the intrigues, corruption and ethical dilemmas on Wall Street, Mergers and the Financial World. Greed versus ethics, what is the price of integrity, insider information, Gordon Gekko and the young Yuppies. Based on the scandals of the eighties, illustrating the glorification of greed by tycoons and executives.

5. INTEGRITY IN BANKING - ASIAN AND EUROPEAN CONTEXT: The collapse of the UK bank Barings Bank by the unethical conduct of its manager in Singapore Nick Leeson. The inadequate control of the Bank's management and auditors, law and ethics. To those who argued that it is the case of a rotten apple, came a much worse reminder with Jerome Kerviel's case at the French bank Societe Generale, proving that only ethics can prevent such cases.

6. CORPORATE GOVERNANCE & EXECUTIVES' INTEGRITY – THE ENRON CASE: The Enron scandal impact on corporate governance. The Sarbanes-Oxley Act enacted after Enron. Are there hundreds of Enron, or is it a unique "rotten apple"? Are the other scandals that were discovered after Enron a sign of the globalization of corruption?

7. TRANSPARENCY, WHISTLEBLOWERS & THE MEDIA – THE INSIDER: Michael Mann's film is based on the true story of an attempt to silence on TV the disclosure by a whistleblower scientist that tobacco companies introduce addictive ingredients in cigarettes. Is the media transparent and unbiased when tycoons control large parts of the economy?

8. LEVERAGE BUYOUTS: Glenn Jordan's film "Barbarians at the Gate", based on Bryan Burrough and John Helyar's book – "Barbarians at the Gate, The Fall of RJR Nabisco". The well-known duel between American Express/Shearson backing the CEO of RJR Nabisco, Ross Johnson, and Kravitz over the acquisition of one of the largest US companies.

9. HOSTILE TAKEOVERS: Norman Jewison's film "Other People's Money", based on Jerry Sterner's play. Larry Garfield is a serial liquidator of companies acquiring undervalued companies, called by him - "sleeping beauties", tearing them apart to the detriment of the stakeholders and owners, as the valuation of the parts is higher than the whole. Andrew Jorgenson, an old-school manager-owner, believes that companies should serve mainly their stakeholders but loses his company to the New Economy's tycoon Garfield.

10. TRADE UNIONS AND LEADERSHIP: F.I.S.T., a film directed by Norman Jewison. The ethical dilemmas of trade unions leaders, what is more important: winning their fights against their employers or keeping minimal moral standards? At what cost? Even at the cost of collaborating with the Mafia and paying them tribute subsequently? Different moral attitudes of leaders.

11. LEADERSHIP AND INTEGRITY IN MODERN INDUSTRY: Henry Ford, pioneer of modern industry and the assembly line. Unscrupulous and philanthropist, he gave the highest salaries in the industry as long as the workers agreed to be part of the "machine" and were not unionized. He sold the cheapest cars to the masses, the famous model T, as long as it was black and standard. Light and shadow in the life of The Tycoon of the 20th century and Charlie Chaplin's Modern Times.

12. BRUTAL BOSSES AND THEIR VICTIMS: Death of a Salesman, a film based on Arthur Miller's play, directed by Volker Schlöndorff. Willy Loman, an aging traveling salesman can no longer make the long trips to his customers. His boss fires him brutally and Willy loses his self respect and mental sanity wondering what went wrong. Miller took a simple American family struggling to make life work, and made each character extraordinary. A masterpiece on labor relations.

13. DARWINISM AND LEADERSHIP: Glengarry Glen Ross, directed by James Foley, based on David Mamet's play. The survival of the fittest, those who cannot be the best should perish as there is no place in the modern world for weaker persons and employees. Times are tough in a real estate sales office; the salesmen are given a strong incentive to succeed in a

sales contest. There is no room for losers in this dramatically masculine world; only "closers" will get the good sales leads. Can a society, a company or a country exist with no place for the weakest?

14. **LEADERSHIP AND INTEGRITY IN STARTUPS:** The documentary film "Startup.com" on the hardships, hopes and challenges in managing startups, Internet companies, with very young leaders. The human relations between the founders and executives, the Internet and New Economy bubble.

15. **LEADERSHIP AND INTEGRITY IN THE COMPUTER INDUSTRY:** The documentary film "The Triumph of the Nerds". The nerds of the computer industry tell their personal story, how they founded their companies, the leadership & integrity dilemmas of IBM, Apple, Microsoft, Oracle, venture funds. Ethical and business dilemmas of the leaders of the new economy.

16. **CONCLUSION - LEADERSHIP MODELS OF MODERN TYCOONS: GATES VERSUS JOBS** Pirates of Silicon Valley, directed by Martyn Burke. A documentary about Bill Gates, Steve Jobs and the men who made the world of technology what it is today, their struggles during college, the founding of their companies, their dilemmas, and the ingenious actions they took to build up the global corporate empires of Apple and Microsoft. Conclusion on the importance of corporate governance.

LEADERSHIP & INTEGRITY BY J. CORY, PhD

BACKGROUND

The objective of the course is to examine the integrity aspects of leadership and its effects on stakeholders, labor rights, human rights, personification and community issues of companies. The methodology is based on group dynamics and role playing of the protagonists and their dilemmas in the books, films and documentaries on Bill Gates, Steve Jobs, Morgan, Carnegie, Ford, Sam Walton, Warren Buffett and others. The course examines models of leadership and personifies the executives dilemmas with theoretical and empiric examples, provides conceptual frameworks to define more accurately the nature of those dilemmas, explores different alternatives by a method of group dynamics, and enriches the experience of leadership and ethical reasoning with a modern approach.

SYLLABUS OF 16 LECTURES

1. Introduction: Leadership and Integrity Dilemmas - The Practical Aspects

The integrity aspects of leadership and its effects on stakeholders, labor rights, human rights, personification and community issues of companies. The dilemmas of choosing between right and right. Objectives of the course, structure, content, assignments, etc.

2. Mergers, Stock Exchange and Leadership

The case of Oliver Stone's film "Wall Street". The description of the intrigues, corruption, leadership and integrity dilemmas on Wall Street, Greed versus ethics, what is the price of integrity, insider information, Gordon Gekko and the young Yuppies. Based on the scandals of the eighties, illustrating the glorification of greed by famous tycoons.

3. The CEO and Integrity

All My Sons, a film based on a play by Arthur Miller, directed by Irving Reis. Joe Keller, CEO and owner of a company, whose motto is to succeed at all costs. He supplies knowingly defective parts causing the death of 21 pilots. His son, a pilot, dies as well.

4. Mission of Business - Maximize Profitability at what cost?

Executive Suite, a film directed by Robert Wise. What is the purpose of business? To achieve maximum return on investment and valuation to shareholders or to satisfy the interests of the stakeholders - employees, customers and society, and achieving a long-term profitability, based on the strategy of the R&D VP Walling.

5. Brutal Bosses and Their Victims

Death of a Salesman, a film based on Arthur Miller's play, directed by Volker Schlöndorff. Willy Loman, an aging traveling salesman can no longer make the long trips to his customers. His boss fires him brutally and Willy loses his self respect and mental sanity wondering what went wrong. Miller took a simple American family struggling to make life work, and made each character extraordinary. A masterpiece on labor relations.

6. Darwinism and Leadership

Glengarry Glen Ross, directed by James Foley, based on David Mamet's play. The survival of the fittest, those who cannot be the best should perish as there is no place in the modern world for weaker persons and employees. Times are tough in a real estate sales office; the salesmen are given a strong incentive to succeed in a sales contest. There is no room for losers in this dramatically masculine world; only "closers" will get the good sales leads. Can a society, a company or a country exist with no place for the weakest?

7. Trade Unions and Leadership

F.I.S.T., a film directed by Norman Jewison. The ethical dilemmas of trade unions leaders, what is more important: winning their fights against their employers or keeping minimal moral standards? At what cost? Even at the cost of collaborating with the Mafia and paying them tribute subsequently? Different moral attitudes of leaders.

8. Leadership and Integrity in Startups

The documentary film "Startup.com" on the hardships, hopes and challenges in managing startups, Internet companies, with very young leaders. The human relations between the founders and executives, the Internet and New Economy bubble.

9. Leadership and Integrity in the Computer Industry

The documentary film "The Triumph of the Nerds". The nerds of the computer industry tell their personal story, how they founded their companies, the leadership & integrity dilemmas of IBM, Apple, Microsoft, Oracle, venture funds.

10. Leadership Models of Gates versus Jobs

Pirates of Silicon Valley, directed by Martyn Burke. A documentary about Bill Gates, Steve Jobs and the men who made the world of technology what it is today, their struggles during college, the founding of their companies, their dilemmas, and the ingenious actions they took to build up the global corporate empires of Apple and Microsoft.

11. Robber Barons - Banking and Real Estate

John Pierpont Morgan, John Jacob Astor, Jay Cooke - Philanthropists or ruthless capitalists? A biography of Morgan, the first tycoon with world's finest arts collection, saving the US from bankruptcy, innovative in M&A, emperor of Wall Street, a generous philanthropist.

12. Robber Barons - Industry and Transport

Andrew Carnegie, John D. Rockefeller, Cornelius Vanderbilt, Leland Stanford - Philanthropists or ruthless capitalists? A biography of Carnegie, emperor of the steel industry, who reduced costs to the bare minimum, at the workers' detriment, achieving vertical integration, a philanthropist..

13. Leadership and Integrity in Modern Industry

Henry Ford, pioneer of modern industry and the assembly line. Unscrupulous and philanthropist, he gave the highest salaries in the industry as long as the workers agreed to be part of the "machine" and were not unionized. He sold the cheapest cars to the masses, the famous model T, as long as it was black and standard. Light and shadow in the life of The Tycoon of the 20th century and Charlie Chaplin's Modern Times.

14. Sam Walton - WalMart, Modern Trade, Leadership and Integrity

Biography of Sam Walton, the richest man in the world and the founder of the largest company in the US. Pioneer in his field, sharing profits with employees, Globalization and Labor Rights.

15. Leadership and Integrity in the Financial World

Warren Buffett - Oracle of Omaha, a documentary. Not all financial tycoons are Gordon Gekkos, Michael Milken or Ivan Boesky. Buffett is an excellent example of a tycoon with integrity, taking into consideration the interests of the stakeholders, with a humane approach to business, while still becoming a billionaire.

16. Conclusion and Social Responsibility

It's a Wonderful Life, directed by Frank Capra. An optimistic fairy tale, with integrity and goodness prevailing over wrongdoing and greed despite of all the difficulties. The social responsibility of corporations, the interaction between companies and community, triple bottom line, sustainable development, leadership and integrity.

BUSINESS ETHICS IN FILMS, LITERATURE, PLAYS AND DOCUMENTARIES BY J. CORY, PhD

BACKGROUND

Business Ethics has become very relevant in the last few years due to the scandals of Enron, WorldCom, Arthur Andersen, Barings Bank and the collapse of hi-tech/Internet start-ups. The course analyses films, plays, documentaries and novels on business ethics issues, such as: law and ethics with *The Merchant of Venice*, whistleblowers, society and corporations with *An Enemy of the People*, wealth and ethics with *The Great Gatsby*, Wall Street and ethics with Wall Street, integrity of management with *Rogue Trader/Barings*, the CEO and ethics with *All My Sons*, ethical activism with *Erin Brockovich*, ecological issues with *A Civil Action*, *The Crooked E* about Enron, conformism and morals with *Rhinoceros*, universality of ethics with *The Visit*, mission of business with *Executive Suite*, transparency and the media with *The Insider*, social responsibility with *It's a Wonderful Life*, etc. The methodology is based on group dynamics and role playing of the protagonists and their dilemmas in the films.

SYLLABUS OF 16 LECTURES

1. INTRODUCTION

Ethics in business, stakeholders, whistleblowers, ethics and the law, ethical funds, transparency, Omerta, the attitude of society, directors, independent directors, CEOs, insider trading, ethics literature, ethics is universal and not relative. Presentation, methodology of the course is based on group dynamics, role playing, analysis of the ethical dilemmas of the protagonists by the students.

2. WALL STREET AND ETHICS

Wall Street, a film directed by Oliver Stone. The description of the intrigues, corruption and ethical dilemmas on Wall Street and every modern stock exchange. Greed versus ethics, what is the price of integrity, insider information, the young Yuppies.

3. THE CEO AND ETHICS

All My Sons, a play by Arthur Miller. Joe Keller, CEO/Owner of a successful company, whose motto is to succeed at all costs. He supplies knowingly defective parts causing the death of 21 pilots. His son, a pilot, dies as well. Profitability versus Ethics.

4. ETHICAL ACTIVISM

Erin Brockovich, a film directed by Steven Soderbergh. Based on the true story of Erin Brockovich who succeeds through ethical activism to compel a multibillion California company to pay huge amounts of compensations for polluting a town's water.

5. THE ENRON CASE

The Enron scandal on the Internet, press, films, books and research. The Sarbanes-Oxley Act enacted after Enron. Comparison between Cory's Rules on Wrongdoing to Minority Shareholders and the Enron case. Documentary film on Enron by Brian Cruver.

6. MISSION OF BUSINESS

Executive Suite, a film directed by Robert Wise. Introduction - What is the purpose of business? - To achieve maximum return on investment and valuation to shareholders as advocated by the CFO Shaw or to satisfy the interests of the stakeholders - employees, customers and society, as well as achieving a long term profitability, based on the strategy of the R&D VP Walling.

7. INTEGRITY OF MANAGEMENT

Rogue Trader, a film based on Nick Leeson's autobiography about the disastrous collapse of UK's Barings Bank, caused by the lack of integrity of Leeson and the inadequate control of the bank's management. This bankruptcy shocked the international financial world.

8. CONFORMISM AND MORALS

Rhinoceros, a film directed by Tom O'Horgan, based on Ionesco's play. The story of a town whose inhabitants are transformed to Rhinoceroses, losing their morals, humanity and values. Only one man chooses to remain human and continues his fight on behalf of civilization.

9. UNIVERSALITY OF ETHICS

The Visit, a play by Durrenmatt, in an African film directed by Djibril Diop Mambety. The visit of an old lady, now the richest person in the world, in her hometown in order to punish her first lover who wronged her. The universalism of ethics which is similar everywhere.

10. WHISTLEBLOWERS, CORPORATIONS AND SOCIETY

An Enemy of the People by Ibsen in two versions - a film directed by George Schaefer and an Indian film directed by Satyajit Ray. Dr Stockman, the physician of a Norwegian town, is declared enemy of the people because he blew the whistle on the poisonous waters of its Spa.

11. LAW AND ETHICS

The Merchant of Venice, directed by John Sichel, based on Shakespeare's play. Shylock lends money to Antonio, a Venetian Merchant, who fails to reimburse it and has to give a pound of his flesh as specified in the bond. The dilemma of law versus ethics and clemency.

12. VARIOUS ASPECTS OF BUSINESS ETHICS

Ecological aspects in "A Civil Action", employees' activism in "Silkwood", the unholy alliance of wealth and government in Brecht's "The Threepenny Opera", and the donations to community by unethical tobacco companies in "Yes Prime Minister".

13. WEALTH AND ETHICS

The Great Gatsby directed by Jack Clayton based on Scott Fitzgerald's novel. Tom Buchanan, a very wealthy American, causes intentionally the death of Jay Gatsby, a nouveau riche. Do society and the law tend to forgive wealthy and mighty people? Does wealth corrupt?

14. TRANSPARENCY AND THE MEDIA

The Insider, directed by Michael Mann. Based on the true story of an attempt to silence on TV the disclosure by a whistleblower scientist that tobacco companies introduce addictive ingredients in cigarettes. The need of the media to be transparent and unbiased.

15. SOCIAL RESPONSIBILITY

It's a Wonderful Life, directed by Frank Capra. An optimistic perception, with ethics and goodness prevailing over wrongdoing and greed, despite all the difficulties. James Stewart manages to do it with the assistance of a guardian angel, but how many of us have one?

16. CONCLUSION

The conclusions of the participants. How is ethics supposed to balance the goal on maximization of profits/valuation? Examples on ethical and unethical conduct of companies given by the participants. Application of the conclusion of All My Sons to all of us.

SOCIAL RESPONSIBILITY AND ETHICS IN NGOs & THE PUBLIC SECTOR BY JACQUES CORY, PhD

BACKGROUND

Social Responsibility and Ethics in NGOs, trade unions and the Public Sector have become in the last decades as important as Ethics in the business world, as those sectors have funds of billions of dollars which have to be managed in the most scrupulous and ethical way, by executives with an impeccable integrity, while bearing in mind social responsibility issues. Health and education organizations, the defense forces, local and national public organizations, environmental NGOs, all need to have an ethical background, even more than corporations, as they manage public funds. The course is based on group dynamics and role playing in case studies, films and plays, combined with theoretical studies and documentaries.

SYLLABUS OF 16 LECTURES

1. Introduction: Ethical Dilemmas - The Practical Aspects of Ethics in Organizations

Definition of Ethics, ethics in business and organizations, individual and corporate ethical dilemmas. Can you be a successful and ethical manager or is it an oxymoron? The dilemmas of choosing between right and right. Objectives of the course, structure, content, evaluation, why do you take this course, what does "Ethics" mean to you?

2. Ethical Reasoning: Stakeholders in Organizations, Ecology, Relevance and Meaning

Stakeholders, mission of business and organizations, ethical education, law versus ethics. Ecological and Community considerations, conviction of some of the largest corporations on lawlessness, reasons for unethical behavior. Profitability versus stakeholders, ethical considerations in raising funds for NGOs and politics, the legitimacy of NGOs activities.

3. Morality or The Practical Relevance of the Philosophers for Managers

Alternative Models. Personal Morality and Ethics in Organizations, Philosophy and Integrity. Overview of the relevance of modern and ancient philosophers to ethics. Should managers be erudite in philosophy in order to be ethical? All roads bring to Ethics - case studies, role playing, theoretical and philosophical lectures or an integrated course.

4. Leadership & Ethics, the Primordial Importance of the Managers for Ethics' Climate

The Parable of the Sadhu. Assimilation of Ethical values is obtained primarily by the personal example of the managers. Examples of impeccable ethical conduct, brutal bosses, democracy in organizations. Allegiance of managers and directors to the organizations or stakeholders?

5 & 6. Trade Unions and Leadership

F.I.S.T., a film directed by Norman Jewison. The ethical dilemmas of trade unions leaders, what is more important: winning their fights against their employers or keeping minimal moral standards? At what cost? Even at the cost of collaborating with the Mafia and paying them tribute subsequently? Different moral attitudes of leaders.

7. The Attitude of Society

Has the new legislation on transparency and ethics permeated to society? Society does not ostracize yet unethical conduct of managers. Ostracism is often applied towards the ethical managers and whistleblowers. Society's heroes are still "street fighters", who stick at nothing.

8. Psychological Aspects in Ethical Behavior

Conscience and ethics, greed is healthy, you can be greedy and feel good about yourself. Freud, ethical behavior out of interest or moral. The test of sleepless nights to ethical and unethical managers. Transparency International and the survey of corruption.

9 & 10. Corruption in Local Administration

Marie: A True Story, directed by Roger Donaldson. Based on the true story of Marie Ragghianti. The film personifies the ethical dilemmas of an ethical civil servant, with a mixture of vulnerability and strong resolve. She has enough strength and integrity to fight against the corrupted administration of the State in spite of the threats to her and her children.

11 & 12. Corruption in Medicare

Damaged Care, directed by Harry Winer. Based on the true story of Dr. Linda Peeno, with a poignant and compelling look at the true story of the HMO whistle-blower. The ethical dilemmas of Peeno in her interaction with her husband, children, colleagues and managers. She decides to be responsible primarily to the patients disregarding her own interests.

13. Anti-Globalization Movements

The underground documentary "Precarity" focusing on the global movements against multinationals, billionaires, world economic organizations, the precarity of modern employment throughout the world mainly to workers aged under 30 and over 50.

14. Recent Developments - Ethical Codes, Cases of Ethical Conduct - Merck's Mectizan, Ben & Jerry's, and Other Related Topics

Sustainable Development, Triple Bottom Line, Corporate Social Responsibility, Ethical Funds, Assimilation of Ethical Codes, Case Studies on Ethical Conduct - Reasons & Lessons. Why are companies such as Merck and Ben & Jerry's so popular, why does a company that donates on the Mectizan less than 1% of its annual profit so admired? Why is it not the norm? Are ethical codes a façade or a mission? The answer could be: massive investments in ethical funds, assimilation of ethical codes with the full involvement of executives and directors, sustainable development instead of short term results.

15. European NGO's Fight for Stakeholders - The Loskron Case (France)

The heroic lonely fight of a one-person NGO - Adam in France - to safeguard the rights of minority shareholders. The Loskron Case, or how the NGO was punished by the court for its "arrogance" in suing a large company who has wronged the rights of its shareholders.

16. Integration and Conclusion

The conclusion of the participants, examples on ethical and unethical conduct of organizations given by participants. What are the lessons for the future? Can you be a successful manager while remaining ethical, the efficiency of group dynamics and role playing for learning ethics.

{Bibliography, List of Works and CV are included in other chapters in this book.}

BUSINESS ETHICS AND THE FUTURE OF CAPITALISM IN A SUSTAINABLE SOCIETY

Dr. Jacques CORY Website: www.businessethicscory.com Email: coryj@zahav.net.il

COURSE OBJECTIVES AND DESCRIPTION

The objective of the course is to enhance the participants' capacity to handle the ethical dilemmas encountered in their professional career in the context of business, society and personal life. Businessmen are not often aware to the fact that they encounter an ethical dilemma. The course will therefore personify the dilemmas with empiric examples, provide conceptual frameworks to define more accurately the nature of ethical dilemmas, explore different alternatives by a method of group dynamics, and enrich the experience of ethical reasoning with a modern approach. The course will present pioneering principles and theories with practical vehicles that combine business and ethics that should overcome future challenges, as well as semi-documentary films on Ethics in the Financial World, Stock Exchange and M&A; on Transparency, Whistleblowers and the Media; and on Ethical Activism, Environment, Mega Corporations and Stakeholders. The participants will discuss cases on creative accounting, bribe, transparency, insider information, ethical and unethical conduct of companies, directors and executives and whistleblowers. All that in a framework of theoretical studies that will give the basics of philosophical, psychological, sociological and economic thought related to business ethics. The course examines also the future of capitalism in a sustainable society in the context of the Great Recession of 2007-2010, finding a pattern of the Economic Whirl starting in the eighties with damages of billions and incurring in 2008 damages of trillions. The course examines the solutions to the crisis of capitalism, adopted by the regulators and business, recommended by eminent professors, writers and tycoons, and advocated by Cory in his books, lectures and articles. The course comprises 13 meetings of 2 sessions each, 26 sessions in total.

COURSE METHODS

The instructor will employ a variety of pedagogical tools: analysis of books, cases, lectures, videos, role play, team work and group dynamics. Additional readings will be proposed as optional for those who are particularly interested in some of the issues discussed in class. The personal assignments are based on the required or optional readings and cases of the course package. Details on the personal assignments will be given in the first session of the course. The participants will also participate in role playing of the protagonists' ethical dilemmas in semi-documentary films, such as Wall Street, Erin Brockovich and The Insider. Details on the readings and personal assignments are specified in the following sessions. A final report will be presented on the last session.

GRADING

For this course your final grade will be based on:

1. Personal Assignments on the theoretical and empiric studies and role playing - 50%. These assignments of 10 minutes each will measure the ability of the participants to understand ethical dilemmas and present them in a convincing manner to the class.

2. Final Report of 5 pages on the subject: An ethical dilemma that I have encountered in my professional career - 50%. This report will be presented on the final session of the course.

ABOUT JACQUES CORY AND HIS BOOKS

Dr. Jacques Cory is a businessman, an academic and writer, who worked for twenty years in executive positions in finance and sales in the high tech industry, most of them at Elbit (VP Finance and Sales, managing IPOs on Wall Street & Tel Aviv, mergers & acquisitions, and international sales). In the nineties Cory managed M&A, technology transfer and turnaround projects in Europe, Israel & the US.

In 2001 Cory lectured and published books anticipating the Corporate Scandals and since 2004 he gives courses at the University of Haifa (elected Best Lecturer), in 2006 at INSEAD, since 2009 at the Technion in Israel - Executive MBA, since 2010 at the University of Tel Aviv - International MBA, anticipating the Recession in lectures and books published in Israel in July 2008 and in the US in 2009. "The book has anticipated the economic events and history reveals Cory's intellectual sagacity. The book is drawing well the landscape in which those successive crises did occur and makes clear how each time we find the same causes that additional regulatory efforts did not fix. The book is the wisdom of a man of experience and of conviction who has translated his successful business career into a pedagogical package for the benefit of the young generation." Henri-Claude de Bettignies, Professor at INSEAD (France and Singapore), Stanford (US) and CEIBS (China), February 2009

"I just read your course materials and it sounds like a terrific class", November 2009, Andrew Ross Sorkin, journalist in The New York Times, author of the book on the Recession "Too Big to Fail". Alexandra Reed Lajoux, a prominent business writer and CKO at the National Association of Corporate Directors, comments (8/2008) on the adaptation of the book in English: "Your book has a wise premise, brilliantly fulfilled. It's a potential best seller. Your book will be a classic."

REQUIRED BIBLIOGRAPHY

Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009

Cory Jacques, Website: www.businessethics.co.il

Friedman Thomas L., *Hot, Flat, and Crowded, Why We Need a Green Revolution and How it Can Renew America*, Farrar, Straus and Giroux, 2008.

Friedman Thomas L., *The World is Flat - A Brief History of the Twenty-First Century*, First Updated and Expanded Edition, Farrar, Straus and Giroux, 2006

Kahneman Daniel and co-authors, *Choices, Values, and Frames*, Cambridge University Press, 2000,

Kansas Dave, *The Wall Street Journal Guide to the End of Wall Street as We Know It: What You Need to Know About the Greatest Financial Crisis of Our Time and How to Survive It*, Collins, 2009

Klein Naomi, *The Shock Doctrine: The Rise of Disaster Capitalism*, Picador, 2008

Sorkin Andrew Ross, *Too Big to Fail: The Inside Story of How Wall Street and Washington Fought to Save the Financial System – and Themselves*, Viking Adult, 2009

Stiglitz Joseph E., *Freefall: America, Free Markets, and the Sinking of the World Economy*, W. W. Norton & Co., 2010

Stiglitz Joseph E., *Making Globalization Work*, W. W. Norton & Company, 2007

Taleb Nassim Nicholas, *The Black Swan: The Impact of the Highly Improbable*, Random House, 2007
 Yunus Muhammad, *Creating a World Without Poverty: Social Business and the Future of Capitalism*, PublicAffairs, 2009

REQUIRED WORKS ON DVD

The Ascent of Money: Boom and Bust, 2008, 120 min., Director Adrian Pennink, with Niall Ferguson
 Capitalism: A Love Story, 2009, 120 min., directed by Michael Moore
 The Crooked E, the Unshredded Truth about Enron, TV 2003, 100 min., Director Penelope Spheeris, with Christian Kane and Brian Dennehy, based on the book by Brian Cruver.
 Erin Brockovich, 2000, 132 mi., Director Steven Soderbergh, with Julia Roberts, A. Finney
 The Insider, 1999, 157 min., Director Michael Mann, with Al Pacino and Russel Crowe
 It's a Wonderful Life, 1946, 130 min., Director Frank Capra, with James Stewart, Donna Reed
 Other People's Money, 1991, 103 min., Director Norman Jewison, based on Jerry Sterner's play, with Danny DeVito, Gregory Peck, Penelope Ann Miller, Piper Laurie
 Rogue Trader 1999, 101 min., based on Nick Leeson's autobiography about the disastrous collapse of UK's Barings Bank, Director James Dearden, with Ewan McGregor, Anna Friel
 The Take, 2004, 87 min., documentary directed by Avi Lewis, written by Naomi Klein, on Argentina
 Wall Street, 1987, 120 min., Director Oliver Stone, with Michael Douglas, Martin Sheen

SYLLABUS OF THE COURSE

Meeting 1

1. Introduction: Ethical Dilemmas - The Practical Aspects of Business Ethics

Definition of Ethics, ethics in business, individual and corporate ethical dilemmas. The dilemmas of choosing between right and right. Objectives of the course, structure, content, evaluation. 12 outstanding principles and conditions that are the prerequisites for an ethical and profitable company

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 1-16.

Assignment: 1. Summary of Required Reading.

2. Transparency Case

The CFO of a high tech company planning an IPO reports to his Board of Directors of an unexpected decrease in the profitability's forecast. He wants to disclose this material fact in the due diligence, but he is advised by his bosses not to do so. Reactions of the investment bank and the CEO.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009 pp. 362-370.

Assignments: 1. Summary of the case. Analysis of the business and ethical dilemmas of: 2. James the CFO, 3. Taylor the CEO, 4. Morton the Chairman, 5. Theresa - James' wife.

Film: Documentaries on Bernie Madoff's Ponzi scheme, the most flagrant scandal of the Recession.

BBC – The Madoff Hustle, 2009, 51 min. - extracts

Ripped Off: Madoff and the Scamming of America, 2009, 94 min. – extracts

Frontline: The Madoff Affair (2009), 2009, 60 min. - extracts

Meeting 2

3. The Great Recession of 2007-2010

The pattern of the Economic Whirl starting in the eighties with damages of billions, increasing in 2008 to damages of trillions. A thorough analysis of the Recession, its causes and an overview on its key protagonists - corporations and executives. Solutions to the Recession, TARP, ethics.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009 pp. 17-51.

Recommended Reading: Kansas Dave, *The Wall Street Journal Guide to the End of Wall Street as We Know It: What You Need to Know About the Greatest Financial Crisis of Our Time and How to Survive It*, Collins Business, 2009, pp. 1-126

Sorkin Andrew Ross, *Too Big to Fail: The Inside Story of How Wall Street and Washington Fought to Save the Financial System – and Themselves*, Viking Adult, 2009, pp. 340-372, 484-539

Assignments: 1. The Economic Whirl, the crises of junk bonds, dot.com, corporate scandals. 2. The Subprime crisis. 3. The collapse of Bear Stearns, Lehman Brothers and other banks. 4. The collapse of AIG. 5. TARP and other solutions, ethical solutions.

Film: The Ascent of Money: Boom and Bust, 2008, 120 min., Director Adrian Pennink, with Niall Ferguson - extracts

4. Stock Exchange, Mergers and Leadership – the Film Wall Street

Wall Street, 1987, 120 min., Director Oliver Stone, with Michael Douglas, Martin Sheen.

The description of the intrigues, corruption, leadership, mergers and integrity dilemmas on Wall Street, greed versus ethics, what is the price of integrity, insider information, Based on the junk-bond and insider information scandals of the eighties, illustrating the glorification of greed by tycoons.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 242-246.

Assignments: 1. Summary of the film. Analysis of the business and ethical dilemmas of: 2. Gordon Gekko, 3. Bud Fox, 4. Carl Fox, 5. Larry Wildman. Only those who prepare the assignments have to watch the film before the meeting. Extracts of the film will be shown during the meeting.

Meeting 3

5. Sustainability, Corporate Social Responsibility (CSR) & Activism

Business Ethics in the context of sustainability, social responsibility and activism, integrates social, human, environmental and business goals. Sustainability configures that society, its members and its economies are able to meet their needs and express their greatest potential in the present and in a very long term. CSR is a concept that suggests that commercial corporations have a duty of care to all of their stakeholders in all aspects of their business operations. Transparency International.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 454-481.

Assignments: 1. Corporate Social Responsibility and Ethical Activism. 2. Sustainability and Ecology.

Naomi Klein, the Fiercest Critic of Unfettered Capitalism and Globalization

Klein challenges the victory of Milton Friedman's free-market economics, and shows how neo liberals harnessed terrible shocks and violence to implement their radical policies. Klein provides a rich description of the political machinations required to force unsocial economic

policies with a heavy toll on the world economy, in the third, second and now the first world as well, and most of all – the US.

Required Reading - Klein Naomi, *The Shock Doctrine: The Rise of Disaster Capitalism*, Picador, 2008, pp. 3-25, 560-589.

Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 576-586

Wikipedia and on the Internet: Milton Friedman, Neoliberalism, Thatcherism, Reaganomics.

Assignments: 1. Summary of pp. 3-25 in Klein's book. 2. Summary of pp. 560-589 in Klein's book. 3. Milton Friedman, Neoliberalism, Thatcherism, Reaganomics. 4. Ethical aspects of globalization.

6. Ethical Activism, Sustainability, Corporate Social Responsibility – the Film Erin Brockovich

Erin Brockovich, 2000, 132 min., Director Steven Soderbergh, with Julia Roberts, Albert Finney. Based on the true story of Erin Brockovich, who succeeds through ethical activism to compel a multibillion California company to pay huge amounts of compensations for polluting a town's water. Legal and ethical considerations, class actions, CSR – window dressing or compassion to the victims. Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 509-511.

Assignments: 1. Summary of the film. Analysis of the business and ethical dilemmas of: 2. Erin Brockovich, 3. Ed Masri, 4. Dona Jensen, 5. Theresa Dallavale. Those who prepare the assignments have to watch the film before the meeting. Extracts of the film will be shown during the meeting.

Meeting 4

7. Business Ethics - The Warren Buffett and Berkshire Hathaway Model

Not all financial tycoons are Dick Fuld, Michael Milken or Bernie Madoff. Warren Buffett is an excellent example of a tycoon, controlling Berkshire Hathaway with integrity, taking into consideration the interests of the stakeholders, with a humane approach to business, while still becoming a billionaire. Recently, he decided to donate most of his fortune to the community.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 556-561

Assignment: 1. Warren Buffet – the man and the legend.

Bribe Case – Ethics in Government Tenders: A large high-tech company competes in a \$300M tender, although it has almost no expertise in this field. The company bribes a government official, but is sued by the mediator who didn't receive his share of the bribe.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 309-318.

Assignments: 1. Summary of the case. Analysis of the business and ethical dilemmas of: 2. Maurice the CEO of the telecommunication company, 3. Norbert the CEO of Shannont, 4. Patrick the CFO of Shannont, 5. Simon the District Court Judge.

8. Transparency, Ethics and the Media – The Film The Insider

The Insider, 1999, 157 min., Director Michael Mann, with Al Pacino and Russel Crowe.

Based on the true story of an attempt to silence on TV the disclosure by a whistleblower scientist, Dr. Jeffrey Wigand, that tobacco companies introduce addictive ingredients in cigarettes. Lowell Bergman, the producer of 60 minutes, is called by CBS executives: fanatic, anarchist, and he asks them: "Are you journalists or businessmen?".

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 435-437.

Assignments: 1. Summary of the film. Analysis of the business and ethical dilemmas of: 2. Dr. Jeffrey Wigand, 3. Mike Wallace, 4. Lowell Bergman, 5. Owners of CBS. Those who prepare the assignments have to watch the film before the meeting. Extracts of the film will be shown during the meeting.

Meeting 5

9. Inefficient Existing Panaceas and the Importance of Whistleblowers

Monks' seven panaceas that are supposed to safeguard the corporate accountability are very often inefficient: the CEO, regulation, independent directors, independent experts, boards of directors, the free press and external constraints. The dilemma of the whistleblowers who have the courage to denounce overtly the crimes of companies against the stakeholders and suffer the consequences.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 124-130, 200-202.

Assignment: 1. Summary of pp. 124-130 and 200-202.

Joseph Stiglitz, the Prophet of the Third Way Between Neoliberals and Socialists

Nobel Prize winning Stiglitz explains in an academic, clear and concise language how the world economy works, and offers an agenda of inventive solutions to our most pressing economic, social, and environmental challenges, with a moral sensitivity required to ensure a just and sustainable world. Stiglitz suggests ways to make globalization and world economy work, in an Aristotelian Third Way.

Required Reading: Stiglitz Joseph E., *Making Globalization Work*, W. W. Norton & Company, 2007, pp. 187-210.

Recommended Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 105-112.

Stiglitz Joseph E., *Freefall: America, Free Markets, and the Sinking of the World Economy*, W. W. Norton & Co., 2010, pp. 184-209 and 275-297

Assignments: 1. Multinational Companies. 2. Market Failures. 3. Limiting the Power of Corporations. 4. Improving Corporate Governance.

10. The Corporate Scandals of 2001- 2003: The Enron Case, the Film "The Crooked E"

The Crooked E, the Unshredded Truth about Enron, TV 2003, 100 min., Director Penelope Spheeris, with Christian Kane and Brian Dennehy, based on the book by Brian Cruver

The Enron scandal on the Internet, press, films, books and research. An analysis of the largest bankruptcy ever (until then) in December 2001, with fraud, use of insider information, lack of transparency and integrity of the executives. The Sarbanes-Oxley Act enacted after Enron.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 420-424.

Assignments: 1. Summary of the film. Analysis of the business and ethical dilemmas of: 2. Ken Lay, 3. Jeff Skilling, 4. Brian Cruver, 5. Mr. Blue. Those who prepare the assignments have to watch the film before the meeting. Extracts of the film will be shown during the meeting.

Meeting 6

11. Business Ethics in Philosophy and Religion

Business Ethics in philosophy – ethics, morals, deontology – duty. Aristotle and moderation, trust and friendship, Machiavelli – ethics is unpractical, brutal bosses and management

cruelty, Adam Smith and the invisible hand theory, Utilitarianism, the Golden Rule - 'do to others what you would like them to do to you', the Absolute Imperative of Kant - for a law to be moral it has to be universal.

Business Ethics in Judaism: the prophet Amos, the Bible, the Talmud, the Kabbalah, the Aggadah, 'the just suffers while the unjust prospers', 'the longest way is the one who goes from the heart to the pocket', fraud, love your neighbor as yourself. Business Ethics in Christianity: Jesus, the New Testament, Protestant ethical precepts, religious education.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 52-75, and 86-105.

Assignment: 1. Business Ethics in Philosophy. 2. Business Ethics in Religion.

Independent Directors Case: An independent director in a bank's mutual fund discovers that the shares' prices in one of its investments have collapsed due to a manipulation of the prices. He wants to sue the company, but it is one of the best clients of the bank. Can he be truly independent?

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 233-241.

Assignments: 1. Summary of the case. Analysis of the business and ethical dilemmas of: 2. Professor Smith, the independent director, 3. Jonathan, CEO of Ordatt's Bank Trust Fund, 4. Troy, CFO of Tovlin, subsidiary of Tovdor, 5. Horacio, a minority shareholder of Tovlin.

12. Globalization – The World is Flat by Thomas Friedman

Globalization in the 21st century, what it means to countries such as the US, India and China, to companies – multinationals and startups, to stakeholders – individuals and communities, how governments and societies can and must adapt. The context of the crooked/not flat global economy.

Required Reading: Friedman Thomas L., *The World is Flat - A Brief History of the Twenty-First Century*, First Updated and Expanded Edition, Farrar, Straus and Giroux, 2006, pp. 50-200

Assignments: 1. Flatteners 1-2, 2. Flatteners 3-4, 3. Flatteners 5-6, 4. Flatteners 7-8, 5. Flatteners 9-10.

Film: Charlie Rose with Thomas L. Friedman (August 31, 2005), 60 min., documentary. An interview of Thomas L. Friedman, columnist for the New York Times and author of "The World is Flat".

Meeting 7

13. New Ethical Perspectives

New ethical perspectives designed to prevent recessions, fraud and ultimately the collapse of the world's economy: Ethical Strategic Planning – assimilation of ethical codes, integrity screening of stakeholders, integrity tests. Case studies of Tylenol, Ben & Jerry's, Ford Pinto.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 273-289, 79-80, 72-75.

Assignment: 1. Summary of the Reading.

Whistleblower Case: The program manager has to meet a very tight schedule, he falsifies results and gets a bonus. The VP QA discovers it and blows the whistle although the CEO backs the program manager. Should the VP QA tell the customer, where is his allegiance?

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 149-157.

Assignments: 1. Summary of the case. Analysis of the business and ethical dilemmas of: 2. Paul, VP Quality of Fire Control, 3. Peter, CEO of Fire Control, 4. Carl, Program Manager of Fire Control, 5. David, VP Finance of Fire Control.

14. Sustainability – a Precondition of Recovery for the Ailing Economy after Economic Whirl

The dilemmas of global warming with Al Gore's lifelong commitment to reversing the effects of global climate change. A rallying cry to protect the earth, as a sustainable solution for the economy. Thomas Friedman's book "Hot, Flat, and Crowded" devises efficient methods to meet the challenges of ecology, as we are in the wrong track and need a course correction in modern capitalism.

Required Reading: Friedman Thomas L., *Hot, Flat, and Crowded, Why We Need a Green Revolution and How it Can Renew America*, Farrar, Straus and Giroux, 2008 – pp. 26-49 and 267-296

Wikipedia and Internet websites on Sustainability

Assignments: 1. Chapter 2 in Friedman's book. 2. Chapter 12 in Friedman's book. 3. China and India and Sustainability. 4. Your country/region/city and Sustainability.

Film: An Inconvenient Truth, 2006, 96 min., Director Davis Guggenheim, with Al Gore – extracts

Meeting 8

15. Psychological and Social Perspectives of Business Ethics

Psychology, society and trust have a predominant role in the business world, while the erosion of trust costs exorbitant amounts to the modern economy. Trust has its national nuances. Japan and Germany are societies with a very high level of trust and social orientation; while France and Italy are societies which are more individualistic and mistrusting, especially toward the authorities.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 348-361.

Assignment: 1. Summary of the reading.

Mergers & Acquisitions Case: Integrity of a young executive in a holding company conducting a due diligence on an investment in a new start-up. Although his boss is the start-up's founder's father he is supposed to give an unbiased opinion, or not?

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 290-298.

Assignments: 1. Summary of the case. Analysis of the business and ethical dilemmas of: 2. Ron, CEO of Torsaf, 3. Richard, VP of Torsaf, 4. Albert, CEO of Memenco, 5. Charles, minority shareholder of Tordot.

16. Corporate Social Responsibility, Muhammad Yunus and Grameen Bank Models, Social Business and the Future of Capitalism, Grameen Danone, a Humane Form of Capitalism

Corporate Social Responsibility precepts are that the values contribute to profits not less than performance. Muhammad Yunus innovated strategies for lending microloans with Grameen Bank to the poor, helping millions to live better lives, while being solidly profitable with 99% repayment rate.

Required Reading: Yunus Muhammad, *Creating a World Without Poverty: Social Business and the Future of Capitalism*, PublicAffairs, 2009, pp. 43-101 and 129-162

Assignments: 1. Summary of pp. 43-75. 2. Summary of pp. 77-101. 3. Summary of pp. 129-147. 4. Summary of pp. 149-162.

Film: Charlie Rose with Muhammad Yunus (June 4, 2004), 2006, 57 min. – extracts

Meeting 9

17. The Predominance of Ethics and Values for a CEO

The most important feature of a businessman has to be his moral integrity, especially in fiduciary positions such as CEOs, vice presidents, or investment bankers and analysts. In most cases, if the CEO is ethical the company will be ethical and if he is unethical the company will wrong its stakeholders.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 113-124.

Assignment: 1. Summary of the reading.

Organizational Behavior Case: The CEO decides to reward his CFO for conducting an IPO by sending him with his wife to a pleasure trip in Italy. By the way, the CEO asks the CFO to report as business expenses his \$60K private expenses. When the CFO refuses to do so he is fired.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 131-139.

Assignments: 1. Summary of the case. Analysis of the business and ethical dilemmas of: 2. Joseph, Controller of Marignan, 3. Harry, CEO of Marignan, 4. Fanny, VP Human Resources of Marignan, 5. Suzan, wife of Joseph.

18. Hostile Takeovers and Ethical Management: The film "Other People's Money"

Other People's Money, 1991, 103 min., Director Norman Jewison, based on Jerry Sterner's play, with Danny DeVito, Gregory Peck, Penelope Ann Miller, Piper Laurie

Larry Garfield is a serial liquidator of companies acquiring undervalued companies, called by him - "sleeping beauties", tearing them apart to the detriment of the stakeholders and owners, as the valuation of the parts is higher than the whole. Andrew Jorgenson, an old-school manager-owner, believes that companies should serve mainly their stakeholders but loses his company to Garfield.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 253-256.

Assignments: 1. Summary of the film. Analysis of the business and ethical dilemmas of: 2. Larry Garfield, 3. Andrew Jorgenson, 4. The shareholders of the company, 5. The workers of the company. Those who prepare the assignments have to watch the film before the meeting. Extracts of the film will be shown during the meeting.

Meeting 10

19. International Aspects of Business Ethics

One of the criteria for the survival of a national or global society is that it needs to have a common morality for all society's members. Ethics in international business is influenced by different cultures, moral customs, political regimes, development, financial and economic situation, but is also universal as stated in The Universal Declaration of Human Rights.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 562-576.

Assignment: 1. Summary of the reading.

Cultural, Ethical and Mentality Gaps in International Business Case: The importance of understanding cultural, mentality, religious, or social gaps, during negotiations on M&A. A local company wants to buy a French company but encounters suspicion and prejudices from the French. The gaps are overcome through the interference of a mediator familiar with both mentalities.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 610-622.

Assignments: 1. Summary of the case. Analysis of the business and ethical dilemmas of: 2. Richard President of Scales, 3. Philippe President of Electronique France, 4. Louis the son of Philippe, 5. Emile manager of the M&A program.

20. Labor Rights in the Global Context, the Film "The Take" on Argentina

The Take, 2004, 87 min., documentary directed by Avi Lewis, written by Naomi Klein, on Argentina

The film "The Take", based on Naomi Klein's screenplay, describes the struggle of workers in Argentina against unemployment and bankruptcy of their factories, due to the collapse of the economy, IMF involvement, and corruption. Cooperative alternatives do work.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 651-657.

Assignments: 1. Summary of the film. Analysis of the business and ethical dilemmas of: 2. IMF involvement in Argentina, 3. The Argentinian authorities. 4. The owner of the factory Forja San Martin, 5. The workers of the factory Forja San Martin. Those who prepare the assignments have to watch the film before the meeting. Extracts of the film will be shown during the meeting.

Meeting 11

21. Ethics in Banking and towards Minority Shareholders

The world economy is more and more concentrated in the hands of a small number of huge corporations and banks, which control the economy, without being adequately controlled by the governments and the citizens, and least of all by the shareholders. The 36 laws of wrongdoing to minority shareholders in unethical companies.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 202-213.

Assignment – 1. Summary of the reading.

Ethics in the Stock Exchange and Banking Case: The CEO of a bank's fund gets an insider information that the shares' prices of a subsidiary of the bank is about to collapse. Should he use this information to the benefit of the fund's investors in spite of the "Chinese Wall"?

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 224-232.

Assignments: 1. Summary of the case. Analysis of the business and ethical dilemmas of: 2. Bernard, CEO of the Bank's Trust Fund, 3. Craig, CEO of Fabrizzio's holding company, 4. Don, a minority shareholder of Fabrizzio who committed suicide, 5. Mario, a minority shareholder of Fabrizzio, who blew the whistle to the SEC.

22. The Barings Bank Collapse, the Film "Rogue Trader"

Rogue Trader 1999, 101 min., based on Nick Leeson's autobiography about the disastrous collapse of UK's Barings Bank, Director James Dearden, with Ewan McGregor, Anna Friel.

The importance of being ethical in an Asian and European Context. The collapse of Barings Bank by the unethical conduct of its manager in Singapore Nick Leeson. The inadequate control of Barings' executives and auditors, motivated by the predominance of profits.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 247-249.

Assignments: 1. Summary of the film. Analysis of the business and ethical dilemmas of: 2. Nick Leeson, 3. Peter Baring. 4. The managers of Leeson, 5. The Central Banks. Those who prepare the assignments have to watch the film before the meeting. Extracts of the film will be shown during the meeting.

Meeting 12

23. The Black Swan and Irrational Economics – Nassim Taleb and Daniel Kahneman

For Nassim Taleb, black swans underlie almost everything about our world, and most of all on the stock exchange. A black swan, as the Recession of 2008, is a highly improbable event, but as it carries a massive impact we have to take it into account. Kahneman, Nobel prize winner, has started a new perspective on the traditional economics, rejecting traditional economic assumptions of rationality.

Required Reading: Taleb Nassim Nicholas, *The Black Swan: The Impact of the Highly Improbable*, Random House, 2007, pp. 38-50

Kahneman Daniel and co-authors, *Choices, Values, and Frames*, Cambridge University Press, 2000, pp. 159-170

Assignments: 1. The theories of Nassim Taleb. 2. The theories of Daniel Kahneman. 3. How does the Great Recession of 2007-2010 validate or not the theories of Taleb and Kahneman?

Film: Nassim Taleb Interviewed by Charlie Rose, December 3, 2008, 57 minutes, and Nassim Nicholas Taleb: The Future Has Always Been Crazier Than We Thought, 2008, 90 min. – extracts

Professor Daniel Kahneman interviewed by Chrystia Freeland, Reuters, Fireside Chat Zeitgeist Europe, 2010, 27 min. <http://www.youtube.com/watch?v=uUYQrLsmNMM>

BBC – The Love of Money, 2009, Part III – Back from the Brink, 51 min. – extracts

24. Banking and Social Responsibility – the Film "It's a Wonderful Life"

It's a Wonderful Life, 1946, 130 min., Director Frank Capra, with James Stewart and Donna Reed

A 'futuristic' 1946 film suggesting a solution for subprime mortgage borrowers, with an ethical mortgage banker, George Bailey, who gives cheap loans to low-income families to purchase modest houses instead of renting slums. No securities backed with subprime mortgages, widely held by financial firms, no collapse of their value, no large decline in the capital of major banks and US government-sponsored enterprises, no 1.3 million US housing properties subject to foreclosure activity, no financial products called mortgage-backed securities (MBS), which derive their value from mortgage payments - just plain corporate social responsibility, with ethics and goodness prevailing over wrongdoing and greed, despite all the difficulties. James Stewart manages to do it with the assistance of a guardian angel, but how many of us have one? Are we heading to a catastrophe or will ethics prevail and save us?

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 520-522.

Assignments: 1. Summary of the film. Analysis of the business and ethical dilemmas of: 2. George Bailey, 3. Mr. Potter. 4. Mary Hatch Bailey, 5. The town citizens. Those who prepare the assignments have to watch the film before the meeting. Extracts of the film will be shown during the meeting.

Meeting 13**25. New Vehicles to Surmount Market Failures**

Analysis of new vehicles designed to surmount market failures, improving drastically corporate governance: the Institute of Ethics, the Supervision Board, Ethical Funds, independent directors appointed by the stakeholders of the companies.

Required Reading: Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 80-85, 11-16.

Wikipedia: Socially Responsible Investing

Assignments: 1. Ethical Funds. 2. Independent Directors. 3. The Supervision Board. 4. The Institute of Ethics.

26. The End of Capitalism or a New Beginning?

Capitalism: A Love Story, 2009, 127 min., directed by Michael Moore – extracts

Since the eighties we witnessed an exuberant capitalism taking over the world scene with neo liberal regimes in the US & UK, the Soviet Empire collapsed, China & the Eastern Block adopted capitalism, this was the end of history, or a new beginning? However, after witnessing the Economic Whirl culminating in the Recession of 2008, many believe that this is the end of capitalism as we know it. The film Capitalism: A Love Story, directed by Michael Moore, explores all those issues. Summary and conclusion of the course: The recommended course of action: ethics, sustainability and CRS.

{Bibliography, List of Works and CV are included in other chapters in this book.}

THE FUTURE OF CAPITALISM IN A SUSTAINABLE SOCIETY A CONTEMPORARY COURSE

Visiting Professor Jacques CORY (Website: www.businessethicscory.com)

Course Objectives and Description -

The objective of the course is to examine the future of capitalism in a sustainable society in the context of the Great Recession of 2007-2010, finding a pattern of the Economic Whirl starting in the eighties with damages of billions and incurring in 2008 damages of trillions. The course analyzes Contemporary Capitalism, the Great Recession and the Economic Whirl, based on Cory's research and books and more than 150 books, 130 videos, case studies, and thousands of articles and documents on the issues of this course, researching them in a vivid and captivating way. Finally, the course examines the solutions to the crisis of capitalism, adopted by the regulators and business, recommended by eminent professors, writers and tycoons, and advocated by Cory in his books, lectures and articles.

The course calls in question the conduct of corporations, leaders, executives and regulators before and during the Recession in order to assist the participants in understanding how the business models of the invisible hand, minimal regulation and maximization of profits have a perverse impact on the world economy, society and stakeholders and ultimately – business and profitability. The course will encourage participants to develop their own insights, which could be different from the prevailing neoliberal ideology, and find the right equilibrium between profitability, business ethics, social responsibility and sustainability which do not contradict but complement each other in the long run.

The course explores the different angles of Capitalism, the Whirl and the Recession by a method of group dynamics with a modern approach. It comprises 16 - 32 sessions, mainly on the future of Capitalism, the Recession and the Whirl, in the context of globalization, sustainability, social responsibility and corporate governance. The course keeps a balanced approach by presenting the theories of Milton Friedman versus John Maynard Keynes, the bank leadership models of James Dimon, CEO of JPMorgan Chase, versus James Cayne, CEO of Bear Stearns, the bank corporate cultures of Goldman Sachs versus Lehman Brothers, the Black Swan and Irrational Economics versus the Invisible Hand and quantitative theories, the capitalism models of Scandinavia versus the United States, as well as a thorough analysis of the pros and cons of regulation, derivatives, leverage buyouts, hedge funds and the activities of pension funds on the stock exchange, the ethical model of Warren Buffett, sustainability model of Paul Hawken, social responsibility model of Grameen Bank, outlooks of Joseph Stiglitz, Nouriel Roubini, Naomi Klein, Joel Bakan, Michael Moore, George Soros, etc.

The course is designed for universities, corporations, firms and organizations.

In 2001 Cory lectured and published books anticipating the Corporate Scandals and since 2004 he gives courses at the University of Haifa (elected Best Lecturer), in 2006 at INSEAD, since 2009 at the Technion in Israel - Executive MBA, since 2010 at the Tel Aviv University - International MBA, anticipating the Recession in lectures and books published in Israel in July 2008 and in the US in 2009. "The book has anticipated the economic events and history

reveals Cory's intellectual sagacity. The book is drawing well the landscape in which those successive crises did occur and makes clear how each time we find the same causes that additional regulatory efforts did not fix. The book is the wisdom of a man of experience and of conviction who has translated his successful business career into a pedagogical package for the benefit of the young generation." Henri-Claude de Bettignies, Professor at INSEAD (France and Singapore), Stanford (US) and CEIBS (China), February 2009

"I just read your course materials and it sounds like a terrific class", November 2009, Andrew Ross Sorkin, journalist in The New York Times, author of the book on the Recession "Too Big to Fail". Alexandra Reed Lajoux, a prominent business writer and CKO at the National Association of Corporate Directors, comments (8/2008) on the adaptation of the book in English: "Your book has a wise premise, brilliantly fulfilled. It's a potential best seller. Your book will be a classic."

Course Methods -

The instructor will employ a variety of pedagogical tools: analysis of books, cases, lectures, videos, role play, team work and group dynamics. Additional readings will be proposed as optional for those who are particularly interested in some of the issues discussed in class. The personal assignments are based on the required or optional readings and cases of the course package. Details on the personal assignments will be given in the first session of the course.

Grading -

The final grade will be based on: 1. Personal Assignments on theoretical and empiric studies and role playing - 50%. These assignments will measure the ability of the participants to understand business dilemmas, related to contemporary Capitalism, the Recession and the Whirl, and presenting them in a convincing manner to the class. 2. Final Report of 10 pages on the subject: "The business dilemmas of a corporation during the Great Recession of 2007-2010" - 50%. This report, on a corporation approved by the lecturer, will be presented on the final session of the course.

C= Case (required); R= Required reading; O= Optional Reading; B= Book (if you wish to go further)

SELECTED REQUIRED BIBLIOGRAPHY AND WORKS

Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, Mellen, 2009

FCIC – Financial Crisis Enquiry Commission, *The Financial Crisis Inquiry Report*, Public Affairs Report, 2011

Ferguson Charles H., *Predator Nation: Corporate Criminals, Political Corruption, and the Hijacking of America*, Crown Business, Random House, 2012

Friedman Thomas L., *Hot, Flat, and Crowded, Why We Need a Green Revolution and How it Can Renew America*, Farrar, Straus & Giroux, 2008. And: *The World is Flat - A Brief History of the Twenty-First Century*, Farrar, Straus & Giroux, 2006

Kansas Dave, *The Wall Street Journal Guide to the End of Wall Street as We Know It*, Collins, 2009

Klein Naomi, *The Shock Doctrine: The Rise of Disaster Capitalism*, Picador, 2008

Lynn Matthew, *Bust: Greece, the Euro, and the Sovereign Debt Crisis*, John Wiley & Sons, 2011

Reich Robert B., *Beyond Outrage: What Has Gone Wrong with Our Economy and Our Democracy, and How to Fix It*, Vintage Books, 2012, And *Aftershock: The Next Economy & America's Future*, Vintage Books, 2011

Ritholtz Barry, *Bailout Nation: How Greed & Easy Money Corrupted Wall Street & Shook the World Economy*, Wiley, 2009

Roubini Nouriel & Mihm Stephen, *Crisis Economics: A Crash Course in the Future of Finance*, Penguin, 2010

Sorkin Andrew Ross, *Too Big to Fail: The Inside Story of How Wall Street and Washington Fought to Save the Financial System – and Themselves*, Viking Adult, 2009

Stiglitz Joseph E., *Freefall*, W. W. Norton & Co., 2010. And: *The Roaring Nineties*, W. W. Norton, 2004. And: *The Stiglitz Report*, New Press, 2010, And: *The Price of Inequality*, W. W. Norton, 2012.

Taibbi Matt, *Griftopia: A Story of Bankers, Politicians, and the Most Audacious Grab in American History*, Spiegel & Grau, 2011

The Ascent of Money: Boom and Bust, 2008, 120 min., Director Adrian Pennink, with Niall Ferguson

Barbarians at the Gate, 1993, TV, 107 m., Director Glenn Jordan, based on the book by Burrough & Helyar

Biography – Ben & Jerry's, 2008, 50 min., starring: Ben Cohen, Jerry Greenfield

Capitalism: A Love Story, 2009, 127 min., starring and directed by Michael Moore

Charlie Rose with Muhammad Yunus (June 2004), 2006, 57 min. And with Warren Buffett (October 1, 2008), 2008, 57 min.

The Corporation, 2003, 145 min., Directors Jennifer Abbott, Mark Achbar, based on Joel Bakan's book

The Crooked E, the Unshredded Truth about Enron, 2003, 100 min., Dir. Penelope Spheeris, Book by B. Cruver.

An Inconvenient Truth, 2006, 96 min., Director Davis Guggenheim, Narrated by Al Gore

Inside Job, 2010, 109 minutes, written and directed by Charles Ferguson, narrated by Matt Damon

No Logo, 2003 V, 42 mi., Director Sut Jhally, documentary based on the book "No Logo" by Naomi Klein

Too Big to Fail, 2011, 100 min., Director Curtis Hanson, with James Woods, William Hurt, Paul Giamatti

Where is the World Going to, Mr. Stiglitz?, 2007, 380 min., starring Joseph Stiglitz

THE FUTURE OF CAPITALISM IN A SUSTAINABLE SOCIETY – A CONTEMPORARY COURSE

Session 1:

Introduction: Objectives, Description, Methods and Grading

The objective of the course is to examine the future of capitalism in a sustainable society in the context of the Great Recession of 2007-2010, finding a pattern of the Economic Whirl starting in the eighties with damages of billions and incurring in 2008 damages of trillions. Description of the sessions, methods of participation, assignments, group dynamics, final report and grading.

C – Video - The Ascent of Money: Boom and Bust, 2008, 120 min., Director Adrian Pennink, with Niall Ferguson, And - BBC – The Love of Money, 2009, Part II – The Age of Risk, 51 min., And - Too Big to Fail, 2011, 100 min., Director Curtis Hanson, with James Woods, William Hurt, And – Inequality for All, 2013, 86 min., Director Jacob Kornbluth, with Robert Reich - extracts

R – Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009, pp. 1-16, And R - Kansas Dave, *The Wall Street Journal Guide to the End of Wall Street as We Know It: What You Need to Know About the Greatest Financial Crisis of Our Time and How to Survive It*, Collins Business, 2009, pp.1-126, And R - Reich Robert B., *Beyond Outrage: What Has Gone Wrong with Our Economy and Our Democracy, and How to Fix It*, Vintage Books, 2012, pp. 1-106, And R - Reich Robert B., *Aftershock: The Next Economy & America's Future*, Vintage Books, 2011, pp. 1-123, And R – FCIC – Financial Crisis Enquiry Commission, *The Financial Crisis Inquiry Report*, Public Affairs Report, 2011, pp. xv-xxviii, 3-24, 413-439

O – Krugman Paul, *The Return of Depression Economics and the Crisis of 2008*, W. W. Norton, 2009, 1999, pp. 165-191, And O - Cassidy John, *How Markets Fail: The Logic of Economic Calamities*, Farrar, Straus and Giroux, 2009, pp. 335-346, And O – Rajan Raghuram G., *Fault Lines: How Hidden Fractures still Threaten the World Economy*, Princeton University Press, 2010, pp. 21-45, 120-133

B – Dent Harry S., *The Great Depression Ahead: How to Prosper in the Crash Following the Greatest Boom in History*, Free Press, 2009, And B - Kansas, 2009, And B - Cassidy, 2009, And B - FCIC 2011, And B Rajan, 2010, And B - Reich, 2012, And B – Reich, 2011

Session 2:

The Economic Whirl - from Damages of Billions in the Eighties to Trillions in 2008

The pattern of the Economic Whirl starting in the eighties with damages of billions, increasing in 2008 to damages of trillions. A thorough analysis of the Recession based on Cory's research, books & more than 150 books, 130 videos and thousands of articles and documents on the issues of this course. The causes of the Recession and an overview on its key protagonists - corporations and executives.

C – Video - The Ascent of Money: The Financial History of the World, 2008, 240 min., Director Adrian Pennink, w. Niall Ferguson, And Frontline: Ten Trillion and Counting, 2009, 60 min. - extracts

R – Cory, 2009, pp. 24-35, And Hirsh Michael, *Capital Offense: How Washington's Wise Men Turned America's Future Over to Wall Street*, Wiley, 2010, pp. 1-27, 141-200, 289-322

O – Krugman, 2009 (1999), pp. 139-164, And O - McLean Bethany & Nocera Joe, *All the Devils are Here: The Hidden History of the Financial Crisis*, Portfolio Penguin, 2010, pp. 4-68

B – Lewis Michael, *Panic: The Story of Modern Financial Insanity*, W. W. Norton, 2009, And *The Big Short: Inside the Doomsday Machine*, W.W. Norton, 2010, And B – McLean, 2010, And B - Sorkin Andrew Ross, *Too Big to Fail: The Inside Story of How Wall Street and Washington Fought to Save the Financial System – and Themselves*, Viking Adult, 2009, And B - Hirsh, 2010

Session 3:

Leaderships - James Dimon, CEO of JPMorgan Chase, vs. James Cayne, CEO of Bear Stearns

Leadership is one of the most important factors for the success of companies and banks. Jamie Dimon, CEO of JPMorgan Chase, managed his bank successfully and cautiously throughout the Recession, taking over the bankrupt Bear Stearns, whose CEO Jimmy Cayne, ruined the bank with his greed, battle for power, and risky management, disregarding and wronging the stakeholders' interests.

C – Video - Frontline: Inside the Meltdown, 2009, 60 min. – extracts, Bear Stearns, And C – Video – Charlie Rose, Jamie Dimon (July 7, 2008), 2008, 57 min. - extracts

R - McDonald Duff, *Last Man Standing: The Ascent of Jamie Dimon and JPMorgan Chase*, Simon & Schuster, 2009, pp. 240-274 and 308-328, And R - Cohan William D., *House of Cards: A Tale of Hubris and Wretched Excess on Wall Street*, Doubleday, 2009, pp. 80-108 and 371-416

O – Bamber Bill and Spencer Andrew, *Bear-Trap: The Fall of Bear Stearns and the Panic of 2008*, Brick Tower Books, 2008, pp. 115-138, And O - Minsky Hyman, *Stabilizing an Unstable Economy*, McGraw-Hill, 2008, pp. 219-282, And O - FCIC, 2011, pp. 256-291, And Freeland, 2012, pp. 38-140

B – Cohan, 2009, And B - Bamber, 2008, And B - McDonald Duff, 2009, And Freeland Chrystia, *Plutocrats: The Rise of the New Global Super-Rich and the Fall of Everyone Else*, Penguin, 2012, And Blanchard Olivier, Romer David, Michael Spence, and Stiglitz Joseph, edited by, *In the Wake of the Crisis: Leading Economists Reassess Economic Policy*, The MIT Press, 2012

Session 4:

Corporate Cultures – Goldman Sachs versus Lehman Brothers

Debate on the issues of responsibility of executives, teamwork, excessive leverage, other people's money, growth at all cost and all risk, illustrated in the case of two of the largest investment banks on Wall Street – Goldman Sachs and Lehman Brothers. The reckless, one-man show, instant and arrogant Lehman Brothers versus the cautious, partner-like, 'modest' and long-term focused Goldman Sachs.

C – Video - BBC – The Love of Money, 2009, Part I – The Bank that Bust the World (Lehman), 51 min., And Frontline: Inside the Meltdown, 2009, 60 min., And Charlie Rose with Hank Paulson (May 19, 2004), 2006, 57 min. – extracts - Goldman Sachs

R - Ellis Charles D., *The Partnership: The Making of Goldman Sachs*, Penguin, 2009, pp. 184-215, And Taibbi Matt, *The Great American Bubble Machine (Goldman Sachs)*, Rolling Stone, July 9-23, 2009, And Griftopia: A Story of Bankers, Politicians, and the Most Audacious Power Grab in American History, Spiegel and Grau, 2011, pp. 35-77, 78-123, 206-240, 241-296, And McDonald Lawrence G., *A Colossal Failure of Common Sense: The Inside Story of the Collapse of Lehman Brothers*, Crown Business, 2009, pp. 296-325 and 327-339, And FCIC, 2011, pp. 309-352, And Admati Anat and Hellwig Martin, *The Bankers New Clothes: What's Wrong with Banking and What to Do about It*, Princeton University Press, 2013, pp. 169-228

O – Cohan William D., *Money and Power: How Goldman Sachs Came to Rule the World*, Doubleday, 2011, pp. 1-24, 596-610, And Sorkin, 2009, pp. 340-372, And McLean, 2010, pp. 151-167, 267-284, And O – Prins Nomi, *It Takes a Pillage: Behind the Bailouts, Bonuses, and Backroom Deals from Washington to Wall Street*, Wiley, 2009, pp. 80-99 and 192-224, And Morgenson Gretchen, Rosner Joshua, *Reckless Endangerment: How Outsized Ambition, Greed, and Corruption Led to Economic Armageddon*, Times Books, Henry Holt and Company, 2011, pp. 263-298

B – McDonald Lawrence, 2009, & Cohan, 2011, & Taibbi, 2011, & Morgenson, 2011, & McGee Suzanne, *Chasing Goldman Sachs: How the Masters of the Universe Melted Wall Street Down... And Why They'll Take Us to the Brink Again*, Crown Business, 2010, & Admati, 2013

Session 5:

Bernie Madoff – The Wall Street Guru

On December 11, 2008, Bernard Madoff, 70, a former Nasdaq chairman and a respected figure on Wall Street for 40 years was charged with having perpetrated a mammoth Ponzi scheme, becoming the new face of fraud on Wall Street. Victims have lost as much as \$65 billion and Madoff was sentenced to 150 years in prison. Madoff, the Guru of Wall Street, has become the symbol of Wall Street.

C – Video - BBC – The Madoff Hustle, 2009, 51 min. - extracts

C – Video - Ripped Off: Madoff and the Scamming of America, 2009, 94 min. – extracts

C – Video – Frontline: The Madoff Affair (2009), 2009, 60 min. - extracts

R - Arvedlund Erin, *Too Good to Be True: The Rise and Fall of Bernie Madoff*, Portfolio Hardcover, 2009, pp. 47-80, 151-168

O - Arvedlund, 2009, pp.195-220, 242-273

O – Strober Gerald and Strober Deborah, *Catastrophe: The Story of Bernard L. Madoff, The Man Who Swindled the World*, Phoenix Books, 2009, pp. 129-164

B – Arvedlund, 2009

B – Strober, 2009

Session 6:

The End of Capitalism or a New Beginning?

Since the eighties we witnessed an exuberant capitalism taking over the world scene with neo liberal regimes in the US & UK, the Soviet Empire collapsed, China & the Eastern Block adopted capitalism, this was the end of history, or a new beginning? However, after witnessing the Economic Whirl culminating in the Recession of 2008, many believe that this is the end of capitalism as we know it.

C – Video – Capitalism: A Love Story, 2009, 127 min., directed by Michael Moore – extracts, And C – Video - Frontline: Breaking the Bank (2009), 2009, 60 min. – extracts, Merrill Lynch, And C - Video - The Flaw, 2010, 82 min., Director- David Sington, w. Joseph Stiglitz, Robert Shiller - extracts

R – Cory, 2009, pp. 17-23, 79-85, And Piketty, 2014, pp. 430-467, & Morris Charles R., *The Two Trillion Dollar Meltdown: Easy Money, High Rollers, and the Great Credit Crash*, Public Affairs, 2009, pp. 143-177, & Shelp Ron with Ehrbar Al, *Fallen Giant: The Amazing Story of Hank Greenberg and the History of AIG*, Wiley, 2009, pp. 235-251, & Sorkin, 2009, pp. 484-528, & Chomsky Noam, *Profit Over People: Neoliberalism and Global Order*, Seven Stories Press, 1999, pp. 7-40

O – Brown Gordon, *Beyond the Crash: Overcoming the First Crisis of Globalization*, Free Press, 2010, pp. 17-66, And O - Heuvel Katrina Vanden, *Meltdown: How Greed and Corruption Shattered Our Financial System and How We Can Recover*, Nation Books, 2009, pp. 199-206, 234-244, And Acharya Viral V., Cooley Thomas F., Richardson Matthew P., Walter Ingo, *Regulating Wall Street The Dodd-Frank Act and the New Architecture of Global Finance*, Wiley, 2011, pp. 277-285 (AIG), And Lewis Michael, *Liar's Poker, Rising through the wreckage on Wall Street*, Penguin, 1990, pp. 103-133, Lewis, 2009, pp. 283-312 And Lewis, 2010, pp. 226-264, And Blanchard, 2012, pp. 31-42

B – Cory, 2009, And B Piketty Thomas, *Capital in the Twenty-First Century*, The Belknap Press of Harvard University Press, 2014, & B – Heuvel, 2009, & B – Acharya et al., 2011, & B – Krugman, 1999 (2009), and *A Country is Not a Company*, Harvard Business School Press, 2009, & B- Brown, 2010, & B - Jorion Paul, *Le capitalisme a l'agonie*, Fayard, 2011, in French, & B - Peicuti Cristina, *Crédit, Déstabilisation et Crises*, L'Harmattan, 2010, in French, & B – Chomsky, 1999

Session 7

Regulation, Inefficient and Efficient Ways Attempting to Overcome the Economic Whirl

The Great Recession proved that the vehicles that were devised to prevent such major crises are not efficient. Regulators and Economists - Nouriel Roubini, Henry Paulson, Klaus Schwab, Ben Bernanke, Sheila Bair, Alan Greenspan, Robert Rubin, Tim Geithner, Paul Krugman, Brooksley Born, devised ways to overcome crises, examined in the course. Dodd-Frank Wall Street Reform Act.

C – Video - Frontline: The Warning, 2010, 60 min., Director Michael Kirk, with Jim Gilmore, And The Ascent of Money: Boom and Bust, 2008, 120 min., Director A. Pennink, And Charlie Rose interviews Sheila Bair (October 17, 2008), 2008, 27 min. out of 57 min. - extracts

R - Bair Sheila, *Bull by the Horns: Fighting to Save Main Street from Wall Street and Wall Street from Itself*, Free Press, Simon & Schuster, 2012, pp. 171-272, 323-365, And R – Cory, 2009, pp. 36-51, And Anand Sanjai, *Essentials of the Dodd-Frank Act*, Wiley 2011, pp.15-83, And R – Paulson Henry M. Jr., *On the Brink: Inside the Race to Stop the Collapse of the Global Financial System*, Business Plus, 2010, pp. 435-453, And Ritholtz Barry, *Bailout Nation: How Greed and Easy Money Corrupted Wall Street and Shook the World Economy*, Wiley, 2009, pp. 231-261, And R – Krugman Paul, *End This Depression Now!*, W.W. Norton & Co., 2013, pp. 109-165, 208-230

O – The Dodd-Frank Wall Street Reform and Consumer Protection Act, July 2010, Enrolled Government Final Version, And Summary by Davis Polk, And Commentary by Skadden, Arps, And Wikipedia (see Bibliography for locating the websites), And Acharya et al., 2011, pp. 1-32, And Wessel David, *In Fed We Trust: Ben Bernanke's War on the Great Panic*, Crown, 2009, pp. 217-275, And O – Hacker Jacob S. & Pierson Paul, *Winner-Take-All Politics: How Washington Made the Rich Richer – And Turned Its Back on the Middle Class*, Simon & Schuster, 2010, pp. 1-72, 253-306, And O – Sorkin, 2009, pp. 529-539, And O – Dent, 2009, pp. 17-39, And O – Hirsh, 2010, pp. 67-102

B – Paulson, 2010, And B - Wessel, 2009, And B – Ritholtz, 2009, And B - Ellis, 2009, And B – Anand, 2011, And B - Hacker, 2010, And B - Krugman, 2013, And B - Bair, 2012

Session 8:

Joseph Stiglitz, the Prophet of the Third Way Between Neoliberals and Socialists

Nobel Prize winning Stiglitz explains in an academic, clear and concise language how the world economy works, and offers an agenda of inventive solutions to our most pressing economic, social, and environmental challenges, with a moral sensitivity required to ensure a just and sustainable world. Stiglitz suggests ways to make globalization and world economy work, in an Aristotelian Third Way.

C – Video - Where is the World Going to, Mr. Stiglitz?, 2007, with Joseph Stiglitz, 380 min. - extracts

R - Stiglitz Joseph E., *Freefall: America, Free Markets, and the Sinking of the World Economy*, W. W. Norton & Co., 2010, pp. 184-209 and 275-297, And R - from The Stiglitz Report, 2010, pp. 57-120, And R – Stiglitz Joseph E., *Making Globalization Work*, W. W. Norton & Company, 2007, pp. 187-210, And *The Price of Inequality*, W. W. Norton, 2012, pp. 265-290, and pp. 1-51

O - Stiglitz Joseph E., *The Roaring Nineties: A New History of the World's Most Prosperous Decade*, W. W. Norton, 2004, pp. 281-319, And Stiglitz Joseph E., Sen Amartya, Fitoussi Jean-Paul, *Mismeasuring Our Lives: Why GDP Doesn't Add Up*, New Press, 2010, pp. 1-95

O – Cory, 2009, pp. 105-112, And O - Hirsh, 2010, pp. 103-139, And O – Banerjee, 2012, pp. 235-273

B – Stiglitz, 2004, 2007, 2010, 2012, And B - Stiglitz et al 2010, And B - Stiglitz Joseph E., *The Stiglitz Report: Reforming the International Monetary and Financial Systems in the Wake of the Global Crisis*, New Press, 2010, And Banerjee Abhijit V. and Duflo Esther, *Poor Economics: A Radical Rethinking of the Way to Fight Global Poverty*, PublicAffairs, Perseus Books, 2012

Session 9:**Naomi Klein, the Fiercest Critic of Unfettered Capitalism and Globalization**

Klein challenges the victory of Milton Friedman's free-market economics, and shows how neo liberals harnessed terrible shocks and violence to implement their radical policies. Klein provides a rich description of the political machinations required to force unsocial economic policies with a heavy toll on the world economy, in the third, second and now the first world as well, and most of all – the US.

C – Videos - The Rise of Disaster Capitalism, 2009, with Naomi Klein, 77 min., & The Shock Doctrine, 2009, by Michael Winterbottom and Mat Whitecross, with Naomi Klein, 89 min., & The Shock Doctrine: The Rise of Disaster Capitalism, Naomi Klein, Bioneers, 2008, 33 minutes – extracts, And C – Video - The Ascent of Money: The Financial History of the World, 2008, 240 min., Director Adrian Pennink, with Niall Ferguson – extracts

R- Klein Naomi, *The Shock Doctrine: The Rise of Disaster Capitalism*, Picador, 2008, pp.3-25,560-589

R - Friedman Milton, "*The Social Responsibility of Business Is to Increase Its Profits*", Madsen, Essentials of Business Ethics, A Meridian Book, 1990, pp. 273-281, And Friedman Thomas L., Mandelbaum Michael, *That Used To Be Us: How America Fell Behind in the World it Invented and How We Can Come Back*, Farrar, Straus & Giroux, 2011, pp. 3-49

O – Cory, 2009, pp. 640-643, And Gitlin Todd, *Occupy Nation: The Roots, the Spirit, and the Promise of Occupy Wall Street*, itbooks, HarperCollins, 2012, pp. 3-30, 59-91, And Gasparino Charles, *The Sellout: How Three Decades of Wall Street Greed and Government Mismanagement Destroyed the Global Financial System*, HarperBusiness, 2009, pp. 479-499

B – Klein, 2008, And B – Gasparino, 2009, And B – Gitlin, 2012, And Friedman, 2011

Session 10:**The Black Swan and Irrational Economics – Nassim Taleb and Daniel Kahneman**

For Nassim Taleb, black swans underlie almost everything about our world, and most of all on the stock exchange. A black swan, as the Recession of 2008, is a highly improbable event, but as it carries a massive impact we have to take it into account. Kahneman, Nobel prize winner, has started a new perspective on the traditional economics, rejecting traditional economic assumptions of rationality.

C – Video - Nassim Taleb Interviewed by Charlie Rose, December 3, 2008, 57 minutes, and Nassim Nicholas Taleb: The Future Has Always Been Crazier Than We Thought, 2008, 90 min. – extracts, And C - Professor Daniel Kahneman interviewed by Chrystia Freeland, Reuters, Fireside Chat Zeitgeist Europe, 2010, 27 min. <http://www.youtube.com/watch?v=uUYQrLsmNMM>, And C – Video - BBC – The Love of Money, 2009, Part III – Back from the Brink, 51 min. – extracts

R – Taleb Nassim Nicholas, *The Black Swan: The Impact of the Highly Improbable*, Random House, 2007, pp. 38-50

R – Kahneman Daniel and co-authors, *Choices, Values, and Frames*, Cambridge University Press, 2000, pp. 159-170

R – Akerlof George A. and Shiller Robert J., *Animal Spirits: How Human Psychology Drives the Economy, and Why it Matters for Global Capitalism*, Princeton University Press, 2009, pp. 11-56

O – Cassidy, 2009, pp. 192-204, And O – Stiglitz, 2010, pp. 238-274

B – Taleb, 2007, And B – Kahneman, 2000, And B – Akerlof, 2009, And B - Ariely Dan, *The (Honest) Truth About Dishonesty: How We Lie to Everyone - Especially Ourselves*, Harper, 2013, Ariely Dan, *Predictably Irrational*, HarperCollins Publishers, 2008, Ariely Dan, *The Upside of Irrationality*, Harper, 2010

Session 11:

Speculation, Hedge Funds, Derivatives and the Crashes – George Soros & John Paulson

George Soros proposes a new paradigm: Financial markets never reflect the underlying reality accurately, thus occasionally affecting the fundamentals that market prices are supposed to reflect. John Paulson figured out how to short the market during the Crash of 2008 and gained billions on the subprime implosion. Ethical and Economic repercussions of speculation, hedge funds and derivatives.

C – Video - *The Ascent of Money: The Financial History of the World*, 2008, 240 min., Director Adrian Pennink, with Niall Ferguson – extracts

C – Video – *Shaping the Future: 2008 Global Conference: A Discussion with Nobel Laureates in Economics*, 2008, 75 min., Milken Institute – extracts

C – Video: *Frontline: Black Money*, 2009, starring and directed by Lowell Bergman, 60 min. - extracts

R – Soros George, *The Crash of 2008 and What it Means: The New Paradigm for Financial Markets*, Public Affairs, 2008, pp. 83-123 and 171-191, And R – Zuckerman Gregory, *The Greatest Trade Ever: The Behind-the-Scenes Story of How John Paulson Defied Wall Street and Made Financial History*, Broadway Business, 2009, pp. 234-272, And Leopold Les, *How to Make a Million Dollars an Hour: Why Hedge Funds Get Away with Siphoning Off America's Wealth*, John Wiley & Sons, 2013, pp. 183-236

R – Pozen Robert, *Too Big to Save?: How to Fix the U.S. Financial System*, Wiley, 2010, pp. 355-391

O – Lewis, 2010, pp. 136-178,

O - Johnston David Cay, *Free Lunch: How the Wealthiest Americans Enrich Themselves at Government Expense (and Stick You with the Bill)*, Portfolio Trade, 2008, pp. 259-298

B – Soros, 2008, & B - Zuckerman, 2009, & B - Johnston, 2008, & B Pozen, 2010, & B Leopold 2013

Session 12:

Business Ethics - The Warren Buffett and Berkshire Hathaway Model

Not all financial tycoons are Dick Fuld, Michael Milken or Bernie Madoff. Warren Buffett is an excellent example of a tycoon, controlling Berkshire Hathaway with integrity, taking into consideration the interests of the stakeholders, with a humane approach to business, while still becoming a billionaire. Recently, he decided to donate most of his fortune to the community.

C – Video – Charlie Rose – Warren Buffett (October 1, 2008), 2008, 57 min, And - Warren Buffett - Oracle of Omaha, 2000, 60 min., And - We're Not Broke, 2012, 53 min., Directors and Writers Victoria Bruce and Karin Hayes, And Four Horsemen, 2012, 97 min., Director and Writer Ross Ashcroft, with Joseph Stiglitz and Noam Chomsky - extracts

R – Schroeder Alice, *The Snowball: Warren Buffett and the Business of Life*, Bantam, 2009, pp. 1-29, 589-614, 671-707, And R – Cory, 2009, 556-561

O – Hagstrom Robert G., *The Warren Buffett Way*, John Wiley & Sons, Inc., 2005, pp. 189-198, And Sachs Jeffrey D., *The Price of Civilization: Reawakening American Virtue and Prosperity*, Random House, 2012, pp. 185-250

B – Schroeder, 2008, And B – Hagstrom, 2005, And B - Fox Justin, *The Myth of the Rational Market: A History of Risk, Reward, and Delusion on Wall Street*, HarperBusiness, 2009, And B Sachs, 2012

Session 13:

Sustainability – The Paul Hawken and Ray Anderson Models

Paul Hawken is perceived by many as the prophet of sustainability. He is not only an excellent writer, his books move us deeply, but he is also a very successful businessman. One of the people he has influenced most is Ray Anderson, the founder and chairman of Interface, the world's largest carpet manufacturer of commercial carpet who wept after reading *The Ecology of Commerce* by Hawken.

C – Video – Paul Hawken: The New Great Transformation, 2007, 71 min., Director Chris Baldwin, Speaker: Paul Hawken – extracts.

C – Video - Beyond the Line, Turn the Risks of Climate and Environmental Change into Compelling Business Opportunities, 2009, 55 minutes, with Anthony Simon, executives and ecologists - extracts

R – Hawken Paul, *The Ecology of Commerce*, HarperCollins, 1994, pp. 201-219

R – Cory, 2009, pp. 542-549

O – Hawken Paul, Lovins Amory, Lovins Hunter L., *Natural Capitalism: Creating the Next Industrial Revolution*, Back Bay Books, 2000, pp. 125-143

O – Hawken Paul, *Blessed Unrest: How the Largest Movement in the World Came into Being and Why No One Saw It Coming?*, Viking, 2007, pp. 49-68

O - Girardet Herbert & Mendonca Miguel, *A Renewable World: Energy, Ecology, Equality, A Report for the World Future Council*, Green Books, 2009, pp. 141-159 and 223-237 (chapters 6 & 10)

B – Hawken, 1994, 2000, and 2007

B – Girardet, 2009

Session 14:

Corporate Social Responsibility, Ben & Jerry's, Muhammad Yunus and Grameen Bank Models, Social Business and the Future of Capitalism, Grameen Danone, a Humane Form of Capitalism

Ben & Jerry's, which was founded by Ben Cohen and Jerry Greenfield, contributes 7.5% of its pretax profits to the communities of Vermont. They believe that the values contribute to profits not less than performance. Muhammad Yunus innovated strategies for lending microloans with Grameen Bank to the poor, helping millions to live better lives, while being solidly profitable with 99% repayment rate.

C – Video – Charlie Rose with Muhammad Yunus (June 4, 2004), 2006, 57 min. - extracts

C – Video - Biography – Ben & Jerry's, 2008, 50 min., starring: B. Cohen, Jerry Greenfield – extracts

R – Yunus Muhammad, *Creating a World Without Poverty: Social Business and the Future of Capitalism*, PublicAffairs, 2009, pp. 43-101 and 129-162

R - Cohen Ben and Greenfield Jerry, *Ben & Jerry's Double-Dip, Lead with Your Values and Make Money, Too*, Simon & Schuster, 1997, pp. 29-54 and 236-257

O – Cory, 2009, pp. 195-199, And Mackey John & Sisodia Raj, *Conscious Capitalism: Liberating the Heroic Spirit of Business*, Harvard Business Review Press, 2013, pp. 75-137

B – Cohen, 1997, And B – Yunus, 2009, And B – Minsky, 2008, And B – Shelp, 2009, And B Mackey, 2013, And B Faber Emmanuel, *Chemins de traverse, Vivre l'économie autrement*, Albin Michel, 2011, in French

Session 15:

Corporate Governance in the Financial World, Stock Exchange, Innovation & Startups, M&A

The description of the intrigues, corruption and ethical dilemmas on Wall Street. Greed was good in 1987 and is probably lucrative in 2010 as well. Innovation & Start-ups. The "cult" film "Wall Street" & the updated sequel, where Gekko emerges back into the modern financial world after serving time in prison for insider trading, with a mission to alert the financial community to the credit crisis.

C – Video - Wall Street 2: Money Never Sleeps, 2010, 127 min., Director Oliver Stone, with Michael Douglas, And C - Wall Street, 1987, 120 min., Director Oliver Stone, with Michael Douglas, And C - Inside Job, 2010, 109 minutes, written and directed by Charles Ferguson, narrated by Matt Damon

R – Ferguson, 2012, pp. 275-330, And Cory, 2009, pp. 242-246, & R – Gasparino, 2009, pp. 196-226

O – Bishop Matthew & Green Michael, *The Road from Ruin: How to Revive Capitalism and Put America Back on Top*, Crown Business, 2010, pp. 267-301 & 331-350, And – Lowenstein Roger, *The End of Wall Street*, Penguin, 2010, pp. 258-298, And - Senor Dan & Singer Saul,

Start-Up Nation: The Story of Israel's Economic Miracle, Twelve Hachette Book Group, 2011, pp. 84-100, 159-173, 225-236, And - Cowen Tyler, *The Great Stagnation: How America Ate All the Low-Hanging Fruit of Modern History, Got Sick, and Will (Eventually) Feel Better*, Dutton, Penguin Books, 2011, pp. 5-43

B – Morris, 2009, And – Lowenstein, 2010, And - Bishop, 2010, And – Senor, 2011, & Cowen, 2011, And Ferguson Charles H., *Predator Nation: Corporate Criminals, Political Corruption, and the Hijacking of America*, Crown Business, Random House, 2012

Session 16:

Sovereign Debt Crisis, the 2010 European Financial Crisis, PIIGS, Integration and Conclusion

Sovereign Debt Crisis, the 2010 European Financial Crisis, the crisis of the Euro & the \$, PIIGS crisis – Portugal, Italy, Ireland, Greece, Spain. Rising government deficits and debt levels in some of the EU countries, downgrading of European Governments debt. The model of "subprime mortgages" in the film "It's a Wonderful Life" – relevant in 1946 and today. The lessons for the future, Conclusion.

C - Final Reports of the Participants

C – Video - It's a Wonderful Life, 1946, 130 min., Director Frank Capra, with James Stewart–extracts, And C – Video - BBC – The Love of Money, 2009, Parts II and III, 51 min. each - extracts

R - Lynn Matthew, *Bust: Greece, the Euro, and the Sovereign Debt Crisis*, John Wiley & Sons, 2011, pp. 93-125, 183-221, And Articles in leading newspapers; Wikipedia: 2010 European sovereign debt crisis (Greece, Goldman Sachs, Downgrading of debt), PIGS (economics), Financial Crisis of 2007-2010; & others, And Cory, 2009, pp. 200-213 and 520-522, And Krugman, 2013, pp. 166-207, And Roubini Nouriel and Mihm Stephen, *Crisis Economics: A Crash Course in the Future of Finance*, Penguin, 2010, pp. 211-301, And Eichengreen Barry, *Exorbitant Privilege: The Rise and Fall of the Dollar and the Future of the International Monetary System*, Oxford University Press, 2011, pp. 97-152, And Lapavistas Costas et al., *Crisis in the Euro Zone*, Verso, 2012, pp. 35-73.

O – Monks Robert A.G., *The Emperor's Nightingale, Restoring the Integrity of the Corporation in the Age of Shareholder Activism*, Addison-Wesley, 1998, pp. 25-45, And Bastasin Carlo, *Saving Europe: How National Politics Nearly Destroyed the Euro*, The Brookings Institution, 2012, pp. 322-354

B – Roubini, 2010, And B Lynn, 2010, And B Johnson Simon, *13 Bankers: The Wall Street Takeover and the Next Financial Meltdown*, Pantheon, 2010, And B Kotlikoff Laurence J., *Jimmy Stewart is Dead: Ending the World's Ongoing Financial Plague with Limited Purpose Banking*, Wiley, 2010, And B Eichengreen, 2011, And B Lapavistas et al., 2012, And B Bastasin, 2012

THE FUTURE OF CAPITALISM IN A SUSTAINABLE SOCIETY – PART II

Session 1:

The Corporate Scandals of 2001- 2003: The Enron Case

The Enron scandal on the Internet, press, films, books and research. An analysis of the largest bankruptcy ever (until then) in December 2001, with fraud, use of insider information, lack of transparency and integrity of the executives. The Sarbanes-Oxley Act enacted after Enron. Enron through the prism of Lehman Brothers, Bernie Madoff, AIG, and the Great Recession of 2007-2010.

C – Video- The Crooked E, the Unshredded Truth about Enron, TV 2003, 100 min., Director Penelope Spheeris, with Christian Kane and Brian Dennehy, based on the book by Brian Cruver – extracts

C – Video - Enron: The Smartest Guys in the Room, 2005, documentary, Director Alex Gibney, 109 min., with Ken Lay, Jeff Skilling, Andrew Fastow, based on the book by Bethany McLean and Peter Elkind - The Smartest Guys in the Room: The Amazing Rise and Scandalous Fall of Enron – extracts

C – Case Study of the Israeli Companies Erinsar and Sektow, Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, Boston, 2001. Paperback Edition by Springer, 2004, pp. 137-184, 227-231

R – Goodpaster Kenneth E., Nash Laura L., de Bettignies Henri-Claude, *Business Ethics: Policies and Persons*, McGraw-Hill Irwin, 2006, pp. 60-95

O – Stiglitz, 2004, pp. 241-268

O – Cory, 2009, pp. 420-424

B – Cory, *Business Ethics*, 2001

B- Cruver Brian, *Anatomy of Greed, The Unshredded Truth from an Enron Insider*, Carroll Graf, 2002

Session 2:

The Dot-Com Bubble Burst – 1995-2001

On March 10, 2000, the Bubble of the Dot-Com reached its climax with the Nasdaq peaking at 5,132. During this bubble, Western stock markets saw their value increase rapidly from growth in the new Internet sector and related fields, in practical terms, most of the high tech segment, and marked by the founding (and sometimes spectacular failure) of a group of new Internet-based dot-com companies.

C – Video - Startup.com, 2001, 107 min., Director Chris Hegedus, Jehane Noujaim, documentary with Kaleil Tuzman and Tom Herman, rise and fall of the Internet company govWorks.com – extracts

C – Case Study of the American Company Mastoss, Cory, *Business Ethics*, 2001, pp. 185-226

C – Wrongdoing to Stakeholders Case – Mergers and Acquisitions, Cory, 2009, pp. 290-298

R – Stiglitz, 2004, pp. 87-139

R - Cassidy John, *Dot.con: How America Lost Its Mind and Money in the Internet Era*, Harper Perennial, 2003, pp. 282-315

O – Cassidy, 2003, pp. 25-50

B – Cassidy, 2003

Session 3:

The Crises in the Economies of East Asia, Russia and Latin America and the American Context

The Neo liberal and market economy hazards that brought the crises in the economies of East Asia, the former Eastern Block and Latin America, the collapse of the Russian and Argentinean economies, the heavy toll of unbridled globalization on the emerging economies, globalization and its discontents, all that in the American Context of the American Bubbles of the dot-com and corporate scandals.

C – Video - The Take, 2004, 87 min., dir. by Avi Lewis, script by Naomi Klein, Argentina - extracts

C – Video - Life and Debt, 2001, 80 min., dir. Stephanie Black, globalization, IMF, Jamaica - extracts

R - Stiglitz Joseph E., *Globalization and its Discontents*, W. W. Norton & Company, 2003, pp. 89-132

R – Stiglitz, 2004, pp. 202-240

O – Stiglitz, 2003, pp. 133-165

O – Stiglitz, 2004, pp. 180-201

O – Cory, 2009, pp. 651-657

O – Krugman, 2009, 1999, pp. 30-138

B – Stiglitz, 2003

Session 4:

Long-Term Capital Management (U.S.), Barings Bank (UK, Singapore) – Irresponsible Banking

The collapse of the most impressive hedge fund - LTCM (1998) and the most prestigious bank - Barings (1995), due to irresponsible management, excessive leverage, hubris & inadequate regulation. Maximizing profits brings about inevitably unbridled risk taking in the segment of economy which should be the most conservative – banking and finance. The precursors of the 2008 Recession.

C – Video - Nova- Trillion Dollar Bet, 2000, 50 min., documentary on LTCM – extracts

C – Video - *Rogue Trader* 1999, 101 min., based on Nick Leeson's autobiography about the disastrous collapse of UK's Barings Bank, Director James Dearden, with Ewan McGregor, Anna Friel – extracts

C – Video- *The Ascent of Money: Boom and Bust*, 2008, 120 min., Director Adrian Pennick - extracts

R - Lowenstein Roger, *When Genius Failed, The Rise and Fall of Long Term Capital Management*, Random House, 2000, pp. 219-236

R - Leeson Nick, *Rogue Trader, How I Brought Down Barings Bank and Shook the Financial World*, Little, Brown and Company, Boston, 1996, pp. 185-209

O – Cory, 2009, pp. 247-249

O – Lewis, 2009, pp. 124-144

O – Lowenstein, 2000, pp. 96-120

O - Richardson Janice, Edited by, *World Ethics Report on Finance and Money*, Editions Eska, 1997, pp. 63-90

B – Leeson, 1996

B – Lowenstein, 2000

Session 5:

Leverage Buyouts: Barbarians at the Gate, the Leverage Buyout of RJR Nabisco

The duel between American Express/Shearson Lehman backing the CEO of RJR Nabisco, Ross Johnson, and Kravis over the acquisition of one of the largest American companies – RJR Nabisco, which was undervalued, but became subsequently overvalued. Leverage buyout with junk bonds, greed, extreme leverage, insider information – the well-known recipe of Wall Street.

C – Video - *Barbarians at the Gate*, 1993, TV, 107 m., Director Glenn Jordan, based on the book by Bryan Burrough & John Helyar, on the RJR Nabisco takeover, with James Garner, Jonathan Price - extracts

R - Burrough Bryan and Helyar John, *Barbarians at the Gate, The Fall of RJR Nabisco*, Harper Business Essentials, 2003, pp. 474-502

R – Cory, 2009, pp.250-252

O – Burrough, 2003, pp. 301-347

B – Burrough, 2003

B - Stern Gary H., *Too Big to Fail: The Hazards of Bank Bailouts*, Brookings Institution Press, 2009

B - Goodpaster, Nash, and de Bettignies, 2006

B - Monks, 1998

Session 6:**Other People's Money – Den of Thieves, Junk Bonds and Monkey Business**

The first wave of the Whirl started with Drexel, the junk bonds and Michael Milken. In a film based on the scandals of the eighties, Larry Garfield is a serial liquidator of companies acquiring undervalued companies, tearing them apart to the detriment of the stakeholders and owners, as the valuation of the parts is higher than the whole. A precursor of the New Economy and 2008 Recession.

C – Video - Other People's Money, 1991, 103 min., Director Norman Jewison, based on Jerry Sterner's play, with Danny DeVito, Gregory Peck, Penelope Ann Miller, Piper Laurie – extracts

C – Video - BBC – The Love of Money, 2009, Part II – The Age of Risk, 51 min.- extracts

C – Case Study of the Israeli/American Company Furolias, Cory, *Business Ethics*, 2001, pp. 95-136

R - Stewart James B., *Den of Thieves*, Simon & Schuster Paperbacks, 1991, pp. 204-241

R – Cory, 2009, pp. 253-256

O – Lewis, 1990, pp. 206-228

O – Stewart, 1991, pp. 488-518

B – Stewart, 1991

B – Lewis, 1990

B - Rolfe John and Troob Peter, *Monkey Business, Swinging through the Wall Street Jungle*, Warner Business Books, 2000

Session 7:**The Historical Perspective of Capitalism & Crisis – The Great Crash of 1929, L'argent – Money**

The recent Economic Whirl starting in the eighties differs from the preceding crashes, bubbles and Ponzi schemes, as the order of magnitude has risen from billions to trillions. However, to put Capitalism and 2008 Recession into context we have to analyze in particular the Great Crash of 1929 and the crashes that occurred in France during the Second Empire, depicted in Zola's novel Money.

C – Video - BBC – 1929, The Great Crash, 2009, 60 min. - extracts

C – Video - Crash: The Next Great Depression, 2009, 45 min. (The bonus part of Ripped Off: Madoff and the Scamming of America) – extracts

C – Video - L'Argent TV, 1988, 250 min, based on Emile Zola's book L' Argent, about the financier Aristide Saccard, Director Jacques Rouffio, with Claude Brasseur, Miou-Miou,

Michel Galabru L' Argent, 1928, 195 min., Director Marcel L' Herbie, with Pierre Alcover, Alfred Abel – extracts

R - Galbraith John Kenneth, *The Great Crash of 1929*, Mariner Books, 1997, pp. 168-194

R – Reinhart Carmen M. & Rogoff Kenneth S., *This Time Is Different: Eight Centuries of Financial Folly*, Princeton University Press, 2009, pp. 3-20, 203-273

O – Cory, 2009, pp. 257-272

B – Galbraith, 1997, And B – Reinhart, 2009, And B – Roberts Michael, *The Great Recession: Profit Cycles, Economic Crisis, A Marxist View*, Michael Roberts, 2009, And B – Zola Emile, *Money (L'argent)*, Mondial, 2007, And B - Precht Richard David, *L'art de ne pas être un égoïste: Pour une éthique responsable*, Belfond, 2012, in French, translated from German

Session 8:

Milton Friedman Vs. John M. Keynes - The Most Important Economic Doctrines of the Century

From the 1907 Wall Street crash to the 2008 Wall Street crash the economic world swayed between the two most important economic doctrines of the XXth century – the neoliberal free market corporatist doctrine with its most important protagonist Milton Friedman and the Keynesian doctrine advocating government regulation and social reform within the capitalistic context.

C – Video - Free to Choose, Milton Friedman's TV series, 1990, 5 Volumes, 3 DVDs: The Power of the Market, The Tyranny of Control, Freedom & Prosperity, The Failure of Socialism, Created Equal, 243 min., And C – Video - Milton Friedman, 2002, 73 min., Interviewed by Gary S. Becker, Intellectual Portrait Series - extracts

R – Friedman Milton, *Capitalism and Freedom*, University of Chicago Press, 2002, pp. 22-36 and 119-136

R – Keynes John Maynard, *The General Theory of Employment, Interest and Money*, Classic House Books, 2008, pp. 122-137, And R – Hirsh, 2010, pp. 29-65

O – Keynes, 2008, pp. 268-285 and 321-332, And O – Friedman Milton, 2002, pp. 161-195, And O – Cassidy, 2009, pp. 72-84 and 166-176, And O – DeMartino George F., *The Economist's Oath: On the Need for and Content of Professional Economic Ethics*, Oxford University Press, 2011, pp. 175-205

B – Keynes, 2008, And B – Friedman Milton, 2002,

B - Barbera Robert, *The Cost of Capitalism: Understanding Market Mayhem and Stabilizing our Economic Future*, McGraw-Hill, 2009, And B – DeMartino George F., 2011, And Heilbroner Robert L., *The Worldly Philosophers: The Lives, Times, and Ideas of the Great Economic Thinkers*, 7th Revised Edition, Touchstone, 1999

Session 9:

Globalization – No Space, No Choice, No Jobs – Naomi Klein's No Logo

Naomi Klein's famous book/film "No Logo" tracks the rise of anti-corporate activism in North America, Asia and Europe. The negative impacts that the superbrands marketing has on culture, work, nutrition and consumer choice. Profitability versus stakeholders, is there a contradiction between the two objectives in a global context? Globalization in the context of Capitalism and the 2008 Recession.

C – Video - No Logo, 2003 V, 42 mi., Director Sut Jhally, documentary based on the book "No Logo" by Naomi Klein on globalization, hegemony of brands and democratic resistance – extracts

R - Klein Naomi, *No Logo: Taking Aim at the Brand Bullies*, Picador, 2000, pp. 365-396

O - Bhagwati Jagdish, *In Defense of Globalization*, Oxford University Press, 2004, pp. 51-91

O – Cory, 2009, pp. 640-650

B – Klein, 2000, And B - Klein Naomi, *Fences and Windows, Dispatches from the Front Lines of the Globalization Debate*, Picador, 2002

B - Bhagwati, 2004

B - Lubbers Eveline, edited by, *Battling Big Business*, Common Courage Press, 2002

B – Velasquez, 1990

B - Sapir Jacques, *La démondialisation*, Editions du Seuil, 2011, in French

Session 10:

The Corporation: A Pathological Pursuit of Profit and Power?

Joel Bakan's famous book/film "The Corporation" describes the role of the corporation today, its origins, its purpose, and how it has become the world's dominant economic institution. He contends that it has often become a pathological firm, pursuing its own economic self-interest, regardless of the harmful consequences to stakeholders. The pathological conduct of firms, a symptom of Capitalism?

C – Video - The Corporation, 2003, 145 min., Directors Jennifer Abbott, Mark Achbar, based on Joel Bakan's book "The Corporation: A Pathological Pursuit of Profit and Power", with Noam Chomsky, Peter Drucker, Milton Friedman, Ray Anderson, Naomi Klein, Michael Moore, Howard Zinn – extracts

C – Ethics in Corporate Governance Case – Insider Information, Cory, 2009, pp. 214-223

R – Bakan Joel, *The Corporation, The Pathological Pursuit of Profit and Power*, Free Press, Published by Simon & Schuster New York, 2004, pp. 60-84

O – Cory, 2009, pp. 658-673

O – Stiglitz, 2010, pp. 147-183

B – Bakan, 2004

B – Madsen, 1990

B – Solomon, 1994

B - Richardson, 1997

Session 11:

The World May Be Flat, But the Economy Has Become Crooked

The World is Flat by Thomas Friedman – Globalization in the 21st century, what it means to countries such as the US, India and China, to companies – multinationals and startups, to stakeholders – individuals and communities, how governments and societies can and must adapt. A critical review of the book in the context of the crooked global economy, which contradicts in many ways its flatness.

C – Video - Charlie Rose with Thomas L. Friedman (August 31, 2005), 60 min., documentary. An interview of Thomas L. Friedman, columnist for the New York Times and author of *The World is Flat: A Brief History of the Twenty-First Century*, by Charlie Rose – extracts

R - Friedman Thomas L., *The World is Flat - A Brief History of the Twenty-First Century*, First Updated and Expanded Edition, Farrar, Straus and Giroux, 2006, pp. 50-200

O – Stiglitz, 2010, pp. 210-237, And O – Cory, 2009, pp. 674-691

O – Zakaria Fareed, *The Post-American World, Release 2.0, Updated and Expanded*, Norton, 2011, pp. 100-238

B – Friedman Thomas, 2006

B - Donaldson Thomas, *The Ethics of International Business*, The Ruffin Series in Business Ethics, Oxford University Press, 1992, And Zakaria, 2011

Session 12:

Sustainability – a Precondition of Recovery for the Ailing Economy after the 2008 Recession

The dilemmas of global warming with Al Gore's lifelong commitment to reversing the effects of global climate change. A rallying cry to protect the earth, as a sustainable solution for the economy. Thomas Friedman's book "Hot, Flat, and Crowded" devises efficient methods to meet the challenges of ecology, as we are in the wrong track and need a course correction in modern capitalism.

C – Video - An Inconvenient Truth, 2006, 96 min., Dir. Davis Guggenheim, with Al Gore – extracts

C – Video - Charlie Rose, A Conversation with Author Thomas L. Friedman, about his book *Hot, Flat, and Crowded* ; September 9, 2008, 57 min. – extracts

C – Video - How to Save the World, 2007, 103 min., Directors Thomas and Barbara Burstyn - extracts

R - Friedman Thomas L., *Hot, Flat, and Crowded, Why We Need a Green Revolution and How it Can Renew America*, Farrar, Straus and Giroux, 2008 – pp. 26-49 and 267-296

R - Gore Al, *An Inconvenient Truth: The Crisis of Global Warming*, Viking, 2007, pp. 166-183

O - Edwards Andres R., *The Sustainability Revolution: Portrait of a Paradigm Shift*, New Society Publishers, 2005, pp. 97-140

O – Cory, 2009, pp. 528-531

O - Dresner Simon, *The Principles of Sustainability*, Earthscan Publications, 2002, pp. 75-120

B – Gore, 2007, Dresner, 2002, and Edwards, 2005

B – Friedman Thomas, 2008

B - Holliday Chad, Schmidheiny Stephan, Watts Philip, *Walking the Talk: The Business Case for Sustainable Development*, Berrett-Koehler Publishers, 2002

Session 13:

Integrity of Directors and Executives in Banking, Corporations and Wall Street – Case Studies

An independent director in a bank's fund discovers that the shares' prices in one of its investment have collapsed due to a manipulation of the prices. He wants to sue the company, but it is one of the best clients of the bank. Lack of integrity of bankers and corporations executives, of independent directors, underwriters, analysts, auditors and consultants, as key causes to the 2007-2010 Recession.

C – Banking and Integrity Case – Independent Directors, Cory, 2009, 233-241

C – Ethics in the Stock Exchange Case – Integrity of Directors, Cory, 2009, pp. 224-232

C – Video - Executive Suite, 1954, 104 min., Director Robert Wise, based on the novel by Cameron Hawley, with William Holden, Frederic March, Barbara Stanwick, June Allyson, Walter Pidgeon, Shelley Winters, Nina Foch, Louis Calhern, Paul Douglas – extracts

R – Cory, 2009, pp. 172-174

R - Bollier David, *Aiming Higher, 25 Stories of how Companies Prosper by Combining Sound Management and Social Vision*, Amacom, 1997, pp. 9-22

O - Fukuyama Francis, *Trust, The Social Virtues and the Creation of Prosperity*, A Free Press Paperbacks Book, 1996, pp. 269-281

B – Fukuyama, 1996

B – Bollier, 1997

B - Wallwork Ernest, *Psychoanalysis and Ethics*, Yale University Press, 1991

Session 14:**Lack of Transparency and Whistleblowers in Corporations – Case Studies**

The CFO of a high tech company planning an IPO reports to his Board of an unexpected decrease in the profitability's forecast. He wants to disclose this material fact in the due diligence, but he is advised by his bosses not to do so. After sharing the information with the underwriters, they appreciate his candor, but, later, he is fired. Lack of Transparency & Whistleblowers as key causes to Recessions.

C – Transparency Case – Ethics in IPOs and Financial Reports, Cory, 2009, 362-370

C – Case Study of the French Company Loskron, Cory, *Business Ethics*, 2001, pp. 77-93

C – Video - The Insider, 1999, 157 min., Director Michael Mann, with Al Pacino and Russel Crowe - extracts

R – Cory, 2009, pp. 435-437

O - Badaracco, Jr. Joseph L., *Defining Moments, When Managers Must Choose Between Right and Right*, Harvard Business School Press, 1997, pp. 85-103

B – Badaracco, 1997

B - Derber Charles, *The Wilding of America, How Greed and Violence Are Eroding Our Nation's Character*, St. Martin's Press, 1996

B - Etzioni Amitai, *The Moral Dimension, Toward a New Economics*, The Free Press, 1990

B - Jackall Robert, *Moral Mazes, The World of Corporate Managers*, Oxford University Press, 1989

Session 15:**The Scandinavian/European Model of Capitalism**

Many Americans have a simplistic view about capitalism: you are either a neo liberal or a communist. Stiglitz, Klein, Bakan and others propose a third way, and the Scandinavian/European model gives us an excellent mix of a workable policy of social welfare, employment, healthcare, labor relations, a holistic economic & social policy that is democratic, with a combination of free market and regulation.

C – Video - Sicko, 2007, 123 min., Dir. Michael Moore, a documentary on healthcare policy - extracts

C – Cultural, Ethical and Mentality Gaps in International Business Case, Cory, 2009, 610-622

R - Einhorn Eric S. and Logue John, *Modern Welfare States: Scandinavian Politics and Policy in the Global Age*, Praeger Paperback, 2003, pp. 191-257

R - Rifkin Jeremy, *The European Dream: How Europe's Vision of the Future is Quietly Eclipsing the American Dream*, Tarcher, 2005, pp. 58-85 and 358-385

O - Eichengreen Barry, *The European Economy since 1945: Coordinated Capitalism and Beyond*, Princeton, 2008, pp. 379-426

B – Rifkin, 2005, And Einhorn, 2003, And Eichengreen, 2008

Session 16:

The Recommended Model of Capitalism for the Future, Conclusion

New Vehicles to overcome the crisis of capitalism designed by Jacques Cory: The Institute of Ethics, Ethical Screening, Ethical Strategic Planning, The Principles of Business and Ethics in the Economic World Towards 2020, The Prerequisites for an Ethical and Profitable Company. These vehicles are put in the context of the recommended models of capitalism designed by prominent authors. Conclusion.

C – Video - BBC – The Love of Money, 2009, Part III – Back from the Brink, 51 min. – extracts

R – Cory, 2009, pp. 1-23 and 79-85, And R - Coates David, *Models of Capitalism: Growth and Stagnation in the Modern Era*, Polity, 2000, pp. 233-264, And R – Shiller Robert J., *Irrational Exuberance, Second Edition, Revised & Updated*, Broadway, 2009, pp. 1-27, 147-173

O - Pontusson Jonas, *Inequality and Prosperity: Social Europe Vs. Liberal America*, Cornell University Press, 2005, pp. 142-203, And O - Reid T.R., *The United States of Europe: The New Superpower and the End of American Supremacy*, Penguin, 2005, pp. 144-176, And Bartels Larry M., *Unequal Democracy: The Political Economy of the New Gilded Age*, Princeton, 2008, pp. 1-28, And Hankel Wilhelm & Isaak Robert, *Brave New World Economy: Global Finance Threatens our Future*, John Wiley & Sons, 2011, pp.1-24, 53-179

B – Coates, 2000, And B Pontusson, 2005, And B Reid, 2005, And B Bartels, 2008, And Hankel, 2011, And B – Shiller, 2009, And B - Posner Richard A. *The Honorable, A Failure of Capitalism: The Crisis of '08 and the Descent into Depression*, Harvard University Press, 2009

B - Artus Patrick and Pastre Olivier, *Sorties de crise: Ce qu'on ne nous dit pas, Ce qui nous attend*, Editions Perrin, 2009, And B - Betbeze Jean-Paul, *Crise par ici la sortie: Exit*, Presses Universitaires de France, 2010, And B - Boyer Louis, *Le livre de morale des écoles primaires (cours moyen, cours supérieur) et des cours d'adultes*, Editions des Equateurs, 2011, (édition originale 1895), And B - Lordon Frédéric, *D'un retournement l'autre, Comédie sérieuse sur la crise financière en quatre actes et en alexandrins*, Editions du Seuil, 2011, in French

BIBLIOGRAPHY

Acharya Viral V., Cooley Thomas F., Richardson Matthew P., Walter Ingo, *Regulating Wall Street The Dodd-Frank Act and the New Architecture of Global Finance*, Wiley, 2011

Admati Anat and Hellwig Martin, *The Bankers New Clothes: What's Wrong with Banking and What to Do about It*, Princeton University Press, 2013

Akerlof George A. and Shiller Robert J., *Animal Spirits: How Human Psychology Drives the Economy, and Why it Matters for Global Capitalism*, Princeton University Press, 2009

Anand Sanjai, *Essentials of the Dodd-Frank Act*, Wiley 2011

Ariely Dan, *The (Honest) Truth About Dishonesty: How We Lie to Everyone - Especially Ourselves*, Harper, 2013

Ariely Dan, *Predictably Irrational*, HarperCollins Publishers, 2008

Ariely Dan, *The Upside of Irrationality*, Harper, 2010

Aristotle, *Ethics*, Penguin Classics, 1976

Articles in leading international newspapers

Artus Patrick and Pastre Olivier, *Sorties de crise: Ce qu'on ne nous dit pas, Ce qui nous attend*, Editions Perrin, 2009, in French

Arvedlund Erin, *Too Good to Be True: The Rise and Fall of Bernie Madoff*, Portfolio Hardcover, 2009

Badaracco, Jr. Joseph L., *Defining Moments, When Managers Must Choose Between Right and Right*, Harvard Business School Press, 1997

Bair Sheila, *Bull by the Horns: Fighting to Save Main Street from Wall Street and Wall Street from Itself*, Free Press, Simon & Schuster, 2012

Bakan Joel, *The Corporation, The Pathological Pursuit of Profit and Power*, Free Press, Published by Simon & Schuster New York, 2004

Bamber Bill and Spencer Andrew, *Bear-Trap: The Fall of Bear Stearns and the Panic of 2008*, Brick Tower Books, 2008

Banerjee Abhijit V. and Duflo Esther, *Poor Economics: A Radical Rethinking of the Way to Fight Global Poverty*, PublicAffairs, Perseus Books, 2012

Barbera Robert, *The Cost of Capitalism: Understanding Market Mayhem and Stabilizing our Economic Future*, McGraw-Hill, 2009

Bartels Larry M., *Unequal Democracy: The Political Economy of the New Gilded Age*, Princeton, 2008

Bastasin Carlo, *Saving Europe: How National Politics Nearly Destroyed the Euro*, The Brookings Institution, 2012

Betbeze Jean-Paul, *Crise par ici la sortie: Exit*, Presses Universitaires de France, 2010, in French

Bhagwati Jagdish, *In Defense of Globalization*, Oxford University Press, 2004

Bishop Matthew & Green Michael, *The Road from Ruin: How to Revive Capitalism and Put America Back on Top*, Crown Business, 2010

Blanchard Ken, O'Connor Michael, *Managing By Values*, Berrett-Koehler Publishers, 1997

Blanchard Kenneth, Peale Norman Vincent, *The Power of Ethical Management*, William Morrow and Company, Inc., 1988

Blanchard Olivier, Romer David, Michael Spence, and Stiglitz Joseph, edited by, *In the Wake of the Crisis: Leading Economists Reassess Economic Policy*, The MIT Press, 2012

Bollier David, *Aiming Higher, 25 Stories of how Companies Prosper by Combining Sound Management and Social Vision*, Amacom, 1997

Bonder Nilton Rabbi, *The Kabbalah of Money, Insights on Livelihood, Business, and All Forms of Economic Behavior*, Shambhala, 1996

Boyer Louis, *Le livre de morale des écoles primaires (cours moyen, cours supérieur) et des cours d'adultes*, Editions des Equateurs, 2011 (édition originale 1895), in French

Briner Bob, *The Management Methods of Jesus, Ancient Wisdom for Modern Business*, Thomas Nelson, Inc., 1996

Brown Gordon, *Beyond the Crash: Overcoming the First Crisis of Globalization*, Free Press, 2010

Brown Judith M., *Gandhi: Prisoner of Hope*, Yale University Press, 1998

Burkett Larry, *Business by the Book, The Complete Guide of Biblical Principles for Business Men and Women*, Expanded Edition, Thomas Nelson Publishers, 1991

Burrough Bryan and Helyar John, *Barbarians at the Gate, The Fall of RJR Nabisco*, Harper Business Essentials, 2003

Casey Al with Seaver Dick, *Casey's Law, If Something Can Go Right, It Should*, Arcade Publishing, 1997

Cassidy John, *Dot.con: How America Lost Its Mind and Money in the Internet Era*, Harper Perennial, 2003

Cassidy John, *How Markets Fail: The Logic of Economic Calamities*, Farrar, Straus and Giroux, 2009

Chatfield Cheryl A., Ph.D., *The Trust Factor, The Art of Doing Business in the 21st Century*, Sunstone Press, 1997

Chomsky Noam, *Profit Over People: Neoliberalism and Global Order*, Seven Stories Press, 1999

Coates David, *Models of Capitalism: Growth and Stagnation in the Modern Era*, Polity, 2000

Cohan William D., *House of Cards: A Tale of Hubris and Wretched Excess on Wall Street*, Doubleday, 2009

Cohan William D., *Money and Power: How Goldman Sachs Came to Rule the World*, Doubleday, 2011

Cohen-Almagor Raphael, Arbel-Ganz Ori, Kasher Asa, *Public Responsibility in Israel*, Hakibbutz Hameuchad Publishing House/The Jerusalem Center for Ethics, 2012, in Hebrew

Cohen Ben and Greenfield Jerry, *Ben & Jerry's Double-Dip, Lead with Your Values and Make Money, Too*, Simon & Schuster, 1997

Cooke Robert Allan and Young Earl, *"The Ethical Side of Takeovers and Mergers"*, Madsen, Essentials of Business Ethics, A Meridian Book, 1990, pp. 254-269

Cory Jacques, *L'éthique des affaires et les actionnaires minoritaires*, Éditions Universitaires Européennes, 2012, in French

Cory Jacques, *Social, Economic & Governmental Justice: Essays, Articles & the Play "Nelly Doron"*, published on the Internet at Jacques Cory's website in HOME, BOOKS and HEBREW, at the University of Haifa's Library website - <http://lib.haifa.ac.il> (search by name of author or book), Transparency International Israel website, Ometz website, etc., 2012, in Hebrew

Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009. Paperback edition in 2010

Cory Jacques, *Selected Issues in Business Ethics and Social Responsibility*, Magnes – The Hebrew University of Jerusalem, 2008, in Hebrew

Cory Jacques, *Business Ethics and the Minority Shareholders*, PhD dissertation, CNAM, Paris, 2004, in French

Cory Jacques, *Activist Business Ethics*, Kluwer Academic Publishers, Boston, 2001. Paperback Edition by Springer, 2004

Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, Boston, 2001. Paperback Edition by Springer, 2004

Cory Jacques, *Beware of Greeks' Presents*, Bimat Kedem Publishers, 2001, in Hebrew

Cory Jacques with Amalia Eyal, *Le choix de Nelly*, a play translated from Hebrew into French by Saskia Cohen, Edilivre, 2012 (The play in Hebrew - *Nelly's Choice*, 2005 - is at the library of the University of Haifa. Reading of the play was performed at the Hebrew University of Jerusalem on July 30, 2008). A play in Hebrew by Jacques Cory *Nelly Doron* was published on Cory's website in 2012

Cory Jacques, *Entretien avec Jacques Cory, de l'Université de Haïfa (Israel): "Une manière originale d'enseigner la RSE"*, a chapter in the book by: Lepineux François, Rose Jean-Jacques, Bonanni Carole, Hudson Sarah, *La RSE, La responsabilité sociale des entreprises, Théories et pratiques, Stratégie*, Dunod, 2010, in French

Vigoda-Gadot Eran and Cory Jacques, *"In the Name of Citizens, Business or Officials? Insights on the Public Responsibility of the Government and Public Administration"*, a chapter in the edited book *Public Responsibility in Israel* by Cohen-Almagor Raphael, Arbel-Ganz Ori, Kasher Asa, published by Hakibbutz Hameuchad Publishing House/The Jerusalem Center for Ethics, 2012, in Hebrew

Cowen Tyler, *The Great Stagnation: How America Ate All the Low-Hanging Fruit of Modern History, Got Sick, and Will (Eventually) Feel Better*, Dutton, Penguin Books, 2011

Cruver Brian, *Anatomy of Greed, The Unshredded Truth from an Enron Insider*, Carroll & Graf, 2002

De George Richard T., *Competing with Integrity in International Business*, Oxford Univ. Press, 1993

DeMartino George F., *The Economist's Oath: On the Need for and Content of Professional Economic Ethics*, Oxford University Press, 2011

Dent Harry S., *The Great Depression Ahead: How to Prosper in the Crash Following the Greatest Boom in History*, Free Press, 2009

Derber Charles, *The Wilding of America, How Greed and Violence Are Eroding Our Nation's Character*, St. Martin's Press, 1996

Dodd-Frank Wall Street Reform and Consumer Protection Act, Enacted into Law on July 21, 2010, Enrolled Final Version (HR 4173), via the U.S. Government Printing Office, 2010

http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=111_cong_bills&docid=f:h4173enr.txt.pdf

Summary, Davis Polk, & Wardwell LLP, 2010

http://www.davispolk.com/files/Publication/7084f9fe-6580-413b-b870-b7c025ed2ecf/Presentation/PublicationAttachment/1d4495c7-0be0-4e9a-ba77-f786fb90464a/070910_Financial_Reform_Summary.pdf

(see also Wikipedia and Skadden, Arps)

Donaldson Thomas, *The Ethics of International Business*, The Ruffin Series in Business Ethics, Oxford University Press, 1992

Dresner Simon, *The Principles of Sustainability*, Earthscan Publications, 2002

Driscoll Dawn-Marie, Hoffman W. Michael, Petry Edward S., *The Ethical Edge, Tales of Organizations that Have Faced Moral Crises*, MasterMedia Limited, 1995

Edwards Andres R., *The Sustainability Revolution: Portrait of a Paradigm Shift*, New Society Publishers, 2005

Ehrenreich Barbara, *Nickel and Dimed: On (Not) Getting By in America*, Holt Paperbacks, 2008

Eichengreen Barry, *The European Economy since 1945: Coordinated Capitalism and Beyond*, Princeton, 2008

Eichengreen Barry, *Exorbitant Privilege: The Rise and Fall of the Dollar and the Future of the International Monetary System*, Oxford University Press, 2011

Einhorn Eric S. and Logue John, *Modern Welfare States: Scandinavian Politics and Policy in the Global Age*, Praeger Paperback, 2003

Ellis Charles D., *The Partnership: The Making of Goldman Sachs*, Penguin, 2009

Estes Ralph, *Tyranny of the Bottom Line, Why Corporations Make Good People Do Bad Things*, Berrett-Koehler Publishers, 1996

Ethics at Work, A Harvard Business Review Paperback, 1991

Etzioni Amitai, *The Moral Dimension, Toward a New Economics*, The Free Press, 1990

Faber Emmanuel, *Chemins de traverse, Vivre l'économie autrement*, Albin Michel, 2011, in French

FCIC – Financial Crisis Enquiry Commission, *The Financial Crisis Inquiry Report*, Public Affairs Report, 2011

Ferguson Charles H., *Predator Nation: Corporate Criminals, Political Corruption, and the Hijacking of America*, Crown Business, Random House, 2012

Fox Justin, *The Myth of the Rational Market: A History of Risk, Reward, and Delusion on Wall Street*, HarperBusiness, 2009

Freeland Chrystia, *Plutocrats: The Rise of the New Global Super-Rich and the Fall of Everyone Else*, The Penguin Press, 2012

Friedman Milton, *Capitalism and Freedom*, University of Chicago Press, 2002 (1962)

Friedman Milton, "The Social Responsibility of Business Is to Increase Its Profits", Madsen, *Essentials of Business Ethics*, A Meridian Book, 1990, pp. 273-281

Friedman Thomas L., Mandelbaum Michael, *That Used To Be Us: How America Fell Behind in the World it Invented and How We Can Come Back*, Farrar, Straus & Giroux, 2011

Friedman Thomas L., *Hot, Flat, and Crowded, Why We Need a Green Revolution and How it Can Renew America*, Farrar, Straus and Giroux, 2008

Friedman Thomas L., *The World is Flat - A Brief History of the Twenty-First Century*, First Updated and Expanded Edition, Farrar, Straus and Giroux, 2006

Fukuyama Francis, *Trust, The Social Virtues and the Creation of Prosperity*, A Free Press Paperbacks Book, 1996

Galbraith John Kenneth, *The Great Crash of 1929*, Mariner Books, 1997

Gasparino Charles, *The Sellout: How Three Decades of Wall Street Greed and Government Mismanagement Destroyed the Global Financial System*, HarperBusiness, 2009

Ginsburg Sigmund G., *Managing with Passion, Making the Most of Your Job and Your Life*, John Wiley & Sons, Inc., 1996

Girardet Herbert & Mendonca Miguel, *A Renewable World: Energy, Ecology, Equality, A Report for the World Future Council*, Green Books, 2009

Gitlin Todd, *Occupy Nation: The Roots, The Spirit, and The Promise of Occupy Wall Street*, itbooks HarperCollins Publishers, 2012

Goodpaster Kenneth E., Nash Laura L., de Bettignies Henri-Claude, *Business Ethics: Policies and Persons*, McGraw-Hill Irwin, 2006

Gore Al, *An Inconvenient Truth: The Crisis of Global Warming*, Viking, 2007

Grover Ron, *The Disney Touch*, Richard D. Irwin, Inc., 1991

Hacker Jacob S. & Pierson Paul, *Winner-Take-All Politics: How Washington Made the Rich Richer – And Turned Its Back on the Middle Class*, Simon & Schuster, 2010

Hagstrom Robert G., *The Warren Buffett Way*, John Wiley & Sons, Inc., 2005

Hall William D., *Making the Right Decision, Ethics for Managers*, John Wiley & Sons, Inc., 1993

Handy Charles, *The Hungry Spirit, Beyond Capitalism: A Quest for Purpose in the Modern World*, Broadway Books, 1998

Hankel Wilhelm & Isaak Robert, *Brave New World Economy: Global Finance Threatens our Future*, John Wiley & Sons, 2011

Harmon Frederick G., *Playing for Keeps, How the World's Most Aggressive and Admired Companies Use Core Values to Manage, Energize and Organize Their People, and Promote, Advance and Achieve Their Corporate Missions*, John Wiley & Sons, Inc., 1996

Harr Jonathan, *A Civil Action*, Vintage, 1996

Harvey Brian, Edited by, *Business Ethics, A European Approach*, Prentice Hall, 1994

Hawken Paul, *Blessed Unrest: How the Largest Movement in the World Came into Being and Why No One Saw It Coming?*, Viking, 2007

Hawken Paul, *The Ecology of Commerce*, HarperCollins, 1994

Hawken Paul, Lovins Amory, Lovins Hunter L., *Natural Capitalism: Creating the Next Industrial Revolution*, Back Bay Books, 2000

Heilbroner Robert L., *The Worldly Philosophers: The Lives, Times, and Ideas of the Great Economic Thinkers*, 7th Revised Edition, Touchstone, 1999

Herrera Remy, *Un autre capitalisme n'est pas possible*, Editions Syllepse, 2010, in French

Heuvel Katrina Vanden, *Meltdown: How Greed and Corruption Shattered Our Financial System and How We Can Recover*, Nation Books, 2009

Hirsh Michael, *Capital Offense: How Washington's Wise Men Turned America's Future Over to Wall Street*, Wiley, 2010

Holliday Chad, Schmidheiny Stephan, Watts Philip, *Walking the Talk: The Business Case for Sustainable Development*, Berrett-Koehler Publishers, 2002

Hornstein Harvey A., Ph.D., *Brutal Bosses and Their Prey*, Riverhead Books, 1996

Inoue Shinichi, *Putting Buddhism to Work, A New Approach to Management and Business*, Kodansha International Ltd., 1997

Jackall Robert, *Moral Mazes, The World of Corporate Managers*, Oxford University Press, 1989

Jackson Jennifer, *An Introduction to Business Ethics*, Blackwell Publishers, 1996

Jacobs Joseph J., *The Anatomy of an Entrepreneur, Family, Culture, and Ethics*, ICS Press, 1991

Jay Antony, *Management and Machiavelli: An Inquiry into the Politics of Corporate Life*, Bantam Books, 1969

Johnson Simon, *13 Bankers: The Wall Street Takeover and the Next Financial Meltdown*, Pantheon, 2010

Johnston David Cay, *Free Lunch: How the Wealthiest Americans Enrich Themselves at Government Expense (and Stick You with the Bill)*, Portfolio Trade, 2008

Jorion Paul, *Le capitalisme a l'agonie*, Fayard, 2011, in French

Kahneman Daniel and co-authors, *Rationality, Fairness, Happiness: Selected Writings*, in Hebrew, Keter and the University of Haifa, 2005. Based on Kahneman Daniel and co-authors, *Choices, Values, and Frames*, Cambridge University Press, 2000

Kahneman Daniel, Knetsch Jack L., Thaler Richard H., *Anomalities: The Endowment Effect, Loss Aversion, and Status Quo Bias*, The Journal of Economic Perspectives, Vol. 5, No. 1 (Winter, 1991), pp. 193-206

Kansas Dave, *The Wall Street Journal Guide to the End of Wall Street as We Know It: What You Need to Know About the Greatest Financial Crisis of Our Time and How to Survive It*, Collins Business, 2009

Kaufman Allen, Zacharias Lawrence, Karson Marvin, *Managers vs. Owners, The Struggle for Corporate Control in American Democracy*, The Ruffin Series in Business Ethics, Oxford University Press, 1995

Kelley Michael, *On Stone or Sand, The Ethics of Christianity, Capitalism, & Socialism*, Pleroma Press, 1993

Keynes John Maynard, *The General Theory of Employment, Interest and Money*, Classic House Books, 2008 (1936)

Kidder Rushworth M., *How Good People Make Tough Choices, Resolving the Dilemmas of Ethical Living*, A Fireside Book published by Simon & Schuster, 1995

Klein Naomi, *Fences and Windows, Dispatches from the Front Lines of the Globalization Debate*, Picador, 2002

Klein Naomi, *No Logo: Taking Aim at the Brand Bullies*, Picador, 2000

Klein Naomi, *The Shock Doctrine: The Rise of Disaster Capitalism*, Picador, 2008

Kotlikoff Laurence J., *Jimmy Stewart is Dead: Ending the World's Ongoing Financial Plague with Limited Purpose Banking*, Wiley, 2010

Krugman Paul, *End This Depression*, W. W. Norton, 2013

Krugman Paul, *A Country is Not a Company*, Harvard Business School Press, 2009

Krugman Paul, *The Return of Depression Economics and the Crisis of 2008*, W. W. Norton, 2009 (1999)

Lapavistas Costas et al., *Crisis in the Euro Zone*, Verso, 2012

Lee Kuan Yew, *Memoirs: From Third World to First, The Singapore Story: 1965-2000*, Singapore Press Holdings, Times Editions, 2000

Leeson Nick, *Rogue Trader, How I Brought Down Barings Bank and Shook the Financial World*, Little, Brown and Company, Boston, 1996

Leopold Les, *How to Make a Million Dollars an Hour: Why Hedger Funds Get Away with Siphoning Off America's Wealth*, John Wiley & Sons, 2013

Lepineux François, Rose Jean-Jacques, Bonanni Carole, Hudson Sarah, *La RSE, La responsabilité sociale des entreprises, Théories et pratiques, Stratégie*, Dunod, 2010, in French

Lewis Michael, *Liar's Poker, Rising through the wreckage on Wall Street*, Penguin, 1990

Lewis Michael, *Panic: The Story of Modern Financial Insanity*, W. W. Norton, 2009

Lewis Michael, *The Big Short: Inside the Doomsday Machine*, W.W. Norton, 2010

Lordon Frédéric, *D'un retournement l'autre, Comédie sérieuse sur la crise financière en quatre actes et en alexandrins*, Editions du Seuil, 2011, in French

Lowenstein Roger, *The End of Wall Street*, Penguin, 2010

Lowenstein Roger, *When Genius Failed, The Rise and Fall of Long Term Capital Management*, Random House, 2000

Lubbers Eveline, edited by, *Battling Big Business*, Common Courage Press, 2002

Lynn Jonathan and Jay Antony, *The Complete Yes Minister, The Diaries of a Cabinet Minister by the Right Hon. James Hacker MP*, British Broadcasting Corporation, 1984

Lynn Matthew, *Bust: Greece, the Euro, and the Sovereign Debt Crisis*, John Wiley & Sons, 2011

Machiavelli Niccolo, *The Prince*, Bantan Books, 1981

Madsen Peter and Shafritz Jay M., *Essentials of Business Ethics*, A Meridian Book, 1990

McDonald Duff, *Last Man Standing: The Ascent of Jamie Dimon and JPMorgan Chase*, Simon & Schuster, 2009

McDonald Lawrence G. and Robinson Patrick, *A Colossal Failure of Common Sense: The Inside Story of the Collapse of Lehman Brothers*, Crown Business, 2009

McGee Suzanne, *Chasing Goldman Sachs: How the Masters of the Universe Melted Wall Street Down... And Why They'll Take Us to the Brink Again*, Crown Business, 2010

Mackey John & Sisodia Raj, *Conscious Capitalism: Liberating the Heroic Spirit of Business*, Harvard Business Review Press, 2013

McLean Bethany & Nocera Joe, *All the Devils are Here: The Hidden History of the Financial Crisis*, Portfolio Penguin, 2010

Minsky Hyman, *Stabilizing an Unstable Economy*, McGraw-Hill, 2008

Monks Robert A.G., *The Emperor's Nightingale, Restoring the Integrity of the Corporation in the Age of Shareholder Activism*, Addison-Wesley, 1998

Morgenson Gretchen, Rosner Joshua, *Reckless Endangerment: How Outsized Ambition, Greed, and Corruption Led to Economic Armageddon*, Times Books, Henry Holt and Company, 2011

Morita Akio, with Reingold Edwin M. and Shimomura Mitsuko, *Made in Japan: Akio Morita and Sony*, E.P. Dutton, 1996

Morris Charles R., *The Two Trillion Dollar Meltdown: Easy Money, High Rollers, and the Great Credit Crash*, Public Affairs, 2009

Mott Graham M., *How to Recognize and Avoid Scams Swindles and Rip-Offs, Personal Stories Powerful Lessons*, Golden Shadows Press, 1994

Nash Laura L., Ph.D., *Believers in Business, Resolving the Tensions between Christian Faith, Business, Ethics, Competition and our Definitions of Success*, Thomas Nelson Publishers, 1994

Nash Laura L., *Good Intentions Aside, A Manager's Guide to Resolving Ethical Problems*, Harvard Business School Press, 1993

O'Neill Jessie H., *The Golden Ghetto, The Psychology of Affluence*, Hazelden, 1997

Parks Robert H., Ph.D., *The Witch Doctor of Wall Street, A Noted Financial Expert Guides You through Today's Voodoo Economics*, Prometheus Books, 1996

Paulson Henry M. Jr., *On the Brink: Inside the Race to Stop the Collapse of the Global Financial System*, Business Plus, 2010

Péguy Charles, *L'Argent, suivi de L'Argent Suite*, Gallimard, 1932, in French

Péguy Charles, *Une éthique sans compromise, textes essentiels de Charles Péguy*, Agora Pocket, 2011, in French

Peicuti Cristina, *Crédit, Déstabilisation et Crises*, L'Harmattan, 2010, in French

Peters Thomas J. and Waterman, Jr. Robert H., *In Search of Excellence, Lessons from America's Best-Run Companies*, Warner Books, 1984

Piketty Thomas, *Capital in the Twenty-First Century*, The Belknap Press of Harvard University Press, 2014

Pontusson Jonas, *Inequality and Prosperity: Social Europe Vs. Liberal America*, Cornell University Press, 2005

Posner Richard A. The Honorable, *A Failure of Capitalism: The Crisis of '08 and the Descent into Depression*, Harvard University Press, 2009

Pozen Robert, *Too Big to Save?: How to Fix the U.S. Financial System*, Wiley, 2010

Pratley Peter, *The Essence of Business Ethics*, Prentice Hall, 1995

Precht Richard David, *L'art de ne pas être un égoïste: Pour une éthique responsable*, Belfond, 2012, in French, translated from German

Prins Nomi, *It Takes a Pillage: Behind the Bailouts, Bonuses, and Backroom Deals from Washington to Wall Street*, Wiley, 2009

Rae Scott B. & Wong Kenman L., *Beyond Integrity, A Judeo-Christian Approach to Business Ethics*, Zondervan Publishing House, 1996

Rajan Raghuram G., *Fault Lines: How Hidden Fractures still Threaten the World Economy*, Princeton University Press, 2010

Reich Robert B., *Aftershock: The Next Economy & America's Future*, Vintage Books, 2011

Reich Robert B., *Beyond Outrage: What Has Gone Wrong with Our Economy and Our Democracy, and How to Fix It*, Vintage Books, 2012

Reid T.R., *The United States of Europe: The New Superpower and the End of American Supremacy*, Penguin, 2005

Reinhart Carmen M. & Rogoff Kenneth S., *This Time Is Different: Eight Centuries of Financial Folly*, Princeton University Press, 2009

Richardson Janice, Edited by, *World Ethics Report on Finance and Money*, Editions Eska, 1997

Rifkin Jeremy, *The European Dream: How Europe's Vision of the Future is Quietly Eclipsing the American Dream*, Tarcher, 2005

Ritholtz Barry, *Bailout Nation: How Greed and Easy Money Corrupted Wall Street and Shook the World Economy*, Wiley, 2009

Roberts Michael, *The Great Recession: Profit Cycles, Economic Crisis, A Marxist View*, Michael Roberts, 2009

Rolfe John and Troob Peter, *Monkey Business, Swinging through the Wall Street Jungle*, Warner Business Books, 2000

Roubini Nouriel and Mihm Stephen, *Crisis Economics: A Crash Course in the Future of Finance*, Penguin, 2010

Rozen Aharon, *Crisis and Punishment, What Happened to the World in 2007-2009 and Why the American Way of Life Is Bankrupt*, Globes Hasifria, 2009, in Hebrew

Sachs Jeffrey D., *The Price of Civilization: Reawakening American Virtue and Prosperity*, Random House, 2012

Sapir Jacques, *La démondialisation*, Editions du Seuil, 2011, in French

Schroeder Alice, *The Snowball: Warren Buffett and the Business of Life*, Bantam, 2009

Senor Dan & Singer Saul, *Start-Up Nation: The Story of Israel's Economic Miracle*, Twelve Hachette Book Group, 2011

Shelp Ron with Ehrbar Al, *Fallen Giant: The Amazing Story of Hank Greenberg and the History of AIG*, Wiley, 2009

Shiller Robert J., *Irrational Exuberance, Second Edition, Revised & Updated*, Broadway, 2009

Skadden, Arps, Slate, Meagher & Flom LLP & Affiliates, *Dodd-Frank Act, Commentary and Insights*,
http://www.skadden.com/Cimages/siteFile/Skadden_Insights_Special_Edition_Dodd-Frank_Act1.pdf, 2010

Smilansky Saul, *10 Moral Paradoxes*, Haifa University Press, Yediot Ahronot – Sifrei Hemed, 2012

Solomon Robert C., *Above the Bottom Line, An Introduction to Business Ethics*, Second Edition, Harcourt Brace College Publishers, 1994

Solomon Robert C., *Ethics and Excellence, Cooperation and Integrity in Business*, The Ruffin Series in Business Ethics, Oxford University Press, 1993

Sorkin Andrew Ross, *Too Big to Fail: The Inside Story of How Wall Street and Washington Fought to Save the Financial System – and Themselves*, Viking Adult, 2009

Soros George, *The Crash of 2008 and What it Means: The New Paradigm for Financial Markets*, Public Affairs, 2008

Stern Gary H., *Too Big to Fail: The Hazards of Bank Bailouts*, Brookings Institution Press, 2009

Stewart James B., *Den of Thieves*, Simon & Schuster Paperbacks, 1991

Stiglitz Joseph E., *The Price of Inequality: How Today's Divided Society Endangers Our Future*, W. W. Norton, 2012

Stiglitz Joseph E., Sen Amartya, Fitoussi Jean-Paul, *Mismeasuring Our Lives: Why GDP Doesn't Add Up*, New Press, 2010

Stiglitz Joseph E., *Freefall: America, Free Markets, and the Sinking of the World Economy*, W. W. Norton & Co., 2010

Stiglitz Joseph E., *The Stiglitz Report: Reforming the International Monetary and Financial Systems in the Wake of the Global Crisis*, New Press, 2010

Stiglitz Joseph E., *Making Globalization Work*, W. W. Norton & Company, 2007

Stiglitz Joseph E., *The Roaring Nineties: A New History of the World's Most Prosperous Decade*, W. W. Norton, 2004

Stiglitz Joseph E., *Globalization and its Discontents*, W. W. Norton & Company, 2003

Strauss Michael, *Volition and Valuation*, University Press of America, 1999

Strober Gerald and Strober Deborah, *Catastrophe: The Story of Bernard L. Madoff, The Man Who Swindled the World*, Phoenix Books, 2009

Taibbi Matt, *Griftopia: A Story of Bankers, Politicians, and the Most Audacious Grab in American History*, Spiegel & Grau, 2011

Taibbi Matt, *The Great American Bubble Machine (Goldman Sachs)*, Rolling Stone 1082-1083, July 9-23, 2009
http://www.rollingstone.com/politics/news/12697/64796?RS_show_page=0

Taleb Nassim Nicholas, *The Black Swan: The Impact of the Highly Improbable*, Random House, 2007

Tamari Meir, *The Challenge of Wealth, A Jewish Perspective on Earning and Spending Money*, Jason Aronson Inc., 1995

Velasquez Manuel G., "Corporate Ethics: Losing It, Having It, Getting It", Madsen, Essentials of Business Ethics, A Meridian Book, 1990, pp. 228-244

Wallwork Ernest, *Psychoanalysis and Ethics*, Yale University Press, 1991

Ward Gary, *Developing & Enforcing a Code of Business Ethics, A Guide to Developing, Implementing, Enforcing and Evaluating an Effective Ethics Program*, Pilot Books, 1989

Wessel David, *In Fed We Trust: Ben Bernanke's War on the Great Panic*, Crown Business, 2009

Wikipedia: Dodd-Frank Wall Street Reform and Consumer Protection Act, July 2010, 2010 European sovereign debt crisis (Greece, Goldman Sachs, Downgrading of debt, danger of default, role of speculators), PIGS (economics), Financial Crisis of 2007-2010 (Housing Bubble, Sub-prime Lending, Deregulation, Over-leveraging, Financial Innovation and Complexity, Incorrect Pricing of Risk, Boom and Collapse of the Shadow Banking System, Commodities Boom, Systemic Crisis, Greece, Iceland, Ireland, Spain), Late-2000s Recession/The Great Recession, References, Links, and other Articles.

Williams Oliver F., Houck John W., edited by, *A Virtuous Life in Business, Stories of Courage and Integrity in the Corporate World*, Rowman & Littlefield Publishers, Inc., 1992

Williams Oliver F., Reilly Frank K. & Houck John W., edited by, *Ethics and the Investment Industry*, Rowman & Littlefield Publishers, Inc., 1989

Wilson Rodney, *Economics, Ethics and Religion, Jewish, Christian and Muslim Economic Thought*, New York University Press, 1997

Woodstock Theological Center, Seminar in Business Ethics, *Ethical Considerations in Corporate Takeovers*, Georgetown University Press, 1990

Wright Lesley and Smye Marti, *Corporate Abuse, How "Lean and Mean" Robs People and Profits*, Macmillan, 1996

Wuthnow Robert, *Poor Richard's Principle, Recovering the American Dream through the Moral Dimension of Work, Business, & Money*, Princeton University Press, 1996

Yunus Muhammad, *Creating a World Without Poverty: Social Business and the Future of Capitalism*, PublicAffairs, 2009

Zakaria Fareed, *The Post-American World, Release 2.0, Updated and Expanded*, Norton, 2011

Zola Emile, *Money (L'argent)*, Mondial, 2007

Zuckerman Gregory, *The Greatest Trade Ever: The Behind-the-Scenes Story of How John Paulson Defied Wall Street and Made Financial History*, Broadway Business, 2009

LIST OF WORKS

All My Sons, 1948, 95 min., based on Arthur Miller's play, Director Irving Reis, with Edward G. Robinson, Burt Lancaster

All My Sons TV 1986, 122 min., Director Jack O'Brien, with Aidan Quinn, James Whitmore

Architecture to Zucchini: The people, companies and organizations pioneering sustainability, 2006, 129 min., 12 segment educational video

The Ascent of Money: Boom and Bust, 2008, 120 min., Director Adrian Pennink, with Niall Ferguson

The Ascent of Money: The Financial History of the World, 2008, 240 min., Director Adrian Pennink, with Niall Ferguson

Babbitt, 1934, 74 min., Director William Keighley, with Guy Kibbee and Aline MacMahon, based on Sinclair Lewis' book – Babbitt

Bad Seed: The Truth about our Food, 2006, 112 min., Director Adam Curry

The Bank, 2001, 106 min., Director Robert Connolly, with David Wenham, Anth. LaPaglia

Barbarians at the Gate, 1993, TV, 107 m., Director Glenn Jordan, based on the book by Bryan Burrough & John Helyar, on the RJR Nabisco takeover, with James Garner, Jonathan Price

BBC – 1929, The Great Crash, 2009, 60 min.

BBC – The Love of Money, 2009, Part I – The Bank that Bust the World (Lehman), 51 min., Part II – The Age of Risk, 51 min., Part III – Back from the Brink, 51 min.

BBC – The Madoff Hustle, 2009, 51 min.

Beyond Borders, 2003, 127 min., Director Martin Campbell, with Angelina Jolie, NGOs

Beyond the Line, Turn the Risks of Climate and Environmental Change into Compelling Business Opportunities, 2009, 55 minutes, with interviews of Anthony Simon and key management of GE, Ikea, Marks & Spencer, Marriott, and experts from the Carbon Disclosure Project, Environmental Defense Fund, Forum for the Future, World Resources Institute and other organizations partnering with companies to help them reduce their environmental impacts and increase their business performance.

The Big One, 1997, 91 min., Director Michael Moore, who tries to convince Phil Knight to open a Nike factory in Flint, Michigan instead of the sweat shops in Asia

Biography, Andrew Carnegie, 2000, 50 min., documentary on Carnegie

Biography – Ben & Jerry's, 2008, 50 min., starring: Ben Cohen, Jerry Greenfield

Biography - Bill Gates: Sultan of Software, 2004, 50 min., documentary on Microsoft

Biography, Henry Ford, 1999, 50 min., documentary on the Ford Automobile Company

Biography, J. Pierpont Morgan, 2000, 50 min., documentary on Morgan

Biography, Sam Walton: Bargain Millionaire, 2004, 50 min., documentary on WalMart

Boiler Room, 2000, 118 min., Director Ben Younger, with Giovanni Ribisi, Vin Diesel

Capitalism: A Love Story, 2009, 127 min., starring and directed by Michael Moore

Charlie Rose interviews Sheila Bair (October 17, 2008), 2008, 27 min. out of a DVD of 57 min.

Charlie Rose, Warren Buffett (October 1, 2008), 2008, 57 min.

Charlie Rose, Jamie Dimon (July 7, 2008), 2008, 57 min.

Charlie Rose, A Conversation with Author Thomas L. Friedman, about his book Hot, Flat, and Crowded: Why We Need a Green Revolution – and How it Can Renew America; September 9, 2008, 57 min.

Charlie Rose with Thomas L. Friedman (August 31, 2005), 60 min., documentary. An interview of Thomas L. Friedman, columnist for the New York Times and author of The World is Flat: A Brief History of the Twenty-First Century

Charlie Rose with Hank Paulson (May 19, 2004), 2006, 57 min.

Charlie Rose with Nassim Taleb (December 3, 2008), 2008, 21 minutes out of a DVD of 57 minutes

Charlie Rose with Muhammad Yunus (June 4, 2004), 2006, 57 min.

China Blue, 2005, 86 min., Director Micha X. Peled, documentary on globalization in China

The China Syndrome 1979, 122 m, Director James Bridges, with Jane Fonda, Jack Lemon

A Civil Action, 1998, 112 min., Director Steven Zaillian, with John Travolta, Robert Duvall, based on Jonathan Harr's book

Class Action, 1991, 110 min., Direc. Michael Apted, with Gene Hackman, M.E. Mastrantonio

Collapse, 2009, 80 min., Director Chris Smith, based on a book by Michael Ruppert

The Corporation, 2003, 145 min., Directors Jennifer Abbott, Mark Achbar, based on the book by Joel Bakan "The Corporation: A Pathological Pursuit of Profit and Power", with Noam Chomsky, Peter Drucker, Milton Friedman, Ray Anderson, Naomi Klein, Michael Moore, Howard Zinn

The Crooked E, the Unshredded Truth about Enron, TV 2003, 100 min., Director Penelope Spheeris, with Christian Kane and Brian Dennehy, based on the book by Brian Cruver

Damaged Care, 2002 (TV), 114 min., Director Harry Winer, with Laura Dern

Professor Daniel Kahneman interviewed by Chrystia Freeland, Reuters, Fireside Chat Zeitgeist Europe, 2010, 27 min. <http://www.youtube.com/watch?v=uUYQrLsmNMM>

Dealers, 1989, 87 min., Director Colin Bucksey, with Paul McGann, Rebecca De Mornay

Death of a Salesman, TV 1985, 130 min., based on Arthur Miller's play, Director Volker Schlöndorff, with Dustin Hoffman and John Malkovich

The Devil's Advocate, 1997, 144 m, Director Taylor Hackford, based on the novel by Andrew Neiderman, with Al Pacino, Keanu Reeves, Charlize Theron, Jef. Jones, Judith Ivey

Disclosure, 1994, 128 min., Director Barry Levinson, based on the novel by Michael Crichton, with Michael Douglas, Demi Moore, Donald Sutherland, Caroline Goodall

The Divine Comedy by Dante Alighieri, (1999) Kultur Video

Endgame, 2007, 140 min., Director Alex Jones

An Enemy of the People, 1978, 90 min., Director George Schaefer, with Steve McQueen
Ganashatru 1989, 99 min., Director Satyajit Ray, Indian film based on Henrik Ibsen's play

Enron: The Smartest Guys in the Room, 2005, documentary film, Director Alex Gibney, 109 min., with Peter Coyote as Narrator, with Andrew Fastow, Ken Lay and Jeff Skilling, based on the book by Bethany McLean and Peter Elkind, who also appear in the film - The Smartest Guys in the Room: The Amazing Rise and Scandalous Fall of Enron

Erin Brockovich, 2000, 132 mi., Director Steven Soderbergh, with Julia Roberts, A. Finney

Executive Suite, 1954, 104 min., Director Robert Wise, based on the novel by Cameron Hawley, with William Holden, Frederic March, Barbara Stanwick, June Allyson, Walter Pidgeon, Shelley Winters, Nina Foch, Louis Calhern, Paul Douglas

The Firm, 1993, 154 min., based on the novel by John Grisham. Director Sydney Pollack, with Tom Cruise, Ed Harris, Gene Hackman, Jeanne Tripplehorn, Hol Holbrook

F.I.S.T., 1978, 145 min., Director Norman Jewison, with Sylvester Stallone, Rod Steiger

The Flaw, 2010, 82 min., Director - David Singleton, with Joseph Stiglitz, Robert Shiller, Louis Hyman

Ford: The Man and the Machine, 1987 (TV), 200 min., Director Allan Eastman, based on book by Robert Lacey, with Cliff Robertson, Hope Lange, Heather Thomas, R. H. Thomson

Four Horsemen, 2012, 97 min., Director/Writer Ross Ashcroft, with Joseph Stiglitz, Noam Chomsky

Free to Choose, Milton Friedman's TV series, 1990, 243 min., 5 Volumes, 3 DVDs: The Power of the Market, The Tyranny of Control, Freedom & Prosperity, The Failure of Socialism, Created Equal

Frontline: Black Money (2009), 2009, 60 min., starring and directed by Lowell Bergman

Frontline: Breaking the Bank (2009), 2009, 60 min.

Frontline: Inside the Meltdown, 2009, 60 min., Director Michael Kirk

Frontline: The Madoff Affair (2009), 2009, 60 min.

Frontline: Ten Trillion and Counting (2009), 2009, 60 min.

Frontline: The Warning (2009), 2010, 60 min., Director Michael Kirk, Reported by Jim Gilmore

The Future of Food, 2004, 88 min., Director Deborah Koons Garcia

Glengarry Glen Ross, 1992, 100 min., Director James Foley, based on David Mamet's play, with Jack Lemmon, Al Pacino, Ed Harris, Alan Arkin, Kevin Spacey, Alec Baldwin, Jonathan Price

Globalization & Human Rights, 1998, TV, 60 min., Writing credits: Rory O'Connor, Danny Schechter, hosted by Charlayne Hunter-Gault

The Gold Rush, 1925, 96 min. - silent or 69 min. remastered 1942 sound release. Director Charles Chaplin, with Charles Chaplin, Mark Swain

The Great Gatsby, 1974, 140 min., Director Jack Clayton, with Robert Redford, Mia Farrow, based on Frances Scott Fitzgerald's Book

The Great Gatsby, 2013, 137 min., Director Baz Luhrmann, with Leonardo DiCaprio (Gatsby), Tobey Maguire (Nick), Carey Mulligan (Daisy)

Greed, 1924, 239 min., Director Erich von Stroheim, based on the novel by Frank Norris, with Zasu Pitts, Gibson Gowland

How to Save the World, 2007, 103 min., Directors Thomas and Barbara Burstyn

How to Succeed in Business Without Really Trying, 1967, 121 min., Director David Swift

Il Conformista 1970, 115 min., Director Bernardo Bertolucci, based on Alberto Moravia's book The Conformist, with Jean-Louis Trintignant, Stefania Sandrelli, Yvonne Sanson

An Inconvenient Truth, 2006, 96 min., Director Davis Guggenheim, Narrated by Al Gore

Inequality for All, 2013, 86 min., Director Jacob Kornbluth, with Robert Reich, based on his book Aftershock: The Next Economy and America's Future

Inside Job, 2010, 109 minutes, written and directed by Charles Ferguson, narrated by Matt Damon

The Insider, 1999, 157 min., Director Michael Mann, with Al Pacino and Russel Crowe

The Inspector General 1949, 102 min., Director Henry Koster, with Danny Kaye, based on Revisor by Nikolai Gogol

It's a Wonderful Life, 1946, 130 min., Director Frank Capra, with James Stewart, Donna Reed

Jean de Florette, 1986, 122 min., Director Claude Berri, with Yves Montand, Gerard Depardieu, based on Marcel Pagnol's book

Julius Caesar 1953, 120 min., Director Joseph Mankiewicz, with Marlon Brando, James Mason, based on William Shakespeare's play

La Curee 1966, 98 min., Director Roger Vadim, with Jane Fonda and Michel Piccoli

L'Argent TV, 1988, 250 min, based on Emile Zola's book L' Argent, about the financier Aristide Saccard, Director Jacques Rouffio, with Claude Brasseur, Miou-Miou, M. Galabru
L' Argent, 1928, 195 min., Director Marcel L' Herbier, with Pierre Alcover, Alfred Abel

Les Grandes Familles 1958, 92 min., based on Maurice Druon's book, Director Denys de la Patteliere, with Jean Gabin, Bernard Blier, Pierre Brasseur, Jean Dessailly, Jean Murat

Life and Debt, 2001, 80 min., Director Stephanie Black, globalization, IMF, Jamaica

Life of Emile Zola 1937, 116 min., Director William Dieterle, with Paul Muni, Henry O'Neill

Lois Gibbs and the Love Canal, TV 1982, 100 min., Director Glenn Jordan, with Marsha Mason, based on the Love Canal scandal

Man of La Mancha 1972, 132 min., Director Arthur Hiller, with Peter O'Toole, Sophia Loren, based on Don Quijote by Miguel de Cervantes

Manon des Sources 1986, 113 min, Director Claude Berri, with Emmanuele Beart, Daniel Auteuil, based on Marcel Pagnol's book

Manufacturing Consent: Noam Chomsky and the Media, 1992, 167 min., Directors Mark Achbar and Peter Wintonick, about corporate media's role in modern propaganda

Marie: A True Story, 1985, 112 min., Director Roger Donaldson, with Sissy Spacek

McLibel, 2005, 85 min., Director Franny Armstrong, on McDonald's libel suit in the UK

The Merchant of Venice, 2004, 138 min., Director Michael Radford, with Al Pacino, Jeremy Irons, based on William Shakespeare's play

The Merchant of Venice, TV 1973, 131 min., Director John Sichel, with Laurence Olivier

The Merchant of Venice TV 1980, 157 min., Director Jack Gold, with Warren Mitchell

Milton Friedman, 2002, 73 m., Interviewed by Gary S. Becker, Intellectual Portrait Series

Modern Times, 1936, 87 min., Director Charles Chaplin, with Charles Chaplin, Paulette Goddard

Nassim Nicholas Taleb: The Future Has Always Been Crazier Than We Thought, 2008, 90 min.

Nine to Five, 1980, 110 min., Director Colin Higgins, with Jane Fonda, Dolly Parton

No Logo, 2003 V, 42 mi., Director Sut Jhally, documentary based on the book "No Logo" by Naomi Klein on globalization, hegemony of brands and democratic resistance

Nova - Trillion Dollar Bet, 2000, 50 m., documentary on Long Term Capital Management

The Odyssey TV 1997, 173 min., Director Andrei Konchalovsky, with Greta Scacchi, Irene Papas, based on Homer's book

Other People's Money, 1991, 103 min., Director Norman Jewison, based on Jerry Sterner's play, with Danny DeVito, Gregory Peck, Penelope Ann Miller, Piper Laurie

Outsourced, 2006, 103 min., Director John Jeffcoat, with Josh Hamilton, Ayesha Dharkar, Asif Basra, Matt Smith

Patterns, 1956, 83 min., Director Fielder Cook, with Van Heflin, Ed Beg

Paul Hawken: The New Great Transformation, 2007, 71 min., Director Chris Baldwin, Speaker: Paul Hawken

Pirates of Silicon Valley, 1999, TV, 95 min., Director Martin Burke, with Anthony Michael Hall as Bill Gates of Microsoft, Noah Wyle as Steve Jobs of Apple, Joey Slotnick as Steve Wozniak of Apple, John DiMaggio as Steve Ballmer of Microsoft

Precarity, 2004, 197 min., Concept & Realization: Francesca Bria, Tora Krogh, Lize de Clercq. A compilation of 17 videos on victims of globalization, from Italy, Spain, Korea, Mexico, Japan, Netherlands, France, US, Michael Moore, Naomi Klein, The Take

Rhinoceros, 1974, 104 min., Director Tom O'Horgan, with Zero Mostel and Gene Wilder, based on Eugene Ionesco's play

Rigoletto 1982, 130 min., Verdi's opera with Piave's libretto based on Victor Hugo's play Le roi s'amuse, Director John Michael Phillips, with John Rawnsley as Rigoletto and Marie McLaughlin as Gilda. The English National Opera in an adaptation to contemporary Mafia.
Rigoletto 1982, 128 min., Director Jean-Pierre Ponnelle, with Luciano Pavarotti

Ripped Off: Madoff and the Scamming of America, and Crash: The Next Great Depression, 2009, 94 min., History, Starring Bernie Madoff

The Rise of Disaster Capitalism, 2009, with Naomi Klein, 77 minutes

The Shock Doctrine: The Rise of Disaster Capitalism, Naomi Klein, Bioneers, 2008, 33 minutes

The Shock Doctrine, 2009, Documentary by Michael Winterbottom and Mat Whitecross, with Naomi Klein, 89 minutes

RJR/Nabisco, Braces for Buyouts, The History Channel, documentary, 2002, 50 min.

Roger & Me, 1989, 91 min., Director Michael Moore, on GM plant shutdown and downsizing

Rogue Trader 1999, 101 min., based on Nick Leeson's autobiography about the disastrous collapse of UK's Barings Bank, Director James Dearden, with Ewan McGregor, Anna Friel

Runaway Jury, 2003, 127 m., Director Gary Fleder, based on the novel by John Grisham, with John Cusack, Gene Hackman, Dustin Hoffman, Rachel Weisz, Bruce McGill

Seven Samurai 1954, 190 min., Director Akira Kurosawa, with Toshira Mifune

Shaping the Future: 2008 Global Conference: A Discussion with Nobel Laureates in Economics, 2008, 75 min., Milken Institute

Sicko, 2007, 123 min., Director Michael Moore, a documentary on the American healthcare system

Silkwood, 1983, 131 min., Director Mike Nichols, with Meryl Streep, Cher, Kurt Russell

Startup.com, 2001, 107 min., Director Chris Hegedus, Jehane Noujaim, documentary with Kaleil Tuzman and Tom Herman, on the rise and fall of the Internet company govWorks.com

Super Size Me, 2004, 100 min., Director and Actor - Morgan Spurlock. McDonalds, fast food unhealthy effects, the first ever reality-based movie, beginning and ending in 30 days

Syriana, 2005, 126 min., Director Stephen Gaghan, with George Clooney, C. Plummer, Matt Damon

The Take, 2004, 87 min., documentary directed by Avi Lewis, written by Naomi Klein, Argentina

The Threepenny Opera: Die Dreigroschenoper, 1931, music Kurt Weill, 112 min., Director Georg Pabst, with Lotte Lenya, based on Bertolt Brecht's play

The Beggar's Opera 1953, 94 min., Director Peter Brook, with Laurence Olivier, Hugh Griffith

Too Big to Fail, 2011, 100 min., Director Curtis Hanson, with James Woods, William Hurt, Paul Giamatti, writers Peter Gould, Andrew Ross Sorkin

Topaze 1951, 136 min, Director Marcel Pagnol, with Fernandel, based on Marcel Pagnol's play

Topaze, 1933, 78 min., Director Harry d'Abbadie d'Arrast, with John Barrymore, Mirnay Loy

Topaze, 1935, 103 min., Director Louis J. Gasnier, with Louis Jouvet, Edwige Feuillere.

Triumph of the Nerds: The Rise of Accidental Empires, 1996, 165 min., TV, Director Robert Cringely, documentary on the origins of the personal computer with Paul Allen (co-founder Microsoft), Steve Ballmer, Bill Gates, Steve Jobs, Steve Wozniak, Gordon Moore

The Visit 1964, 100 min., Director Bernhard Wicki, with Ingrid Bergman

Hyenas, 1992, 113 m., Director Djibril Diop Mambety, African film based on the play The Visit of the Old Lady by Friedrich Durrenmatt

Wall Street, 1987, 120 min., Director Oliver Stone, with Michael Douglas, Martin Sheen

Wall Street 2: Money Never Sleeps, 2010, 127 min., Director Oliver Stone, with Michael Douglas

Wal-Mart: The High Cost of Low Price, 2005, 95 min., Director Robert Greenwald

Warren Buffett - Oracle of Omaha, 2000, 60 min., about the story of Berkshire Hathaway

We're Not Broke, 2012, 53 min., Directors and Writers Victoria Bruce and Karin Hayes

Where is the World Going to, Mr. Stiglitz?, 2007, 380 min., starring Joseph Stiglitz

Who Killed the Electric Car?, 93 min., Director Chris Paine, Narrated by Martin Sheen

Working Girl, 1988, 115 min., Director Mike Nichols, with Harrison Ford, Sigourney Weaver, Melanie Griffith, Alec Baldwin

The Yes Men, 2003, 2003, 83 min., Directors Dan Ollman and Sarah Price, WTO satire

Yes, Prime Minister, UK 1992, 461 min., Director Sidney Lotterby, with Paul Edington, Nigel Hawthorne, TV series and books by Jonathan Lynn and Anthony Jay (Yes, Minister)

FUTURE OF CAPITALISM IN A SUSTAINABLE SOCIETY, BUSINESS ETHICS IN FILMS COURSES

INTRODUCTION

The two courses in English or French for business, universities & the general public by Dr. Jacques Cory, comprise theoretical and empiric lectures, as well as an analysis of films on the future of capitalism in a global sustainable society and business ethics. The courses, prepared and presented by a businessman, are designed for the general public and businessmen.

The courses are based on the best books and films on those topics, as well as on the academic books of Cory, and were taught successfully in similar formats at Insead and leading universities in Israel. Based on the excellent feedbacks received, the participants state that they have been provided with the education and motivation to develop a holistic view on business, combining business, psychology and ethics in a modern and topical curriculum, with the intellectual capacity and values to cope with a complex business world and its dilemmas. The methodology of the course consists of watching extracts or all the film, hearing the lecture of the professor followed by group dynamics of the participants on those topics.

The courses comprise books in capitalism, business ethics, globalization and sustainability, by Naomi Klein, Joel Bakan, Thomas Friedman, Joseph Stiglitz, Paul Hawken and films, plays, documentaries and novels on those topics: Jean de Florette, Manon, Topaze by Marcel Pagnol, L'Argent by Emile Zola, Erin Brockovich, It's a Wonderful Life, A Civil Action, The Take, The Corporation, Roger & Me, An Inconvenient Truth, No Logo, The China Syndrome, Barbarians at the Gate, Glengarry Glen Ross, Other People's Money, Class Action, A Civil Action, All My Sons, F.I.S.T., The Big One, Precarity, Who Killed the Electric Car?...

In 2001 Cory lectured and published books anticipating the Corporate Scandals and since 2004 he gives courses at the University of Haifa (elected Best Lecturer), in 2006 at INSEAD, in 2009/2010 at the Technion in Israel - Executive MBA, in 2010/11 at the Tel Aviv University - International MBA, anticipating the Recession in lectures and books published in Israel in July 2008 and in the US in 2009. "The book has anticipated the economic events and history reveals Cory's intellectual sagacity. The book is drawing well the landscape in which those successive crises did occur and makes clear how each time we find the same causes that additional regulatory efforts did not fix. The book is the wisdom of a man of experience and of conviction who has translated his successful business career into a pedagogical package for the benefit of the young generation." Henri-Claude de Bettignies, Professor at INSEAD (France and Singapore), Stanford (US) and CEIBS (China), February 2009

"I just read your course materials and it sounds like a terrific class", November 2009, Andrew Ross Sorkin, journalist in The New York Times, author of the book on the Recession "Too Big to Fail". Alexandra Reed Lajoux, a prominent business writer and CKO at the National Association of Corporate Directors, comments (8/2008) on the adaptation of the book in English: "Your book has a wise premise, brilliantly fulfilled. It's a potential best seller. Your book will be a classic."

Attached is a bibliography of books and list of works, a CV with details on the business and academic experience, reviews on Cory's book "Business Ethics for a Sustainable Society", etc. Almost all the books are translated into French and the videos have audio/subtitles in French.
V – Video in DVD, R – Recommended Reading, B – Book and Optional Reading

THE FUTURE OF CAPITALISM IN A GLOBAL SUSTAINABLE SOCIETY BY Dr. JACQUES CORY

BACKGROUND

The course explores the different angles of capitalism, by a method of group dynamics with a modern approach. It comprises 16 sessions, on the future of capitalism in the context of globalization, sustainability, social responsibility and corporate governance. The course presents the sustainability model of Paul Hawken, the capitalism model of Joseph Stiglitz, the globalization models of Naomi Klein and Thomas Friedman, the corporation models of Joel Bakan and others, the ethical model of Jacques Cory, the documentary films *Inside Job*, *Barbarians at the Gate*, *The Corporation*, *The Take*, *Roger & Me*, *Who Killed the Electric Car?*, *An Inconvenient Truth*, *No Logo*, *The Big One*, *Precarity*, *Sicko*, interviews, etc.

1. INTRODUCTION – The future of capitalism in the context of globalization, sustainability, social responsibility and corporate governance. Definition of sustainability, corporate social responsibility, environmentalism, ethics in business, activism, individual and corporate dilemmas. The 12 principles of a profitable and ethical company, as defined by Jacques Cory.

V – Extracts of *Wall Street: Money Never Sleeps*, Director Oliver Stone, with Michael Douglas, Shia LaBeouf, Josh Brolin, Carey Mulligan, Suzan Sarandon, Eli Wallach and Frank Langella, 2010, 133 minutes. Audio: English and French. Subtitles: English.

R - Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009. Paperback edition in 2010 (hereinafter – Cory's Book), pp. 1-16

Cory Jacques, *L'éthique des affaires et les actionnaires minoritaires*, Éditions Universitaires Européennes, 2012, in French, pp. 13-24, 136-143

B - Boyer Louis, *Le livre de morale des écoles primaires (cours moyen, cours supérieur) et des cours d'adultes*, Editions des Equateurs, 2011, (édition originale 1895), in French

2. THE GREAT RECESSION OF 2007-2010 - The objective of the course is to examine the future of capitalism in a global and sustainable society in the context of the Great Recession of 2007-2010 and its components, finding a pattern of the Economic Whirl starting in the eighties with damages of billions and incurring in the Great Recession damages of trillions, due to the failings of the neo liberal economy, lack of regulation & ethics, greed & corruption.

V – Extracts of *Inside Job*, Produced, written and directed by Charles Ferguson, Narrated by Matt Damon, 2010, 109 minutes. Subtitles: English and French.

R – Cory's Book, pp. 17-51

B - Kansas Dave, *The Wall Street Journal Guide to the End of Wall Street as We Know It*, Collins, 2009, pp. 1-126
 Ritholtz Barry, *Bailout Nation: How Greed & Easy Money Corrupted Wall Street & Shook the World Economy*, Wiley, 2009, pp. 231-261
 Roubini Nouriel and Mihm Stephen, *Crisis Economics: A Crash Course in the Future of Finance*, Penguin, 2010, pp. 211-301
 Sorkin Andrew Ross, *Too Big to Fail: The Inside Story of How Wall Street and Washington Fought to Save the Financial System – and Themselves*, Viking Adult, 2009, pp. 340-372, 529-539
 FCIC – Financial Crisis Enquiry Commission, *The Financial Crisis Inquiry Report*, Public Affairs Report, 2011, pp. xv-xxviii, 3-24, 413-439
 Peicuti Cristina, *Crédit, Déstabilisation et Crises*, L'Harmattan, 2010, in French

3. WALL STREET'S ETHICS – BARBARIANS AT THE GATE - Glenn Jordan's film "Barbarians at the Gate", based on Bryan Burrough and John Helyar's book – "Barbarians at the Gate, The Fall of RJR Nabisco". The well-known duel of 1988 between American Express/Shearson backing the CEO of RJR Nabisco, Ross Johnson, and Kravitz over the acquisition of one of the largest US companies. Outrageous leverage buyouts and bubbles, junk bonds, disregard of the stakeholders' interests - a main symptom of the Economic Whirl.

V – Extracts of Barbarians at the Gate, 1993, TV, 107 minutes, Director Glenn Jordan, based on the book by Bryan Burrough & John Helyar, on the Nabisco takeover, with James Garner, Jonathan Price. Audio – English and French. Subtitles – English and French.

R – Cory's Book – pp. 250-252

B - Burrough Bryan and Helyar John, *Barbarians at the Gate, The Fall of RJR Nabisco*, Harper Business Essentials, 2003, pp. 474-502
 Lordon Frédéric, *D'un retournement l'autre, Comédie sérieuse sur la crise financière en quatre actes et en alexandrins*, Editions du Seuil, 2011, in French

4. AN OUTCOME OF THE NEO LIBERAL ECONOMY - THE TAKE IN ARGENTINA
 The film The Take, based on Naomi Klein's screenplay, describes the struggle of workers in Argentina against unemployment and bankruptcy of their factories, due to the collapse of the economy, IMF disastrous involvement and corruption. Cooperative organizations do work, when capitalism collapses, alternative models of humane capitalism. The crises in Latin America and the Far East as a result of the neo liberal economy and the Economic Whirl.

V – Extracts of The Take, 2004, 87 minutes, documentary directed by Avi Lewis, written by Naomi Klein. Subtitles in English and French.

R – Cory's Book - pp. 651-657

B - Krugman Paul, *The Return of Depression Economics and the Crisis of 2008*, W. W. Norton, 2009 (1999), pp. 30-138
 Precht Richard David, *L'art de ne pas être un égoïste: Pour une éthique responsable*, Belfond, 2012, in French, translated from German

5. DOWNSIZING & TEMP WORKERS - THE DARK SIDE OF A GLOBAL ECONOMY

The films "The Big One" and "Roger & Me", directed by Michael Moore, on downsizing, one of the worst plagues of the global economy, and reliance on temporary workers, with very low salaries/no social benefits. The new poor generation – working people, in multinationals maximizing their profits at the expense of their workers in the first and third worlds.

V – Extracts of The Big One, 1997, 91 minutes, Director Michael Moore. Subtitles in English and French.

Extracts of Roger & Me, 1989, 91 minutes, Director Michael Moore. Subtitles in English and French.

R – Cory's Book – pp. 633-635

B - Goodpaster Kenneth E., Nash Laura L., de Bettignies Henri-Claude, *Business Ethics: Policies and Persons*, McGraw-Hill Irwin, 2006, pp. 135-148

Betbeze Jean-Paul, *Crise par ici la sortie: Exit*, Presses Universitaires de France, 2010

6. CORPORATE SOCIAL RESPONSIBILITY, BEN & JERRY'S, MUHAMMAD YUNUS AND GRAMEEN BANK MODELS, SOCIAL BUSINESS, GRAMEEN DANONE MODEL

Ben & Jerry's, founded by Ben Cohen and Jerry Greenfield, contributes 7.5% of its pretax profits to the communities of Vermont. They believe that the values contribute to profits not less than performance. Muhammad Yunus innovated strategies for lending microloans with Grameen Bank to the poor, helping millions to live better lives, while being solidly profitable with 99% repayment rate. The Grameen Danone joint venture model of humane capitalism.

V – Extracts of Charlie Rose with Muhammad Yunus (June 4, 2004), 2006, 57 minutes

Extracts of Biography – Ben & Jerry's, 2008, 50 min., starring: Ben Cohen, Jerry Greenfield

R – Cory's Book – pp. 195-199

B – Yunus Muhammad, *Creating a World Without Poverty: Social Business and the Future of Capitalism*, PublicAffairs, 2009, pp. 43-101 and 129-162

Cohen Ben and Greenfield Jerry, *Ben & Jerry's Double-Dip, Lead with Your Values and Make Money, Too*, Simon & Schuster, 1997, pp. 29-54 and 236-257

Artus Patrick and Pastre Olivier, *Sorties de crise: Ce qu'on ne nous dit pas, Ce qui nous attend*, Editions Perrin, 2009

7. NEW MODELS OF CAPITALISM, THE CONTINENTAL EUROPEAN MODEL

Many Americans have a simplistic view about capitalism: you are either a neo liberal or a communist. Stiglitz, Klein, Bakan and others propose a third way, and the Continental European model gives us an excellent mix of a workable policy of social welfare, employment, healthcare, labor relations, a holistic economic & social policy that is democratic, with a combination of free market and regulation.

V – Extracts of Sicko, 2007, 123 minutes, Director Michael Moore, a documentary on healthcare policy, audio in English and French, subtitles in French

E – Cory's Book, pp. 79-85, 454-481

- B - Einhorn Eric S. and Logue John, *Modern Welfare States: Scandinavian Politics and Policy in the Global Age*, Praeger Paperback, 2003, pp. 191-257
- Rifkin Jeremy, *The European Dream: How Europe's Vision of the Future is Quietly Eclipsing the American Dream*, Tarcher, 2005, pp. 58-85 and 358-385
- Eichengreen Barry, *The European Economy since 1945: Coordinated Capitalism and Beyond*, Princeton, 2008, pp. 379-426
- Coates David, *Models of Capitalism: Growth and Stagnation in the Modern Era*, Polity, 2000, pp. 233-264
- Shiller Robert J., *Irrational Exuberance, Second Edition, Revised & Updated*, Broadway, 2009, pp. 1-27, 147-173
- Pontusson Jonas, *Inequality and Prosperity: Social Europe Vs. Liberal America*, Cornell University Press, 2005, pp. 142-203
- Reid T.R., *The United States of Europe: The New Superpower and the End of American Supremacy*, Penguin, 2005, pp. 144-176
- Bartels Larry M., *Unequal Democracy: The Political Economy of the New Gilded Age*, Princeton, 2008, pp. 1-28
- Hankel Wilhelm & Isaak Robert, *Brave New World Economy: Global Finance Threatens our Future*, John Wiley & Sons, 2011, pp. 1-24, 53-179
- Posner Richard A. The Honorable, *A Failure of Capitalism: The Crisis of '08 and the Descent into Depression*, Harvard University Press, 2009
- Jorion Paul, *Le capitalisme à l'agonie*, Fayard, 2011 in French

8. GLOBALIZATION- NO SPACE, NO CHOICE, NO JOBS, NAOMI KLEIN'S NO LOGO & THE SHOCK DOCTRINE – THE RISE OF DISASTER (NEO LIBERAL) CAPITALISM
Naomi Klein's famous book/film "No Logo" tracks the rise of anti-corporate activism in North America, Asia and Europe. The negative impacts that the superbrands marketing has on culture, work, nutrition and consumer choice. Profitability versus stakeholders, is there a contradiction between the two objectives in a global context? Globalization in the context of Capitalism and the 2008 Recession, review of the new book of Naomi Klein on the neo liberal economy The Shock Doctrine, the Rise of Disaster Capitalism. Klein challenges the victory of Milton Friedman's free-market economics, and shows how neo liberals harnessed terrible shocks and violence to implement their radical policies. Klein provides a rich description of the political machinations required to force unsocial economic policies with a heavy toll on the world economy, in the third, second and the first world as well, and most of all – the US.

V – Extracts of No Logo, 2003 V, 42 minutes, Director Sut Jhally, documentary based on the book "No Logo" by Naomi Klein on globalization, hegemony of brands and democratic resistance. Subtitles in English and French.

Extracts of The Rise of Disaster Capitalism, 2009, with Naomi Klein, 77 minutes

Extracts of The Shock Doctrine: The Rise of Disaster Capitalism, Naomi Klein, Bioneers, 2008, 33 minutes

R – Cory's Book, pp. 640-650

Friedman Milton, *"The Social Responsibility of Business Is to Increase Its Profits"*, Madsen, Essentials of Business Ethics, A Meridian Book, 1990, pp. 273-281

B - Klein Naomi, *No Logo: Taking Aim at the Brand Bullies*, Picador, 2000, pp. 365-396

Bhagwati Jagdish, *In Defense of Globalization*, Oxford University Press, 2004, pp. 51-91

Klein Naomi, *The Shock Doctrine: The Rise of Disaster Capitalism*, Picador, 2008, pp. 3-25, 560-589

Gasparino Charles, *The Sellout: How Three Decades of Wall Street Greed and Government Mismanagement Destroyed the Global Financial System*, HarperBusiness, 2009, pp. 479-499

Klein Naomi, *Fences and Windows, Dispatches from the Front Lines of the Globalization Debate*, Picador, 2002

Sapir Jacques, *La démondialisation*, Editions du Seuil, 2011, in French

9. THE CORPORATION: A PATHOLOGICAL PURSUIT OF PROFIT AND POWER?

Joel Bakan's famous book, as well as the documentary film, "The Corporation" describes the role of the corporation today, its origins, its purpose, and how it has become the world's dominant economic institution. He contends that it has often become a pathological firm, pursuing its own economic self-interest, regardless of the harmful consequences to stakeholders. Is the pathological conduct of firms a symptom of the neo liberal capitalism?

V – Extracts of The Corporation, 2003, 145 min., Directors Jennifer Abbott, Mark Achbar, based on Joel Bakan's book "The Corporation: A Pathological Pursuit of Profit and Power", with Noam Chomsky, Peter Drucker, Milton Friedman, Ray Anderson, Naomi Klein, Michael Moore, Howard Zinn. Subtitles in English and French.

R – Cory's Book, pp. 658-673

B – Bakan Joel, *The Corporation, The Pathological Pursuit of Profit and Power*, Free Press, Published by Simon & Schuster New York, 2004, pp. 60-84

Faber Emmanuel, *Chemins de traverse, Vivre l'économie autrement*, Albin Michel, 2011, in French

10. GLOBALIZATION AND CAPITALISM – WHERE IS THE WORLD GOING TO, Mr. STIGLITZ? STIGLITZ'S THIRD WAY BETWEEN NEO LIBERALS AND SOCIALISTS

Nobel Prize winning Joseph Stiglitz explains in an academic, clear and concise language how the world economy works, globalization and its discontents, the negative impacts of neo liberal capitalism, Third World poverty, criticism of World Bank and IMF, and offers an agenda of inventive solutions to our most pressing economic, social, and environmental challenges, with a moral sensitivity required to ensure a just and sustainable world. Stiglitz suggests ways to make globalization and world economy work, in an Aristotelian Third Way.

V – Extracts of Where is the World Going to, Mr. Stiglitz?, 2007, with Joseph Stiglitz, 380 m.

R – Cory's Book, pp. 105-112

B – Stiglitz Joseph E., *The Price of Inequality*, W. W. Norton, 2012, pp. 265-290 & pp. 1-51

Stiglitz Joseph E., Sen Amartya, Fitoussi Jean-Paul, *Mismeasuring Our Lives: Why GDP Doesn't Add Up*, New Press, 2010, pp. 1-95

Stiglitz Joseph E., *Freefall: America, Free Markets, and the Sinking of the World Economy*, W. W. Norton & Co., 2010, pp. 184-209, 210-237 and 275-297

Stiglitz Joseph E., *The Stiglitz Report: Reforming the International Monetary and Financial Systems in the Wake of the Global Crisis*, New Press, 2010, pp. 57-120

Stiglitz Joseph E., *Making Globalization Work*, W. W. Norton & Company, 2007, pp. 187-210

Stiglitz Joseph E., *The Roaring Nineties: A New History of the World's Most Prosperous Decade*, W. W. Norton, 2004, pp. 281-319, 202-240, 180-201

Stiglitz Joseph E., *Globalization and its Discontents*, W. W. Norton & Company, 2003, pp. 89-132, 133-165

11. ANTI GLOBALIZATION MOVEMENTS - PRECARITY

The underground documentary "Precarity" focusing on the global movements against multinationals, billionaires, world economic organizations, the precarity of modern employment throughout the world mainly to workers aged under 30 and over 50.

V – Extracts of Precarity, 2004, 197 minutes, Concept & Realization: Francesca Bria, Tora Krogh, Lize de Clercq. A compilation of 17 videos on victims of globalization, from Italy, Spain, Korea, Mexico, Japan, Netherlands, France, US, Michael Moore, Naomi Klein, The Take. Subtitles in English and French.

Globalization & Human Rights, 1998, TV, 60 minutes, Writing credits: Rory O'Connor, Danny Schechter, hosted by Charlayne Hunter-Gault.

R – Cory's Book, pp. 636-639

B - Lubbers Eveline, edited by, *Battling Big Business*, Common Courage Press, 2002

12. THOMAS FRIEDMAN – ON GLOBALIZATION AND A FLAT WORLD

The World is Flat by Thomas Friedman – Globalization in the 21st century, what it means to countries such as the US, India and China, to companies – multinationals and startups, to stakeholders – individuals and communities, how governments and societies can and must adapt. A critical review of the book that does not criticize unethical multinationals, in the context of the crooked global economy, contradicting in many ways its flatness.

V – Extracts of Charlie Rose with Thomas L. Friedman (August 31, 2005), 60 minutes, documentary. An interview of Thomas L. Friedman, columnist for the New York Times and author of *The World is Flat: A Brief History of the Twenty-First Century*, by Charlie Rose.

R – Cory's Book, pp. 674-691

B - Friedman Thomas L., *The World is Flat - A Brief History of the Twenty-First Century*, First Updated and Expanded Edition, Farrar, Straus and Giroux, 2006, pp. 50-200

Zakaria Fareed, *The Post-American World, Release 2.0, Updated and Expanded*, Norton, 2011, pp. 100-238

Donaldson Thomas, *The Ethics of International Business*, The Ruffin Series in Business Ethics, Oxford University Press, 1992

13. SUSTAINABILITY – THE PAUL HAWKEN AND RAY ANDERSON MODELS

Paul Hawken is perceived by many as the prophet of sustainability. He is not only an excellent writer, his books move us deeply, but he is also a very successful businessman. One of the people he has influenced most is Ray Anderson, the founder and chairman of Interface,

the world's largest carpet manufacturer of commercial carpet who wept after reading *The Ecology of Commerce* by Hawken and transformed his company into a sustainable one.

V – Extracts of Paul Hawken: *The New Great Transformation*, 2007, 71 minutes, Director Chris Baldwin, Speaker: Paul Hawken

Extracts of *Beyond the Line, Turn the Risks of Climate and Environmental Change into Compelling Business Opportunities*, 2009, 55 minutes, with Anthony Simon, executives and ecologists

R – Cory's Book, pp. 542-549

B - Hawken Paul, *The Ecology of Commerce*, HarperCollins, 1994, pp. 201-219

Hawken Paul, Lovins Amory, Lovins Hunter L., *Natural Capitalism: Creating the Next Industrial Revolution*, Back Bay Books, 2000, pp. 125-143

Hawken Paul, *Blessed Unrest: How the Largest Movement in the World Came into Being and Why No One Saw It Coming?*, Viking, 2007, pp. 49-68

Girardet Herbert & Mendonca Miguel, *A Renewable World: Energy, Ecology, Equality, A Report for the World Future Council*, Green Books, 2009, pp. 141-159 and 223-237 (chapters 6 & 10)

14. SUSTAINABILITY – A PRECONDITION OF RECOVERY FOR THE AILING ECONOMY AFTER THE 2008 RECESSION

The dilemmas of global warming with Al Gore's lifelong commitment to reversing the effects of global climate change. A rallying cry to protect the earth, as a sustainable solution for the economy. Thomas Friedman's book "Hot, Flat, and Crowded" devises efficient methods to meet the challenges of ecology, as we are in the wrong track and need a course correction in modern capitalism. Sustainability - one of the main vehicles for recovery after the recession.

V – Extracts of *An Inconvenient Truth*, 2006, 96 minutes, Dir. Davis Guggenheim, with Al Gore, subtitles in English and French

Extracts of Charlie Rose, *A Conversation with Author Thomas L. Friedman*, about his book *Hot, Flat, and Crowded*; September 9, 2008, 57 minutes

Extracts of *How to Save the World*, 2007, 103 min., Directors Thomas and Barbara Burstyn

R – Cory's Book, pp. 528-531

B - Friedman Thomas L., *Hot, Flat, and Crowded, Why We Need a Green Revolution and How it Can Renew America*, Farrar, Straus and Giroux, 2008 – pp. 26-49 and 267-296

Gore Al, *An Inconvenient Truth: The Crisis of Global Warming*, Viking, 2007, pp. 166-183

Edwards Andres R., *The Sustainability Revolution: Portrait of a Paradigm Shift*, New Society Publishers, 2005, pp. 97-140

15. SAVING ENERGY - WHO KILLED THE ELECTRIC CAR? - With higher than ever gasoline prices, fossil fuel shortages, unrest in oil producing regions around the globe, the film describes who killed the electric car and why, as well as the role of renewable energy and sustainable living in world's future; issues which affect everyone: liberals and conservatives.

V – Extracts of Who Killed the Electric Car?, 93 minutes, Director Chris Paine, Narrated by Martin Sheen, subtitles in French

Extracts of Architecture to Zucchini: The people, companies and organizations pioneering sustainability, 2006, 129 minutes, 12 segment educational video

R – Cory's Book, pp. 539-541

B - Dresner Simon, *The Principles of Sustainability*, Earthscan Publications, 2002, pp. 75-120
Holliday Chad, Schmidheiny Stephan, Watts Philip, *Walking the Talk: The Business Case for Sustainable Development*, Berrett-Koehler Publishers, 2002

16. CONCLUSION, BUSINESS ETHICS IN PHILOSOPHY, RELIGION, GOLDEN RULE
Business ethics, social responsibility, social and economic justice, even ecology have deep roots in all religions, in Judaism, Christianity, Islam and Eastern religions, although many times those religious principles are not practiced. Many philosophers dealt with those issues as well, Aristotle, Machiavelli, Kant, Adam Smith, Utilitarianism, Etzioni and modern ethicists. The best way to conclude this course is by resorting to those roots and practicing the Golden Rule - Do to others what you would like them to do to you - in business, organizations, government, society, ecology and all human, economic and social relations.

V – Extracts of How to Succeed in Business Without Really Trying, 1967, 121 minutes, Director David Swift, play by Abe Burrows, with Robert Morse and Michele Lee (The Brotherhood of Men), subtitles in French

R – Cory's Book, pp. 52-75. 86-105

B - Aristotle, *Ethics*, Penguin Classics, 1976

Dherse Jean-Loup, Minguet Hughes Dom, *L'Ethique ou le Chaos?*, Presses de la Renaissance, 1998, in French

The Holy Bible, The New Testament, The Old Testament

Koran, the Essential, the Heart of Islam

BUSINESS ETHICS IN FILMS, PLAYS, NOVELS AND DOCUMENTARIES BY Dr. JACQUES CORY

BACKGROUND

Business Ethics has become very relevant in the last few years due to the Great Recession of 2007-2010, the corporate scandals of Enron, WorldCom, Arthur Andersen, and the collapse of hi-tech/Internet start-ups. The course analyses films, plays, documentaries and novels on business ethics issues, such as: Wall Street and ethics with Wall Street, the CEO and ethics with All My Sons, wrongdoing to minority shareholders with L'argent, ethical activism with Erin Brockovich, ecological issues with A Civil Action, human greed with The Visit, transparency and the media with The Insider, social responsibility with It's a Wonderful Life, etc. The sessions will include also the films Class Action, F.I.S.T., The China Syndrome, Glengarry Glen Ross, Other People's Money, Topaze, Jean de Florette and Manon, as well as extracts of films such as Executive Suite, Revizor, Don Quijote, The Great Gatsby, The Merchant of Venice, Rhinoceros, An Enemy of the People, etc. The methodology of the course, which received excellent feedbacks since 2004 and comprising 16 sessions, is based on group dynamics analyzing the ethical dilemmas of the films' protagonists.

1. INTRODUCTION

Ethics in business, stakeholders, whistleblowers, ethics and the law, ethical funds, transparency, Omerta, the attitude of society, directors, independent directors, CEOs, insider trading, ethics literature, ethics is universal and not relative. Don Quijote and ethics.

V - Don Quijote by Miguel de Cervantes

Extracts of Man of La Mancha 1972, 132 minutes, Director Arthur Hiller, musical play and screenplay by Dale Wasserman, with Peter O'Toole, Sophia Loren. Subtitles English/French

R - Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, Boston, 2001. Paperback Edition by Springer, 2004, pp. 7-46, 237-242

Cory Jacques, *Activist Business Ethics*, Kluwer Academic Publishers, Boston, 2001. Paperback Edition by Springer, 2004, pp. 73-84, 91-98

Cory Jacques, *L'éthique des affaires et les actionnaires minoritaires*, Éditions Universitaires Européennes, 2012, in French, pp. 25-47, 48-63, 88-114

B – Cory Jacques, *Business Ethics for a Sustainable Society: Conquering the Corporate Frankenstein*, The Edwin Mellen Press, 2009. Paperback in 2010 (hereinafter – Cory's Book)

Cory Jacques with Amalia Eyal, *Le choix de Nelly*, Edilivre, 2012, in French

Boyer Louis, *Le livre de morale des écoles primaires (cours moyen, cours supérieur) et des cours d'adultes*, Editions des Equateurs, 2011, (édition originale 1895), in French

Péguy Charles, *L'Argent, suivi de L'Argent Suite*, Gallimard, 1932, in French

Péguy Charles, *Une éthique sans compromise, textes essentiels de Charles Péguy*, Agora Pocket, 2011, in French

2. WALL STREET AND ETHICS – THE FILM WALL STREET

Wall Street, a film directed by Oliver Stone. The description of the intrigues, corruption and ethical dilemmas on Wall Street and every modern stock exchange. Greed versus ethics, what is the price of integrity, insider information, the young Yuppies who have no ethical values.

V – Extracts of Wall Street, 1987, 2 h., Director Oliver Stone, with Michael Douglas, Martin Sheen. Audio – English/French. Subtitles – English/French. R – Cory's Book, pp. 242-246

3. THE CEO AND ETHICS – THE PLAY ALL MY SONS

All My Sons, a play by Arthur Miller. Joe Keller is CEO and Owner of a successful company, whose motto is to succeed at all costs. He supplies knowingly defective parts causing the death of 21 pilots. His son, a pilot, dies as well. The CEO's dilemma of Profitability vs Ethics.

V - All My Sons by Arthur Miller

Extracts of All My Sons, 1948, 95 minutes, Director Irving Reis, with Edward G. Robinson, Burt Lancaster, subtitles in French. R – Cory's Book, pp. 167-171

4. ETHICAL ACTIVISM – THE FILM ERIN BROCKOVICH

Erin Brockovich, a film directed by Steven Soderbergh. Based on the true story of Erin Brockovich who succeeds through ethical activism to compel a multibillion California company to pay huge amounts of compensations for polluting a town's water.

V – Extracts of Erin Brockovich, 2000, 132 minutes, Director Steven Soderbergh, with Julia Roberts, Albert Finney. Audio in English and French. R – Cory's Book, pp. 509-514

5. HUMAN GREED – THE PLAY THE VISIT OF THE OLD LADY (HYENAS)

The Visit of the Old Lady, a play by Friedrich Duerrenmatt, in an African film Hyenas directed by Djibril Diop Mambety. The visit of an old lady, now the richest person in the world, in her hometown in order to punish her first lover, Ill, who abused her. She buys the town and its people who agree to murder Ill not for sheer greed, but for the sake of justice...

V - The Visit of the Old Lady by Friedrich Durrenmatt

Extracts of Hyenas, 1992, 113 minutes, Director Djibril Diop Mambety, African masterpiece based on the play. Audio in French, subtitles in English and French.

Extracts of The Visit 1964, 100 minutes, Director Bernhard Wicki, with Ingrid Bergman and Anthony Quinn. R – Cory's Book, pp. 623-627

6. TRANSPARENCY AND THE MEDIA – THE FILM THE INSIDER

The Insider, directed by Michael Mann. Based on the true story of an attempt to silence on TV the disclosure by a whistleblower scientist that tobacco companies introduce addictive ingredients in cigarettes. The need of the media to be transparent and unbiased.

V – Extracts of The Insider, 1999, 157 minutes, Director Michael Mann, with Al Pacino & Russel Crowe. Audio in English/French, subtitles in French. R – Cory's Book, pp. 435-437

7. THE VICTIMS OF CORRUPTION – THE NOVELS JEAN DE FLORETTE & MANON

In Marcel Pagnol's novels – Jean de Florette and Manon des Sources, we encounter modern business leitmotives in a small village in Provence, France: lack of water/money, insider information withheld from the owner, law of Omerta as the peasants don't interfere with other people's business, but ultimately justice prevails long after Jean de Florette dies penniless...

V – Jean de Florette by Marcel Pagnol

Extracts of Jean de Florette, 1986, 122 minutes, Director Claude Berri, with Yves Montand, Gerard Depardieu. Audio in French, subtitles in English.

Manon des Sources by Marcel Pagnol

Extracts of Manon des Sources 1986, 113 minutes, Director Claude Berri, with Emmanuele Beart, Daniel Auteuil. Audio in French, subtitles in English. R – Cory's Book, pp. 319-325

8. WRONGDOING TO MINORITY SHAREHOLDERS – THE NOVEL L'ARGENT

The best novel of business ethics is probably L'argent by Emile Zola, where we encounter most of the business ethics dilemmas prevailing 150 years ago in France and today as well. It is a novel about a banker, Aristide Saccard, the speculator who wrongs all the stakeholders, without any scruples, and goes bankrupt. Or is it about the investment bankers of Wall Street in 2008? As we say in French – the more it changes, the more it remains the same.

V – Extracts of L'Argent TV 1988, 250 minutes, based on Emile Zola's book about the financier Aristide Saccard, Director Jacques Rouffio, with Claude Brasseur, Miou-Miou, Michel Galabru. Audio in French.

Extracts of L'Argent, 1928, 195 minutes, Director Marcel L'Herbier, with Pierre Alcover, Alfred Abel. A silent movie, in French with English subtitles. R – Cory's Book, pp. 257-272.

9. ETHICAL EDUCATION IN AN UNETHICAL SOCIETY – THE PLAY TOPAZE

The play Topaze by Marcel Pagnol is a cynical masterpiece about a sincere and ethical schoolteacher Topaze who is unjustly dismissed. He is lured to become a straw man, but he soon discovers of the schemes and has a social crisis. He decides to beat the system, ruins his sponsor, gets his mistress, corrupts his friend and loses his ethics. As we say in English – if you can't beat them join them (and then beat them). A very unethical play, but so funny!

V – Topaze by Marcel Pagnol

Extracts of Topaze 1951, 136 minutes, Director Marcel Pagnol, with Fernandel, Jacqueline Pagnol, in French with English subtitles.

Extracts of Topaze, 1933, 78 minutes, Director Harry d'Abbadie d'Arrast, with John Barrymore, Mirna Loy, in English. R – Cory's Book, pp. 550-552

10. TRANSPARENCY, OMERTA AND CSR – THE FILM THE CHINA SYNDROME

While doing a series of reports on alternative energy sources, an opportunistic reporter Kimberley Wells witnesses an accident at a nuclear power plant. Wells is determined to publicize the incident but soon finds herself entangled in a sinister conspiracy to keep the full impact of the incident a secret. Ultimately, the TV management and the mega corporation cooperate in order to cover up the story, thus endangering the lives of thousands.

V – Extracts of The China Syndrome, 1979, 122 minutes, Director James Bridges, with Jane Fonda, Jack Lemon. Audio in English and French, subtitles in English and French.

R – Cory's Book, pp. 451-453

11. WRONGDOING OF STAKEHOLDERS BY MEGA CORPORATIONS – THE FILM CLASS ACTION AND THE FORD PINTO CASE

Jeb Ward specializes in class actions of victims wronged by mega corporations. This time it is a case very similar to the Ford Pinto case. His client is suing a car company, that had safety problems in one of its models, who was severely burned by an accident while driving one of these models. The car company has based the decision on the safety of the car with their risk analysis. It doesn't matter how many people die as long as the company maximizes its profit.

V- Extracts of Class Action, 1991, 110 minutes, Director Michael Apted, with Gene Hackman, Marie Elizabeth Mastrantonio. Audio in English and French. Subtitles in English.

R – Cory's Book, pp. 338-340

12. LAW VERSUS ETHICS – THE FILM A CIVIL ACTION

In Steven Zaillian's film A Civil Action, Jan Schlichtmann, a hedonist lawyer, goes bankrupt in his attempt to assist the families of children who died and are suing two conglomerates for dumping toxic water. Ultimately, the companies cease their operations and are forced to decontaminate the areas at a high cost, but do not pay adequate compensation to the victims.

V - A Civil Action by Jonathan Harr

Extracts of A Civil Action 1998, 112 minutes, Director Steven Zaillian, with John Travolta, Robert Duvall. Audio in English and French, subtitles in English and French

R – Cory's Book, pp. 533-527

13. ETHICAL DILEMMAS OF TRADE UNIONS & LEADERSHIP – THE FILM F.I.S.T.

F.I.S.T., a film directed by Norman Jewison. The ethical dilemmas of trade unions leaders, what is more important: winning their fights against their employers or keeping minimal moral standards? At what cost? Even at the cost of collaborating with the Mafia and paying them tribute subsequently? Comparison to different moral attitudes of ethical leaders.

V – Extracts of F.I.S.T., 1978, 145 minutes, Director Norman Jewison, with Sylvester Stallone and Rod Steiger. Audio in English and French, subtitles in English and French.

R – Cory's Book, pp. 184-188

14. DARWINISM IN LABOR RELATIONS – THE PLAY GLENGARRY GLEN ROSS

The film Glengarry Glen Ross, directed by James Foley, based on David Mamet's play. The survival of the fittest, those who cannot be the best should perish as there is no place in the modern world for weaker persons and employees. Times are tough in a real estate sales office; the salesmen are given a strong incentive to succeed in a sales contest. There is no room for losers in this dramatically masculine world; only "closers" will get the good sales leads. Can a society, a company or a country exist with no place for the weakest? The cost of Darwinism.

V. Extracts of Glengarry Glen Ross, 1992, 100 minutes, Director James Foley, based on David Mamet's play, with Jack Lemmon, Al Pacino, Ed Harris, Alan Arkin, Kevin Spacey, Alec Baldwin, Jonathan Price. Audio in English and French, subtitles in English and French.

R – Cory's Book, pp. 192-194

15. ETHICAL DILEMMAS IN ACQUISITIONS - THE PLAY OTHER PEOPLE'S MONEY

Norman Jewison's film "Other People's Money", based on Jerry Sterner's play. Larry Garfield is a serial liquidator of companies acquiring undervalued companies, called by him - "sleeping beauties", tearing them apart to the detriment of the stakeholders and owners, as the valuation of the parts is higher than the whole. Andrew Jorgenson, an old-school manager-owner, believes that companies should serve mainly their stakeholders but loses his company to the New Economy's tycoon Garfield. Brilliant exposure of the ethical dilemmas of acquisitions.

V – Extracts of Other People's Money, 1991, 103 minutes, Director Norman Jewison, based on Jerry Sterner's play, with Danny DeVito, Gregory Peck, Penelope Ann Miller, Piper Laurie. Audio in English and French, subtitles in English and French.

R – Cory's Book, pp. 253-256

16. SOCIAL RESPONSIBILITY – THE FILM IT'S A WONDERFUL LIFE, CONCLUSION

It's a Wonderful Life, directed by Frank Capra. A 'futuristic' 1946 film suggesting a solution for subprime mortgage borrowers, with an ethical mortgage banker, George Bailey, who gives cheap loans to low-income families to purchase modest houses instead of renting slums. No securities backed with subprime mortgages, widely held by financial firms, no collapse of their value, no large decline in the capital of major banks and US government-sponsored enterprises, no 1.3 million US housing properties subject to foreclosure activity, no financial products called mortgage-backed securities (MBS), which derive their value from mortgage payments - just plain corporate social responsibility, with ethics and goodness prevailing over wrongdoing and greed, despite all the difficulties. James Stewart manages to do it with the assistance of a guardian angel, but how many of us have one? Are we heading to a catastrophe or will ethics prevail and save us? Conclusion of the course, dilemmas of the participants.

V – Extracts of It's a Wonderful Life, 1946, 130 minutes, Director Frank Capra, with James Stewart, Donna Reed. Audio in English and French, subtitles in English and French.

R – Cory's Book, pp. 520-522

ELEMENTS D'ETHIQUE DES AFFAIRES – JACQUES CORY

L'éthique des affaires est devenue très pertinente ces dernières années en raison des scandales Enron, WorldCom, Arthur Andersen, Parmalat et de l'écroulement d'entreprises hi-tech et de start-up d'Internet. Jacques Cory, homme d'affaires et pionnier dans le domaine de l'éthique à l'égard des actionnaires minoritaires, est l'auteur des premiers livres académiques sur ce sujet, publiés par Kluwer Academic Publishers à Boston en 2001 ; il a reçu son doctorat en éthique des affaires au CNAM à Paris en 2004. Sa recherche est fondée sur des études de cas concernant les violations des droits des actionnaires minoritaires en France, aux Etats-Unis et en Israël. Il a découvert les règles qui régissent ces cas et qui ont été validées quelques mois plus tard à l'occasion du scandale Enron. Le programme de 16 conférences donne les éléments de base de l'éthique des affaires à l'égard des parties prenantes - les clients, les employés, les actionnaires, l'environnement, la communauté, les fournisseurs, le gouvernement, les banques, etc., commente des cas sur la conduite éthique - ou contraire à l'éthique - des entreprises, ainsi que des films basés sur des romans, pièces de théâtres ou cas contemporains.

PROGRAMME DE 16 CONFERENCES

1. Introduction : Notions de base de l'éthique, les parties prenantes, les fonds éthiques, la transparence, l'attitude de la société, les administrateurs, les PDG, la littérature éthique, aspects internationaux. La méthodologie du cours, dynamique de groupe, analyse de dilemmes éthiques.

2. Le contexte actuel : La loi et l'éthique, les sept "panacées" de Monks, la sauvegarde des intérêts des parties prenantes et des actionnaires minoritaires par les conseils d'administration, les directeurs, la presse, les experts, etc. Exemples issus de la littérature mondiale qui illustrent les dilemmes.

3. Les nouvelles voies proposées : Internet et la transparence sont perçus comme les voies les plus efficaces car ils rendent possibles les « *stock talks* » des actionnaires. L'encouragement des révéléateurs, la moralité de la révélation, exemples du colonel Picquart dans l'affaire Dreyfus, de Brutus, etc.

4. L'activisme éthique : Erin Brockovich, basé sur son histoire. Elle réussit avec son activisme, sa persévérance remarquable et son attitude très humaine à forcer un conglomérat à payer de lourdes indemnités pour avoir causé la maladie et la mort de plusieurs personnes en polluant l'eau d'une ville.

5. Les études de cas : Les quatre cas analysés dans les livres du Dr Cory se situent aux Etats-Unis, en France et en Israël. Ils décrivent comment les droits des actionnaires minoritaires et des parties prenantes sont lésés, l'attitude des PDG éthiques/non éthiques, l'importance d'Internet et de l'activisme.

6. Fusions et acquisitions : La compagnie française Loskron. Ce cas a pour héroïne Mme Colette Neuville, présidente de l'ADAM. Elle aide les actionnaires minoritaires de Loskron à combattre les majoritaires qui les lèsent de tous leurs droits. Elle s'attire la sympathie des médias pour sa lutte.

7. Les victimes et l'éthique : *Jean de Florette* et *Manon des Sources* de Marcel Pagnol. Dans un petit village de Provence le schéma éternel de la lutte entre les oppresseurs, tels que César et Ugolin, et les victimes, tels que Jean et Manon. Les livres et les films comme véhicules éthiques.

8. La littérature académique éthique : Analyse des livres académiques importants, comme ceux de Badaracco (dilemmes éthiques), Richard de George (aspects internationaux), Dherse et Minguet (perspective française), Amitai Etzioni (dimension morale), Francis Fukuyama (confiance), etc.

9. L'intégrité du directeur : *Les Grandes Familles* de Maurice Druon. L'intégrité et l'éthique ou le manque d'éthique des directeurs et administrateurs de grandes entreprises industrielles, banques internationales et sociétés cotées en bourse. Analogie avec *All My Sons* d'Arthur Miller.

10. Divergence de mentalités : La compagnie Electronique France. Les négociations entre Electronique et Balance d'Israël aboutissent à une impasse pour cause de divergence de mentalités et de soupçons mutuels. Un expert résout les problèmes qui ne sont pas tous économiques et éthiques.

11. Richesse et éthique : *Gatsby le Magnifique* de Scott Fitzgerald. Tom Buchanan, un richissime américain, cause la mort de Gatsby, un nouveau riche arriviste qui n'appartient pas à son milieu et qui s'est enrichi en collaborant avec la Mafia. Les liens qui existent ou pas entre la richesse et l'éthique.

12. Analyse comparative de l'affaire Enron: Analyse des manoeuvres d'Enron, qui s'est effondré dans la plus grande faillite des Etats-Unis, accompagnée d'accusations de détournements de fonds et de destruction de documents cruciaux. Comparaison aux cas traités par Jacques Cory.

13. L'attitude de la société : *Topaze* de Marcel Pagnol. La société admire dans plusieurs cas les directeurs non éthiques alors qu'elle ostracise les dénonciateurs. La métamorphose de Topaze d'un instituteur éthique qui enseigne la morale à un requin de la pire espèce sans scrupules ni inhibitions.

14. Les rapports de la littérature et de l'éthique : L'éthique des affaires entretient un rapport direct et très pertinent avec plusieurs œuvres de la littérature mondiale, des romans, pièces de théâtre, films, contes, et poésies. Ce rapport véhicule un appel à l'imagination qui aide à analyser les dilemmes.

15. Transparence, médias et éthique : « *The China Syndrome* ». Le sort tragique d'un révélateur qui délivre aux médias des informations sur les problèmes de sécurité d'une grande entreprise nucléaire où il travaille qui mettent en danger la population de la Californie. Coopération des medias.

16. Les 36 règles et l'Institut d'Ethique : Les règles qui mettent en relief les thèmes et conclusions principaux de ce cours. Le prolongement et la validation de ces règles. L'Institut d'Ethique comme le véhicule principal pour approfondir la conduite éthique et sauvegarder les droits des parties prenantes.

COURS AVANCE - ETHIQUE DES AFFAIRES - JACQUES CORY

L'éthique des affaires est devenue très pertinente ces dernières années en raison des scandales Enron, WorldCom, Arthur Andersen, et de l'écroulement d'entreprises hi-tech et de start-ups d'Internet. Jacques Cory, homme d'affaires et pionnier dans le domaine de l'éthique à l'égard des actionnaires minoritaires, est l'auteur des premiers livres académiques sur le sujet publiés par Kluwer à Boston, et a reçu son doctorat en éthique des affaires au CNAM à Paris en 2004. Sa recherche est fondée sur des études de cas qualitatives concernant les violations des droits des actionnaires minoritaires en France, aux Etats-Unis et en Israël. Il a découvert les règles qui régissent ces cas et qui ont été validées à l'occasion du scandale Enron. Le programme de 16 conférences développe les notions de l'éthique des affaires, avec une étude de cas approfondie sur la conduite éthique des PDG, l'étude des relations entre actionnaires majoritaires et minoritaires, de l'importance d'Internet comme véhicule éthique, etc. Le cours présente une étude de l'éthique dans des pièces de Durrenmatt, Ionesco, Ibsen, Shakespeare et Brecht, dans des films tel que *Wall Street*, *The Insider*, *It's a Wonderful Life*, et dans des romans.

PROGRAMME DE 16 CONFERENCES

1. La bourse et l'éthique : Le film *Wall Street* d'Oliver Stone et le roman *L'Argent* d'Emile Zola. Les intrigues de la bourse, la corruption, les dilemmes éthiques, l'enrichissement rapide et à tout prix, les Yuppies, les délits d'initiés. La méthodologie du cours, dynamique de groupe, analyse des dilemmes.

2. L'écologie et l'éthique : Etude de cas - *A Civil Action (Préjudice)* de J. Harr. Les familles d'enfants morts d'intoxication causée par la décharge interdite de déchets toxiques poursuivent en justice les conglomérats responsables et sauvent l'environnement de leur ville et la vie d'autres victimes.

3. Acquisitions - plateforme de fraudes comptables ? : Etude de cas de l'entreprise américaine Mastoss, 1^{ère} partie. L'entreprise hi-tech Mastoss atteint une valeur d'un milliard de dollars en passant en pertes les coûts extraordinaires des acquisitions qui cachent les pertes opérationnelles.

4. Le dénonciateur - un traître ou un héros ? : Etude de cas de l'entreprise Mastoss, 2^{ème} partie. M. Pink dévoile sur Internet les manigances de Mastoss et prévoit l'écroulement du prix des actions. Il est calomnié comme traître et spéculateur par presque tous les actionnaires, bien qu'il ait raison.

5. Conformisme et morale : *Rhinocéros* de Ionesco et *Le Conformiste* de Moravia. L'histoire des habitants d'une ville qui sont transformés en rhinocéros. Ils perdent leur moralité, leur humanité, leurs valeurs. Seul un homme décide de rester humain et continue sa lutte pour préserver la civilisation.

6. L'universalité de l'éthique : *La visite de la vieille dame* de Durrenmatt. Cette pièce qui se déroule en Suisse est transposée au Sénégal en Afrique. Pour se venger de son premier amant qui l'a abusée, Claire, maintenant la plus riche femme au monde, demande sa mort pour un milliard de dollars.

7. L'éthique des fusions : Etude de cas de l'entreprise Furolias, 1^{ère} partie. A qui profitent les fusions et acquisitions ? Aux actionnaires majoritaires ou aux parties prenantes ? L'abus des droits des minoritaires d'une compagnie hi-tech qui perdent dans une fusion tout leur investissement.

8. L'Odyssée d'un petit actionnaire : Etude de cas de l'entreprise Furolias, 2^{ème} partie. L'agonie d'un petit actionnaire qui après avoir perdu ses économies s'engage dans une lutte sans espoir contre les magnats contrôlant Furolias en faisant appel à la SEC, à la presse, aux auditeurs, aux administrateurs...

9. L'ennemi du peuple : La pièce fameuse d'Ibsen en deux versions - réalisées par George Schaefer et l'indien Satyajit Ray. Dr Stockman, le docteur d'une petite ville norvégienne est déclaré l'ennemi du peuple pour avoir révélé la pollution de l'eau des Bains de la ville, mettant en danger son bien-être.

10. La loi et l'éthique : *Le marchand de Venise* de Shakespeare. Shylock prête à Antonio, un marchand, une somme d'argent qu'il ne peut pas rembourser. Il demande à appliquer la garantie dont il a droit d'après la loi qui coûtera la vie à Antonio. Le dilemme : le respect de la loi ou de l'éthique ?

11. Procès et récriminations contre les fusions : Etude de cas d'Erinsar et Sektow, 1^{ère} partie. Les activités de grandes firmes hi-tech sont vendues à deux conglomérats. Les actionnaires minoritaires et le gouvernement perdent des centaines de millions, et les traduisent en justice en vain.

12. La lutte d'un PDG éthique : Etude de cas d'Erinsar et Sektow, 2^{ème} partie. La lutte sans espoir d'un PDG éthique contre les magnats qui lèsent les droits des parties prenantes dans la fusion. Il dévoile leurs manigances à la presse et aux autorités et devient un révélateur, ruinant sa renommée.

13. Ethique, crime et gouvernement : *L'Opéra de Quat'sous* de Bertolt Brecht. L'alliance diabolique entre le monde du crime personnalisé par Mack Le Couteau, les autorités qui collaborent avec lui, et les "syndicats" des pauvres de Londres, Berlin ou Paris. Dans un film classique de Pabst de 1931.

14. La famille et l'éthique : *La Curée* d'Emile Zola. Aristide Saccard assujettit ses relations familiales avec sa femme Renée et son fils Maxime à ses ambitions sans bornes. Pour s'enrichir il est prêt à sacrifier sa famille. *Le Ventre de Paris* de Zola, les relations familiales/éthiques des gens "honnêtes".

15. Hypocrisie éthique : La perception éthique des fabricants de tabac qui versent à la société des sommes considérables tout en empoisonnant des millions de consommateurs. *The Insider (Révélations)* dévoile leurs manigances avec l'aide d'un révélateur qui lève le rideau sur leurs méfaits.

16. Responsabilité sociale : *It's a Wonderful Life (La vie est belle)* de Capra. Le film inoubliable qui conclut le cours démontre que le monde des affaires et surtout les hommes d'affaires peuvent être éthiques et avoir une responsabilité sociale, ce qui est en fin de compte la raison d'être du business.

Entretien avec Jacques Cory, de l'Université de Haïfa (Israël) Une manière originale d'enseigner la RSE

François – Jacques, je vois que tu possèdes une méthode d'enseignement très efficace qui a reçu le meilleur accueil des étudiants. On me dit que tu enseignes la RSE en ayant recours à des films, des pièces de théâtre et des romans qui abordent ce sujet. N'est-ce pas un peu risqué avec des étudiants et des hommes d'affaires sceptiques et pas toujours férus de littérature ?

Jacques – La plupart des professeurs de RSE enseignent les aspects théoriques ou empiriques du sujet, en parlant des préceptes philosophiques, en s'appuyant sur des études de cas – ils s'adressent au cerveau, mais moi, j'attaque le sujet par le cœur. N'oublie pas que la RSE, l'éthique, l'environnement, ne sont pas des sujets complètement rationnels comme les mathématiques ou la physique. Si tu essaies de convaincre des hommes d'affaires que « pauvreté n'est pas vice », « il vaut mieux souffrir le mal que le faire », ou « l'argent ne fait pas le bonheur », comme Topaze a essayé en vain de l'enseigner à ses élèves, ils vont te donner dix exemples de réussite frauduleuse pour chaque exemple que tu vas leur exposer d'une réussite éthique comme celle de Warren Buffett. Tu dois t'adresser à eux différemment, en utilisant des méthodes qui vont personnifier les dilemmes éthiques et la gouvernance des entreprises, et qui vont les atteindre droit au cœur.

François – Tu présumes qu'ils ont un cœur, qu'ils ont lu Ibsen, Pagnol ou Zola et qu'ils sont émus en regardant des films comme *Erin Brockovich* ou *Wall Street* ?

Jacques – Je vois mon rôle dans l'enseignement premièrement comme éducateur – je suis là pour éduquer mes étudiants, qu'ils soient des jeunes de 20 ans ou des hommes d'affaires de 50 ans. Même s'ils n'ont jamais lu Ibsen ou Zola, ils voient dans mes cours les films basés sur *L'ennemi du peuple* ou *L'argent*, ils s'identifient aux personnages et analysent les dilemmes éthiques de Thomas et Peter Stockmann, d'Aristide Saccard, d'Erin Brockovich ou de Gordon Gekko. Les œuvres de Sartre, Dostoïevski ou Ionesco sont tout aussi éthiques, au sens où les problèmes qu'elles soulèvent aident les intellectuels et les hommes d'affaires à réfléchir aux valeurs fondamentales, à la durabilité, et à partir du moment où l'on pense sérieusement, on arrive à la RSE, car l'éthique est universelle ; elle n'est pas spécialement catholique, ni juive, protestante, bouddhiste, communiste, socialiste ou capitaliste – elle est globale.

François – Je vois que tu mélanges un peu l'éthique, la RSE, la durabilité, la globalisation et la gouvernance des entreprises. Pourtant des centaines de théoriciens ont écrit des ouvrages ou des articles innombrables pour montrer la différence entre ces termes. Y a-t-il une différence ?

Jacques – Au point de vue technique il y a sûrement des différences, mais au point de vue conceptuel, je vois tous ces sujets de façon holistique et c'est comme ça que je les enseigne. Ceux qui lisent aujourd'hui *L'ARGENT* de Zola pensent qu'il a écrit le roman sur la crise économique actuelle, qu'Aristide Saccard est comparable à Madoff, Kerviel, Fould, Lay, Boesky ou Milken, et que la Bourse du Second Empire est la même que celle de l'empire américain. Il évoque la question du comportement à l'égard des actionnaires minoritaires longtemps avant que j'aie écrit mes livres académiques à ce sujet. Zola traitait – déjà ! – les sujets de la globalisation avec sa Banque Universelle qui investit au Liban, de la gouvernance des entreprises avec la description saillante du Conseil d'administration de la Banque, des parties prenantes – le public, les actionnaires minoritaires qui perdent tout leur argent, les employés, la presse, le gouvernement ; il traitait même le sujet de la RSE, avec son personnage perçu comme un bienfaiteur de la société, comme un mécène. Dans *LA CURÉE*, le même Saccard traite les problèmes de durabilité avec sa perception du nouveau Paris. En un mot, les vérités et les émotions véhiculées par *L'ARGENT* – et les autres romans, pièces ou films que j'enseigne – touchent mes étudiants, et c'est pour cela que mes cours sont bien accueillis !

קורס מבוא לאתיקה עסקית וארגונית בתיאוריה, אירועים ויצירות

המרצה – ד"ר יעקב קורי

טלפון - 04-8246316, 0544-589518, דוא"ל - coryj@zahav.net.il

מטרת הקורס

מטרת הקורס היא חינוך הסטודנטים למודעות אתית, הקניית ערכי יסוד באתיקה עסקית וארגונית, לימוד דילמות אתיות בתיאוריה, באירועים, בסרטים, מחזות ורומנים, כשהדגש העיקרי הוא על אתיקה מעשית.

רקע ותיאור הקורס

סוגיית האתיקה בעסקים הפכה בשנים האחרונות למאוד רלבנטית לנוכח המשבר הכלכלי של 2008, השערוריות של אנרון, וורלדקום, ארתור אנדרסן, הבנק למסחר, בנק ברינגס, הסתבכויות של סטארט-אפים וחברות היי-טק וכדומה. ד"ר יעקב קורי, איש עסקים וחוקר אקדמי, הנמנה עם החלוצים במחקר בנושא האתיקה לבעלי מניות המיעוט, גיבה את המחקר שלו בניתוח מפורט של מספר אירועים בישראל, צרפת וארצות הברית, וגילה חוקיות להונאה האתית שאומתה בפרשת אנרון לאחר פרסום ספרי המחקר שלו בהוצאת הספרים הגדולה קלוור/ספרינגר ארה"ב. במסגרת הקריירה המקצועית העשירה שלו היה ד"ר קורי עד לאירועים רבים אחרים עם השלכות אתיות בתחומי הפעילות השונים של עסקי החברות ושל ארגונים ואלכ"רים. קורס זה מבוסס רובו ככולו על ספרו של ד"ר קורי "סוגיות נבחרות באתיקה עסקית ובאחריות חברתית" שיצא לאור בהוצאת מאגנס של האוניברסיטה העברית בירושלים בשנת 2008. הקורס משלב פרקים עיוניים, אירועים ויצירות בנושאי אתיקה בעסקים ואתיקה ארגונית. פרקי העיון כוללים את העיקרים לקיומה של חברה אתית ורווחית כאחד, אקטיביזם אתי בתחומים של קיימות, אחריות חברתית, אחריות חברתית תאגידית, אתיקה עסקית ואיכות הסביבה, המגינים הלא יעילים של מחזיקי העניין, אתיקה בדתות, אתיקה אקטיביסטית בפילוסופיה, חשיבות האינטרנט והמתרעים להטמעת האתיקה, התפתחויות חדשות באתיקה לרבות קודים אתיים, תכנון אסטרטגי אתי, עם דוגמאות של התנהגות אתית ולא אתית של חברות. באירועים נסקרים מקרים של ניגודי אינטרסים, נפוטיות, דירקטורים חיצוניים, שקיפות, מיזוגים ורכישות, שוק ההון, משאבי אנוש, מכירות, שוחד, רכש, מידע פנים, קשר עם חברות ממשלתיות ומתריעים. ד"ר קורי, שפירסם רומן אתי ופעיל בעבר ובהווה במעצות מנהלים של תיאטרון, פסטיבל סרטים וארגונים אתיים, משלב במחקרים שלו דוגמאות רבות הלקוחות מתחומי הספרות, התיאטרון והקולנוע, על מנת להציג בצורה מוחשית יותר את המניעים להתנהגות האתית בעולם העסקים. כך יילמדו בקורס היצירות "כולם היו בני", "וול סטריט", "ארין ברוקוביץ'", "הסוחר מונציה", "המקור", "קרנפים", "גטסבי הגדול", "ז'אן דה פלורט", "ביקור הגברת הזקנה", "הישמרו מדורון יוני" על אתיקה עסקית בישראל, וסרט על פרשת אנרון.

דרישות הקורס

המטלות של הסטודנטים שיעיגו את החומר העיוני, האירועים והסרטים מהוות 50% מהציון הסופי. עבודת הגמר שתוגש ביום האחרון של הקורס ותהווה 50% מהציון הסופי תהיה בנושא: "דילמה אתית שחוויתי במהלך חיי". עבודה זאת תהיה בת 5 עמודים ויכולה להיות במתכונת של אירוע. אין בקורס הזה בחינה. הנוכחות בכל השיעורים היא חובה. בכל מפגש יילמדו 4 שיעורים של 8 שעות אקדמיות כל אחד. התוכנית תימשך לאורך 6 מפגשים של 24 שיעורים. כל הסטודנטים צריכים לקרוא את הרצאת המבוא לקראת המפגש הראשון. קריאת כל תוכנית הלימודים היא חובה, לרבות האירועים, ניתוחי היצירות והפרקים העיוניים. הסטודנטים שיש להם מטלות אישיות צריכים לקרוא את החומר בספר בהתאם למקראות בסילבוס ולהתכונן להרצות על המטלה במשך עשר דקות. אלה שיש להם מטלות על הסרטים דוגמת "וול סטריט" צריכים לקרוא את החומר במקראות המנתח את הסרט ולצפות בסרט בספריית האוניברסיטה. כל הסרטים נמצאים בספריית האוניברסיטה ובספריות וידאו דוגמת "האוזן השלישית".

תוכנית לימודים בת 24 הרצאות ואירועים

1. **מבוא:** אתיקה בעסקים, מחזיקי עניין – stakeholders, מתריעים – whistleblowers, קרנות אתיות, שקיפות ואינטרנט ככלים אתיים, אקטיביזם, הקונטקסט הבינלאומי והישראלי, הגנת החוק, דירקטורים חיצוניים ואומרטו. יוצגו האירועים והיצירות והמתודולוגיה של הקריאה של האירוע/הספר/מחזה ו/או ראיית הסרט לפני כל הרצאה, דיון ומשחקי תפקידים.

מקראות: פרק מבוא בספרו של ד"ר קורי בהוצאת מאגנס – עמודים 9 עד 18.

2. **אירוע מיזוגים ורכישות:** יושרה של מנהל בחברת השקעות העורך בדיקת נאותות על השקעה בחברת היי טק חדשה. מכיוון שזום הסטארט-אפ הוא קרוב משפחה של מנכ"ל חברת ההשקעות נמנע המנכ"ל לבצע את הבדיקה בעצמו אך מעמיד לרשות הבודק הלוואה לרכישת מניות בחברה החדשה עם ערבות שלו למקרה שההשקעה תרד לטימיון.

מקראות: אירוע עושק מחזיקי עניין: מיזוגים ורכישות – עמודים 161-164 בספר.

3. **אירוע משאבי אנוש:** הנשיא מרוצה מעבודתו של חשב החברה ושולח אותו עם רעייתו לחופשה ברומא על חשבון החברה. הוא מציע לחשב לרשום זאת כהוצאה עסקית ובאותה הזדמנות לרשום את ההוצאות על חופשות וארוחות משפחתיות של המנכ"ל בסך \$60,000 כהוצאה עסקית. החשב מתייעץ עם סמנכ"ל משאבי אנוש כיצד לנהוג.

מקראות: אירוע מנהיגות ויושרה: אתיקה במשאבי אנוש – עמודים 32-36 בספר.

פרק תיאוריה - אקטיביזם אתי בתחומים של קיימות, אחריות חברתית, אחריות חברתית תאגידית, אתיקה עסקית ואיכות הסביבה. מקראות: פרק עיוני בשם זה – עמודים 283-290 בספר.

4. **אתיקה בבורסה והסרט "וול סטריט":** "וול סטריט" Wall Street סרט בבימוי אוליבר סטון. תיאור עולם התככים, השחיתות והדילמות האתיות של וול סטריט ושל כל בורסה מודרנית. התעשרות קלה בתמורה לויתור על עקרונות אתיים, מה מחיר המצפון. הסגידה לכח ולכסף, היאפים הצעירים, ניצול מידע פנים, נאמנות ובגידה, שתוף היועצים במשיסה.

מקראות: שוק ההון ואתיקה: הסרט "וול סטריט" – עמודים 137-140 בספר.

5. **אירוע מכירות:** מנהל מכירות צעיר נשלח למדינה דרום אמריקאית למכור מערכת לחיל האוויר שלה. הסוכן המקומי עומד לקבל 10% מהיקף העסקה שהיא בסכומי עתק. באישון לילה מגיע מנהל המכירות לביתו של קולונל חיל האוויר הנותן לו לעיין בהצעות כל המתחרים. קבלת העסקה מהווה מנוף למיניו המנהל לסמנכ"ל, אך מה המחיר האתי שהוא יאלץ לשלם?

מקראות: אירוע שחיתות: אתיקה במכירות – עמודים 165-169 בספר.

פרק תיאוריה - המגינים הלא יעילים של מחזיקי העניין.

מקראות: המגינים הלא יעילים של בעלי מניות המיעוט – עמודים 71-77 בספר.

6. **המנכ"ל והאתיקה, המחזה "כולם היו בני":** "כולם היו בני" All My Sons מחזה מאת ארתור מילר. סיפורו של ג'ו קלר, מנכ"ל ובעל חברה מצליח, שעיקרון הרווחיות בכל מחיר בראש מעייניו. הוא מספק במודע חלקי מטוסים פגומים וגורם למותם של 21 טייסים, כשבנו הטייס נהרג אף הוא. הדילמה בין רווחיות ואתיקה, ערבות הדדית, החוק, החברה והמשפחה.

מקראות: המנכ"ל והאתיקה: המחזה "כולם היו בני" – עמודים 53-55 בספר.

7. **אירוע שוחד:** חברת היי טק גדולה מתחרה על פרויקט של \$300M בתחום התקשורת. היא לא מומחית בתחום זה ולכן היא משחדת פקיד ממשלתי בכיר לקבלת הפרויקט. אחרי קבלת ההזמנה, היא לא משלמת למתווך שיצר את הקשר עם הפקיד את העמלה המובטחת. המתווך תובע את החברה והשוטף מזכה אותה ומחייב את המתווך בהוצאות.

מקראות: אירוע שוחד: אתיקה במכרזים ממשלתיים – עמודים 170-174 בספר.

פרק תיאוריה: אתיקה בדתות, ביהדות בתנ"ך ובתלמוד, בנצרות, באסלם, בבודהיזם.

מקראות: אתיקה בדתות – עמודים 211-214 בספר.

8. **קיימות והסרט "ארין ברוקוביץ'":** "ארין ברוקוביץ'" Erin Brockovich סרט בבימוי סטיבן זודרבר. סרט המבוסס על סיפורה האמיתי של ארין ברוקוביץ' המצליחה באמצעות אקטיביזם אתי להכריע חברת ענק מקליפורניה שזיהמה את מי העיריה. המהפיכה האתית באמצעות אקטיביזם, שקיפות, אינטרנט ומתריעים. מלחמה מודרנית של דוד מול גוליית.

מקראות: אקטיביזם אתי – ארין ברוקוביץ' לעומת קארן סילקווד: הסרטים "ארין ברוקוביץ'" ו"סילקווד" – עמ' 315-318.

9. אירוע מידע פנים: יו"ר דירקטוריון של חברה עומד למכור את החברה בחצי מיליארד דולר לחברת ענק אירופאית. יש לו אופציות של החברה במיליוני דולר שפג תוקפן תוך מספר ימים ומחיר המימוש גבוה במעט מהמחיר בבורסה. פרסום העסקה עשוי להקפיץ את מחיר המניה בעשרות אחוזים. היו"ר הוא היחיד המממש את האופציות ומרוויח.

מקראות: אירוע אתיקה בממשל תאגידי: מידע פנים – עמודים 96-100 בספר.

פרק תיאוריה: אתיקה בפילוסופיה – אריסטו, קאנט, מקיאבלי, התועלתנים.

מקראות: אתיקה אקטיביסטית בפילוסופיה – עמודים 215-218 בספר.

10. אתיקה וחוק, המחזה "הסוחר מונציה": "הסוחר מונציה" The Merchant of Venice מחזה מאת ויליאם שקספיר. היהודי שילוק נותן הלוואה לסוחר מונציה, אנתוניו, ומתעקש על קבלת ליטרת הבשר כפי שסוכם בחוזה, כאשר אנתוניו אינו יכול לעמוד בהתחייבותיו. הדילמה בין חוק ואתיקה, יחס השלטונות (מוסר כפול של הדוכס מונציה), הפרט והחברה.

מקראות: חוק, צדק, הגינות ואתיקה: המחזה "הסוחר מונציה" – עמודים 258-260 בספר.

11. אירוע הטבות ממשלתיות: סמנכ"ל מחקר ופיתוח רוצה לקדם פרויקט חיוני לחברה בהשקעה של \$4M. לחברה הנתונה בקשיים אין משאבים להשקעות נוספות. הסמנכ"ל מגיש תוכנית למדען הראשי בהיקף של \$8M עם מענק של 50% ומסנן לפרויקט הוצאות מו"פ אחרות. הבודק של המדען עולה על התרמית בדיווח ומאיים לחשוף אותה.

מקראות: אירוע ניהול ויושרה: אתיקה במחקר ופיתוח והטבות ממשלתיות – עמודים 37-41 בספר.

פרק תיאוריה: חשיבות האינטרנט והמתריעים להטמעת האתיקה.

מקראות: חשיבות האינטרנט והמתריעים להטמעת האתיקה – עמודים 25-31 בספר.

12. אחריות חברתית, המחזה "אויב העם": "אויב העם" An Enemy of the People מחזה מאת הנריק איבסן. רופא העיירה ד"ר סטוקמן מגלה שמעיינות המרפא, המהווים את מקור הפרנסה העיקרי של התושבים, מורעלים משפכים תעשייתיים ודורש לטהר את המעיינות. דילמת המתריע, חרם החברה, מוסריות המלשין/מתריע, אומרטה ועיתונות.

מקראות: מתריע עם אחריות חברתית: המחזה "אויב העם" והסרט ההודי "גנשטרו" – עמודים 57-62 בספר.

13. אירוע רכש: סמנכ"ל הרכש בחברה להשבחת מטוסים צריך לבחור קבלן משנה לעיסקה בהיקף של \$30M. הקבלן המועדף הוא חברת ענק אמריקאית המציעה מערכת טובה וזולה. הסמנכ"ל בוחר בקבלן משנה קטן המציע מערכת יקרה יותר שטרם נוסתה. קצין האתיקה חושד במניעי הסמנכ"ל שהוא בעל עבר אתי ללא רבב ומטרפד את הבחירה.

מקראות: אירוע דימוי אתי בעסקים בין-לאומיים: אתיקה ברכש בין-לאומי – עמודים 351-356 בספר.

פרק תיאוריה: התפתחויות חדשות באתיקה – קודים אתיים, תכנון אסטרטגי אתי, עם דוגמאות של התנהגות אתית ולא אתית של חברות. מקראות: היבטים מודרניים של אתיקה בעסקים, קודים אתיים, תכנון אסטרטגי אתי ואירועים אופייניים – עמודים 151-156 בספר.

14. אמצעי התקשורת ואתיקה, הסרט "המקור": "המקור" The Insider סרט בבימוי מייקל מאן. סרט המבוסס על המקרה האמיתי של ניסיון השתקה של רשת טלוויזיה אמריקאית שמנעה משיקולים עסקיים חשיפה של תוצאות מחקר שמוכיח את הנזק בהתמכרות לטבק. הסכנות בכלכלה הגלובלית ובריכוז הכח של חברות הענק, המצפון מול האינטרסים.

מקראות: שקיפות, אמצעי התקשורת ואתיקה: הסרט "המקור" – עמודים 264-265 בספר.

15. אירוע מתריע: מנהל תוכנית בקרת אש לטנקים חייב לעמוד בתוכנית האספקות, כי עתידו המקצועי תלוי בכך. הוא מזייף את התוצאות, עומד ביעדים ומקבל בונוס שמן. מנהל אבטחת איכות עולה על התרמית ומדווח למנכ"ל שלא עושה דבר וגורם לפיטוריו. בתרגיל בנגב יש סטייה בירי ונהרגים כמה חיילים. מנהל א"א מוסר את המידע לצה"ל.

מקראות: אירוע מתריע: אתיקה בניהול, תפעול, תוכניות ואיכות – עמודים 42-47 בספר.

16. מוסר, דת ואתיקה, המחזה "קרנפים": "קרנפים" Rhinoceros מחזה מאת אוז'ן יונסקו. סיפורו של עיר שתושביה הופכים לקרנפים תוך איבוד המוסר וצלם אנוש. השפעת הקבוצה על היחיד. רק אדם אחד מסרב להתקרנף כמו כולם ודבק באנושיות. אלגוריה להתנהגות של חברות שלמות במשטרים מושחתים, האם גם ישראל מתקרנפת?

מקראות: מוסר, חברה ואתיקה: המחזה "קרנפים" – עמודים 318-320 בספר.

17. **אירוע שוק ההון:** מנכ"ל קרן נאמנות של אחד הבנקים הגדולים בישראל מקבל מידע פנים על התמוטטות צפויה של מחירי המניות של אחת מחברות ההיי טק שהבנק מושקע בהן. נרמז לו מעבר לחומה הסינית שכדאי לו למכור את השקעותיו בחברה על מנת שהמשקיעים בקרן לא יפסידו ובכך יוסב נזק כבד לרייטינג של הקרן ולתשואתה.

מקראות: אירוע אתיקה בשוק ההון: יושרה של דירקטורים – עמודים 101-105 בספר.

18. **העושר והאתיקה, הרומן "גטסבי הגדול":** The Great Gatsby ספר מאת פרנסיס סקוט פיצג'רלד. טום בוכאן, איל ההון הבא ממשפחה אמריקאית מאוד עשירה, גורם למותו של גטסבי מבלי שירגיש אשמה מוסרית כלשהי ומתנחם ברכישת ענק פנינים. הפן הפסיכולוגי של התנהגות אית. האם החברה והחוק סולחים לעשירים וחזקים? האם העושר משחית?

מקראות: עושר, הגינות ואתיקה: הרומן "גטסבי הגדול" – עמודים 260-263 בספר.

19. **אירוע דירקטורים חיצוניים:** דירקטור חיצוני בקרן נאמנות של בנק המושקעת בחברה שמחיר מניותיה צנח ב-90% תוך זמן קצר מקבל מידע מאחד מבעלי מניות המיעוט שבוצעה הונאה אית ונכראה גם חוקית. הוא מבקש לדון בנושא בהנהלת הקרן ולהגיש תביעה נגד החברה. אלא שבבנק מופקדים עשרות מיליוני דולרים של חברת האם.

מקראות: אירוע בנקאות ויושרה: דירקטורים חיצוניים – עמודים 106-110 בספר.

20. **הקורבן והאתיקה, הרומן "ז'אן דה פלורט":** Jean de Florette ספר מאת מרסל פניול. בכפר צרפתי קטן חומד החוואי הגדול את כבשת הרש, חוותו של ז'אן דה פלורט. הוא פועל מאחורי הקלעים לנדות אותו מהחברה על מנת שייקל עליו להשתלט על החווה. האנשה/נידוי והשמצת הקורבן (בעל המניות הקטן/החוואי). תאוות בצע ללא גבול. קטעים מתוך מנון.

מקראות: קורבנות העושה: הרומן "ז'אן דה פלורט" – עמודים 191-194 בספר.

21. **אירוע שקיפות:** מנהל הכספים של חברת היי טק גדולה המתכוונת להנפיק את מניותיה לראשונה בנאסדק מדווח למועצת המנהלים על ירידה צפויה ברווחיות החברה בשנה הקרובה ומתכוון לדווח על כך במסגרת בדיקת הנאותות של בנק ההשקעות טרם ההנפקה. מופעל עליו לחץ לא לדווח על הירידה ברווחיות על מנת לא לחבל בהנפקה.

מקראות: אירוע שקיפות: אתיקה בהנפקות ודוחות פיננסיים – עמודים 219-224 בספר.

22. **החברה והאתיקה, המחזה "ביקור הגברת הזקנה":** The Visit מחזה מאת פרידריך דירנמט עם סרט אפריקאי. על מנת להעניש את אהוב נעוריה שהתעלל בה, קונה הגברת הזקנה והעשירה את כפר הולדתה על תושביו, שמוכנים עבור בצע כסף להתעלם מצדק, אתיקה ורחמים. לכל אחד יש מחיר, גבול החברות, הרשעות, צידוק העוול, העדר אתיקה המוביל לרצח.

מקראות: האוניברסליות של האתיקה: המחזה "ביקור הגברת הזקנה" והסרט האפריקאי "צבועים" – עמודים 380-383 בספר.

23. **בעלי מניות מיעוט, שחיתות ואתיקה, הרומן "הישמרו מדורון יוני":** דיון על יצירתו החלוצית של ד"ר קורי, תוך דגש על ההקשר הישראלי בספרו "הישמרו מדורון יוני". אודיסיאה מודרנית של איש עסקים ישראלי המנסה להישאר אתי בסביבה של שחיתות, השתקה ואיומים, אוסטרקוזם של הקרבן. קטעים מפנל על אתיקה בעסקים בישראל.

מקראות: בעלי מניות מיעוט, שחיתות ואתיקה בישראל: הרומן "הישמרו מדורון יוני" מאת יעקב קורי וביקורת על היצירה מאת יהושע סובול – עמודים 461-473 בספר.

24. **תאוות בצע בערבון בלתי מוגבל, הסרט "פרשת אנרון":** "פרשת אנרון" כפי שהיא משתקפת באינטרנט, בעיתונות, בסרטים, ספרים ומחקרים. חוק סרביינס-אוקסלי. חוקיות ההתנהגות הלא אתית של חברות במחקריו של ד"ר קורי שאומתה בפרשת אנרון. דיון על הסרט על פרשת אנרון על פי ספרו של אחד ממנהליה, בריאן קרבר. קטע מתוך ההונאה הגדולה.

מקראות: תאוות בצע בערבון בלתי מוגבל – פרשת אנרון: סרט התעודה "עלייתה ונפילתה של אנרון" – עמודים 254-257.

ביבליוגרפיה

ספרים:

חובה לכל הסטודנטים, על פי מספרי העמודים המופיעים בסילבוס:

קורי יעקב, "סוגיות נבחרות באתיקה עסקית ובאחריות חברתית", הוצאת מאגנס 2008

מומלץ לכל הסטודנטים, חובה לסטודנטים שיש להם מטלות על ספרים אלה:

איבסן הנריק, אויב העם (1882), תרגום רבקה משולח, הוצאת בית צבי 1999

דירנמט פרידריך, ביקור הגברת הזקנה (1956), תרגום טובה קשת, הוצאת אור-עם 1983

יונסקו יוג'ין, קרנפים (1959), תרגום חיה ומיכאל אדם, הוצאת אור-עם 1984

מילר ארתור, כולם היו בני (1946), תרגום טובה קשת, הוצאת אור-עם 1986

סקוט פיצג'רלד פרנסיס, גטסבי הגדול (1926), תרגום גדעון טורי, הוצאת הקיבוץ המאוחד הספרייה החדשה 2002

פאניול מארסל, מי הגבעות – ז'אן דה פלורט (1962), תרגום אביטל ענבר, הוצאת מסדה 1987

קורי יעקב, הישמרו מדורון יווני, הוצאת בימת קדם 2001

שייקספיר ויליאם, הסוחר מוונציה, תרגום אברהם עוז, הוצאת הקיבוץ המאוחד 2000

סרטים והצגות תיאטרון:

All My Sons, 1948, Director Irving Reis, based on the play All My Sons by Arthur Miller

The Crooked E, the Unshredded Truth about Enron, TV 2003, Director Penelope Spheeris, based on the book by: Brian Cruver – Anatomy of Greed, The Unshredded Truth from an Enron Insider

An Enemy of the People, 1978, Director George Schaefer, based on the play An Enemy of the People by Henrik Ibsen. Ganashatru, 1989, Director Satyajit Ray, Indian film based on play.

Erin Brockovich, 2000, Director Steven Soderbergh

The Great Gatsby, 1974, Director Jack Clayton, based on the book The Great Gatsby by Frances Scott Fitzgerald

The Insider, 1999, Director Michael Mann

Jean de Florette, 1986, Director Claude Berri, based on Jean de Florette by Marcel Pagnol

The Merchant of Venice, 2004, Director Michael Radford, based on the play The Merchant of Venice by William Shakespeare

Rhinoceros, 1974, Director Tom O'Horgan, based on the play Rhinoceros by Eugene Ionesco

The Visit, 1964, Director Bernhard Wicki, based on the play The Visit of the Old Lady by Friedrich Durrenmatt. Hyenas, 1992, Director Djibril Diop Mambety, Senegal, based on play.

Wall Street, 1987, Director Oliver Stone

תמצית קורות חיים של ד"ר יעקב קורי בעברית ופרטי יצירת קשר

ד"ר יעקב קורי הוא איש עסקים בינלאומיים המתמחה במיזוגים ורכישות בארה"ב, אירופה וישראל, מחבר של ספרים, מאמרים וקורסים חלוציים באתיקה עסקית, ומרצה באוניברסיטת חיפה (מאז 2004, באתיקה עסקית, צדק חברתי וכלכלי, הון ושלטון, אחריות חברתית, ממשל תאגידי, מיזוגים ורכישות, מנהל עסקים, קיימות, מנהיגות ומחזיקי עניין, אלכ"רים והמגזר הציבורי וגלובליזציה, בתוכניות MBA, MBA בינלאומי, BA, אקדמיה ימית), באוניברסיטת תל אביב (MBA בינלאומי באנגלית, באתיקה עסקית ועתיד הקפיטליזם על רקע המשבר הכלכלי העולמי – 2010/11), הטכניון (MBA 2009/10), INSEAD (2006) ומוסדות אקדמיים אחרים. קורי כתב טור קבוע "אתיקה ואתה" בנטאון "רואה החשבון" (2009/2011) וחיבר ספרים אקדמיים שיצאו לאור בארה"ב ב-Kluwer, Springer (ב-2001 ובכריכה רכה ב-2004), Mellen (ב-2009 ובכריכה רכה ב-2010), בישראל במאגנס "סוגיות נבחרות באתיקה עסקית ובאחריות חברתית" (יולי 2008) שזכה לביקורות נלהבות: בנושאי אתיקה עסקית לבעלי מניות מיעוט, בבנקים, מיזוגים, שוק ההון, דירקטוריונים, קיימות, גלובליזציה, אחריות חברתית, אתיקה עסקית בישראל, הון ושלטון. קורי חיבר רומן אתי שיצא לאור בישראל "הישמרו מדורון יווני" (2001); מחזה בעברית "בחירתה של נלי", עם עמליה אייל, שתורגם לצרפתית ויצא לאור בצרפת ב-2012; תיזה לדוקטורט בצרפתית (2004) שיצאה לאור כספר בצרפת ב-2012; ספר בעברית "צדק חברתי, כלכלי ושלטוני: מסות, מאמרים והמחזה "נלי דורון", שפורסם באינטרנט ב-2012; ספרים בכתיבה ועוד. קורי כתב פרקים בספרים אקדמיים (בצרפתית – 2010 ובעברית "בשם האזרחים, העסקים, או העסקנים?", עם ערן ויגודה גדות, בספר "אחריות ציבורית בישראל, 2012) ופירסם מאמרים בעיתונות הכלכלית (בנטאון "רואה החשבון", גלובס), באתר וואלה, באתר News1, באתר של אומ"ץ, שבי"ל, TI ועוד. ספרו "Activist Business Ethics" מצוטט מספר פעמים בערך Business Ethics בויקיפדיה באנגלית ובאתרים אחרים. ספריו היו הראשונים בעולם שעסקו באתיקה לבעלי מניות מיעוט, בין הראשונים בישראל על צדק חברתי, הם התריעו בפני שערוריות הממשל התאגידי שקרו מדצמבר 2001 ואילך, המשבר הכלכלי העולמי שפרץ בספטמבר 2008 והשפל הכלכלי הצפוי עד 2020.

קורי כיהן בתפקידים בכירים בתעשיית ההיי-טק, היה סמנכ"ל כספים ומכירות באלביט בה עבד בין השנים 1973-1987, הוביל הנפקות בארה"ב ובישראל, כתב למעלה ממאה תוכניות עסקיות, ויזם מיזוגים, תוכניות הבראה, רכישות ומכירת ידע בארה"ב, אירופה וישראל. קורי נבחר למרצה המצטיין באוניברסיטת חיפה, והיה חבר בדירקטוריונים של חברות עסקיות בארה"ב ובישראל, שבי"ל, TI, תיאטרון חיפה, פסטיבל הסרטים חיפה. לקורי אתר אינטרנט המציג את פעילותו בעסקים ובאתיקה עסקית בספרים, מאמרים, קורסים, הרצאות, בישראל ובעולם.

קורי הרצה בפני הנהלת Transparency International בברלין, בפורום של האיחוד האירופי בסטרוזה, כינוס של מנכ"לים בצרפת, ועידת ההיי טק, הנהלות בנקים, כנס הדירקטורים, כנס מבקרי הפנים, שבי"ל, מרכז יזרעאלי, משכנות שאננים, ערבי השקה לספרים שכתב בבית ציוני אמריקה ובמרכז סוזן דלאל בת"א, ארנסט & יונג, קבוצת מגדל, ברדיו, בטלביזיה, באלביט, בתע"א, BDO, מרכז האתיקה בבורסה לניירות ערך, אומ"ץ, אייפקס וארגון בוגרי אינסאד בישראל, חברת החשמל, פורומים של הטכניון, אוניברסיטת חיפה ואוניברסיטאות אחרות ובהנהלת הרשות לני"ע בישראל. קורי השתתף בפורומים של תנועת המחאה החברתית והשר מיכאל איתן והעביר להם לבקשתם מבחר מכתביו. הוא יזם יום עיון (שהוסרט) על צדק חברתי וכלכלי בישראל ב-2011 בחיפה, בשיתוף אוניברסיטת חיפה ואומ"ץ. קורי מכהן כחבר המועצה הציבורית המייעצת של פורום הדירקטורים בישראל. קורי היה בין הראשונים בישראל שהתבטאו בנושאי הון ושלטון, ריכוזיות והפערים הכלכליים משנת 2001 ואילך והתווה משנה סדורה כיצד ניתן להיחלץ מהמשבר החברתי והכלכלי בספרים, מאמרים, בקורסים ובהרצאות שלו.

קורי קיבל דוקטורט בהצטיינות במנהל עסקים/אתיקה עסקית ב-CNAM - Conservatoire National des Arts et Metiers בפריס, צרפת, בשנת 2004; את ה-MBA (באנגלית, צרפתית וגרמנית) ב-INSEAD, בפונטנבלו, צרפת, בשנת 1968; את ה-BA בכלכלה ומדעי המדינה באוניברסיטה העברית בירושלים בשנת 1966; ועבר קורסים בשיווק, מימון ונושאים אחרים ב-IMD, שווייץ, ועוד. שירת בצה"ל כקצין עד דרגת רב סרן במילואים. שולט בעברית, אנגלית, צרפתית (שפת אם), ספרדית ולאדינו, שולט חלקית בגרמנית, איטלקית, פורטוגזית, רומנית ואינטרלינגוה ולמד יותר מ-40 שפות אחרות עם יכולת קריאה חלקית. יזם את תרגום הצהרת זכויות האדם של האו"ם בלאדינו והשתתף בתרגום ובעריכה. קורי נשוי לרותי מ-1969, ולהם שלושה ילדים, יוסף, אמיר ושירלי ונכדים. נולד בקהיר, מצרים, ב-5.6.1944, עלה לישראל ב-1953, אזרח ישראלי, גר בחיפה.

קשר: ד"ר יעקב קורי, רחוב קוסטה ריקה 2, חיפה 34981 טלפון: 048246316, 048256608, 0544589518, פקס: 048343848 דוא"ל: coryj@zahav.net.il אתר: www.businessethics.co.il

10 תוכניות לימוד עיקריות בעסקים, בארגונים ובאקדמיה- ד"ר קורי

מבוא

10 תוכניות הלימוד העיקריות בעברית בעסקים, בארגונים ובאקדמיה של ד"ר יעקב קורי מורכבות במינוחים שונים מחומר עיוני, אמפירי עם אירועים קצרים בינוניים וארוכים, וכן מניתוח יצירות בספרות, תיאטרון וקולנוע. הקורסים מיועדים בראש וראשונה לאנשי עסקים, הם נכתבו ומועברים על ידי איש עסקים, כשהדגש הוא על אירועים המעוגנים במציאות העסקית בישראל, ארה"ב, צרפת ומדינות אחרות.

התוכניות נועדו להקנות ערכי יסוד באתיקה עסקית, אחריות חברתית, קיימות ואיכות הסביבה, מיזוגים ורכישות, מנהל עסקים, גלובליזציה, מנהיגות, הון ושלטון, ממשל תאגידי ועוד. כל התוכניות נלמדו רובן ככולן במסגרות שונות באקדמיה ועל ידי מנהלים של חברות עסקיות. מרבית הקורסים קיימים גם באנגלית, חלקם אף בצרפתית, והחומר הנלמד בקורסים נמצא ברובו בחמשת ספריו של ד"ר יעקב קורי וכן בתיזה שלו לדוקטורט.

באקדמיה נלמדו הקורסים בעיקר באוניברסיטת חיפה משנת 2004 ואילך, במסגרת International MBA, MA לאלכ"רים, MA במנהל ציבורי, Executive BA למנהלים בתל"מ ושל חברת חשמל, BA באתיקה ובאקדמיה הימית. סטודנטים מהחוגים לכלכלה, חשבונאות, מנהל עסקים, מדע המדינה, לימודי אסיה וחוגים אחרים למדו אף הם במסגרת הקורסים. קורס דומה הועבר בסמסטר של MBA באינסאד בשנת 2006, בטכניון משנת 2009, הרצאות בתוכניות לימוד של שבי"ל BDO – TI, וקורסים במסגרות אקדמיות אחרות.

התוכניות מבוססות גם על ספרים של מיטב הסופרים בתחום האתיקה, הגלובליזציה והקיימות, כאריסטו, מונקס, בדרקו, נעמי קליין, בקן, שטיגליץ, תומס פרידמן, פוקוימה, הוקן, עציוני, תמרי, מילטון פרידמן, דונלדסון וסולומון, וכמובן על התנ"ך. בתוכניות נסקרים האירועים הבולטים בתחום האתיקה כפרשת אנרון, בנק ברינגס, פורד פינטו והרעלת הטיילנד, וכן ניתוח חברות כבן אנד ג'ריס, אינטרפייס, מקדונלד'ס, נייקי, מונסנטו ודיסני.

התוכניות מביאות את מיטב הסרטים, המחזות והספרים שנכתבו בנושא האתיקה והאחריות החברתית: כולם היו בני, אויב העם, הסוחר מונציה, ביקור הגברת הזקנה, ז'אן דה פלורט, קרנפים, גטסבי הגדול, מותו של סוכן, טופז, גלנגרי גלן רוס, ארין ברוקוביץ', וול סטריט, ברברים בשער, הולך על כל הקופה, טיפול לקוי ותביעה אזרחית.

ניתן כמובן להרחיב או לצמצם את התוכניות ולהרכיב תוכנית ייחודית המשלבת שיעורים מכמה תוכניות לימוד. כמו כן לוטה CV קצר הכולל את הניסיון המקצועי, האקדמי, ההשכלה והספרים וכן חומר על תכנון אסטרגי אתי.

פירוט תוכניות הלימוד

1. עסקים ואתיקה – סימביוזה בת קיימא בעולם ובישראל

תוכנית לימודים המיועדת בעיקרה לחברות עסקיות והמשלבת לימודים עיוניים, אירועים קצרים וסרטים. בתוכנית 12 מפגשים של 4 שעות לימוד אקדמיות כל אחד (ש"ל), סה"כ 48 שעות.

2. מיזוגים ורכישות בינלאומיים – סילבוס משולב

תוכנית לימודים לחברות עסקיות ול-MBA. שילוב של חומר עיוני, אירועים המבוססים על ניסיון מקצועי עשיר במיזוגים בינלאומיים, וכמה סרטים בנושא. בתוכנית 8 מפגשים של 4 ש"ל, סה"כ 32 שעות.

3. סדנא על אירועים באתיקה בעסקים

תוכנית לימודים המיועדת לחברות עסקיות הבנויה כולה על אירועים קצרים הנלמדים עם משחקי תפקידים ודינמיקה קבוצתית. בתוכנית 16 מפגשים של 2 ש"ל, סה"כ 32 שעות.

4. מבוא לאתיקה עסקית בתיאוריה, אירועים ויצירות

תוכנית לימודים משולבת הכוללת חומר עיוני, אירועים קצרים וניתוח ספרים, מחזות וסרטים. זאת היא תוכנית העוגן באתיקה. בתוכנית 24 הרצאות של 2 ש"ל (ניתן גם ללמד ב- 12 מפגשים של 4 ש"ל), סה"כ 48 שעות.

5. מבוא למנהל עסקים – תוכנית לימודים מורחבת

תוכנית לימודים המקנה ערכי יסוד במנהל עסקים, בשיווק, מימון, דו"חות פיננסים, תמחיר תקציב ובקרה, ניהול ודירקטוריונים, תפעול מחקר ורכש, תוכניות עסקיות ותכנון אסטרטגי, שוק ההון והנפקות. התוכנית בנויה מחומר עיוני, תרגילים ואירועים. בתוכנית 24 הרצאות של 2 ש"ל (ניתן גם ב- 12 מפגשים של 4 ש"ל), סה"כ 48 שעות.

6. קיימות גלובלית: אחריות חברתית, איכות הסביבה ואתיקה עסקית

תוכנית מסגרת המכסה את הנושאים בכותרת וכן ממשל תאגידי ומיזוגים, והבנויה בעיקר על סרטים דוקומנטריים. בתוכנית נלמדים הספרים המרכזיים של פול הוקן – האקולוגיה של המסחר, תומס פרידמן – חם, שטוח וצפוף, וג'וזף שטיגליץ – אי נחת בגלובליזציה, וכן סרטו הידוע של אל גור "אמת מטרידה". התוכנית מתמקדת בדוגמאות בולטות וידועות כבן אנד ג'ריס. בתוכנית 24 הרצאות של 2 ש"ל (או 12 מפגשים של 4 ש"ל), סה"כ 48 ש"ל.

7. סמינריון גלובליזציה ומנהיגות – ספרות וסרטים – תוכנית משולבת

תוכנית המגישה היבטים לא שגרתיים על גלובליזציה עם האיזונים המתחייבים, חברות גלובליות מייצגות כמקדונלד'ס, נייקי, מונסנטו, דיסני, קוקה קולה ואיקאה, וסוקרת את מנהיגי הכלכלה המודרנית מהברונים השודדים, עבור בהנרי פורד, ביל גייטס וסטיב ג'ובס ועד וולטון ובאפט. במקביל יש התמקדות בעובד הזוטר, איגודי עובדים והפועל הקטן. בתוכנית נלמדים הספרים המרכזיים של נעמי קליין – נו לוגו, ג'ואל בקן – התאגיד, ותומס פרידמן – העולם הוא שטוח. בתוכנית 24 הרצאות של 2 ש"ל (או 12 מפגשים של 4 ש"ל), סה"כ 48 ש"ל.

8. סמינריון אתיקה עסקית בישראל

התוכנית מבוססת כולה על חומר עיוני, אירועים קצרים, בינוניים וארוכים וסרטים על אתיקה עסקית בישראל, היבטי הון ושלטון ומודלים אתיים. התוכנית מבוססת בעיקר על ספרו של ד"ר יעקב קורי "סוגיות נבחרות באתיקה עסקית ובאחריות חברתית". בתוכנית 24 הרצאות של 2 ש"ל (או 12 מפגשים של 4 ש"ל), סה"כ 48 ש"ל.

9. אתיקה ועסקים בספרות, בתיאטרון ובקולנוע – תוכנית לימודים

התוכנית בנויה כולה על סרטים, מחזות וספרים, וקטעי סרטים דוקומנטריים על אתיקה עסקית, אחריות חברתית וממשל תאגידי. בתוכנית 32 הרצאות של 2 ש"ל (או 16 מפגשים של 4 ש"ל), סה"כ 64 ש"ל, אך ניתן גם להקריין את הסרטים באורך מלא במקום קטעים מהם. תוכנית זאת מתאימה למנהלים שאינם מעוניינים במשחקי תפקידים.

10. מבוא לאתיקה במגזר הציבורי

התוכנית מיועדת בעיקר למנהלים במגזר הציבורי, בצבא ובמשרה, בבריאות ובחינוך, בשלטון המקומי ובממשל. היא מורכבת מחומר עיוני, אירועים וסרטים. בתוכנית 24 הרצאות של 2 ש"ל (או 12 מפגשים של 4 ש"ל): 48 ש"ל

עסקים ואתיקה-סימביוזה בת קיימא בעולם ובישראל-ד"ר יעקב קורי

רקע

תוכנית לימודים מקורית הממחישה כיצד ניתן להגיע לסימביוזה בת קיימא בין עסקים ואתיקה בעולם ובישראל, תוך השגת איזון ארוך טווח בין רווחיות גבוהה ושמירת האינטרסים של כל מחזיקי העניין בחברה - בעלי מניות השליטה והמיעוט, העובדים והמנהלים, הקוחות והספקים, הקהילה והאקולוגיה, הממשל והנושים. התוכנית משלבת נושאים עיוניים, אמפיריים, עלילתיים ותיעודיים. הקורס דן בדילמות עסקיות ואתיות בתחומי הכספים, התפעול, הניהול, המכירות, משאבי אנוש, מנכ"לים ודירקטורים, שוחד, שחיתות, אפליה, הנפקות, שוק ההון, מתריעים, שקיפות, אמצעי התקשורת, חוק מול אתיקה, עסקים וקהילה, תאגידי ענק וחברות קטנות, אילי הון וחברות אתיים ולא אתיים, יחס החברה, מוסר וקונפורמיזם, אתיקה בפילוסופיה, אספקטים פסיכולוגיים, בינלאומיים ואקטיביסטים, מיזוגים ובנקאות, אירועים מפורסמים - אגרון, בנק ברינגס, ארין ברוקוביץ', תביעה אזרחית, המקור, פורד פינטו, שערוריות וול סטריט, מחזות, סרטים ורומנים על אתיקה עסקית - אויב העם, ביקור הגברת הזקנה, קרנפים, כולם היו בני, ז'אן דה פלורט, הולך על כל הקופה, הישמרו מדורון יוני, אלה חיים נפלאים, הגנת הגופים המסורתיים על מחזיקי העניין, שקיפות ואינטרנט ככלים אתיים, התפתחויות חדישות באתיקה. הקורס מועבר במתכונת של דינאמיקה קבוצתית בה המשתתפים מציגים דילמות עסקיות ואתיות באירועים, בסרטים ובספרים. הקורס מחולק בצורה מאוזנת בין הרצאות עיוניות, אירועים וסרטים, כאשר כמחצית מהסרטים והאירועים דנים במקרים אמיתיים ומרבית האחרים מבוססים על מקרים אופייניים. יוזמנו מרצים אורחים לכמה מההרצאות והאירועים. עבודת הגמר בנושא: "שילוב סימביוטי או ניגודי בין עסקים ואתיקה בחברה ישראלית או עולמית" תוגש בשיעור האחרון של הקורס.

תוכנית לימודים בת 12 מפגשים של 4 שעות לימוד אקדמיות כל אחד

מפגש ראשון - מבוא ואתיקה בשוק ההון

1. **מבוא:** עסקים, אתיקה, אחריות חברתית וקיימות בעולם ובישראל. מחזיקי העניין באירגון-stakeholders, מתריעים - whistleblowers, האנשה, אקטיביזם, קרנות אתיות, דירקטורים חיצוניים, שקיפות. הצגת המתודולוגיה של התוכנית.
2. **אירוע הנפקות:** מנהל הכספים של חברת היי טק גדולה המתכוונת להנפיק את מניותיה בנאסדק מדווח למועצת המנהלים על ירידה צפויה ברווחיות החברה בשנה הקרובה. מופעל עליו לחץ לא לדווח על הירידה ברווחיות על מנת לא לחבל בהנפקה.
3. **שוק ההון ואתיקה:** "וול סטריט" Wall Street סרט בבימוי אוליבר סטון. תיאור עולם התככים, השחיתות והדילמות האתיות של וול סטריט ושל כל בורסה מודרנית. התעשרות קלה בתמורה לויתור על עקרונות אתיים, מה מחיר המצפון.

מפגש שני - אתיקה בממשל תאגידי

1. **התפתחויות חדישות באתיקה:** קודים אתיים, יישום קודים אתיים, תכנון אסטרטגי אתי, לרבות סינון אתי של לקוחות וספקים, מבדקי יושרה של עובדים ומנהלים. עבירות אתיות של חברות עסקיות ומנהליהן, שוחד ישיר ועקיף, מתריעים.
2. **פרשת אגרון:** התמוטטות חברת אגרון, אחת הגדולות בעולם, בדצמבר 2001, תוך הונאת מחזיקי העניין. לקחי הממשל התאגידי בחוק סרביינס-אוקסלי. דיון על הסרט על פרשת אגרון על פי ספרו של מנהל זוטר, בריאן קרובר. שחיתות ההנהלה.
3. **אתיקה בממשל תאגידי - הסרט "הולך על כל הקופה" Other People's Money:** גרפילד, מחסל חברות סדרתי, משתלט באסיפת בעלי המניות על חברה בניהול ובבעלות ג'ורגנסון, עוורו העובד, הקהילה והערכים חשובים ממיסוסם הרווח

מפגש שלישי - המנכ"ל והאתיקה

1. **המנכ"ל כגורם המכריע להתנהגות אתית:** הלחצים המופעלים על המנכ"ל להשגת רווחיות ושווי מכסימליים לחברה בטווח הקצר כמשקל נגד להתנהגות אתית, אמת או תירוצ? צייתנות עיוורת לבוס או לצו המצפון. דוגמאות למנכ"לים אתיים.
2. **סם וולטון מול וורן באפט:** השוואת היבטי הניהול העסקיים והאתיים של סם וולטון, מייסד הרשת הקמעונאית וול-מרט, החברה הגדולה ביותר בארה"ב, ושל וורן באפט, מייסד חברת ההשקעות ברקשייר האתאוווי, התורם את רוב הונו לקהילה.
3. **המנכ"ל והאתיקה:** "כולם היו בני" All My Sons מחזה מאת ארתור מילר. סיפורו של מנכ"ל ובעל חברה מצליח, המספק במודע חלקי מטוסים פגומים וגורם למותם של 21 טייסים, כשבנו הטייס נהרג אף הוא. הדילמה בין רווחיות ואתיקה.

מפגש רביעי - החוק והאתיקה

1. **המגינים הלא יעילים של מחזיקי העניין:** הבעייתיות בהגנה על מחזיקי העניין ע"י הגופים המסורתיים: החוק, הרשות לני"ע, עיתונות, מנכ"לים, דירקטורים, דח"צים, רואי חשבון, אנליסטים וחתמים, שהם במקרים רבים תרופות שווא.
2. **העסקים, הקהילה והחוק:** "תביעה אזרחית" A Civil Action ספר מאת ג'ונתן הר וסרט בבימוי סטיבן זאליאן. מקרה אמיתי על תביעה אזרחית של הורים לילדים שהיו קורבנות להרעלה אקולוגית המוגשת ע"י עו"ד כנגד החברות האחראיות.
3. **עושה מחזיקי עניין ע"י תאגיד ענק:** "כשם התביעה בשם ההגנה", Class Action, סרט בבימוי מייקל אפטד. יצרן הרכב מעדיף לשלם פיצויים לקרבנות של תאונות שייגרמו כתוצאה מליקויי בטיחות במקום לתקן את הליקויים (פורד פינטו).

מפגש חמישי - שקיפות ומתריעים

1. **חשיבות האינטרנט והמתריעים להטמעת האתיקה:** שקיפות בדיווחים לרשויות, לעיתונות, למחזיקי עניין ולבעלי המניות. הדילמה של המתריעים, האינטרנט כאגורה היוונית ומקור למידע פנים. הסכנות בהפצת דיסאינפורמציה.
2. **אירוע מתריע:** מנהל תוכנית בקרת אש לטנקים חייב לעמוד בתוכנית האספקות. הוא מזייף את התוצאות ועומד ביעדים. מנהל אבטחת איכות עולה על התרמית ומדווח למנכ"ל שלא עושה דבר וגורם לפיטוריו. בתרגיל בנגב נהרגים תשעה חיילים.
3. **שקיפות, אמצעי התקשורת ואתיקה:** "המקור" The Insider סרט בבימוי מייקל מאן. סרט המבוסס על ניסיון השתקה של רשת טלוויזיה אמריקאית שמנעה משיקולים עיסקים חשיפה של תוצאות מחקר שמוכיח את הנזק בהתמכרות לטבק.

מפגש שישי - מוסר, קונפורמיזם ואתיקה

1. **אתיקה אקטיביסטית בפילוסופיה:** "אתיקה" של אריסטו, "הנסיך" של מקיאוולי, קנט, בנטהאם, התועלתנים, היד הנעלמה של אדם סמית, שופנהאור. היבטי אושר ועושר, חינוך וניסיון, האמת באמצעות המדע, האומנות, המתינות, התבונה והחוכמה.
2. **אירוע מכירות:** מנהל מכירות צעיר נשלח למדינה דרום אמריקאית למכור מערכת לחיל האוויר שלה. הסוכן המקומי עומד לקבל "עמלה" מהעיסקה שהיא בסכומי עתק. הסוכן עם קולונל חיל האוויר נותנים למנהל לעיין בהצעות של כל המתחרים.
3. **מוסר, קונפורמיזם ואתיקה:** "קרנפים" Rhinoceros מחזה מאת אוז'ן יונסקו. סיפורה של עיר שתושביה הופכים לקרנפים תוך איבוד ערכי האנוש. השפעת הקבוצה על היחיד. רק אדם אחד מסרב להתקרנף כמו כולם ודבק באנושיות.

מפגש שביעי - היבטים פסיכולוגיים של התנהגות אתית

1. **אספקטים פסיכולוגיים בהתנהגות אתית:** מה ה"מחיר" של התנהגות אתית בעסקים? מצפון ואתיקה, "חמדנות היא טובה", אתה יכול לחמוד ולהרגיש טוב עם זה? מילקן, בסקי, שערוריות שנות השמונים. מבחן השינה השלווה - תקף או לא?
2. **אירוע שוחד:** חברת היי טק גדולה מתחרה על פרויקט ענק בתקשורת. היא משחדת פקיד ממשלתי בכיר לקבלת הפרויקט. אחרי קבלת ההזמנה, החברה לא משלמת למתווך של העיסקה והוא תובע את החברה. השופט מזכה אותה ומחייב את המתווך.
3. **פסיכולוגיה של עושר וכוח:** "ביקור הגברת הזקנה" The Visit מחזה מאת פרידריך דירנמט. על מנת להעניש את אהוב נעוריה שהתעלל בה, קונה הגברת הזקנה והעשירה את כפר הולדתה על תושביו, שמוכנים עבור בצע כסף להרוג את המאהב.

מפגש שמיני - אקטיביזם אתי

1. **אקטיביזם אתי:** ארגונים אקטיביסטים למלחמה בשחיתות - שבי"ל Adam, Transparency International, בצרפת, "אומץ" בראשותו של העיתונאי אריה אבנרי. המיקום האתי של ישראל בדירוג האתיקה. מאבק אתי כנגד גורמים לא אתיים.
2. **אריין ברוקוביץ':** Erin Brockovich סרט בבימוי סטיבן זודרבר. מבוסס על סיפורה האמיתי של אריין ברוקוביץ' המצליחה להכריע חברת ענק מקליפורניה שזיהמה את מי העיירה וגרמה ל-600 נפגעים. מהפכה אתית באמצעות אקטיביזם.
3. **מחיר האקטיביזם האתי:** "אויב העם" An Enemy of the People מחזה מאת הנריק איבסן. רופא העיירה מגלה שמעיינות המרפא, המהווים את מקור הפרנסה העיקרי של העיר, מורעלים משפכים תעשייתיים ודורש לטהר את המעיינות.

מפגש תשיעי - אתיקה אוניברסאלית

1. **אספקטים בינלאומיים:** האם האתיקה דומה בשווייץ ובאיטליה, בארה"ב ובמכסיקו, בישראל ובמצרים? כלליים אתיים בסיסיים הישמים בכל העולם, הכרזת זכויות האדם של האו"ם. דילמות חברות רב לאומיות. חוק מקומי ואתיקה אוניברסלית.

2. **אירוע אתיקה ברכש בינלאומי:** סמנכ"ל הרכש בחברה להשבחת מטוסים צריך לבחור קבלן משנה לעיסקה בהיקף של \$30M. הקבלן המועדף הוא חברת ענק אמריקאית המציעה מערכת טובה וזולה. הסמנכ"ל בוחר דווקא בקבלן משנה קטן.

3. **בנק ברינגס:** "ההונאה הגדולה" על פי ספרו של ניק ליסון, הבנקאי שגרם להתמוטטות בנק ברינגס, הבנק הוטיק ביותר בבריטניה בגלל עסקות מפוקפקות שעשה בלי אישור בשוק ה-futures בסינגפור. "המושבה" סינגפור אתית יותר מבריטניה.

מפגש עשירי - החברה והאתיקה

1. **יחס החברה לאתיקה בעסקים:** האם החוקים החדשים, התודעה החדשה לאתיקה חדרו להתנהגות החברתית? החברה בישראל ובעולם לא מנדה אנשי עסקים לא אתיים. האוסטרקיות מופעל לעיתים קרובות דווקא כלפי הלוחמים למען אתיקה.

2. **אירוע אפליה גזעית:** יועצת משפטית של חברת תרופות נאלצת לשמוע הערות גזעניות מצד הקולגות והממונים עליה. כאשר היא מתקוממת נגד ההערות היא מודחת מתפקידה ומוחלפת על ידי יועץ "משלנו" המתאים יותר לתפקיד ממנה...

3. **החברה והאתיקה:** "ז'אן דה פלורט" Jean de Florette ספר מאת מרסל פניול. בכפר צרפתי קטן חומד החוואי הגדול את כבשת הרש, חוות ז'אן דה פלורט. הוא פועל מאחורי הקלעים לנדות אותו מהחברה על מנת שייקל עליו להשתלט על החווה.

מפגש אחד עשר - אתיקה בעסקים בישראל

1. **אתיקה בעסקים בישראל:** מסה על אתיקה בעסקים בישראל. הצעה לכנסת על עשרים עיקרי מדיניות ותחיקה בנושא אתיקה ושקיפות בשלטון ובעסקים. שנים עשר הפרמטרים להתנהגות אתית של בנקים. דירוג ישראל במדד האתיקה העולמי.

2. **אירוע דירקטורים חיצוניים:** דירקטור חיצוני בקרן נאמנות של בנק המושקעת בחברה מקבל מידע מאחד מבעלי מניות המיעוט שבוצעה הונאה אתית וכנראה גם חוקית. הוא מבקש להגיש תביעה נגד החברה. אלא שהבנק קשור עם החברה...

3. **שחיתות ואתיקה בישראל:** "הישמרו מדורון יוני" ספר מאת יעקב קורי. אודיסיאה מודרנית של איש עסקים ישראלי המנסה להישאר אתי בסביבה של שחיתות, השתקה ואיומים, אוסטרקיות של הקרבן. האם המטרה מקדשת את האמצעים?

מפגש שנים עשר - סיכום וסימביוזה בין אתיקה ועסקים

1. **סיכום:** איך צריכה האתיקה להשתלב בהשגת רווחיות ושווי חברה גבוהים? דוגמאות לחברות אתיות שהצליחו לבצע סימביוזה בין אתיקה ועסקים: חברות היי ולו טק, ישקאר, ג'ונסון אנד ג'ונסון, בן אנד ג'ריס, מרק ואחרות בעולם ובישראל.

2. **אירוע גישור במיזוגים:** מיזוג של חברה ישראלית מובילה בתחום הריהוט אל תוך קונצרן אמריקאי ענק. ביסוס המשא והמתן, הגישור והמיזוג על עקרונות של אתיקה, הגינות ורווחיות לכל הצדדים הקשורים למרות הפערים הגדולים בעמדות.

16. **סימביוזה בין אתיקה ועסקים:** "אלה חיים נפלאים" It's a Wonderful Life, סרט בבימוי פרנק קפרא. סיום אופטימי הממחיש את ייעוד החברה: השגת איזון בין האינטרסים של כל מחזיקי העניין. מנהל בנק משכנתאות עוזר לתושבי העיר העניים במתן הלוואות זולות לרכישת בתים, מקים שכונה לדוגמא על אף הקשיים ומביא את עירו לפעול באחריות חברתית.

מיזוגים ורכישות בינלאומיים - סילבוס משולב

ד"ר יעקב קורי coryj@zahav.net.il

מטרת הקורס, תוכן הקורס והאופי המתודולוגי

מטרת הקורס להקנות ערכי יסוד על מיזוגים ורכישות בתוכנית לימודים אינטגרטיבית המשלבת נושאים עיוניים, אמפיריים, תיעודיים ועיליתיים בתחומים של מיזוגים ורכישות לסוגיהם. הקורס מועבר במתכונת של דינאמיקה קבוצתית בה המשתתפים מציגים את הדילמות האתיות בחומר התיאורטי, באירועים ובסרטים. התוכנית כוללת אירועים של מיזוגים בחברות קטנות כמו גם סרטים דוקומנטאריים וספרים על מיזוגי ענק כמו חברת נביסקו, בישראל, אירופה וארה"ב, מיזוגים שהצליחו ונכשלו, היבטים אתיים, אישיים, טכנולוגיים, שיווקיים, פיננסיים וכו', בתעשיית ההיי טק, המזון, הריהוט והאופנה.

דרישות הקורס

1. נוכחות והשתתפות בשיעור, 2. עמידה במטלות אישיות בניתוח הנושאים תוך משחקי תפקידים ודינאמיקה קבוצתית, 3. עבודת גמר בת עשרה עמודים בנושא: אירוע מהקריירה המקצועית של דילמות מיזוגים ורכישות שתוגש בשיעור האחרון של הקורס.

הרכב הציון

עמידה במטלות האישיות - 50%

עבודת הגמר - 50%

ביבליוגרפיה

קריאת חובה: כל הסטודנטים - קריאת הספר

"Mergers & Acquisitions" by J. Fred Weston and Samuel C. Weaver, published by the McGraw-Hill Executive MBA Series in 2001

קריאת האירועים והחומר הנלווה לקורס

מגישי המטלה: קריאת חומר המטלה - עיוני, אירוע או סרט.

קריאה מומלצת - ראה נספח

תוכן הקורס

הקורס כולל שמונה שיעורים של ארבע שעות לימוד אקדמיות כל אחד:

שיעור 1

מבוא: מיזוגים ורכישות כדרך לצמיחת החברה. מה עדיף: השקעה עצמית במו"פ או רכישת טכנולוגיות? פערי תרבות ומנטאליות בתהליך הרכישה. שיקולים אתיים במיזוגים או כל דאליים גבר. היבטים פסיכולוגיים בתהליך הרכישה. משך המו"מ, הוצאות משפטיות, רו"ח, יועצים, בדיקות נאותות. שיתוף ההנהלה בתהליך הרכישה.

קריאה - פרק 1 של ספר החובה, עמ' 1-26 - Changes Forces and Mergers

Change Forces and Mergers, history of mergers, the largest mergers, the scope in the US and worldwide, types and reasons for mergers, the tender offer process, insider trading

אירוע - מידע פנים במיזוגים ורכישות: תהליך המיזוג חייב להיערך בסודיות מוחלטת אחרת המיזוג יכול להיכשל או בעלי מידע פנים עלולים לקבל רווחים לא חוקיים מרכישת מניות טרם המיזוג. אירוע על יו"ר דירקטוריון העומד למכור את החברה שלו בחצי מיליארד דולר לחברת ענק אירופאית והוא היחיד המנצל אופציות לרכישת מניות החברה לפני המיזוג.

שיעור 2

קריאה - פרק 2 של ספר החובה, עמ' 27-37 - Antitrust Policies, regulation and international aspects

אירוע - פערי תרבות ומנטאליות בתהליך הרכישה: מרכיב קרדינאלי בתהליכי המיזוג הוא פערי התרבות והמנטאליות בין הצדדים בארצות שונות, דתות שונות או אף רקע חברתי שונה. אירוע על מו"מ של חברה ישראלית עם חברה צרפתית שנתקע בגלל חשדנות ודיעות קדומות של המוכרים, קתולים אדוקים. רכישת אמון הצדדים ע"י גורם המצוי בשתי התרבויות.

קריאה - פרק 3 של ספר החובה, עמ' 39-60 - Strategy

Strategy, examples of effective strategies, types of strategies, merger strategies, structures and organization

אירוע - כניסה לשווקים ותחומים חדשים באמצעות רכישות: הסיבה הקלאסית למיזוגים ודרך הפעולה של קונצרנים רבים שאצה להם הדרך ובמקום לפתח מוצרים או שווקים הם רוכשים חברות בתחומים החדשים. אירוע על רכישת חברת היי טק אמריקאית קטנה עם טכנולוגיה אזורית ייחודית כמנוף להדירת חברת היי טק ישראלית ביטחוני גדולה לשוק האמריקאי.

שיעור 3

קריאה - פרק 4 של ספר החובה, עמ' 61-81 - Deal Structuring

Deal Structuring, accounting aspects, purchase accounting, taxation aspects of transactions, stock versus assets purchase, methods of payment, contingent payouts

אירוע - עסקאות מיזוגים סיבוביות: רכישת חברות באמצעות חברות או אנשי ביניים במטרה לעקוף התנגדות פוטנציאלית של מחזיקי עניין. כעבור מספר שנים מסתלקים אנשי הקש ומתברר הרוכש האמיתי. אירוע על חברה צרפתית בענף האופנה הקרובה כביכול לפשיטת רגל שנמכרת לחברה בריטית ומשאירה את המנכ"ל והבעלים הקודם על כנו.

סרט - Leverage Buyouts - ברברים בשער - ההשתלטות על RJR NABISCO: מאבק השתלטות על חברת אר.ג'י.אר נביסקו שמיזוגה תעשיית מזון וסיגריות. מנכ"ל החברה רוס ג'ונסון חובר לבנק ההשקעות שירסון לימן על מנת להשתלט על החברה שלו ברכישה ממונפת. הקרב ביניהם לבין מלך המיזוגים בוול סטריט הנרי קרביץ, קרב חסר פשרות שבבסיסו תאוות בצע נטולת עכבות, ללא התחשבות באינטרסים של העובדים, המשקיעים, ושאר מחזיקי העניין.

שיעור 4

קריאה - פרק 5 של ספר החובה, עמ' 83-119 - Mergers and Takeovers

Mergers and Takeovers - Theory and Practice, sources of gains in M&As - technology, globalization, economies of scale, market expansion, new capabilities, management skills, competition, customers, organization; the high takeover industries, major challenges to merger success - due diligence, cultural factors, implementation; empirical studies of merger performance, industry influences on M&A activity, hostile takeovers

אירוע - אתיקה ומיזוגים: אילו אינטרסים משרתים המיזוגים? של מחזיקי העניין: העובדים, הלקוחות, הספקים, הנושים, הממשל, הקהילה, או של בעלי השליטה שלעיתים הם מיעוט בבעלות. אירוע על הפקרת האינטרסים של

בעלי מניות המיעוט בחברת היי טק אמריקאית המפסידים השקעתם. העדפת מיזוג עם חברה אחת לעומת רוכשים פוטנציאליים אחרים.

סרט - השתלטות עויינת: "הולך על כל הקופה" Other People's Money על פי מחזה של ג'רי סטרנר. לרי גרפילד, הוא מחסל חברות סיטוני המתמחה בהשתלטויות עוינות של חברות השוות יותר מפורקות. הוא משתלט על חברה מהכלכלה הישנה המנוהלת על ידי בעלים אתי אנדרו ג'ורגנסון, שעבורו דאגה לעובד, השתלבות בקהילה וערכים חשובים יותר ממיכסום הרווח.

שיעור 5

קריאה - פרק 6 של ספר החובה, עמ' 121-132 - Alternative Paths to Growth

Alternative paths to growth, internal or external growth, joint ventures, alliances and partnerships, comparative analysis of acquisitions versus joint ventures versus strategic alliances, licensing, franchising

אירוע - שיתוף פעולה כאלטרנטיבה למיזוג: במקרים בהם אין החברות רוצות להתמזג הן מסכמות דרכי שת"פ בפיתוח, ייצור, שיווק ושירות, שיש בהם את יסודות המיזוג בלי החלפת מניות או רכישה. אירוע על קונצרן גרמני הרוכש מישראל זכויות על הידע, זכויות שיווק ושירות בלעדיים בעולם, שת"פ בפיתוח הדורות הבאים, כאשר הייצור מחולק בין הצדדים.

קריאה - פרק 7 של ספר החובה: עמ' 133-177 - Valuation

Valuation, comparable companies or comparable transactions approach, discounted cash flow analysis, cost of equity, cost of debt, capital structure, valuation analysis, division of gains to the shareholders of Tribune and Times Mirror, negotiations

אירוע - מיצוב מתאים כמנוף להעלאת שווי חברה: במיזוגים ובמיוחד בכלכלה החדשה חשובה מאוד תדמית החברה, איך היא ממצבת את עצמה, הצגתה כחברה, קשירתה לנושאים המקבלים שווי גבוה במיוחד. אירוע על חברה בענף המזון עם חובות כבדים לבנקים המוצגת כחברה חדשנית היי טקית בזכות חדשנות מוצריה ומצליחה לקבל שווי חברה גבוה במיוחד.

שיעור 6

קריאה - פרק 8 של ספר החובה: עמ' 179-196 - Restructuring and Financial Engineering

Restructuring & financial engineering, spin-offs, restructuring methods, ownership structures, LBOs, leveraged recapitalizations, use of ESOPs, tax-free liquidity

אירוע - מיזוגים ורכישות כמנוף לחשבונאות קריאטיבית: במקרים רבים נותנים מיזוגים ורכישות כר פורה לחשבונאות קריאטיבית ולהונאות אתיות וחוקיות של בעלי מניות המיעוט והנושים. אירוע על חברה היי טק אמריקאית הרושמת את עלות הרכישות בשווי גבוה מערך הרכישה, תוך הסתרת ההפסדים התפעוליים בהוצאות החד פעמיות. המניה מתמוטטת.

קריאה - פרק 9 של ספר החובה: עמ' 197-223 - Cash Flows, Dividends and Shares Repurchases

Cash Flows, Dividends and Share Repurchases, dividends payout patterns, factors influencing payouts, reasons for share repurchases, stock buybacks in a financial engineering framework, stock dividends and stock splits

אירוע - רכישות צולבות: השקעות צולבות בתהליך המיזוג, בחברת האם ובחברת בת, בכל אחת מהחברות המתמזגות. שיטה להתגבר על חששות של חברות למיזוג מלא ע"י קשירת הבעלות של הצדדים במקשה אחת. אירוע של השקעה משולבת של חברה היי טק אמריקאית וחברת השקעות ישראלית בחברה משותפת בישראל המשולבת בהשקעה בחברת האם בארה"ב.

שיעור 7

קריאה - פרק 10 של ספר החובה: עמ' 225-255 - Takeover Defenses

Takeover Defenses, vulnerable target companies, undervalued assets, strong cash position and unused debt capacity, operating performance, defensive financial techniques, defensive restructuring and financial engineering, antitakeover charter amendments, supermajority votes, poison pills, preferred equity, parachutes, greenmails, litigation, leveraged buyouts, legislation

אירוע - תביעות והאשמות כנגד מיזוגים: אין כמעט מיזוג שלא פוגע בצד זה או אחר הקשור עם החברות: לקוחות, ספקים, עובדים, בעלי מניות, נושים, קהילה, ממשל וכדומה. איך מתגברים על התביעות וההאשמות. אירוע על מכירת פעילויות חברת היי טק מובילה בישראל לשני קונצרנים ב"ל. המהלך גורר תביעות והאשמות מצד גורמים רבים: העובדים, המנכ"ל, המדען הראשי, בעלי מניות המיעוט. סיכויי התביעות הייצוגיות ויחס מערכת המשפט. עלויות המשפט וחשיבות מוניטין עורכי הדין.

סרט - מיזוגים ושוק ההון: "וול סטריט" Wall Street סרט בבימוי אוליבר סטון. תיאור עולם התככים, השחיתות והדילמות האתיות של וול סטריט, רכישות והשתלטות בענפי הפלדה, הנייר והתעופה. התעשרות קלה בתמורה לויתור על עקרונות אתיים, מחיר המצפון. הסגידה לכה ולכסף, היאפים הצעירים, ניצול מידע פנים, נאמנות ובגידה, שותפים במשיסה.

שיעור 8

אירוע - רכישה, מיזוג והבראה: תהליך ההבראה הוא בהרבה מקרים מאבני היסוד של המיזוג כאשר אחת מהחברות או אף שתיהן יכולות להבריא את פעילותן רק כתוצאה מהמיזוג, קיצוץ בהוצאות, יתרונות שיווקיים ותפעוליים. אירוע של רכישת שתי חברות ישראליות כושלות (אחת מהן מידי כונס הנכסים, החלטה שיפוטית) ע"י חברת היי טק אמריקאית תוך מיזוג החברות.

אירוע - אמצעי גישור במיזוגים: עד כמה דרוש גישור בתהליך המיזוג כאשר הפערים בין הצדדים מסתכמים לעיתים במאות אחוזים. היבטים של יתרונות לגודל, שיקולים פרסונאליים וניהוליים, דיעות קדומות של הצדדים. אירוע של מיזוג של חברה ישראלית מובילה בתחום הריהוט אל תוך קונצרן אמריקאי ענק מבלי שאף צד יוותר על עמדותיו בגלל גישור מוצלח.

אירוע - כדאיות האמון ועלות חוסר האמון: משך המו"מ ובדיקות הנאותות נמשך לעיתים שנים ומסתיים לעיתים במספר דקות אם יש אימון מלא בין הצדדים, תוך חיסכון הוצאות עתק של עורכי דין, רואי חשבון ויועצים. איך יוצרים אמון בענף ההיי טק כמו בענף היהלומים, בו חותמים עסקאות במיליונים בלחיצת יד. אירוע הממחיש את חשיבות האמון ואת החיסכון הנובע ממנו.

אירוע - בדיקת נאותות במיזוגים ורכישות: מרכיב מרכזי בתהליך הרכישה הוא בדיקת הנאותות שחייבת להיערך ע"י גורמים מקצועיים ואתיים, נטולי פניות. אירוע על יושרה של מנהל בחברת השקעות הבדוקה בשקעה בחברת היי טק חדשה, תוך עירוב שיקולים זרים וקבלת הלוואה ללא בטחונות לרכישת מניות בחברה הנרכשת כברכת הדרך לבדיקת הנאותות.

סיכום: מה למד כל אחד מהמשתתפים במשך הקורס? איך צריכה האתיקה לאזן את השגת הרווחיות ושווי החברה המכסימליים? דוגמאות לכישלונות של מיזוגים ורכישות בתהליך המו"מ או לאחר החתימה. מה ניתן ללמוד מהכישלונות? ניתוח אירועים שמשתפי הקורס לקחו חלק בהם במידה והם מאירים היבטים נוספים של M&A.

MERGERS & ACQUISITIONS - BIBLIOGRAPHY

קריאת חובה

Weston Fred J., Weaver Samuel C., *Mergers & Acquisitions*, The McGraw-Hill Executive MBA Series, 2004. Based on UCLA Executive Education MBA program. Qualitative and quantitative information, latest M&A strategy and techniques, valuation, cultures, integration.

קריאה מומלצת:

1. ובר (ד"ר) יעקב - ניהול מיזוגים ורכישות, הוצאת המרכז הישראלי לניהול. סקירת גורמי ההצלחה והכישלון במיזוגים והצגת מודל שיטתי וכלים מעשיים ליצירת ערך מנקודת המבט של הקונה והמוכר. תכנון אסטרטגי של מיזוגים ורכישות, שיטות לניתוח פוטנציאל סינרגיה והערכתו, מדידה והערכה שיטתית של הבדלי תרבות ארגונית.

2. Reed Stanley Foster, Lajoux Alexandra and Nesvold H. Peter, *The Art of M&A*, 4th Edition, McGraw-Hill, 2007

3. Lajoux Alexandra Reed, *The Art of M&A Integration*, 2nd Edition, McGraw-Hill, 2005

4. Lajoux Alexandra Reed and Nesvold H. Peter, *The Art of M&A Structuring: Techniques for Mitigating Financial, Tax, and Legal Risk*, McGraw-Hill, 2004

5. Lajoux Alexandra Reed and Elson Charles M., *The Art of M&A Due Diligence*, McGraw-Hill, 2000

6. Lajoux Alexandra Reed and Weston Fred J., *Art of M&A: Financing and Refinancing*, McGraw-Hill, 1999

7. Carey Dennis C., Watkins Michael, Aiello Robert J., Harvard Business Review on Mergers and Acquisitions, May 2001, Harvard Business School Publishing. Eight essays on the implications of mergers, buyouts and joint ventures, friendly acquisitions, stock or cash, etc.

8. DePamphilis Donald, *Mergers, Acquisitions and other Restructuring Activities: An Integrated Approach to Process, Tools, Cases and Solutions*, 2002, Elsevier Science & Technology Books. Current developments, the latest academic and empirical research. 70 case studies, practical financial modeling techniques, due diligence list, strategy.

9. Sherman Andrew J., *Mergers and Acquisitions from A to Z: Strategic and Practical Guidance for Buyers and Sellers*, 1997, AMACOM. The mechanics of deals, due diligence, major tax, accounting and regulatory issues, legal aspects, integration of acquired company.

מאמרים:

1. Cooke Robert Allan and Young Earl, "The Ethical Side of Takeovers and Mergers", Madsen, Essentials of Business Ethics, A Meridian Book, 1990, pp. 254-269

2. Jarrell Gregg A., "The Insider Trading Scandal: Understanding the Problem", Williams, Ethics and the Investment Industry, Rowman & Littlefield Publishers, Inc., 1989, pp. 85-100

3. Jensen Michael C., "Takeovers: Folklore and Science", Harvard Business Review, Rae, Beyond Integrity, Zondervan Publishing House, 1996, pp. 522-535

4. Newton Lisa, "The Hostile Takeover: An Opposition View, Ethical Theory and Business", Rae, Beyond Integrity, Zondervan Publishing House, 1996, pp. 536-545

1. Oesterle Dale A., Mergers and Acquisitions in a Nutshell, 2001, West Group.
2. Bruner Robert F., Applied Mergers and Acquisitions Workbook, 2004, Wiley, John & Sons
3. Galpin Timothy J. and Herndon Mark, The Complete Guide to Mergers and Acquisitions, 1999, Wiley, John & Sons.
4. Arzac Enrique R., Valuation: Mergers, Buyouts and Restructuring, 2004, Wiley, John & Sons. Combines the theoretical with the practical, core valuation, expert analysis tools.
5. Pritchett Price, Robinson Donald, Clarkson Russell, After the Merger: The Authoritative Guide for Integration Success, 1997, McGraw Hill Companies.
6. Harding David, Rovit Sam, Mastering the Merger: Four Critical Decisions that Make or Break the Deal, 2004, Harvard Business School Publishing.
7. Cunningham Lawrence, Buffett Warren, Essays of Warren Buffett, 2001, Cunningham
8. Marks Mitchell Lee, Mirvis Philip H., Joining Forces: Making one plus one equal three in Mergers, Acquisitions and Alliances, 1997, Macmillan Library Reference.
9. Bruck Connie, The Predators' Ball: The Inside Story of Drexel Burnham and the Rise of the Junk Bond Raiders, 1989, Penguin.
10. Burrough Bryan, Helyar John, Barbarians at the Gate: The Fall of RJR Nabisco, 2003, Harper Collins Publishers.
11. Smith Robert H., Crowley Michael K., Dead Bank Walking: One Gutsy Bank's Struggle for Survival and the Merger that changed Banking Forever, 2000, Oakhill Press.
12. Geisst Charles R., Deals of the Century: Wall Street, Mergers, and the Making of Modern America, 2003, Wiley, John & Sons.
13. Schweiger David M., M&A Integration: A Framework for Executives and Managers, 2002, McGraw Hill Companies.

סדנא על אירועים באתיקה בעסקים מאת ד"ר יעקב קורי

רקע

סוגיית האתיקה בעסקים הפכה בשנים האחרונות למאוד רלבנטית לנוכח השערוריות של אנרון, וורלדקום, ארתור אנדרסן, הבנק למסחר, בנק ברינגס, הסתבכויות של סטארט-אפים וחברות היי-טק וכדומה. ד"ר יעקב קורי, איש עסקים וחוקר אקדמי, הנמנה עם החלוצים במחקר בנושא האתיקה לבעלי מניות המיעוט, גיבה את המחקר שלו בניתוח מפורט של מספר אירועים בישראל, צרפת וארצות הברית, וגילה חוקיות להונאה האתית שאומתה בפרשת אנרון לאחר פרסום ספרי המחקר שלו בהוצאת הספרים הגדולה קלוור ארה"ב. במסגרת הקריירה המקצועית העשירה שלו היה ד"ר קורי עד לאירועים רבים אחרים עם השלכות אתיות בתחומי הפעילות השונים של עסקי החברות. באירועים נסקרים מקרים של ניגודי אינטרסים, נפוטיות, דירקטורים חיצוניים, שקיפות, מיזוגים ורכישות, שוק ההון, משאבי אנוש, תביעות דיבה, מכירות, שוחד, רכש, מידע פנים, קשר עם חברות ממשלתיות ומתריעים. למרות שהאירועים הם בדיוניים, הם מתארים מצבים שעובדי החברה עלולים להיחשף להם במהלך העסקים הרגיל של החברה. לכל אירוע יש פתרון שיוצג למשתתפי הסדנא בשלב המסכם. הפתרון יהיה כמובן אחד הפתרונות האפשריים ויתאר את אשר קורה במציאות בה לא תמיד האתיקה היא הקובעת את נורמות ההתנהגות.

תוכנית לימודים בת 16 הרצאות ואירועים

- מבוא:** אתיקה בעסקים, מחזיקי עניין – stakeholders, מתריעים – whistleblowers, קרנות אתיות, שקיפות ואינטרנט ככלים אתיים, אקטיביזם, הקונטקסט הבינלאומי והישראלי, הגנת החוק, דירקטורים חיצוניים ואומרטה. יוצגו שמונת האירועים ומתודולוגית הסדנא המתבססת על דיון ומשחקי תפקידים. תומלץ ביבליוגרפיה על אתיקה.
- יושרת המנהל:** יושרה של מנהל בחברת השקעות העורך בדיקת נאותות על השקעה בחברת היי טק חדשה. מכיוון שיזם הסטארט-אפ הוא קרוב משפחה של מנכ"ל חברת ההשקעות נמנע המנכ"ל לבצע את הבדיקה בעצמו אך מעמיד לרשות הבדוק הלוואה לרכישת מניות בחברה החדשה עם ערבות שלו למקרה שההשקעה תרד לטימיון.
- משאבי אנוש:** הנשיא מרוצה מעבודתו של חשב החברה ושולח אותו עם רעייתו לחופשה ברומא על חשבון החברה. הוא מציע לחשב לרשום זאת כהוצאה עסקית ובאותה הזדמנות לרשום את ההוצאות על חופשות וארוחות משפחתיות של המנכ"ל בסך \$60,000 כהוצאה עסקית. החשב מתייעץ עם סמנכ"ל משאבי אנוש כיצד לנהוג.
- מכירות:** מנהל מכירות צעיר נשלח למדינה דרום אמריקאית למכור מערכת לחיל האוויר שלה. הסוכן המקומי עומד לקבל 10% מהיקף העסקה שהיא בסכומי עתק. באישון לילה מגיעים למלון של מנהל המכירות הסוכן עם קולונל חיל האוויר ונותנים לו לעיין בהצעות של כל המתחרים. קבלת העסקה מהווה מנוף למינוי המנהל לסמנכ"ל.
- שוחד:** חברת היי טק גדולה מתחרה על פרויקט של \$300M בתחום התקשורת. היא לא מומחית בתחום זה ולכן היא משחדת פקיד ממשלתי בכיר לקבלת הפרויקט. אחרי קבלת ההזמנה, היא לא משלמת למתווך שיצר את הקשר עם הפקיד את העמלה המובטחת. המתווך תובע את החברה והשופט מזכה אותה ומחייב את המתווך בהוצאות.
- מידע פנים:** יו"ר דירקטוריון של חברה עומד למכור את החברה בחצי מיליארד דולר לחברת ענק אירופאית. יש לו אופציות של החברה במיליוני דולר שפג תוקפן תוך מספר ימים ומחיר המימוש גבוה במעט מהמחיר בבורסה. פרסום העסקה עשוי להקפיץ את מחיר המניה בעשרות אחוזים. היו"ר הוא היחיד המממש את האופציות ומרוויח.
- מחקר ופיתוח:** סמנכ"ל מחקר ופיתוח רוצה לקדם פרויקט חיוני לחברה בהשקעה של \$4M. לחברה הנתונה בקשיים אין משאבים להשקעות נוספות. הסמנכ"ל מגיש תוכנית למדען הראשי בהיקף של \$8M עם מענק של 50% ומסנן לפרויקט הוצאות מו"פ אחרות. הבדוק של המדען עולה על התרמית בדיווח ומאיים לחשוף אותה.
- רכש:** סמנכ"ל הרכש בחברה להשבחת מטוסים צריך לבחור קבלן משנה לעסקה בהיקף של \$30M. הקבלן המועדף הוא חברת ענק אמריקאית המציעה מערכת טובה וזולה. הסמנכ"ל בוחר בקבלן משנה קטן המציע מערכת יקרה יותר שטרם נוסתה. קצין האתיקה חושד במניעי הסמנכ"ל שהוא בעל עבר אתי ללא רבב ומטרף את הבחירה.
- תפעול:** מנהל תוכנית בקרת אש לטנקים חייב לעמוד בתוכנית האספקות, כי עתידו המקצועי תלוי בכך. הוא מזייף את התוצאות, עומד ביעדים ומקבל בונוס שמן. מנהל אבטחת איכות עולה על התרמית ומדווח למנכ"ל שלא עושה דבר וגורם לפיטוריו. בתרגיל בנגב יש סטייה בירי ונהרגים כמה חיילים. מנהל א"א מוסר את המידע לצה"ל.

10. **שוק ההון:** מנכ"ל קרן נאמנות של אחד הבנקים הגדולים בישראל מקבל מידע פנים על התמוטטות צפויה של מחירי המניות של אחת מחברות ההיי טק שהבנק מושקע בהן. נרמז לו מעבר לחומה הסינית שכדאי לו למכור את השקעותיו בחברה על מנת שהמשקיעים בקרן לא יפסידו ובכך יוסב נזק כבד לרייטינג של הקרן ולתשואתה.
11. **דירקטורים חיצוניים:** דירקטור חיצוני בקרן נאמנות של בנק המושקעת בחברה שמחיר מניותיה צנח ב- 90% תוך זמן קצר מקבל מידע מאחד מבעלי מניות המיעוט שבוצעה הונאה אתית וכנראה גם חוקית. הוא מבקש לדון בנושא בהנהלת הקרן ולהגיש תביעה נגד החברה. אלא שבבנק מופקדים עשרות מיליוני דולרים של חברת האם.
12. **כספים:** מנהל הכספים של חברת היי טק גדולה המתכוונת להנפיק את מניותיה לראשונה בנאסדק מדווח למועצת המנהלים על ירידה צפויה ברווחיות החברה בשנה הקרובה ומתכוון לדווח על כך במסגרת בדיקת הנאותות של בנק ההשקעות טרם ההנפקה. מופעל עליו לחץ לא לדווח על הירידה ברווחיות על מנת לא לחבל בהנפקה.
13. **מיסוי:** מנהל תוכנית של רכישה ומיזוג חברות ישראליות עם חברה בינונית מארה"ב מבקש ייעוץ ממשרד עורכי דין גדול על השלכות המס של הענקת מניות ואופציות לעובדים הישראלים. ההצעה שהוא מקבל נראית לו מסוכנת והוא דוחה אותה. משרד עורכי הדין שולח לו בתגובה מכתב בו הוא מאיים עליו בתביעת דיבה.
14. **הטרדה מינית:** סמנכ"לית לכספים בחברת היי טק גדולה מוטרדת מינית ע"י מנכ"ל החברה. הוא מבטיח לה הטבות מפליגות אם תיענה לו ובעקבות איומיה להתלונן לדירקטוריון, המנכ"ל מאיים עליה שיערוף את ראשה. בעקבות סירוב הדירקטוריון להתערב בפרשה, היא חוככת בדעתה האם עליה להתלונן במשטרה.
15. **אפליה גזעית:** יועצת משפטית של חברת תרופות נאלצת לשמוע הערות גזעניות מצד הקולגות והממונים עליה. כאשר מעלילים על כל העדה שלה שהם מתעללים בגוויות היא מאבדת את סבלנותה ומתפרצת על עמיתה. כעבור כמה שבועות היא מודחת מתפקידה ומתמנה יועץ משפטי חדש המתאים יותר לתפקיד ממנה, לדברי המנכ"ל.
16. **סיכום:** מה למד כל אחד מהמשתתפים במשך הסדנא? איך צריכה האתיקה לאזן את השגת הרווחיות ושווי החברה המכסימליים? דוגמאות לחברות אתיות וניתוח אירועים של התנהגות אתית. הגברת המודעות האתית של חברות, האם זה מספיק? ניתוח אירועים של התנהגות אתית ולא אתית בישראל שיובאו ע"י המשתתפים.

מבוא לאתיקה עסקית בתיאוריה, אירועים ויצירות - ד"ר יעקב קורי

רקע

סוגיית האתיקה בעסקים הפכה בשנים האחרונות למאוד רלבנטית לנוכח השערוריות של אנרון, וורלדקום, ארתור אנדרסן, הבנק למסחר, בנק ברינגס, הסתבכויות של סטארט-אפים וחברות היי-טק וכדומה. ד"ר יעקב קורי, איש עסקים וחוקר אקדמי, הנמנה עם החלוצים במחקר בנושא האתיקה לבעלי מניות המיעוט, גיבה את המחקר שלו בניתוח מפורט של מספר אירועים בישראל, צרפת וארצות הברית, וגילה חוקיות להונאה האתית שאומתה בפרשת אנרון לאחר פרסום ספרי המחקר שלו בהוצאת הספרים הגדולה קלוור/ספרינגר ארה"ב. במסגרת הקריירה המקצועית העשירה שלו היה ד"ר קורי עד לאירועים רבים אחרים עם השלכות אתיות בתחומי הפעילות השונים של עסקי החברות. קורס זה מבוסס רובו ככולו על ספרו של ד"ר קורי "סוגיות נבחרות באתיקה עסקית ובאחריות חברתית" שיצא לאור בהוצאת מאגנס של האוניברסיטה העברית בירושלים בשנת 2008. הקורס משלב פרקים עיוניים, אירועים ויצירות בנושאי אתיקה בעסקים. פרקי העיון כוללים את העיקרים לקיומה של חברה אתית ורווחית כאחד, אקטיביזם אתי בתחומים של קיימות, אחריות חברתית, אחריות חברתית תאגידית, אתיקה עסקית ואיכות הסביבה, המגינים הלא יעילים של מחזיקי העניין, אתיקה בדתות, אתיקה אקטיביסטית בפילוסופיה, חשיבות האינטרנט והמתרעים להטמעת האתיקה, התפתחויות חדישות באתיקה לרבות קודים אתיים, תכנון אסטרטגי אתי, עם דוגמאות של התנהגות אתית ולא אתית של חברות. באירועים נסקרים מקרים של ניגודי אינטרסים, נפוטיות, דירקטורים חיצוניים, שקיפות, מיזוגים ורכישות, שוק ההון, משאבי אנוש, מכירות, שוחד, רכש, מידע פנים, קשר עם חברות ממשלתיות ומתריעים. ד"ר קורי, שפירסם רומן אתי ופעיל בעבר ובהווה במועצות מנהלים של תיאטרון, פסטיבל סרטים וארגונים אתיים, משלב במחקרים שלו דוגמאות רבות הלקוחות מתחומי הספרות, התיאטרון והקולנוע, על מנת להציג בצורה מוחשית יותר את המניעים להתנהגות האתית בעולם העסקים. כך יילמדו בקורס היצירות "כולם היו בני", "וול סטריט", "ארין ברוקוביץ'", "הסוחר מונציה", "המקור", "קרנפים", "גטסבי הגדול", "ז'אן דה פלורט", "ביקור הגברת הזקנה", "הישמרו מדורון יוני" על אתיקה עסקית בישראל, וסרט על פרשת אנרון. המטלות של הסטודנטים שיעיגו את החומר העיוני, האירועים והסרטים מהוות 50% מהציון הסופי. עבודת הגמר שתוגש ביום האחרון של הקורס ותהווה 50% מהציון הסופי תהיה בנושא: "דילמה אתית שחווית במהלך חיי". עבודה זאת תהיה בת 5 עמודים ויכולה להיות במתכונת של אירוע.

תוכנית לימודים בת 24 הרצאות ואירועים

1. **מבוא:** אתיקה בעסקים, מחזיקי עניין – stakeholders, מתריעים – whistleblowers, קרנות אתיות, שקיפות ואינטרנט ככלים אתיים, אקטיביזם, הקונטקסט הבינלאומי והישראלי, הגנת החוק, דירקטורים חיצוניים ואומרים. יוצגו האירועים והיצירות והמתודולוגיה של הקריאה של האירוע/הספר/מחזה ו/או ראיית הסרט לפני כל הרצאה, דיון ומשחקי תפקידים.

מקראות: פרק מבוא בספרו של ד"ר קורי בהוצאת מאגנס – עמודים 9 עד 18.

2. **אירוע מיזוגים ורכישות:** יושרה של מנהל בחברת השקעות העורך בדיקת נאותות על השקעה בחברת היי טק חדשה. מכיוון שיזם הסטארט-אפ הוא קרוב משפחה של מנכ"ל חברת ההשקעות נמנע המנכ"ל לבצע את הבדיקה בעצמו אך מעמיד לרשות הבודק הלוואה לרכישת מניות בחברה החדשה עם ערבות שלו למקרה שההשקעה תרד לטימיון.

מקראות: אירוע עושק מחזיקי עניין: מיזוגים ורכישות – עמודים 161-164 בספר.

3. **אירוע משאבי אנוש:** הנשיא מרוצה מעבודתו של חשב החברה ושולח אותו עם רעייתו לחופשה ברומא על חשבון החברה. הוא מציע לחשב לרשום זאת כהוצאה עסקית ובאותה הזדמנות לרשום את ההוצאות על חופשות וארוחות משפחתיות של המנכ"ל בסך \$60,000 כהוצאה עסקית. החשב מתייעץ עם סמנכ"ל משאבי אנוש כיצד לנהוג.

מקראות: אירוע מנהיגות ויושרה: אתיקה במשאבי אנוש – עמודים 32-36 בספר.

פרק תיאוריה - **אקטיביזם אתי** בתחומים של קיימות, אחריות חברתית, אחריות חברתית תאגידית, אתיקה עסקית ואיכות הסביבה. מקראות: פרק עיוני בשם זה – עמודים 283-290 בספר.

4. **אתיקה בבורסה והסרט "וול סטריט":** "וול סטריט" Wall Street סרט בבימוי אוליבר סטון. תיאור עולם התככים, השחיתות והדילמות האתיות של וול סטריט ושל כל בורסה מודרנית. התעשרות קלה בתמורה לויתור על עקרונות אתיים, מה מחיר המצפון. הסגידה לכח ולכסף, היאפים הצעירים, ניצול מידע פנים, נאמנות ובגידה, שתוף היועצים במשיסה.

מקראות: שוק ההון ואתיקה: הסרט "וול סטריט" – עמודים 137-140 בספר.

5. **אירוע מכירות:** מנהל מכירות צעיר נשלח למדינה דרום אמריקאית למכור מערכת לחיל האוויר שלה. הסוכן המקומי עומד לקבל 10% מהיקף העסקה שהיא בסכומי עתק. באישון לילה מגיע מנהל המכירות לביתו של קולונל חיל האוויר הנותן לו לעיין בהצעות כל המתחרים. קבלת העסקה מהווה מנוף למינוי המנהל לסמנכ"ל, אך מה המחיר האתי שהוא יאלץ לשלם?

מקראות: אירוע שחיתות: אתיקה במכירות – עמודים 165-169 בספר.

פרק תיאוריה - המגינים הלא יעילים של מחזיקי העניין.

מקראות: המגינים הלא יעילים של בעלי מניות המיעוט – עמודים 71-77 בספר.

6. **המנכ"ל והאתיקה, המחזה "כולם היו בני":** "כולם היו בני" All My Sons מחזה מאת ארתור מילר. סיפורו של ג'ו קלר, מנכ"ל ובעל חברה מצליח, שעיקרון הרווחיות בכל מחיר בראש מעייניו. הוא מספק במודע חלקי מטוסים פגומים וגורם למותם של 21 טייסים, כשבנו הטייס נהרג אף הוא. הדילמה בין רווחיות ואתיקה, ערבות הדדית, החוק, החברה והמשפחה.

מקראות: המנכ"ל והאתיקה: המחזה "כולם היו בני" – עמודים 53-55 בספר.

7. **אירוע שוחד:** חברת היי טק גדולה מתחרה על פרויקט של \$300M בתחום התקשורת. היא לא מומחית בתחום זה ולכן היא משחדת פקיד ממשלתי בכיר לקבלת הפרויקט. אחרי קבלת ההזמנה, היא לא משלמת למתווך שיצר את הקשר עם הפקיד את העמלה המובטחת. המתווך תובע את החברה והשוטף מזכה אותה ומחייב את המתווך בהוצאות.

מקראות: אירוע שוחד: אתיקה במכרזים ממשלתיים – עמודים 170-174 בספר.

פרק תיאוריה: אתיקה בדתות, ביהדות בתנ"ך ובתלמוד, בנצרות, באסלם, בבודהיזם.

מקראות: אתיקה בדתות – עמודים 211-214 בספר.

8. **קיימות והסרט "ארין ברוקוביץ'":** "ארין ברוקוביץ'" Erin Brockovich סרט בבימוי סטיבן זודרבר. סרט המבוסס על סיפורה האמיתי של ארין ברוקוביץ' המצליחה באמצעות אקטיביזם אתי להכריע חברת ענק מקליפורניה שזיהמה את מי העיירה. המהפיכה האתית באמצעות אקטיביזם, שקיפות, אינטרנט ומתריעים. מלחמה מודרנית של דוד מול גולית.

מקראות: אקטיביזם אתי – ארין ברוקוביץ' לעומת קארן סילקווד: הסרטים "ארין ברוקוביץ'" ו"סילקווד" – עמ' 315-318.

9. **אירוע מידע פנים:** יו"ר דירקטוריון של חברה עומד למכור את החברה בחצי מיליארד דולר לחברת ענק אירופאית. יש לו אופציות של החברה במיליוני דולר שפג תוקפן תוך מספר ימים ומחיר המימוש גבוה במעט מהמחיר בבורסה. פרסום העסקה עשוי להקפיץ את מחיר המניה בעשרות אחוזים. היו"ר הוא היחיד המממש את האופציות ומרוויח.

מקראות: אירוע אתיקה בממשל תאגידי: מידע פנים – עמודים 96-100 בספר.

פרק תיאוריה: אתיקה בפילוסופיה - אריסטו, קאנט, מקיאללי, התועלתנים.

מקראות: אתיקה אקטיביסטית בפילוסופיה – עמודים 215-218 בספר.

10. **אתיקה וחוק, המחזה "הסוחר מונציה":** "הסוחר מונציה" The Merchant of Venice מחזה מאת ויליאם שקספיר. היהודי שייילוק נותן הלוואה לסוחר מונציה, אנתוניו, ומתעקש על קבלת ליטרת הבשר כפי שסוכם בחוזה, כאשר אנתוניו אינו יכול לעמוד בהתחייבויותיו. הדילמה בין חוק ואתיקה, יחס השלטונות (מוסר כפול של הדוכס מונציה), הפרט והחברה.

מקראות: חוק, צדק, הגינות ואתיקה: המחזה "הסוחר מונציה" – עמודים 258-260 בספר.

11. **אירוע הטבות ממשלתיות:** סמנכ"ל מחקר ופיתוח רוצה לקדם פרויקט חיוני לחברה בהשקעה של \$4M. לחברה הנתונה בקשיים אין משאבים להשקעות נוספות. הסמנכ"ל מגיש תוכנית למדען הראשי בהיקף של \$8M עם מענק של 50% ומסנן לפרויקט הוצאות מו"פ אחרות. הבודק של המדען עולה על התרמית בדיווח ומאיים לחשוף אותה.

מקראות: אירוע ניהול ויושרה: אתיקה במחקר ופיתוח והטבות ממשלתיות – עמודים 37-41 בספר.

פרק תיאוריה: חשיבות האינטרנט והמתריעים להטמעת האתיקה.

מקראות: חשיבות האינטרנט והמתריעים להטמעת האתיקה – עמודים 25-31 בספר.

12. **אחריות חברתית, המחזה "אויב העם"**: "אויב העם" An Enemy of the People מחזה מאת הנריק איבסן. רופא העיירה ד"ר סטוקמן מגלה שמעיינות המרפא, המהווים את מקור הפרנסה העיקרי של התושבים, מורעלים משפכים תעשייתיים ודורש לטהר את המעיינות. דילמת המתריע, חרם החברה, מוסריות המלשין/מתריע, אומרטה ועיתונות.

מקראות: מתריע עם אחריות חברתית: המחזה "אויב העם" והסרט ההודי "גנשטרו" – עמודים 57-62 בספר.

13. **אירוע רכש**: סמנכ"ל הרכש בחברה להשבחת מטוסים צריך לבחור קבלן משנה לעיסקה בהיקף של \$30M. הקבלן המועדף הוא חברת ענק אמריקאית המציעה מערכת טובה וזולה. הסמנכ"ל בוחר בקבלן משנה קטן המציע מערכת יקרה יותר שטרם נוסתה. קצין האתיקה חושד במניעי הסמנכ"ל שהוא בעל עבר אתי ללא רבב ומטרפד את הבחירה.

מקראות: אירוע דימוי אתי בעסקים בין-לאומיים: אתיקה ברכש בין-לאומי – עמודים 351-356 בספר.

פרק תיאוריה: התפתחויות חדישות באתיקה – קודים אתיים, תכנון אסטרטגי אתי, עם דוגמאות של התנהגות אתית ולא אתית של חברות. מקראות: היבטים מודרניים של אתיקה בעסקים, קודים אתיים, תכנון אסטרטגי אתי ואירועים אופייניים – עמודים 151-156 בספר.

14. **אמצעי התקשורת ואתיקה, הסרט "המקור"**: "המקור" The Insider סרט בבימוי מייקל מאן. סרט המבוסס על המקרה האמיתי של ניסיון השתקה של רשת טלוויזיה אמריקאית שמנעה משיקולים עסקיים חשיפה של תוצאות מחקר שמוכיח את הנזק בהתמכרות לטבק. הסכנות בכלכלה הגלובלית ובריכוז הכח של חברות הענק, המצפון מול האינטרסים.

מקראות: שקיפות, אמצעי התקשורת ואתיקה: הסרט "המקור" – עמודים 264-265 בספר.

15. **אירוע מתריע**: מנהל תוכנית בקרת אש לטנקים חייב לעמוד בתוכנית האספקות, כי עתידו המקצועי תלוי בכך. הוא מזייף את התוצאות, עומד ביעדים ומקבל בonus שמן. מנהל אבטחת איכות עולה על התרמית ומדווח למנכ"ל שלא עושה דבר וגורם לפיטוריו. בתרגיל בנגב יש סטייה בירי ונהרגים כמה חיילים. מנהל א"א מוסר את המידע לצה"ל.

מקראות: אירוע מתריע: אתיקה בניהול, תפעול, תוכניות ואיכות – עמודים 42-47 בספר.

16. **מוסר, דת ואתיקה, המחזה "קרנפים"**: "קרנפים" Rhinoceros מחזה מאת אוז'ן יונסקו. סיפורו של עיר שתושביה הופכים לקרנפים תוך איבוד המוסר וצלם אנוש. השפעת הקבוצה על היחיד. רק אדם אחד מסרב להתקרנף כמו כולם ודבק באנושיות. אלגוריה להתבהמות של חברות שלמות במשטרים מושחתים, האם גם ישראל מתקרנפת?

מקראות: מוסר, חברה ואתיקה: המחזה "קרנפים" – עמודים 318-320 בספר.

17. **אירוע שוק ההון**: מנכ"ל קרן נאמנות של אחד הבנקים הגדולים בישראל מקבל מידע פנים על התמוטטות צפויה של מחירי המניות של אחת מחברות ההיי טק שהבנק מושקע בהן. נרמז לו מעבר לחומה הסינית שכדאי לו למכור את השקעותיו בחברה על מנת שהמשקיעים בקרן לא יפסידו ובכך יוסב נזק כבד לרייטינג של הקרן ולתשואתה.

מקראות: אירוע אתיקה בשוק ההון: יושרה של דירקטורים – עמודים 101-105 בספר.

18. **העושר והאתיקה, הרומן "גטסבי הגדול"**: The Great Gatsby ספר מאת פרנסיס סקוט פיצ'רלד. טום בוכאנן, איל ההון הבא ממשפחה אמריקאית מאוד עשירה, גורם למותו של גטסבי מבלי שירגיש אשמה מוסרית כלשהי ומתנחם ברכישת ענק פנינים. הפן הפסיכולוגי של התנהגות אתית. האם החברה והחוק סולחים לעשירים וחזקים? האם העושר משחית?

מקראות: עושר, הגינות ואתיקה: הרומן "גטסבי הגדול" – עמודים 260-263 בספר.

19. **אירוע דירקטורים חיצוניים**: דירקטור חיצוני בקרן נאמנות של בנק המושקעת בחברה שמחיר מניותיה צנח ב-90% תוך זמן קצר מקבל מידע מאחד מבעלי מניות המיעוט שבוצעה הונאה אתית וכנראה גם חוקית. הוא מבקש לדון בנושא בהנהלת הקרן ולהגיש תביעה נגד החברה. אלא שבבנק מופקדים עשרות מיליוני דולרים של חברת האם.

מקראות: אירוע בנקאות ויושרה: דירקטורים חיצוניים – עמודים 106-110 בספר.

20. **הקורבן והאתיקה, הרומן "ז'אן דה פלורט"**: Jean de Florette ספר מאת מרסל פניול. בכפר צרפתי קטן חומד החוואי הגדול את כבשת הרש, חוותו של ז'אן דה פלורט. הוא פועל מאחורי הקלעים לנדות אותו מהחברה על מנת שייקל עליו להשתלט על החווה. האנשה/נידוי והשמצת הקורבן (בעל המניות הקטן/החוואי). תאוות בצע ללא גבול. קטעים מתוך מנון.

מקראות: קורבנות העושה: הרומן "ז'אן דה פלורט" – עמודים 191-194 בספר.

21. **אירוע שקיפות:** מנהל הכספים של חברת היי טק גדולה המתכוונת להנפיק את מניותיה לראשונה בנאסדק מדווח למועצת המנהלים על ירידה צפויה ברווחיות החברה בשנה הקרובה ומתכוון לדווח על כך במסגרת בדיקת הנאותות של בנק ההשקעות טרם ההנפקה. מופעל עליו לחץ לא לדווח על הירידה ברווחיות על מנת לא לחבל בהנפקה.

מקראות: אירוע שקיפות: אתיקה בהנפקות ודוחות פיננסיים – עמודים 219-224 בספר.

22. **החברה והאתיקה, המחזה "ביקור הגברת הזקנה":** The Visit מחזה מאת פרידריך דירנמט עם סרט אפריקאי. על מנת להעניש את אהוב נעוריה שהתעלל בה, קונה הגברת הזקנה והעשירה את כפר הולדתה על תושביו, שמוכנים עבור בצע כסף להתעלם מצדק, אתיקה ורחמים. לכל אחד יש מחיר, גבול החברות, הרשעות, צידוק העוול, העדר אתיקה המוביל לרצח.

מקראות: האוניברסליות של האתיקה: המחזה "ביקור הגברת הזקנה" והסרט האפריקאי "צבועים" – עמודים 380-383 בספר

23. **בעלי מניות מיעוט, שחיתות ואתיקה, הרומן "הישמרו מדורון יוני":** דיון על יצירתו החלוצית של ד"ר קורי, תוך דגש על ההקשר הישראלי בספרו "הישמרו מדורון יוני". אודיסיאה מודרנית של איש עסקים ישראלי המנסה להישאר אתי בסביבה של שחיתות, השתקה ואיומים, אוסטרקוזם של הקרבן. קטעים מפנל על אתיקה בעסקים בישראל.

מקראות: בעלי מניות מיעוט, שחיתות ואתיקה בישראל: הרומן "הישמרו מדורון יוני" מאת יעקב קורי וביקורת על היצירה מאת יהושע סובול – עמודים 461-473 בספר.

24. **תאוות בצע בערבון בלתי מוגבל, הסרט "פרשת אנרון":** "פרשת אנרון" כפי שהיא משתקפת באינטרנט, בעיתונות, בסרטים, ספרים ומחקרים. חוק סרביינס-אוקסלי. חוקיות ההתנהגות הלא אתית של חברות במחקריו של ד"ר קורי שאומתה בפרשת אנרון. דיון על הסרט על פרשת אנרון על פי ספרו של אחד ממנהליה, בריאן קרבר. קטע מתוך ההונאה הגדולה.

מקראות: תאוות בצע בערבון בלתי מוגבל – פרשת אנרון: סרט התעודה "עלייתה ונפילתה של אנרון" – עמודים 254-257.

מבוא למינהל עסקים - תוכנית לימודים מורחבת מאת ד"ר יעקב קורי

רקע

תוכנית לימודים מקורית הסוקרת את יסודות הניהול, שיווק, מכירות, כספים, תמחיר תקציב ובקרה, חשבות מימון ודו"חות פיננסיים, הנפקות ושווי חברה, מחקר ופיתוח, העברת ידע, תפעול, רכש, איכות, ארגון ומשאבי אנוש, ייעוד החברה, תוכניות עסקיות, תכנון אסטרטגי, דירקטוריון, מיזוגים ורכישות, הבראת חברות, היבטים בינלאומיים, פערי תרבות ומנטאליות בעסקים, שוק ההון ובנקאות, אתיקה ואחריות חברתית. התוכנית משלבת היבטים עיוניים, אירועים, סרטים וספרים, ומתבססת על הניסיון הבינלאומי העשיר והמגוון של ד"ר יעקב קורי שמילא תפקידים בכירים בתעשיית ההיי טק וניהל מיזוגים ורכישות בכל המגזרים. הקורס מועבר במתכונת של דינאמיקה קבוצתית בה המשתתפים מציגים את הדילמות הניהוליות בחברות וארגונים. ד"ר יעקב קורי נמנה עם החלוצים במחקר בנושא האתיקה לבעלי מניות המיעוט וגיבה את המחקר שלו בניתוח מפורט של מספר אירועים בישראל, צרפת וארצות הברית. הוא גילה חוקיות להונאה האתית שאומתה בפרשת אנון לאחר פרסום ספרי המחקר שלו בהוצאת הספרים הגדולה קלוור ארה"ב. במסגרת הקריירה המקצועית העשירה שלו ניהל ד"ר קורי פעילויות במרבית התחומים הנסקרים בתוכנית הלימודים בעיקר בתעשיית ההיי טק.

תוכנית לימודים בת 24 הרצאות

1. **מבוא:** מושגי יסוד במינהל עסקים, מחזיקי העניין בחברה - לקוחות, ספקים, עובדים, דירקטורים, הקהילה, הנושים, המדינה, האקולוגיה ובעלי המניות, הסימביוזה בין עסקים ואתיקה, כיצד ניתן להגיע לאיזון אופטימאלי בין האינטרסים של מחזיקי העניין בחברה, השגת רווחיות גבוהה תוך שמירה על כללי אתיקה אלמנטאריים.

2. **ייעוד החברה:** ניתוח הדילמות העסקיות של חברי ההנהלה והדירקטוריון בחברה אמריקאית **בסרט "קומת מנהלים"**, Executive Suite, על פי הספר של קמרון האולי. העמדה של סמנכ"ל המחקר והפיתוח הרוצה ליצור מוצרים טובים ועמידים תוך דאגה לצרכי הלקוחות, העובדים והקהילה אל מול העמדה של סמנכ"ל הכספים הדואג בלעדית לבעלי מניות השליטה ולרווחיות ומשעבד את כל השיקולים לייעוד זה. עמדות מחזיקי העניין בחברה.

3. **המנכ"ל והדירקטור בחברה:** שיטות ניהול שונות, השלטון האבסולוטי או הדמוקרטי של המנכ"ל, דילמות של המנכ"ל, **כולם היו בני**. צייתנות ונאמנות עיוורת, אומרטה (חוק ההשתקה), עידוד השמעת דיעות חריגות, יחסי המנכ"ל עם כפיפיו. הצדקה/אי הצדקה למשכורות עתק, בונסים ומניות במיליונים. דירקטורים רגילים וחיצוניים. **אירוע דירקטורים חיצוניים:** לבטיו של דירקטור חיצוני הרוצה לדון בדירקטוריון קרן הנאמנות של בנק על הונאה אתית שהתגלתה באחת החברות שבה מושקעת הקרן ואשר גרמה להפסדים כבדים לקרן ולבעלי המניות.

4. **יסודות השיווק:** מושגי יסוד בשיווק - מטרות השיווק, פילוח שוק, בידול המוצר, צינורות שיווק, גמישות מחיר, מחיר חדירה, קווי מוצר, תמהיל מוצרים, מפץ, סוכן, מחקר איכותי וכמותי, מחקר שווקים, מידע שיווקי, מודיעין תעשייתי, מדיניות חדירה ופיתוח שווקים, חלק שוק, פוטנציאל שוק, שוקי יעד, תחזית שיווקית, פרסומת.

5. **אסטרטגיה שיווקית:** הגורמים הקובעים בשוק תעשייתי - זמינות, איכות, מחיר, שירות, אמינות. תוכניות עסקיות לעומת ביצוע: כמויות גדולות/קטנות, מחירים גבוהים/נמוכים, עלות משתנה נמוכה/גבוהה, אחוז הוצאות קבועות נמוך/גבוה. הדרך להתמודדות בתחרות פרועה אינה בהכרח הורדת מחירים. **אירוע - אסטרטגיה שיווקית:** רכישת חברת היי טק אמריקאית קטנה עם טכנולוגיה אזרחית ייחודית כמנוף לחזרת חברת היי טק ישראלית גדולה לשוק האמריקאי ולטכנולוגיות אזרחיות. הערך המוסף של רכישה מושפע משיקולי שיווק וטכנולוגיה.

6. **אירוע - מיצוב מתאים כמנוף להעלאת שווי חברה:** חברה בענף המזון עם חובות כבדים לבנקים מחפשת שותף לרכישת מחצית החברה. גורם מומחה הנדרש לכתיבת התוכנית העסקית מציע מחיר הגבוה פי שלושה מהערכת הבעלים בגלל החדשנות של מוצריה וממצב אותה כחברת היי טק בתחומה. הדגשת ההיבטים השיווקיים.

7. **מכירות:** השוני בין מכירות ושיווק. היבטים אישיים. יושרה ושוחד. **אירוע - מכירות:** מנהל מכירות צעיר נשלח למדינה דרום אמריקאית למכור מערכת לחיל האוויר שלה. הסוכן המקומי עומד לקבל 10% מהיקף העסקה שהיא בסכומי עתק. באישון לילה מגיעים למלון של מנהל המכירות הסוכן עם קולונל ונותנים לו לעיין בהצעות מתחריו.

8. **תמחיר, תקציב ובקרה:** תמחיר ותקציב מכירות, עלות המכר, חומרים, קבלני משנה, עבודה, הוצאות קבועות, הוצאות משתנות, הוצאות מחקר ופיתוח, מענקים, הוצאות מכירה ושיווק, הוצאות כלליות ומימון, הוצאות חד פעמיות. תמחיר מוצרים עד רמת הרווח הגולמי ועד רמת הרווח הנקי. פחת, העמסות, תזרים מזומנים, היוון, בקרה.

9-10. **חשבות, מימון, דו"חות פיננסיים:** ניתוח **דו"חות שנתיים של חברת היי טק וחברת תרופות רב לאומית.** יחסים פיננסיים, מנוף פיננסי, מאזן, נכסים קבועים, נכסים שוטפים, התחייבויות שוטפות, התחייבויות קבועות, הון עצמי, חשבון רווח והפסד. חשבונאות "קריאטיבית", הפרשי עיתוי, מיסוי, מקלטי מס, חובות אבודים, גילוי נאות.

11. **אירוע - מיזוגים ורכישות כמנוף לחשבונאות קריאטיבית:** חברת היי טק אמריקאית מגיעה לשווי מיליארדי דולרים. היא רושמת את עלות הרכישות בשווי גבוה בהרבה מערך הרכישה בגלל שמרנות חשבונאית וצפי הוצאות חריגות, תוך הסתרת ההפסדים התפעוליים בהוצאות אלה. המניה מתמוטטת וכולם מפסידים למעט בעלי השליטה.

12. **הנפקות ושווי חברה:** מניות רגילות ובכורה, אגרות חוב, אופציות, דיבידנדים, בעלי עניין, מידע פנים, שקיפות, תשקיף, הנפקה, שווי בורסאי, שווי המבוסס על היוון תזרים מזומנים עתידי, שווי לפי נכסים משוערכים נטו. **אירוע - שקיפות:** מנהל הכספים של חברת היי טק גדולה המתכוונת להנפיק את מניותיה לראשונה בנאסדק מדווח לדירקטוריון על ירידה צפויה ברווחיות החברה ומתכוון לדווח על כך במסגרת בדיקת הנאותות של בנק ההשקעות טרם ההנפקה. מופעל עליו לחץ לא לדווח על הירידה ברווחיות על מנת לא לחבל בהנפקה.

13. **ארגון ומשאבי אנוש:** ארגון מבוזר, ארגון ריכוזי, ארגון בינלאומי, ארגון רב לאומי, תקשורת אנכית ואופקית, פיתוח מנהלים, הדרכה, שכר/מתווה שכר ותנאים, שירותי רווחה, סקרי שביעות רצון, **ניהול לפי יעדים ותמריצים בקבוצת ריהוט**, גיוס, הטבות סוציאליות, משק ותחזוקה, בטחון ובטיחות, תכנון ובינוי, קצין אתיקה. **אירוע משאבי אנוש:** לבטים של סמנכ"לית למשאבי אנוש וסמנכ"ל לכספים כיצד להתנהג באירוע שבו הנשיא של החברה מבקש לרשום את הוצאותיו האישיות כהוצאות עסקיות תוך אבטחת שוחד עקיף לסמנכ"ל לכספים.

14. **מחקר ופיתוח והנדסה:** מו"פ עצמי, מוזמן, תכנון ייצוריות, design to cost, מענקי המדען הראשי, יעילות הפיתוח, עמידה ביעדים, באיכות ובלוחות הזמנים. **אירוע העברת ידע** - העברת הידע של חברת היי טק ישראלית לקונצרן גרמני, שיתוף פעולה בפיתוח הדורות הבאים, זכויות ייצור ושת"פ בייצור, זכויות שיווק ושירות בלעדיים.

15. **תפעול, רכש, אבטחת איכות:** הרכשה, שינוע, איחסון וניפוק החומרים. החלטות עשה או קנה. ניהול קבלני משנה. תכנון הייצור, הרכבה, בדיקות סופיות, התקנה. קיום תהליכי אבטחת איכות החומר והייצור. תכנון, ניהול ובקרת התוכניות. סיוע לוגיסטי, אחזקה. ייצור מבוזר לחטיבות, מרוכז בחטיבת ייצור - יתרונות לעומת חסרונות.

16. **אירוע רכש:** סמנכ"ל הרכש בחברה להשבחת מטוסים צריך לבחור קבלן משנה. הסמנכ"ל בוחר בקבלן משנה קטן המציע מערכת יקרה יותר שטרם נוסתה. **אירוע תפעול:** מנהל תוכנית בקרת אש לטנקים חייב לעמוד בתוכנית האספקות. הוא מזייף את התוצאות, עומד ביעדים ומקבל בונס שמן. מנהל אבטחת איכות עולה על התרמית ומדווח למנכ"ל שלא עושה דבר. בתרגיל בנגב יש סטייה בירי ונהרגים כמה חיילים. מנהל האיכות מוסר את המידע לצה"ל

17-18. **תוכניות עסקיות, תכנון אסטרטגי:** תוכניות עסקיות - מטרת התוכנית, מבנה התוכנית, קביעת שווי החברה על פי תזרים מזומנים עתידי מהוון, יתרונות וחסרונות למשקיעים. ניתוח **אירוע המורשת הנוצרית**. תכנון אסטרטגי - יעדי התכנון האסטרטגי, מכירות, רווחיות, שווקים ותחומי פעילות, מדיניות מחירים, התייעלות, ייצור, רכש וקבלני משנה, מנוף פיננסי, סיכונים וסיכויים, שווי חברה, משקיעים פוטנציאליים, ניתוח **אירוע דורבן**.

19. **מיזוגים ורכישות:** מיזוגים ורכישות כדרך לצמיחת החברה. מה עדיף: השקעה עצמית במו"פ או רכישת טכנולוגיות? פערי תרבות ומנטאליות בתהליך הרכישה. שיקולים אתיים במיזוגים או כל דאליים גבר. היבטים פסיכולוגיים בתהליך הרכישה. משך המו"מ, בדיקות נאותות, הוצאות משפטיות, רו"ח, שיתוף ההנהלה ברכישה. **אירוע גישור במיזוגים:** מיזוג של חברה ישראלית מובילה בתחום הריהוט אל תוך קונצרן אמריקאי ענק. טכנולוגיה ישראלית ייחודית, שיקולי הבראה ויתרונות לגדול בישראל. כיצד ניתן להתגבר על פער של מאות אחוזים בין דרישות המוכרים והקונים מבלי שאף צד יוותר על עמדותיו? שיקולים פרסונאליים וניהוליים ברכישה.

20. **הבראת חברות - כיצד?** מאמר של ד"ר קורי המתאר כיצד ניתן להבריאת חברות, הרקע להפסדי החברות, הסיבות לדחיית מועד הבראתן. תוכניות הבראה תפעוליות הכוללות הגדלת מכירות, התייעלות כוח אדם, קיצוץ בעלויות החומר וההוצאות וכדומה. תוכניות הבראה פיננסיות, הסדר פיננסי להחזר הלוואות יקרות, תנאי ריבית. **אירוע רכישה, מיזוג והבראה:** רכישת שתי חברות ישראליות כושלות (אחת מהן מידי כונס הנכסים) ע"י חברת היי טק אמריקאית. מיזוג החברות הישראליות ביניהן ועם החברה האמריקאית. תוכנית הבראה מוצלחת ההופכת את החברה הממוזגת לחברה רווחית בזמן שיא תוך העלאת שווייה הבורסאי של חברת האם פי כמה.

21. **פרשת בנק ברינגס: הסרט "ההונאה הגדולה" Rogue Trader,** על פי ספרו של ניק ליסון, הבנקאי שגרם להתמוטטות בנק ברינגס, הבנק הותיק ביותר בבריטניה בגלל עסקות מפוקפקות שעשה בלי אישור בשוק ה-futures בסינגפור. החשיבות העליונה שיש ליושרה של כל מנהל, מבדקי יושרה וסינון אתי, פרשת בנק למסחר.

22. **שחיתות בשוק ההון: הסרט "חדר לחץ" Boiler Room,** בבימוי בן ינגר. הונאת לקוחות בוול סטריט בשיווק הנפקות ראשונות של חברות כושלות. השחתת צעיר יאפי ממשפחה "טובה", בן של שופט פדרלי. הסכומים האגדיים המוצעים עבור חציית הרוביקון משחיתים גם את המוסריים במערכת, כל עוד שאין חינוך לערכים אחרים.

23. **היבטים בינלאומיים:** האם ההתנהגות העסקית דומה בשווייץ ובאיטליה, בארה"ב ובמכסיקו, בישראל ובמצרים? כלליים עסקיים בסיסיים הישימים בכל העולם, הדילמות של חברות רב לאומיות – התנהגות זהה כלפי עובדים, סוגיות השוחד, העסקת ילדים. **אירוע פערי תרבות ומנטאליות בעסקים:** גישור בין דיעות קדומות במשא ומתן בין חברה צרפתית וישראלית. הוצאת העגלה מהבז' ע"י גורם המצוי היטב במנטאליות העסקית והתרבותית של שתי הארצות והרוכש את אמון שני הצדדים. כל מיזוג נושא עימו מטענים החורגים מההיבט העסקי.

24. **סיכום:** סקירה של המשתתפים על לקחי הקורס. עד כמה ישימים החומר העיוני, האירועים והיצירות לעבודתו בחברה, מה דעתם על **מטרות החברה**. הסרט "אלה חיים נפלאים" It's a Wonderful Life, בבימוי פרנק קפרה, המסיים בנימה אופטימית את הקורס. מתן פיתרון שונה מהמקובל בעולם העסקים על פיו החברה קיימת על מנת לתת שירות ללקוחות, להבטיח תעסוקה ולסייע לקהילה, אך גם להביא לצמיחה, תשואה למשקיע ורווחיות גבוהים.

קיימות וגלובליזציה: אחריות חברתית, איכות הסביבה ואתיקה עסקית, ד"ר יעקב קורי

מטרת הקורס, תוכן הקורס והאופי המתודולוגי

מטרת הקורס להקנות ערכי יסוד על קיימות, אחריות חברתית, איכות הסביבה, אתיקה עסקית, גלובליזציה, אקטיביזם, מחזיקי עניין, הון ושלטון, תוך שילוב נושאים עיוניים, אמפיריים ותיעודיים, ספרים, סרטים ואירועים. קיימות או פיתוח בר-קיימה הוא פיתוח בתחום החברתי, הכלכלי והסביבתי, שאיננו פוגע בבסיס המשאבים שהוא נשען עליהם, בכמות המשאבים ובהתחדשותם על פני כדור הארץ, והדואג לטפח את המערכות הטבעיות המספקות, במישרין או בעקיפין, את המשאבים הללו, ושאננו יוצר בסביבתו מפגעים בלתי הפיכים. פיתוח בר-קיימה צמח בשנות השמונים המאוחרות כתפיסה המשלבת את יחסי הגומלין בין פיתוח כלכלי לבין תנאים סביבתיים וחברתיים. פיתוח בר-קיימה, יחד עם הדגש הגובר על ממשל תאגידי, הציבו את תפיסת האחריות החברתית במרכז סדר היום הציבורי והתאגידי. יילמדו נושאים הנסקרים בסרטים על קיימות: איכות הסביבה כגון "אמת מטרידה" של אל גור, "איך ניתן להציל את העולם", "מי הרג את המכונית החשמלית?", על אחריות חברתית כגון "ארין ברוקוביץ'", "טיפול לקוי", "תביעה אזרחית". על ממשל תאגידי ואתיקה עסקית כגון "פרשת אנרון", "וול סטריט", "ההונאה הגדולה". ספרים וסרטים על קיימות וגלובליזציה כגון ספרו של פול הוקן "האקולוגיה של המסחר", ספרו של תומס פרידמן "חם, שטוח וצפוף", והספר והסרט על משנתו של חתן פרס נובל ג'וזף שטיגליץ. סרטים על גלובליזציה במדינות העולם השלישי כ- "Syriana", "China Blue", "Outsourced". דוגמאות להתנהגות אתית של חברות ואנשי עסקים כבן אנד ג'ריס, ריי אנדרסון וסטף ורטהיימר. דוגמאות להתנהגות לא אתית של חברות בסרטים "ברברים בשער", "הולך על כל הקופה", "וולמרט, העלות הגדולה למחיר הנמוך". בתוכנית שזורים אירועים על קיימות בסרט "מארכיטקטורה לזקני", על מתריעים "המקור", על שחיתות "מרי", סיפור אמיתי, וכן פרקים מתוך ספרו של יעקב קורי "סוגיות נבחרות באתיקה עסקית ובאחריות חברתית". הקורס מועבר במתכונת של דינאמיקה קבוצתית בה המשתתפים מציגים את הדילמות העסקיות והניהוליות בספרות ובסרטים.

תוכן הקורס

הקורס כולל 24 שיעורים:

שיעור 1 - מבוא: הגדרות של קיימות, גלובליזציה, אחריות חברתית תאגידית, איכות הסביבה, אתיקה עסקית, אקטיביזם, מחזיקי עניין, האנשה, הון ושלטון, דילמות היחיד והחברה. מדוע מנהלים מתנהגים אחרת כחלק מארגון מאשר כיחידים או בקהילה? קשרים בין החברות לממשל. ייעוד החברה, האינטרסים של מחזיקי העניין, סקירת 12 העיקרים של יעקב קורי לשמירה על רווחיות ואתיקה כאחד. המתודולוגיה של התוכנית היא בקריאה של הספר ו/או ראיית הסרט לפני ההרצאה, דיון ומשחקי תפקידים. הסברים על חובות הקורס, המטלות ועבודת הגמר.

שיעור 2 - בן אנד ג'ריס: דוגמא לחברה הדוגלת בקיימות: שמירה על איכות הסביבה, אתיקה עסקית ואחריות חברתית. חברת הגלידות, שנוסדה ע"י בן כהן וג'רי גרינפילד, תורמת מדי שנה 7.5% מרווחיה לקהילות ורמונט בארה"ב לעומת ממצוע של 1% בארה"ב. החברה מפרסמת דו"חות תקופתיים המבוקרים ע"י רואי חשבון חיצוניים על פעילות הקיימות שלה, המורל של העובדים, פעילות סביבתית, שביעות רצון של הלקוחות ותרומה לקהילה. עוד דוגמא – ריי אנדרסון וחברת אינטרפייס, שאמצו את עקרונות הקיימות, מיישמים אותם, חוסכים ומרוויחים היטב.

שיעור 3 - המחיר האקולוגי של הגלובליזציה: "אמת מטרידה" An Inconvenient Truth הספר והסרט הדוקומנטארי של אל גור, חתן פרס נובל והאוסקר, שהיה סגן נשיא ארה"ב, החושף את הסכנות בהתחממות כדור הארץ הנובעת מאטימות החברות העסקיות והממשלות ומחוסר המודעות של הקהילה. סקר גילה כי למעלה מ- 900 מאמרים מדעיים על התחממות כדור הארץ מאששים את ממצאיו של אל גור ואף מאמר אינו סותר אותם.

שיעור 4 – קיימות וגלובליזציה – המהפכה הירוקה: "חם, שטוח וצפוף", Hot, Flat and Crowded, ספרו של תומס פרידמן על משבר הסביבה העולמי. הספר מסביר כיצד התחממות כדור הארץ, האוכלוסיות הגדלות במהירות וההתרחבות המדימה באמצעות הגלובליזציה של המעמד הבינוני בעולם הולידו יחד כדור ארץ חם, שטוח וצפוף; תוך הצעת דרכים להחליף את המנהגים הבזבזניים שלנו באסטרטגיה לאנרגיה נקייה, ליעילות אנרגטית ולשימור.

שיעור 5 - איכות הסביבה והאינטרסים הנוגדים של תאגידי הענק: Who Killed the Electric Car? עליותו ונפילתו של הרכב החשמלי של ג'נרל מוטורס שהיה עשוי להוריד במידה רבה את רמת זיהום האוויר, להפחית את מחירי הנפט ואת תלות העולם במשטרי דיכוי, אך עלול היה לפגוע באינטרסים של תאגידי הנפט, של חברות המכוניות ושל תומכיהם בממשל ארה"ב. זאת על רקע ההצלחה המסחררת של המכוניות ההיברידיות.

שיעור 6 - פול הוקן: נביא הקיימות בימינו: הספר "האקולוגיה של המסחר" The Ecology of Commerce של פול הוקן, הדובר הבולט ביותר בימינו על קיימות. איש עסקים, הוגה דיעות, נואם וסופר מוכשר שכתב גם את Natural Capitalism, Blessed Unrest. הוקן מיישם את עקרונות הקיימות בצורה מוצלחת בעולם העסקים.

שיעור 7 - איך ניתן להציל את העולם: סרט דוקומנטרי העוסק בעקרונות ביודינמיים של הצלת העולם, חוות ביודינמיות מצליחות וכלכליות בהודו בהשוואה לחקלאות יקרה והרסנית המבוססת על דישון בכימיקלים. סקירה על השפעת מונסנטו ואחרות על המאזן האקולוגי, השמירה על הביוספרה והתנועה למזון אורגני.

שיעור 8 - אירועים על קיימות: הסרט "מארכיטקטורה לזקני" מתאר את האנשים, החברות והארגונים העומדים בחזית הקיימות. 12 אירועים על עקרונות פיתוח בר קיימא: 8 חברות מצליחות עם אחריות חברתית, 4 אלכ"רים ידועים התומכים בקיימות, תוך מיזוג שיקולים כלכליים, חברתיים, בריאותיים וסביבתיים.

שיעור 9 - אחריות חברתית ואקולוגיה: "ארין ברוקוביץ" Erin Brockovich בבימוי סטיבן זודרבר. סרט המבוסס על סיפורה האמיתי של ארין ברוקוביץ' המצליחה באמצעות אקטיביזם אתי להכריע חברת ענק מקליפורניה שזיהמה את מי העיריה. המהפיכה האתית באמצעות אקטיביזם, שקיפות ומתריעים. דוד מול גולית.

שיעור 10 - חוק ואיכות הסביבה: "תביעה אזרחית" A Civil Action ספר מאת ג'ונתן הר וסרט בבימוי סטיבן זאליאן. תביעה אזרחית של הורים לילדים שהיו קורבנות להרעלה אקולוגית מוגשת ע"י עו"ד כנגד החברות האחראיות. עורך הדין הופך למעורב רגשית באחריות חברתית ומזדהה עם הקורבנות מעבר להיבטי החוק היבש.

שיעור 11 - אחריות חברתית, ממשל ושחיתות: Marie: A True Story, סרט בבימוי של רוג'ר דונלדסון. סיפורה האמיתי של מרי רגינטי, עובדת בכירה בממשל, שסירבה לשתף פעולה עם צמרת השלטון המושחתת של מושל מדינה בארה"ב במתן חנינות תמורת שוחד. מרי פוטרה מעבודתה ותבעה את מעסיקה, למרות איומים והתנכלויות, שהגיעו עד כדי רצח ידידה המתריע. היא לא נרתעה עד אשר זכתה במשפט וגרמה לקריסת הממשל.

שיעור 12 - אחריות חברתית תאגידית, חברות ביטוח רפואי ומחזיקי העניין: "טיפול לקוי" Damaged Care. סרט בבימוי של הארי וויינר. סיפורה האמיתי של ד"ר לינדה פינן, אישה שנדחפה עד הקצה, בסכנה את הקריירה שלה ואת משפחתה, במאבקה נגד חברות ביטוח רפואי שדאגו לרווחיות על חשבון חיי אדם. פינן העידה עבור חולים שנפגעו מתאוות הבצע של תאגיד ביטוח ענקי והכריעה את גולית. היקשים ברורים למצב הצפוי בישראל.

שיעור 13 - קיימות גלובלית - ספרו של ג'וזף שטיגליץ "אי נחת בגלובליזציה": הספר והסרט "לאן פני העולם, מר שטיגליץ?" מתארים בצורה אקדמית, ברורה ותמציתית איך עובדת כלכלת העולם, שיקולים של קיימות ואחריות חברתית במדיניות הארגונים הגלובליים, ההשלכות השליליות על מזרח אסיה ורוסיה, ועל מדינות העולם השלישי העניות ונקיטת ביקורת נוקבת על הבנק העולמי וקרן המטבע הבי"ל. ספר נוסף "לתקן את הגלובליזציה".

שיעור 14 - קיימות, גלובליזציה וסין: סרט התעודה China Blue בבימוי מיכה פלד מציג את השפעת הגלובליזציה על כלכלת סין ועל הקיימות שלה ברמת העל של המדינה וברמה הפרטנית של מפעל לג'ינס מנקודות המבט של בעל המפעל, הפועלות, אקטיביסטים, הממשל והחברות המערביות הרוכשות את המכנסים.

שיעור 15 - קיימות, גלובליזציה והודו: הסרט Outsourced בבימוי ג'ון ג'פוקט מתאר כיצד תעשיית ההיי טק והמידע גרמה למהפיכה בחייהם של דור שלם של צעירים הודיים מהמעמד הבינוני, במיוחד נשים צעירות, תוך הענקת מוביליות חברתית שלא הייתה להוריהם מעולם, והשפעת הגלובליזציה על המרקם החברתי של הודו.

שיעור 16 - קיימות, גלובליזציה והמזרח התיכון: הסרט Syriana בבימוי סטיבן גאן מתאר את השפעת המרקם של הנפט, הפוליטיקה, הכלכלה והטרור על המזרח התיכון, חברות נפט אמריקאיות מושחתות, אילי הון ושליטים ערביים מושחתים ואתים, פיתוח בר קיימא לעומת חיי מותרות, חברות רב לאומיות והממשל בארה"ב.

שיעור 17 – בנקים ושוק ההון: "וול סטריט" Wall Street סרט בבימוי אוליבר סטון. תיאור עולם התככים, השחיתות והדילמות האתיות של וול סטריט, Investment Banking, רכישות והשתלטות בענפי הפלדה, הנייר והתעופה. התעשרות קלה בתמורה לויתור על עקרונות אתיים, מה מחיר המצפון. הסגידה לכח ולכסף, היאפים הצעירים, ניצול מידע פנים, נאמנות ובגידה, שתוף היועצים במשיסה. הדילמות של הבנקאים האתיים כמנטורים.

שיעור 18 – פרשת בנק ברינגס: "ההונאה הגדולה Rogue Trader על פי ספר מאת ניק ליסון, הבנקאי שגרם להתמוטטות בנק ברינגס, הבנק הוותיק ביותר בבריטניה בגלל עסקות מפוקפקות שעשה בלי אישור בשוק ה-futures בסינגפור. החשיבות העליונה שיש ליושרה של כל מנהל, איש עסקים ודירקטור. ערכים ועסקים. מי שחשב שמדובר רק בתפוח רקוב אחד, באה המציאות ומוכיחה שפרשת ז'רום קרבייל שהסב הפסדים של 5 מיליארד יורו לבנק סוסיטה ז'נראל הצרפתי, פי כמה מההפסד של בנק ברינגס, נבעה בראש וראשונה מהעדר ערכי אתיקה אלמנטריים ובמקום להשקיע בבקרה עדיף שהחברות והבנקים ישקיעו בהדרכה והטמעת ערכים אתיים.

שיעור 19 – ממשל תאגדי ויושרת מנהלים: "פרשת אנרון" כפי שהיא משתקפת באינטרנט, בעיתונות, בסרטים, ספרים ומחקרים. חוק סרביניס-אוקסלי. חוקיות ההתנהגות הלא אתית של חברות במחקריו של ד"ר קורי שאומתה בפרשת אנרון. דיון על הסרט על פרשת אנרון על פי ספרו של אחד ממנהלים, בריאן קרבר. בסוף 2001 הייתה פשיטת הרגל הגדולה ביותר בארה"ב, 10,000 איש איבדו את מקום עבודתם, 25 מיליארד דולר אבדו. אלפים איבדו את הפנסיה שלהם ואת חסכונות חייהם. בעקבות פרשת אנרון התגלו פרשיות חמורות בארה"ב ובאירופה.

שיעור 20 – שקיפות, אמצעי התקשורת ומתריעים: "המקור" The Insider בבימוי מייקל מאן. סרט המבוסס על המקרה האמיתי של ניסיון השתקה של רשת טלוויזיה אמריקאית שמנעה משיקולים עסקיים חשיפה של מחקר על הכנסת חומרים ממכרים לטבק. הסכנות בריכוז הכח של חברות הענק, המצפון מול האינטרסים.

שיעור 21 – אתיקה ברכישה ממונפת – הסרט "ברברים בשער", ההשתלטות על RJR NABISCO: סרט בבימוי גלן ג'ורדן מבוסס על הספר של בריאן ברו וג'ון הלייר. מאבק השתלטות על החברה שמיזגה תעשיית מזון וסיגריות. מנכ"ל החברה רוס ג'ונסון חובר לבנק ההשקעות שירסון לימן על מנת להשתלט על החברה שלו ברכישה ממונפת. הקרב ביניהם לבין מלך המיזוגים בוול סטריט הנרי קרביץ, קרב חסר פשרות שבבסיסו תאוות בצע נטולת עכבות, ללא התחשבות באינטרסים של העובדים, המשקיעים, ושאר מחזיקי העניין.

שיעור 22 – אתיקה בהשתלטות עוינת – הסרט "הולך על כל הקופה" Other People's Money: סרט בבימוי נורמן ג'ואיסון, על פי מחזה של ג'רי סטרנר. לרי גרפילד, הוא מחסל חברות סיסוני המתמחה בהשתלטויות עוינות של חברות השוות יותר מפורקות. הוא משתלט על חברה מהכלכלה הישנה המנוהלת על ידי בעלים אתי אנדרו ג'ורגנסון, שעבורו העובד, הקהילה והערכים חשובים ממיקסום הרווח. בעלי המניות תומכים בגרפילד.

שיעור 23 – וולמרט, העלות הגדולה למחיר הנמוך: סרט דוקומנטרי בבימוי רוברט גרינוולד. הסרט מעמיד זה מול זה את התדמית הציבורית של וולמרט, החברה הגדולה ביותר בארה"ב, את המחיר האנושי שנדרשים לשלם העובדים המקבלים שכר מינימום עם ביטוח רפואי לא מספיק, את מנהלי החברה, עורכי הדין, פעילי איכות הסביבה וההשלכות הטרגיות של הענק הרומס בדרכו קהילות, עובדים, מתחרים ופוגע גם בכלכלת ארה"ב.

שיעור 24 – המודל של סטף ורטהיימר וסיכום: המודל של סטף ורטהיימר, איש עסקים ישראלי אתי שמכר את חברתו ישקאר לאיש עסקים אתי מארה"ב וורן באפט, קיבל ארבעה מיליארד דולר, שילם את מלוא המיסים וממשיך לפתח מודלים עסקיים וחינוכיים בפארקים תעשייתיים בתפן ובאתרים אחרים בישראל ובחו"ל. אילי הון ואנשי עסקים אחרים בישראל המצטיינים באתיקה עסקית ובממשל תאגידי תקין. המסקנה של הקורס היא שחברה יכולה להיות רווחית, תוך שמירה על ערכי יסוד של קיימות, אחריות חברתית, איכות הסביבה ואתיקה עסקית.

BIBLIOGRAPHY:

SUSTAINABILITY & ENVIRONMENTALISM - Hawken Paul, *The Ecology of Commerce*, HarperCollins, 1994; Hawken Paul, Lovins Amory, Lovins Hunter L., *Natural Capitalism: Creating the Next Industrial Revolution*, Back Bay Books, 2000; Hawken Paul, *Blessed Unrest: How the Largest Movement in the World Came into Being and Why No One Saw It Coming?*, Viking, 2007; Friedman Thomas L., *Hot, Flat, and Crowded – Why We Need a Green Revolution and How it Can Renew America*, Farrar, Straus and Giroux, 2008; Gore Al, *An Inconvenient Truth: The Planetary Emergency of Global Warming and What We Can Do About It*, Rodale Book, 2006; An Inconvenient Truth, 96 min., Director Davis Guggenheim, Narrated by Al Gore; Holliday Chad, Schmidheiny Stephan, Watts Philip, *Walking the Talk: The Business Case for Sustainable Development*, Berrett-Koehler Publishers, 2002; Dresner Simon, *The Principles of Sustainability*, Earthscan Publications, 2002; Edwards Andres R., *The Sustainability Revolution: Portrait of a Paradigm Shift*, New Society Pub., 2005

GLOBALIZATION & STAKEHOLDERS – Books: Klein Naomi, *Fences and Windows*, Picador, 2002; Stiglitz Joseph E., *Globalization and its Discontents*, W. W. Norton & Company, 2003; Stiglitz Joseph E., *Making Globalization Work*, Norton, 2007; Bhagwati Jagdish, *In Defense of Globalization*, 2004, Oxford University Press; Lubbers Eveline, ed., *Battling Big Business*, 2002, Common Courage Press. Films: Where is the World Going to, Mr. Stiglitz?, 2007, 380 min., starring Joseph Stiglitz; Syriana, 2005, 126 min., Director Stephen Gaghan, with George Clooney, Christopher Plummer, Matt Damon; Outsourced, 2006, 103 min., Director John Jeffcoat, with Josh Hamilton, Ayesha Dharkar, Asif Basra, Matt Smith; China Blue, 2005, 86 min., Director Micha X. Peled, documentary on globalization in China

CORPORATE SOCIAL RESPONSIBILITY & BUSINESS ETHICS - Cory Jacques, *Business Ethics: The Ethical Revolution of Minority Shareholders*, Kluwer Academic Publishers, 2001, Cory Jacques, *Activist Business Ethics*, Kluwer Academic Publishers, 2001, Cory Jacques, *Selected Issues in Business Ethics and Social Responsibility*, Magnes, 2008; Cohen Ben and Greenfield Jerry, *Ben & Jerry's Double-Dip, Lead with Your Values and Make Money, Too*, Simon & Schuster, 1997; Cruver Brian, *Anatomy of Greed, The Unshredded Truth from an Enron Insider*, Carroll & Graf Publishers, 2002; Leeson Nick, *Rogue Trader, How I Brought Down Barings Bank and Shook the Financial World*, Little, Brown and Company, Boston, 1996; Harr Jonathan, *A Civil Action*, Vintage, 1996; Stewart James B., *Den of Thieves*, Simon & Schuster, 1992; Burrough Bryan and Helyar John, *Barbarians at the Gate – The Fall of RJR Nabisco*, HarperBusiness Essentials, 2003; Hagstrom Robert G., *The Warren Buffett Way*, John Wiley & Sons, 2005 – Second Edition

סמינריון גלובליזציה ומנהיגות - ספרות וסרטים - תוכנית משולבת - ד"ר י. קורי

רקע

תוכנית לימודים מקורית של סמינריון על גלובליזציה ומנהיגות המשלבת נושאים עיוניים, אמפיריים ותיעודיים בתחומים של גלובליזציה, אנטי-גלובליזציה, זכויות העובדים, האינטרסים של מחזיקי העניין - הקהילה והאקולוגיה, אילי ההון וחוסר ההאנשה של התאגידים הגדולים. הקורס דן בתחומים של סטרטאפים, בנקאות, נדל"ן, שוק ההון, מכירות, אינטרנט, מחשבים, כספים, תפעול, אסטרטגיה, השקעות, אחריות חברתית, אתיקה, מיזוגים ורכישות וכן ביוגרפיות של גדולי אילי ההון במאה העשרים. הקורס מועבר במתכונת של דינאמיקה קבוצתית בה המשתתפים מציגים את הדילמות העסקיות בסרטים ובספרים. חלק גדול מהסרטים מבוססים על ספרים רבי מכר בנושאי עסקים, על מחזות, ביוגרפיות ופרשיות כלכליות. עבודת הגמר תהיה בנושא: "גלובליזציה, מנהיגות ומחזיקי העניין באחד מהתאגידים הגלובליים" ותוגש בשיעור האחרון של הקורס.

תוכנית לימודים בת 24 הרצאות

- מבוא:** גלובליזציה ואנטי-גלובליזציה, תאגידי הענק הכל יכולים, אלמנט ההאנשה בתאגידים, מדוע מנהלים מתנהגים אחרת כחלק מארגון אנונימי בעירבון מוגבל מאשר כיחידים, חברים בכנסיה או בקהילה? החשיבות העליונה של ניהול ומנהיגות. מה הוא ייעוד החברה? האינטראקציה בין חברות גלובליות ומנהלי תאגידים לבין מחזיקי העניין stakeholders. המתודולוגיה של התוכנית היא בקריאה של הספר ו/או ראית הסרט לפני כל הרצאה, האנשה של הדילמות, דיון ומשחקי תפקידים.
- הנרי פורד - ממציא הסרט הנע:** ביוגרפיה של הנרי פורד. קטע מתוך הסרט "זמנים מודרניים" של צ'פלין. פורד, מהפכן ושמרן כאחד, המציא את הסרט הנע תוך רמיסת האינדיבידואליזם של העובד שהפך להיות בורג במכונת ייצור משומנת היטב, אך עקב ההזולה הדרסטית במחירי המכוניות שהשיג מהתייעלות השיא הפך את המכונית למוצר צריכה נגיש בפני כל.
- No Logo:** ספרה המפורסם של נעמי קליין שתורגם לעברית הפך לתנ"ך של קבוצות המחאה השונות כנגד הצרכנות והגלובליזציה ונלמד באוניברסיטאות רבות. בסרט דוקומנטארי על הספר בהשתתפות נעמי קליין היא מנתחת את השלכות הגלובליזציה התאגידית על כל תחומי חיינו: העבודה, הקהילה, החינוך, הצריכה, הרפואה, התזונה ודימויי היופי. במהלך השיעורים הבאים ינותח הספר נושא נושא ע"י המשתתפים במקביל לצפייה בסרטים על נושאים אלה ואחרים המציגים את סוגיות הגלובליזציה, הצדדים החיוביים והשליליים שלה, פעולות המחאה וההשלכות מרחיקות הלכת שלהם על עולם העסקים.
- מאבקי האיגודים המקצועיים:** "פ.י.ט.ו. F.I.S.T. . מאבקי הכוח בין האיגודים המקצועיים וחברות הובלה בארה"ב. עמדת ההנהלה העושה את העובדים ומשתמשת בשכירי חרב על מנת לדכא את השביתה. בצר להם, מנהיגי האיגודים מתקשרים למאפיה על מנת לנצח במאבק. עם השנים משתכללות שיטות המאבק, אך עדיין בכוחניות נטולת עכבות.
- זכויות העובדים:** הסרט The Take של אבי לואיס ונעמי קליין על מאבק עובדים בארגנטינה שהפכו למובטלים בעקבות קריסת כלכלתה ומנסים להשתלט ולשקם את מפעל הפלדה שלהם שהפסיק את פעילותו. קליין ובעלה לואיס מתמקדים בהיבטים האנושיים של העובדים, רצונם לשרוד, האופטימיות שלהם למרות המכשלות ומלחמתם נגד המערכת המושחתת.
- עלייתו ונפילתו של איש מכירות:** "מותו של סוכן" Death of a Salesman מחזה מאת ארתור מילר. סיפורו הטראגי של ווילי לומן, איש מכירות מזדקן, המאבד את הקשר עם המציאות, ביצועיו יורדים, הוא מפוטר ממקום עבודתו ומרגיש חסר חשיבות בחברה. ההתאכזרות של עולם העסקים לחלשים בארגון, קשישים, אין ערך לידידות ולנאמנות, הכרת תודה ואחריות.
- גלובליזציה וזכויות האדם:** סרט דוקומנטארי עטור פרסים על השפעות הגלובליזציה על זכויות האדם בעולם. הסרט סוקר כיצד קשורים המהומות באינדונזיה וניגריה, פיטורים המוניים של כורים בדרום אפריקה ומחאות נגד העסקת ילדים. הסרט מתאר את התהום הפעורה בין הכנסים העולמיים היוקרתיים של קובעי המדיניות לגורלו המר של האזרח הפשוט.
- דרוויניזם בעולם העסקים:** "גלנגרי גלן רוס" Glengarry Glen Ross מחזה מאת דיויד ממס. הדרוויניזם בהתגלמותו בעסקי הנדל"ן כאשר מנהל סוכנות מכירות נדל"ן מחליט על מרוץ בו הסוכן המצטיין יקבל כפרס מכונית קאדילק ומי שיגיע למקום השלישי יפוט. מלחמת ההישרדות של הכל בכל, ללא ערכים וערבות הדדית, המביאה עד כדי פשע.
- פעולות מחאה עולמיות:** הסרט הדוקומנטרי Precarity מתמקד בפעולות מחאה עולמיות כנגד הגלובליזציה והחברות הרב לאומיות הגדולות המשפיעות יותר מאשר מרבית המדינות בעולם. מצבם של מאות מיליוני עובדים ושל רבות מכלכלות העולם הפך להיות לאחרונה לא בטוח, לא יציב ולא מבוסס (precarious) בעוד אילי ההון צוברים עושר שלא היה כדוגמתו.

10. **הברונים השודדים - אילי הון ונדל"ן - מורגן ואחרים:** ביוגרפיה של ג'ון פירפונט מורגן, מונופוליסט נטול עכבות, איל הון, בעל אוסף האומנות האגדי, תורם סכומי עתק לקהילה, מציל את ארצות הברית מפשיטת רגל בשתי הזדמנויות, מאבות המיזוגים הכוחניים, שליט וול סטריט. אחרים: ג'ון ג'קוב אסטור - איל נדל"ן, ג'יי קוק - בנקאי ההשקעות הראשון בארה"ב.
11. **בזכות הגלובליזציה:** הגלובליזציה הפכה לשעיר לעזאזל של כל חוללי תבל, מהעסקת ילדים ועד פגיעה באקולוגיה. אך תופעות אלה וגרועות מהן היו קיימות בעבר בעוד הגלובליזציה תורמת תרומה חיובית בהרבה תחומים - דמוקרטיה, זכויות האישה, ביעור העוני, העלאת שכר העובדים, חינוך המוני, תרומה לקהילה, שיפור מאזן התשלומים וגם המאזן האקולוגי. ראיון עם מילטון פרידמן, אחד התומכים המובהקים בנאו ליברליזם, המדבר בזכות האינטרס הבלעדי של חברות למכסס רווח.
12. **הברונים השודדים - אילי תעשייה ותחבורה - קרנגי ואחרים:** אנדרו קרנגי שלט בתעשיית הפלדה האמריקאית, צמצם את ההוצאות למינימום, תוך הורדות שכר לעובדיו, והגיע לאינטגרציה אנכית מלאה. מאידך הפך לגדול הנדבנים, הקים אלפי ספריות, את קרנגי הול, ותרם לאוניברסיטאות. ג'ון ד. רוקפלר - נפט, קורנליוס ונדרבילט - ספנות, ללנד סטנפורד - רכבות.
13. **The Corporation:** התאגיד בעידן הגלובליזציה. סרט דוקומנטארי וראיונות נלווים של כעשר שעות, המבוסס על ספרו המפורסם של ג'ואל בקן. בהתאם לפסיקת בית המשפט העליון בארה"ב נחשב תאגיד לאדם ולא לישות. יש הטוענים שזהו אדם פסיכופאטי הסובל מהפרעות נפשיות של קיבעון מחשבתי להשגת מטרותיו ללא התחשבות בגורמים שמסביבו. ראיונות עם נעמי קליין, נועם חומסקי, מייקל מור, מילטון פרידמן, פיטר דרוקר, הווארד זין, רוברט מונקס, ג'ו בדרקו, ריי אנדרסון - יו"ר אינטרפייס, סאם ג'יבארה - יו"ר גודייר, מרק מודי סטיוארט - יו"ר של, מייקל ווקר ממכון פרייזר, קרלטון בראון על הבורסה, לואיז היוז על פרסומת ילדים, קליי טימון בעד המותגים, מוד ברלו בעד הגלובליזציה. פרשת של ותמיכתה בשלטון העריצות בניגריה שרצח אקטיביסטים אקולוגיים, פרשת המתריעים ברשת הטלוויזיה פוקס שיצאו נגד מונסנטו.
14. **דילמות ניהוליות בחברות הזנק:** "סטרטאפ דוט קום" Startup.com. הקשיים, התקוות והאתגרים בניהול סטרטאפ בתחום האינטרנט, ההשלכות על היחסים האישיים בין היזמים שהיו חברים מילדות. חלוקת העבודה בין הטכנולוג לאיש הכספים המגייס את ההשקעות. בשיא הכלכלה החדשה מוזרמים סכומי עתק לחברה, אך איזה שימוש עושים במשאבים?
15. **רשתות בידור ומזון גלובליות:** ניתוח האספקטים הגלובליים של רשתות בידור ומזון גלובליות כחברת וולט דיסני, קוקה קולה, מקדונלדס, סטרבקס וכדומה. חברות אלה זוכות לקיימות של רשתות הענק, השלכות שליליות על הבריאות, ניצול מעמד מונופוליסטי זמניים ללא זכויות, סטנדרטיזציה לטוב ולרע של רשתות הענק, השלכות שליליות על הבריאות, ניצול מעמד מונופוליסטי וכו'. הסרטים McLibel ו-Super Size Me על ההשפעות השליליות של מקדונלדס על הבריאות, הילדים, העובדים, איכות הסביבה ומשפט הדיבה הארוך ביותר בהיסטוריה הבריטית נגד שני אקטיביסטים שהאשימו את מקדונלדס ולבסוף זוכו.
16. **דילמות ניהוליות בתעשיית המחשבים:** "ניצחון היורמים" The Triumph of the Nerds. היורמים של תעשיית המחשבים האישיים מספרים את סיפורם האישי איך הם הקימו את החברות וניהלו אותם ללא שום הכשרה: ביל גייטס, סטיב ג'ובס, סטיב בלמר, פול אלן, סטיב ווזניאק, וכן מנהלים מ.ב.מ., קומפאק, זירוקס, אורקל, מנהלי קרנות הון סיכון, עיתונאים.
17. **המודלים הגלובליים של נייקי, גאפ, מונסנטו ואיקאה:** נייקי וגאפ מרכזות את עיקר חיצו הביקורת על התנהגותן הגלובלית, עושה העובדים במדינות בעולם השלישי המקבלים כמה אחוזים ממחירי הביגוד, העסקת ילדים, עבודה במכלאות. מונסנטו מעורבת בשערוריות רבות בנושאי זרעים והורמונים. איקאה משמשת דגם של חברה עם תדמית גלובלית חיובית. הסרט The Big One של מייקל מור על ההשפעות השליליות של הגלובליזציה על הקהילות ע"י חברות כנייקי ו-P&G.
18. **גייטס מול ג'ובס - מנהיגות וניהול בתעשיית ההיי טק:** "שודדי עמק הסיליקון" Pirates of Silicon Valley. השוואה בין שיטות הניהול והמנהיגות של סטיב ג'ובס מייסד אפל וביל גייטס מייסד מיקרוסופט. כמו כן יוקרן סרט תיעודי על חייו של ביל גייטס, מה סוד הצלחתו הכבירה של גייטס ומדוע הצליח הרבה יותר מג'ובס הממציא הגאוני והמנהיג הנערץ?
19. **ארגוני הסחר והכספים הגלובליים:** הדעות חלוקות בצורה קיצונית לגבי תפקידם של הארגונים הבינלאומיים בסיוע לעולם השלישי: International Monetary Fund, World Bank, World Trade Organization. מאשימים אותם בהתמוטטות הכלכלה בארגנטינה ובבוליביה, מהפיכות וחילופי שלטון קרו בגינמ, האם הם מושחתים ואטומים או מושיעים? הסרטים The Yes Men, Life & Debt, על ההשפעות השליליות של הארגונים הגלובליים על הארצות העניות.
20. **סם וולטון - הסוחר האולטימטיבי:** ביוגרפיה של סם וולטון, מייסד הרשת הקמעונאית הענקית וול-מרט. מהמרכז בבנטונוויל הפך את החברה שלו לחברה הגדולה בארה"ב ואחת הרווחיות ביותר. בין העקרונות המנחים של החלוצי והממציא: ריכוז עמדות הקופאיות באתר אחד, שיתוף העובדים ברווחי החנויות, התמקדות בתחום התמחות אחד - הקמעונאות.
21. **העולם הוא שטוח:** גישה מאוזנת על הגלובליזציה. רב מכר מרתק של אחד העיתונאים הגדולים בדורנו תומס פרידמן מהניו יורק טיימס, אשר זכה שלוש פעמים בפרס פוליצר. הסבר מפוכך על האירועים והתהליכים הגלובליים והדינאמיים המעצבים את פני העולם במאה העשרים ואחד. התמורות הכלכליות, הפוליטיות, החברתיות והטכנולוגיות שהובילו לפתיחת השווקים של הגוש הקומוניסטי, סין והודו, השוק החופשי, השימוש באינטרנט, זרימת הידע והשפעות על החינוך והמדע.

22. **וורן באפט - חסיד הכלכלה השפויה:** וורן באפט, מייסד חברת ההשקעות ברקשייר האתאווי, בעלת ארבעים חברות ומעסיקה מאה וחמישים אלף עובדים. רוב הכנסותיו באות מהחברות שבבעלותו, אם כי השקעותיו בבורסה כוללות גם את קוקה קולה, בה הוא בעל המניות הגדול ביותר, ג'ילט וחברות ענק אחרות. באפט מייעד את רוב עזבונו לפילנתרופיה.

23. **הסתגלות המדינה והיחיד לעולם הגלובלי:** הגלובליזציה היא עובדה קיימת. מי שלא יסתגל אליה לא ישרוד כמדינה מפותחת או כעובד מהמעמד הבינוני. ניתן כמובן לשפר ולייעל את התופעות הגלובליות, לעזור למדינות המתפתחות ולחלשים בחברה, אך יש לשאוף להפוך את כל העולם וכל העובדים לאזרחי העולם השטוח שייחגו מיתרונות העולם המודרני. הסתגלות ארה"ב, ישראל, אירופה, אסיה, דרום אמריקה, אוסטרליה, מדינות ערב והאסלם, ואפריקה לעולם הגלובלי. הסתגלות סין ואזרחיה לעולם הגלובלי בסרט China Blue עם ראיונות של בעל מפעל, עובדים ואחרים המייצרים ג'ינסים בשכר רעב.

24. **סיכום:** מה למדו המשתתפים במשך הקורס? דוגמאות להצלחת וכשלון הגלובליזציה. מה צריכים להיות השיקולים המובילים של תאגידי הענק? מה מקומה של המנהיגות ומה צריכות להיות זכויות העובדים בעולם הגלובלי - בעולם המפותח והמתפתח. מה הקשר בין תאגידי הענק ומחזיקי העניין ובמיוחד הקהילות? האם צריך להעביר קורסים דומים בחברות? הסרט Roger & Me של מייקל מור על ג'נרל מוטורס שהעבירה את מפעלה בפלינט ארה"ב למכסיקו והרסה את רווחת העיר.

סמינריון אתיקה עסקית בישראל- 24 הרצאות - מאת ד"ר יעקב קורי

רקע

סמינריון אתיקה עסקית בישראל משלב חומר תיאורטי, כעשרים אירועים, וכן מחזות וסרטים ודוקומנטריים בנושאים של אתיקה בדת, בפילוסופיה ובמשנתו של הרצל, הצעות לחקיקה, אתיקה בחברות עסקיות, בבנקאות, בשוק ההון, במיזוגים ורכישות, במשרדים ממשלתיים, באלכ"רים, בעיות הפרטה, פערים חברתיים, שחיתות ושוחד, מידע פנים, מתריעים, אפליה גזעית, הטרדה מינית, הון ושלטון, מודלים של התנהגות אתית (סטף ורטהיימר) ולא אתית ("תביעות והאשמות"), התפתחויות חדשות באתיקה, תכנון אסטרטגי אתי וקודים אתיים. כל האירועים והיצירות וכמעט כל החומר התיאורטי הם ישראליים מקוריים ומבוססים על ניסיון עסקי של עשרות שנים, פעילות בארגונים אתיים, מחקרים וספרים חלוציים בנושאי אתיקה בישראל, ביניהם הספר הישראלי הראשון מסוגו על אתיקה עסקית "סוגיות נבחרות באתיקה עסקית ובאחריות חברתית" בהוצאת מאגנס, המהווה את המקור המרכזי למקראות של הקורס. עבודת הגמר שתוגש ביום האחרון של הקורס היא: "אתיקה עסקית, אחריות חברתית ואיכות הסביבה בחברה או אלכ"ר בישראל". העבודה היא בת 10 עמודים ותציג היבטים אלה בחברה ישראלית או באלכ"ר ישראלי במתכונת האירועים הארוכים של הקורס. יש לתאם את שמות החברות עם המרצה על מנת למנוע כפילויות. קיימת חובת נוכחות בכל השיעורים של הסמינריון. יש להקפיד להגיע בזמן לכל ההרצאות, לאפשר ולעודד כל סטודנט להציג את המטלות שלו בפני כולם בתנאים האופטימליים על מנת שיוכל לעמוד במטלות בצורה הטובה ביותר. על כל הסטודנטים לקרוא את החומר שבמקראות ועל מגישי המטלות להתעמק בחומר, לנתחו ולהציג בפני הכיתה במשך עשר דקות את עיקרי ההרצאה, האירוע והיצירה (בתפקיד המספר) או את הדילמות של הדמויות המרכזיות באירועים, גיבורי היצירות או הנושאים העיקריים. בעקבות הדיווח מתפתח דיון קבוצתי. 50% מהציון הוא עבור המטלות ו- 50% מהציון הוא עבור עבודת הגמר. אין בסמינריון מבחן. כל המטלות והעבודות הן אישיות.

תוכנית לימודים בת 24 הרצאות

1. **מבוא:** אתיקה עסקית, אחריות חברתית, חוק ושחיתות בעולם ובישראל. מחזיקי העניין באירגון - stakeholders, מתריעים - whistleblowers, ממשל תאגידי, האנשה, קרנות אתיות, יחס החברה, דירקטורים חיצוניים, שקיפות ואומדן. 12 העיקרים על רוחניות ואתיקה בקונטקסט הישראלי, הם אינם סותרים אלא משלימים זה את זה. הדילמה בין דון קישוטיות למקיאבליזם. אקטיביזם אתי בתחומים של קיימות, אחריות חברתית, אחריות חברתית תאגידית, אתיקה עסקית ואיכות הסביבה. המתודולוגיה של התוכנית היא בקריאה של האירוע, הפרק התיאורטי, הספר, המחזה או צפיה בסרט לפני ההרצאה, דיון ומשחק תפקידים. ההרצאות העיוניות והאירועים ילוו בקטעי סרטים בנושאים קשורים.

מקראות: פרק מבוא בספרו של ד"ר קורי בהוצאת מאגנס – עמודים 9 עד 18.

מטלה: 1. תיאור 12 העיקרים לקיום חברה אתית ורווחית.

2. **אירוע שוחד:** חברת היי טק גדולה מתחרה על פרויקט של \$300M בתחום התקשורת. היא לא מומחית בתחום זה ולכן היא משחדת פקיד ממשלתי בכיר לקבלת הפרויקט. אחרי קבלת ההזמנה, היא לא משלמת למתווך שיצר את הקשר עם הפקיד את העמלה המובטחת. המתווך תובע את החברה והשוטף מזכה אותה ומחייב את המתווך בהוצאות.

מקראות: אירוע שוחד: אתיקה במכרזים ממשלתיים – עמודים 174-170 בספר.

מטלות: 1. המספר שישקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. צדוק, 3. פנחס, 4. נפתלי, 5. פרץ.

3. **אתיקה עסקית ביהדות ובנצרות:** אתיקה עסקית בארץ ישראל – ביהדות: בתנ"ך, בתלמוד ובקבלה, שליח לדבר עבירה, ואהבת לרעך כמוך. אתיקה בנצרות – בברית החדשה, האתיקה האונגליסטית, לא ניתן לעבוד את האל וגם את ממון, המנכ"ל הנוצרי האתי, מקס ובר. אתיקה בדתות אחרות, כלל הזהב – אל תעשה לאחר את אשר לא היית רוצה שיעשו לך.

מקראות: אתיקה בדתות – עמודים 214-211 בספר.

מטלות: ניתוח אתיקה בדתות, 1. ביהדות – בתנ"ך, 2. ביהדות – לאחר התנ"ך, 3. בנצרות, 4. באסלם, 5. בדתות אחרות.

4. **אירוע מיזוגים ורכישות:** יושרה של מנהל בחברת השקעות העורך בדיקת נאותות על השקעה בחברת היי טק חדשה. מכיוון שיזם הסטארט-אפ הוא קרוב משפחה של מנכ"ל חברת ההשקעות נמנע המנכ"ל לבצע את הבדיקה בעצמו אך מעמיד לרשות הבודק הלוואה לרכישת מניות בחברה החדשה עם ערבות שלו למקרה שההשקעה תרד לטימיון.

מקראות: אירוע עושק מחזיקי עניין: מיזוגים ורכישות – עמודים 161-164 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. יהושפט, 3. יהורם, 4. אסף, 5. ישעיהו.

אירוע משאבי אנוש: מנכ"ל החברה מרוצה מעבודתו של החשב ושולח אותו עם רעייתו לחופשה ברומא על חשבון החברה. הוא מציע לחשב לרשום זאת כהוצאה עסקית ובאותה הזדמנות לרשום את ההוצאות על חופשות וארוחות משפחתיות של המנכ"ל בסך \$60,000 כהוצאה עסקית. החשב מתייעץ עם סמנכ"ל משאבי אנוש כיצד לנהוג.

מקראות: אירוע מנהיגות ויושרה: אתיקה במשאבי אנוש – עמודים 32-36 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. יוסף, 3. יעקב, 4. מרים, 5. סימה.

5. **אתיקה עסקית בפילוסופיה ובמשנתו של הרצל:** "אתיקה" של אריסטו – הספר החשוב ביותר (פרט לתנ"ך) שנכתב אי פעם על אתיקה. אושר ועושר, חינוך וניסיון, השגת האמת באמצעות המדע, האומנות, המתינות, התבונה והחוכמה. מרקוס אורליוס, "הנסיך" של מקיאוולי, קנט, בנטהאם, התועלתנים, היד הנעלמה של אדם סמית, שופנהאואר. אתיקה במשנתו של הרצל המטיפה לדרך שלישית בין הסוציאליזם הקיצוני לקפיטליזם שלוח הרסן, עם פן הומאני של צדק חברתי.

מקראות: אתיקה אקטיביסטית בפילוסופיה – עמודים 215-218 בספר של קורי.

אבינרי שלמה: הרצל – עמודים 144-159 (הוצאת מרכז זלמן שזר לתולדות ישראל, 2007)

מטלות: ניתוח המשנה האתית של: 1. אריסטו, 2. קאנט, 3. מקיאוולי, 4. התועלתנים, 5. אדם סמית, 6. הרצל.

6. **אירוע אתיקה במשרד ממשלתי:** ניצול מידע פנים של פקיד גבוה במשרד האוצר על פיתוח קרוב עשוי להביא לו רווחים של מיליונים. הוא מחליט לנצל את המידע ומרוויח סכום עתק. אך הפקיד עומד בפני סחיטה של אדם שגילה את התרמית. כל העתיד המקצועי שלו תלוי על כף המאזניים והוא אף עלול להישלח למאסר. האם עליו להיכנע לסחיטה או להילחם בה?

מקראות: אירוע אתיקה במשרד ממשלתי – עמודים 429-432 בספר של קורי.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. נחמן, 3. שמעון, 4. מנשה, 5. זלדה.

אירוע הטבות ממשלתיות: סמנכ"ל מחקר ופיתוח רוצה לקדם פרויקט חיוני לחברה בהשקעה של \$4M. לחברה הנתונה בקשיים אין משאבים להשקעות נוספות. הסמנכ"ל מגיש תוכנית למדען הראשי בהיקף של \$8M עם מענק של 50% ומסנן לפרויקט הוצאות מו"פ ממסגרות אחרות. הבדק של המדען עולה על התרמית בדיווח ומאיים לחשוף אותה.

מקראות: אירוע ניהול ויושרה: אתיקה במחקר ופיתוח והטבות ממשלתיות – עמודים 37-41 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. פני, 3. תומס, 4. עודד, 5. ארנון.

7. **הצעות לחקיקה על אתיקה עסקית ושקיפות:** 20 עיקרי מדיניות ותחיקה בנושאי אתיקה ושקיפות בשלטון ובעסקים - הצעה שהוגשה בשנת 2004 לחבר כנסת הפעיל בנושאי כלכלה, לבקשתו, אך לא היה לנושא המשך. הנושאים כוללים הקמת מכון לאומי לאתיקה, מעבר עובדים מהסקטור הציבורי לסקטור הפרטי, חובת הגשת הצהרת הון לבעלי נכסים בארץ ובחו"ל ובעלות של חברות ומניות, שקיפות בדיווחים על תשלומי מס, תיקון חוק החברות וחברות סידרתיות של דירקטורים חיצוניים, השקעות סולידיות של קרנות פנסיה וקופות גמל, עידוד הקמת קרנות איתות, הפרטה של חברות ממשלתיות רק לציבור הרחב, חוקים דרקוניים והקצת הציבור להשתמטות ממס ולעבירות כלכליות, שקיפות מלאה של תשלומי כופר, נימוקים על עניין הציבור, עיסוק טיעון ופסקי דין על עבודות שירות, בתי משפט לעבירות מס ועבירות בשוק ההון, דוגמא אישית של המדינה בשקיפות ואתיקה, מבדקי יושרה לנושאי תפקידים בכירים ורגישים, שקיפות מלאה וסינון אתי של ספקים, מקבלי הלוואות והטבות, שקיפות מלאה של נכסי והכנסות נבחרי ציבור, של תקציב המדינה ודו"ח מבקר המדינה, עידוד מתריעים...

מקראות: 20 עיקרי מדיניות ותחיקה בנושאי אתיקה ושקיפות בשלטון ובעסקים – הצעה לכנסת – עמודים 397 - 403 בספר.

מטלות: ניתוח עיקרי מדיניות ותחיקה: 1. מס' 1-2, 2. מס' 3-4, 3. מס' 5-6, 4. מס' 7-8, 5. מס' 9-10, 6. מס' 11-12, 7. מס' 13-14, 8. מס' 15-16, 9. מס' 17-18, 10. מס' 19-20.

8. **אירוע מתריע:** מנהל תוכנית בקרת אש לטנקים חייב לעמוד בתוכנית האספקות, כי עתידו המקצועי תלוי בכך. הוא מזייף את התוצאות, עומד ביעדים ומקבל בונוס שמן. מנהל אבטחת איכות עולה על התרמית ומדווח למנכ"ל שלא עושה דבר וגורם לפיטוריו. בתרגיל בנגב יש סטייה בירי ונהרגים כמה חיילים. מנהל אבטחת איכות מוסר את המידע לצה"ל.

מקראות: אירוע מתריע: אתיקה בניהול, תפעול, תוכניות ואיכות – עמודים 42-47 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. משה, 3. יואב, 4. עודד, 5. דוד.

אירוע שוק ההון: מנכ"ל קרן נאמנות של אחד הבנקים הגדולים בישראל מקבל מידע פנים על התמוטטות צפויה של מחירי המניות של אחת מחברות ההיי טק שהבנק מושקע בהן. נרמז לו מעבר לחומה הסינית שכדאי לו למכור את השקעותיו בחברה על מנת שהמשקיעים בקרן לא יפסידו ובכך יוסב נזק כבד לרשייטג של הקרן ולתשואתה.

מקראות: אירוע אתיקה בשוק ההון: יושרה של דירקטורים – עמודים 101-105 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. קלמן, 3. עוזי, 4. מריו, 5. מתי.

9. **אתיקה עסקית בבנקאות ומסה על אתיקה בישראל:** 12 עיקרי אתיקה בבנקאות שהוצגו להנהלת אחד הבנקים הגדולים בישראל, לבקשתה, אך לא היה לנושא המשך. הפערים הגבוהים במרווחים בין הריבית הנגבית בהלוואות לריבית המשולמת בפקדונות, פערי השכר בין נושאי התפקידים הבכירים לזוטרים, מעבר עובדים בכירים מהמגזר הממשלתי לבנקים עליהם הם אמורים לפקח, אחריות חברתית של בנקים. תרומה של חצי אחוז מהרווח ובעיות אתיות בהשגת 99.5% של הרווח הנותרים.

מקראות: 12 הפרמטרים להתנהגות אתית של בנקים – הצעה להנהלת בנק גדול בישראל – עמודים 404 – 408 בספר.

אתיקה בעסקים בישראל – החלום ושברו – עמודים 393 – 396 בספר.

מטלות: ניתוח הפרמטרים להתנהגות אתית של בנקים: 1. מס' 1-2, 2. מס' 3-4, 3. מס' 5-6, 4. מס' 7-8, 5. מס' 9-10, 6. מס' 11-12, 7. ניתוח המסה: אתיקה בעסקים בישראל – החלום ושברו.

10. **אירוע דירקטורים חיצוניים:** דירקטור חיצוני בקרן נאמנות של בנק המושקעת בחברה שמחיר מניותיה צנח ב- 90% תוך זמן קצר מקבל מידע מאחד מבעלי מניות המיעוט שבוצעה הונאה אתית וכנראה גם חוקית. הוא מבקש לדון בנושא בהנהלת הקרן ולהגיש תביעה נגד החברה. אלא שבבנק מופקדים עשרות מיליוני דולרים של חברת האם של החברה.

מקראות: אירוע בנקאות ויושרה: דירקטורים חיצוניים – עמודים 110-106 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. גולן, 3. תובל, 4. ששון, 5. הוראציו.

אירוע שקיפות: מנהל הכספים של חברת היי טק גדולה המתכוונת להנפיק את מניותיה לראשונה בנאסדק מדווח למועצת המנהלים על ירידה צפויה ברווחיות החברה בשנה הקרובה ומתכוון לדווח על כך במסגרת בדיקת הנאותות של בנק ההשקעות טרם ההנפקה. מופעל עליו לחץ לא לדווח על הירידה ברווחיות על מנת לא לחבל בהנפקה.

מקראות: אירוע שקיפות: אתיקה בהנפקות ודוחות פיננסיים – עמודים 224-219 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. קותי, 3. ניבה, 4. אייזיק, 5. אמוץ.

11. **המועצה המפקחת והמכון הלאומי לאתיקה:** הצעה להקים בכל חברה ציבורית מועצה מפקחת שתאזן את כוחה האבסולוטי של מועצת המנהלים ותייצג את האינטרסים של מחזיקי העניין ובמיוחד של בעלי מניות המיעוט. אלטרנטיבה יעילה לדח"צים. המכון לאתיקה יעניק תו תקן אתי לחברות, יפרסם באינטרנט דו"חות על חברות ומנהלים שהורשעו בגין עבירות כלכליות, שהפסידו בתביעות ייצוגיות, שפשטו את הרגל. המכון הלאומי לאתיקה, שימומן ע"י מחזיקי העניין ומנהליו יהיו ללא רבב אתי, יסייע בסינון אתי עבור קרנות אתיות ובמינוי דח"צים ו/או חברי מועצות מפקחות.

מקראות: המועצה המפקחת והדירקטורים החיצוניים – עמודים 88 – 91 בספר.

המכון הלאומי לאתיקה – עמודים 92 – 95 בספר.

מטלות: ניתוח הנושאים: 1. הדירקטורים החיצוניים, 2. המועצה המפקחת – קטגור, 3. המועצה המפקחת – סנגור, 4. המכון הלאומי לאתיקה – קטגור, 5. המכון הלאומי לאתיקה – סנגור.

12. **אירוע תביעות דיבה:** מנהל תוכנית של רכישה ומיזוג חברות ישראליות עם חברה בינונית מארה"ב מבקש ייעוץ ממשרד עורכי דין גדול על השלכות המס של הענקת מניות ואופציות לעובדים הישראלים. ההצעה שהוא מקבל נראית לו מסוכנת והוא דוחה אותה. משרד עורכי הדין שולח לו בתגובה מכתב בו הוא מאיים עליו בתביעת דיבה.

מקראות: אירוע יושרה במקצועות חופשיים: תביעות דיבה – עמודים 48 – 52 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. דורון, 3. הדס, 4. ששיאל, 5. רימון.

אירוע הטרדה מינית: סמנכ"לית לכספים בחברת היי טק גדולה מוטרדת מינית ע"י מנכ"ל החברה. הוא מבטיח לה הטבות מפליגות אם תיענה לו ובעקבות איומיה להתלונן לדיקטוריון, המנכ"ל מאיים עליה שיערוף את ראשה. בעקבות סירוב הדיקטוריון להתערב בפרשה, היא חוככת בדעתה האם עליה להתלונן במשטרה.

מקראות: אירוע שמירה על כבוד העובד: הטרדה מינית – עמודים 296 – 300 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. נועה, 3. עמיאל, 4. פנחס, 5. עומרי.

13. **הון ושלטון בישראל:** מסה על הון ושלטון בישראל. ההשלכות של המדיניות הניאו ליברלית של הממשלות השונות על פערי ההכנסות באוכלוסייה, שחיקת מעמד הביניים, הגברת תופעות העוני, ריכוז העושר בידי עשרים משפחות של אילי הון. האם מדינת ישראל היא עדיין דמוקרטיה המיטיבה עם רוב העם או היא רפובליקת בננות המיטיבה רק עם מיעוט מזערי שלו?

מקראות: ויגודה-גדות ערן וקורי יעקב: בשם האזרחים, העסקים, או העסקנים? הארות על האחריות הציבורית של המנהל הציבורי בישראל – עמודים 1 – 21 בפרק של ספר על אחריות ציבורית העומד לצאת לאור.

מטלות: ניתוח הנושאים: 1. אחריות ציבורית בעולם ובישראל, 2. ניאו ליברליזם, מילטון פרידמן ומדיניותו הכלכלית של נתניהו, 3. משנתו של ג'וזף שטיגליץ, 4. המחקרים של מרכז אדוה, 5. הערכת ביצועי המגזר הציבורי בישראל על ידי הציבור הרחב, 6. מגמות התפתחות המגזר הציבורי בישראל במאה ה-21, 7. מה עדיף – תקיפה גנרית או פרטנית של הנושא?, 8. מרכיבי הון ושלטון בישראל: אילי הון, מחזיקי העניין, הפקידות הבכירה, הפוליטיקאים, אנשי הרוח, האקדמיה.

14. **אירוע דירקטור באלכ"ר:** דירקטור חיצוני המתמנה לדיקטוריון של תיאטרון מגלה את החסרונות והיתרונות של פעילות ציבורית במסגרת אלכ"רים. יוזמות שהוא מעלה במטרה להגביר את השקיפות, לייעל את המערכת, למתן דוגמא אישית, נתקלות בהתנגדות חריפה של הארגון. תכנון אסטרטגי שהוא מציע לא מתקבל למרות הפוטנציאל העסקי והתרבותי.

מקראות: אירוע אחריות חברתית: דירקטור באלכ"ר – עמודים 291 – 295 בספר של קורי.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. עמוס, 3. עופרה, 4. יפה, 5. ישראל.

אירוע אפליה גזעית: יועצת משפטית של חברת תרופות נאלצת לשמוע הערות גזעניות מצד הקולגות והממונים עליה. כאשר מעלילים על כל העדה שלה שהם מתעללים בגוויות היא מאבדת את סבלנותה ומתפרצת על עמיתיה. כעבור כמה שבועות היא מודחת מתפקידה ומתמנה יועץ משפטי חדש המתאים יותר לתפקיד ממנה, לדברי המנכ"ל.

מקראות: אירוע שוויון הזדמנויות בעולם העסקים: אפליה גזעית – עמודים 301 – 305 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. סימה, 3. רענן, 4. שאול, 5. טוביה.

15. **אירוע רכישה, מיזוג והבראה:** אירוע המתרחש בישראל עם סוגיות אתיות של רכישה, מיזוג והבראה. הבראה כתוצאה מהמיזוג, עם קיצוץ בהוצאות, יתרונות שיווקיים ותפעוליים. אירוע של רכישת שתי חברות ישראליות כושלות (אחת מהן מידי כונס הנכסים) ע"י חברת היי טק אמריקאית תוך מיזוג החברות והבראתן. האם התהליך בוצע בצורה אתית?

מקראות: אירוע אתיקה של הבראת חברות בישראל, רכישה, מיזוג והבראה: חברת ציוד תקשורת ישראל – עמודים 409 – 419 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. עמוס, 3. בנימין, 4. נפתלי, 5. זבולון.

16. **אירוע מיצוב מתאים כמנוף להעלאת שווי חברה:** השיקולים האתיים במיצוב החברה וקשירתה לנושאים המקבלים שווי גבוה במיוחד. אירוע על חברה בענף המזון עם חובות כבדים לבנקים המוצגת כחברה חדשנית היי טקית בזכות חדשנות מוצריה ומצליחה לקבל שווי חברה גבוה במיוחד. האם זה אתי להציג בשקיפות את כל הנתונים אך להבליט את החיוב?

מקראות: אירוע אתיקה של מיזוגים ורכישות בישראל, מיצוב מתאים כמנוף להעלאת שווי החברה: החברה הישראלית מזון ישראל – עמודים 420 – 428 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. עמוס, 3. שרוליק, 4. ירוחם, 5. דורון.

17. **אירוע תביעות והאשמות כנגד מיזוגים:** ההיבטים האתיים של התביעות וההאשמות כנגד מיזוגים. אירוע על מכירת פעילויות חברת היי טק מובילה בישראל לשני קונצרנים ב"ל. המהלך גורר תביעות והאשמות מצד גורמים רבים: העובדים,

המנכ"ל, המדען הראשי, בעלי מניות המיעוט. סיכויי התביעות הייצוגיות ויחס מערכת המשפט. היבטים של עלויות המשפט, המאבק הלא שקול בין עורכי הדין הבכירים המייצגים את החברות הגדולות לבין עורכי הדין של המיעוט, היבטי מוניטין.

מקראות: אירוע יושרת המנכ"ל המתריע, תביעות והאשמות כנגד מיזוגים בישראל: החברה הישראלית סוקטו – עמודים 433 – 453 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. גורקוס, 3. איסטוביוס, 4. אסטוסג, 5. פופטרים.

18. **אתיקה ביחסי העבודה בישראל:** "שביתה" סרט דוקומנטארי בבימוי אסף סודרי ואמיר טאוזינגר. ראיונות עם עובדים שאחזו בנשק השביתה כנגד חברה גדולה בדרום הארץ, שבעליה מקורב לשלטון. העובדים השובתים אינם מצליחים לסחוף למאבקם את רוב העובדים, ההסתדרות לא מצליחה לבוא לעזרתם והשובתים נאלצים לשלם את המחיר. המעבר ממשק ניאו בולשביקי למשק ניאו ליברלי שחק את זכויות העובדים והגדיל לשיא את פערי השכר. הצורך במציאת שביל הזהב.

מקראות: אתיקה ביחסי העבודה בישראל: הסרט "שביתה" – עמודים 473 – 478 בספר.

מטלות: 1. המספר שיסקור את הסרט. ניתוח הדילמות האתיות והעסקיות של: 2. העובדים שפתחו בשביתה, 3. העובדים שלא הצטרפו לשביתה, 4. נציגי ההסתדרות, 5. הנהלת החברה.

19. **אירוע אתיקה ומיזוגים:** אילו אינטרסים משרתים המיזוגים? של מחזיקי העניין: העובדים, הלקוחות, הספקים, הנושים, הממשל, הקהילה, או של בעלי השליטה שלעיתים הם מיעוט בבעלות. אירוע על הפקרת האינטרסים של בעלי מניות המיעוט בחברת היי טק ישראלית-אמריקאית המפסידים השקעתם. העדפת מיזוג עם חברה אחת לעומת רוכשים פוטנציאליים אחרים.

מקראות: אירוע עושק בעלי מניות המיעוט: החברה האמריקאית-ישראלית פורוליאס – עמודים 175 – 190 בספר.

מטלות: 1. המספר שיסקור את האירוע. ניתוח הדילמות האתיות והעסקיות של: 2. קאריסיוס, 3. גורקוס, 4. איסטוביוס, 5. וורסנון.

20. **שחיתות ואתיקה בישראל:** דיון על יצירתו החלוצית של ד"ר קורי, תוך דגש על ההקשר הישראלי בספרו "הישמרו מדורון יוני". אודיסיאה מודרנית של איש עסקים ישראלי המנסה להישאר אתי בסביבה של שחיתות, השתקה ואיומים, אוסטרקוזם של הקרבן. קטעים מפנל על אתיקה בעסקים בישראל בהנחיית העיתונאי אריה אבנרי.

מקראות: בעלי מניות מיעוט, שחיתות ואתיקה בישראל: הרומן "הישמרו מדורון יוני" מאת יעקב קורי וביקורת על היצירה מאת יהושע סובול – עמודים 461-473 בספר.

מטלות: 1. המספר שיסקור את הספר או את המחזה. ניתוח הדילמות האתיות והעסקיות של: 2. יולי, 3. נלי, 4. אלי, 5. אריה, 6. סימה, 7. הדס, 8. החברים של יולי. על מגישי המטלות לקרוא את הרומן או את המחזה במלואו לפני השיעור.

21. **התפתחויות חדישות באתיקה וקודים אתיים:** קודים אתיים, יישום קודים אתיים, תכנון אסטרטגי אתי, לרבות סינון אתי של לקוחות וספקים, מבדקי יושרה של עובדים ומנהלים. עבירות אתיות של חברות עסקיות ומנהליהן, שוחד ישיר ועקיף, מעילות, זיופי מסמכים, קבלת תרומות לא חוקיות, שחיתות, התנהגות אתית ולא אתית במקרים שהתפרסמו בשנים האחרונות.

מקראות: היבטים מודרניים של אתיקה בעסקים, קודים אתיים, תכנון אסטרטגי אתי ואירועים אופייניים – עמודים 151-156 בספר.

מטלות: ניתוח הנושאים על פי הספר והאינטרנט: 1. היבטים מודרניים של אתיקה בעסקים, 2. הקוד האתי, 3. תכנון אסטרטגי אתי, 4. אירועי פורד פינטו ושבדולט מאליו, 5. אירוע טיילנול, 6. אירוע מקטיזון, 7. אירוע בן אנד ג'ריס.

22. **צדק חברתי, מזרחיות ואתיקה:** "רישיון לחיות" מחזה מאת יצחק גורמזאנו גורן. נישול תושבי שכונות מצוקה מבתייהם לטובת אנשי עסקים ממולחים המשחדים עובדי ציבור. הפן המזרחי באפליה של העשירונים התחתונים. חוסר התוחלת בהתמרדות מזוינת כנגד העושים העלול להביא להשתלטות פשיסטית על ישראל. דרכים לא אלימות להתגברות על עושק.

מקראות: צדק חברתי, מזרחיות ואתיקה: המחזה "רישיון לחיות" מאת יצחק גורמזאנו גורן – עמודים 458 – 460 בספר.

מטלות: 1. המספר שיסקור את המחזה. ניתוח הדילמות האתיות של: 2. חלי דה סילוה, 3. משה רחמים, 4. עיינה סיוון, 5. ששון דנגור, 6. שלום ואסתי רחמים, 7. ניסים רביבו, 8. אהרון אלמליח. על מגישי המטלות לראות או לקרוא את המחזה במלואו לפני השיעור.

23. **אתיקה בחברות מופרטות בישראל:** "גיבור מעמד הפועלים" מחזה מאת יהושע סובול. במדינה שבה הפכה ההפרטה לחזות הכל נאלצים העובדים לשלם את מחיר ההתעשרות הקלה של אילי ההון המקורבים לשלטון ורוכשים את נכסי המדינה בנזיד עדשים. הדרמה של העובדים הותיקים המפוטרים ומוחלפים בעובדים צעירים זולים יותר. מחזות חברתיים של סובול.

מקראות: אתיקה בחברות מופרטות: המחזה "גיבור מעמד הפועלים" מאת יהושע סובול – עמודים 454 – 458 בספר.

מטלות: 1. המספר שיסקור את המחזה. ניתוח הדילמות האתיות של: 2. בבר – אלברט מולכו, 3. מורדי מולכו, 4. מלי מולכו, 5. נטלי אפללו, 6. פולי אפללו, 7. ליאור אפללו, 8. מרקוס סלי מרקדו. על מגישי המטלות לראות או לקרוא את המחזה במלואו לפני השיעור.

24. **סיכום - המודל של סטף ורטהיימר:** המודל של סטף ורטהיימר, איש עסקים ישראלי אתי שמכר את חברתו ישקאר לאיש עסקים אתי מארה"ב וורן באפט, קיבל ארבעה מיליארד דולר, שילם את מלוא המיסים וממשיך לפתח מודלים עסקיים וחינוכיים בפארקים תעשייתיים בתפן ובאתרים אחרים בישראל ובחו"ל. מודל זה ממחיש איך חברה יכולה להיות רווחית, תוך שמירה על ערכי יסוד של קיימות, אחריות חברתית, איכות הסביבה ואתיקה. סיכום הקורס, לקחים, הדרך השלישית.

מקראות: "המודל של סטף ורטהיימר", רשימה שטרם יצאה לאור, עמודים 1 – 3.

וורן באפט – איל הון עם אחריות חברתית – עמודים 332-334 בספר של קורי.

מטלות: ניתוח האישים והנושאים מתוך המקראות והאינטרנט: 1. סטף ורטהיימר – קטגור, 2. סטף ורטהיימר – סנגור, 3. וורן באפט – קטגור, 4. וורן באפט – סנגור, 5. השקעות סולידיות, 6. פילנתרופיה כתחליף לאתיקה, 7. ציונות 2000 – בבורסה או בפיתוח הגליל?, 8. מחזיקי העניין במודל של סטף ורטהיימר.

אתיקה ועסקים בספרות, בתיאטרון ובקולנוע - תוכנית לימודים מאת ד"ר יעקב קורי

רקע

סוגיית האתיקה בעסקים הפכה בשנים האחרונות למאוד רלבנטית לנוכח השערוריות של אנרון, וורלדקום, ארתור אנדרסן, הבנק למסחר, בנק ברינגס, הסתבכויות של סטארט-אפים וחברות היי-טק וכדומה. תוכנית הלימודים משלבת דוגמאות רבות הלקוחות מתחומי הספרות, התיאטרון והקולנוע, על מנת להציג בצורה מוחשית יותר את המניעים להתנהגות האתית בעולם העסקים. מחזהו הקלאסי של ארתור מילר "כולם היו בני" מסתיים במוסר ההשכל של המחזה ושל כל ארגון אקטיביסטי העוסק באחריות חברתית: "אתם יכולים להיות יותר טובים! אתם יכולים לדעת אחת ולתמיד שיש עולם של אנשים בחוץ, ושאתם אחראים לו; ואם אתם לא מכירים בזה, אז אתם הקרבתם את הבן שלכם." בתוכנית כלולים יצירות של שקספיר, ברכט, פניול, ארתור מילר, איבסן, יונסקו, דירנמט, גוגול, הוגו, סקוט פיצג'רלד, עם סרטים אקטואליים כארין ברוקוביץ', וול סטריט, המקור, סרטים על פרשת אנרון ופרשת בנק ברינגס, סרטים קלסיים כאלה חיים נפלאים וקומת מנהלים.

תוכנית לימודים בת 32 הרצאות

1. **מבוא:** אתיקה בעסקים, מחזיקי עניין – stakeholders, מתריעים – whistleblowers, קרנות אתיות, האנשה, אקטיביזם, הקונטקסט הבינלאומי והישראלי, יחס החברה, הגנת החוק, דירקטורים חיצוניים, שקיפות ואומדנות. המתודולוגיה של התוכנית היא בקריאה של הספר/מחזה ו/או ראיית הסרט לפני כל הרצאה, דיון ומשחקי תפקידים. הדילמה בין האידיאלים של דון קישוט מאת מיגל דה סרבנטס או הערמוניות של יוליסס, ממצא הסוס הטרויאני באיליאדה ובאודיסיאה מאת הומרוס.
2. **שוק ההון ואתיקה:** "וול סטריט" Wall Street סרט בבימוי אוליבר סטון. תיאור עולם התככים, השחיתות והדילמות האתיות של וול סטריט ושל כל בורסה מודרנית. התעשרות קלה בתמורה ליתור על עקרונות אתיים, מה מחיר המצפון. הסגידה לכח ולכסף, היאפים הצעירים, ניצול מידע פנים, נאמנות ובגידה, שתוף היועצים במשימה.
3. **המנכ"ל והאתיקה:** "כולם היו בני" All My Sons מחזה מאת ארתור מילר. סיפורו של ג'ו קלר, מנכ"ל ובעל חברה מצליח, שעיקרון הרווחיות בכל מחיר בראש מעייניו. הוא מספק במודע חלקי מטוסים פגומים וגורם למותם של 21 טייסים, כשבנו הטייס נהרג אף הוא. הדילמה בין רווחיות ואתיקה, ערבות הדדית, החוק, החברה והמשפחה.
4. **אקטיביזם אתי:** "ארין ברוקוביץ'" Erin Brockovich סרט בבימוי סטיבן זודרבר. סרט המבוסס על סיפורה האמיתי של ארין ברוקוביץ' המצליחה באמצעות אקטיביזם אתי להכריע חברת ענק מקליפורניה שזיהמה את מי העיריה. המהפכה האתית באמצעות אקטיביזם, שקיפות, אינטרנט ומתריעים. מלחמה מודרנית של דוד מול גוליית.
5. **אתיקה וחוק:** "הסוחר מונציה" The Merchant of Venice מחזה מאת ויליאם שקספיר. היהודי שיילוק נותן הלוואה לסוחר מונציה, אנתוניו, ומתעקש על קבלת ליטרת הבשר כפי שסוכם בחוזה, כאשר אנתוניו אינו יכול לעמוד בהתחייבותו. הדילמה בין חוק ואתיקה, יחס השלטונות (מוסר כפול של הדוכס מונציה), הפרט והחברה.
6. **החברה והמתריע whistleblower:** "אויב העם" An Enemy of the People מחזה מאת הנריק איבסן. רופא העיריה ד"ר שטוקמן מגלה שמעיינות המרפא, המהווים את מקור הפרנסה העיקרי של התושבים, מורעלים משפכים תעשייתיים ודורש לטהר את המעיינות. דילמת המתריע, חרם החברה, מוסריות המלשין/מתריע, אומדנות ועיתונות.
7. **שקיפות, אמצעי התקשורת ואתיקה:** "המקור" The Insider סרט בבימוי מייקל מאן. סרט המבוסס על המקרה האמיתי של ניסיון השתקה של רשת טלוויזיה אמריקאית שמנעה משיקולים עיסקיים חשיפה של תוצאות מחקר שמוכיח את הנזק בהתמכרות לטבק. הסכנות בכלכלה הגלובלית ובריכוז הכח של חברות הענק, המצפון מול האינטרסים.
8. **מוסר, דת ואתיקה:** "קרנפים" Rhinoceros מחזה מאת או'ן יונסקו. סיפורה של עיר שתושביה הופכים לקרנפים תוך איבוד המוסר וצלם אנוש. השפעת הקבוצה על היחיד. רק אדם אחד מסרב להתקרנף כמו כולם ודבק באנושיות. אלגוריה להתבהמות של חברות שלמות במשטרים מושחתים, האם גם ישראל מתקרנפת? קטע מתוך הקומדיה האלוהית של דנטה.
9. **העושר והאתיקה:** "גטסבי הגדול" The Great Gatsby ספר מאת פרנסיס סקוט פיצג'רלד. טום בוכאן, איל ההון הבא ממשפחה אמריקאית מאוד עשירה, גורם למותו של גטסבי מבלי שירגיש אשמה מוסרית כלשהי ומתנחם ברכישת ענק פנינים. הפסיכולוגי של התנהגות אתית. האם החברה והחוק סולחים לעשירים וחזקים? האם העושר משחית?
10. **תאוות בצע בעסק הקטן:** "ז'אן דה פלורט" Jean de Florette ספר מאת מרסל פניול. בכפר צרפתי קטן חומד החוואי הגדול את כבשת הרש, חוותו של ז'אן דה פלורט. הוא פועל מאחורי הקלעים לנדות אותו מהחברה על מנת שייקל עליו להשתלט על החווה. האנשה/נידוי והשמצת הקורבן (בעל המניות הקטן/החוואי). תאוות בצע ללא גבול.

11. החברה והאתיקה הבינלאומית: "ביקור הגברת הזקנה" The Visit מחזה מאת פרידריך דירנמט עם סרט אפריקאי. על מנת להעניש את אהוב נעוריה שהתעלל בה, קונה הגברת הזקנה והעשירה את כפר הולדתה על תושביו, שמוכנים עבור בצע כסף להתעלם מצדק, אתיקה ורחמים. לכל אחד יש מחיר, גבול החברות, הרשעות, צידוק העוול, העדר אתיקה המוביל לרצח.
12. תאוות בצע בערבון בלתי מוגבל: "פרשת אנרון" כפי שהיא משתקפת באינטרנט, בעיתונות, בסרטים, ספרים ומחקרים. חוק סרביינס-אוקסלי. חוקיות ההתנהגות הלא אתית של חברות במחקריו של ד"ר קורי שאומתה בפרשת אנרון. דיון על הסרט על פרשת אנרון על פי ספרו של אחד ממנהלים, בריאן קרבר. תוצאות המשפטים של מנהלי החברה.
13. סינתזה בין עסקים לחברה: "קומת מנהלים" Executive Suite סרט בבימוי רוברט ווייז. הסרט ממחיש כיצד אין סתירה בין אחריות חברתית להצלחה בעסקים, תוך ניתוח הדילמות של חברי ההנהלה והדירקטוריון של חברת רהיטים גדולה בארה"ב. ניתן לייצר מוצרים טובים תוך דאגה לצרכי הקוחות, העובדים והקהילה מבלי לפגוע באינטרסים של בעלי השליטה.
14. תאגידי ענק והעובד המתריע: הסרט "סילקווד". קארן סילקווד עובדת במפעל שבו המנהלים והבעלים הם חסרי עכבות וחושפים את העובדים לקרינה רדיואקטיבית ולסרטן. סילקווד מקבלת מודעות חברתית ומתריעה על כך לעיתונות. כשהיא מתגנבת למפעל להביא הוכחות מרשיעות היא נרצחת בתאונה מבוימת. המפעל נסגר אחרי מותה בעקבות ההתקשורת.
15. הון, שלטון ופשע: הסרט "אופרה בגרוש" המבוסס על מחזה מאת ברטולט ברכט. הברית בין מקי סכינאי, מפקד המשטרה, ומלך הקבצנים על חשבון העניים. התחברות הפשע המאורגן, ההון, השלטון ו"נציגי העובדים" על מנת לעשוק את ההמונים בלונדון, ברלין, תל אביב או פריס, כאשר מקי סכינאי משחד את כולם ומעולם אינו מכתים את כפפותיו הלבנות.
16. שוחד, שחיתות ואחריות חברתית: הסרט "המפקח הכללי" מבוסס על המחזה "רביזור" מאת גוגול. פרנסי העיר מציעים למפקח הכללי שוחד על מנת שיתעלם מהשחיתות שלהם. סאטירה של גוגול הממחישה את השחיתות בשלטון המקומי, כשמנהלי העירייה המושחתים חושבים שנווד הוא הרביזור ומשחדים אותו בשוחד כספי ואחר על מנת שלא יפרסם ממצאיו.
17. תאגידי ענק ואיכות הסביבה: "תביעה אזרחית" A Civil Action ספר מאת ג'ונתן הר וסרט בבימוי סטיבן זאליאן. תביעה אזרחית של הורים לילדים שהיו קורבנות להרעלה אקולוגית מוגשת באמצעות עורך דין כנגד החברות האחראיות. הוא הופך במהלך המשפט למעורב רגשית בנושאי אקולוגיה ואחריות חברתית ומזדהה עם הקורבנות מעבר להיבטי החוק היבש.
18. אמיל זולא המתריע האולטימטיבי: סרט וספר על חיי אמיל זולא, המתריע האולטימטיבי, שחשף את עוולות החברה הצרפתית במערומיה. בסוף חייו עמד זולה לצידם של דרייפוס וקולונל פיקאר, שחשף את חפותו של דרייפוס ואת אשמתו של אסטרזהזי. זולא, שפירסם את מאמרו המפורסם "אני מאשים" נשלח למאסר, ברח מצרפת לאנגליה וכנראה נרצח.
19. שקיפות תאגידי ענק ואחריות חברתית: "הסינדרום הסיני". גורלו המר של מתריע החושף לתקשורת מידע על בעיות בטיחות במפעל לייצור כוח גרעיני בו הוא עובד, בגלל האחריות החברתית שהוא חש כלפי הקהילה שעמדה בסכנת אסון אקולוגי. הטלוויזיה חושפת את המזימה ומתריעה על כך למרות לחצים כבדים, מתוך תחושת האחריות של הכתבים.
20. ההיבט האישי של אחריות חברתית: "המשיסה" La Curee, רומן מאת אמיל זולה. אריסטיד סאקאר, איל הון צרפתי, פוגע בכל המרקם החברתי, בקהילה, במשקיעים, באקולוגיה, ובראש וראשונה במשפחתו - באשתו ובבנו. הוא משעבד את כולם לאמביציה ותאוות בצע ללא גבול. היבטי אחריות חברתית ברומנים אחרים של אמיל זולה.
21. יושרת אנשי העסקים וסולם הערכים שלהם: "ההונאה הגדולה" Rogue Trader על פי ספר מאת ניק ליסון, הבנקאי שגרם להתמוטטות בנק ברינגס, הבנק הוותיק ביותר בבריטניה בגלל עסקות מופקפות שעשה בלי אישור בשוק ה-futures בסינגפור. החשיבות העליונה שיש ליושרה של כל מנהל, איש עסקים, דירקטור, סולם הערכים המעוות של גורמים לא אתיים.
22. הקורבן ואחריות חברתית: "ריגולטו" Rigoletto, האופרה של ורדי עם ליברטו של פיאוזה על פי המחזה המפורסם של ויקטור הוגו Le roi s'amuse. ההזדהות של הקורבנות עם הגורמים העושים אותם, היווצרות מודעות של אחריות חברתית בעקבות האנשת העוול. אילי ההון/האצילים/בעלי השררה לא נותנים כמעט אף פעם את הדין ומי שמועלה כעולה הוא הקורבן.
23. חינוך, חברה ואחריות חברתית: המחזה הקלאסי "טופז" מאת מרסל פניול. המטמורפוזה של טופז, מורה למוסר בבית ספר יסודי, בעל ערכים, אחריות חברתית ואתיקה, ההופך לאיש עסקים נטול עכבות בעקבות עושה אתי שחווה. יחס אוהד של החברה לאנשי עסקים מושחתים ויחס מזלזל לאנשי מוסר משכנעים את טופז להחליף צד ולהצטרף למצליחנים ולעוזריהם.
24. אחריות חברתית, ממשל ושחיתות: Marie: A True Story, סרט בבימוי של רוג'ר דונלדסון. סיפורה האמיתי של מרי רגינטי, עובדת בכירה בממשל, שסירבה לשתף פעולה עם צמרת השלטון המושחתת של מושל מדינה בארה"ב במתן חנינות תמורת שוחד. מרי פוטרה מעבודתה ותבעה את מעסיקה, למרות איומים והתנכלויות, שהגיעו עד כדי רצח ידידה המתריע. היא לא נרתעה עד אשר זכתה במשפט וגרמה לקריסת הממשל.

25. **אחריות חברתית תאגידית, חברות ביטוח רפואי ומחזיקי העניין:** "טיפול לקוי" Damaged Care. סרט בבימויו של הארי וויינר. סיפורה האמיתי של ד"ר לינדה פינו, אישה שנדחפה עד הקצה, בסכנה את הקריירה שלה ואת משפחתה, במאבקה נגד חברות ביטוח רפואי שדאגו לרווחיות על חשבון חיי אדם. פינו העידה עבור חולים שנפגעו מתאוות הבצע של תאגיד ביטוח ענקי והכריעה את גולית. היא אינה מועסקת יותר על ידי החברות, אך הופיעה בפני הקונגרס ומרצה בנושא זה.
26. **מאבקי האיגודים המקצועיים:** "פ.י.ט.ו. F.I.S.T.". מאבקי הכוח בין האיגודים המקצועיים וחברות הובלה בארה"ב. עמדת ההנהלה העושה את העובדים ומשתמשת בשכירי חרב על מנת לדכא את השביתה. בצר להם, מנהיגי האיגודים מתקשרים למאפיה על מנת לנצח במאבק. עם השנים משתכללות שיטות המאבק, אך עדיין בכוחניות נטולת עכבות.
27. **העובד הקטן והבוס:** "מותו של סוכן" Death of a Salesman מחזה מאת ארתור מילר. סיפורו הטראגי של וילי לומן, איש מכירות מזדקן, המאבד את הקשר עם המציאות, ביצועיו יורדים, הוא מפוטר ממקום עבודתו ומרגיש חסר חשיבות בחברה. ההתאכזרות של עולם העסקים לחלשים בארגון, קשישים, אין ערך לידידות ולנאמנות, הכרת תודה ואחריות
28. **דרוויניזם בעולם העסקים:** "גלנגרי גלן רוס" Glengarry Glen Ross מחזה מאת דייוויד ממט. הדרוויניזם בהתגלמותו בעסקי הנדל"ן כאשר מנהל סוכנות מכירות נדל"ן מחליט על מרוץ בו הסוכן המצטיין יקבל כפרס מכונית קאדילק ומי שיגיע למקום השלישי יפוט. מלחמת ההישרדות של הכל בכל, ללא ערכים וערבות הדדית, המביאה עד כדי פשע.
29. **אתיקה ברכישה ממונפת - הסרט "ברברים בשער", ההשתלטות על RJR NABISCO:** סרט בבימוי גלן ג'ורדן מבוסס על הספר של בריאן ברו וג'ון הלייר. מאבק השתלטות על החברה שמיזגה תעשיית מזון וסיגריות. מנכ"ל החברה רוס ג'ונסון חובר לבנק ההשקעות שירסון לימן על מנת להשתלט על החברה שלו ברכישה ממונפת. הקרב ביניהם לבין מלך המיזוגים בול סטריט הנרי קרביץ, קרב חסר פשרות שבבסיסו תאוות בצע נטולת עכבות, ללא התחשבות באינטרסים של העובדים ומחזיקי עניין אחרים. אבל במקרה זה מי שמרוויח הם דווקא בעלי המניות הקטנים לצד אילי ההון.
30. **אתיקה בהשתלטות עויינת - הסרט "הולך על כל הקופה" Other People's Money.** סרט בבימוי נורמן ג'ואיסון, על פי מחזה של ג'רי סטרנר. לרי גרפילד, הוא מחסל חברות סיווגי המתמחה בהשתלטויות עוינות של חברות השוות יותר מפורקות. הוא משתלט על חברה מהכלכלה הישנה המנוהלת על ידי בעלים אתי אנדרו ג'ורגנסון, שעבורו העובד, הקהילה והערכים חשובים ממיקסום הרווח. בעלי המניות תומכים בגרפילד כי השיקולים שלהם הם עסקיים גרידא.
31. **בנקים ואחריות חברתית - אלה חיים נפלאים:** הסרט "אלה חיים נפלאים" It's a Wonderful Life, סיום אופטימי הנוסך תקווה לאחריות חברתית ולערבות הדדית. סיפורו של מנהל בנק משכנתאות העוזר לתושבים קשי היום בעירו במתן הלוואות זולות לרכישת בתים, מקים שכונה לדוגמא על אף הקשיים, ומביא את כל עירו לפעול באחריות חברתית. כל תאגיד יכול וצריך להשפיע השפעה ברוכה על מחזיקי העניין והקהילה ועל איכות הסביבה.
32. **סיכום:** מה למד כל אחד מהמשתתפים במשך הקורס? דוגמאות לדילמות אתיות ביצירות אחרות. מה צריכים להיות השיקולים המובילים של החברות? מה מקומה של המנהיגות ומה צריכות להיות זכויות העובדים בחברות? מה הקשר בין החברות העסקיות, החברה והקהילה ומחזיקי העניין? האם צריך להעביר קורסים דומים בחברות עסקיות ובמגזר הממשלתי?

מבוא לאתיקה במגזר הציבורי - מאת ד"ר יעקב קורי

רקע

הקורס מבוא לאתיקה במגזר הציבורי משלב חומר תיאורטי, אירועים, מחזות, סרטים עלילתיים ודוקומנטריים בנושאים של אתיקה במערכת החינוך, הבריאות, התרבות, ההרכשה, האוצר ובצה"ל, עם התייחסות לעבירות הנחקרות ע"י המשטרה ומערכת המשפט. החומר העיוני כולל מושגי יסוד באתיקה, כמחזיקי עניין, מתריעים, האנשה, אקטיביזם, שקיפות ואומרה, יחס החברה לאתיקה, התפתחויות חדשות באתיקה, קודים אתיים, סינון אתי ומבדקי יושרה. האירועים האתיים עוסקים בשוחד, דירקטורים, מידע פנים, רכש, מתריעים, הטרדה מינית ואפליה גזעית. המחזות, הספרים והסרטים העלילתיים והדוקומנטריים עוסקים בשחיתות במערכת הרפואית, בשלטון המקומי, בצמרת השלטונית, אחריות חברתית וחוק, תאגידי ענק החוק ומחזיקי העניין, פרשת אנרון, שקיפות אמצעי התקשורת והאתיקה, החברה והאתיקה הבינלאומית, אתיקה ושחיתות בישראל, אתיקה בחברות מופרטות בישראל, אתיקה ביחסי העבודה בישראל, צדק חברתי מזרחית ואתיקה. ד"ר יעקב קורי, איש עסקים עתיר ניסיון, נמנה עם החלוצים במחקר בנושא האתיקה לבעלי מניות המיעוט וגיבה את המחקר שלו בניתוח מפורט של אירועים בישראל, צרפת וארה"ב. הוא גילה חוקיות להונאה האתית שאומתה בפרשת אנרון לאחר פרסום ספרי המחקר שלו בהוצאת הספרים הגדולה קלוור (ספרינגר) ארה"ב. במסגרת הקריירה המקצועית העשירה שלו ניהל ד"ר קורי פעילויות בתחומים דומים לאלה הנסקרים בתוכניות הלימודים שהוא מלמד. ד"ר קורי, שפירסם רומן על עולם העסקים בישראל ופעיל בעבר ובהווה במועצות מנהלים של תיאטרון, פסטיבל סרטים וארגונים אתיים כשבי"ל ואומ"ץ, משלב במחקרים שלו דוגמאות רבות של האנשה בדינמיקה קבוצתית עם משחקי תפקידים על הדילמות האתיות של הדמויות השונות. עבודת הגמר שתוגש עם תום הקורס תהיה בנושא: "דילמה אתית שחוויתי במהלך הקריירה המקצועית שלי".

תוכנית לימודים בת 24 הרצאות

- 1. מבוא, אקטיביזם אתי:** אתיקה עסקית, אחריות חברתית, חוק ושחיתות בעולם ובישראל. מחזיקי העניין באירגון- stakeholders, מתריעים - whistleblowers, האנשה, קרנות אתיות, יחס החברה, דירקטורים חיצוניים, שקיפות ואומרה. הדילמה בין דון קישוטיות למקיאבליזם. אקטיביזם אתי בתחומים של קיימות, אחריות חברתית, אחריות חברתית תאגידית, אתיקה עסקית ואיכות הסביבה. ממשל תאגידי, ארגונים אקטיביסטיים, Transparency International, Adam, Deminor. המתודולוגיה של התוכנית היא בקריאה של האירוע, הפרק התיאורטי, הספר, המחזה או צפייה בסרט לפני ההרצאה, דיון ומשחק תפקידים. ההרצאות העיוניות והאירועים ילוו בקטעי סרטים בנושאים קשורים. המטלות ועבודת הגמר.
- 2. אירוע שוחד:** חברת היי טק גדולה מתחרה על פרויקט של \$300M בתחום התקשורת. היא לא מומחית בתחום זה ולכן היא משחדת פקיד ממשלתי בכיר לקבלת הפרויקט. אחרי קבלת ההזמנה, היא לא משלמת למתווך שיצר את הקשר עם הפקיד את העמלה המובטחת. המתווך תובע את החברה והשוטף מזכה אותה ומחייב את המתווך בהוצאות.
- 3. יחס החברה לאתיקה, הצעות לחקיקה:** האם החוקים החדשים, התודעה החדשה לאתיקה חדרו להתנהגות החברתית? החברה בישראל ובעולם לא מנדה מנהלי עסקים, פקידי ממשל ופוליטיקאים לא אתיים. האוסטרקוז מופעל לעיתים קרובות כלפי המתריעים והלוחמים למען אתיקה. גיבור היום הוא דווקא זה שלא בוחל באמצעים להשגת מטרותיו ע"י מתן שוחד והונאה הציבור ומחזיקי העניין. 20 עיקרי מדיניות ותחיקה בנושאי אתיקה ושקיפות בשלטון ובעסקים - הצעה שהוגשה בשנת 2004 לחבר כנסת הפעיל בנושאי כלכלה, לבקשתו, אך לא היה לנושא המשך. הנושאים כוללים הקמת מכון לאומי לאתיקה, מעבר עובדים מהסקטור הציבורי לסקטור הפרטי, חובת הגשת הצהרת הון לבעלי נכסים בארץ ובחו"ל ובעלות של חברות ומניות, שקיפות בדיווחים על תשלומי מס, תיקון חוק החברות וחברות סידרתיות של דירקטורים חיצוניים, השקעות סולידיות של קרנות פנסיה וקופות גמל, עידוד הקמת קרנות אתיות, הפרטה של חברות ממשלתיות רק לציבור הרחב, חוקים דרקוניים והוקעת הציבור להשתמטות ממס ולעבירות כלכליות, שקיפות מלאה של תשלומי כופר, נימוקים על עניין הציבור, עיסקות טיעון ופסקי דין על עבודות שירות, בתי משפט לעבירות מס ועבירות בשוק ההון, דוגמא אישית של המדינה בשקיפות ואתיקה, מבדקי יושרה לנושאי תפקידים בכירים ורגישים, שקיפות מלאה וסינון אתי של ספקים, מקבלי הלוואות והטבות, שקיפות מלאה של נכסי והכנסות נבחרי הציבור, שקיפות של תקציב המדינה ודו"ח מבקר המדינה, עידוד מתריעים וכדומה.
- 4. אחריות חברתית וחוק:** "תביעה אזרחית" A Civil Action ספר מאת ג'ונתן הר וסרט בבימוי סטיבן זאליאן. תביעה אזרחית של הורים לילדים שהיו קורבנות להרעלה אקולוגית מוגשת ע"י עו"ד כנגד החברות האחראיות. עורך הדין הופך במהלך המשפט למעורב רגשית בנושאי אקולוגיה ואחריות חברתית ומזדהה עם הקורבנות מעבר להיבטי החוק היבש.
- 5. אירוע מתריע:** מנהל תוכנית בקרת אש לטנקים חייב לעמוד בתוכנית האספקות, כי עתידו המקצועי תלוי בכך. הוא מזייף את התוצאות, עומד ביעדים ומקבל בונוס שמן. מנהל אבטחת איכות עולה על התרמית ומדווח למנכ"ל, אלוף במילואים, שלא עושה דבר וגורם לפיטוריו. בתרגיל בנגב יש סטייה בירי ונהרגים כמה חיילים. מנהל א"א מוסר את המידע לצה"ל.

6. **תאווה בצע בערבוב בלתי מוגבל:** "פרשת אנרון" כפי שהיא משתקפת באינטרנט, בעיתונות, בסרטים, ספרים ומחקרים. חוק סרביינס-אוקסלי. חוקיות ההתנהגות הלא אתית של חברות במחקריו של ד"ר קורי שאומתה בפרשת אנרון. דיון על הסרט על פרשת אנרון על פי ספרו של אחד ממנהליה, בריאן קרבר. קטע מתוך ההוואה הגדולה על התמוטטות בנק ברינגס.
7. **התפתחויות חדשות באתיקה:** קודים אתיים, יישום קודים אתיים, תכנון אסטרטגי אתי, לרבות סינון אתי של לקוחות וספקים, מבדקי יושרה של עובדים ומנהלים. עבירות אתיות של חברות עסקיות ומנהליהן, שוחד ישיר ועקיף, מעילות, זיופי מסמכים, קבלת תרומות לא חוקיות, שחיתות, התנהגות אתית ולא אתית במקרים שהתפרסמו בשנים האחרונות.
8. **שחיתות במערכת הרפואית:** "טיפול לקוי" Damaged Care. סרט בבימויו של הארי וויינר. סיפורה האמיתי של ד"ר לינדה פינז, אישה שנדחפה עד הקצה, בסכנה את הקריירה שלה ואת משפחתה, במאבקה נגד חברות ביטוח רפואי שדאגו לרווחיות על חשבון חיי אדם. פינז העידה עבור חולים שנפגעו מתאווה הבצע של תאגיד ביטוח ענקי והכריעה את גולית.
9. **אירוע רכש:** קצין הרכש בחיל האוויר של פרויקט השבחת מטוסים צריך לבחור קבלן משנה לעיסקה בהיקף של \$30M. הקבלן המועדף הוא חברת ענק אמריקאית המציעה מערכת טובה וזולה. קצין הרכש בוחר בקבלן משנה קטן המציע מערכת יקרה יותר שטרם נוסתה. קצין האתיקה חושד במניעי קצין הרכש שהוא בעל עבר אתי ללא רבב ומטרפד את הבחירה שלו.
10. **שקיפות, אמצעי התקשורת ואתיקה:** "המקור" The Insider סרט בבימוי מייקל מאן. סרט המבוסס על המקרה האמיתי של ניסיון השתקה של רשת טלוויזיה אמריקאית שמנעה משקיולים עיסקיים חשיפה של תוצאות מחקר שמוכיח את הנזק בהתמכרות לטבק. הסכנות בכלכלה הגלובלית ובריכוז הכח של חברות הענק, המצפון מול האינטרסים. קטע הסינדרום הסיני.
11. **אירוע הטרדה מינית:** סמנכ"לית לכספים במשרד החינוך מוטרדת מינית ע"י מנכ"ל המשרד. הוא מבטיח לה הטבות מפליגות אם תיענה לו, אך היא דוחה את חיזוריו. בעקבות איומיה להתלונן למשטרה, המנכ"ל מאיים עליה שיערוף את ראשה. שר החינוך מסרב להתערב בפרשה, היא חוככת בדעתה האם עליה להתלונן במשטרה, להבליג או להתריע.
12. **שחיתות בצמרת השלטונית:** Marie: A True Story, סרט בבימויו של רוג'ר דונלדסון. סיפורה האמיתי של מרי רגינטי, עובדת בכירה בממשל, שסירבה לשתף פעולה עם צמרת השלטון המושחתת של מושל מדינה בארה"ב. מרי פוטרה מעבודתה ותבעה את מעסיקה, למרות איומים והתנכלויות היא לא נרתעה עד אשר זכתה במשפט וגרמה לקריסת הממשל.
13. **אירוע אפליה גזעית:** יועצת משפטית של חברת תרופות נאלצת לשמוע הערות גזעניות מצד הקולגות והממונים עליה. כאשר מעלילים על כל העדה שלה שהם מתעללים בגוויות היא מאבדת את סבלנותה ומתפרצת על עמיתיה. כעבור כמה שבועות היא מודחת מתפקידה ומתמנה יועץ משפטי חדש המתאים יותר לתפקיד ממנה, לדברי המנכ"ל.
14. **החברה והאתיקה הבינלאומית:** "ביקור הגברת הזקנה" The Visit מחזה מאת פרידריך דירנמט עם סרט אפריקאי. על מנת להעניש את אהוב נעוריה שהתעלל בה, קונה הגברת הזקנה והעשירה את כפר הולדתה על תושביו, שמוכנים עבור בצע כסף להתעלם מצדק, אתיקה ורחמים. לכל אחד יש מחיר, גבול החברות, הרשעות, צידוק העוול, העדר אתיקה המוביל לרצח.
15. **אירוע מידע פנים:** ניצול מידע פנים של פקיד גבוה במשרד האוצר על פיהות קרוב עשוי להביא לו רווחים של מיליונים. הוא מחליט לנצל את המידע ומרוויח סכום עתק. אך הפקיד עומד בפני סחיטה של אדם שגילה את התרמית. כל העתיד המקצועי שלו תלוי על כף המאזניים והוא אף עלול להישלח למאסר. האם עליו להיכנע לסחיטה או לנקוט בצעדים דרסטיים?
16. **שוחד ושחיתות בשלטון המקומי:** המחזה "רביזור" Revizor מאת גוגול. פרנסי העיר מציעים לרביזור/המפקח הכללי/מבקר המדינה שוחד על מנת שיתעלם מהשחיתויות שלהם. סאטירה הממחישה את השחיתות בשלטון המקומי, כשמנהלי העירייה המושחתים חושבים שנווד הוא הרביזור ומשחדים אותו בשוחד כספי ואחר על מנת שלא יפרסם ממצאיו.
17. **אירוע דירקטור באלכ"ר:** דירקטור חיצוני המתמנה לדירקטוריון של תיאטרון מגלה את החסרונות והיתרונות של פעילות ציבורית במסגרת אלכ"רים. יוזמות שהוא מעלה במטרה להגביר את השקיפות, לייעל את המערכת, למתן דוגמא אישית, נתקלות בהתנגדות חריפה של הארגון. תכנון אסטרטגי שהוא מציע לא מתקבל למרות הפוטנציאל העסקי והתרבותי.
18. **תאגידי ענק, החוק ומחזיקי העניין:** "משחק המושבעים" Runaway Jury, סרט בכיכובם של ג'ין הקמן ודסטין הופמן ובבימוי גרי פלדר, על פי הרומן של ג'ון גרישם. תאגידי הנשק הגדולים בארה"ב חוברים יחדיו על מנת לקנות את חבר המושבעים בתביעת ענק נגד יצרני הנשק שאפשרו מכירה לא אחראית של נשק לרוצח המוני. תרגיל עוקץ מבריק.
19. **אתיקה ביחסי העבודה בישראל:** "שביתה" סרט דוקומנטארי בבימוי אסף סודרי ואמיר טאווינגר. ראיונות עם עובדים שאחזו בנשק השביתה כנגד חברה גדולה בדרום הארץ, שבעליה מקורב לשלטון. העובדים השוכתים אינם מצליחים לסחוף למאבקם את רוב העובדים, ההסתדרות לא מצליחה לבוא לעזרתם והשוכתים נאלצים לשלם את המחיר. המעבר ממשק ניאו בולשביקי למשק ניאו ליברלי שחק את זכויות העובדים והגדיל לשיא את פערי השכר. הצורך במציאת שביל הזהב.

20. **אחריות חברתית, שחיתות ואתיקה בישראל:** דיון על יצירתו החלוצית של ד"ר קורי, תוך דגש על ההקשר הישראלי בספרו "הישמרו מדורון יווני". אודיסיאה מודרנית של איש עסקים ישראלי המנסה להישאר אתי בסביבה של שחיתות, השתקה ואיומים, אוסטרקוזם של הקרבן. קטעים מפנל על אתיקה בעסקים בישראל בהנחיית העיתונאי אריה אבנרי.
21. **צדק חברתי, מזרחיות ואתיקה:** "רישיון לחיות" מחזה מאת יצחק גורמזאנו גורן. נישול תושבי שכונות מצוקה מבתיים לטובת אנשי עסקים ממולחים המשחדים עובדי ציבור. הפן המזרחי באפליה של העשירונים התחתונים. חוסר התוחלת בהתמרדות מזוינת כנגד העושים העלול להביא להשתלטות פשיסטית על ישראל. דרכים לא אלימות להתגברות על עושה.
22. **אתיקה בחברות מופרטות בישראל:** "גיבור מעמד הפועלים" מחזה מאת יהושע סובול. במדינה שבה הפכה ההפרטה לחזות הכל נאלצים העובדים לשלם את מחיר ההתעשרות הקלה של אילי ההון המקורבים לשלטון ורוכשים את נכסי המדינה בנזיד עדשים. הדרמה של העובדים הותיקים המפוטרים ומוחלפים בעובדים צעירים זולים יותר. מחזות חברתיים של סובול.
23. **אירוע תביעות דיבה:** מנהל תוכנית של רכישה ומיזוג חברות ישראליות עם חברה בינונית מארה"ב מבקש ייעוץ ממשרד עורכי דין גדול על השלכות המס של הענקת מניות ואופציות לעובדים הישראלים. ההצעה שהוא מקבל נראית לו מסוכנת והוא דוחה אותה. משרד עורכי הדין שולח לו בתגובה מכתב בו הוא מאיים עליו בתביעת דיבה.
24. **סיכום:** מה למד כל אחד מהשתתפים בקורס? איך צריכה האתיקה לאזן את השגת הרווחיות ושווי החברה המקסימליים? דוגמאות לחברות אתיות, ארגונים במגזר הציבורי ופקידי ממשל אתיים וניתוח האירועים של התנהגות אתית. הגברת המודעות האתית בישראל, באיזו דרך? כיצד כל אחד מאיתנו יכול לתרום את תרומתו, למרות השחתת המידות בישראל?

BIBLIOGRAPHY HEBREW

- אבינרי שלמה, הרצל – ביוגרפיה, מרכז זלמן שזר לתולדות ישראל, ירושלים, 2007
- אבנרי אריה, זעקי ארץ מושחתת, טפר הוצאה לאור, 2008
- ארנריך ברברה, כלכלה בגרוש: איך (לא) להסתדר באמריקה, בבל, 2004
- גור אל, אמת מטרידה, משבר התחממות כדור הארץ, ציבלין, 2007
- הגסטרום רוברט ג', דרכו של וורן באפט, מטר הוצאה לאור, 2005
- הרצל בנימין זאב, אלטנוילנד, עם הספר, משכל הוצאה לאור מיסודן של ידיעות אחרונות וספרי חמד, 2008
- הרצל תיאודור, מדינת היהודים, הספריה הציונית על יד ההסתדרות הציונית העולמית, 1985
- טאלב נסים ניקולס, הברבור השחור, דביר, 2009
- יונוס מוחמד, עולם ללא עוני, הוצאת אחוזת בית ספרים, 2009
- כהנמן דניאל, רציונליות, הוגנות, אושר, מבחר מאמרים, כתר, 2005
- פרידמן תומס ל., חם, שטוח וצפוף – האתגר: לשנות את העתיד, הוצאה לאור אריה ניר, 2009
- פרידמן תומס ל., העולם הוא שטוח: העולם הגלובלי - החיים במציאות החדשה, הוצאת אריה ניר, 2006
- קורי יעקב, הישמרו מדורון יווני, הוצאת בימת קדם, תל אביב, 2001
- קורי יעקב, סוגיות נבחרות באתיקה עסקית ובאחריות חברתית, הוצאת מאגנס, האוני' העברית בירושלים, 2008
- קליין נעמי, בלי לוגו: המטרה - בריוני המותגים, הוצאת בבל, 2002
- קליין נעמי, דוקטרינת ההלם: עליית הקפיטליזם של האסון, הוצאת אנדלוס, 2009

רוזן אהרון, המשבר ועונשו: מה קרה ב- 2007-2009 ולמה דרך החיים האמריקנית פשטה רגל, גלובס הספרייה, 2009
 שטיגליץ ג'וזף א., אי נחת בגלובליזציה, קו אדום הוצאת הקיבוץ המאוחד, 2005
 שטיגליץ ג'וזף י., לתקן את הגלובליזציה, הוצאת אריה ניר, 2008
 שרבר אליס, כדור השלג – הביוגרפיה של וורן באפט, מטר (טריווקס), 2009

LIST OF WORKS HEBREW

אויב העם מאת הנריק איבסן בביצוע תיאטרון הקאמרי, תרגום רבקה משולח, בימוי עומרי ניצן, עם עודד תאומי ויצחק חזקיה. 1999, 1 שעה ו- 43 דקות.

ביקור הגברת הזקנה מאת פרידריך דירנמאט בביצוע תיאטרון הבימה, 2012, 2 שעות ו- 2 דקות, תרגום רבקה משולח, בימוי אילן רונן, עם גילה אלמגור- קלייר, יהורם גאון- איל, דב רייזר- ראש העיר, אהרון אלמוג- המורה.

כולם היו בני מאת ארתור מילר בביצוע בית לסין, עם יוסי פולק, מרים זוהר וליאור אשכנזי, 1999, שעה ו- 45 ד'

כולם היו בני מאת ארתור מילר בביצוע הקאמרי ותיאטרון חיפה, עם נתן דטנר, ליאורה ריבלין, 2011, שעה 53 ד'

מבקר המדינה מאת אילן חצור על פי רביזור של ניקולאי גוגול בביצוע תיאטרון הקאמרי, 1993, 2 שעות ו- 14 דקות, בימוי אילן רונן, עם יוסי גרבר ותיקי דיין

הסוחר מונציה מאת ויליאם שקספיר בביצוע תיאטרון הקאמרי, תרגום אברהם עוז, בימוי עומרי ניצן, עם יוסי גרבר, 1994, 2 שעות ו- 4 דקות

קרנפים מאת אז'ן יונסקו בביצוע בית צבי תיאטרון הספריה, 2002, 1 שעה ו- 56 דקות, תרגום ניסים אלוני, בימוי יוסף פיצ'חדה, עם תלמידי שנה ג' של בית צבי



אוניברסיטת חיפה

תעודת מרצה מצטיין

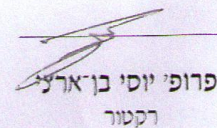
ד"ר יעקב קורי

מרצה מצטיין בפקולטה למדעי הרוח

בשנת הלימודים תשס"ה


מר איתן טבריה
יו"ר אגודת הסטודנטים


פרופ' אריאל בנדור
דיקן הסטודנטים


פרופ' יוסי בן-ארי
רקטור

חיפה, כ"ד בטבת תשס"ו 24.1.2006

יהללך זר ולא פיך – בהיבט אישי ולאומי – כן או לא? מסה בעברית ובאנגלית

האימרה הידועה "יהללך זר ולא פיך" ידועה היטב ולוואי והיו כולם נוהגים לפיה. אלא מה? הצדיקים שלא "משוויצים" בכישוריהם ובעשייתם נשארים בדרך כלל מאחור בעוד "חמור קופץ בראש" – כל הפוליטיקאים/פוליטרוקים/מנהלים סוג ד'/אקדמאים סוג ת', שכישוריהם ועשייתם שואפים לאפס, אך בזכות פיהם הגדול, קשריהם, ליקוקיהם, השקרים שהם מפיצים, ההשמצות שלהם על האנשים המוכשרים, [איסתר בלגיא](#) [קיש קיש קריא](#), האפסים - בדרך כלל זוכים בכל הקופה ואילו המוכשרים נשארים מאחור. לצערי נתקלתי פעמים רבות בתופעות מבישות אלה בעולם העסקים, באקדמיה, במישור העירוני והמדיני, במישור התרבותי והחברתי. פעם אחר פעם מוכח שאלה שלא מגיע להם זוכים לקידום, לעושר, להצלחה, ואילו אלה שמגיע להם נשארים עם הפירורים. נהגתי אם כן לפי אמרת הכזב של יהללך זר עד אשר הגעתי למעבדה ליחסי אנוש. וכאן השתנו חיי. התברר לי שבחברה של אנשים שכלל לא הכירו אותי הייתי כוכב ובמרכז הקבוצה ולמרות שהתחלתי את המעבדה של שבוע, בתנאים של ניתוק מוחלט בבית מלון, כאשר הדימוי העצמי שלי שואף לאפס, ואפסים תפשו את המקום הראשון ביום הראשון, התהפכו היוצרות והפכתי למנהיג ולנשוא ההערכה המירבית בתום השבוע כשאני מגיע למקום הראשון. עברתי תהליך דומה בחיי האישיים הרבה לפני כן בהשפעתו של חבר שנתן לי את החיזוקים שחסרו לי ופתאום התחלתי להצליח בחברה, רכשתי חברים איכותיים, הוזמנתי למסיבות, ובסופו של יום גם הכרתי את אשתי האהובה שאהבה במיוחד את הביטחון העצמי שלי שלא הגיע לשחצנות אבל היה רחוק שנות אור מהבישנות והדימוי העצמי הנמוך שהיה לי עד גיל עשרים. אך בעולם העסקים ובחברות בהן עבדתי נשארו עם דימוי עצמי נמוך, כאשר אנשי ה"קיש קיש" ניצלו את העשייה וההישגים שלי וייחסו את זה לעצמם גם כבוסים וגם כקולגות.

כאשר נמאס לי המצב שבו עשיתי את כל העבודה, הבאתי עם כל ההישגים ואחרים נהנו מהפירות הלכתי אם כן למעבדה ליחסי אנוש וקיבלתי את החיזוקים שהיו חסרים לי. לא היה פשוט לחזור למקום העבודה כ"קורי החדש" ורבים המשיכו להתייחס אלי כאנדרדוג באופן מובן מאליו. אך לא היססתי להיכנס לעימותים ולסכן אפילו את העבודה שלי כשעמדתי על שלי וככל שעשיתי זאת העריכו אותי יותר העובדים שלי ובמשך הזמן גם הבוסים שלי, אך זה לא הלך חלק. עד אז התקדמתי בעיקר בגלל החלל שהיה מסביבי. הייתי בוגר הכלכלה ומנהל עסקים היחיד בכל החברה ובאמת תרמתי תרומה נכבדה לרווחיות החברה והעריכו אותי כי האחרים היו פשוט הרבה יותר גרועים ממני, לפחות בתחום הכלכלי. ניהלתי קבוצה קטנה של כעשרה עובדים עם הישגים נאים ולא חשבתי שאגיע אי פעם ליותר מזה. ביום בהיר אחד (או חשוך) קורא לי אליו הנשיא של החברה ומבשר לי שמנהל מסוים שכבר היה הבוס שלי בעבר והודח, לא בגלל האינטריגות שלי אלא כי הוא פישל בגדול, יהפוך לאלתר מחדש לבוס שלי. הרמתי קול זעקה, הייתי כבר אחרי המעבדה ליחסי אנוש, ואמרתי שזה לא יקרה לעולם. הנשיא שלא היה רגיל שאומרים לו "לא" כי בא לחברה עטור תהילה של מפקד דגול (אם כי הבנתו בעסקים היתה דומה להבנתו ביחסי אנוש) קפץ כנחוש נחש ואמר שהוא יערוף לי את הראש ועוד מונחים של "הטרדה מילולית", אך אני בשלי. אם אתה רוצה, אמרתי לו, אתה יכול לפטר אותי, אבל החבר שלך (כי הנ"ל היה אכן חבר שלו ופקוד שלו בעבר) לא יצליח להסתדר כי הוא כבר נכשל וגם העובדים שלי לא ישתפו אתו פעולה. ראיתי כיצד חמתו בוערת בו אבל הישרתי מבט אליו ולא נסוגתי.

לפתע, צץ במוחו הרעיון הגאוני לעמת אותי עם הבוס החדש ועם העובדים שלי בנוכחותו. רבים לא היו שורדים מהעימות החזיתי הזה, אבל כאמור המעבדה..., וכששאל אותי מדוע אני מתנגד למינויו של החבר עניתי לו בנוכחות החבר והעובדים כי זה מינוי נפוטיסטי של חבר, שמקומו לא יכירנו בחברה שלנו (הנשיא היה חדש בתפקיד), החבר שלו כבר נכשל בעבר באותו התפקיד ואני לא מוכן לעשות עבורו את העבודה כאשר הוא יקצור את התהילה. העובדים שלי היו המומים אבל הם אהבו אותי כי לא היו מחיצות בינינו, היינו גם חברים במישור המשפחתי, דאגתי להם לשכר הוגן ולרכיבים שעד אז לא היה להם, והם גם ידעו שאני צודק. כשראה הנשיא שהוא לא יצליח להביך אותי, שהעובדים שלי גם הם לא נבהלים, ושהחבר שלו מילא פיו מים, הוא סיים את הישיבה, קרא לי לחדרו ואמר לי שעומדות בפני רק שתי ברירות: או להתפטר או להיכנע.

למחרת באתי אליו עם מכתב התפטרות, אבל למזלי הוא כבר נסע לחו"ל. מילא את מקומו חבר שלי שהיה סמנכ"ל, אדם נעים הליכות ואתי, שידע מה התרומה שלי לחברה וניסה לשכנע אותי לקחת חזרה את מכתב ההתפטרות שלי.

לבסוף בא לו גם כן רעיון גאוני, שלו אני חייב את הוילה שלי בדניה, את מניווי מאוחר יותר כסמנכ"ל מכירות וכספים, ואת כל ההצלחה שלי בקריירה. לעיתים רגע אחד קובע את גורלך וזה היה הרגע. הרקע אמנם היה קיים, המעבדה... אך צריך לא רק אומץ, אלא גם מזל בשביל להצליח. ממלא המקום אמר לי פתאום: שמע, עוד כמה חודשים יבוא לחברה מנכ"ל חדש שאמנם ידווח לנשיא אך הוא יוכל לעשות כל מה שירצה בחברה, העיקר שיצליח להוציא אותה מהמיצר ולהפוך אותה לרווחית. את המנכ"ל החדש אתה מכיר היטב עבדת אתו שנים כשהוא היה הלקוח שלך ואתה היית איש המכירות ואם אני לא טועה הוא מאוד מעריך אותך. תתאזר בסבלנות כמה חודשים, מסרת לי את מכתב ההתפטרות אני שומר אותו במגירה שלי ולא עושה אתו דבר. אל תשתף פעולה עם הבוס החדש, תמשיך לנהל את העובדים שלך ולהצליח במה שאתה עושה ותדאג שכולם יידעו שאתה מביא לכל ההישגים. אתה מנהל מצוין, עובד מצטיין, אך יש לך מגרעת גדולה אחת, אתה צנוע מדי, תהיה איש יחסי הציבור שלך, אם אין זר שיהלל אותך תהיה אתה זה שמהלל את עבודתך. אל תפחד שיגידו שאתה שוויצר, כי בחברה הישראלית מעריכים את אלה שדואגים לאינטרסים שלהם, בייחוד אם זה מגיע להם והם לא "קיש קיש" כמו הבוס הוירטואלי שלך. כשיבוא המנכ"ל החדש הוא ייתן לך את התפקיד ואולי תפקיד יותר בכיר. הנשיא לא יעשה כלום בינתיים, הוא מעוניין שהחברה תצליח ותן לו רק TO SAVE FACE. הוא אמר מה שאמר, כבודו נשמר, ומעבר לכך הוא לא יתערב יותר בענייניך.

וכך היה! תוך כמה חודשים בא הבוס החדש שלא רק נתן לי לנהל את המכירות אלא גם את הכספים של החטיבה. הצלחתי בתפקיד החדש מעל ומעבר למצופה, בלי אינטריגות, אך עם מכתבים ודו"חות תכופים שמבהירים בדיוק מי עושה את העבודה ומי מצליח בה. גם דרשתי את התמורה הכספית והעלאות משכורת, מניות ובונוסים, מה שקודם לא העזתי לבקש כי לא היה נעים לי. גם זה לא הלך בקלות, אבל אם לא קיבלתי - אימתי לחכימא ברמיזא ולשטיא בכורמיזא. מאוד הצלחתי בתפקיד, כולם ידעו - כי פרסמתי זאת והעריכו היטב את עבודתי. אך היו שיקולים אחרים מעבר להצלחה, לכסף ולמניות. על כך דנתי בהרחבה עם השינויים המתחייבים ברומן, במחזה, בספרים האקדמיים ובתיזה שלי לדוקטורט. אני גם חב את הקריירה האקדמית שלי, את הדוקטורט שלי, את כל ח"י הספרים שלי, את השינוי המשמעותי ביותר בחיי שהפך אותי לאדם טוב בהרבה, להתמודדות שלי בדילמות אתיות. גם כאן חברו יחדיו המעבדה שנתנה לי בטחון עצמי, הגיבוי המלא שקיבלתי מהבית מאשתי וילדי, המצפון שלי אותו קיבלתי בעיקר מאמי, והעובדה שאין לי עיניים גדולות ואני לא מוכן לעשות כל דבר בעד בצע כסף, על רקע המטען התרבותי העשיר שלי בספרות, תיאטרון וקולנוע.

הביטחון העצמי שלי נתן לי את האומץ לעזוב הכל ולפתוח בקריירה עצמאית ומי נתן לי את העבודה הגדולה הראשונה שלי – להבריא פעילויות מפסידות בחברה החדשה שלו – הנשיא שבינתיים עזב את החברה ועבר לנהל חברה אחרת. הוא לא שמר לי טינה, מה עוד שהוא נוכח לדעת שהחבר שלו לא היה מנהל דגול, שהוא חזר לעבוד איתי, אך בשני דרגים מתחתי, באחד מהשינויים הארגוניים התכופים, אך לא שמרתי גם לו טינה ונשארנו בידידות. בעולם הזה מעריכים בטחון עצמי, אומץ, אך זה לא מספיק אתה גם צריך מזל, מצפון, גיבוי מהבית, ומעל לכל – להתנהג כבן אדם כלפי כולם מבלי להתנשא, ורצוי שיהיה לך חוט שדרה ולא תישבר.

ומדוע הארכתי כה הרבה בסיפור אישי? כי סיפורי הוא אלגוריה להתחבטות עתיקת הימים של היהודים – יהלך זר ולא פיק. היהודים בגלות מקדמת דנא היו נחבאים אל הכלים עסקו במלאכות הקטנות שהרשו להם לעסוק בהם, לא התבלטו, לא ניסו להתרועע עם הגויים, גרו להם בשקט בגיטאות וניסו לקיים אורח חיים שגרתי, כשכל מאווייהם הם ללמוד תורה, להרוויח לפרנסתם הפשוטה ולעבוד את השם בבית הכנסת הצנוע. אבל הגויים התנכלו להם גם ככה, רדפו אותם, טבחו בהם, שרפו את בתי הכנסת ואת ספרי התורה, דחקו אותם עוד ועוד עד אשר הגיעו לתנאי עוני מחפירים. אבל הם לא היו מוכנים לוותר על אמונתם ולהמיר את דתם. בצר להם ובצוק העיתים, החליטו חלקם לצאת ממעגל הקסמים הנוראי ולהצטרף למהפכנים בצרפת, ברוסיה, בגרמניה. אחרים חברו לתנועת ההשכלה וקראו לעצמם גרמנים בני דת משה. אחרים עלו לישראל, הצטרפו לתנועה הציונית, והקימו פה את הישוב. הם כבר לא הסתפקו במועט, הם רצו להגיע לפסגה בכל מה שעשו – בספרות, בציור, במוסיקה, בדרמה, בשירה, בקולנוע, במסחר, בבנקאות, בעסקים, במשפטים, בחשבונאות, ואפילו בפוליטיקה. אבל רבים עוד חששו מעינא בישא, מקנאת הגויים, אז הם שינו את שמותיהם בשביל לא להבליט את יהדותם. בעולם הסרטים גולדפיש הפך לגולדווין ודנילוביץ' הפך לדאגלס, בספרות רומן קאצ'ב/קצב הפך לרומן גארי, אמיל הרצוג הפך לאנדרה מורואה, הזמר צימרמן הפך לדילן בעסקים – בלוך הפך לדאסו, רק בבנקאות רוטשילד נשאר רוטשילד, גולדמן הוא גולדמן, וזאקס הוא זאקס.

זה לא עזר להם באירופה בזמן השואה – טבחו בהם עם או בלי שמות של גויים, גם אם הם היו חצי יהודים, גם אם הם המירו את דתם. ובישראל – היו הרבה שחשבו שלא נשרוד אם נקים את המדינה ואמרו שיש להמתין, בשביל לא להרגיז את העולם, בשביל לא לעצבן את הערבים. אמרו שלא צריך למרוד במלכות בתנועות מחתרת גם אם

הבריטים אסרו על עליה וציידו בערבים בפרהסיה. חיה בפרישות, התרחק מהזרקורים, אל תתבלט – הו, כמה יהודים כאלה אני עדיין מכיר, בישראל אך במיוחד בעולם הגדול ובצרפת. למזלנו הרע היה דרוש אסון בסדר גודל של השואה בשביל להוציא אותנו מחוסר הבטחון העצמי ולא לשים לב יותר למה יגידו הגויים, כי נוכחנו לדעת שאם תתבלט או לא – תמיד ישנאו אותך על היותך יהודי ושונה, אלא אם כן תיקח את גורלך בידיים ותהפוך לעם ככל העמים, עם בטחון עצמי, עם צבא, עם חקלאות, עם תעשייה.

וכיום, אנו מצויים על עוד פרשת דרכים – שנאת היהודים הפכה לגנגרנה בקרב האינטלקטואלים כביכול, יפי הנפש, החוברים בשנאתם ליהודים ולישראל לאסלמיסטים קיצונים, להנהגה הפלשתינאית בגדה, בעזה, לאיראן בקצווי ארץ, אל קאעידה, חמאס, חיזבאללה, דאע"ש ושאר מרעין בישין. מקן לואץ' ועד תיאודוראקיס, מהפרלמנט המצרי ועד אחרון הנערים עם הסכינים, שונאים אותנו בתירוצים שונים – אם זה כבר לא בגלל עלילת הדם בדמשק, ברוסיה או בכל מקום אחר, זה בגלל כל השקרים שאנו טובחים בילדים מבלי לציין שהילדים התמימים כביכול באים עם סכינים ושוחטים נשים בהריון וילדים, שהילדים נמצאים באיזור שממנו יורה החמאס אלפי טילים לעבר ערי ישראל וצה"ל מגיב למקורות הירי. ישראל היא כביכול עם כובש, כאשר החזרנו כמעט את כל השטחים – את כל סיני, את כל עזה, את כל לבנון, ברמת הגולן אין כמעט אוכלוסיה מקורית, ביהודה ושומרון השלטנו במו ידינו את הפתח הרצחני ששחט למעלה מאלף אזרחים. טובחים ביהודים – מוסלמים המוסתים על ידי אימאמים או על ידי דאע"ש, גם אם אין ליהודים שום קשר עם ישראל, רק כי רצו לקנות אוכל כשר, רק כי הלכו לבית ספר יהודי, לבית כנסת יהודי, או שסתם צעדו ברחוב עם כיפה. ולכן רבים וטובים החליטו כי יש לפתוח במערכה רבתי נגד התעוררות המפלצת הגזענית, ואני תורם את תרומתי הצנועה בהבלטת התרומה החיובית ביותר של היהודים לעולם – בתרבות, בכלכלה, במשפט, בעסקים, בפילוסופיה, במוסיקה, בסרטים, בתיאטרון. זהו אם כן הרקע לכך שלאורך כל הספר שלי ובמיוחד בפרק הבא הבאתי דוגמאות לתרומת העם היהודי בכל המישורים ובראשם בפרסי הנובל, שהיהודים מהווים רק 0.2% מאוכלוסית העולם קיבלו למעלה מ- 22% מכלל פרסי הנובל, וביניהם גם המחזות שלי דני שכטמן...

JEWISH AUTHORS IN MODERN LITERATURE, AND JEWISH PERSONALITIES – AND THEIR CONTRIBUTION TO THE WORLD'S WELFARE IN CONTEXT OF THE RESURGENT ANTI-SEMITISM IN EUROPE, IN ARAB AND MUSLIM COUNTRIES

King Solomon, the wisest man in history, said "Don't be right often". And indeed, I hesitated to introduce this chapter in my book. Many wise men have argued that a main reason of anti-Semitism is Jewish boast. Don't speak too much about Judaism, God forbid that the "gentiles" would think that the Jews excel in all what they do, they believe anyhow that the world is run by Jewish money, and that Jews are everywhere – in law, in economics, in literature, in arts, in music, in business, they are at the forefront of capitalism and communism, they own the press, the theaters, the film industry, and they prevent the Christians and Muslims to thrive. Jews have won [22% of Nobel Prizes](#) (see link). Nobel Prizes have been awarded to over 850 individuals, of whom at least 22%, almost 200, (without peace prize over 24%) were [Jews](#), although Jews comprise less than 0.2% of the world's population (or 1 in every 500 people). Overall, Jews have won a total of 41% of all the Nobel Prizes in economics, 28% in medicine, 26% in Physics, 19% in Chemistry (including my in-law Dan Shechtman in 2011), 13% in Literature and 9% of all peace awards. This book comprises many chapters on literary criticism, and if we examine the contribution of Jews to world literature, we find that they have won 13% of Nobel Prizes in Literature and are only 0.2% of the world population, or 1% of the Western world. The West has won 90% of the prizes, which is also out of proportions in comparison to the world population. The Jews should have won out of the 112 laureates 1 prize and not 14, which is 1 of 8, or 12.5% of all the laureates: Paul Heyse (Germany, 1910), Henri Bergson (France, 1927), Boris Pasternak (USSR, 1958), Shai Agnon (Israel, 1966), Nelly Sachs (Sweden, 1966, wrote in German), Saul Bellow (US, 1976), Isaac Bashevis Singer (US, 1978, wrote in Yiddish), Elias Canetti (UK/born in Bulgaria, 1981, lived also in Germany, Austria and Switzerland, wrote in German), Joseph Brodsky (US, 1987, wrote in Russian), Nadine Gordimer (South Africa, 1991, wrote in English), Imre Kertesz (Hungary,

2002), Elfriede Jelinek (Austria, 2004), Harold Pinter (UK, 2005), Patrick Modiano (France, 2014), about one quarter of the laureates in the last years. In this survey I showed how about half of the most prominent German language authors in the 20th century were Jewish, and they operated mainly in the first half of the century, as they left Germany when Hitler came into power. We'll see in this chapter the important contribution of American, British, French, and Russian Jewish authors to the literature of their countries. And this is only literature, but Jews contribute also in Economics with more than 40% of the prizes won by Jews, or Sciences with more than 25%, these achievements may cause envy.

So, why brag? Why speak about topics that are taboos? Why not be politically correct and play down/conceal the origin of the authors/economists/scientists, like the French Jews excel so well? This book is open-hearted, breaking taboos, and is not politically correct if it means to be hypocrite. I would not write about those topics if there was not now all over the Muslim and Western world a tsunami of anti-Semitism that we have not encountered since the first half of the 20th century. Palestinians and Arab leaders, and some Muslim leaders in the world and in Europe, have lost all inhibitions and have launched in the press and schools an anti-Semitic campaign demonizing the Jews like in the worst days of Nazi's propaganda. Right wing and left wing intellectuals, academics, and just common people old-school anti-Semites, have joined the plunder, the "Alayhum", reviving the [Hep-Hep Riots](#) of the 19th and 20th centuries, reminding us of the worst times of the Middle Ages and the hatred of Jews in Spain, Portugal and other European countries from this epoch until "yesterday". Their aim is to kill Jews, boycott them, deligitimize Israel and the Jews, and large segments of the public sympathize the aggressors, the terrorists, the killers and not the victims. In this extreme situation, it is of the utmost importance to emphasize the huge contribution of the Jews and Israel to the world, to the economy, business, to the culture in literature, music, philosophy, psychology, economics, social sciences, art, etc.

Europe has to decide with whom they ally, with the progressive forces of Israel and the Jews, with the moderate Arabs and Muslims, or with the retrograde forces of ISIS, nuclear Iran, and the extreme Muslim fundamentalism. As anti-Semitism stems from two main reasons in the Middle Ages, in the time of the Inquisition, in the riots in Germany, Syria, Russia and Iraq, in Nazi Germany and in the boycott/kill the Jews campaign of today: envy from the huge achievements of the Jews and Israel in comparison to the poor achievements of the anti-Semites, but also choosing a scapegoat in order to rally the "believers" to the fundamentalist/Nazi cause. Hitler wanted to plunder the riches of the Jews and to rally the masses with the hatred of the Jews who caused World War I/hyper inflation/all the troubles of the defeated Germany, he rallied all the Germans who envied the tremendous achievements of the German Jews in business and culture, and who had the opportunity to steal all their business, their works of art, their houses.

The Arabs/Palestinian/Muslim fundamentalist leaders envy the success of Israel as compared to the economic situation in their states, the civil wars, the poverty, and rally the masses with the new Hep-Hep – al-Aqsa is in danger. It worked in the riots of 1921, it worked with the Nazi propaganda of Haj Amin Al Huseini, and it works with the defamatory propaganda of the Palestinian leaders in Israel, the leaders in some of the Arab countries, in Iran, and in fundamentalist Muslim states. Never mind that there are no more Jews and Europeans in the Arab world as they were all expelled without their properties, they are still guilty of our situation, not us, not our corruption, not our wars, not our laws that discriminate women, not our breaches of human rights. If there are no more Jews in Arab countries there are too much in Israel - half of the Jewish population in the world, and they have to return to their

homeland – to Poland (that has now only a few thousand Jews), to Russia, to France and to England, but *Auzu billahi*/God forbids not to the Arab lands that are now Judenrein like in Nazi Germany. And one of the Palestinian leaders who was asked by Yehoram Gaon on TV where will the Sabras born here return he said to *Gehenom* – to Hell, which means that my sons and grandchildren will go to hell as they were born in Israel, my wife will return to Romania, that has not found yet her birth certificate, and I will not return to Egypt as the Egyptian parliament has declined to give the right of return to the Jews who would want to return to Egypt when Israel will break up (a few thousands who are still alive in comparison to a population 80 million Muslims and Copts). But the French Jews will return to France and would have to suffer the harassment by the Muslim extremists who kill them, beat them, and make huge demonstrations in Paris and Marseille against the Jews and the Israelis, although the French Jews have not done any harm to Muslims..

Palestinian leaders would never agree to recognize Israel as a Jewish homeland, as they believe that the Jews have no rights to Israel (listen to their Arabic speeches not to their interviews on BBC), the Holocaust is an exaggeration of the Jews, and the Jews have no rights to the holy places, as probably we never lived there in the past, when actually there never was a Palestinian state and throughout a thousand years there was a Jewish state and a majority presence in Israel. In this extremely pervasive, perverse, and defamatory situation we have to compare what is the contribution of the Jews and Israel to humanity and to their homelands in all the fields of culture and economy and the contribution of all the anti-Semites who want to boycott us and exterminate the Jews or the Jewish state, either directly or by allowing the Palestinians the right of return. We have to compare one by one the achievements of the anti-Semites individuals and nations and the achievements of the Jews and Israel – in literature, economy, business, art, theater, films, music, philosophy, psychology, technology, sciences, innovation, high tech, agriculture, even sports..., peace..., as opposed to the contribution of our defamators in terror, breaches of human rights, gender inequality, GDP, ethics, corruption, participation of the population in the riches of the countries – oil..., household income, income inequality, poverty, civil wars, external debt. Who contributed more: Jews/Christians/Japanese – the Western World, including third world countries that became first world without immense oil riches used to finance wars, terrorism and golden palaces, the 40 more ethical countries, as opposed to retrograde and corrupt countries: in human development, sustainability, health, education, social welfare, quality of life, economic dynamism, political environment, democracy, freedom, press freedom, economic freedom, social progress, productivity, competitiveness, financial development, credit rating, universities rating, distribution of wealth, globalization. When we compare those parameters we would get the answer on what are the causes of anti-Semitism/Europe – most of all envy and complexes.

I am aware that Israel is far from perfect, and I deal with it at length in this book and in my other books. The Jews are not perfect either, but in comparison to most of the other countries and people we are among the best, and I let the reader find what ranks have those who blame us. The highest level of hypocrisy is at the UN when Israel is the only country to be blamed on breaches of human rights and it is voted by countries that infringe human rights ten times more than Israel. We have to compare the achievements of the demonstrators against the Jews and Israel in Europe with those of the Jews and Israel in order to understand why they demonstrate, but they are brainwashed by their leaders and by a monstrous propaganda similar to the Nazi propaganda. But when there is one journal who writes satires and caricatures against Islam, but also against Judaism and Christianity, they are executed by terrorists, as the anti-Semites can make caricatures against Jews and Israel worse than those of

Der Stuermer (and no one will murder them for that as we live in democracies), but God forbids/Auzu billahi if someone makes a caricature against Islam. The tragic side of it is that I personally, and most of the Jews and leaders of Israel have a profound respect for Islam, Muslims, Arabs, and to most of the intellectuals who defamate Israel. Jews and Arabs are both Semites, we look alike, share a very similar language, and indeed without the interference of the extremists Jews can live in peace with Arabs, and also as was the vision of Herzl in Altneuland. Jews and Arabs can prosper together, making the Middle East an exemplary region, joining the European Union, we complement each other, there is no genetic difference between us, just a question of attitude and brainwash by the leaders. But as long as we live in a jungle of civil wars and extreme fundamentalism, we believe that we are the stronghold of Europe, America and progress against ISIS and the Middle Ages, as what happens today in the Middle East will happen tomorrow in Europe/America if they let the fundamentalists brainwash the millions of Muslims living there.

But instead of rallying forces with the moderate Europeans and Americans, the extremists are winning in the battle on propaganda, and Israel is losing ground. This book shall deal at length with those issues, but of course those who don't agree with what I write are invited to skip to the other segments of the book. But those who are curious to read the opinion of an Israeli intellectual are invited to read those chapters and to decide who is right and who is wrong. Therefore, in order to refute all the allegations against the Jews and Israel by anti-Semites and by other critics, I have decided to emphasize in some chapters of this book the contribution of the Jews and Israel and I am sure that it will diminish at least somewhat the pathological hate of the Jews, as I am not trying to brag, just to show the facts on our contribution, and the next time that my readers see a demonstration in Unter den Linden or the Champs Elysees, in London or in Scandinavia, or at the universities, they would remember that the Jews and Israelis are not the monsters depicted by the Palestinian/Arab/Muslim Fundamentalist propaganda, but they are the 22% of the Nobel Prize winners who have contributed a tremendous contribution to medicine, physics, chemistry, economics, literature, and also peace (our defamators have never won any prize, except the arch-terrorist Yasser Arafat...), but not only Nobel laureates, throughout the history of the Jewish people they have contributed a tremendous contribution to humanity.

How would the world look like without (link to [List of Jews](#)) the German scientist Einstein, the Austrian psychiatrist Freud, the authors: French Andre Maurois, Marcel Proust, Joseph Kessel, American Arthur Miller, David Mamet, Clifford Odets, Russian Boris Pasternak, British Pinter, Czech Kafka, German Heine, Israeli Agnon, the Italian painter Modigliani and Russian painter Marc Chagall, the composers Mendelssohn, Offenbach, Mahler, Meyerbeer, Kreisler, Darius Milhaud, Gershwin, Irving Berlin, Kurt Weill, Schoenberg, Leonard Bernstein, Elmer Bernstein, Aaron Copland, Stephen Sondheim, Jerome Kern, Bob Dylan, Oscar Hammerstein, Serge Gainsbourg, Joseph Kosma, Marvin Hamlisch, Francis Lemarque, the jazz musicians Burt Bacharach, Benny Goodman, Artie Shaw, the singers Joe Dassin, Sacha Distel, Georges Moustaki, Enrico Macias, Billy Joel, Simon & Garfunkel, Neil Diamond, Barbra Streisand, Carole King, the Barry Sisters, Neil Sedaka, Paula Abdul, Dinah Shore, Eddie Fisher, Dario Moreno, Barbara, Theodore Bikel, Mike Brant, Leonard Cohen, Al Jolson, Jan Peerce, Mireille.

The actors Sarah Bernhardt, Rachel, Danny Kaye, Groucho Marx, Jake Gyllenhaal, Scarlet Johansson, Barbra Streisand, Natalie Portman, Adrien Brody, Gwyneth Paltrow, Joaquin Phoenix, Rachel Weisz, Mathieu Amalric, Lisa Bonet, Helena Bonham Carter, Sean Penn, Live Schreiber, Kyra Sedgwick, Jeff Goldblum, Jane Seymour, Debra Winger, James Caan,

Peter Coyote, Neil Diamond, Michael Douglas, Richard Dreyfuss, Harrison Ford, Goldie Hawn, Barbara Hershey, Miriam Margolyes, Rob Reiner, Anouk Aimee, Alan Arkin, Richard Benjamin, Claire Bloom, Dyan Cannon, Sammi Frey, Elliott Gould, Judd Hirsch, Dustin Hoffman, Harvey Keitel, Martin Landau, Piper Laurie, Jackie Mason, George Segal, Susan Strasberg, Chaim Topol, Gene Wilder, Lauren Bacall, Shelley Winters, Theodor Bikel, Mel Brooks, Tony Curtis, Peter Falk, Eddie Fisher, Laurence Harvey, Judy Holliday, Jack Klugman, Jerry Lewis, Walther Matthau, Paul Newman, Tony Randell, Simone Signoret, Mel Torme, Jean-Pierre Aumont, Martin Balsam, Jeff Chandler, Lee J. Cobb, Harry Baur, Pierre Arditi, Yvan Attal, Jean-Pierre Bacri, Patrick Bruel, Gad Elmaleh, Roger Hanin, Agnes Jaoui, Regine, Elsa Zylberstein, Emmanuelle Beart, Charlotte Gainsbourg, Kirk Douglas, Zsa Zsa Gabor, John Garfield, Hedy Lamarr, Zero Mostel, Dinah Shore, Eli Wallach, Melvyn Douglas, Peter Lorre, Fanny Brice, Eddie Cantor, Leslie Howard, Sam Jaffe, Paul Muni, Edward G. Robinson, Theda Bara, Al Jolson, Sophie Tucker, Eric von Stroheim.

The filmmakers Steven Spielberg, Woody Allen, Paul Mazursky, Carl Reiner, Billy Wilder, Peter Brook, Roland Joffe, Alexander Korda, Sam Mendes, Sidney Lumet, Stanley Kubrick, Michael Curtiz, Milos Furman, Ernst Lubitsch, Fritz Lang, Joseph Mankiewicz, Joel and Ethan Coen, Jules Dassin, Roman Polanski, David Cronenberg, Otto Preminger, Arthur Penn, George Cukor, William Wyler, Michael Mann, Rob Reiner, Josef von Sternberg, Eric von Stroheim, Oliver Stone, Stanley Donen, Don Siegel, Jean-Pierre Melville, Fred Zinnemann, Mike Nichols, Barry Levinson, Istvan Szabo, John Frankenheimer, William Friedkin, Stanley Kramer, Marcel Ophuls, Claude Berri, Gerard Oury, Alan J. Pakula, Anatole Litvak, John Schlesinger, Joel Schumacher, Michel Hazanavicius, Ralph Bakshi, Philip Kaufman, Peter Bogdanovich, Richard Brooks, Sydney Pollack, Cedric Kahn, Claude Lanzmann, Moshe Mizrahi, Ephraim Kishon, Claude Lelouch, Francois Truffaut.

How would the world of medicine look like without [Jonas Salk](#) who developed the polio vaccine – thus saving the lives of millions, [Karl Landsteiner](#) who discovered the human blood groups, the polio virus, and is the father of transfusion of blood – thus saving the lives of millions, [Ernst Boris Chain](#) who discovered penicillin's therapeutic action – thus saving the lives of millions, [Selman Waksman](#) who discovered [Streptomycin](#) and several other [antibiotics](#) – thus saving the lives of millions, [Waldemar Haffkine](#) who developed vaccines against cholera and bubonic plague – thus saving the lives of millions, Bernard Kouchner founder of Doctors Without Border, and so many others. A world without Rene Cassin – president of the European Court for Human Rights, the most famous economists – David Ricardo, Paul Samuelson, Simon Kuznets, Kenneth Arrow, Milton Friedman, Lawrence Klein, Franco Modigliani, Robert Solow, Joseph Stiglitz, Paul Krugman. How would history be without the contribution of King David, King Solomon, Moses, Jesus (who was a social activist Jew crucified by "neoliberal" Romans), Rambam/Maimonides, Rashi, Spinoza, Disraeli, Rabin, & many researchers say that [even Cervantes](#) & [Colombus were Jewish](#). Jews were among the most prominent entrepreneurs and business moguls in France – Andre Citroen, founder of Citroen car factories, Marcel Dassault, founder of the Dassault Aircraft factories, Daniel Carasso, founder of the Danone food factories, Pierre Wertheimer, co-founder (investing in the late 1920s) of the couture and parfumerie company Chanel, and the financiers – the Rothschild family, the Dreyfus family, and the Lazard family. Some well-known French politicians were also Jewish: Leon Blum, Adolphe Cremieux, Pierre Mendes-France, Michel Debre, Laurent Fabius, Jack Lang, Simone Veil, and others. We can of course cite here the names of the prominent Jewish businessmen and politicians in the US, UK, Germany, Italy, Russia, etc., but they can be found in the politicians [List of Jews](#), including Lenin (with a Jewish grandfather), the well known businessmen [in the UK](#) – including my

Egyptian born compatriot [Sir Ronald Cohen](#), known as the father of British venture-capital/founder of Apax Partners and of social investment – founder of Bridges Ventures.

The list of the Jewish American businessmen [List of Jews](#), is really impressive. We find there the financiers who founded Warburg, Goldman Sachs, Blackstone, Soros, the founders of Starbucks, Levi Straus, Calvin Klein, Home Depot, Mattel, Max Factor, Estee Lauder, The Gap, the owners of The New York Times (that maybe explains the pro-Israeli articles of the newspaper... I'm just kidding), New England Patriots, Las Vegas Venetian and Sands Casinos, real estate, hotels, Hyatt, Carnival, and the founders/CEOs in the film/TV industry: Miramax, Paramount, Columbia, 20th Century Fox, Fox Film, Warner, Time Warner, Disney, Dreamworks, ABC, Universal, MGM, CBS, Viacom, NBC, RCA. Jews and Israelis are among the most famous technology wizards who innovated so much at Intel, Google, Facebook, cellular phones, Waze, computers, space, irrigation, agriculture, physics, chemistry, and some of the most important breakthroughs in medicine & biotechnology. The most renowned are: Sergey Brin and Larry Page founders of Google, Mark Zuckerberg founder of Facebook, Andrew Grove founder of Intel, Michael Dell founder of Dell, Steve Ballmer who was CEO of Microsoft and had 8% of its shares, Lawrence Ellison founder of Oracle, Sandy Lerner founder of Cisco, Irwin Jacobs founder of Qualcomm, Benjamin Rosen Chairman of Compaq, Beny Alagem founder and CEO of Packard Bell, Rob Glaser CEO of Real Networks, Jerry Greenberg founder of Sapient. Theodor Maiman successfully fired the first working laser in 1960, there were other important inventions in genetic engineering, Materials, pacemakers and defibrillators... More than half of Jewish adults (55%) in the US received college degree and 25% earned a graduate degree. More than 60% of all employed Jews in the US are in one of the three highest status job categories: business/finance, professional/technical, management/executives. Israeli talent invented Intel's Pentium, Checkpoint's FireWall Internet Security, the cell phone developed at Motorola Israel, the voice mail technology, the Disk on Key, the highest level of scientific papers per capita, startups per capita, the world's second highest supply of new books per capita, technology protecting airlines from missile attacks, Drip Irrigation causing a revolution in agriculture, Quicktionary, the sun-heated water tank, etc., while Jews were not involved in terror. I must restrict this statement – there were individual Jews who murdered Arabs – tens of victims in some cases, but they were always condemned by the authorities and almost all the Israeli population, they were caught and sent to prison, and at Israeli schools Jewish kids are not taught defamatory allegations against the Arabs and the Muslims. The situation is completely opposite with the Palestinian Authority which glorifies terrorists, finances their families, defames Jews inciting young kids of 13 to kill Jewish children, women to stab civilians, rich Arab states finance terror, wars, while their religion promises Shahids 72 virgins in heaven.

Danny Lewin founder of Akamai, was killed in the 9/11 attacks in American Flight 11, proving that 9/11 was not a Jewish/Zionist conspiracy, although the anti-Semites accuse the Jews to have [planned and executed](#) the 9/11 attacks. In 2003, the [Anti-Defamation League](#) (ADL) published a report attacking "hateful conspiracy theories" that the 9/11 attacks were carried about by Israelis and Jews, saying they had the potential to "rationalize and fuel global [anti-Semitism](#)." It found that such theories were widely accepted in the [Arab and Muslim world](#), as well as in Europe and the United States. Many Muslims live in a virtual reality, including notorious Egyptians which defame Israel and the Jews, after Israel has made peace with Egypt and withdrawn from all its territories. The [Anti-Defamation League](#) lists [Zionist](#) conspiracies including spreading poisons (Jan 1995, *Al-Ahram*), spreading [AIDS](#) (*Al-Shaab*), [blood rituals](#) (June 1995, *Al-Ahram*), leading [an international conspiracy against Islam](#) (March 1995, *Al-Ahram*), and creating the myth of the [Holocaust](#) (Dec 1995 – Feb

1996, [Egyptian Gazette](#)). But the Palestinian president Abu Mazen excels in that as well after writing his PhD dissertation on this subject. Again, virtual reality. Conspiracy theories holds the Jews responsible for killing American Presidents [Abraham Lincoln](#) and [John F. Kennedy](#), and causing the [French](#) and [Russian revolutions](#). Zionists are seen as a threat to the world. A widespread conspiracy theory after the [September 11 attacks](#) blamed Israel and [Mossad](#) for the attacks. [Protocols of the Elders of Zion](#), an infamous [hoax](#) document purporting to be a Jewish plan for world domination, is commonly read and promoted in the Muslim world. Conspiracy theorists in the Arab world have claimed that [ISIL](#) leader [Abu Bakr al-Baghdadi](#) is in fact an Israeli [Mossad](#) agent and actor called Simon Elliot. Just a moment, this is fantastic, at last the anti-Semites have a strong evidence of the evils of the Jews and Israelis. There is a huge conspiracy of the Jews/Israelis to conquer the world with ISIL/ISIS/Daesh, and after the world will be conquered al-Baghdadi, alias Simon Elliot, will force all the Christians and Muslims to convert to Judaism, in the Jewish Caliphate, building the Temple in Oxford. I contribute here another evidence to the conspiracy theory – Gamal Abdel Nasser, was a Mossad agent called Gamliel Oved Netzer, otherwise how can you explain the huge defeats of the Egyptian army in 1956 and 1967. He did it on purpose to let the Israelis win!

The rumors claim that NSA documents leaked by [Edward Snowden](#) reveal this connection. Snowden's lawyer has called the story "a hoax." The ADL's report found that "The Big Lie has united American [far-right](#) extremists and [white supremacists](#) and elements within the Arab and Muslim world". It asserted that many of the theories were modern manifestation of the 19th century [Protocols of the Elders of Zion](#), which purported to map out a Jewish conspiracy for world domination. The ADL has characterized the [Jeff Rense](#) website as carrying anti-Semitic materials, such as "American Jews staged the 9/11 terrorist attacks for their own financial gain and to induce the American people to endorse wars of aggression and [genocide](#) on the nations of the Middle East and the theft of their resources for the benefit of Israel". Pedro A. Sanjuan, a former [United Nations](#) diplomat, alleged that antisemitic 9/11 conspiracy theories were common at high levels of the UN following 9/11. There are therefore some Muslim/Arab [people and organizations](#) who live in a virtual reality and spread false anti-Semitic lies against the Jews and Israel that unfortunately thousands Europeans and millions Muslims believe, one of the worst is the allegation that the CIA and the Mossad have planned and executed the 9/11 attacks. They are so worried that the world will think that Arabs and Muslims did it that like lunatics who live in a virtual reality they have invented a story that Muslims and Arabs did not do it, but Jews, Israelis and Americans. You have to read the stories that they invent in order to understand in what state of illusion they live, and it is a sheer tragedy that millions believe them including important people as seen in those articles. [Roger Cohen](#) theorizes that the popularity of [conspiracy theories](#) in the Arab world is "the ultimate refuge of the powerless", and Al-Mumin Said noted the danger of such theories in that they "keep us not only from the truth but also from confronting our faults and problems..." But they are not alone, important Europeans & Americans have found a link between Palestinian conflict and the mass murder of Parisians in Black Friday 13/11 attacks.

And if we started with poor Danny Lewin who was killed by Muslim Arab terrorists in the 9/11 attacks, we bring here the hallucinatory accusation that he was responsible for the attack and he still lives, and that is what those anti-Semites write: "**Daniel Lewin:** Lewin, an Israeli Jew, was confirmed to be a member of the special Israeli commando unit, the Sayeret Matkal, which specializes in "anti-hijack" takeovers and assassinations. The official narrative has it that Lewin got involved in a struggle with one of the alleged hijackers and ended up getting shot, which was later revised to being stabbed. The suggestion here is not that Lewin was on a suicide mission and flew into the towers; rather that he landed the plane at Stewart Airport

where it was swapped for a remote control drone. Stewart Airport was the "privatized" airport where the flight-paths of the alleged planes that hit the twin towers, oddly converged." We, the fundamentalist Muslims and Arabs are OK, we are not responsible for the 9/11 New York/Washington attacks, the Black Friday 13/11 Paris attacks, all the attacks against innocent civilians in London, Madrid, Brussels, Buenos Aires, Iraq, Syria, Afghanistan. The Jews and the Israelis are responsible for all the attacks and the evil in the world, and the peacelovings at the British, Swedish, French, Irish, and American universities will believe us and justify the Hamas, the Hizballah, ISIS, Iranian attacks, as they were either executed by Arab/Muslim victims oppressed by the Jews and the Israelis in a justified war of independence (where hundreds of thousands of Syrian, Iraqis, Algerians, Yemenites and Sudanese were murdered by the Jews or because of the Jews), or by a Jewish conspiracy. And if you don't believe us ask Herr Hitler, Herr Goebbels, Herr Himmler, Sayyid bin Laden, Sayyid Haj Amin al-Husseini, Sayyid Arafat... Lie again and again, until all the fools will believe you! And anyhow, the British academic peacelovings boycotting Israelis are probably the grandsons of those who worshiped the defeatist policy of Mr. (he refused any title) [Neville Chamberlain](#), or the pro-Nazi attitude of king [Edward VIII](#), who worshiped [Lawrence of Arabia](#), or were the blind admirers of the arch-butcher [tovarish Stalin](#), together with other foolish admirers in France, Italy, Spain, Greece, Germany, Poland, and Moscow.

היבטים אקטואליים על גזענות - מסה

אחד הסופרים האהובים עלי ביותר הוא שיקספיר, אביר נעורי. קראתי מחזות שלו בתיכון ולמדתי את יוליוס קיסר שהוא אחד המחזות האהובים עלי, בוודאי המחזה ההסטורי הטוב ביותר שנכתב אי פעם. בגיל 18 כשלמדתי באוניברסיטה כשהבליינים רקדו בדיסקוטקים והחרשנים התעמקו ברזי הכלכלה, אני קראתי כמעט את כל מחזות שיקספיר, והם סייעו לי לגבש תפישת עולם – המלך ליר, אותלו, מקבת, רומיאו ויוליה. את הסוחר מונציה הכנסתי לתוכנית הלימודים שלי על אתיקה בעסקים וכמי שאוהב לדון בסוגיות של אנטישמיות המחזה מספק לנו נושאים אינסופיים לדיון עם הסטודנטים. יש הטוענים שתלמידי הפריפריה טובים פחות מתלמידי השכונות המבוססות. הניסיון האקדמי שלי הוכיח בדיוק את ההיפך. כי הדיעה הקדומה נכונה כמו הטענה שהשופטים המזרחים פחות טובים מהאשכנזים ולכן לא יכולים להיבחר לבית המשפט העליון והפרופסורים המזרחים פחות טובים מהאשכנזים ולכן לא יכולים לקבל משרות בכירות באקדמיה. שלושת הטענות נגועות בגזענות, ואני מזכיר לגזענים באקדמיה ובועדות לבחירת השופטים כי אמרו בדיוק את אותו הדבר לגבי הנשים שלא ראיות לבחור ובוודאי שלא ראיות להתקבל ללימודי הרפואה, המדעים ואפילו בפקולטות למנהל עסקים. אני למדתי במחזור הראשון באינסאד שבו למדו נשים – שתיים בסך הכל – וגם זו הייתה פריצת דרך. ממשלת מפא"י הגזענית בחרה בכל פעם שני שרים מזרחים/ספרדים – שר הדואר ושר המשטרה, כי הרי הספרדים לא ראויים להיות שרים או ראשי ממשלה (עד היום לא...). מדהים איך אשכנזים שסבלו הכי הרבה מגזענות ורבים מהם היו בשואה בחרו באותם התירוצים הגזענים שהשתמשו בהם האנטישמים לפסילת מזרחים. כל אוניברסיטה שבה יש נומרוס קלאוזוס למזרחים, לערבים ולנשים בסגל הבכיר שלהם נגועה באפליה ועל אחת כמה וכמה בית המשפט העליון המנציח את הסטטוס קוו.

אפשר לחשוב שבבית המשפט העליון יושבים מאורות האנושות שמטפלים במהירות הבזק בתיקים המוגשים להם ולא גורמים לעינוי דין לכל המתדיינים. כבר אמרתי שלנוכח ההערכה הנמוכה שלי לחברי הכנסת ולרמת הדיונים בה לא ביקרתי בה אף פעם ואני גם לא נמנה עם המעריצים הגדולים של בית המשפט העליון. אבל בכל זאת ביקרתי שם פעם אחת בעיקר בגלל הארכיטקטורה של המבנה החדש ונכנסתי לדיון שבו ישבו מיטב השופטים של איזה סכסוך שכבר נמשך אם אני לא טועה עשר שנים ויותר. והנה כאשר רק החל הדיון באו השופטים המכובדים, הקרם דה לה קרם, ונתנו למתדיינים את ההצעה הגאונית לצאת מהאולם ולנסות להגיע לפשרה. כנראה שבשביל לתת רעיונות כאלה הם מקבלים את המשכורות הגבוהות ביותר בסקטור הציבורי, אבל אני הייתי יכול לתת את אותו הרעיון חנם אין כסף בלי ללמוד משפטים ובלי ניסיון משפטי של עשרות בשנים. הסתכלתי על הפנים הנדהמות של המתדיינים, שאם הם היו יכולים להגיע לפשרה היו בוודאי עושים זאת אי שם במהלך עשר השנים של הסכסוך ביניהם. זאת ועוד, חלק משופטים אלה גם מרוויח תקבולי עתק כבוררים בנוסף לפנסיה התקציבית הגבוהה שלהם. אם אין בכך ניגודי אינטרסים אני יודע מה הם ניגודי אינטרסים. כשבאים אליהם פשוטי עם שתובעים חברות ענק וטייקונים הם אמורים לתת דין צדק אבל איך יוכלו לתת דין צדק אם הטייקונים והחברות הגדולות יעסיקו אותם אחרי צאתם לגימלאות וישלמו להם סכומי עתק כבוררים. יש לאסור על שופטים לעבוד בעבודה כלשהי אחרי צאתם לגימלאות, פרט אולי להוראה באוניברסיטה, כי אחרת מה טעם לתת להם פנסיה כה גבוהה. אפשר לחשוב שבגיל 70 הם יתחילו לעשות לביתם. ומה הסיכוי לתביעות ייצוגיות בתנאים אלה, שבהם הבוררים פוסקים בין טייקון לטייקון? וזה לא משנה אם זה אותם הטייקונים והחברות או אחרות – ברגע ששופטים יודעים שפרנסתם תהיה תלויה בהם עם פרישתם לגימלאות איך יוכלו לשפוט דין צדק כשהמתדיינים הם פשוטי עם שאף פעם לא יזמינו אותם לתביעות בוררות. אני רואה איך תביעות ייצוגיות על עוול משווע שאירע לפני שני עשורים מגיעים רק כיום להכרעה ואילו פירורים מקבלים אלה שהפסידו את כספם אם בכלל. זה עינוי דין משווע!

אבל כנראה שהחברות במועדון האקסקלוסיבי הזה כמו במועדונים אמריקאים מלפני שישים שנה שלא הייתה בהם דריסת רגל ליהודים ולשחורים היא רק לחברי אליטות מסוימות שאינן כוללות מזרחים, ערבים או ספרדים. בעולם העסקים למדתי לשפוט מצבים על פי התוצאות ואם אין כמעט מזרחים בבית המשפט העליון או בצמרת האקדמיה זה נובע מאפליה, כי מי שבוחר את המועמדים הם אותם חברי אליטות. כל החלטה של פוליטיקאים או מאן דהוא להתערב בשיקולים שלהם תיחשב כפגיעה בבית המשפט העליון, ואני כבר לא מדבר על הרכב כזה או אחר של שופטים יונים או של שופטים אקטיביסטים. במדינות בדרום ארצות הברית היו השחורים צריכים להירשם אצל פקידי הממשל בשביל שיוכלו לבוא ולבחור. ופקידים אלה היו שואלים אותם שאלות זרות ומוזרות שגם הלבנים הגאונים ביותר לא היו יכולים לענות להם, קל וחומר השחורים שרמת ההשכלה שלהם הייתה ירודה בהרבה מאשר של הלבנים בעיקר בדרום. וכשבאו בטענות לפקידים הם היתממו ואמרו שהשחורים לא ידעו לענות לשאלות ולכן לא קיבלו זכות בחירה. האם זה מזכיר לנו משהו לגבי תנאי הסף לבחור פרופסורים ושופטים עליונים, תנאים שמזרחים וערבים ובעבר גם נשים לא עוברים אותם? במדינה מעבר להרי החושך ישנה שרת תרבות שעולה

לכותרות בזכות סגנונה הבוטה, שמשום מה היא גם מזרחית, ומתנגדיה, קפוצי ה... כהגדרתה, מביאים טיעון זה בריש גלי, כי הרי המזרחים פרימיטיביים, ניאנדרטלים ומנשקי קמעות. אותה שרת התרבות הציעה ברוב חוצפתה שמנהלי תיאטרון שמשרתים בתפקידיהם למעלה מעשרים שנה יוחלפו, אוי לאזנים השומעות. שהאופרה שמקבלת תמיכות עתק מהממשלה בשביל שכבה מאוד מאוד מצומצמת של הציבור שגם כך משלמים מאות שקלים לכרטיס תתחלק בתקציבים שהיא מקבלת עם התזמורת "האנדלוסית". איך הגשש שלנו אמרו "זורבה מה?" – אנדלוסית!!! – לא בשביל כרמן, לא בשביל ריגולטו, בשביל התזמורת האנדלוסית. לי קל לחוות דיעה כי אני מאוד אוהב אופרה ובמיוחד את ריגולטו, לה בוהם, טורנדוט וכרמן ואף פעם לא ביקרתי בקונצרט התזמורת האנדלוסית.

אבל יואילו בטובם המבקרים הנכבדים באופרה שרובם משתייכים לאלפיון העליון וחלקם גם חברים טובים (עוד פאתווה), לוותר על הסובסידיה הממשלתית, כי מי זה יכול להרשות לעצמו לשלם מאות שקלים בשביל כרטיס במקום טוב. אפילו אני שיכול להרשות לעצמי חושב שזאת שערוריה לדרוש כל כך הרבה כסף בשביל כרטיס אופרה שצריך להיות נגיש לכל שכבות האוכלוסיה ולכן אני לא הולך לאופרה. כשאני בחו"ל אני מבקר באופרה, משלם פחות ונהנה ממופע באיכות טובה יותר. לכן, יש לי הצעה – שאותם טייקונים שעושים את הציבור הרחב, עושים תספורות של עשרות אחוזים, מסרבים לשלם מיסים שמגיעים מהם בטיעוני סרק וגם כך חברי הממשלה נתונים בכיסם כי הם מקבלים מהם תמיכות למפלגותיהם ולכן פוטרם אותם מתשלום מיסים או תמלוגים על מחצבי המדינה, שאותם הטייקונים יממנו מימון מלא את האופרה, כי מה זה בשבילם כמה עשרות מיליוני דולר שהם רק חלק מזערי ממה שהם היו צריכים לשלם למדינה ומההוצאות שהם היו צריכים להוציא בשביל שבחיפה לא נמות מסרטן באחוזים הכי גבוהים במזרח התיכון. שהטייקונים יכסו את כל הוצאות האופרה וכרטיס כניסה יעלה כמו כרטיס בתיאטרון – חמישים עד שמונים ש"ח עם ההנחות, וכך האופרה תהיה נגישה גם לשכבות האוכלוסיה האחרות ולא רק לאלפיון העליון. אני כל כך נהנה כשאני בא לתיאטרון ורואה בו את כל שכבות האוכלוסיה, פועלים ופקידים, מזרחים ואשכנזים, דתיים וחילוניים, אבל חבל שלא חרדים כי אסור להם להיות מושפעים משיקספיר או איבסן. במטרופוליטן אופרה בניו יורק רשום בכיסאות שם הנדבן שתרום עבור הכיסא באופרה. יש גם רשימה בתוכניות הערב של כל גדולי התורמים. שיעשו אותו דבר באופרה ושחברי האלפיון העליון יוכלו לשבת ברווחה על כיסאות שמומנו על ידי הטייקונים.

בפרק על התרבות האנגלית סקרתי בהרחבה את כתבי ג'ימס ג'ויס ואף מצאתי בצורה היתולית קווים משותפים בין ג'ויס לביני – זרם התודעה, אודיסיאה מודרנית ביוליסס ובהישמרו מדורון יווני, כתיבה המבוססת על יומנים וחוויות אישיות, ומעל לכל פוליגלוטיות וכתובה בעשרות שפות כמו בספרו האחרון של ג'ויס – ואני חושש שיוציאו עלי עוד פאתווה של מעריצי ג'ויס, בנוסף למעריצי בית המשפט העליון, צמרת האקדמיה, היונים הקיצוניים, דאע"ש, הטייקונים והמושחתים. אני סוקר בפרק את הספר בביט של סינקליר לואיס ומודה באשמה שאני לא קונפורמיסט. בדיון על שיקספיר אני סוקר את הגזענות בסוחר מונציה, ואני יודע כי יהיו כאלה שיטענו שאני גזעני, אך אני מבהיר לאורך כל הספרים וכל הקריירה שלי מעידה על כך כי תמיד נלחמתי נגד גזענות כלפי ערבים, מזרחים, נגד אפליה לנשים וקיפוח. אני גם סוקר את המרד של ברוטוס נגד העריץ יוליוס קיסר, אם כי אני חוזר וטוען במאמרי ובספרי שאני מתנגד לחלוטין לכל אלימות גם אם כלו כל הקיצין, כי אני גנדיאני בהשקפת עולמי. לבסוף, אני חוזר לנושא הפריפריה. למזלי הרע חייתי בפריפריה היחסית קרובה לעיר שש שנים בחיי וגם זה היה שש שנים יותר מדי. אני עירוני עד לשד עצמותי, זקוק לנגישות למופעי תרבות – הצגות, סרטי איכות, אופרה, הרצאות, קונצרטים, בזמנו חנויות ספרים וספריות, בתי ספר מעולים, חוגים טובים, עבודות מעניינות עם סיכויי התקדמות ומשכורות נאות, בתי חולים ומרפאות עם מיטב הרופאים. בפריפריה אין כמעט דבר מכל אלה. ברגע שאתה גר רחוק מהעיר או מהמרכז אתה נכנס ללופ שקשה לך לצאת ממנו. בתי הספר גרועים, המורים איומים (אלה הכללות ואני מודע לכך שיש יוצאים מהכלל מבורכים) – על כל פנים אני סבלתי מכך בפריפריה. אתה גם יכול למות בגלל ריחוק בתי החולים והרמה הנמוכה של הרופאים. אתה עלול לקבל סטיגמה בגלל שאתה גדלת בפריפריה, בגלל דיעות קדומות וגזענות.

אני לא יודע כמה מהקוראים מכירים את המונח הפז'ורטיבי – "חי-בר". לא, זה לא החי-בר בחיפה שם ניתן למצוא חיות חמודות, הכוונה אליבא דגזענים ראשי תיבות של "חולון, יפו, בת-ים, ראשון לציון". מה לעשות שלא כולם יכולים לגור בתל אביב ובצוק העיתים עליך לגור בפרברים. אבל אתה מקבל סטיגמה. הייתה לי משפחה בחולון, מלח הארץ, אבל חולון נחשבת נחותה בהשוואה לתל אביב ואפילו לגבעתיים. הייתה לי גם משפחה בבת-ים שאחר כך עברו לראשון לציון וכך נשארו עדיין בהגדרה של חי-בר. כל חטאם היה בזה שלא היה להם כסף לגור בתל אביב אם כי הוריהם גרו בתל אביב. יפו היא בכלל מעבר להרי החושך, אם כי מחבל נתעב עשה את המרחק בין שתי הערים בכמה דקות בריצת אמוק כשהוא דוקר והורג את כל הבא לסכין, על הסכין, על הסכין, אטבח אל יהוד,

כי למלאך המוות לא משנה את מי הוא קוצר בתוך החי-בר או מחוצה לו, כי כשיומך מגיע כולם שווים בפני המוות. כשעזבתי את הפריפריה (ולא אציין איפה זה היה כי היו לי גם רגעים יפים בה וזה יהיה לא הוגן לפסול אוכלוסיות שלמות) מעולם לא חזרתי אליה. זאת ועוד, כשהתחתנו לא היה לנו כסף כלל, רק אהבה ואמביציה גדולה. אבל אחרי שנתיים חסכנו קצת וקיבלנו קצת, ויכולנו לרכוש דירה ישנה של שלושה חדרים בגבעתיים בפאתי תל אביב, דירה חדשה של ארבעה חדרים בפתח תקווה או בית בודד ברעננה. בחרנו בדירה הישנה בגבעתיים, שיפצנו אותה קצת באהבה גדולה, ומכרנו אותה כעבור שלוש שנים בפי שלושה (טוב, גם האינפלציה עזרה קצת). הדירה בפתח תקווה כמעט ולא עלתה ואני כבר לא זוכר מה היה המצב ברעננה, אם כי מבחינה כלכלית בוודאי שהיה הכי כדאי לקנות את הבית הבודד ברעננה. אבל היינו צריכים לחכות לשם כך עשור אחד או שניים. בזכות הקרבה לתל אביב יכולתי לעבוד במשרה בכירה, רותי ילדה בבית חולים מעולה, ונהנינו מכל מגוון התרבות של תל אביב. כשמכרנו את הדירה בגבעתיים רכשנו בשנת 1974 דירה חדשה של ארבעה חדרים באחווה, שהיא השכונה הטובה ביותר בחיפה, שם מצאתי עבודה במשכורת גבוהה (אז חיפה עוד לא הייתה בפריפריה אלא עיר ואם בתעסוקה), שירותי בריאות מעולים, תרבות מעל ומעבר (חיפה היא לדעתי העיר הכי תרבותית בארץ, ובמחירים נגישים לכל), ושלושת הילדים למדו בבית הספר הריאלי, שהוא לדעתי בית הספר הטוב ביותר בארץ. לי זה היה חשוב כי בכפר בו גרתי למדתי בבית ספר עממי כל כך גרוע שהפכו אותו לבית ספר מקצועי וכשהמשפחה שלנו עברה לחיפה בשנת 1959 ויכולתי ללמוד בריאלי כי הייתי תלמיד מצטיין לא יכולתי לעשות זאת כי לאבי לא היו האמצעים לכך ולמדתי בבית ספר כל כך גרוע שהוא נסגר והפך למגרש חניה ולחנות בגדים. אז, שלא יספרו לנו על פריפריה.

גם כיום, מי שגר בפריפריה זוכה לנשום את האוויר המורעל של המפרץ עם שיעורי התחלואה הכי גבוהים במזרח התיכון. מי שחי בפריפריה בדרום מקבל קטיושות וטילים, חייב לעבוד רק בבית החרושת המקומי במשכורת רעב, שגם הוא נסגר לרוב. בתי הספר על פי רוב באיכות ירודה, אתה מת בדרך הארוכה לבית החולים והסיכוי שלך לצאת ממעגל העוני או במקרה הטוב ממעגל המעמד הבינוני הנמוך שואף לאפס. אני גם הראיתי לסטודנטים שלי סרטים על כך, ביניהם את הסרט הנפלא "שביתה" שלא היה סטודנט שלא התרגש ממנו וכמה אף בכו. אני מודע שלפעמים קורים ניסים ואתה מאוד מצליח למרות הסביבה והפריפריה, שאתה יכול כמוני לשלם תשלום עתק למנהל מחלקה בבית חולים בעיר הגדולה שגם הורס לך את העין, שחבר שלי קיבל טיפול כל כך גרוע בבית חולים בלב המטרופולין שהוא מת, בבתי הספר המעולים אתה יכול להידרדר לסמים ולפעמים גם לסבול מאלימות ומהתאכזרות מנטלית, אבל בגדול עדיף לחיות בעיר איכותית מאשר בפריפריה. ונסיים במה שהתחלנו – למזלי לימדתי על פי רוב ובוודאי באוניברסיטת חיפה סטודנטים שאינם שייכים לאליטות. למה למזלי? קודם כל בגלל שלמדתי אתיקה עסקית לבני האליטות שבחלקם הגיעו לאליטות בגלל מעשים לא הכי אתיים של ההורים זו משימה כמעט בלתי אפשרית. וגם את זה חוויתי כאשר בכל זאת לימדתי בבתי ספר שבהם למדו בני האליטות. הם הזדעזעו שכפרתי במשנה הניאו ליברלית עליה הם התחנכו, שדיברתי בגנות התנהגות הטייקונים שהעסיקו את הוריהם במשרות בכירות, ושרציתי צדק חברתי וכלכלי שמשמעותו הייתה שהם ייהנו פחות ממשמני השלטון ויצטרכו רחמנא ליצלן לשלם מיסי אמת, מיסי ירושה, מיסים פרוגרסיביים, מיסים גבוהים על רווחי הון ומיסי מעסיקים. בכיתות שלי היו הסטודנטים מחולקים פחות או יותר כך - שליש עולים חדשים מרוסיה, שליש ערבים, שליש מזרחים שגדלו בפריפריה – טירת הכרמל, קרית-ים, נשר, קריית שפרינצק, אך כמעט ולא היו כאלה שגרו על הכרמל. אם היו לי קבוצות סגורות היו אלה עובדי חברת החשמל חסרי השכלה אקדמית שלמדו לקראת התואר הראשון, 17 מחזורים של חובלים מכל שכבות העם, שוטרים לא בכירים, פקידי עירייה לא בכירים, ולמרבה הפלא – דווקא הסטודנטים האלה היו המבריקים ביותר, משתפי הפעולה ביותר, הצלחתי לשנות את הגישה הצינית שלהם שממילא לא ניתן לשנות. איך אומר הפסוק על תלמידים עניים, הלוואי שכולם יהיו מבריקים כמותם.

רוב הסטודנטים שלי מעולם לא קראו קודם מחזה, אבל הם הבינו ונהנו בצורה בלתי רגילה מכל המחזות שלמדנו ודנו בסוגיות האתיות שלהם, כאשר הם צריכים לקרוא את המחזה ולגלם את הדילמות האתיות של גיבורי הסוחר מונציה, אויב העם, קרנפים, ביקור הגברת הזקנה, כולם היו בני, הולך על כל הקופה, ובכמה מהקורסים גם טופו, גלנגרי גלן רוס, מותו של סוכן, אופרה בגרוש, רביזור ועוד. הם גם קראו ספרות מופת כגטסבי הגדול, ז'אן דה פלורט, ולהבדיל את הישמרו מדורון יוני שלי, וראו סרטי מופת כאלה חיים נפלאים, ארין ברוקוביץ', וול סטריט, המקור ועוד. הם היו ממש מבריקים, שיתפו פעולה, ירדו לכל הדקויות של המחזות והדילמות. ועל פי הקריטריונים המפלים של האוניברסיטאות היוקרתיות יותר הם לא היו מתקבלים כלל ללימודים אקדמיים, כי אין להם ציונים מספיק גבוהים, כי לא קיבלו תוצאות מעולות בבדיקות הפסיכומטריות. אין להם סיכוי א-פריורי בגלל שלמדו בפריפריה, אבל מההתרשמות שלי מה שגבר אצלם היה הצמא שלהם לידע, הראש הפתוח, החשיבה מחוץ לקופסא, הנון-קונפורמיזם, הרצון לשנות את המציאות, האמביציה להצטיין, ובהם עלו פי כמה על ילדי השמנת הקונפורמיסטים שלימדתי באוניברסיטאות היוקרתיות. היה לי סיפוק מירבי ללמד אותם וגם הם נתנו לי את המשובים הטובים ביותר שניתנו אי פעם באוניברסיטת חיפה. אם נותנים אפשרות לתושבי הפריפריה הם יכולים

להגיע לגדולות, מזרחים ועולים, ערבים וחרדים. הערבים שלמדו בקורסים שלי היו סטודנטים מצטיינים – גברים, נשים, בני חמישים ובני עשרים, מחיפה ומהכפרים, מירושלים המזרחית ומהגדה המערבית, דתיים וחילוניים, מבוססים ובני המעמד הבינוני הנמוך. הם שיתפו פעולה בשמחה, גילמו את כל התפקידים וכתבו עבודות גמר מעולות. לא נתתי להם הנחות, אם כי הם ניסו מדי פעם לקבל, ובסוף הודו לי שבזכותי הגיעו להישגים שלא חשבו שיגיעו אליהם. מעולם לא דיברנו על נושאים פוליטיים, הקפדתי על כך ולמעשה רק עכשיו כשאני כבר לא מלמד אני מרשה לעצמי להביע דיעות על הסכסוך, בד בבד עם גינוי לכל תופעה של גזענות. הייתה לנו עם הערבים אחדות אינטרסים במלחמה נגד השחיתות שהיא הרבה יותר נפוצה במגזר הערבי ובגדה המערבית, אבל אל דאגה היהודים בדרך הנכונה – לקראת ניגריה וארגנטינה. גם המזרחים, העולים והחרדים שבדרך כלל לא נמנים על האליטות ועל העשירון העליון הזדהו לחלוטין עם המסרים שלי, עם האירועים, המחזות והסרטים, בדינמיקה קבוצתית מתורבתת, לא כמו בכנסת שלנו, בבלוגים ובטלוויזיה, בהם משתמשים במונחים הכי נוראים שיש.

ולמרות הכל, למרות הקיטוב ההולך וגובר בין ה"שבטים" וליתר דיוק המגזרים השונים, אני אופטימי, כי אין לנו ברירה. אנחנו חולקים את אותו הגורל – דתיים וחילוניים, חרדים וערבים, יונים וניצים, מזרחים ואשכנזים, בעשירון העליון ובתחתון, פרט אולי לאלפיון העליון, לטייקונים, לפוליטיקאים ולפקידי הממשל המושחתים החוצים את הקווים ועוברים לשרת את הטייקונים אחרי שהקריבו להם את כל נכסי ומחצבי האומה. הם אמנם מהווים כיום את האליטות, מנהלים את המשק, יושבים בכנסת, ותופשים את העמדות הבכירות בממשל, אבל נתקלתי בתור מרצה בצעירים מופלאים שיש להם מודעות חברתית, מה שלא היה לפני עשור או שניים. ייתכן והייתה לי תרומה מסוימת לכך, כי בכל זאת השפעתי על אלפים, כמוני היו עוד אי אלו אקטיביסטים שתרמו את שלהם – איציק ספורטא, אריה אבנרי, יהושע סובול. קמו תנועות מחאה שהצליחו להוביל מאות אלפים להפגנות ולמודעות חברתית, נוצרה תשתית שממנה עשוי לצמוח השינוי, נזרעו הזרעים, אני שומע כיום בתוכניות טלוויזיה, בהרצאות, בעיתונות רעיונות וניתוח מצבים שכשאמרתי אותם לפני עשור אחד או שניים ראו בי תמהוני וכיום הם הפכו לנחלת הכלל. השחיתות חוגגת אבל לפחות כיום מודעים אליה ומתי מספר כבר נותנים את הדין. אני בעד שינוי הדרגתי בלי מהפכה ובלי אלימות, בצורה דמוקרטית אם כי לא דווקא עם המפלגות הקיימות, בסגנון הרפובליקה השניה שאני מטיף לה, כי צריך טיפול שורש למצב. ממשלות שלא מספקות ביטחון מפני האויבים ומפני הפשע, כשאנו נהרגים ברחובות על ידי סכינאים ופושעים, שלא מספקות רווחה כלכלית והקטנת הפערים, מיגור העוני וריסון הטייקונים, לא יוכלו להחזיק מעמד עד אין קץ, השינוי בוא יבוא. אם נהיה עדים לו – מה טוב, אם לא – הספרים והמאמרים ישארו כעדות לבשורת השינוי, הקורסים וההרצאות יהיו נגישים לכל, מכלול היצירה שלי יהווה את המורשת שלי לדורות הבאים.

Sarcastically, I maintain that there are many affinities between me and James Joyce, who is perceived as the best author of the XXth Century. First of all, both books on Ulysses were written with stream of consciousness, as I have written the synopsis of my play/novel in 24 hours on 60 pages, while the protagonists dictated me what they wanted to do and what to write, in a stream of consciousness, with all the dialogues already present in the synopsis. In the next 18 days I only made final touches to my work and typed it. Both authors base their novels on the Odyssey – Ulysses – Leopold Bloom – is the modern counterpart of Ulysses, like Uly Doron (the Israeli Ulysses) is. Both are tolerant, humanistic, detest violence, and live through an Odyssey in Dublin/Tel Aviv. Furthermore, both are even Jewish. Molly Bloom is Penelope and so is the Israeli Nelly. While Penelope is eternally faithful, Molly is not, having an affair with her manager, after ten years of her celibacy within the marriage. And so is Nelly, who after being faithful to her husband for 20 years, is having an affair with Uly's former manager. Both women are Jewish, as Molly was born in Gibraltar, the daughter of Lunita Laredo, a Gibraltarian of Spanish Jewish descent, and of course Nelly is also Sephardic, but was born in Larissa, Greece.

Finally, I chose the name of my Diary – A portrait of the idealist as a young man, after Joyce's "diary" – A portrait of the artist as a young man. And if this not enough, Joyce invented a unique polyglot-language for his final book Finnegans Wake composed of composite words from some sixty to seventy languages, in a similar way that I use in this book texts from more than 120 languages (Anything you can do I can do better... Annie Get Your Gun), as both are polyglots and use the following languages in their texts – English, French, German, Romansh, Serbian, Croatian, Spanish, Russian, Danish, Dutch, Swedish, Icelandic, Norwegian, Italian of course as Joyce lived in Italy, Greek, Latin, Hebrew. As a matter of fact, the only language that I don't use in my book and Joyce uses is Irish Gaelic, but this is because Joyce was Irish. Well, after all, it maybe incorrect to state that I read twice Ulysses and did not understand it, as subconsciously it probably affected my writing in my novel, play, diary, as well as in this book.

על ציונות ופוסט ציונים - מסה

בנימין זאב הרצל היה ללא ספק, יחד עם דוד בן גוריון ומנחם בגין, האדם שהשפיע בצורה הרבה ביותר על הציונות ועל תולדות האומה העברית בשנות התקומה שלה. יש לי הערכה רבה להרצל, הכנסתי את משנת הדרך השלישית שלו כחלק מתוכנית הלימודים שלי על צדק חברתי וכלכלי בישראל, ואני סוקר כאן את הביוגרפיות של הרצל שנכתבו על ידי שלמה אבינרי ועמוס אילון. שלמה אבינרי היה המרצה הטוב ביותר שהיה לי ואני מדבר עליו בהרחבה בספרים שלי. אני גם מנסה לשמור איתו על קשר מיילים ואמרתי לו לא פעם עד כמה הוא השפיע עלי עם הקורס שלו על פילוסופיה מדינית ביוון הקדומה. אבינרי נתן לי את היסודות של הראיה האתית שלי עם כתביהם של אריסטו ואחרים. בפרק זה אני כותב בהרחבה על סינדרום שטוקהולם ומקבילו הישראלי – סינדרום שנקין, על הרצל בראי היונים והניצים, על הציונות של יונים וניצים. אין טעם שאכתוב מחדש בעברית את מה שאני כותב בהרחבה באנגלית ולכן אסתפק בהבאת הפרק המלא על הרצל בספרי האוטוביוגרפי באנגלית להלן. מי שמעוניין לקרוא את הפרק האחרון של אלטנוילנד בלאדינו ובעברית יכול לקרוא אותו במאמר על הלאדינו בספר זה. קראתי בעניין רב את מדינת היהודים ואת אלטנוילנד, שאותו גם קראתי בלאדינו בכתב רש"י. בפרק על הלאדינו בספרי האוטוביוגרפי אני כותב על הרצל ומתייחס לציונות בקרב הספרדים והמזרחים. אחת השערוריות הגדולות ביותר של מדיניות ההכחשה של תרומת המזרחים והספרדים לישראל היא ההתעלמות הכמעט מוחלטת מהציונות המזרחית בסדרה "עמוד האש". רק עכשיו באיחור של עשרות שנים נזכרו לתקן את המעוות ולהוסיף עוד שלושה פרקים על תרומת המזרחים והספרדים לציונות.

אני לא הייתי זקוק לעמוד האש, היתה לי ציונות מזרחית-ספרדית בבית, כאשר אבי אלברט קורי היה פעיל ציוני בקהיר שבמצרים, כתב מאמרים בעיתונות היהודית, קרא עשרות ספרים על ציונות ואף הבריא אותם ממצרים, תוך סיכון במאסר, כי מי שעסק בציונות או קרא ספרים ציוניים היה צפוי למאסר באחד המחנות במדבר שרבים מהיהודים שנשלחו לשם לא חזרו. אבי גם החליט לעלות לישראל מציונות, כמו מרבית יהודי המזרח, כאשר הוא היה יכול להגר לברזיל אל סרי הבשר כפי שעשו זאת רוב המשפחה שלנו. אבי היה צריך לספק למכס המצרי את רשימת הספרים שהוא מוציא ממצרים (לא ברור לי למה זה היה חשוב למצרים, אך בשנה הראשונה למהפכה כל יהודי נחשב לסוכן ציוני בפוטנציה). אבי החליט להתחכם ולכתוב ברשימה שמות של ספרים בשינויים קלים. כך הספר QUAND IL MEURT כאשר ישראל מת של ברנאר לקאש, הפך ל- QUAND IL MEURT כאשר הוא מת. היה לאבי שטיח קיר גדול שכיסה חלק גדול מהזכוכית של הספריה הגדולה שלו, שגם אותה הוא הביא ממצרים, ובשטיח ניתן היה לראות את הרצל על המרפסת בבאזל מביט בשיירה של העולים לציון. ובהקשר לבאזל, באחד מביקורי בעיר ראיתי כתובת גרפיטי נגד ישראל בשווייץ הנקיה והמצוחצחת. התפלאתי איך זה ייתכן, וניגשתי לתחנת המשטרה הסמוכה להתלונן כתייר ישראלי על העלבת המדינה ממנה אני בא. דרשתי שהמשטרה תמחק את הכתובת. השוטרת התבוננה בי כחוצץ ואמר שהוא ירשום את התלונה. היום הייתי אולי בודק אם הכתובת לא נכתבה על ידי ארגון פוסט ציוני כזה או אחר של יהודים וישראלים הטוען שישראל היא מדינה נאצית (ההזוי הראשון שהתחיל בכך היה ישעיהו ליבוביץ') וכמו כל השמצה נאצית ואנטישמית זה נדבק, מה עוד שהיא נאמרת ונכתבת על ידי ישראלי או יהודי. BDS והפונדמנטליסטים המוסלמים לא צריכים להתאמץ עם רוח גבית של הסובלים מסינדרום שנקין בישראל הדמוקרטית.

יחד עם זאת, אני מאמין בזכות כל אדם להתבטא בישראל, בשווייץ או בכל מקום אחר (במיוחד בעזה ובאיראן...). אני האחרון שאתמוך בהצרת צעדיהם של היונים בישראל או בחו"ל, כי אם הם יוגבלו - מחר גם אני ואחרים הכותבים נגד הטייקונים והמשטר הניאו ליברלי נוגבל גם כן, מה עוד שאני כותב בהרחבה ומעלה על נס את אמיל זולא שהעז לכתוב את המאמר שלו "אני מאשים" נגד הנשיא, ראש הממשלה והצבא הצרפתי והוטל עליו מאסר, שעל מנת לחמוק ממנו היה עליו לברוח לבריטניה. אני רק מבקש שגם בתיאטרון ובאוניברסיטה הנשלטים על ידי מנהלים יונים יאפשרו לבעלי השקפות ניציות להתבטא, יחלקו תואר דוקטור כבוד לתושב השטחים "הכבושים" שגם קיבל במקרה את פרס נובל כי לשוודים זה לא הפריע, כי מי שדורש דמוקרטיה צריך להיות דמוקרט גם אצלו, אפילו אם הוא תומך בתושבי עזה הנצורים החיים במשטרים רצחניים כמו החאמס שהוא משטר אפל תיאוקרטי שרוצה להחריב את ישראל ושולח אלפי טילים ההורגים נשים וילדים. הרשות הפלשתינאית אינה טובה בהרבה, כי גם היא מסרבת להכיר במדינה היהודית בישראל, שלחה באינתיפאדה השנייה מאות מרצחים שרצחו למעלה מאלף אזרחים, מחיר השלום כידוע, מטיפה להרג יהודים בכל ספרי הלימוד שלה ובטלוויזיה שלה, דורשת את זכות השיבה שזאת אחת השערוריות החצופות ביותר, על רקע העובדה שהרבה יותר פליטים יהודים מארצות ערב היגרו מהן בלי כל רכוש, לרבות הורי שהצליחו להוציא ממצרים רק את הספרים הציוניים ואת השטיח של הרצל בבאזל, ועל רקע העובדה שבאותה תקופה שעזבו הפליטים, ברובם על פי דרישה של המנהיגים שלהם על מנת לא להפריע לצבאות הכיבוש להשמיד את העם היהודי בציון, עברו מיליונים של פליטים באסיה בין הודו לפקיסטן, באירופה

ממדינה למדינה, בפולין, בגרמניה, בצ'כיה, בבלקן, ולפני כן בתורכיה וביוון, ואף אחד אינו פוצה פה ומצפצף שהם צריכים לחזור למולדת שלהם.

אין לי כל ספק שהרצל, בן גוריון, בגין ורבין היו מזדעזעים מפועלם של אי אלו יונים קיצוניים ואי אילו ניצים קיצוניים, ומתכחשים להתנהגות של כל ממשלות ישראל מימין ומשמאל מאז רצח רבין ועד ימינו. אנו נמצאים במצב קשה, כשהיונים והניצים הקיצוניים גורמים נזק כבד למדינה בישראל ובחו"ל, והרצל היה מתהפך בקברו אם היה רואה את ההפקרות שבה נוהגים הקיצוניים למיניהם בישראל. הרצל כמובן טעה טעות קרדינלית בהבנת המנטליות הערבית הפונדמנטליסטית, אבל אני לא מאשים אותו כי מה ניתן לצפות מעיתונאי וסופר אוסטרו-הונגרי שרק עבר ביעף בישראל, איך הוא יכול היה להבין את מה שמניע את עמי האיזור. הכל היה אידילי באלטנוילנד, DOCH DAS MESSER SIEHT MAN NICHT, הרצל לא ראה את הסכין החבויה של מקי סכינאי ושל כל הסכינאים שנועצים לנו סכין בגבינו והאמין שהם יקבלו אותנו ברצון כי אנו מביאים להם את הקידמה, את ערכי הדמוקרטיה, את התרבות האירופאית. הוא לא יכול היה לחשוב שכל מה שהם רוצים זה למות מות קדושים כשאהידים אחרי שרצחו יהודים, להחזיר עטרה ליושנה, את האיסלאם לאנדלוס, להונגריה, צרפת, אוסטריה, ובאותה הזדמנות גם להרחיב את המדינה האיסלאמית אל סקנדינביה, שם הם שלחו חיל חלוץ, חלק מהפליטים, שהמטרות המקומיות מפחזות להיכנס לשכונות שלהם. אבל כבר היינו בסרט הזה שבו האשימו את הציונות בגזענות, הפוסל במומו פוסל, הגזענים הכי גדולים מאשימים אותנו בגזענות, והרוצחים הכי גדולים מאשימים אותנו ברצח מכון של ילדים. הרצל היה אחד האנשים המבריקים בדורו, הוא עשה שירות עילאי לעם היהודי והיה חוזה מדינת ישראל. על כך מגיעה לו מלוא התודה מכולנו, יונים וניצים, חרדים וחילונים, יהודים וערבים. כן גם ערבים, כי אם לא היה הרצל הם היו נמצאים במשטר רצחני כמו בסוריה, לבנון, לוב, תימן, סודן, עירק ואפגניסטן, בעוני מחפיר כבמצרים, במשטרים תיאוקרטים כבאירן וסעודיה, וכמו שהם אכן מצויים בעזה, בדיקטטורות כבאלג'יריה, אם כי הם גם נמצאים בדיקטטורה ברשות הפלשתינאית.

אחת השערוריות הגדולות ביותר היא ההשוואה בין הנכבה והנכסה לשואה, ולו רק בגלל זה שלא נהרגו שישה מיליון פלשתינאים כפי שנרצחו יהודים בשואה, אלא רק כמה אלפים כפי שנרצחו כמה אלפים יהודים גם כן, מעט יותר כי הם בכל זאת הפסידו את המלחמה. אבל בזכות הנכבה הזו הערבים בישראל נמצאים ברמת החיים הגבוהה ביותר במזרח התיכון, נהנים מדמוקרטיה ומהזכות לעלות על ספינות שפורצות את הסגר בעזה שכידוע נועד אך ורק על מנת שלא יקבלו עוד יותר טילים ולא על מנת להרעיב אות התושבים, מהזכות להפגין נגד החומה שהיא בדך הכל גדר שגם היא פרוצה ועוברים דרכה אלפי שוהים בלתי חוקיים ועשרות מחבלים ושנועדה אך ורק למנוע את הטרוריסטים לטבוח יותר מאלף אזרחים יהודים וערבים בזמן האינתיפאדה השנייה, מהזכות להאשים את סעודיה ומדינות המפרץ על כי ברוב חוצפתן קראו לחיזבאללה ארגון טרור, והוא הרי ארגון הומניטרי שלא שלח אלפי טילים שהרגו מאות יהודים וערבים במלחמת לבנון השנייה אלא אלפי פרחים על מנת לבשם לנו את החיים. כולם חיים פה בסרט, כמו בסרטים החד צדדיים שמפיקים במקומותינו ושגם מקבלים פרסים המראים את ישראל כרוצחים ואת הערבים כקורבנות, כמו בסרטים ובתוכניות הטלוויזיה האנטישמים שעושים במדינות ערב וברשות הפלשתינית. הרצח והטרור הערבי הפונדמנטליסטי הצליח להדביק גם ניצים קיצוניים ששורפים מסגדים וכנסיות, שרוצחים משפחות, שרצחו את רבין ואת אמיל גרינצווייג, כאשר רבין האמין באמת ובתמים שהוא מביא את השלום עם הסכמי אוסלו ולא יכול היה לתאר לעצמו מה יקרה בעקבותיהם. כאמור, אין לי כל ספק שאם רבין היה חי הוא היה מבין את גודל הבעיה שאנו במו ידינו הבאנו את המרצחים מתוניס לגדה ולעזה ועוד ציינו אותם בנשק. הרצח של רבין חשב שהוא מציל את ישראל, אבל הוא הביא עלינו אסון גדול, כי אם ישראל הייתה מונהגת על ידי רבין שלא היה יונה אלא מנהיג מפוכח הוא היה מצליח להוציא אותנו מהמיצר מוקיע ומפרסם את פשעיהם של מנהיגי הפלשתינאים. ועוד היה נהנה מתדמית חיובית ביותר בעולם, כי הוא היה אדם ישר ואמין, לא כמו בימינו כאשר אנו מוקצים בעולם וכשהטרור מתפשט בראש חוצות.

אני הפכתי לנץ מתון לא בגלל אתה בחרתנו, אני אתאיסט מוחלט, לא בגלל אף שעל ובגלל המתנחלים, לא ביקרתי ביהודה ושומרון כמעט אף פעם וניתן לספור על אצבעות יד אחת מתי ביקרתי בירושלים המזרחית (למעט בכותל המערבי), לא בגלל שנאת ערבים, כל חיי נלחמתי נגד גזענות, יש לי רקורד ללא רבב בעבודה עם חברות ערביות ועם סטודנטים ערבים. המציאות הפכה אותי לנץ מתון, ניסיון החיים שלי, מגיל שמונה כאשר שרפו את קהיר וכמעט שרפו אותנו חיים, דרך מלחמות סיני, ששת הימים, ההתשה, יום כיפור, לבנון הראשונה והשנייה, ההתקפות מעזה, אלפי הרציחות של הטרוריסטים, ועד היום כאשר סכנה לטייל בטיילת של תל אביב. המציאות הפכה את מרבית חברי היונים לניצים מתונים, ואת מרבית העם לתומכים של מפלגות הימין והמרכז שבנושא הסכסוך הוא לא פחות תקיף מאשר הליכוד. המציאות הפכה את גיא בכור, את יאיר לפיד, את שלי יחימוביץ' ועוד רבים וטובים (הצבעתי בשתי הבחירות האחרונות עבור מפלגת העבודה) לניצים מתונים, כי אנו ההומניסטים ביותר, בעלי ניסיון מפוכחים, כי אנו חפצי חיים!

דיון בענייני דיומא על רקע אירועי העבר - מסה

מעטים הסופרים שהשפיעו כל כך על תקופתם – בלזק, זולא, הוגו, טולסטוי, ג'ורג' ברנרד שאו, סארטר. לכן הביוגרפיות שלהם מרתקות כי אתה לומד מהן לא רק על הסופר כי אם גם על תקופתו, ואילו תקופות מרתקות יותר מאשר המאה הטובה ביותר של הספרות העולמית – 1860-1960. אנני כהן-סולל כותבת בצורה מרתקת את הביוגרפיה של סארטר, היא מעבירה אותך כבמטה קסמים לפריז, הבירה הכי אינטלקטואלית בעולם, הטבור של התרבות העולמית, המגנט של כל גדולי הציירים, הסופרים, הפילוסופים, המוסיקאים, המחזאים. היינה גלה אליה, פיקאסו, המינגווי, אופנבאך, יונסקו ורבים רבים אחרים פעלו בה, וכמובן היוצרים הצרפתים, ובמאה העשרים – זה בראש וראשונה ז'אן פול סארטר. כל הגיג שלו מייד הביא לכותרות, הוא היה מחזאי, סופר, פילוסוף, המציא תנועה שלמה – את האקזיסטנציאליסטים, יצר מוסר משלו, היה פעיל פוליטי, חתם על עצומות, השפיע על צרפת ועל העולם השפעה אדירה. הייתה לו רק מגרעת קטנה אחת – היית צריך להיות במצב הרוח המתאים על מנת לקרוא את היצירות שלו, LA NAUSEE, LE SURSIS, HUIS-CLOS, כי אחרת היית חוטף דיכאון כבר אחרי עשרה עמודים. ואין ספק שהוא היה סופר דגול כי דיכאון או לא – אינך יכול להפסיק לקרוא. הבחילה תופשת אותך בגרון, האימה משתלטת עליך, המחנק לא נותן לך לנשום. הנסיבות בהן קראתי את הביוגרפיה המצויינת של סארטר היו גם כן מיוחדות ומתוארות להלן בהרחבה. במסגרת הרעיונות המבריקים של האחראים על המילואים בצה"ל הגיעו למסקנה שקציני המטה צריכים לרדת לשטח ולחוש מה שהקריבים חשים בכל שנה. בעבר שלחו אותי לתעלה, ספגנו כמה הפגזות במלחמת ההתשה, חפרנו ביצורים, וכנראה שהתייאשו מאיתנו כי אחרי שבוע שיחררו אותנו. אין לי בעיה שיקחו קציני מטה ויהפכו אותם לקרביים, בתנאי שיעשו זאת בצורה מסודרת, יתנו להם את מלוא ההכשרה ויפיקו מהם תועלת. אבל אתה לא יכול לקחת קצין מטה שהיחידה שלו מחכה שנה שלמה שהוא יבוא ויתרום תרומה משמעותית בגלל הידע הרב שלו ולשלוח אותו לחפור ביצורים בתעלה כאחרון הטוראים, גם אם אתה רוצה שהוא יחווה מה זאת הפגזה ויקל מעט על העומס העצום המונח על הכתפיים של הקצינים הקרביים.

הייתי עתודאי ונזדמן לי לעשות קורס קצינים בחופש שבין השנה השלישית לגיוס שלי בנובמבר 1964. מי שלא ראה קורס קצינים של עתודאים לא ראה מחזה אבסורדי מימיו. אתה לוקח אוסף של חנונים (ויסלחו לי אלה שבאמת היו פייטרים) ומנסה לעשות מהם קצינים אם לא קרביים אז לפחות קוואזי קרביים. בשנים ההן דרש החוג לכלכלה שיעברו בחינות גמר בכל המקצועות החשובים שלמדת, כי כנראה לא הספיק להם שעברת פעם אחת את הבחינות והיה עליך לעבור אותן בפעם השניה בסוף הלימודים לראות אם חס וחלילה שכחת משהו. כל החרשנים ישבו כל הקיץ והתכוננו לבחינות ואילו אני עשיתי מסעות ניווט בציר קולה-רנטיס, מטווחים (לא אגלה גם תחת עינויים כמה כדורים נכנסו במטרה), ולימודים צבאיים שנועדו להכשיר אותי להיות קצין. היה ברור מהתחלה כי בגלל היותי עתודאי אעבוד במקצוע בכלכלה במשרד כזה או אחר ואתרום תרומה משמעותית לצה"ל כקצין מקצועי, וכך זה גם יחסוך מאות אלפי שקלים של העסקת אזרח עובד צה"ל או קצין קבע. ניחא, שיתפתי פעולה כמיטב יכולתי כי אני בחור ממושע והתחלתי לבעוט במוסכמות ובקונפורמיזם רק בגיל חמישים. הגיע מועד בחינות הגמר, לא פתחתי ספר לימוד כי הייתי עסוק בימים באימונים ובלילות בשמירות. ביקשתי לאפשר לי ללמוד חמישה ימים לבחינות הגמר, כולל זמני הנסיעה הארוכים מחיפה בה גרתי ועד ירושלים – מרחק של חצי יום לפחות באמצעי התחבורה של אז. המפקד שלי אמר לי שעל גופתו, כי עלינו לעבור התקפה על יעד מבוצר וכמו בפסח אם לא שרת מה נשתנה זה לא נקרא שהשתתפת בסדר. לא כל כך הבנתי את ההגיון להתקיף יעד מבוצר ואחר כך ללכת לעבוד בכלכלה לאורך כל השירות שלי, והייתי זקוק לפחות לחמישה ימים על מנת ללמוד לבחינות הגמר על מה שלמדתי במשך שלוש שנים. אי לכך אמרתי למפקד הנכבד (אני הייתי רב"ט כי עד אז עברתי רק קורס מכ"ם והוא היה רב סרן) שעם כל הכבוד לצה"ל אני לא מוכן לוותר. הוא איים שאם אקח לי את חמשת ימי ה"חופש" לא אוכל לסיים קורס קצינים ואהיה בכל השירות שלי ממ"ק – ממלא מקום קצין, דרגה בזויה למדי לטענתו. אמרתי לו שעדיף להיות ממ"ק אקדמאי מאשר קצין בוגר תיכון ואני לא מוכן לוותר על כל שלושת השנים שלי באוניברסיטה בגלל יעד מבוצר אחד.

כשהוא נואש ממני הוא העביר אותי לטיפולו של מפקד הבסיס – מאירקה' פעיל. זה היה לפני שחבר לקומוניסטים, קיבל דוקטורט והיה לחבר כנסת מבריק, ובטח שלא קראנו לו מאירקה' אלא המפקד, ואף צוער לא חלם אפילו להתקרב אליו עד כדי כך הוא היה גבוה גבוה בהיררכיה. בספר האוטוביוגרפי שלי באנגלית אני כותב רבות על COINCIDENCE – מקריות, מזל, גורל, ההשגחה, או יד אלוהים, אבל כמובן לא סיפרתי את הסיפור הזה באותו

הפרק, כי יש גבול מה אני מוכן לספר לגויים ואולי זה יפגום בכוח ההרתעה של צה"ל, למרות ההתישנות. אני גם לא רוצה שיקראו לי בוגד, הפעם מהצד היוני של המפה, ומוציא דיבה על ישראל. אם כן – רצה הגורל שמאירקה' פעיל היה אינטלקטואל, והוא ישר ראה מי ה"תכשיט" הניצב מולו. אחרי שניסה עלי שיטות אינטימידציה כאלה או אחרות וראה שאני עומד לפניו כ"צוק איתן" (זה היה לפני המבצע בעזה) הוא מייד עבר לדבר איתי בנושאים שברומו של עולם, נדמה לי שדיברתי איתו על סארטר, אם כי זה שייך לסיפור הבא, ואולי מתוך אינטואיציה תיארתי לעצמי שהוא יגלה אהדה לסופר הכי דגול של השמאל, אם כי לא היה לי מושג מה היו השקפותיו הפוליטיות. בתום השיחה הוא עשה איתי קומפרומיס – פשרה, הוא שיחרר אותי לשלושה ימים בתנאי שבבוקר הבחינה אבוא לאתר של היעד המבוצר (גם תחת עינויים לא אגלה איפה זה היה, אבל זה היה רחוק מאוד מירושלים), אכבוש אותו ומשם אסע בטרמפים או באוטובוסים מה שבא ואגש לבחינה. וכך היה – בבוקר שטוף שמש של חודש אוקטובר התייצבתי ביעד, נתנו לי רובה או עוזי (מי זוכר), אמרו לי לרדת לתעלה ולטהר את היעד, בדרך נתקלתי בעוד כמה עתודאים שהתבלבלו במבוכת התעלות ובנס לא ירינו אחד על השני, רוקנתי כמה מחסניות, כבשתי את היעד, נסעתי לירושלים ו... נכשלתי בבחינת הגמר. יש גבול עד כמה אתה יכול לא להתכונן לבחינה כל כך חשובה.

התגייסתי לצבא כממ"ק, אחרי חצי שנה הלכתי להשלמה חילית וגם על זה ניתן לכתוב פרק שלם, קיבלתי את דרגת הסג"מ, בקיץ למדתי עם חבר שהוא נשמה טובה – יהודה כהנא – שהיה במחזור אחרי ולהבדיל ממני שהייתי חרגול ובזמן שאחרים למדו כלכלה אני קראתי את שיקספיר והומרוס, למדתי ספרדית וגרמנית, פילוסופיה, שירה אנגלית, דרמה ואומנות הרנסנס באיטליה, הוא למד והיה סטודנט מצטיין מה עוד שהכלכלה באה לו בקלות ואחר כך פתח בקריירה מקצועית מזהירה. יהודה אירח אותי בביתו, בית אחד ליד ש"י עגנון, למדנו ביחד לבחינות והצלחתי סוף סוף. אחרי שנה בצבא הייתי אקדמאי וסגן ולא היה גבול לאושרי, אם כי כפסע היה שהייתי נשאר ממ"ק במשך כל השירות שלי בגלל שלא סיימתי קורס קצינים, לא הייתי מסיים את לימודי הכלכלה וכל הלימודים שלי היו הולכים לאיבוד, כי לא היה לי זמן ללמוד במשך שירותי הצבאי, ומסיפור של הצלחה הייתי הופך לסיפור של כישלון. גורלו של אדם תלוי באנשים נאורים וטובים כמאירקה' פעיל, יהודה כהנא, הברון אדמונד דה רוטשילד והנרי-קלוד דה בטיני שכולם סייעו לי.

אני חב אם כן חוב גדול למאירקה' פעיל יהי זכרו ברוך (הוא נפטר לפני כמה חודשים בשיבה טובה והוא כבר לא יוכל להכחיש את כל מה שאני כותב). אמנם החופש שהוא נתן לי לא עזר לי, אבל אם לא הוא ייתכן מאוד שלא הייתי מסיים קורס קצינים. כמה מילים עליו מהויקיפדיה כי הוא היה אחת הדמויות המרתקות ביותר שידעה ישראל: "מפקד בית הספר לקצינים, ראש מחלקת תורת הלחימה במטכ"ל ועוזר מפקד אוגדת השריון, ישראל טל, במלחמת ששת הימים. פרש מצה"ל בשנת 1971 בדרגת אלוף משנה. **תבע מאנשי הפיקוד גישה אנושית וחברית לפקודיהם.** ב-1973 ייסד פעיל את "**תנועת תכלת-אדום**", תנועת שמאל שדגלה בנסיגה מוחלטת משטחי יהודה, שומרון ועזה ובהקמת מדינה פלסטינית לצד מדינת ישראל. הוא נמנה עם הראשונים שקראו להקמת מדינה פלסטינית. התנועה התאחדה עם מק"י וכוחות שמאל נוספים למפלגת מוקד, שקיבלה בבחירות לכנסת השמינית (1973) רק מנדט אחד. פעיל נבחר לכנסת ובשנת תשל"ג קיבל תואר דוקטור בהיסטוריה צבאית, כללית ומזרח-תיכונית." כבר כתבתי כיצד אני חב תודה לשלמה אבינרי שלימד אותי בצורה מבריקה פילוסופיה מדינית בזמן העתיק ששינתה את השפעת עולמי, והוא היה גם יונה ידוע. כתבתי גם על ידידי יהושע סובול שאני מעריץ אותו וגם הוא יונה ידוע. מאיר פעיל היה יונה צחורה ורצה להקים מדינה פלסטינית כבר לפני עשרות שנים. מה קורה כאן? כל האנשים שאני מעריץ הם יונים? אולי הם צודקים ואני טועה? כל נשכח שבין היונים נמצאים עוד אישים ואומנים דגולים כחווה אלברשטיין הזמרת האהובה עלי, גילה אלמגור אחת השחקניות הגדולות של ישראל, הסופרים הישראלים האהובים עלי עמוס עוז, א.ב. יהושע, מאיר שלו וסמי מיכאל, חברים טובים כיונתן אדרת, יצחק ושושה גורן, עוזי שחם, עמליה אייל, ועוד רבים רבים אחרים. אני אמנם מעריץ את אפרים קישון, נעמי שמר, ספי ריבלין, בנציון נתניהו ומשה שמיר הניצים, אבל הם הלכו לעולמם ואינם פה בשביל לסייע לי בטיעוני. נותרתי כמעט לבד במערכה, אחרון הניצים שאוהבים את צ'כוב ואופרות..., או שמא היותי נץ מיד מסווג אותי כניאנדרטל, פרימיטיב ומנשק קמענות, ולא יעזור לי שראיתי עשרות הצגות של צ'כוב, קראתי כמעט את כל המחזות שלו אפילו ברוסית בצורה חלקית, ואני מכיר בעל פה קטעים שלמים מאופרה בגרמנית, ריגולטו באיטלקית, פאוסט וכרמן בצרפתית ועוד.

יסלח לי סארטר על הקפנדריה, ממילא הזכרונות וההגיגים שלי לא באים לי בצורה מסודרת, ומראש הודיתי שהם יהיו מפוזרים לאורך כל הספרים שלי בעברית ובאנגלית הכוללים קטעים אוטוביוגרפיים. כאן המקום אולי לבחון האם דעוטי כל כך שונות מדעותיהם של היונים. הטעון המרכזי של היונים הוא "הלאה הכיבוש", הם טוענים

שהכיבוש הוא לא הומאני, בניגוד לחוק הבינלאומי, גורם לנו לשלוט על עם זר, ויוביל בסופו של דבר למדינה עם רוב ערבי אם יהיו לכולם זכויות אזרח או למדינת אפרטהייד אם לא יהיו לערבים זכויות אזרח. הם גם לא כל כך אוהבים מתנחלים בלשון המעטה. נתחיל לנתח זאת אחד אחד. קודם כל לא ברור לי מדוע היונים מתנגדים למדינה עם רוב ערבי, אם הם כל כך אוהבים וחרדים לזכויות הערבים, ואם הם לא גזענים כפי שהם מצהירים, מה זה מפריע להם שיהיה פה רוב ערבי? כל עוד שזו מדינה דמוקרטית שבה לכל אחד יש זכויות שוות, הכל טוב ויפה. או שמא גם היונים חרדים שאם יהיה רוב ערבי אנו נהפוך למדינה נוסח סוריה ולבנון? אבל האם זאת גזענות? כי הם יוצאים כנראה מתוך הנחה שהערבים לא יהיו מסוגלים להיות בדמוקרטיה שתביא לשלטון את החמאס ותגרום למלחמת אזרחים. אבל גם הניצים של אתה בחרתנו וארץ ישראל השלמה בעד זה שהערבים יישארו במדינת ישראל הגדולה עם או בלי זכויות אזרח, אוטונומיה או כל רעיון אחר. אפילו הרצל ראה בעיני רוחו מדינה עם ערבים שלא יעזבו אותה וכולם חיים בהרמוניה. גם אני גורס שהערבים צריכים להישאר כאן, אבל במסגרת הממלכה הירדנית-פלשתינאית. לגבי החוק הבינלאומי זה רק עניין של טרמינולוגיה, כי בעולם הגדול בעשרות השנים האחרונות היו כיבושים אינספור שברובם הוכרו ובחלקם לא – אבל אף אחד לא מזדעזע מגורלם המר של תושבי כעשרים מדינות שלא מוכרות על ידי האו"ם:

South Ossetia, Abkhazia, Nagorno Karabakh, Transnistria, Iraqi Kurdistan, Syrian Kurdistan, The National Coalition for Syrian Revolutionary and Opposition Forces, Republika Srpska, Brcko District, Kosovo, Novorossiia Confederation, Republic of Crimea/Sevastopol, Northern Cyprus, Somaliland, Western Sahara.

אני לא מומחה לחוק הבינלאומי אבל ממשלת ישראל מביאה הרבה מאוד טיעונים תקפים המצדיקים את הכיבוש של ירושלים המזרחית, רמת הגולן, ולגבי הגדה המערבית – היא בסך הכל עברה מכיבוש ירדני לכיבוש ישראלי, שהוא לא בדיוק כיבוש, כי בכל זאת יש לנו זכויות הסטוריות על ארץ ישראל ומעולם לא היתה קיימת מדינה פלשתינאית. כך שיש לנו לפחות אותה לגיטימיות להיות בגדה כמו שהייתה לירדן ולא זכור לי שהעולם יצא מגדרו וקמו כל כך הרבה תנועות מחאה נגד הכיבוש הירדני, לא קראו להם נאצים, אם כי הם היו כובש הרבה יותר אכזרי מישראל ולא צריך לשכוח את ספטמבר השחור שבו הרגו הירדנים אלפים רבים של פלשתינאים, הרבה יותר מאשר הרגו הישראלים. למה היונים לא מחו על הכיבוש הירדני ועכשיו הם מוחים על הכיבוש הישראלי? לגבי עזה נסוגנו מכל שעל וכאות תודה הם ממטירים עלינו אלפי טילים מדי שנה שנתיים. אם יש מצור על עזה זה רק בשביל למנוע מהחמאס הצטיידות בנשק, כי אנו מעוניינים לא פחות מהם שרצועת עזה תשגשג כמו סינגפור עם קשרי יבשה, ים ואוויר לעולם הרחב, רק שלא יביאו נשק. לא צריכים להיות חילוקי דיעות עם החומה או הגדר שגם היא פרוצה לכל דכפין ועוברים דרכה אלפי מבקשי עבודה ומאות מחבלים, למרות הפגנות היונים המוקרנות בכל רחבי העולם. עד האינתיפאדה השנייה לא הייתה חומה או גדר והגבולות היו פתוחים לחלוטין, אבל הפלשתינאים החדירו לישראל מאות מחבלים שטבחו בנו למעלה מאלף הרוגים ורק בשביל למנוע זאת בנינו את המחיצה/חומה/גדר. מבחינת ישראל רצוי שיהיה גבול פתוח עם הגדה, שנעסיק את כל המובטלים בגדה ובעזה, רק שהם לא יישמשו בסיס לטרור ויהיו מפורזות. וכמובן קיימת הצהרת בלפור והמנדט שעל פיהם היה ליהודים זכות על שתי הגדות לירדן, ואחרי הקמת הממלכה ההאשמית – על כל השטח ממערב לירדן. נראה לי אם כן שיש לנו טיעונים די טובים בסוגיות אלה.

מי שמתנגד לכיבוש הם הפלשתינאים שהם גם נגד הכיבוש של 1948 כי מבחינתם יש אותו דין על יפו, חיפה ונצרת כמו על ירושלים המזרחית, חברון והשטחים עליהם יושבות כל ההתנחלויות. האם היונים גם נגד הכיבוש הזה או שלפחות הם בעד ישראל בגבולות 1949 ואם כן – מה לגבי ירושלים המערבית שעד היום הכיבוש שלה לא מוכר על ידי העולם ואין לנו אף שגרירות בירושלים בירת ישראל. מי שטהרן ומתנגד לכיבוש צריך לסגת גם מירושלים המערבית, כי אי אפשר להתנגד לכיבוש של 1967 ולהסכים לכיבוש של 1949. אני אישית אין לי שום דבר נגד כיבוש שנעשה במלחמת מגן כפי שקרה ב-1948 כשהתקיפו אותנו שבע ארצות ערביות שלא קיבלו את החלטת החלוקה של האו"ם, והכיבוש שנעשה בעוד מלחמת מגן כפי שקרה ב-1967 כשהתקיפו אותנו סוריה, מצרים וירדן. לתוקפנות יש מחיר ומי שמנסה להשמיד אותך צריך לדעת שהוא ישלם מחיר ויאבד חלקים ממדינתו. כך קרה בכל אירופה בעשרות מלחמות, לרבות במאה העשרים ואף אחד לא פוצה פה ומצפצף כנגד הכיבוש של פרוסיה המזרחית מגרמניה, לרבות קניגסברג הלא היא קלינינגרד שהיא כיום בידי רוסיה, שצ'צ'ין עיר הולדתה הפולנית של חוה אלברשטיין הייתה קודם שטטין הגרמנית וחווה לא מוחה על כך למרות שהיא מוחה על מר גורלם של הפליטים שמתוכם צמחו גדולי הטרוריסטים. שלא לדבר על הכיבוש של תסלוניקי על ידי היוונים מהתורכים לפני כמאה שנה, כיבושים לכאן ולכאן ביוגוסלביה, כיבושים בהודו ופקיסטן. ומה בדבר סמירנה שבה נולד אבי שהייתה ברובה עיר קוסמופוליטית עד ראשית המאה העשרים עם רוב של אירופאים – ארמנים, יוונים ויהודים. לאן נעלמו כולם כולנו יודעים, אבל כיום יש פחות מאחוז אחד נוצרים ויהודים בכל תורכיה. ומה קרה

לפמגוסטה בקפריסין, לאן נעלמו תושביה היוונים, מה קרה בניקוסיה שחולקה בין התורכים ליוונים כשכל עם עבר לחלק שבשליטתו?

נראה לי שעיקר קצפם של היוונים יצא לאו דווקא נגד הכיבוש, למשל ברמת הגולן שהייתה כמעט ריקה, אלא על השליטה בעם זר – העם הפלשתינאי. זה כבר טיעון הרבה יותר לגיטימי שאני שותף לו לחלוטין. השליטה בעם זר היא משחיתה את הפלשתינאים ואותנו, ואני מתנגד לה לחלוטין, בהיותי לא פחות יפה נפש מאשר היוונים. אחרי הנסיגות מלבנון, מסיני ומעזה והעברת רוב סמכויות השלטון לרשות הפלשתינאית מצטמצמת השליטה בעם זר אך ורק בסוגיה של מניעת מעשי טרור ושילוח טילים ומרחחים כנגד ישראל. כבר דיברנו על החומה/מחיצה, על המצור כביכול על עזה, ונשאר לנו לדבר על נקודות הביקורת בגדה שכנגדן יוצא קיצפם של מרבית היוונים. הם אולי חושבים ומספרים על כך בכל העולם שאנו עושים זאת משרירות לב על מנת למרר את חייהם של תושבי הגדה. כאשר הסיבה היחידה לנקודות הביקורת ולמחסומים היא מניעת פעולות טרור. היו תקופות ארוכות שבהן לא היו כלל מחסומים ולא היה גם טרור. כמעט שום פעולה של ישראל לא מבוצעת בשרירות לב, כפשע נגד האנושות, לרבות הרג ילדים בעזה בעת השבת אש למקורות הירי שמהם נורו אלפי טילים כנגד ערי ישראל, נגד נמל התעופה בן גוריון, נגד תל אביב בה גרה בתי ויונים רבות. אין שום סיבה לחמאס לירות עלינו טילים אחרי שנסוגנו מעזה, שיקחו את כספי התרומות ובמקום לזרוע הרג אצלם ואצלנו, לבנות קילומטרים על קילומטרים של מנהרות בשביל להבריח נשק ולטבוח באזרחים יהודים, לרכוש ולייצר טילים, שיוציאו את המיליארדים על חינוך, בריאות, מקורות תעסוקה ורווחה, כך שיהפכו לסינגפור, הונג קונג, מדינות משגשגות ואתיות, אבל אז יסלקו אותם מהשלטון, כי כיום הם שולטים בצורה לא דמוקרטית, עם טרור מבית ומחוץ, כמו כל תיאוקרטיה באיראן, בעזה. הם מרוצים מאלפי הקורבנות האזרחים שמסייעם להם בתעמולת הזוועה נגד ישראל – היהודים רוצחי ילדים, כמו התעמולה הנאצית ושל האינקוויזיציה הנוצרית, אבל גם כמו עלילת הדם בדמשק – בה נטען שהיהודים רוצחים ילדים בשביל הפסח. וחלק מהעולם הנאור ומהיונים שלנו מגנים את ההתנהגות של ישראל כלפי עזה ונגד הטרור וההסתה בגדה, ונותנים רוח גבית למשטרים האפלים ביותר בעזה ובגדה. כל מי שטוען שתי מדינות לשני עמים מצדד במדינות טרור פלשתינאיות בעזה ובגדה, דיקטטורות דתיות ומושחתות, כי יש לנו קדימון למדינה הפלשתינאית מאז הסכמי אוסלו ועד היום, ואם זה הקדימון מה יקרה כאשר נגיע למערכה השלישית? אף אחד אינו רוצה לחזור לעזה, ללבנון ולסיני, וכמובן גם לא לשכם, רמאלה וג'נין. אם אנחנו פועלים נגדם או מקימים גדר בעזה, בגדה, בלבנון ובסיני, זה רק בשביל למנוע טרור, הברחות, מהגרי עבודה, ובוודאי שלא בשביל לשלוט בעם זר.

שיגידו לנו היוונים איך ניתן להיפרד מהפלשתינאים ונשמח לעשות זאת, אבל הם תלויים בנו בחשמל, בכלכלה, בתעסוקה, וקשה מאוד להיפרד מהם. בסופו של דבר, אם מנטרלים סוגיות לא רציונליות כגון אתה בחרתנו וארץ ישראל השלמה, תפילות משסות במסגד אל אקצה והקמת בית המקדש השלישי, הקמת התנחלויות בכל שעל של הגדה, וממגרים את הטרור היהודי הקיקיוני אך הזוועתי ואת הטרור הפלשתינאי, אין למעשה הבדל גדול בין טיעוני היוונים לבין טיעוני הניצים המתונים כמוני שאינם בעד שלמות הארץ אלא רק רוצים למנוע טרור, מלחמה, שליטה בעם זר ולחיות בשלום ובשכנות טובה. ואני לא מדבר על אלה שרוצים לעשות טרנספר שהם מיעוט מזערי, אם כי אחת הסיבות שאין כיום מלחמה ביוגוסלביה לשעבר, ביוון ובתורכיה, ושהסכסוך הטריטוריאלי בין הודו לפקיסטן לא גולש למלחמה רבתי, היא שבכל מדינה התכנסו מרצון או מאונס האוכלוסיות ההומוגניות – ביוון היוונים ואין שם אפילו מסגד אחד, בתורכיה התורכים ויש פחות מאחוז אחד לא מוסלמים, בהודו ההינדים אם כי עדיין יש בה מאה וחמישים מליון מוסלמים שהם קצת יותר מעשרה אחוזים מהאוכלוסיה, בפקיסטן ובבנגלדש המוסלמים, בצפון קפריסין התורכים ובשאר קפריסין היוונים. בכל המדינות הלא מוכרות על ידי האו"ם יש הומוגניות אתנית, כתוצאה מטיהור אתני או חילופי אוכלוסין מרצון או מאונס, ברפובליקה סרפסקה החולשת על מחצית ממדינת בוסניה אין כמעט אף מוסלמי ואת זה מעט מאוד אנשים יודעים, ואילו שאר מדינת בוסניה היא פדרציה של קנטונים כמעט עצמיים של קרואטים קתולים ובוסנים מוסלמים. בקרואטיה יש כיום כמעט רק קרואטים, בסרביה כמעט רק סרבים, במקדוניה מקדונים, באלבניה אלבנים, בבולגריה בולגרים, בסלובניה סלובנים, בצ'כיה צ'כים כי הגרמנים בסודטים הוגלו לגרמניה, בסלובקיה סלובקים, ורק במדינות המבוססות כגרמניה, צרפת ובריטניה יש מיעוטים גדולים, וגם זה עלול להביא למלחמות וטרור. אני שומע קולות של יונים האומרים שישראל לא יכולה להישאר אדישה לסבלם של הפליטים מסוריה ועליה לקלוט כמה עשרות אלפים מתוכם, כי גם אותנו היהודים לא רצו לקלוט לפני ותוך כדי מלחמת העולם השנייה. הם רק שוכחים שסוריה היא מדינת אויב ומי שטובח חצי מיליון אזרחים הם בני המשפחה של הפליטים, שחלק מהפליטים שנוהרים לאירופה במיליונים נופלים למעמסה על רשויות הרווחה, אונסים ורוצחים, מעורבים בפעולות טרור גם בדור השני של הפליטים, שודדים ומשליטים את חוקי השאריעה בקרבם תוך שאיפה שהם יהיו תקפים בכל רחבי אירופה, וישבו בנים לגבולם, מוסלמים לאנדלוס הלא היא ספרד, לפאתי וינה, לכל הבלקן ולדרום צרפת ובעזרת השם גם יתפשטו על סקנדינביה.

מי שבעד זכות השיבה מבין היונים – חלק או כל הפליטים – צריך להיות מודע שבכך יבוא הקץ על ישראל, אבל על זה כתבתי בהרחבה בעשרות עמודים באנגלית ובעברית. בסופו של דבר לא נראה לי שקיים פער גדול בין היונים לביני או בינם לבין ניצים מתונים. גם היונים הם נגד חלוקת ירושלים עם גדרות וחומות, כמו שהיה לפני 1967, בברלין בעבר ובניקוסיה בהווה. לא נראה לי שיש יונים שרוצים כיום להחזיר את רמת הגולן לאסאד, לדאע"ש, או למאן שהוא מהכוחות הלוחמים הטובחים זה בזה כבר חמש שנים עם רצח של חצי מיליון תושבים והגליה של מיליונים של פליטים, שמשום מה העולם לא מזדעזע מזה כפי שהוא מזדעזע מהפליטים הפלשתינאים, שזו אחת מהשערוריות הגדולות ביותר של המאה העשרים, איך מנציחים את הפליטים כאשר הרבה יותר פליטים יהודים עזבו את מדינות ערב ונקלטו תוך מספר שנים במדינות אליהן הם היגרו, כולל אני. נותרה הסוגיה של המתנחלים, שאני רואה בהם ברובם חלוצים שהתישבו ביוזמת הממשלה ביישובים על אדמת מדינה (איזו מדינה?), והם רואים בהם סרטן בלב האומה. פה זאת בעיה של היונים שמחייבת פיתרון פסיכולוגי שיסביר איך הם רואים בפלשתינאים הטובחים בנו קורבנות ובמתנחלים שהם עצם מבשרנו שורש כל הרע בעולם. דיברתי בהרחבה על סינדרום שטוקהולם ושנקין ולא ארחיב שוב את הדיבור על כך. בפיתרון שאני נותן בספרים שלי יוכלו כל המתנחלים להישאר במקומות בהם הם התנחלו, הפלשתינאים ישארו במקומות מושבם, ישראל וירדן-פלשתיין ישלטו שליטה בטחונת משותפת בגדה וכל מדינה תשלט שליטה אזרחית על אוכלוסיתה, שתי המדינות יתקבלו לאיחוד האירופי ויקבלו מענקים של עשרות מיליארדים מארצות הברית, ממדינות ערב העשירות ומדינות אירופה הנאורות לפיתרון בעית הפליטים מזרחית לירדן, לפיתרון בעיות העוני בעזה ובגדה, ולפרויקטים משותפים ישראלים/פלשתינאים/ירדניים.

ונחזור לסארטר, שוב זרם התודעה העביר אותי למחוזות רחוקים וליעדים מבוצרים. איך הוא מתקשר לכל זה? בראשית שנות התשעים של המאה שעברה, כשגילי נשק לגיל החמישים בא לצה"ל עוד רעיון מבריק לקחת קציני מטה ולשלוח אותם לשמור על בסיסים ואתרים כשומרים פשוטים. אז כבר הייתי רב סרן. שלחו אותי לדרום הרחוק נתנו לי נשק ואמרו לי לשמור על השער, רב סרן ש.ג., צריך להיות גאון בשביל להמציא את זה! לא רק זאת – הייתה באותן שנים אבטלה מאוד גדולה, אני הרווחתי שכר עתק וכמילואימניק הביטוח הלאומי פיצה אותי על שכרי בחודש המילואים. השכר שלי היה פי כמה וכמה מהשכר שניתן היה לשלם ליוצא יחידה קרבית שהיה בא לשמור על השער עם ההכשרה המתאימה, היה מודה לצה"ל על השכר שהיה מקבל, צה"ל היה חוסך את ההפרש, והכי חשוב – אם חס וחלילה היה קורה משהו המחבלים היו מחסלים אותי בגלל חוסר ההכשרה שלי, פורצים לבסיס ועושים שמות. ואיך בכל זאת זה מתקשר לסארטר? לקחתי אתי למילואים את הביוגרפיה של סארטר ובימים הארוכים בין שמירה לשמירה קראתי את כולה. שברתי קרוב לודאי את שיא גינס בהיותי ש.ג. עם הדרגה הכי גבוהה ושקרא בעיתות הפנאי שלו את סארטר ואת הביוגרפיה שלו. ואיזו קלטת הייתה לי לנסיעות הארוכות מהדרום לחיפה וחזרה? הקלטת של חווה אלברשטין עם השירים ה"שמאלנים" המצויינים שלה – חד גדיא ולונדון. כי מה יותר מתאים ללוות את קריאת הביוגרפיה של השמאלן הכי ידוע של המאה העשרים סארטר אם לא הקלטת של חווה אלברשטין? כי אני להבדיל מאי אלו אומנים יונים שלא מופיעים בשטחים הכבושים כביכול, לא נמנע מלשמוע את שירי חווה אלברשטין, לראות את סרטי קן לואץ' ואת הסרטים של בתו של עמוס אילון, ולשמוע מוסיקה של תיאודורקיס. כי אני אוהב את כולם (פרט אולי למל גיבסון ולפעילי BDS). יש לי מקום בלב גם ליונים וגם למתנחלים, גם לחרדים וגם לחילונים, למזרחים ולאשכנזים (יש לי ברירה? אהבת חיי היא אשכנזיה וילדי ונכדי הם תערובת מופלאה של עשרה מוצאים), ליהודים ולערבים המתונים שלא משתפים פעולה עם הטרור. למותר לציין שכדרכי בקודש, התלוננתי על האבסורד, הודעתי למי שהיה צריך שלא אהיה מוכן עוד פעם לשתף פעולה ואפרסם זאת. החזירו אותי ליחידה שחיכתה לי בכיליון עינים כל השנה על מנת שאעשה כמה פרויקטים חשובים ובא לציון גואל.

על מסעות, אצילים וחסרון כיס - מסה

אי אפשר לעשות הכל, גם לקרוא ספרים ממיטב הספרות העולמית, גם ללמוד חמישים שפות, גם לכתוב ספרים אקדמיים ומחזות, גם לעבוד במשרה מלאה, גם להיות בעל טוב, אבא טוב וסבא טוב, וגם לסייר בכל העולם. כשאני מתבונן בספרים שאני עכשיו כותב על כל מה שעשיתי במשך שבעים שנה, אני מלא התפעלות, כי רבים וטובים לא מספיקים לעשות זאת בכמה גלגולים. אם למדתי חמישים שפות (ואני לא יודע את רובן מספיק אני מודה) זה היה על חשבון קריאת ספרות יפה, אם אני רואה מאות סרטים בשנה זה על חשבון כתיבת ספרים, אם אני עובד במשרה מלאה זה על חשבון כל התחביבים שלי, ואם אני מבקר בעשרות ארצות זה על חשבון חיי המשפחה. אז הייתי צריך לעשות סדר, קדימויות, להחליט מה חשוב יותר או פחות למרות שהכל חשוב. בסדר הקדימויות שלי העבודה קודמת לכל. כל פעם שהייתה לי עבודה עסקית בה לפני הכל ובמקום הכל, גם במקום המשפחה. למזלי אשתי רותי הייתה עזר כנגדי והיא לקחה על עצמה את המטלה העיקרית של גידול הילדים, דאגה לבית, עזרה עם הנכדים, ובכך היא ויתרה ויתור חשוב על המשך לימודים, בניית קריירה והגשמה עצמית. רותי היא יחידה בדורה (אני מגזים, אבל אחת מהיחידות), כי היא עשתה כל זאת ברצון, בלי טרוניות, היא תמיד קמה בלילה לטפל בילדים כי הייתי צריך לישון בשביל להצליח בעבודה כמנהל חשוב שהביא משכורות מאוד גבוהות הביתה. היא מעולם לא התלוננה שהיא לא המשיכה בלימודים מעבר לשלושת השנים שהיא למדה בסמינר כמו חברות רבות שלמדו לתואר שני ושלישי, עשו קריירה, הפכו למנהלות בבתי הספר, בעסקים, לעורכות דין מצליחות, רואות חשבון, מדעניות והתעשרו בזכות עצמן. רותי דאגה לילדים, הקפידה שהבית יהיה תמיד נקי ומסודר, שהבגדים שלי יהיו תמיד מגוונים, בלי עוזרת עד שהגיעה לגיל חמישים וכבר גרנו בוילה גדולה, בלי אוטו עד ששירלי הילדה השלישית נולדה.

אבל לא היה יום שהיא לא עבדה בו בבתי הספר בחיפה ובמרכז, כמורה מהשורה, אך מחנכת ופדגוגית לעילא, אוהבת את התלמידים והם מעריצים אותה, בונה קריירה של הקניית חינוך וערכים לילדים משכבות מצוקה, שלמדו בבית ספר מקצועי ספרות (עיצוב שיער נשמע יותר טוב), צילום, מטפלות בגני הילדים, טכנאי שיניים. לזכותה ייאמר שהיא ממש הצילה מאות ילדים מהידרדרות, דאגה להם בצורה אישית, אם היה צורך גם נתנה להם כסף על מנת להגיע לבית הספר, להשתתף בטיולים, דאגה לבגדים ורהיטים לילדים ממשפחות מצוקה, וזאת בנוסף לעבודה במשרה מלאה כעקרת בית וכאמא לשלושה ילדים, כרעה אוהבת ותומכת וכחברה שהייתה פיית הגשם ודאגה לכל מי שהייתה חולה או הייתה זקוקה לעזרתה. לעצמה לא היה לה הרבה זמן, אך בהיותה יפת נפש אלוהים דאג לה שהיא גם תישאר יפת מראה, מטופחת, ונמרצת, מבלי שתעסוק בספורט, תבצע ניתוחים פלסטיים ותתאפר. איך ממסעות אני מגיע לכתוב על האיפור של רותי, השד יודע, אבל עוד נגיע למסעות בעוד אי אלו עמודים, וממילא הכל כתוב בגירסה האנגלית המובאת להלן כאשר בעברית אני מרשה לעצמי להפליג למחזות רחוקים בתודעה אם לא לארצות רחוקות. עד גיל חמישים רותי לא נסעה הרבה לחו"ל. בפעם הראשונה שנסעה לחו"ל זה היה בשנת 1978 כאשר היא כבר הייתה בת 31, תראו לי היום אשה אחת שבגיל שלושים עדיין לא הייתה בחו"ל, אפילו אם היא באה משכבת מצוקה. כל אישה מודרנית בוודאי הייתה בטיול של אחרי הצבא להודו או לברזיל, הצטרפה להורים לפחות אחת לשנה לחופשת קיץ באירופה, בארצות הברית, ובהרבה משפחות גם לחופשת סקי בחורף ולשייט ביכטה המשפחתית לאיי יוון. למען האמת גם אני נסעתי לראשונה לחו"ל בגיל 23 כאשר נסעתי ללמוד באינסאד בשנת 1967 וביליתי חודש לפני כן בלימודי גרמנית בברלין (כאשר כשרק נחתתי בעיר הכרתי עלמת חן שהייתה בקומונת מאו, לא אלימה כמובן, אך שיתופית...). וחודש אחרי הלימודים בטיול לימודי במפעלים גדולים בארצות הברית הממומן על ידי [דיויד רוקפלר](#). את הלימודים, הכלכלה והמגורים בפונטנבלו מימן הברון [אדמונד דה רוטשילד](#) וכך ניתן לאמר שאת השנה הראשונה שלי בחו"ל מימנו שני ברונים – הלימודים בגרמניה ובצרפת מומנו על ידי הברון רוטשילד והסיוע הלימודי בארצות הברית מומן על ידי "הברון השודד" רוקפלר, כי כידוע משפחתו התעשרה כמו משפחות קרנגי, ונדרבילט, מורגן ואחרים בסוף המאה התשע עשרה ותחילת המאה העשרים, וכל הטייקונים האלה נקראו הברונים השודדים. זאת ועוד, בעת כתיבת שורות אלה דיויד רוקפלר עדיין חי ויהיה ביוני בן 101, כמו מונטיפיורי, אני מאחל לו אריכות ימים ובריאות טובה כי אני חב לו מסע מהסרטים ברחבי ארצות הברית. ברון אדמונד דה רוטשילד נפטר בגיל יחסית צעיר, בגיל 71 (כיוון שאני עוד מעט בן 72 כל גיל שהוא נמוך משלי הוא הגדרתי גיל צעיר), אך אין ספק שהוא ממשיך לעשות מעשים טובים ליד השכינה.

לא אכנס כאן לסוגיה האם מעשיהם של הברונים השודדים עזרו לחברה או פגעו בה, אני מתייחס לכך רבות בקורסים שלי ובספריי. אומר רק זאת, הברונים השודדים פגעו בהרבה עובדים וצרכנים, אבל הייתה להם השפעה חיובית על הכלכלה, התעשייה והפינוסים בארצות הברית, בעוד שהברונים השודדים בימינו – בארצות הברית ובישראל – מזיקים הרבה יותר מאשר הם מועילים, בוול סטריט הם הרסו את הכלכלה העולמית, בישראל הם

רוקנו את המדינה מנכסיה, מה התרומה של איל נדל"ן ישראלי הבונה קניונים ובתי מלון בחו"ל ואם הפרויקטים לא מצליחים הם עושים תספורת לכולנו כי השקענו דרך קרנות הפנסיה בהרפתקנות הנלווה שלהם. אם הפרויקטים מצליחים הם דואגים לשלם כמה שפחות מיסים אם בכלל, כמה שפחות תגמולים עבור המחצבים אם בכלל, כמה שיותר משכורות עתק לפקיד הממשל שהם משחדים אותם בצורה חוקית עם משרות בחברותיהם. התרומות של משפחות רוקפלר, קרנגי ומורגן היו עצומות ונראה לי לעניות דעתי שהייתה להם ולצאצאיהם השפעה הרבה יותר חיובית על הכלכלה האמריקאית מאשר השפעה שלילית. כל הנסיעה המופלאה הזאת לחו"ל מראשית אוגוסט 1967 עד סוף יוני 1968, סך הכל 11 חודש, הייתה נס בפני עצמו. שכן נסעתי לחו"ל עם \$500 שהצלחתי לחסוך מהשיעורים הפרטיים, כי בצבא הרווחתי כמה עשרות שקלים לחודש שבקושי הספיקו לי למימון סרטים בכרטיסים של קצין העיר. אבי שמימן לי את הלימודים לתואר ראשון כבר לא יכול היה לעזור לי כי הוא עצמו פוטר כששכב בבית חולים לאחר ניתוח קטרקט בשתי העיניים, אחרי שעבד באותה חברה שנים רבות. הקפיטליזם החזירי לא הומצא בימינו אלה, הוא כבר היה קיים בשנות השישים בישראל, כמו שהשחיתות לא הומצאה היום כי מי שהמציא אותה היה שלטון מפא"י המושחת של שנות החמישים. כזכור, הייתי מובטל מייד כשהשתחררתי וממה שנשאר לי מהעבודות המזדמנות באותם שלושת החודשים מהשחרור ועד שגייסו אותי למילואים אחרי המלחמה ומייד אחרי השחרור נסעתי לחו"ל. מכל מה שהרווחתי נותרו לי \$500, בניכוי הוצאות המחיה בישראל וכרטיסי הטיסה לחו"ל (הגעתי לברלין ביום אחד בכמה טיסות), או דולר וחצי ליום, שיא גינס לכל הדיעות, כי זה הרבה פחות מאירופה ב-\$10 ליום.

עד היום לא ברור לי איך סכום כה נמוך הספיק לי עבור אותן הוצאות מחיה שלא היו מכוסות במלגה, עבור הנסיעות לפריז, הביקורים בהצגות ובסרטים, הביגוד - זה קל, לא קניתי שום ביגוד וכל השנה ביליתי עם שני ג'קטים ושני זוגות מכנסיים, בחברה של גדולי העשירים באירופה שנסעו במכוניות פאר והיו להם טקסידו ועשרות פרטי לבוש. זאת ועוד, איך זה הספיק לי בברלין, לבקר למשל במזרח ברלין, ללכת להצגות וסרטים (מזל שבקומנות מאו לא דרשו דמי כניסה). הייתה לי בעיה רצינית איך אגיע מברלין לפריז ללימודים. למזלי גרתי עם צרפתי שהפך לחברי הטוב FRANCIS DESFORGES, וכשהיה צריך לחזור לפריז הוא הציע לי טרמפ במכוניתו, אמרנו עם צאתנו - NACH PARIS, ולמרות שלא היה וויז הוא בכל זאת מצא את הדרך, מה עוד שהיה די מפחיד לעבור מברלין לגרמניה המערבית דרך המסדרון עם גדרות ענקיים משני הצדדים על מנת שהאזרחים של גרמניה המזרחית לא יתפתו לערוק למערב. כשהגענו לפריז נותרו מספר שבועות עד לתחילת הלימודים בפונטנבלו והוא אירח אותי בביתו ואחר כך מצא לי מגורים בחינם במעונות הסטודנטים בפריז שהיו פנויים עד תחילת שנת הלימודים. בארצות הברית כבר כמעט ולא נשאר לי כסף וחייתי מ"אדי הדלק" האחרונים, את הדולרים האחרונים הוצאתי על כרטיס כניסה בשורות האחרונות ביציע למחזמר סיפור הפרברים, כי הייתי חייב לראות לפחות מחזמר אחד בברודוויי. כך שבטקס ה-GRADUATION במבצרו של דייויד רוקפלר - בצ'יזס מנהטן בנק, יום לפני החזרה לפריז, כשצילמו אותנו מקבלים את התואר מידי רוקפלר לא נשארו לי עשרה דולר על מנת לרכוש את התמונה וכך אבדה לעד לחיצת היד ההסטורית בין רוקפלר לבני בסוף יוני 1968. מה שנותן לי רעיון - אולי ארים טלפון לדייויד היקר ואבקש ממנו לחפש בגנוז את התמונה ההסטורית שהוא בוודאי שמר. אני אפילו מוכן לטוס לארצות הברית בפעם נוספת ולשחזר את לחיצת היד, עוד לא מאוחר מדי כל עוד דייויד חי. באשר לברון רוטשילד, דאגתי לשמר לפחות שתי תמונות יחד אתו הנמצאות באתר שלי ובספרים שלי. הוא בא לבקר אותנו בפונטנבלו ואכל איתנו ארוחת צהריים, וכשהיינו נבוכים איך לאכול את הפרגית עם הסכו"ם, הוא הראה דוגמא אישית ואכל אותה בידיים. כל שנה הוא היה מגיע לישראל ודאג לארח אותנו בקיסריה והתעניין מה כל אחד עושה בישראל. יהי זכרו ברוך!

אך, אלה לא היו הברונים היחידים שהכרתי באותה שנה. למותר לציין שעד שנסעתי לאירופה לא הכרתי מעולם ברון, או אפילו אציל כלשהו. אבל זה לא מדויק. בשנת 1953 זכיתי ללחוץ את היד, כתלמיד המצטיין בכיתה בבית הספר הצרפתי LYCEE בקהיר, של השגריר הצרפתי במצרים האציל [MAURICE COUVE DE MURVILLE](#). לא יכולתי לתאר לעצמי אז איזו קריירה מזהירה תהיה לשגריר. הנה כי כן יעקב קורי הפרולטר שצעד עם הדגל האדום ברחוב החלוץ בחיפה באחד במאי והיה חניך התנועה המאוחדת, נבחר כנציג מפא"י לועד הסטודנטים באוניברסיטה העברית בירושלים וכנציג האוניברסיטה לועידת הסטודנטים מכל הארץ בחיפה, אותו קורי שנסע לשנת לימודים בברלין, פריז וארצות הברית, התחיל את הרומן שלו עם האצולה והטייקונים כבר בהיותו בן שמונה בקהיר. ואיזו קריירה מזהירה הייתה לשגריר שכינה בקהיר בין 1950 ל-1954 ועזב למזלו לפני הפיאסקו הצרפתי-בריטי בסואץ באוקטובר 1956! הוא היה שר החוץ של צרפת, לא פחות ולא יותר, של ממשלות דה גול בעיקר בין השנים 1958-1968 וזכה להיפגש עם בן גוריון בקיי ד'אורסי בשנת 1960. לא יצא לי להיפגש עם בן גוריון אבל זכיתי ללחוץ את ידיהם של רבים וטובים שלחצו את ידי - יצחק נבון, שמעון פרס, אריק שרון

1. ... קוב דה מרוויל. על אותו תקן זכיתי ללחוץ את ידיהם בדרגה שניה של דה גול וכל שועי עולם שקוב דה מרוויל נפגש איתם. איזו יד בת מזל! זאת ועוד, בסוף מאי 1968 על רקע מהפכת הסטודנטים בפריז שבה השתתפתי מינה דה גול את קוב (הוא בטח יסכים שנקרא לעצמנו בשמות הפרטיים מה עוד שהוא כבר הלך לעולמו) לשר הכלכלה והאוצר. אך זה לא הכל – בין 1968 ל-1969 היה קוב ראש ממשלת צרפת... אך היו עוד אצילים – בסיפור להלן על אחת האנקדוטות של המסע המופלא לארצות הברית שבה אני מספר איך האוטובוס של הקבוצה נטש אותנו בפילדלפיה בגלל שאיחרנו בחמש דקות, אני מרשה לעצמי לגלות בעברית את אשר לא עשיתי באנגלית, שהחבר שלי שאתו נשארתי בלי כסף, בלי מזוודה ובלי לדעת לאן ממשיכים היה לא אחר מאשר הגרף פוטוצקי, שגם הוא היה בוגר אינסאד, אציל פולני גרף או רוזן, כמו חלק ניכר מהבוגרים. וזה שנשט אותנו מארגן הקבוצה היה גם הוא גרף, אם כי לא אגיד את שמו ואת מוצאו, למרות שניתן לשער זאת על רקע האיבה שלו לסטודנט פולני ויהודי ועל רקע קרבת משפחתו לאחד מ"גיבורי" מלחמת העולם השנייה. לא סתם גרף אלא גרף באותו האיזור שבו היו אדמות משפחת פוטוצקי, מה שמסביר אולי איבה בת מאות שנים. פוטוצקי ואני התחברנו מאוד בטיול, על רקע מה שאמר לי ספק בהלצה ספק ברצינות ש"אני לא נראה יהודי", מחמאה שאני זוכה לה בחו"ל, כאשר בארץ אני זוכה למחמאה ש"אני לא נראה מזרחי". ומה עם אלה ש"נראים" יהודים, "נראים" מזרחים, איך הם מתמודדים?

אחד החברים הכי טובים שלי בלימודים באינסאד היה מרקזי איטלקי – CLAUDIO GINO. היו לי שני חברים אצילים באותה קומה באכסניית הסטודנטים בפונטנבלו. קלאודיו ואציל בלגי JOZEF VAN RANST. החברות של שניהם באו לבקר אותם בסופי השבוע, אך בעוד החברה של פאן ראנסט התאכנסה בחדרו, מה שגרם לכולנו הרווקים לתסכולים כבדים, היה קלאודיו מאכסן את החברה שלו במלון הסמוך, אצל הלטינים מתייחסים לאישה בכבוד... שניהם התגרשו אחר כך מנשותיהם. קלאודיו הבחין במצוקתי הכלכלית למרות שלא הבלטתי אותה ולא ביקשתי הלוואות או מענקים מאף חבר. עד היום אני יודע איך היו לי משאבים מתוך ה-\$500 לכל השנה לנסוע גם לחופשת סקי באלפים בגבול שווייץ בחג המולד. אמנם נסעתי במכונית של החברים, אך איך היה לי כסף למלון אני כבר לא זוכר. מה שאני כן זוכר זה שלא היה לי כסף לשכור ציוד סקי כך שכל השבוע טיילתי בשלג בהרים עם הזקנות והחברים ששברו גפיים. איך שלא יהיה, מועד הנשף השנתי התקרב ועלות הכניסה הייתה כמאה דולר שלא היו לי כמובן. ויתרתי מראש על הנשף ואמרתי לחברים שאני נשאר במלון כי עלי ללמוד. קלאודיו בא אלי בערב הנשף ואמר לי שהחברה שלו לא מרגישה טוב כך שיש לו זוג כרטיסים מיותרים. היה כבר מאוחר מדי להזמין בת זוג, מה עוד שהידידה שלי דאז שלא רצתה לוותר על הנשף הלכה לשם עם סטודנט אחר ולנוכח זאת וויתרתי לו ברצון עליה מהנשף ואילך. השתתפתי בנשף המפואר והייתי היחיד שלא בא אליו בטקסידו, אלא עם אחד משני הז'קטים הבלויים שלי ועם אחת משלושת העניבות. קלאודיו, נשמה טובה, גם בא אלי כשטסתי בשנת 2001 להרצות בסמינר של האיחוד האירופי בסטרוזה, הוא נסע במיוחד עד שדה התעופה ונתן לי את המפתחות של הדירה שלו במילנו והזמין אותי לבלות שם שבוע, כי באותו השבוע הוא היה בבית הקיץ שלו. ביליתי שבוע מקסים במילנו וכשהוא הגיע בלילה האחרון הזמנתי אותו להצגה באיטלקית בתיאטרון גדול והוא התוודה בפני שזו פעם ראשונה שהוא מבקר בתיאטרון הזה, והיה צריך לבוא למילנו חבר ישראלי על מנת שהוא יראה איתו הצגה באיטלקית ליד הבית שלו. כשבא קלאודיו לישראל לקחתי אותו למסיבה עם כמה מהבנים של שועי הארץ (אז עוד היו לי חברים שהיו בני טייקונים...) וזכור לי כיצד הבת של האדם הכי עשיר בישראל מאוד התעניינה בקלאודיו (שהיה גם מרקזי, גם מיליונר, גם משכיל, גם טוב לב, גם יפה תואר, וגם... אהב יהודים).

אבל זה לא הכל – שניים מהפרופסורים שהיו ב-JURY של הדוקטורט שלי היו גם הם אצילים – המנטור שלי שעוד לימד אותי באינסאד, יצר את הקשר שלי עם CNAM והזמין אותי להרצות באינסאד, הוא HENRI CLAUDE DE BETTIGNIES ואילו מנטור אחר שלי שסייע לי רבות בדוקטורט ושהלך לעולמו בטרם עת (ועל כך ניתן לקרוא באתר שלי ב-BOOKS) היה ההולנדי HENK VAN LUIJK. כך שלמרות כל הדיעות הקדומות שלי נגד אצילים ומלכים – כמעט כל המגעים שלי עם אצילים היו חיוביים ביותר והם היו אנשים מדהימים. הלוואי שהייתי יכול להגיד תשובות דומות על אילי ההון שנפגשתי איתם בישראל (האצולה הישראלית), אך כאן המצב בדיוק הפוך ומרבית אילי ההון שהכרתי, ברובם היכרות שטחית למדי, לא השתוו בשום פנים ואופן לאצילות של האצילים האירופים שהכרתי באותה שנה מופלאה וגם בהמשך. ובסוגיה זאת של מי הוא אציל אמיתי – זה עם התואר, זה עם הכסף, או זה עם הלב והאנושיות, כתבתי מאמר וטענתי שהאצולה האמיתית היא בקרב הנשים העניות ביותר מבנגלדש שלוקחות הלוואות של עשרות דולר לפתוח "עסק" של מכירת סלים מקש מבנק גרמין של מוחמד ינוס ומחזירות ב-98% מהמקרים את ההלוואות, בעוד הטייקונים שלנו עם הארץ ולא אצילים גוזרים קופון על חשבוננו ועושים לנו תספורות של עשרות אחוזים, כאשר הם ממשיכים להיות מילירדרים. אציל אמיתי הוא אציל נפש ולא אציל בעל תואר או ממון, גישה קצת "תמוהה" בעולם שמעריך אנשים על פי גודל הארנק שלהם ולא על פי רוחב הלב שלהם. יחד עם זאת, זכיתי להכיר באירופה אצילי תואר וכסף שהיו

גם רחבי לב ובארץ (פחות מאצבעות יד אחת) אצילי ממון ישרי דרך ועם לב רחב – אך לא אגיד את שמם כי אני לא רוצה שיטילו עליהם חרם הקולגות המושחתים שלהם.

ונסיים במה שהתחלתי אחרי שהפלגתי למחוזות רחוקים, איניני זוכר איך, של מסעות לחו"ל, אצילים, וחסרון כיס. כפי שכתבתי – קדימות ראשונה הייתה תמיד לעבודה וכשלמדתי – ללימודים. ומה עם עיתות הפנאי? התחילו להיות הרבה עיתות פנאי רק אחרי שהפכתי לעצמאי ולצד תקופות גאות היו לי תקופות ארוכות של בצורת. וכפי שתיארתי זאת בפני אמי בלאדינו – KUANDO POKO POKO KUANDO MUNCHO MUNCHO – לעיתים מעט מעט ולעיתים הרבה הרבה. בממוצע זה בסדר אבל תמיד כואבת הבטן. בתקופות השפל אם כן אני קודם כל כותב ספרים, וכשאני כותב ספרים, אני לא קורא ולא לומד שפות, רק כותב מהבוקר ועד הלילה. כשאני לא כותב – למדתי קודם כל שפות, וגם בזמן מלחמת לבנון השניה שבה האוניברסיטה נסגרה והייתי מובטל מאונס. בזמן הפנוי הנותר קראתי ספרים בשפות הקשות החדשות, לא נתתי לעצמי הנחות, ודאגתי לעשות התעמלות למוח בלימוד וקריאה בשפות הקשות – הולנדית, לטינית, שוודית, רוסית, ערבית, אנגלית, ספרדית, לאדינו, איטלקית, פורטוגזית, גרמנית (אבל עם מילון או תרגום כי הידע נשחק עם השנים), רומנית, יידיש, קטלנית, אוקסיטן... ואילו בערבים – אנחנו הולכים ליותר מעשרים הצגות בשנה, יותר מעשרים קונצרטים ומופעים, אני שומע בבקרים לפחות אחת לשבוע ובשנה עשרות הרצאות מעולות בטיקוטיין, בעבר גם הייתי הולך פעמיים בשבוע לפחות לשניים או שלושה סרטים בערב בסנימטק. הלכתי בזמן פסטיבל הסרטים בחיפה לעשרות סרטים, פעם למעלה מ-50 ואילו עכשיו יותר מ-30 במשך 10 ימים – כך חולפת תהילת עולם! אנחנו גם הולכים אחת לשבוע לקולנוע, הולכים לבקר חברים, מבקרים את הילדים והנכדים והם מבקרים אותנו. קדימות כמובן לילדים, אחר כך לחברים, ובזמן שנותר לבילויים.

אבל מה – אנחנו כמעט ולא הולכים למסעדות, אני כמעט ולא רואה טלוויזיה ואם כן – שני סרטים בלילה משמונה ועד חצות ובכלל לא סדרות, חדשות וריאליטי. אני כמעט ולא קורא עיתונים, רק מדפדף בידעיות אחרונות, ובוודאי שלא קורא הארץ, אם כי גיסי היה דואג לתת לי במשך שנים רבות את זה מרקר שהוא אחד העיתונים המעולים שיש בישראל. אני לא משחק במשחקי טלוויזיה, לא משוטט באינטרנט ולא מדבר בטלפון אם כי כאשר אחי מתקשר אלי אנחנו מדברים שעה, וכשאמיר בני מתקשר אלינו כמעט כל יום בדרכו לעבודה ליד פלו אלטו בקליפורניה או מדברים חצי שעה, ובסופי שבוע מדברים גם כן חצי שעה בסקייפ עם הנכדים נוגה ואיתי. זהו אם כן סדר הקדימויות וכך אני מספיק ביעילות מירבית להיות עסוק משמונה בבוקר עד חצות. ואיך חו"ל מתקשר עם כל זה, והרי פרק זה עוסק במסעות לחו"ל. קדימות ראשונה לנסיעות עבודה והיו לי הרבה מאוד כאלה, לעיתים במצטבר כמה חודשים בשנה, גם כשכיר סמנכ"ל מכירות וכספים – מנהל משא ומתן על חוזים בעשרות מיליוני דולר, רוכש חברות, מנהל חברות בנות או עושה הנפקות בוול סטריט – וגם כעצמאי העוסק במכירת ידע, ברכישת חברות, בפיתוח עסקים, בהבראת חברות, בייעוץ ובניהול. בערבים בחו"ל אני משתדל לא להיות מוזמן לארוחות עסקיות והולך להצגה אחת או שתיים בערב, ובסופי שבוע למספר הצגות, מוזיאונים וטיולים. כך הייתי בעשרות ארצות בענייני עבודה והרשימה המלאה מובאת להלן. אם אפשר אני לוקח כמה ימי חופש, מבקר באמזונס ליד איקיטוס בפרו, מבקר בברזיל, ארגנטינה, ונצואלה, הונג קונג או תאילנד. אם ניתן, אני לוקח אתי את רותי ו/או את אחד הילדים. כך הייתי עם אחד הילדים מדי פעם בניו יורק, פריז, לונדון, אוסטרליה וניו זילנד. ולעיתים אני נוסע לבד עם רותי, במיוחד מאז שהתחלתי ללמד ובקיץ יש לי הרבה זמן חופשי – לפריז, לונדון, ברלין, ניו יורק, ספרד, פורטוגל, איטליה, יוון, בלקן, פרובנס, קליפורניה, מסע לקניונים – גרנד קניון, ציון ועוד, תאילנד. רותי הצטרפה אלי לסניגפור כשלימדתי שם, נסענו לטיול ארוך בגרמניה, טיול עם רותי והילדים הקטנים של כעשר ארצות באירופה במשך חודש וחצי בשנת 1978, שייט בים הבלטי, מבקרים את הילדים בפלו אלטו ועוד. בעבר גם נסעתי ללימודים בחו"ל – השנה המדהימה בפונטנבלו ליד פריז, בברלין ובארצות הברית, סמינרים מעולים ב-IMD בשווייץ, בארצות הברית ועוד. אך מה כבר ההבדל בין לימודים, עבודה או בילויים? לשלושתם אני מתייחס באותה הרצינות, היעילות, וממצה אותם עד תום. לפעמים אני גם משלב אותם. אך מעל לכל, אני סקרן – סקרן לבקר בארצות חדשות, לבלות, לעבוד, ללמוד, ובעיקר להכיר את הארצות, את העמים, את התרבויות, ההצגות והפולקלור. ארצות בכל היבשות בעולם – אירופה ב-34 ארצות מתוך 50, אמריקה הצפונית ובעיקר בארצות הברית ביותר מ-25 מדינות, אמריקה הדרומית – לא מספיק למרות שאני מאוד אוהב את היבשת ומתכנן לחרוש אותה לאורכה ולרוחבה, אסיה – אני חי ביבשת אבל יחסית ביקרתי במעט ארצות לזמן קצר, אפריקה – נולדתי ביבשת ולמעט מסע עסקים אחד מעולם לא חזרתי אליה, אוקיאניה – עם האנשים המדהימים ביותר בתבל אולי כי הם גרים הרחק מההמון הסוער, השחיתות ותאוות הבצע, אוסטרליה היא מדינה מדהימה וניו זילנד היא ארץ קסומה והטיול בהן במשך חודש זכור לי (ולשירלי) כטיול המוצלח ביותר שעשיתי אי פעם ושהכי נהניתי ממנו.

על בלשנות וכישרון לשפות - מסה

את מי זה בכלל מעניין ללמוד ולדעת שפות בעולם שבו כולם מדברים רק שפה אחת או שתיים – שפת האם ואנגלית, וכשאנגלית היא שפת האם אז רק אנגלית. מי בכלל דובר שלוש שפות, חמש שפות, עשר שפות, חמישים שפות? מה זה חשוב לדעת להגיד "העולם הופך לגלובלי, אבל לא שטוח כי אם שטחי" בחמישים שפות? אני משתעשע בהמשך הפרק בפיענוח הוראות שימוש של איקאה בעשרות שפות. את מי זה בכלל מעניין? הסיבה שאני לא מוציא לאור את הספר שלי בהוצאת ספרים אלא כספר דיגיטלי באתר שלי היא שיתכן מאוד שהוא יעניין רק אדם אחד – אותי. כי מי חוץ ממני מתפרס על כל כך הרבה תחומי עניין? היום פוליגלוט זה סטודנט אמריקאי שלומד בתיכון ספרדית וכשהוא נוסע למכסיקו הוא מגמגם בספרדית בסיסית כמה עולה הסומבררו. בימינו אינטלקטואל הוא סטודנט צרפתי שלומד בבית הספר מחזה של שיקספיר. חובב ספרות הוא זה שקונה ארבעה ספרים במאה שקל, נותן במתנה שלושה ומשאיר אצלו ספר אחד בשביל לקשט את הספרייה. וכבר היה מי שאמר לי שהספרייה שלי נראית איום ונורא כי כל הספרים לא מסודרים לפי הגובה אלא לפי השפות והאלפבית, לרובם אין כריכה עבה, ואוי לעיניים הקוראות – במאות ספרים יש סימניה בעמוד שבו הפסקתי לקרוא את הספר, כי אני קורא במקביל חמש מאות ספרים בחמישים שפות. ואילו חובב דרמה זה אזרח שיש לו מנוי באולם המופעים בעירו להצגות של "מיטב הרפרטואר" והוא רואה שש הצגות של שעה ועשרים בשנה, על מצביא דגול שיצא לתרבות רעה, על ניצולת שואה שנזכרת בעברה, על פלשתינאי המבקר בבית בו גרו אבותיו לפני ש"גורש", הכל על פי אותו מתכון של כתיבה בנושא פופולרי מבלי להרגיז יותר מדי אף אחד, לא לעייף אף אחת, כי אם ההצגה נמשכת פחות משעה וחצי תוכל להספיק לחזור הביתה לפני עשר וחצי וללכת לישון באחת עשרה.

אני כותב בספריי שיש ללמוד עד סיום התיכון חמש שפות ברמה של שפת אם. ואני זוכר את הפתגם החביב בלאדינו – **LO KE LA VIEJA KERIA EN EL SUENIO SE LO VIA** – מה שהזקנה רצתה בחלום היא ראתה. נו, באמת, ללמוד חמש שפות? עברית הם יודעים? להבדיל בין זכר לנקבה יודעים? למי יש זמן ללמוד חמש שפות? מי יענה לעשרות המסרים שאתה מקבל בפייסבוק ובטלפון הסלולרי? איך תוכל לשחק כמו אוטומט את משחקי הטלוויזיה הדבילים? מתי כבר תספיק לראות את האח הגדול ולנחש מי יודח היום – טרונצ'ו או בוצ'יקצ'ולוקה? וחוץ מזה, איזה כיף זה ללמוד שפה? ומי בכלל צריך עוד שפה? הרי בקרוב תהיה רק שפה עולמית אחת – אנגלית. זה סתם בזבוז זמן. אנחנו ממילא לומדים כל כך קשה, כך שבזמן הפנוי נראה איזה סיטקום, נלך למשחק כדורגל, נקשיב לרוק כבד, נלך לים, או נצפה בסרט על בטמן נגד סופרמן נגד וונדרוומן נגד אנטמן, ואת כולם מנצח האח הגדול והראש הקטן.

אז יש לי חדשות לכל המלעזים נגד לימוד שפה. קודם כל, ללמוד שפה זה כיף שאין כדוגמתו. אולי קשה בחודש הראשון או השני אך כמו בכל לימוד שמתחיל קשה ככל שהתחלה יותר קשה כך ההמשך יותר כיפי. ובכוונה אני משתמש במילה כיף ולא תענוג, כי בשפה שלנו נכנסו מילים מכל שפות תבל, דבר שיכול לעזור לנו בלימוד שפות. להלן רשימות של מילים ב- 16 שפות שנכנסו לעברית, ובראשן ארמית, יידיש, ערבית, רוסית, אנגלית וצרפתית:

מאכדית	•	מיידיש	•	מערבית
מאנגלית	•	מיוונית	•	מפולנית
מארמית	•	מלאדינו	•	מפרסית
מגרמנית	•	מלועזית	•	מצרפתית
מטורקית	•	מלטינית	•	מרוסית
		ממצרית	•	

וזה יפה. כי מי שיודע עברית ובמיוחד סלנג עברי כבר נהנה מ"פור" בלימוד שפות ויודע קצת אנגלית, צרפתית, ערבית ורוסית. או כמו ששאלו את טרונצ'ו אם הוא יודע אנגלית והוא אמר שבטח – הוא מכיר שלוש מילים מטרו גולדווין מאייר, וכשביקשו ממנו עוד מילה הוא שאג כאריה "וואאו". אבל זאת בדיחה שניה בזמנים שעוד ראו סרטים של **MGM**, כיום אפילו את זה לא עושים ורואים רק קליפים של דקה וחצי. אני שלטתי בשתי שפות אם – צרפתית ולאדינו וזה סייע לי ללמוד אנגלית, ספרדית, איטלקית, פורטוגזית, רומנית, קטלנית, אוקסיטנית, גלגו, אינטרלינגוה, קריאולית, גסקונית, האיטאני, אסטורנינית, וולונית, ניבים ועוד. אני עוד זוכר איזה תענוג היה ללמוד שפות באפס מאמץ, כמו אינטרלינגוה המושתתת כולה על שפות רומניות, פורטוגזית הדומה כמעט בכל לספרדית פרט להגייה שונה אבל לקריאה אתה מקבל במתנה עוד שפה ונחשף לשתי תרבויות מדהימות – פורטוגל וברזיל, עם סופרים דגולים המוכרים רק לדוברי פורטוגזית למרות שהם לא פחות טובים מסופרים צרפתים

ואנגלים. באותה מתכונת קטלנית מבוססת על ספרדית וצרפתית, גלגו על פורטוגזית וספרדית. קצת יותר קשה עם שפה כמו רומנית שיש בה גם יסודות סלביים שהיו זרים לי לחלוטין כשלמדתי אותה. אבל מכיוון שריתי אשתי נולדה ברומניה ושלטה בשפה ומכיוון שהיה חשוב לי לדבר עם החותנים בשפתם, כמו שריתי דיברה עם ההורים שלי צרפתית ונהנתה יחד אתי ממחזותיו של יצחק נבון המבוססים על הלאדינו. אבל השתלטתי די מהר עם ספר לימוד עב כרס על הרומנית. ומה רבה הייתה הפתעתי כאשר עשינו מנוי בכבלים לשני הערוצים ברומנית בשביל אמה של רותי שבילתה הרבה בביתנו והתברר שאני לא מבין כלום. ואז הוחזר לי שהרומנית שאני הכרתי הייתה בליל של רומנית ושל עברית, כך אשתי אמרה שהיא לבושה "קו חלוקו" עם סיומת ומילת קישור "עם" ברומנית, אבל המילה העיקרית היא חלוק בעברית, או "חיתולימו" שהם חיתולים, או "מסהכנסוה" שזה מס הכנסה, או "קו כובע" עם כובע. משהו כמו השפה שמדברים הרבה ערבים שהיא תערובת של עברית וערבית. הייתי צריך ללמוד מחדש את השפה וכשביקרנו ברומניה אשתקד דווקא הסתדרתי לא רע.

לקרוא יידיש הלך לי בקלות רבה, אחרי שלמדתי את השפה עם ספר וקלטת, עם מילון ותרגום עברי. הספר הראשון שקראתי היה כמובן טוביה החולב של שלום עליכם. קודם כל גיליתי שזה ספר מצחיק מאין כמותו שהתרגום התפל לעברית הוציא ממנו את כל הלחלוחית. וגיליתי להפתעתי שעשרות אחוזים מהיידיש הם מילים עבריות. מכיוון שכשלמדתי יידיש כבר ידעתי גרמנית קיבלתי גם את השפה הזאת במתנה. בלאדינו רק מילות קודש הן בעברית וכל כולה ספרדית עתיקה, עם תוספות תורכיות, יווניות וצרפתיות. ואילו יידיש היא שפה המבוססת במידה רבה על עברית. לכן כל דובר ספרדית יכול להבין כמעט הכל בלאדינו (בתנאי שמדברים בחלופות הספרדיות ולא הטורקיות במילים רבות) ואילו דובר גרמנית יתקשה מאוד להבין יידיש. ומה הכיף בלימוד שפה? קודם כל זו התעמלות מדהימה לשכל, להגיון, לאינטואיציה. הראש שלך מסיק תוך כדי קריאה או שמיעה מה משמעות המילים כשהוא קורא לעזרה את כל השפות שאתה כבר מכיר. לא צריך סודוקו, תשבצים או משחקי הגיון – תלמד שפה ואתה מפעיל את ההגיון ובתור בונים אתה מקבל גם שפה במתנה. למה זה טוב? אני מרחיב את הדיבור בספרי, די אם אומר שזה עושה אותך קוסמופוליט, אזרח העולם הגדול, שאתה נחשף לעולם קסום של עם אחר או כמה עמים אחרים במקרה של שפה כמו ספרדית שמדברים בה מאות מיליונים של אנשים בעשרות ארצות. אתה לומד על התרבות, הספרות, השירה, המחזות, האנשים הדגולים, אתה יכול לתקשר בעסקים, עם ידידים חדשים, עם בחורות למי שעוד רווק. חוץ מזה כל שפה חדשה שאתה לומד גורמת לך שהשפה הבאה תלך לך יותר בקלות, כי שפות הן כמו פאזל שככל שאתה מכיר יותר שפות כך חלקי הפאזל הולכים ומסתדרים. אבל אני תמיד מחפש אתגרים חדשים וכך כטוב ליכי לא בין אלא במים החלטתי ללמוד רוסית כשלא היה לי שום בסיס בשפות סלביות – ומה בא לעזרי? הרומנית שחלק ניכר ממנה בנוי על שפות סלביות והעברית שחלק קטן ממנה בנוי על רוסית. חוץ מזה, ברגע שאתה חי עם מיליון רוסים בישראל ושומע את השפה בכל מקום ובכל זמן משהו שוקע בכל זאת והשפה לא נשארת לגמרי זרה. כזכור, התחלתי ללמוד את השפה כשהייתי מובטל בתחילת 1967 לפני שנסעתי לאינסאד ולמדתי אז כבר חצי ספר ושני שירי לכת. תוסיף לזה אמביציה גדולה ללמוד שפה כה חשובה ותגיע לכך שתוך כמה חודשים רכשתי לי ידיעה בסיסית ברוסית. ומרוסית כבר היה לי יותר קל עם פולנית ואוקראינית, שפות שעוד למדתי עם ספרים וקלטות, אך גם עם בולגרית, סרבית, קרואטית ובוסנית, שפות שכבר לא למדתי בצורה מסודרת אלא רק עשיתי ניסיונות להבנות בקריאת מגילת רות, הנסיך הקטן, תפילות ותנ"ך, הצהרת זכויות האדם, וכשביקרתי בבלקן יכולתי להיווכח עד כמה אני מבין מעט אבל בכל זאת השפות הן לא זרות לחלוטין. כך אני מכסה כמעט את כל אירופה עם הבסיס שלי בשפות הרומניות, הגרמניות והסלביות, ואני רק מרגיש זרות בהונגריה שעוד דוברים בה גרמנית או רוסית, בפיןלנד שעוד דוברים בה שוודית, או באסטוניה.

המצחיק ביותר הוא שיחה שהייתה לי עם בחורה צעירה שנולדה בישראל להורים רוסיים שדיברו בבית רוסית והיא שלטה היטב בדיבור ובהבנת הרוסית, כמובן לאין ערוך יותר ממני. אולם כשביקשתי ממנה הבהרה לגבי טקסט ברוסית היא גילתה לי שהיא לא יודעת לקרוא ולכתוב ברוסית. זאת, כי רוסית כתובה באלפבית קירילי שהיא לא מכירה. וזה ממש מצחיק כי אני השתלטתי על האלפבית הקירילי בשעתיים (ועל ההדפסה העיוורת בעברית ובאנגלית בשעתיים גם כן) ואני קורא רוסית מבלי להבין אך אין לי בעיה בקריאה, והבחורה ששפת אמה רוסית והיא מבינה הכל לא מסוגלת לקרוא את שפת אמה, כי היא מעולם לא הקדישה שעתיים ללימוד האלפבית הקירילי. לזכותם של ההורים של רותי ייאמר שהם לימדו את בנותיהם לקרוא ולכתוב ברומנית (הן עלו ארצה כשהיו בנות שלוש ומעולם לא למדו בבית ספר רומני) וכך הן שולטות בקריאה, כתיבה, הבנה ודיבור ברומנית. בכל השפות החדשות שלמדתי אני מוותר מראש על הכתיבה כי זה בכלל מבלבל כשאתה יודע עשרים שפות רומניות ואתה צריך לכתוב בגלגו. אני גם מוותר על דקדוק, אני למעשה מצטמצם רק בקריאה, כי גם דיבור כשאתה דובר כל כך הרבה שפות דומות הוא משימה בלתי אפשרית. אני מסוגל לקרוא בלי תרגום כעשר שפות, ועם תרגום בעוד למעלה מארבעים שפות שלמדתי, שבעים שפות שלמדתי או הדומות לשפות שלמדתי, מאתיים ושישים שפות ודיאלקטים

בשפות הקשורות לשפות שבהן למדתי. לכתוב טוב אני יכול רק בחמש שפות, פחות טוב בעוד חמש, להבין אני מסוגל בכעשרים שפות ולא לעשות שגיאות כתיב ודקדוק אני יכול בקושי רק בעברית. בכל שאר השפות יש לי בעיה עם הדקדוק – בעיה קטנה בצרפתית ובאנגלית, בעיה יותר גדולה בגרמנית ורומנית, ואני בכלל מרים ידיים בשפות כמו רוסית ולטינית שיש להן דקדוק קשה מאין כמותו. האמת היא שגם בצרפתית וספרדית יש דקדוק מסובך, אבל למזלי הדקדוק בא לי בקלות כי אלה כמעט שפות אם. אני עד היום מצטער שאני עושה טעויות דקדוק באנגלית כי למדתי בבית ספר תיכון לא מהמשוברים שכיום הפך למגרש חניה ובעוד המורה לאנגלית לימד אותנו מצויין את יוליוס קיסר הוא לא ממש שלט בדקדוק. יש גם בעיה עם הגיל. כך נוכחתי לדעת שבשנה האחרונה אני עושה הרבה שגיאות של החלפת אותיות כשאני מדפיס בעברית ובאנגלית. זה לא היה לי קודם כשקראו לי "עין הנץ" ויכולתי להבחין בשגיאה בכתיב או בחשבון בין מאות עמודים של חזוה או תשקיף.

אני עושה לעצמי אם כן הנחה בגין הגיל ומראש מוותר על שגיאות דקדוק או הדפסה ומקווה שהקורא יתגבר על זה ויתעלה ליהנות מהטקסט ולא מהעטיפה של הטקסט. וכאמור, המלעזים ייתפשו דווקא לשגיאות הדקדוק, ההדפסה או האינדקס. וכמו שנתפסו על ג'פרי ווינגד (המקור) וקראו לו גנב כי הוא ביטל פעם שיק של \$39.99 על פותחן קופסאות שהיה מקולקל, כך אם אכתוב שהייתי מתפלח לקונצרט ויושב במקומות הפנויים כי ידי לא הייתה משגת לרכוש כרטיס יקר, כי גם כך הלכתי עם נעליים בלויות וסוודרים מטולאים, יקראו לי גנב, פורע חוק וניאנדרטל, ולכן איני נותן להם את התענוג ולא מוכן לגלות איך ראיתי קונצרטים עם אייזק שטרן, כי לא פעם סדרנים היו מכניסים נערים לקונצרט, ולא פעם היו מכניסים בחינם חיילים לאופרות. וגם לא אגלה מה היה מקור האבטיחים לקומזיצים שלנו בתנועה המאוחדת, כי עלולים לקרוא לי קומוניסט שלא מכבד את רכוש הקיבוץ על אלפי האבטיחים שלו. כי מי שגנב אבטיח מחר יגנוב מיליון ולא יעזור הטיעון שגדולי הגנבים של וול סטריט, הגנבים החוקיים שגונבים את רכוש הכלל אבל לא נותנים את הדין, גונבים במילרדים, וכל הפוליטיקאים המושחתים שנכנסו לבית סוהר וכל הטייקונים הגנבים החוקיים שעשו תספורות בעשרות אחוזים כנראה לא גנבו מעולם אבטיח, כי בילו בשיבות כל היום, או שלא היו בתנועת נוער, או שלא אהבו עד כדי כך קונצרטים שהיו מוכנים להתפלח לאולם דרך חלון השירותים. זה נכון, מי שגנב פעם אבטיח מחר יוכל לגנוב מיליון אלא שהוא לא עושה זאת, בעוד שמי שלא גנב אבטיח ישר גונב מיליון כי בשביל מה להתכלך בשביל אבטיח בקומזיץ? אם "מסתכנים" עדיף לעשות זאת עבור מיליון או כמה מיליונים, בתנאי כמובן שאתה שם כפרונט את המזכירה שלך, את עורך הדין שלך או את אח שלך וממילא תופשים אותך רק על זוטות.

זמן הוא אלטרנטיבה. אתה מחליט מה אתה עושה עם הזמן כי יש לך כמה אלטרנטיבות. באוניברסיטה העדפתי ללמוד שפות, פילוסופיה, אמנות ותיאטרון, לקרוא את כל הקלסיקונים באנגלית, צרפתית, ספרדית, עברית וגרמנית, במקום להתעמק בלימודי הכלכלה ומדע המדינה ולכן הציונים שלי היו נמוכים למדי פרט למקצועות שממש עניינו אותי. ולא הפסדתי שום דבר. ממילא לא עסקתי בכלכלה ומדע המדינה כי המקצועות היו משעממים למדי וגם לא בחרתי בקריירה דיפלומטית, נסעתי ללמוד מנהל עסקים ו"מחלו" לי על הציונים הנמוכים כי היו לי ציונים גבוהים בבחינה הפסיכומטרית באנגלית וגם שלטתי בשלושת השפות שבהן למדו באינסאד – אנגלית, צרפתית וגרמנית. אם לא הייתי לומד גרמנית ובמקום זה הייתי מוציא ציון גבוה יותר בכלכלה לא הייתי מתקבל לאינסאד עם מילגה מלאה וכל הקריירה שלי היתה הרבה פחות מוצלחת. השפות עזרו לי בלימודים, עזרו לי בעולם העסקים כאשר ניהלתי משא ומתן בספרד, בפרו, בגרמניה, באיטליה, וכמובן בארצות דוברות צרפתית ואנגלית. השפות נתנו לי תענוג עילאי בקריאת מיטב הספרות בכל השפות שלמדתי, וכדרכי בקודש הסיסמה שלי היא – **AIM HIGH**, כוון גבוה ועם סיום לימוד כל שפה מייד קפצתי למים הקרים וקראתי ספרים וסיפורים של טולסטוי, גוגול וטורגניב ברוסית, את האודיסיאה וזורבה היווני ביוונית, ואת נגיב מחפוז והקוראן בערבית. קראתי את איבסן וסטרנדברג, אנדרסן והוגו קלאוס, שלום עליכם ורומנסות בלאדינו במקור, סרבנסט, ורגאס ליוסה, לורקה, אמאדו ואסה דה קירוס, מורביה ומנצוני במקור. ואין תענוג גדול יותר מאשר לקרוא שירה ספרדית של לורקה במקור, מחזה של איבסן במקור, ואפילו את המינגווי בתרגום לרומנית, הרצל בתרגום ללאדינו עם כתב רש"י, בלזק באספרנטו ופירנדלו באינטרלינגווא, ואני מרשה לעצמי לגלוש לקיטש למען לימוד שפות וכך קראתי לראשונה ספר של הארי פוטר בגלגו, ג'ון גרישם בהולנדית ואת האשה בשחור בערבית. שמעתי שירים ולמדתי אותם במרבית השפות שלמדתי ואני שוזר אותם לאורך הספרים שלי, בספרדית, פורטוגזית, יידיש, איטלקית, גרמנית, פולנית ורוסית. מה יותר יפה מלהבין שירי קרבבל מברזיל, את שיריה של מרסדס סוסה מארגנטינה, מרשים רוסיים, שירים של היינה בגרמנית, שירי ילדים בפולנית, שירים קומוניסטים באיטלקית וספרדית, ובכלל לשמוע את האינטרנציונל במאה שפות, לקרוא את הנסיך הקטן במאתיים שפות, את הצהרת זכויות האדם של האו"ם בדיוק ב- 72 שפות בהן אני מסוגל להבין את ההצהרה, ובתור בונס את התנ"ך, את מגילות אסתר ורות בעשרות שפות, את הסיפורים של אנדרסן באיסלנדית ובפלנדית, ואת זולא בקטלנית ויוונית.

הספד לאריה אבנרי מאת יעקב קורי

(פורסם במחלקה ראשונה NEWS1 ב- 21.4.2016 בכותרת "מהאבות המייסדים של מדינת הצדק")

אריה יקירי היית עבורי אח ומנטור, אחד מאושיות הדמוקרטיה, הצדק החברתי והמלחמה בשחיתות. מדינת ישראל הפכה בימינו למשיסה לטייקונים בסיועם של הפוליטיקאים ופקידי הממשל המושחתים, אך אם לא שקעה עדיין לחלוטין במצולות של השוחד, אי הצדק, הפערים והפאשיזם זה בזכות מתי מספר צדיקים בסדום ובראשם אתה, אריה. שיתפתי פעולה איתך במספר מסגרות שהקמת ועמדת בראשם, היינו יחד בפנלים ובימי עיון. קראתי את ספריך ומאמריך בשקיקה ונהניתי במיוחד מ- "המפולת", "הגביר", "זעקי ארץ מושחתת" ורבים אחרים. אתה נלחמת באומץ ובגבורה, כאריה בגוב השועלים והצבועים, והיה נדמה לא פעם שיד השועלים תהיה על העליונה והם יכריעו את האריה הזקן שהמשיך להילחם ללא לאות לבדו אל מול רבים.

כתבת בספרך האחרון "אומץ לב" המסכם 25 שנות מאבק בשחיתות השלטונית: "לא קשה לזהות את מוקדי השחיתות במדינה: הון עתק שחבר לשלטון; שוחד שהפך למכת מדינה; הפרת אמונים שיטתית של נבחרי ציבור; שלטון בלתי מעורער של משפחות פשע; מכרזים תפורים בסיטונות ועובדי ציבור שצברו הון עתק ללא הסבר... עבריינות חדרה למערכת המשפטית, למשטרה, לרשות המיסים, ללשכת עורכי הדין ולגופי אכיפת חוק למיניהם. חוקרים הפכו לנחקרים. הפכנו למדינה שמקדשת אי-צדק חברתי, כלכלי, רפואי, משפטי וחינוכי. אלימות בכבישים, בבתי חולים ובתי ספר; התעמרות בניצולי שואה; התעללות בקשישים ובחוסים; עבירות מין בסיטונות; אלימות כלפי חסרי ישע ואטימות כלפי דלי אמצעים, חסרי דיור ומשפחות במצוקה; אוצרות מדינה נמסרו בנזיד עדשים לידי אילי הון שצברו חובות של מיליארדים וגילחו בתספורת מהירה את פניה של הפנסיה שלנו." אומרים על תאומים שיש ביניהם טלפתיה, שהם חשים האחד את השני, שכל אחד יכול להשלים את משפטו של האחר. קטונתי מלהיות אחיך התאום, אריה, אך אני מרגיש כאח תאום, ואני מזדהה עם כל מילה שאתה כותב בספריך, שאתה אמרת בהרצאותיך.

אתה היית האמיץ באדם וראינו זאת בכל שורה בספרך "אומץ לב", כאשר עמדת בראש מחנה עושי הצדק שלצערנו לא מובל על ידי השופטים, נבחרי הציבור ומשרתי הציבור. יחד אתך נמצאים מתי מעט, ממש קומץ, כמה מאות במקרה הטוב. אבל נדרשת לשלם מחיר כבד על אומץ ליבך, כי מלחמה נגד בריוני

השחיתות שוחקת, אנו משלמים מחיר כספי בגלל ההזדה ממערכות העיתונים או הכלכלה, מחיר חרדתי בגלל התביעות המשפטיות, ההשמצות והאוסטרקזים, מחיר בריאותי כי המלחמה מטלטלת את הגוף ומביאה למחלות לב, סרטן ומחלות קשות אחרות. אריה יקירי, היה לך לב כה רחב שהכיל את כל סבלם של החלכאים והנדכאים, אך לא רק הם – הזעקה היא כיום נחלת הכלל עניים ומעמד הביניים, דתיים וחילוניים, יהודים וערבים. קשה ללב קטן ואמיץ לעמוד בפרץ אל מול צונאמי השחיתות הפוקד אותנו, העונשים המגוחכים של השופטים שלנו, הדרת כל ישרי הדרך מעמדות המפתח במדינה, במדיה ובכלכלה, ואכן ליבך לא עמד בכך.

עד הרגע האחרון עשית מעל ומעבר לכל אדם שאני מכיר – אדם עומד נפעם אל מול העשייה הענקית שלך, פעילות של עשרות רבות לא יכולה להשתוות אל פועלך. אריה, אני יודע שלא היית רק אדם הנלחם נגד המושחתים כי אם גם אדם עם אופקים רחבים, ראיתי אותך לא פעם בפרמיירות של הצגות מופת, היית איש ספר, אינטלקטואל בכל רמ"ח אבריו. אם הייתי מאמין באמונות תפלות הייתי יכול לדמיין את כל חבר המרעים שהבאת להרשעתם מקללים אותך בפולסא דנורא, דווקא עתה כאשר הם מצויים תחת סורג וברית. אך אני מעדיף לראות אותך כמשה רבנו שנדד ארבעים שנה במדבר ולא הגיע לארץ המובטחת. כך נדדת עשרות שנים בשבילי השחיתות, עקרת עוד קוץ ועוד דרדר, אך על כל קוץ צמח לנו יער של קוצים, ומרוב דרדרים הידרדרה המדינה אל עברי פי פחת. אנחנו רחוקים משמיעת פעמי משיח וכל מה שעשינו בקושי מגרד את קליפת השחיתות, לכן עלינו לעבור מהשורות הראשונות ליציע ולצפות כיצד הצעירים יותר ממשיכים את העשייה. מרנין לב לראות כל כך הרבה צעירים בהפגנות נגד מתווה הגז, בתנועות האקולוגיות, במחאה החברתית. הצעירים אף הרבה יותר רדיקלים מאיתנו כי הם נוכחים לדעת שבמחאה שקטה לא משיגים דבר וגם אם הם נבחרים לכנסת הם לא מצליחים להזיז דבר מספסלי האופוזיציה. כי אין לנו דמוקרטיה אלא פלוטוקרטיה המרשה לנו להחליף מדי כמה שנים את הנוגשים בנו שרוקדים לצליליהם של הטייקונים המחזיקים ברסן השלטון.

לכן יש לי מילת אזהרה לצעירים – הישארו בגבולות החוק והדמוקרטיה, אל תיגררו לאלימות גם אם החוק לא מושיע והדמוקרטיה מכזיבה פעם אחר פעם. כי אם תיגררו לאלימות תעשו את השירות הטוב ביותר לו מצפים הטייקונים ומלחכי הפנכא שלהם הפוליטיקאים המושחתים הניאו ליברלים, עושי התספורות ומקבלי השוחד בצורה חוקית בתקבולי עתק כמנהלים, חברי דירקטוריונים, יועצים ומרצים. כל היגררות לאלימות תמיט עלינו אסון כי היסודות הפשיסטים והמשיחיים כבר קיימים, והם מחכים לרגע המתאים להקים בישראל דיקטטורה פשיסטית, במתכונת של ציילה, ארגנטינה, יוון, ספרד או

פורטוגל. או אז, ייסתם הגולל סופית לכל סיכוי לרפא את הגגרנה אשר פשטה באומה ויירד עלינו חושך לעשרות שנים. גם כך לא נוח להם שאנשים אמיצים כמוך מעיזים לכתוב נגדם, שבכנסת מבקרים אותם, שבתי המשפט מגבילים את כוחם. אנשי השמאל לא נותנים כל אלטרנטיבה ראויה כי הם שבויים בחלומות באיספמיה של שלום לא ריאלי עם מרצחים הרוצים להרוס את המדינה, מכחישים את השואה, חוברים לשונאינו הגרועים ביותר, מלבים את שנאת היהודים מגיל הגן, מאדירים את המוות כשהידים, חוברים לאנטישמים ברחבי העולם על מנת לבודד את ישראל, להטיל עליה חרם, להפוך אותה למוקצה. נגדם קל לשליטים שלנו להילחם כי הם מציפים את שיגיונות השווא שלהם ומוכיחים כיצד הם טועים פעם אחר פעם וכל הנסיגות רק מלבות את האש. אך גם הימין נכשל כישלון חרוץ והמדיניות שלהם לא מביאה אותנו לשום מקום לא בכלכלה, לא בביטחון ובוודאי לא בחברה.

אתה ומתי מספר עמדתם בפרץ בין שני המחנות המוכרים לנו תרופות שווא והצגת פתרונות מפוכחים לחוליי האומה. לכן, הוכרזת כאויב העם, הדירו אותך מכל מערכות העיתונים, מכל עמדות ההשפעה, הציגו אותך כהזוי, בעוד שאתה היחידי שראית את המצב כפי שהוא. אך מה שרוב רובו של העם לא השכיל לראות כיום יראו בעתיד וגורלך יהיה כגורלם של כל הגאונים שהכירו בהם רק לאחר מותם. ניסית לשווק את משנתך אך רק מעטים ראו את האור, את ההילה שלך. אתה ומתי מעט חלוצים הקדמתם את דורכם. עסקת בהון ושלטון כשלא הכירו בכלל את המונח, איתרת את המושחתים כאשר הם היו עדיין חברי כנסת אלמונים, הרבה לפני שהפכו לשרים, ראשי ממשלה ונשיאים. צריך להיות לך סיפוק רב כי הראית לנו את הדרך, שייבשת חלק מביצות השחיתות, שלחמת נגד הצבועים, שסללת חלק מדרכי הצדק החברתי. מעט מדי הכירו אותך, אך מיליונים יכירו בעתיד את פועלך וילמדו את משנתך.

ובעתיד, אין לי ספק שיראו בך את אחד מהאבות המייסדים של מדינת הצדק שתקום אחרי החושך של הפשיזם והשחיתות, אחרי הבכחנליה של הטייקונים ועושי דברם. כי היית ענק בשיעור קומתם של המנהיגים הדגולים ביותר בהסטוריה של העם היהודי. אך מעבר לכך, היית בן אדם, עם לב זהב, אדם שתמיד ניתן לסמוך עליו, חבר בלב ונפש, ועם לכתך נשארה ריקנות גדולה בליבנו. מי ייתן ואלפי מאמריך ועשרות ספריך ישמשו חומר לימוד בבתי הספר, יהוו את הבסיס לחוקה חדשה, לרפובליקה השנייה של ישראל, למדינת האור שתקום אחרי מדינת החושך, מדינת האור שהיית המבשר שלה, שנתת לה את ליבך ואת נשמתך, שנתת לה את חייד!

תנועת
אומ"ץ אזרחים למען מנהל תקין וצדק חברתי ומשפטי

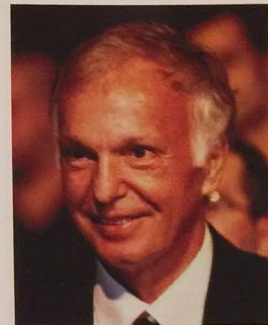


עיטור מופת

ד"ר יעקב קורי שחיה נגד הזרם

ד"ר יעקב קורי הוא איש עסקים, חוקר ומרצה לשעבר באוניברסיטת חיפה ובאוניברסיטאות בח"ל בנושאים: אתיקה עסקית, אחריות חברתית, קיימות, גלובליזציה, הון ושלטון, מיזוגים ומנהל עסקים. כמו-כן היה חבר בדירקטוריונים של חברות עסקיות בארה"ב ובישראל, תיאטרון חיפה ופסטיבל הסרטים חיפה. לא בכדי נבחר ד"ר קורי למרצה המצטיין באוניברסיטת חיפה.

ד"ר קורי הוא מחברם של מאמרים רבים וחמישה ספרים בנושאי אתיקה ושקיפות. ספריו שתורגמו לשפות רבות היו הראשונים בעולם שעסקו באתיקה לבעלי מניות מיעוט. במקביל כתב ד"ר קורי עשרות תכניות עסקיות ויזם מיזוגים, תכניות הבראה, רכישות ומכירת ידע בארצות הברית, אירופה וישראל שזכו להוקרה מקצועית ואישית. הידע המקיף של ד"ר קורי בשפות רבות הביא לגיוסו ע"י האו"ם לתרגום הצהרת זכויות האדם של האו"ם בשפת הלדינו.



מסתבר שיש נביא בארצו. ד"ר קורי הוזמן בשעתו לכתוב קוד אתי מלווה בשעורי הדרכה ובאירועים עבור סיב"ט, האגף ליצוא בטחוני במשרד הביטחון, שעוסק בתחומים מגוונים ורגישים רווי פיתויים. בתקופת חברתו כחבר הנהלת הסניף הישראלי של שבי"ל (שקיפות בינלאומית לישראל) תרם את חלקו בנושא שקיפות ואתיקה בגופים ציבוריים וכלכליים. במקביל קורי מכהן כחבר המועצה הציבורית המייעצת של פורום הדירקטורים בישראל. קורי היה בין הראשונים בישראל שהתבטאו בנושאי הון ושלטון, ריכוזיות והפערים הכלכליים משנת 2001 ואילך והתווה משנה סדורה כיצד ניתן להיחלץ מהמשבר החברתי והכלכלי בספרים ובמאמרים.

ד"ר קורי נימנה על ראשוני הפעילים בתנועת אומ"ץ, מילא תפקידים ניהוליים שונים אך התמקד בתחום החברתי הן במישור הארצי והן בסניף מחוז הצפון שהוא נימנה על מייסדיו. הוא היה בין הראשונים בישראל שהתריעו על צדק חברתי, על עושק המדינה והציבור ע"י הטייקונים, השרים, הכנסת ופקידי הממשל, על שערוריות הממשל התאגידי שקרו בתקופת המשבר הכלכלי העולמי שזעזע גם את הכלכלה הישראלית.

ד"ר קורי השתתף בפורומים של תנועת המחאה החברתית והשר מיכאל איתן והעביר להם לבקשתם. מבחר מכתביו.

גולת הכותרת של פעילותו באומ"ץ היה יום עיון על צדק חברתי וכלכלי בישראל ב-2011 בחיפה. בשיתוף אוניברסיטת חיפה אומ"ץ ואירגוני המחאה, שזכה להדים רבים.



על פעילותו רבת השנים נגד השחיתות הציבורית ולמען מנהל תקין, טוהר מידות, שקיפות ואתיקה בכל תחומי הממשל, החברה והכלכלה, מוענק לד"ר יעקב קורי עיטור מופת מטעם יו"ר הנהלת אומ"ץ.

סיפור אהבה מופלאה בין הלאדינו וביני – מסה מאת ד"ר יעקב קורי (ד"ר לאתיקה בעסקים לא ללאדינו, שהוא רק תחביב)

(פורסם בחלקו בכותרת "סיפורה של אהבה מופלאה – הלאדינו ואני" בגיליון 28, רומנסה ספרדית, של הכיוון מזרח מדצמבר 2015, עמודים 58-62)

הספר הראשון שקראתי בלאדינו היה כשהייתי סטודנט בן 17 באוניברסיטה העברית בירושלים: רומאו וג'ולייטה בכתב רש"י, ספר שנכתב במאה התשע עשרה בסלונקי, למעשה עיבוד מודרני של שקספיר המתאים לאחינו הספרדים ביוון. מצאתי אותו בספריה של מכון בן צבי, הייתי היחיד שישב שם בספריה ולכן יכולתי להתגלגל מצחוק באין מפריע כי זה אחד הספרים הכי מצחיקים שקראתי בחיי. מה שמיוחד בלאדינו זה שאתה יכול לדבר בלאדינו מוטט טורקית עם הרבה מילים טורקיות, מוטט צרפתית, מוטט עברית, מוטט ספרדית קשטיליאנית, מוטט יוונית, איטלקית, פורטוגזית, אך גם בולגרית ובוסנית, או כל שפה שבה חיו אחינו הספרדים, אפילו ערבית... הכל הולך, אתה יכול למצוא במילון הענק לשפת הלאדינו של ד"ר אבנר פרץ וגלדיס פימינטה את אותה המילה בחמש-שש גירסאות בכל אחת מהשפות והכל כשר. בידיש אחוז המילים העבריות הוא מאוד גבוה, אך אתה יכול לדבר בלאדינו בלי להשתמש באף מילה בעברית למעט מילים של קודש כמו שבת, קידוש, כיפור, כשר וכדומה. אני ז"ל הייתה אומרת לי: *Nosotros los pobres no tenemos mazal, ma los ricos tienen shans, mazal i* - *ventura* - אנו העניים אין לנו מזל (בעברית), אבל העשירים יש להם שאנס (מזל בצרפתית ובטורקית), מזל (בעברית), וונטורה (בספרדית, איטלקית ופורטוגזית). ולמה חוזרים על אותה מילה שלוש פעמים - כי כך מחזקים את הטיעון שלנו וזה נשמע יותר אמין. לעומת זאת אבי ז"ל כשהוא כעס על מישו, בין אם זה היה עסקן מושחת ממפא", עוכר ישראל כמו עבדול נאצר, או אחד הבוסים שלו שהתנכל לו, היה קורא לו: *Perro, mazalbasho i* - *gursuz* - כלב בספרדית, שיהיה עם מזל נמוך בעברית וללאדינו, ובן בליעל/חסר מזל בטורקית. גם כאן יש שילוש הקללה כי להגיד עליו שהוא רק כלב זה לא מספיק.

ולאן אני חותר? לזה שכשיזמתי את תרגום הצהרת זכויות האדם של האו"ם וקיבלתי על כך את האישור של מוסדות האו"ם ניצבתי בבעיה לא פשוטה - באיזו שפה לנסח את התרגום: בלאדינו עברית, לאדינו טורקית, לאדינו צרפתית (אלה מאיתנו שלמדו צרפתית בבית הספר נטו להכניס מילה בצרפתית לכל מילה שהם לא הכירו בלאדינו), או לאדינו קשטיליאנית? אחרי מחשבה עמוקה הגעתי למסקנה שאתבסס על הספרדית הגבוהה כי היא הכי טהורה ואותה יבינו כולם - הטורקים, היוונים, הבולגרים, הצרפתים והמצרים שבינינו - כי אין בה מילים בשפות אלה. זה גם הסתייע בידי כי היה תרגום מצויין של ההצהרה בספרדית והוא היווה את הבסיס לתרגום שלי. אך לבד לא יכולתי לכתוב את התרגום כי יש חכמים וטובים ממני המכירים ומלמדים את הלאדינו באוניברסיטאות, כי זאת לדעת - היום ניתן ללמוד לאדינו בכמה אוניברסיטאות בארץ ובחו"ל ואפילו בתיכון. פניתי לידידתי רחל בורטניק שהיא מנהלת הבלוג לאדינוקומוניטה שבו מתכתבים מאות וקוראים אלפים בלאדינו בכל רחבי העולם. היא יושבת בטקסס, אך הבלוגרים גרים בישראל, בטורקיה, צרפת, איטליה, ברזיל, ארגנטינה, מכסיקו, ארצות הברית, ספרד, אך אפילו בגרמניה, דרום אפריקה ומרוקו. חילקנו את ההצהרה לשישה חלקים - אני תרגמתי את אחד החלקים, ומומחים ללאדינו תרגמו את חמשת החלקים האחרים. בסופו של דבר רחל ואני ערכנו את התרגום על מנת שלא ייווצרו אבסורדים שאותה המילה בחלק אחד תיכתב בספרדית ובחלק אחר בטורקית. צירפנו על פי דרישת האו"ם מאמר על שפת הלאדינו, כמה שולטים בשפה, על ההסטוריה של הספרדים, מקום מושבם בגולה, וכו'. שלחתי את התרגום למחלקה המתאימה שאתה התכתבתי באו"ם ואחרי מספר חודשים והרבה בדיקות אישרו לנו את התרגום והוא נכנס לתפארת יהדות ספרד לאתר ההצהרה של האו"ם. היינו בערך השפה ה-444, כי קדמו לנו כל השפות החשובות בעולם, לרבות ניבים אינדיאנים שמדברים בהם מתי מעט. כמובן שהממזרים האשכנזים הקדימו אותנו בהרבה עם תרגום ביידיש למהדרין. להלן איפוא, לתועלת אלה הרוצים ללמוד את שפת הלאדינו, השוואה של 7 הסעיפים הראשונים של ההצהרה בלאדינו תקנית ובעברית:

Artikolo 1

Todos los humanos nasen libres i iguales en dinyidad i diritos i, komo estan ekipados de razon i konsensia, deven komportarsen kon ermandad los unos kon los otros.

כל בני האדם נולדו חופשיים ושווים במעמד ובזכויותיהם. הם התברכו בהגיון ובמצפון ועליהם להתנהג אחד אל השני ברוח של אחווה.

Artikolo 2

Kada persona tiene todos los diritos i libertades proklamados en esta Deklarasion sin dinguna diferensia de rasa, kolor, sekso, lingua, religion, opinion politika, orijin nasionala o sosiala, situasion ekonomika, nasimiento o kualkera otra kondision.

כל אחד זכאי לכל הזכויות והחירויות המפורסמות בהצהרה זו, ללא הבדל משום סוג, כמו גזע, צבע, מין, שפה, דת, דיעה פוליטית או אחרת, מקור לאומי או חברתי, רכוש, מוצא או מעמד אחר.

Endemas, no se azera dinguna diferensia bazada en la kondision politika, juridika o internasionala del paez o territorio al kual apartiene una persona, ke sea un paez independente, o un territorio basho administrasion legala, no otonomo, o sometido a kualkera otra limitasion de soberania.

יתר על כן, שום הבדל לא ייעשה על הבסיס של המעמד הפוליטי, שיפוטי או בינלאומי של הארץ או התחום שאליו משתייך אדם, באם היא עצמאית, מונופול, לא תחת ממשל עצמאי, או תחת כל הגבלה אחרת של ריבונות.

Artikolo 3

Kada persona tiene dirito a la vida, a la libertad i a la seguridad de su persona.

לכל אדם הזכות לחיים, חופש ובטחון אישי.

Artikolo 4

Dinguno estara sometido a esklavaje ni a servidumbre; el esklavaje i el komersio de esklavos estan defendidos en todas sus formas.

אף אחד לא יוחזק כעבד או כמשועבד; עבדות והסחר בעבדים ייאסרו בכל צורה שהיא.

Artikolo 5

Dinguno sera sometido a torturas ni a penas o tratamientos krueles, inumanos o degradantes.

אף אחד לא יהיה נתון לעינויים או לטיפול או עונש לא אנושי או משפיל.

Artikolo 6

Kada uno tiene dirito, en todas partes, al rekonosimiento de su personalidad frente a la ley.

לכל אדם הזכות בפני החוק להכרה בו כאדם בכל מקום.

Artikolo 7

Todos son iguales frente a la ley i tienen dirito a la proteksion iguala de la ley. Todos tienen dirito a una proteksion iguala kontra toda diskriminasion en violasion de esta Deklarasion i kontra toda provokasion a tala diskriminasion.

כולם שווים בפני החוק וזכאים ללא כל הפליה להגנה שווה של החוק. כולם זכאים להגנה שווה בפני כל הפליה המפרה את ההצהרה הזאת ובפני כל הסתה להפליה כזאת.

וא-פרופו אחינו האשכנזים האהובים, גיליתי ערך בויקיפדיה המפרט כמה יהודים ספרדים קיבלו פרס נובל - 12 אם לדייק, זאת לעומת מאות יהודים אשכנזים, למעלה מ-20% מסך מקבלי פרס נובל הם יהודים אשכנזים. ועוד בתוך ה-12 נכללים ספרדים ומזרחים, מרוקאים ואחרים, אך אנו יכולים להתנחם בכך שיש לנו גם 12 אנשים

מפורסמים בכל הדורות ולהלן הרשימה, הכוללת את: הרמב"ם, שלמה אבן גבירול, יהודה הלוי, הצייר קאמיל פיסארו, הפילוסוף הצרפתי ז'אק דרידה, המשוררת האמריקאית אמה לזרוס – זאת מפסל החירות, הכלכלן דוד ריקרדו, משה מונטיפיורי הנדבן הידוע, ראש ממשלת בריטניה בנימין דיזראלי, הצייר אמדאו מודיליאני והנשיא וסופר הלאדינו יצחק נבון. את 12 חתני פרס נובל אני מביא להלן עם פירוט ההישגים שבגינם הם קיבלו את הפרס. אך אבוי, איה נעלמו הספרדים הגזעיים מטורקיה, יוון, מצרים, בוסניה, ישראל ובלגריה? הרשימה כוללת למשל את הסופר בוריס פסטרנאק הרוסי (1958, ספרות), איך הם הגיעו אליו לאלוהים פתרונים, ולרגע חשבתי לנכס לנו גם את ש"י עגנון כי הרי עגנון דומה לדנון – זה מהיוגורט. אבל אז נזכרתי שדנון זה שם החיבה של הבן של מקים הרשת ואילו ש"י עגנון נקרא במקור צ'אצ'קס – לא הולך. טוביה אשר ההולנדי (1911, שלום) שהקים את בית הדין לבוררות בועידת האג הראשונה, רנה קאסין הצרפתי (1968, שלום) ש... ניסח את הצהרת זכויות האדם של האו"ם, מרנה עד יעקב הולך ופוחת הדור: רנה ניסח את ההצהרה החשובה ביותר של המאה העשרים ואני העני ממעש תרגמתי חלק מההצהרה ללאדינו וערכתי אותה, אך גם זה משהו..

אמיליו סגרה האיטלקי (1959, פסיקה) שהיה מנהל קבוצה בפריקט מנהטן, סלבדור לוריא האיטלקי (1969, רפואה) שגילה את המבנה הגנטי של הוירוסים, ברוך בנאצראף מונצואלה/ארה"ב (1980, רפואה) שהוריו באו ממרוקו ואלג'יריה, שחקן חיזוק צפון אפריקאי, שגם הוא גילה תגליות חשובות בתחום הגנטי, אליאס קנטי הסופר הדגול (1981, ספרות) שאמנם נולד בבלגריה אך בגיל צעיר עברו הוריו לוינה והוא כתב את כל ספריו – אוי לשומע – בגרמנית... והספר שלו אוטו-דה-פה שקראתי הוא יצירת מופת. עוד מודיליאני איטלקי הפעם פרנקו (1985, כלכלה) שחקר את תחום החסכוניות, עוד מודיליאני הפעם ריטה לוי מודיליאני (רפואה, 1986) שחקרה את תהליכי הגידול של העצבים, קלוד כהן-טנודג'י שחקן חיזוק נוסף מצפון אפריקה (משפחתו באה מטנג'יר, טוניסיה ואלג'יריה ובעבר הרחוק מספרד) – הוא צרפתי שקיבל פרס נובל בשנת 1997 בפסיקה על שיטות לקירור לייזר ולכידת אטומים, סרז' הרוש (2012, פסיקה) שנולד במרוקו מאבא מרוקאי ואמא רוסייה וגר בצרפת, על שיטות ניסוייות המאפשרות ספירה של מערכות קוואנטום אינדיבידואליות, ולבסוף הכי טרי – פאטריק מודיאנו (2014, ספרות) צרפתי מאבא ממוצא איטלקי/יווני ואמא בלגית פלמית. אז מה היה לנו – צרפתים ממוצא צפון אפריקאי, איטלקים, הולנדי, בולגרי שחי בוינה וכתב בגרמנית, ואפילו רוסי אחד האבא של ד"ר ז'יבאגו.

אני משאיר לסוציולוגים לחקור למה הצפון אפריקאים שבאו לישראל לא נמנים בין חתני פרס נובל הישראלים ואלה שהיגרו לצרפת כן נמנים. אין הבדל גנטי ביניהם, לפעמים הם באו מאותה משפחה. אך בבסיס הדברים רק ספרדים שחיו במערב אירופה, כולל איטליה המתקדמת, זכו לקבל פרסי נובל ואילו אלה שחיו בבלקן, צפון אפריקה ובמזרח התיכון לא זכו. אך מה שנכון נכון, כל הכבוד לאחינו האשכנזים שזכו לקבל מאות פרסי נובל בארצות הברית, צרפת ומדינות אחרות וגם לישראלים שבינינו שקיבלו יותר מעשרה פרסי נובל. אנחנו אולי לא מצטיינים בפרסי נובל, אבל אין כמונו בשירה – והשירה היפה ביותר עברית ועברית ישראלים רבים היא הרומנסות בלאדינו. לפיכך, יזמתי להביא מתנה לנשיאנו הדגול יצחק נבון, הנשיא הספרדי הטהור הראשון, מחשב המיוצר באלביט, בה הייתי סמנכ"ל מכירות. ומה היה היחוד במחשב שלנו – שהוא יכול היה להדפיס בשתי שפות במקביל. לפיכך לקחתי מספרו של משה אטיאש רומנסירו ספרדי את הרומנסה היפה ביותר שנכתבה אי פעם EN EL VERGEL DE LA REINA – בגינה של המלכה והדגמתי בפני הנשיא כיצד המחשב פולט את הרומנסה במקביל בלאדינו ובעברית. הנשיא היה מוקסם, וראיינו אותי בתחנת השידור בלאדינו על מחשבים והיי טק – השיחה הראשונה בשפת אימי על נושאים טכנולוגיים. ברור שכל מילה שלא ידעתי בלאדינו המצאתי לה מקבילה בספרדית, עברית, צרפתית, אנגלית, כמקובל במקומותינו. ייאמר כאן שרוב דוברי הלאדינו אכן דוברים את כל השפות האלה, לרבות השפה של המדינה שבה נולדו – טורקיה, יוון, ארצות ערב, בולגריה או בוסניה – כך שזה לא משנה אם אתה משאיל מילים משפות אלה, כי ממילא כולם יבינו אותך.



יעקב קורי, המחשב, והנשיא יצחק נבון

לפני שאביא להלן את הטקסט של הרומנסה בלאדינו ובעברית שצולם מספר הרומנסות בספריה שלי, ברצוני להביא שיר ערש שאמי הייתה שרה לי, שהוא אולי שיר הערש המתוק ביותר בעולם אך עם נושא טרגי כמו רוב שירי הערש, למשל דוגית נוסעת. את השיר הזה הכנסתי לתוך הרומן שלי "הישמרו מדורון יווני" שיצא בהוצאת בימת קדם ונערך על ידי ידידי יצחק גורמזאנו גורן. שיר זה התנגן באוזני כאשר הייתי במצב דומה לגיבור השיר, כאשר קיצצו את כנפי וקולי נדם, חסכוניתי אבדו ואת כל אלה ארגנו חברי הטובים ביותר. הרומן שלי שתרמתי בעותקים רבים לספריית האוניברסיטה בחיפה הפך להיות חלק מתוכנית הלימודים שלי באתיקה עסקית, כי זאת הייתה היצירה הספרותית היחידה שעסקה באתיקה בעסקים בעברית. וכך התוודעו אלפי הסטודנטים שלי לשיר הערש בלאדינו והשיר אף הופיע במוסיקה למחזה שלי, שהיה המקור לספר, שהועלה בערב קריאה על ידי הסטודנטים לדרמה באוניברסיטה העברית בירושלים בשנת 2008.

Durme, Durme mi angelico,	שן, שן, מלאך שלי,
Hijico chico de tu nacion,	ילד קטן של האומה שלך,
Criatura de Sion.	ילד של ציון.
Por que nombre, ah me demandas,	באיזה שם אתה קורא לי,
Por que no canto yo?	מדוע איניני שר?
Ah, cortaron las mis alas y mi boz amudicio.	קיצצו את כנפי וקולי נדם.
Ah, el mundo de dolor.	אה, איזה עולם של כאב.

ועל מנת להמחיש את כתב הרש"י נביא להלן תפילה בשם: אדם בן תמותה מדוע הנך ישן?

אדם בן תמותה מדוע הנך ישן? הגיע הזמן שתתפלל ותתאונן. תן תפילה, תתחנן על מנת שהאל אדון האדונים יסלח לך. לפני בוא יומך תקן את מעשיך הנלוזים. אלוהים בשמים יבוא לעזרך. רוץ אל האלוהים במהירות, ברח מעבירות ומעשים רעים. חשוב שיש עונש וכאבים. אלוהים! דאג נא לעמך ישראל הנאמן לך והמשרת אותך. (תרגום מלאדינו בכתב רש"י – יעקב קורי המתחזק)

אומצרי מורטאל פורקי דואירמס? איס טיימפו קי רוגיס אי טי קונייוריס
אז אוראקייין, אימפלוזה איז פאדדון דיז סינייור די לוס סינייוריס!
אנטים קי טוס דיאס סי טירמינין, קוריאלגי די טוס אוראס פיאוריס
איז דייו דיז סיילו טי אליודארה, סי אונדי איז קון פריסה קורריס
פולי די ריזלייוס אי מאלסייאס, פינסה קי אי קאסטיגו אי דולוריס
דייו! קודייה די טו פואיזלו ישראל טוס פידיליס אי טוס סיריזוריס.

89
Onde fué sus enterramiento?
debajo d'un bel rosal.
35 Ella se hizo una gravellina,
y él se hizo una conjá.
La reina, que de mal tenga,
presto los mandó arrancar,
arrancólos y desfojólos
40 y los echa a bolar.
Ella se hizo una palomba,
él se hizo un gavián.
La reina, que de mal tenga,
presto los mandó aferrar,
45 aferrólos y degollólos
y los metió a cocinar;
los huesecillos que quedaron,
los mandó a echar a la mar.
Ella se hizo una perquija
50 y él se hizo un Kara saán.
La reina, que de mal tenga,
presto los mandó a pešcar,
aferrólos y degollólos
y los metió a cocinar,
55 las espinicas que quedaron,
las mandó a enterrar.
¿Onde fué sus enterramiento?
debajo d'un bel rosal.
Ella se hizo una culehbra
60 y él se hizo un alacrán.
¿Onde fué sus apolamiento?
en el cuello de la reina.

נוסחאות מקוריות של רומנסה זו הן האסטוריות 23 ו-24 בשם El conde Antología Olinos, כרך 10 עמ' 203) וכן הנוסחא Amor mas poderoso que la muerte F.N. עמ' 130. Pelayo מצייץ גם עוד חמש נוסחאות פורטוגוזיות. בכל הנוסחאות אותה עלילה: האם המלכה מקנאה בבתה, האהובה על הרוח האהוב עליה, בקנאותה. שולחת להכריתם והם נהפכים לפרחים, לעצים, לבעלי חיים, למעין מים, לנחל שוטף. בסופו של דבר באה המלכה הרשעה על ענשה. אך הענש בנוסחא שלנו הוא האכזרי ביותר. נוסחאות אחרות בלאדינו: גלגלי — 2; דאנון — 20; Pidal — 55 קלמי — עמ' 278 וח' Coello רשם בשלונגי (Antología, כרך 10).

EN EL VERGEL DE LA REINA (El Conde Olinos)

En el vergel de la reina
hay crecido un bel rosal,
la raíz tiene de oro,
la foja es un bel cristal,
5 en la ramica más alta
un ruijol sentí cantar.
La reina estaba labrando,
la hija durmiendo está.
— Alevantéis, la mi hija,
10 de vuestro dulce holgar,
ven oíréis como canta
la serénica de la mar;
el cantar qu'está diciendo
lorja es de lo escuchar;
15 chufitico d'oro en boca,
que va diciendo un buen cantar.
— No es la serena, mi madre,
sino el Conde Alemar,
que con mí quijo reires
20 y con mí quijo burlar.
— Si vos placé, la mi hija,
yo lo mando a matar.
— No la matéis, la mi madre,
ni lo quijerais matar,
25 el Conde es niño y muchacho,
el mundo quiere gozar,
si lo matéis, la mi madre,
a mí con el barabbar.
La reina, que de mal tenga,
30 presto los mandó a matar,
matólos y degollólos,
y los mandó a enterrar.

1 שבוס של alemán
2 var: Si es esto la mi hija
3 שש השורות הבאל מיוצגות גם ברומנסה 25.

אני נמנה בין המעריצים של הרצל, קראתי את ספריו, ביוגרפיות שלו, אני חסיד הדרך השלישית שלו בין הסוציאליזם לקפיטליזם ולוואי והיו מאמצים אותה בישראל במקום המשטר הניאו ליברלי הקיים. לפיכך כשהחלטתי לקרוא מחדש את אלטנוילנד של הרצל לצורך בנית אחד הקורסים שלי לא קראתי אותו במקור

בגרמנית שאני יודע בצורה בינונית, לא בעברית, צרפתית ואנגלית שאני שולט בהן מצויין, אלא העדפתי לקרוא את הספר בלאדינו בתרגום שנעשה בסלוניקי לפני מאה שנה כי זאת לדעת שיהדות ספרד הייתה תמיד מאוד ציונית (גם אבי היה ציוני במצרים, כתב מאמרים, קרא ספרים ואף הבריח אותם דרך המכס במצרים תוך סכנה שיעצרו אותו), מאז ימי דונה גרציה שחידשה את היישוב היהודי בטבריה ועד ימינו אלה כשספרדים ישבו בכל ערי ישראל הרבה לפני שהבילויים באו להתיישב בארץ. לפיכך, מובא להלן סופו של הספר בלאדינו:

אין איסטי איסטאדו די אלמה, פרידיריק ליב'ינברג סוליב'אנטו אונה קיסטייון אלה קואלה טודוס לוס איסטיינטיס ריספונדיירון אונו דיספואיס די אוטרו קאדה אונו אסו מאנירה.

En este estado de alma, Friedrich Loewenberg solevanto una kuestion ala kuela todos los asistentes respondieron uno despues de otro kada uno asu manera.

אז ערך פרידריך לאָווענברג את השאלה, שהנאספים השיבו עליה, זה אחר זה לפי רוחו.

לה קואסטייון אדריסאדה אירה לה סיגואינטי:

La kuestion adresada era la siguiente:

וזאת היתה השאלה:

- נוזוטרוס ב'ימוס אקי אונה פ'ורמה נואיב'ה, מאס ב'ינטורוזה, די לה ב'ידה אין קומון די לוס אומבריס, קיין קריאו איסטו?

- Nosotros vimos aki una forma nueva, mas venturosa, de la vida en komun de los ombres, ken kreo esto?

הננו רואים משטר חדש וטוב מאלה אשר היו לפנינו בחיי בני האדם – בזכות מה היתה זאת?

איל ב'ייז'ו ליטב'אק ריספונדייו: איל אפריטו.

El viejo Littwak respondio: El apreto.

הזקן ליטוואק אמר: בזכות הצרות!

איל ארשיטיקטה שטאייניק ריספונדייו: איל פואיב'לו אאונאדו!

El arshitekta Steineck respondio: El puevlo aunado!

הארדיכל שטיינעק אמר: בזכות העם ששב ויתחבר!

קינגסקורט דישו: לוס נואיב'וס מיזוס די קומוניקאסיין!

Kingscourt disho: Los nuevos mezos de komunikasion!

קינגסקורט אמר: בזכות חבור הארצות ע"י תקון הדרכים!

איל דוקטור מארקוס דישו: איל סאב'יר!

El doktor Marcus disho: El saver!

ד"ר מארקוס אמר: בזכות הדעת!

יוסף לוי דישו: לה ב'ולונטאד!

Joseph Levy disho: La voluntad!

יוסף לוי אמר: בזכות הרצון!

איל פרופ'סור שאטייניק דישו: לאס פ'ואירסאס די לה נאטורה.

El Profesor Steineck disho: Las fuersas de la natura.

פרופ'סור שטיינעק אמר: בזכות כחות הטבע!

איל פרידיקאדור אינגלס אופ'קינס דישו: לה טולירנסייה מוטואלה!

El Predikador ingles disho: La toleransia mutuala!

המטיף האנגלי הופקינס אמר: בזכות הסבלנות!

ראשיד ביי דישו: לה קונפ'יאנסה אין סי!

Reshid Bey disho: La konfiensa en si!

רשיד-בי אמר: בזכות בטחון האדם בכחו!

דוד ליטב'אק דישו: איל אמור אי לה סופ'ריאנסה!

David Littwak disho: El amor i la sufriensa!

דוד ליטוואק אמר: האהבה והכאב!

מה איל ב'יז'ו רבי שמואל סי ליב'אנטו סולאנילמינטי אי דישו: איל דייו!

Ma el viejo Rabbi Shmuel se levanto solanelmente i disho: El Dio!

והזקן רב שמואל קם בהוד, ויאמר: האל.

והעיתון אל טימפו שבו התפרסם אלטנוילנד מזמין את קוראיו לקרוא ביום א' הבא את הרומן החדש LA MUJER KE MATA לה מוז'יר קה מאטה – האשה ההורגת, הרומן הכי סנסציוני.

אך האהבה שלי למורשת ספרד לא הצטמצמה בתרגום הצהרת זכויות האדם של האו"ם ללאדינו, בכתיבת רומנסות בלאדינו בו זמנית בעברית ולאדינו במחשב של אלביט שניתן במתנה לנשיא המדינה, בשירי ערש ובתפילות בכתב רש"י. גם קריאת אלטנוילנד בלאדינו, קריאת מחזות, נובלות, את התנ"ך ומעם לא עז בלאדינו, לא היו גולת הכותרת של פועלי. גולת הכותרת הייתה גילוי בית הכנסת העתיק בעיר שממנה באה משפחתי – העיר קוריה בספרד על גבול פורטוגל. על כך כתבתי מאמר לבקשת רחל בורטניק מלאדינוקומוניטה בלאדינו. במהרה פנו אלי עשרות עיתונים ובטאונים של יהדות ספרד בלאדינו, ספרדית, צרפתית, אנגלית לכתוב עבורם את המאמר וכך עשיתי. כתבתי אותו בעצמי בחמש שפות שבהן אני שולט היטב, לרבות בעברית שבה פרסמתי עם תמונות את המאמר ב- NEWS 1 שבו אני בדרך כלל מפרסם מאמרים בנושאים אתיים. להלן קישורים לרשימת העיתונים והבטאונים בחמש שפות שבהן התפרסם המאמר שלי עם תמונות. המאמר יצר הדים גדולים ופנו אלי בעקבותיו גורמים רבים בשאלות ובבקשות להרצאות, לרבות הרצאות בלאדינו על נושא זה בפורום הלאדינו שבעירי חיפה. אך זה עוד לא הכל – הבית שבו היה בית הכנסת עד גירוש ספרד נהרס ואני מביא להלן תמונות מההרס. את הפרטים מסרו לי גורמים הגרים בעיר שביקשו שלא להיחשף. רק אזכיר שבעיר קוריה נמצאת הקתדרלה הכי גדולה באיזור, דבר די תמוה לגבי עיירה בה חיים בסך הכל שנים עשר אלף איש. גם שגריר ספרד גילה עניין במעשה כפי שמובא להלן. אין בכוחי לשפץ את בית הכנסת אך אולי בעקבות המאמר יימצא הגורם שירצה לחדש קדם את בית הכנסת וביקורי יהודים במקום, למרות ועל אף התנגדות מקומית.

[How I discovered the synagogue of Coria: in Tarbut Sefarad Spain Spanish... Aurora Israel Sp... Anajnu Chile Sp.. Shelanu Argentina Sp.. CCIU Uruguay Sp eSefarad Ladino & Sp.. Ladinokomunita.. Forojudio Mexico Lad.. Los Muestros Belgium Lad.. Aki Yerushalaim Lad.. Sephardic Horizons Lad... News1 Hebrew.. Sharsheret Hadorot English.. Heb.. Halapid US En.. Nahar Misraim France French TOC.. Text.. Letter Spanish Ambassador.. Afterword](#)

כיצד גיליתי את בית הכנסת של קוריה בספרד? מאת ד"ר יעקב קורי

ניתן לקרוא סיפור זה במישור המציאותי או הסוריאליסטי. אחדים יאמרו "אם זה לא אמיתי זו בוודאי מעשיה מוצלחת", אחרים יקראו אותו בספקנות, בהשתאות או בחוסר אמון. איניני ארכיאולוג, היסטוריון או מדיום. אני

איש עסקים, עם דוקטורט באתיקה עסקית. אני מלמד קורסים בכמה אוניברסיטאות, כתבתי ספרים אקדמיים, מאמרים, אתר אינטרנט, אך גם רומן, מחזה ומעט שירה. איש איש כאשר ידונו ליבו...

בעשרה באוגוסט 1998 כתבתי מכתב לראש העיר של קוריה בספרד והודעתי לו שבכוונתי לבקר בעירו, כי על פי המסורת מקור השם שלי קורי הוא מקוריה. סיפרתי לו ששפת אמי היא לדינו אך למדתי גם ספרדית, אני חי בישראל, נולדתי במצרים, מהורים וסבים ממוצא יווני ותורכי, וביקרתי פעמים רבות בספרד בענייני עסקים.

בעשרים באוגוסט 1998 כתב לי ראש העיר של קוריה: "אני מברך את דון חקובו קורי, ובהכירי את העניין שיש לו בביקור בעירנו אני מתכבד להזמין ולארחו, בהביאי בחשבון את החשיבות של המטרה שהביאה אותו לרצות לבקר בארצנו. חוזה מריה אלברז מנצל את ההזדמנות על מנת להביע בפניו את העניין האישי שלו." באותו היום קיבלתי דוא"ל מחואן פדרו מורנו, הארכיאולוג האחראי למחלקת ההסטוריה והתרבות של עיריית קוריה, שכתב לי: "המטרה של הביקור שלו נראית לי מאוד מעניינת ומרתקת. כבוד ראש העיר מסר לי על רצונו לבקר אותנו. קוריה, שומרת בזכרונה ההסטורי את השם של רחוב בית הכנסת, ויש שני מקומות אפשריים למיקומו. אנו מקווים לראותו בקרוב בעירנו/עירו. נקבל אותו היטב." בעשרים וארבעה באוגוסט 1998 כתבתי למורנו: "בחפץ רב אבקר עימו בעירו ואראה את האתרים של בית הכנסת והרובע היהודי. אולי, יאתפשר לי עם ה-DNA שלי לאחר 500 שנה, לסייע לו למצוא את המיקום המדויק של בית הכנסת בו ביקרו אבות אבותי. זה מאוד חשוב למען התיירות של עירו... רואה אתה אדוני, שאני כבר לוקלפטריט ואני חפץ לעשות דבר מה על מנת לסייע בכלכלת עירנו..."

בשמונה באוקטובר ביקרתי בבית הכנסת העתיק של קסטלו דה וידה מהצד האחר של הגבול, בפורטוגל. שמתי לב איך נבנה בית הכנסת ובתשעה באוקטובר נסענו רעייתי רותי ואנוכי לקוריה שם התקבלנו על ידי חואן פדרו מורנו. מורנו הראה לי שלושה אתרים אפשריים לבית הכנסת, אבל פסלתי את שני הראשונים (DNA, אינטואיציה או מזל?). כאשר הגענו לאתר השלישי, אמר לנו מורנו שפה ישנה בעיה כי הגברת הזקנה שגרה בבית לא מוכנה לפתוח את ביתה בפני אף אחד. לפתע, הגברת הזקנה (שמה היה קסטנירה), שדמתה בצורה מדויקת לאמי, יצאה מביתה. אמרתי לה שאני בא מישראל, שמי הוא קורי, ומקור המשפחה שלנו מקוריה. אנחנו רוצים למצוא היכן היה בית הכנסת ואנו מבקשים את רשותה להיכנס לביתה. היא חייכה, והזמינה אותנו להיכנס. מורנו היה המום. כאשר נכנסנו, שמתי לב שהבית היה בנוי בדיוק כמו בית הכנסת של קסטלו דה וידה. אבל השער היה מרובע ולא בצורת קשת כמו בבית הכנסת בוידה. כאשר שאלתי אותה מדוע, היא אמרה לי שהיא שמעה ממשפחה, החיה באותו הבית מזה מאות בשנים, שהשער המקורי היה קשתי אבל הוא נהרס ברעידת האדמה של 1755. ירדנו למרתף והיא הראתה לנו ספרים עתיקים, אך העתיק ביותר היה משנת 1500, לאחר שהיהודים גורשו מספרד בשנת 1492. היא אמרה למורנו שהיא מסכימה שייערכו חפירות בביתה על מנת למצוא את שרידי בית הכנסת.

בתום הביקור, נתן לי מורנו במתנה ספר "קוריה וסיירה גאטה" וכתב הקדשה: "לידידינו היהודים, שספר זה יניח צעד נוסף למפגש של תרבויות שלעולם לא היו צריכות להיפרד."

בשנת 1999 נמכר ביתה של גברת קסטנירה לאדם פרטי ועד שנת 2011 לא בוצעו החפירות, אבל מורנו אמר לי בשנת 2011 שבחפשו בארכיבים של קוריה הוכח לפני מספר שנים שבית זה אכן היה האתר של בית הכנסת. לא ניתן לבקר בבית הכנסת כי גרים בו אנשים פרטיים. באינטרנט קראתי שהקהילה היהודית בקוריה הייתה קיימת כבר במאה השתים עשרה. ברובע היהודי חיו בערך 46 משפחות שעסקו במקצועות של חרטים, חייטים, צורפים, גובי מס וכדומה. עם הגירוש מספרד, כמה מהיהודים השתקעו בפורטוגל, שם הם התנצרו, כמו יהודה מאלבה. אלה הם כן העובדות.

אני משער שהיהודים של קוריה (עם אבות אבותי כנראה) ברחו לפורטוגל בשנת 1492, כי קוריה הייתה על גבול פורטוגל שקיבלה יהודים עד שנת 1497. הם חשבו שיחזרו בקרוב לספרד והשאירו את בית הכנסת במשמרת של אחת המשפחות, ששינתה את שמה, כמו אנוסים רבים, לשם של עץ – קסנירה, עץ הערמון, אבות אבותיה של הגברת הזקנה שחיה עדיין באותו הבית בשנת 1998. הם לקחו עמם את כל הספרים בעברית ולכן לא היו בבית ספרים כלשהם מלפני שנת 1500. היהודים של פורטוגל נאנסו להתנצר, כי לא אפשרו להם להגר כמו בספרד, אבל רבים מהם ברחו מאוחר יותר עם עזרתם של דונה גרציה מנדס ואחרים לתורכיה, יוון ואיטליה, שם גרה משפחתי עד אשר היגרו שוב למצרים, ישראל, צרפת או ברזיל. הגברת קסטנירה, שכנראה ידעה שביתה היה בית הכנסת בהיותה אנוסה, החליטה בזקנתה לאפשר שיתבצעו חפירות ולהחזיר את ביתה ליעודו המקורי של בית כנסת. הדמיון שלה עם אמי הוא לא תעתוע אופטי כי יש לנו תמונות עמה, אבל יהודיות ספרדיות רבות דומות עד היום לספרדיות כי הן התחתנו עם ספרדים במשך 500 שנה. הסימפטיה שהיא חשה כלפינו, בפתחה את ביתה בפניי ישראלי יהודי כאשר לא רצתה לפתחו לבני עירה, מוכיחה כנראה שהיא ידעה על אבות אבותיה היהודים.

אך מי יודע איך מתרחשים הדברים: מדוע החלטתי לבקר בקוריה, מדוע הארכיאולוג ביקש ממני שאסייע לו למקם את בית הכנסת, מדוע האישה הזקנה החליטה לפתוח לנו את ביתה, כיצד צאצא של קוריה שבא מישראל מצא את בית הכנסת אחרי 500 שנה? האם זה מעשה קסם, דבר של מה בכך, סיפור הגיוני? מי יודע?

איכה ילווני בטור אינסופי כל אלה אשר הייתי אנוכי!

איכה נפתח אשר הייתי בטור אינסופי עבור כל אלה אשר אהיה!

וכה מעט, כה כלום אנוכי אנוכי של היום

שהוא כמעט של אמש, שיהיה הכל של המחר!

(חואן רמון חימנו, האמת הבלתי נראית, ההווה)



שער הכניסה של בית הכנסת של קוריה שהוא ביתה של גברת קסטנירה



בספריה העתיקה בביתה של גב' קסטנירה. יעקב קורי וחואן פדרו מורנו, הארכיאולוג של קוריה.



חואן פדרו מורנו, הארכיאולוג של קוריה, ויעקב קורי בוחנים ספר עתיק בספרייה בביתה של גב' קסטנירה



הפטיו של בית הכנסת של קוריה

אם איני יכול להנחיל לילדי ונכדי את המורשת הספרדית ואת שפת הלאדינו, אני לפחות מספר להם סיפורים כשליגבורים שלהם יש שמות מצחיקים בלאדינו כמו האריה האסטרפולה (שלומפר בלאדינו), הג'ירפה סיסקרינה (חתיכת לכלוך), הצבה דוררה (עצירות), הקוף שולובולו (משוגע), הקרנפה האפטונה (מכה חזקה) וכו'. להלן אם כן סיפור לילדים שגורם הנאה רבה לילדי ונכדי מזה עשרות שנים ומי יודע אולי הוא עוד יצא לאור עם איורים.

איז'יקו מטייל בג'ונגל מאת שירלי (קורי) גרפונקל ויעקב קורי

(הסיפור הוא בדיוני לחלוטין ונועד רק לשעשוע. אין למצוא בו אמת הסטורית, גיאוגרפית, או אפילו מוסר השכל)

איז'יקו קם בבוקר גשום וחשוך וממש לא התחשק לו ללכת לגן הילדים. הוא קפץ לסבא שלו פאפו שגר בדירה הסמוכה וביקש ממנו שייקח אותו לטיול. פאפו אמר לאיז'יקו שהם נוסעים לג'ונגל לבקר את החבר שלו גאגאראגה, מנהיג האינדיאנים בחבל האמזונס, כי יש לו שני נכדים מקסימים גיגימושו הבכור וצ'יצ'יבאמבה הקטנה. איז'יקו מאוד שמח על הטיול המקסים אבל ביקש שיהיה לגאגאראגה עוד נכד בשם גוגומושו, ילד סנדוויץ' כמוהו.

איז'יקו ופאפו טסו במטוס ענק לפרו בדרום אמריקה והמשיכו במטוס קטן יותר לאיקיטוס, לחוף האמזונס. כל הדרך הם לא שמו לב שסבתא נונה התחבאה מאחורי הכסא במטוס, כי היא לא רצתה שבעלה ונכדה יטיילו לבד באמזונס בלי שתשמור עליהם. רק כשהגיעו לאיקיטוס היא יצאה מהמחבוא ואמרה להם שגם היא באה לטיול.

בג'ונגל ירד גשם זלעפות והשלושה נרטבו עד לשד עצמותיהם. אחרי שעה של הליכה בתוך הבוץ, הגיעו עיפים מאוד לבקתה של גאגאראגה. גאגאראגה היה זקן מאוד, והוא מאוד שמח על האורחים החשובים. אחרי שעשה להם הכרה עם שלושת הנכדים שלו, הוא הזמין אותם לארוחת מלכים עם פירות אקזוטיים.

למחרת, העיר אותם גאגאראגה עם הזריחה ואמר להם שזו השעה היפה ביותר לטייל בג'ונגל. התחנה ראשונה הייתה אצל הפיל הענק גריליסאמבה. הפיל שאג כמה שאגות שמחה כי תמיד אהב להכיר חברים חדשים. הוא העלה עם החזק שלו את נונה שצרחתה בכל כוחה שהיא מפחדת, אבל כשפאפו ואיז'יקו הצטרפו והחזיקו בה היא נרגעה.

לגריליסאמבה היו תוכניות משלו להנעים את הטיול לחבריו החדשים. הוא פתח בדהרה ורץ לנחל וכשהמים הגיעו עד המותניים, הצטרפו אליהם בשחיה גוגומושו, גיגימושו וצ'יצ'יבאמבה. גאגאראגה נשאר על החוף כי היה זקן מדי בשביל להשתעשע יחד עם הפיל. הוא קרא לפיל לחזור מהר ליבשה כי חשש לשלומם של האורחים שלו.

בחוסר רצון חזר הפיל והוריד את החברים החדשים שלו שראשם היה עדיין סחרחר. לפתע שמעו שאגה אדירה, היה זה האסטרפולה האריה הטוב שהתעורר מהרעש שעשה גריליסאמבה בדהרה שלו ובא לראות מי מחולל את המהומה. גאגאראגה עשה לו הכרה עם שלושת האורחים שבהתחלה קצת חששו אבל מהר מאוד התחברו לאריה.

איז'יקו היה בעננים, כל חייו חלם להיות חבר של אריה ולהיות גיבור כמוהו, והוא התחפש כל שנה לאריה שהפחיד את כל החברים שלו לכיתה ובמיוחד את הבנות. אבל הוא לא ניחש מה עומד לקרות. מהעצים העבותים קפץ לקראתם האסטרפולאק האריה הרע שרצה לטרוף אותו. מייד קפצו פאפו וגאגאראגה לעזרתו ונאבקו עם האריה הרע, ששבר כמה שיניים למנהיג האינדיאנים ואת הכתף השמאלית של הסבא הגיבור של איז'יקו הקטן.

כשחזרו לבקתה של גאגאראגה, הוא מרח משחת פלאים, העשויה מקוקוס ואננס, על כתפו השבורה של פאפו, ולמרבה הפלא הכתף נרפאה ופאפו חיבק בחום את נונה שמאוד דאגה לשלומה. גאגאראגה מרח את המשחה גם על שיניו שצמחו מחדש והתנצל בפני פאפו. הוא אמר לו שכל החיות בג'ונגל חברות שלו, למטע האסטרפולאק האריה הרע והנחש ביסליחיסטי, שצריך מאוד להיזהר מההכשה שלו.

למחרת יצאו גוגומושו ואיז'יקו לטייל לבדם, מבלי ליידע את האחרים וכשטיפסו על העצים הם פגשו את כל משפחת הקופים – שולובולו הקוף הענק, שאלאבאלה הקופה ושיליבילי הקופיף. הילדים הקטנים שיחקו עד הערב עם הקופים וקפצו מעץ לעץ ולא שמו לב שירד הלילה על הג'ונגל. בינתיים המבוגרים חיפשו אחריהם ללא הצלחה.

גוגומושו אמר לאיז'יקו שלא יפחד כי הוא מכיר היטב את הדרך הביתה. אך הם שמעו רעש חשוד בין העצים ושני אורות נצצו בחושך העבות. כשהתקרבו, ראו שהיה זה איבו הינשוף שזיהה מיד את גוגומושו ואמר לו שהוא יקח אותם חזרה הביתה. בתום שעה ארוכה הגיעו עיפים מאוד לבקתה האינדיאנית וננזפו קשות על ידי הגדולים.

איז'יקו הלך לישון ושקע מיד בשינה עמוקה, אך הוא התעורר בבהלה כשהרגיש שחיה זוחלת על הבטן שלו. היה זה ביסליחיסטי הנחש שרצה להפריע את השמחה של אויביו האינדיאנים ואורחיהם. כשהוא עמד להכיש את איז'יקו תפשה אותו בגרוננו נונה וכך הצילה את חיי נכדה האהוב. איזה מזל שהיא באה אתם, אחרת היה קורה אסון.

כולם התעוררו למשמע הצעקות וכבר לא יכלו להירדם מרוב התרגשות. גאגאראגה אמר להם שאם כך הם ילכו לבקר את החבר שלהם טיטיטאטה הנמר. איבו הצטרף להולכים כשהוא יושב על ראשו של איז'יקו, על ראשו של גוגומושו השתכן תוכלורו, התוכי בעל אלף הצבעים, שכל הזמן דיבר אתם בשפת האינדיאנים ובספרדית.

אך טיטיטאטה לא היה במאורה שלו כי היה רעב ויצא לצוד. הוא חיפש את ססקרינה הג'ירפה וזה לא היה קשה כי ראשה הזדקר גבוה גבוה. הוא החל לרוץ אחריה, אך לשמע הצעקות מיהר גאגאראגה להציל את ססקרינה ונזף בטיטיטאטה. גם אל תאכל את שושולרו החילזון ושושולרה החילזונה החמודים, אמר לו, תאכל רק את מוחולו העכביש, ואוי לך אם תאיים על החברות שלי. האינדיאנים וחיות הג'ונגל מאוד נהנו לאכול עכבישים, שגיונו את ארוחות הפירות שגדלו בשפע ביערות.

לפתע, החלה האדמה לרעוד וכולם פחדו שזאת רעידת אדמה, אך היה זה רק משהשאלו הדינוזאור שיצא להתאווור קצת בלילה הקריר. איז'יקו השובב ניצל את ההזדמנות לקפוץ על הגב של משהשאלו, ששיחק אתו כי הוא אהב אנשים ולא היה מסוכן, באוכלו רק עשבים. עד מהרה הצטרפו למשחק גם גוגומושו, גיגימושו וצי'צי'באמבה.

הם נשארו כל הלילה לשחק עם החברים החדשים והישנים שלהם, עם הדינוזאור משהשאלו, הינשוף איבו והתוכי תוכלורו, ועם בוקר התקרב אליהם זורזובי הטווס שהתגנדר בעשרות צבעי הנוצות שלו. הוא אמר להם שמסוכן להתרחץ בנחל כי ראה שם את קוקורוקו התנין, קאקאראקה התנינה וקיקיריקי התנינון. גוגומושו צחק בפה מלא ואמר לזורזובי כי התנינים גם הם חברים שלהם.

גאגאראגה מאוד אהב את קאקאראקה כי היו להם שמות דומים ולא פעם עלה על גבה לטייל בנחל האמזונס. הוא הזמין את פאפו ונונה לעלות על הגב של קוקורוקו ואת הילדים הקטנים לעלות על הגב של קיקיריקי. הם בילו על גב התנינים כל הבוקר וכשחזרו ליבשה הם פגשו עוד חברות - את מוקוס הלטאה ואת דוררה הצבה.

איז'יקו הציע לחברות החדשות שלו לעשות תחרות ריצה ומי שיזכה יקבל במתנה קוקוס. מוקוס פתחה בזחילה מהירה ואחריה צעדה בצעדים קטנים דוררה. איז'יקו נתן להן להתקדם הרבה ואז פתח בריצה מהירה. ברגע האחרון הוא השיג אותן וזכה בקוקוס. דוררה אמרה לו שבכל מאה השנים שהיא חיה בג'ונגל היא לא פגשה כזה ילד חמוד.

אבל איז'יקו הרגיש רע, הוא לא היה רגיל למאכלים החריפים של האינדיאנים והיו לו כאבי בטן חזקים. גאגאראגה לקח אותו לרופא האליל מליזינה שהיה צבוע בעשרות צבעים זוהרים ועל ראשו נוצות בכל צבעי הקשת. מליזינה מרח על בטנו של איז'יקו את משחת הפלאים המרפאה כל מחלה וגם הוא נרפא כמו פאפו כששבר את הכתף שלו.

ביום האחרון שלהם בג'ונגל הלכו גוגומושו ואיז'יקו לבקר עוד חברים, את חאפטונה הקרנפה ואת שאמארס סוס היאור ושיחקו אתם שעות רבות. לפתע התנפלו עליהם להקה של צבועים ובראשם המנהיג צ'ומבוסלומבוס. חאפטונה הסתערה עליהם, אבל הם כמעט הכריעו אותה. רק היריות באויר של השוטרת באשיבוזוקה הפסיק את המהומה, אשר לא הפריעה את שלוותו של שאמארס, שישן לא שנת ישרים אחרי שהשתעשע עם הילדים.

בלילה עשה גאגאראגה מדורה גדולה בחצר וכל החיות באו ליהפך מהאורחים. אפילו ביסליחיסטי וחאסטראפולאק היו בין האורחים והבטיחו בצורה חגיגית שמעכשיו הם יהיו חיות טובות כמו כולם. מסביב למדורה רקדו האינדיאנים שהיו צבועים בצבעים זוהרים על גופם יחד עם החיות של הג'ונגל, אך הרקדנית הכי טובה הייתה באשיבוזוקה השוטרת. שאמאטאדג'יה, המתופפת, עשתה רעש אימים שלווה בקריאות קרב של האינדיאנים, בנהמת החיות ובצעקות השמחה של הילדים הקטנים.

לפני שחזרו הביתה, גאגאראגה לקח את האורחים שלו לטיסה מעל הג'ונגל בכדור פורח. אחרי הטיסה הם עלו על מטוס קטן שהביא אותם ללימה. איז'יקו שמאוד אהב לטוב נהנה שבאותו יום הספיק לנו בכדור פורח, מטוס קטן ומטוס גדול שהחזיר אותם הביתה. במטוס הודה איז'יקו לפאפו ולנונה על הטיול המופלא בג'ונגל והבטיח להם שכשהוא יהיה גדול ייקח גם אותם לטיול מסביב לעולם. כשהם אמרו לו שהם כבר יהיו מאוד זקנים, קרץ להם איז'יקו ואמר שהוא לקח ממליזינה שתי קופסאות של משחת הפלאים שיוכלו למרוח בהן את גופם ולהישאר צעירים לנצח.

ואסיים בשיר – שיר שכתבתי לאשתי האהובה רותי ליום הולדתה בלאדינו עם תרגום עברי. השיר גם הוא זכה לעדנה ופורסם בבטאון העיקרי בעולם בלאדינו – אקי ירושלים בעריכה של משה שאול שגם ריאין אותי בזמנו בקול ישראל בלאדינו והוא הדמות הכי ידועה בעולם הספרדי האינטלקטואלי, יחד כמובן עם הנשיא יצחק נבון. השיר גם פורסם בבלוג של לאדינוקומוניטה ובעוד אתרים וכמובן שהוא מופיע כמו כל החומר לעיל באתר שלי.

איפה את אשתי היקרה? Onde estas mujer kerida?

איפה את אשתי היקרה? Onde estas mujer kerida?

מלאכי, אהובתי, איך? Andjel, amor, onde estas?

רגע אחד אני עם אבי Un momento esto kon mi padre

הגוסס בבית החולים, Ke esta hazino en el eshpital,

מסייעת לו, מאכילה אותו, Lo ayudo, le do a komer,

מלטפת אותו, מנחמת אותו. Le ago karizias, lo konsolo.

ברגע הבא מבקרת אני את אמי En el otro vijito a mi madre

שנותרה לבדה בביתה, Ke esta sola en kaza,

על מנת לחזק אותה Para konfortarla

ולנסוך בה אומץ רוח. I darle koraje.

אחר כך אני הולכת לכלתי Despues me vo a mi nuera

שילדה אמש פג בטרם עת, Ke pario ayer un ijo tempranero,

ואני מלמדת אותה מה עליה לעשות I la embezo ke deve azer

בעתות קשות אלה. En este tiempo difisil.

אני הולכת גם כן לבני Me vo tambien a mi ijo

מביאה לו אוכל Traerle a komer

מכבסת את בגדיו Lavarle la ropa

מנקה את ביתו. Limpiarle la kaza.

Ma tengo tambien ke lavorar אך עלי גם לעבוד
 Y ensenyar a los elevos ולחנך את תלמידי
 Amarles komo mis ijos לאהוב אותם כמו את ילדי
 Darles mi alma. לתת להם את נשמתי.

No ulvido vijitar איני שוכחת לבקר
 La tomba de mi nona את קברה של סבתי
 Meterle flores מביאה לה פרחים
 Insindiendo kandelas de neshama. מדליקה לה נרות נשמה.

Aziendo muchas mitsvot עושה מצוות רבות
 En una semana בשבוע אחד
 Ke otras azen שאחרות עושות
 En una vida entera... במשך חיים שלמים

Ma por ti marido kerido אבל עבורך בעלי היקר
 Tengo la mas grande mitsva : אני עושה את המצווה הגדולה מכולן :
 Amarte sin fin ללא קץ לאהוב אותך
 En siendo siempre fiel. ולהישאר תמיד נאמנה לך.

I si no tengo muncho tiempo para ti ואם אין לי זמן רב להקדיש לך
 Ke sepas que sos todo mi mundo עליך לדעת שאתה כל עולמי
 I si ago tantas mitsvot para todos ואם עושה אני כה הרבה מצוות עבור כולם
 Es para rengrasiar a Dios ke me regalo a ti ! זה בשביל להודות לאל על שהעניק לי אותך במתנה !

האם אנחנו סוטים, שונים או נורמלים? מאת יעקב קורי

(פורסם באתר NEWS1 מחלקה ראשונה ב- 24.7.2016)

לא ברור לי מדוע יש לי הרגשה של DEJA VU, אבל כל האירועים המסעירים אותנו לאחרונה חוזרים ועולים מדי פעם, כמעלי גירה, ואין חדש תחת השמש. זה כולל דברי רבנים על הומוסקסואלים, קיפוח עדות המזרח, הסערה על מחמוד דרוויש, וכמובן עושק האוכלוסיה על ידי הטייקונים ומשרתיהם. התייחסתי לסוגיות אלה רבות בספריי ובמאמריי ובסוף המאמר אני אפנה את הקוראים אליהם, מה עוד שהם יכולים לקוראם בחינם באתרים רבים של אוניברסיטאות, מכללות, ארגונים ובאתר שלי. יחד עם זאת, פטור בלא כלום אי אפשר ואני מתייחס במאמר זה לכמה היבטים חדשים ואקטואליים בסוגיות אלה. יכול להיות שזאת ברכה לבטלה, כי ממילא איש באמונתו לא רק יחיה אלא גם יתבצר ומעטים מאוד הם אלה אשר שינו את עמדותיהם בעיקבות קריאת מאמר או ספר, פרט לי שאני תמיד פתוח לקלוט זרמים חדשים. הצבעתי מגיל 18 ועד גילי המופלג לכמניין מפלגות שונות ועשיתי את כל הדרך ממפלגת העבודה ועד הליכוד וחזרה, עבור במפלגות המרכז ובתנועות רבות שלא עברו אפילו את אחוז החסימה. קוראי מבקשים ממני לתמצת את המסרים שלי ולמקד את הקריאה בספרי עבי הכרס וזאת אני עושה במאמריי ובסוף מאמר זה גם בקישור לתוכן העניינים של כל הספרים החדשים שלי שפורסמו השנה וניתן לקוראם בחינם.

נתייחס תחילה לדבריהם של רבנים שקראו להומוסקסואלים סוטים. מכיוון שאני סולד מהתלהמות, הדבקת תוויות גנאי לציבורים שלמים – יונים וניצים, יהודים וערבים, מזרחים ואשכנזים, חרדים וחילוניים וכדומה, קראתי במקורות – מילון אברהם בן שושן – שהפירוש למילה "סטה" הוא: "1. סר, נטה, פנה מן הדרך המוסכמת או המקובלת: הממשלה סטתה מן הקו המדיני הקודם. אל נא תסטה מדרכך זו. יש הכרח לסטות מעט מן התוכנית. 2. סר מדרך המוסר, נאף, זנה. אישה סוטה." כלומר סוטה הוא זה שפונה מן הדרך המוסכמת או המקובלת ובפירוש מחמיר – סוטה מדרך המוסר, נאף, זנה. למה דווקא אישה סוטה ולא גבר סוטה כשהוא בוגד? זאת כבר סוגיה אחרת שצריכים לשאול עליה את הרבנים והם אולי ימצאו במקורות שאם גברים סוטים מחוץ לתחומי עירם זה כשר. אבל לא ניכנס למקורות התנכ"יים או התלמודיים להגדרות של סטיה מינית או אחרת, כי זה לחלוטין לא מעניין אותי בתור חילוני ואתיאיסט, ותודה לאל שאנחנו עוד לא מדינת הלכה או שאריעה, אלא מדינה אירופאית שבה לא סוקלים באבנים או ממיתים אישה נואפת (אך לא גבר נואף...), וקיצוני יותר – אישה שנאנסה כמו באיראן. בישראל גם לא שורפים בתאי הגזים יהודים והומוסקסואלים כפי שעשו הנאצים שעבורם היה היינו הך אם אתה יהודי או הומוסקסואל – אתה סוטה וחריג ועליך למות. לית מאן דפליג שעל פי חוקי המדינה להיות "להט"ב" זאת לא עבירה על החוק ולמרות שהם לא יכולים להינשא כמו במדינות המתקנות הם יכולים לחיות יחדיו ואף לאמץ ילדים.

אבל האם בעלי נטיות מיניות שונות הם אכן סוטים וחריגים? מי חריג ומי נורמלי? האם יהודי גרמני הוא סוטה כי הוא לא ארי כמו רוב האוכלוסיה בגרמניה הנאצית? האם אמיל זולא הכופר באשמה במשפט הדיבה על דרייפוס הוא סוטה כי הוא לא נוהג אחרי הרוב המתלהם הקלריקלי/לאומני? האם המתנחלים הם סוטים כי הם לא יושבים בתחומי הקו הירוק כמו מרבית האוכלוסיה? האם יונים צחורות המוציאים דיבה רעה על מולדתם הם סוטים וחורגים מהקונצנזוס? כולנו יודעים שמבחינה גנטית ב-DNA יש דימיון מדהים בין השימפנזה לבני האדם שמגיע על פי רוב המחקרים עד כדי 98%. האם השימפנזים הם אם כן סוטים או דומים לנו, האם הם נורמלים? והרי אין ספק שהומוסקסואלים הרבה יותר דומים למתלהמים המשתלחים בהם מאשר השימפנזים, אז למה לקרוא להם סוטים? אבל אולי צריך להתייחס לתיאוריה הקאנטינית הגורסת כי על מנת לדעת אם מעשה הוא מוסרי או לא – יש לראות מה היה קורה אם מבחינה אוניברסלית כולם היו עושים אותם מעשים. מה היה קורה אם כולם היו גונבים או משחדים בצורה חוקית או פלילית, אם כולם היו מתנהגים בצורה לא אתית, אם כולם לא היו מתגייסים לצבא או לשירות לאומי מסיבות דתיות, בגלל הכיבוש, בגלל הפינוי, בגלל פטור קב"ן, וכמובן אם כולם היו הומוסקסואלים? יש מי שיטען כי זה היה מביא את הקץ לאנושות המושתתת על חזון "פרו ורבו". האומנם? ומה עם אלפי המיקרים שבהם הלהט"בים מאמצים או עושים ילדים? ומה אם לא? האם צריך להוקיע ולסקול באבנים גם את כל הרווקים וכל הנשואים שאין להם ילדים? ולמה לא את אלה שעושים רק ילד אחד או שניים, פחות מהדרוש לגידול האוכלוסיה שהוא 2.1 ילדים? כולנו שונים וכולנו דומים, השאלה היא רק בהגדרת השוני והדימיון. האם אדם שהתחרש, איבד את רגליו, שרוי בדיכאון, עני מרוד או עשיר מופלג הוא סוטה, שונה, או נורמלי? אין לאף אחד אותו מטען תרבותי, דתי, לאומי, מיני, שיכלי, כספי או רגשי. אבל, להערכת תשעים אחוז מהישראלים דומים זה לזה ברוב הפרמטרים ורק אולי עשרה אחוזים חריגים בצורה משמעותית. למרות כל הטענות, רב המשותף על המפריד גם בישראל של היום וזה כולל חלק גדול מהחרדים, הערבים והיונים, שאוהבים לחיות בישראל של היום.

אני יכול להתבטא בחופשיות בסוגיה זאת קודם כל בגלל שיש לנו שלושה ילדים ושמונה נכדים כך שאת חובנו לגידול האוכלוסיה כבר שילמנו. זאת ועוד, אני סולד מהדבקות סטיגמות בין אם זה שכל הדתיים הלאומיים אשמים ברצח רבין, שכל היהודים אשמים ברצח ישו, שכל המזרחים ולפחות אלה מהם המציביעים עבור הליכוד הם ניאנדרטליים, מנשקי קמעות או באים מארצות "מפגרות". לא אגרר לסטריאוטיפים ואשאל מדוע אשכנזי שנולד באיזו עיירה נידחת בפולין או ברוסיה הוא יותר מתקדם מיהודי מזרחי שנולד בקהיר או באלג'יר, למד בבית ספר צרפתי ולא באיזה חדר יידישאי? בין השאר בגלל שאני מעריך מאוד את התרבות היידי, רואה לעיתים מזומנות הצגות ביידיש, למדתי יידיש ואחד הספרים הטובים ביותר בספרות העולמית הוא טוביה החולב אבל רק במקור היידי שלו. אך אני אוהב כמובן דווקא את תרבות הלאדינו, שפת אימי, מתרגש מרומנסות, פתגמים וסיפורים, יזמתי את תרגום הצהרת זכויות האדם של האו"ם ללאדינו, תרגמתי אותה יחד עם לאדינוקומוניטה ואף ערכתי אותה. בספריי האחרונים אני מתייחס רבות לתרבויות היידיש והלאדינו ומזים כמובן את האגדה שהציונות הייתה נחלתם הבלעדית של האשכנזים, כאשר בין הציונים הנלהבים ביותר היו יהודים יוונים (אני קורא עתה את אלטנוילנד בלאדינו בכתב רש"י בתרגום שנעשה מייד אחרי פרסום הספר). אבי היה ציוני נלהב במצרים וכמוהו עשרות אלפים מהיהודים שם, לרבות הצעירים מפרשת לבון, וההסטוריה מלמדת אותנו על הציונים הרבים שהיו בעירק, בתימן ובצפון אפריקה. לכן לא ברור לי כלל מדוע לא הוזכרה הציונות של ארצות המזרח באתוס הלאומי ומדוע כועסים היום אם רוצים לתקן את העוול ההסטורי. יש בישראל של היום מטען ניכר של גזענות, אך זאת בוודאי לא הבעיה הכי אקוטית שלנו, מה עוד שהיא כיום הרבה פחותה מאשר בימי שלטון מפא"י הגזענית. ועם כל זאת, אני תוהה מדוע השם בוגוסלבסקי נחשב ליותר יפה מבוגולו ומגדיל את הסיכויים להתקבל למקום עבודה? למה חלק ניכר מהמשתלחים נגד המזרחים "הניאנדרטליים" הם עצמם מזרחים שמנסים להוכיח שיוניותם הופכת אותם לאשכנזים? למה ראש עיריית ירושלים לא משתתף במצעד הגאווה כי זה פוגע בציבור הדתי? הרי כמעט כל דבר פוגע בציבור הדתי – אם הולכים לים בשבת, אם אוכלים במסעדה לא כשרה, אם אישה שרה בציבור, אם ילדה בת שלוש לא לובשת גרביים עבות, אם נערות מזרחיות מנסות להתקבל לבית ספר חרדי אשכנזי. ומדוע שהדתיים לא יתחשבו בציבור החילוני? למה המיעוט כופה את דעתו על הרוב? בדמוקרטיה יש לכבד את המיעוט והרוב כאחד.

אני רואה את החברה כמרקם הוליסטי שהמשותף בו רב בהרבה מהמפריד. הן המיעוט והן הרוב עשוקים על ידי שלטון ניאו ליברלי נטול עכבות. נוצר מצב אבסורדי של עושק כלל האוכלוסיה על ידי אלפיון או קבוצה זעירה של טייקונים ועושי דברם, מה שמוגדר במחאת וול סטריט כעושק ה-99% על ידי המאון העליון. אך בין אם מדובר במאון או באלפיון נוצר מצב אבסורדי של פערי עתק בין שכבה מאוד מצומצמת לכלל האוכלוסיה. מצב זה עורר את מחאת האוהלים, אך לצערי המחאה גוועה וכמעט לא נשאר ממנה זכר, פרט לחלום יפה ובהקשר אלי – יום עיון שערכתי באוניברסיטת חיפה עם כל הנוגעים בדבר וזכה להיות מוסרט כולו למען הדורות הבאים – בערוץ האקדמי עם קישור באתר שלי ובאתרים רבים אחרים. אני כותב על כך הרבה בספריי ובמאמרי ולכן לא ארחיב כאן את הדיבור, מי שירצה מוזמן לקרוא זאת בספרים ובמאמרים, שהיו בין הראשונים שעוררו את סוגיית העמקת הפער. צר לי ש"הרשעים" ניצחו, המדינה והעולם הניאו ליברלי נשלטים כיום על ידם ואין סיכוי שהמצב ישתנה לטובה בזמן הקרוב. זו טרגדיה גדולה כי המצב מביא לעליית מפלגות ואישים ימניים ופופוליסטים שידרדו את העולם לעברי פי פחת, כי המשבר הבא יהיה בסדרי גודל של מאות טריליוני דולר ושום מדינה או משטר לא יוכלו להציל את פושטי הרגל חסרי המצפון והעכבות. מי שישלם את המחיר יהיה כרגיל "העם", ואם הוא יעז להתמרד הוא ידוכא ביד ברזל כפי שנעשה בעבר במשטרים הפשיסטיים בגרמניה, ספרד, פורטוגל, איטליה, יוון, ארגנטינה וצ'ילה (עם היועץ הדגול מילטון פרידמן איש סודו של פינושה, רייגן, ת'אצ'ר ואיך לא – נתניהו גם כן). מה בכל זאת ניתן לעשות? על כך כתבתי בהרחבה בספריי ובמיוחד ב-ETHICS PAYS – ועל רגל אחת – להפוך את המדינות לאתיות, כי המדינות הכי אתיות הן אלה שמצליחות בכל הפרמטרים כפי שסיפרי מוכיח בצורה מובהקת.

כמה מילים על ועדת ביטון המעלה את הפיזיוס של אנטישמיות, גזענים ושונאי קידמה למיניהם. הפוסל במומו פוסל ומי שמתנגד לשתף את המזרחים באתוס הלאומי הוא נבער וגזען כי הוא מעדיף לסלף את ההסטוריה על מנת לשמור על ההגמוניה. עם פירסום ההמלצות מיהרתי לברך את חברי יצחק גורמזאנו גורן שהיה מחלוצי המהפכה המזרחית והאנתולוגיה הנפלאה של ספרות ושירה מזרחית שיצאה בהוצאת בימת קדם שלו ראוייה להילמד כספרות חובה בכל בתי הספר. אני מזדהה לחלוטין עם המאבק שלו ואני גאה שהוצאתי את הרומן שלי במסגרת בימת קדם ושהשקת הספר הייתה במרכז סוזאן דלאל. אני מאוד מקווה שהסופרים שביטון, גורן ואחרים עזרו לגלותם יקבלו את ההכרה בפנתאון של מדינת ישראל. הם ראויים לכך בגלל רמתם הספרותית ולא בגלל היותם מזרחים. מעולם לא התלוננתי על קיפוח והתקדמתי בחיים אך ורק בעזרת הכישורים שלי, אך זה היה למרות הדיעות הקדומות, ואחרים עם כישורים או מרפקים חלשים יותר לא הגיעו לעמדות גבוהות, כאשר עמיתיהם עם קשרים מתאימים הגיעו רחוק יותר גם עם כישורים פחותים בהרבה. אני נהנה מהמחמאות המפוקפקות שאני לא נראה "מזרחי" (למען הדיוק אני ממוצא ספרדי שהורי חיו במשך כמה עשרות שנים במצרים בלי להתערות במדינה) וחברי

האנטישמים בחו"ל אף מחמיאים לי שאני לא נראה יהודי. זה עוזר לי לשמוע את מה שקולגות גזענים אומרים גם כיום בחוגים סגורים ואף כתבתי על כך אירוע על אפליה גזעית בעולם העסקים, אירוע בודד למדי בעולם האקדמי והעיסקי, אך שעורר תגובות נסערות של הזדהות בקרב הסטודנטים שלי שרובם לא באו מהאליטות בהיותם מזרחים, ערבים ועולים מרוסיה. אני חוזר עתה ממסע שורשים שארגנתי ביוון ובין השאר נפגשנו עם נציגת הקהילה היהודית בלאריסה, בה נולד סבי וחי שם לפני שהיגר למצרים בראשית המאה. היא סיפרה לנו בהרחבה על השמדת יהדות יוון ועל מעשי הגבורה של אלפי צעירים יהודים בקרב הפרטיזנים שנלחמו באויב הנאצי. כל מה שועדת ביטון רוצה זה שתהיה הכרה לחלקם של היהודים הספרדים והמזרחים בהסטוריה היהודית, בציונות ובשואה. חס וחלילה, אין הם מבקשים לנכס דבר, אלא פשוט שבבתי הספר תילמד ההסטוריה והספרות הכוללת, עם התרומה היחסית של כל מרכיבי הפסיפס היהודי. כל זאת, על פי קריטריונים מקצועיים ומבלי להאפיל תרבות או עדה כלשהי. גתה אמר לפני מותו MEHR LICHT, יותר אור, וזה בדיוק מה שהועדה רצתה לעשות - להביא יותר אור שיאיר את האתוס הלאומי, הלוקה בליקוי מאורות בכל הנוגע לתרומתם של רוב אוכלוסיית המדינה.

קשה לתייג את דעותי ואני שונה או "סוטה" מהסטראוטיפים המקובלים. אני אוהב אופרות, מחזות (כולל של צ'כוב) ולא אוהב כלל את אום כולת'ום. אך אני מודע לכך שהיא אומנית דגולה לא פחות מקאלאס ומכבד את זכותם של חלקים רבים מהאוכלוסיה וגם של שרת התרבות מירי רגב לתמיכה של משרדה בתזמורת האנדלוסית למרות שמעולם לא שמעתי אותה, וכן - על חשבון תמיכה באופרה הישראלית המשרתת ציבור מזערי. כשאני מדבר על כך זה לא מתאים לדימוי המקובל בישראל, אבל זה מתאים בהחלט לעולם הנאור האוהב ומעריך מוזיקה אתנית. מרגש אותי מאוד לשמוע רומנסות ספרדיות מושרות על ידי יוהרם גאון ואומנים גויים, העולם נפל שבי בקיסמה של עופרה חזה עם שיריה התימניים, אך באותה מידה אוהבים בעולם את חווה אלברשטיין השרה שירי מופת ביידיש. על כך אני כותב הרבה בספריי החדשים ובמאמרים שלי ואני לא רואה סתירה בין אהבת מוזיקה קאמרית לאהבת שירי תימן. עד לפני חודשים מספר לא התבטאתי בכתביי בנושא הסכסוך הישראלי-פלשתינאי, אך לנוכח החרם ועלילות הדם נגד ישראל ראיתי חובה לעצמי לבטא את עמדותי שחורגות במידה רבה מאלה של חברי היונים, שאני שותף איתם במאבקים אחרים שלהם נגד אפליה, בעד צדק חברתי ועוד. ואני גם לא חסיד גדול של מחמוד דרוויש.

אני לא שותף לדעתם של רבים בישראל ובעולם להקמת מדינה פלשתינאית נוספת לירדן ולעזה בכל או במרבית הגדה המערבית. אני נגד הכיבוש ובעד זכותם של הפלשתינאים למדינה משלהם, פינוי עזה הייתה צו השעה, אבל אני מאמין שאין להחזיר את רמת הגולן, אין לחלק את ירושלים ואין להקים מדינה פלשתינאית נוספת. הדרישה של ההנהגה הפלשתינאית לזכות השיבה היא חוצפה שאין כדוגמתה, על רקע העובדה שרוב הפליטים ברחו בהשראת ההנהגה שלהם שרצתה לחסל את ישראל, שיש יותר פליטים יהודים מארצות ערב מפליטים פלשתינאים, שכולם התערו תוך כמה שנים במדינותיהם החדשות והם השאירו בארצות ערב רכוש גדול בהרבה מאשר הפליטים הפלשתינאים. כיום נותרו בחיים פחות מעשרה אחוז מהפליטים, אך הפלשתינאים מחשיבים כפליטים גם שילשים וריבעים, הגדרה שהיא בלעדית להם ולא חלה כמובן על הפליטים הגרמנים, הפולנים, היוונים, התורכים, היהודים והפקיסטנים, שכולם התערו גם הם במולדתם החדשה. אך מעבר לכך, מדינה פלשתינאית נוספת לא תהיה בהגדרה מפורזת כי לא ניתן לפקח על פירוז ותוך מספר חודשים נתעורר עם הסיוט של טילים ומנהרות במרחק של מטרים ספורים מישראל. מדינה נוספת לא תהיה דמוקרטית ותוך כמה חודשים היא תהיה בשליטת החאמאס או דאע"ש כפי שקרה בעזה וכפי שקורה בגדה שאינה דמוקרטית. למדינה נוספת אין יכולת קיום (לא זכות קיום - זה יש כמובן). כי למדינה שאנו מציעים לפלשתינאים במתכונת של רצועות רצועות בעזה, בחלקים מהשומרון ומיהודה אין מסה קריטית של מדינה. גם אין להעלות על הדעת לפצל את ירושלים מחדש עם חומה, כפי שהיה עם חומת ברלין. שום עיר בעולם לא מפוצלת כיום למעט ניקוסיה וזו טרגדיה. זאת ועוד, אם נקים מדינה נוספת ישראל תצטרך להכריז על פשיטת רגל אחרי שתיאלץ לשלם מאות מיליארדים פיצויים לעשרות אלפי או מאות אלפי המתנחלים שיפנו.

מהגבולות החדשים ההנהגה הפלשתינאית תדאג לפיתרון הסופי על פי משנתם הנאצית של מנהיגי חסידי היטלר מחאג' אמין אל חוסייני ועד מכחיש השואה אבו מאזן, הנוקטים בתעמולה של גבלס רצופת שקרים כנגד ישראל על מנת לעשות לה דליגיטימציה בסיועם של אירופאים, אמריקאים ואפילו ישראלים "יפי נפש" שלא רואים שהאויב האמיתי הוא האיסלאם הפונדמנטליסטי הרוצה להחריב את מדינות המערב וישראל עם התרבות האירופאית שלה, על יוניה וניציה כאחד. מה שעצוב בכל זאת הוא שלמעשה אין שוני מהותי בין ערביי ארץ ישראל לבינינו - יש הטוענים שאנחנו מאותו מוצא כנעני, אך רב המשותף מהמפריד, והם עשוקים על ידי הטייקונים והממשל הניאו ליברלי לא פחות ואולי אף יותר מהיהודים. צריכה להיות לנו סולדיות מעמדית במקום האיבה שמנסים לטפח קיצונים מקרב היהודים והערבים. אם ישראל הגיעה להישגים המדהימים של עשרות השנים האחרונות זה בזכות כלל האוכלוסיה - אשכנזים ומזרחים, יהודים וערבים, דתיים וחילוניים, יונים וניצים. וכן - צריך לתת את הקרדיט במקום שמגיע, בהנהגה יהודית אשכנזית על פי חזונו של הרצל. אך הנהגה זאת צריכה לעבור כיום להנהגה

משותפת של כל הזרמים במדינה, תוך שיתוף הערבים, המזרחים והחרדים, שיסכימו לכור היתוך משותף עם לימודי ליב"ה של מדעים, שפות זרות, ובעיקר אהבת המולדת שאינה שייכת רק למגזר אחד אלא היא פסיפס של זרמים שנצרכו בכור ההיתוך, עם תרבות דמוקרטית והומניסטית, גלובלית וקוסמופוליטית, סובלנית ושוויונית, שמקורה באירופה, אך היא קיימת גם בארה"ב, אוסטרליה, קנדה, יפן, דרום קוריאה, צ'ילה, בוטסוואנה וכמובן בישראל!

ואם אנו עוסקים בסוגיות דיומא – האם צריך בגלל חופש היצירה לתקצב הצגות התומכות בטרור, ללמד שירים של מחמוד דרוויש או לאפשר להציג ציורים של שרת המשפטים בעירום? חופש היצירה הוא בוודאי ערך חשוב, אך לא יותר חשוב מצינעת הפרט, פגיעה בביטחון כלל הציבור או חתירה נגד אושיות קיומה של המדינה. במקרים מעין אלה אני תמיד מנסה לחשוב מה היו עושים משטרים דמוקרטיים לעילא כמו ארצות הברית, צרפת ובריטניה. כלום יעלה על הדעת שילמדו בבתי הספר בארצות הברית יצירותיהם של חברים באל קאעידה ובדאע"ש? מה היה קורה אם היו מכניסים לתוכנית הלימודים האמריקאית או לתוכנית הלימודים הישראלית שירים גזעניים ומשמים על גירוש ערבים מהמדינה, כמו שירו של מחמוד דרוויש "אתם העוברים בים המילים" המטיף לגירוש כל היהודים:

**לכו לאן שתרצו, אבל לא בינינו
בשום אופן! הגיע הזמן שתסתלקו
שתמותו היכן שתרצו
אבל לא בינינו
צאו מכל דבר
צאו מפצעינו, מאדמתנו
צאו מהיבשה, מהים, מהכל"**

אני מאוד מעריך אצל דרוויש את הכנות, להבדיל מערפאת שדיבר בכפל לשון על ביטול האמנה הפלשתינאית – CADUC – שחתם על הסכמי אוסלו אך שלח אלפי מרצחים שטבחו למעלה מאלף אזרחים באינתיפאדה, כפל הלשון של כל אלה שקוראים לילדיהם ג'יהאד ושהיד ומסבירים זאת בכך שלשמות יש גם משמעות אחרת, כפל הלשון של מנהל העבודה בבית שבנינו שכתב על הקיר שלנו "אחרב אל בית" – יחרב ביתך – וסיפר לאשתי שזה שמו בערבית. בסרט מעולה של יהורם גאון על ירושלים הוא ראיין את אחד ממנהיגי הפלשתינאים ושאל אותו איך ניתן לפתור את הסכסוך והלה ענה לו שהוא – גאון – ישאר פה כי משפחתו גרה מדורי דורות בישראל, אך כל אלה אשר עלו אחרי 1948 יחזרו לארצות מוצאם (אבל מצרים כבר לא מחכה לי, אולי לונדון, או שצ'צ'ין שתשמח לקבל אותנו יחד עם המהגרים הגרמנים באוניה של פליטים שתארגן זמרת ידועה). ומה עם הצברים ילדיהם, רוב רובה של האוכלוסיה היהודית כיום, הקשה גאון – אלה שילכו לג'הנם ענה המנהיג הפלשתינאי. גם דרוויש מסלק אותנו לכל הרוחות בחסדי אאולוס אל הרוח, שנתפגר איפה שנרצה רק לא בין הערבים, שנטבע בים ונשתה את מי הים כפי שיעץ לנו ערפאת. ואלה שעדיין לא השתכנעו מה רוצה מחמוד דרוויש נביא להלן את שירו ה"קניבלי" "תעודת זהות" המטיף לאכילת בשר היהודים. אך הוא לא לבד, פדווה טוקאן התומכת בטרור, מעדיפה לאכול את הכבד של הישראלים. הוא טוען טענה שיקרית שגזלנו את הפרדסים בשעה שרוב רובה של האדמה עליה יושבים יהודים בישראל נרכשה כחוק. הוא לא שונא אנשים, הוא רק תומך בטרור. הוא לא פולש, כאשר המחקרים הדמוגרפיים מראים את ההיפך בקשר למוצאם של מרבית הפלשתינאים. כיוון שסביר שיהיה רעב הוא יאכל את הבשר של היהודים, אבל זה רק אם הוא יכעס ויהיה רעב. דרוויש ממשיך לשקר במצח נחושה כאשר הוא טוען שהיהודים לא השאירו דבר לפלשתינאים, היושבים לבטח באדמותיהם, שותפים מלאים לשגשוג המדינה, רופאים ואחיות מעולים, קבלנים ובעלי מסעדות, עם רמת החיים הגבוהה ביותר של ערבים בכל ארצות ערב. דרוויש משסה ומשקר, תומך בטרור, בקניבליזם ובשינאת (וקינאת?) יהודים. זה המשורר הדגול שרוצים לשדר וללמד בישראל?

"תרשום! אני ערבי. אתה גזלת את הפרדסים של אבותיי, ואת האדמה אשר עיבדתי אני וכל ילדי. ולא הותרת דבר לנו ולצאצאנו מלבד האבנים האלה... אז האם השלטון ייקח אותך כפי ששמענו אומרים? לכן, תרשום בראש העמוד הראשון: אני לא שונא אנשים ואינני פולש, אבל אם אהיה לרעב, בשרו של הכובש יהיה לי למאכל. הזהר... הזהר... מהרעב שלי, מהזעם שלי!"

אבל, למרות הכל, אני מתגבר על הסלידה שלי מדברי בלע אלה, שאם ישראלי היה כותב אותם על ערבים כל הארץ הייתה גועשת והיו מגנים אותנו משבדיה ואו"ם ועד אוקספורד. בספר שפרסמתי לאחרונה כתבתי סקירה על

הספרות העולמית המודרנית (המקור בסוף המאמר - מעמוד 241 עד עמוד 395) ובה אני סוקר סופרים וספרים מהעולם כולו, בעיקר סופרים אירופאים, ישראלים ואמריקאים כי אותם אני מכיר יותר, אבל עשיתי מאמץ רב לסקור גם ספרות סינית, יפנית, הודית, אפריקאית, וכמובן ערבית. ליתר דיוק 12 סופרים דגולים מהם 6 ברשימת המיטב של המיטב ובהם מחמוד דרוויש. אני לא מומחה לספרות ערבית, אחרי שלמדתי בפעם הרביעית ערבית בעת מלחמת לבנון השנייה כאשר טילים של החיזבאללה עפו על חיפה (שטח פלשתינאי כבוש כמובן) התחלתי לקרוא מספר ספרים בערבית של נגיב מחפוז המצרי, קומפטריוט שדווקא נמנה על אוהבי ישראל ועל כך החרימו אותו חבר מרעיו, אליאס חורי הלבנוני וטייב סאליח הסודני. קראתי רק כמה מאות עמודים עם תרגום צמוד כמובן כי השליטה שלי בערבית חלשה למדי ועל כך אני מסביר בפרוטרוט בספריי. את מחמוד דרוויש לא קראתי כי יש גבול למה שאני מוכן לסבול, כמו שלא יכולתי לקרוא את הפרוטוקולים של זקני ציון שכל כך אהובים בארצות ערב ואת מיין קאמפ של ידידו של חאג' אמין אל חוסייני אדולף היטלר ששניהם היו שותפים במטרה לחסל את כל היהודים.

Naguib Mahfouz (1988, Egyptian), **Tawfik Al-Hakim** (Egyptian), **Elias Khoury** (Lebanese), **Mahmoud Darwish** (Palestinian), **Tayeb Salih** (Sudanese), **Khalil Gibran** (Lebanese), **Ibrahim Muhawi** (Palestinian), **Abd Al-Wahhab Al-Bayati** (Iraqi), **Badr Shakir Al-Sayyab** (Iraqi), **Muhammad Husayn Haykal** (Egyptian), **Nazik Al-Malaika** (Iraqi), **Fadwa Tuqan** (Palestinian).

אני יודע שדברי אלה עלולים לעורר כעס, אך דווקא מהמחנה היוני הקיצוני שיקרא לי ניאנדרטלי (אני מוכן להתמודד עם האינטלקטואליות של כל אחד מהמלעזים ועל כך יוכיחו ספרי ויצירותי), גזען (אין בי שמץ של גזענות ודיעות קדומות וגם על כך אני כותב בהרחבה), בור בספרות (כי אני מבין מה שאני קורא בפשט ולא בדרש). דווקא עם הערבים אין לי בעיות, הם מעריכים את היהודים המדברים בכנות ובלי דיעות קדומות, ועל כך גם יוכיחו ספריי בהם אני כותב ומצטט רבות מהקוראן שאף התחלתי לקרוא אותו בערבית ולמדתי אותו לקראת התיזה שלי על אתיקה בעסקים, על האומה הערבית הדגולה, על השפה הערבית החשובה ועל הפיתרון לבעיה הפלשתינאית שיהיה בהקמת ברית עם הממלכה ההאשמית פלשתינאית, שלה יש יכולת קיום וזכות קיום ותכלול פרט לגדה המזרחית, בה שלושה רבעים מהאוכלוסיה הם פלשתינאים, את עזה - אחרי שהעם הפלשתינאי יתקומם כנגד הכיבוש של חמאס שהוא הרבה יותר גרוע מהכיבוש הישראלי, ואת השטחים בגדה המערבית בה יושבים ערבים. השטחים שבהם יושבים ישראלים יישארו בשליטה ישראלית, עם שיתוף פעולה בטחוני בין שתי המדינות, חברות באיחוד האירופי, הזרמת מיליארדים של אומות העולם לפיתרון בעית הפליטים ולשגשוג הממלכה, ודמוקרטיה הרבה יותר מוחשית ונאורה עבור הפלשתינאים מהשלטון העריץ והדיקטטורי של החמאס והפתח.

ואם נחזור לסוגיית השונות והחריגות של הלהט"בים, יש להקים בישראל חברה צודקת המכילה את כל מרכיביה ועל כך אני כותב הרבה – בלי אפליה על רקע דתי, אתני, כלכלי, מוצא או לאום, בלי אפליה של מגדר או העדפה מינית, בלי אפליה בין דתיים, חרדים וחילונים, מתנחלים ויונים, כי כולנו שותפים במרקם האנושי של המדינה. תקציבים יחולקו בצורה צודקת על מנת להגביר את המאחד ולהחליש את המפריד. חינוך חובה יהיה מגיל אפס עד סוף התיכון וחינוך חנים יהיה בכל חינוך החובה וגם באוניברסיטאות ובמכללות עד לדוקטורט כמו בכל המדינות הנאורות. אבל החינוך יהיה בחינם רק עבור אלה שילמדו בתוכנית המאחדת עם לימודי ליב"ה, בשפה העברית, אך תוך הוראת ערבית ואנגלית שהמסיים תיכון ישלוט בהן ברמה של שפת אם. עם לימודי מולדת והסטוריה שבה תיסקר בצורה אובייקטיבית התרומה של כל המגזרים לאתוס הלאומי – יהודים וערבים, אשכנזים, ספרדים ומזרחים, עם לימודי תנ"ך ותלמוד במידה סבירה, תוך הכנה ללימודים אוניברסיטאיים. מי שירצה ללמוד יותר תלמוד ודת יהודית או תרבות ערב יעשה זאת על חשבון ולא על חשבון הקופה הציבורית. אני כותב בהרחבה בספריי על תוכניות הלימוד, לימודי שפות, ספרות, דרמה ואומנות, כך שמי שמסיים בית ספר תיכון ואוניברסיטה יתחיל את חייו עם מטען רוחני ואתי שיעזור לו להשתלב בחיים המקצועיים והחברתיים. המדינה מסבסדת את המאחד ולא את המפריד, תוך איתגור אינטלקטואלי של לימוד כתבי איבסן, שייקספיר, יונסקו, סארטר, עוז, שמיר, עגנון, מחפוז, ארתור מילר, פאניול, זולא, הוגו, סרבנטס, ברכט, האחים מאן, גתה, שאו, ביאליק, אבן גבירול ועוד.

תהיה הפרדה גמורה בין הדת מהמדינה, כל המוסדות הדתיים מהרבנות הראשית ועד מוסדות הכשרות לא ימוננו על ידי המדינה וכמובן לא בתי ספר דתיים. תיאסר בחוק הטפה לחזרה בתשובה כמו כל פעילות מיסיונרית אחרת, שמטרתה היא בין השאר כלכלית להגביר את התקציבים למוסדות דתיים, כשברור לכל כי החוזרים בתשובה הם אזרחים סוג ב' בקהילה הדתית, פסולי חיתון, קל וחומר אם הם מזרחים. המדינה תיתן קיצבאות לילדים רק עד הילד הרביעי כי המדינה גם כך צפופה ביותר ואין לעודד ילודה מעבר לשלושה או ארבעה ילדים. ההתנהלויות לא ימוננו על ידי המדינה מעבר להיקפי המימון לכל ישוב אחר בגליל ובנגב. וכמובן ייאכף משטר אתי נאיו חברתי

במתכונת סקנדינבית, תוך מלחמת חורמה כנגד הכלכלה הניאו ליברלית הקיימת, עם העדפה של ה- 99% על פני המאון והאלפיון העליון, עם איסור לעובדי מדינה לעבוד בסקטור הפרטי אך תוך תשלום משכורות דומות בסקטור הפרטי והממשלתי עם העדפה לעובדי הוראה, בריאות, משטרה ורווחה. אל דאגה, כפי שהוכחתי בספריי, מקורות המימון לכך יהיו פחותים בהרבה מההטבות המפליגות שמקבלים כיום הטייקונים על חשבון הקופה הציבורית במתווה הגז, בהפרטות, באי אכיפת חוקים אקולוגיים, בגביית מיסים מופחתת ולא בשיעורים סקנדינביים. כל זאת בהתאם לחזון הרפובליקה השנייה שאני כותב עליו בהרחבה בספריי. ישראל במו ידיה כורה לעצמה בור שבו היא תיפול והגיעה העת שהאוכלוסיה תתעורר, אבל כמובן רק בדרכי שלום, בלי אלימות, אחרת ההנהגה השלטת תמשיך בשלטונה נטול העכבות במתכונת הדיקטטורות הפשיסטיות בעבר והמשטרים הטוטליטריים בהווה.

כאמור, חברים רבים ביקשו ממני לרכז את תוכן העניינים של 4 הספרים הדיגיטליים שפירסמתי לאחרונה, כי פתיחת כל אחד מהספרים מעוררת קשיים לא מעטים עם גודל של כמה עשרות מגה, למעלה מאלף עמודים עם תמונות, טבלאות וקישורים אינספור. פרסמתי eBooks כי להדפיס אותם זה עסק יקר וכבד (כשני מיליון מילים...), אך מעבר לכך זה היה דורש הרבה שנים של עריכה והגהות, כאשר הניסיון שלי מוכיח כי אף אחד מהספרים שלי שעברו עריכה לא היה טוב יותר מאשר הנוסח המקורי (למעט הרומן שלי שזכה לעריכה נפלאה של יצחק גורן), הוצאות הספרים קבעו לספרים שלי מחירים אסטרונומיים של מאה וחמישים דולר (שמהם לא קיבלתי אגורה בתמלוגים למרות שהם נמכרו באלפים), ומעבר לכך היו הולכים לאיבוד אלפי הקישורים המרתקים בספריי החדשים. הקורא יכול עכשיו לקרוא את הפרק הספציפי המעניין אותו, ללא עלות כלשהי, כי ההוצאות שפירסמו את ספריי בעבר דורשות ברוב חוצפתן תשלום כבד גם עבור קריאת כל אחד מהפרקים בספריי. בעיקבות משלוח מאות דוא"ל על ספריי החדשים ומאמרים שנכתבו אודותם וגם מאמר זה, אני מקווה שספריי יקבלו את החשיפה לה הם ראויים למען פתיחת דיאלוג תרבותי ולא מתלהם על הסוגיות העומדות בראש סדר העדיפויות בעולם ובישראל.

להלן אם כן קישור למסמך שחיברתי עם תוכן העניינים המפורט מאוד של ארבעת הספרים שפירסמתי לאחרונה:

[Table of Contents of 2016 Books with CV](#)

ועם הקישורים: 1. למסמך מרכז עם הסברים על 36 הספרים, eBooks והיצירות האחרות שלי במלל ובהרצאה באנגלית. 2. הספר הגיאוגרפי/אתי שלי על כל 300 ארצות העולם המנותחות עם עשרות פרמטרים המוכיחים שהאתיקה משתלמת והשחיתות הורסת את המדינות. 3. הקרדו/אני מאמין שלי על תחומי העניין התרבותיים המשולבים עם אירועים שונים מהעבר שלי ולראשונה - גם הקרדו שלי על הסכסוך הישראלי-פלשתינאי. 4. מאמרים, מסות והגירסה העברית של הקרדו שלי בנושאים כלליים ואישיים עם אירועים נוספים מהעבר שלי. 5. קודים אתיים, אירועים, מסות ומאמרים על צדק חברתי, כלכלי ושלטוני, עם הצעות מעשיות איך להתמודד עם הבעיות העיקריות הפוקדות אותנו בישראל ובעולם. כמובן שניתן לקרוא באתר שלי ספרים ומאמרים נוספים.

1. [Cory's 36+ Books & Works - Text and Film](#)
2. [Ethics Pays - eBook on Geography & Ethics - Expanded Ed.](#)
3. [Cory's Cosmopolitan Cultural Credo - eBook Autobiography](#)
4. [Essays, Memoirs & Articles: General & Personal Topics; He](#)
5. [Ethical Codes & Cases; Articles & Essays: Social Justice, He](#)

על החלטות אי רציונליות בחיי - מסה

על גזענות במצרים ובישראל, אהבת המולדת והאישה, האם מקבלים שחורים למשרד החוץ, למה בחרתי ללמוד גרמנית ולא ערבית, שחיתות בעולם העסקים, כל עכבה לטובה, מה היה המניע לפרץ היצירה שלי, על הניגוד או ההשלמה בין קוסמופוליטיות ולימוד שפות לבין התערות בחברה, כור היתוך או רב תרבותיות (פורסם במחלקה ראשונה NEWS1 ב- 15.5.2016 בכותרת "על החלטות אי רציונליות בחיי")

אני סבור שאני האדם הכי רציונלי בעולם. אני מקבל את החלטותי בצורה שקולה, נותן לרגש מקום מזערי בחיי, אני מתוכנן ולא ספונטאני. אך אם זה נכון, איך ניתן להסביר שמרבית ההחלטות המכריעות בחיי התקבלו בצורה ספונטאנית ולא רציונלית, על פי רגש ואינטואיציה, בניגוד גמור לכל הגיון? איך הגורל היתל בי ובחר לחיי מסלול שונה מאשר התוויתי. האדם מתכנן ואלוהים מצחקק, אומר הפתגם. האירוע המכונן בילדותי במצרים היה שריפת קהיר על ידי השבאב, חוליגנים צמאי דם והרס, ששרפו את מרכז העיר והרבעים האירופאים, וכמעט שרפו את ביתי ואותנו חיים. אירוע זה עמד בניגוד גמור לילדות השקטה שאיפינה את שנותי הראשונות. אבי הסיק את המסקנות שאין לנו מה לחפש במדינה ערבית ומתוך ציונות עלה ארצה, גם זה בניגוד להגיון כי על פי בחירה רציונלית הוא היה צריך להגר לברזיל כפי שהגרה רוב משפחתנו, אל סיר הבשר, בלי מלחמות, טרור ואינתיפאדות. בישראל כשהייתי בכיתה ז' שוב התערב הגורל ובניגוד לכל הגיון נדרשתי להפסיק את לימודי העיוניים וללמוד מסגרות על מנת להפוך לחוטב עצים ושואב מים אליבא דמדיניות הגזענית של שלטון מפא"י כלפי המזרחים או מי שהם חשבו שמתאימים להיות רק מסגרים, נגרים ומשרתים. הילד בן ה- 11 נלחם בידיים חשופות נגד משרד החינוך, הנהלת בית הספר, המורים והתלמידים, ובגיבוי ההורים לא שיתף פעולה, נשאר בבית, השלים את הלימודים באופן עצמאי וכעבור שנתיים עבר לבית ספר התיכון שם היה הראשון בכיתה. ב- 5.6.1967 החלטתי בניגוד לכל הגיון ועל פי רגש הנאמנות ושותפות הגורל עם המדינה לא לנסוע לשווייץ השלווה שם הייתה לי משרה בחברת השעונים אומגה כאשר בארץ לא הצלחתי למצוא עבודה במקצוע. דווקא בעת משבר כה חריף, כאשר הילכו תסריטי אימים של חורבן המדינה, החלטתי להישאר בישראל למרות שלא היו צריכים אותי בצבא ואיפשרו לי לעזוב את הארץ. "כמו הרצל" שעמד על המרפסת בבזל שבשווייץ וראה בעיני רוחו את העם היהודי נוהר אל ישראל, בסמוך לשטיח הקיר בספריה של אבי המתאר את המעמד עמדותי במרפסת באותו היום וראיתי כיצד הספינה שבה הייתי אמור להפליג לשווייץ בכיוון ההפוך לחזונו של הרצל לא לבזל כי אם לביין הקרובה עוזבת את נמל חיפה, האוניה האחרונה שעזבה לפני פרוץ המלחמה. וכתגמול להחלטה האמיצה והציונית קיבלתי מלגה מלאה ללימודי תואר שני באינסאד בצרפת, חזרתי ארצה, מצאתי עבודות מעולות וסוף סוף זכיתי להתערות סופית בישראל.

ומה רציונלי בהתאהבות של רותי ושלי ממבט ראשון, ההחלטה להינשא שהתקבלה תוך שלושה שבועות והנישואין תוך שלושה חודשים? אחרי שבצורה רציונלית ניתקתי את הקשרים עם כל החברות הקודמות שלי כי הרגשתי שזה לא זה. האינטואיציה הביאה לאושר גדול כאשר השכל הישר רק הגדיל את הבדידות והתסכול. ושוב האינטואיציה התגברה על השכל הישר כשהחלטתי לחזור לחיפה אחרי שהיה לנו טוב בתל אביב, הייתה לנו דירה, עבודות טובות, אבל בדיעבד היה לנו אושר וכיף בחיפה מאז ועד עצם היום הזה. גם בעבודה קיבלתי החלטה לא רציונלית להתפטר כשהנשיא רצה למנות מעלי בוס שהיה חבר שלו וכבר נכשל קודם באותו התפקיד, החלטה שלמזלי לא התממשה ובסוף כל העניין הסתדר. ושנים אחר כך קיבלתי שוב החלטה לא רציונלית להתפטר הפעם משיקולים אתיים, כשהייתה לי משרה בכירה ביותר, משכורת גבוהה, מניות למכיר, יציאת מצרים השניה מסיר הבשר אל המדבר. וגם כאן הייתה זאת החלטה ששינתה את חיי לטובה, כי אם הייתי נשאר הייתי עלול להגיע לבית הסוהר או לעולם הבא ובכל מקרה לאיבוד המצפון האתי. וכשהצלחתי מאוד כעצמאי החלטתי להשקיע כמעט את כל חסכוני במניות של חברה שיעצתי לה – חברה שנמכרה בהונאה אתית לחברה שבה עבדו חברי הטובים ביותר, כאשר המניות איבדו תשעים אחוז מערכן ונשארת חסר כל. איך אדם כה רציונלי קיבל החלטה כל כך אינטואיטיבית בהאמינו שהמניות האלה יהיו שוות תוך זמן קצר פי עשרה כי לחברה היה פוטנציאל ענק, כאשר דווקא בגלל זה בוצע תרגיל העוקץ כך שמי שיהנה תהיה דווקא החברה הרוכשת ולא בעלי המניות הקטנים. ובניגוד לכל הגיון תוך כמה חודשים החלטתי לצאת מהמיצר ולבנות עסקים בפרזי אליה נסעתי מדי חודש, החלטה שהוותה תפנית מכריעה שבעקבותיה התבססתי מבחינה כלכלית פי כמה. כל עכבה לטובה, ומה שלא הורג אותך מחשל אותך, אומר הפתגם.

וכאשר לא הצלחתי במאמצי להילחם כנגד פוסידון ומפלצות הים שלו וישבתי לי בגינת ביתי בקוראי את האודיסיאה נחה עלי המוזה, בצורה מאוד לא רציונלית, וציוותה עלי לכתוב ביום אחד סינופסיס בן 60 עמודים של מחזה, היצירה הראשונה שכתבתי מעודי, שבעקבותיה כתבתי עוד ח"י יצירות – תזה לדוקטורט באתיקה עסקית,

ספרים אקדמיים בעברית, אנגלית וצרפתית, רומן, עיבוד לבמה, ספר גיאוגרפיה, אוטוביוגרפיה, ספרי ילדים, וספרים בנושאים עיוניים וכלליים. מעולם לא חשבתי שאכתוב אי פעם ולו ספר אחד, שאקבל דוקטורט בהצטיינות אחרי שבקושי סיימתי את לימודי התואר הראשון, שייעלם ממני באורח פלא פחד הקהל, ואהפוך לנואם מבריק ומבוקש בפורומים רבים בארץ ובחו"ל, שאלמד אלפי סטודנטים ואקבל את תואר המרצה המצטיין ביותר באוניברסיטה. וכל זה נובע מתופעה לא רציונלית של מוזה, תחושה סוריאליסטית של כוח עליון שבזרם התודעה משתלט על ידיך ומצווה לך לכתוב כאשר כל דמות בוחרת מה יהיה גורלה, לא אני כתבתי את המחזה אלא המוזה שהשתלטה עלי השתלטות ידידותית. רוב הנושאים האלה נסקרים בספר זה ובספרים ומאמרים אחרים שלי, והמזור מכולם הוא כיצד אישה משונה הלבושה כולה לבן ביקשה מאשתי לדבר אתי כדי לאמר לי כי אני צאצא מהאנוסים בפורטוגל, למרות שלא הכירה אותי כלל ושמעולם לא שיערתי שאני צאצא של אנוסים. ובעקבות זאת ביקרתי בקוריה, גיליתי את בית הכנסת גם כן בצורה מאוד לא רציונלית, והתברר שהיא צדקה כי כל יהודי קוריה עברו לפורטוגל ושם הוכרחו להתנצר בלי לקבל אופציה לעזוב את המדינה. וכל ההקדמה הארוכה הזאת בשביל להגיע להחלטה שלי ללמוד גרמנית...

כל שפה שאני לומד יש מאחוריה סיפור. בפרקים קודמים סיפרתי מדוע למדתי יידיש, ערבית, רוסית או יוונית אך הסיפור המוזר ביותר הוא מדוע החלטתי ללמוד גרמנית. על פניו כפי שאני כותב באוטוביוגרפיה בחלק מהפרק על גרמנית שלהלן החלטתי ללמוד את השפה בגלל העושר התרבותי הרב של הספרות, המחזאות והשירה הגרמנית. רציתי ללמוד את השפה קודם כל בגלל הקלסיקונים, על מנת שאוכל לקרוא את גתה במקור ואכן בתום לימוד מאומץ של שנתיים באוניברסיטה העברית (ללא שום קשר ללימודים שלי בשני החוגים של כלכלה ומדע המדינה) רכשתי לי ידע די טוב בשפה, כי היה לי רצון עז, מרצה מעולה, והתמדה ראויה לציון. לימוד כל השפות האחרות הלך לי די בקלות כי הן היו שפות רומניות (צרפתית ולאדינו שפות האם, ספרדית ומאוחר יותר גם איטלקית, רומנית ופורטוגזית). אמנם ניסיתי ללמוד רוסית וערבית אבל נתקעתי באמצע הלימודים ולא השלמתי את לימוד השפות, גם לא הייתי מסוגל לקרוא טקסט אפילו לא עם תרגום, בקושי ידעתי את האלפאבית הקירילי והערבי. גרמנית היא שפה מאוד קשה אם כן כי היא לא דומה לשום שפה אחרת, מעט אולי לאנגלית, אבל הרבה יותר קשה עם דקדוק קשה, דטיב, אקוטיב, נומינטיב, שמסבך את החיים, אבל אני מתאר לעצמי שמי שלומד צרפתית בלי בסיס קשה לו הרבה יותר. די התפלאתי על עצמי מה היה הדחף העז שלי ללמוד שפה כה קשה, האם התענוג לקרוא את גתה במקור כל כך גדול עד שהוא מצדיק לימודים כה קשים? וכדרכי - אין לי תסביכים שאני לא שולט בשפה ומדבר בה גם עם שגיאות.

כך הייתי סבור שהיו הסיבות ללימוד גרמנית במשך עשרות שנים, עד אשר לפני כמה זמן קראתי מחדש את היומן שלי שכתבתי בנעורי והנה לפתע אני קורא פסקה אחת לקראת סוף היומן שלי בן עשרות המחברות. בהיותי בגיל 17 אני כותב ביומן על אירוע שנשכתח ממני לחלוטין או שנדחק אל תוך התת מודע שלי עמוק עמוק: "היום שוב פעם בני אמר לי שלא כדאי לבחור בכלכלה. הוא אמר שלעולם לא תהיה לי קריירה במשרד החוץ כיוון שאני "שחור". הרבה באו בגיל מבוגר לארץ ולא הספיקו להתאקלם באווירה הישראלית. אני חושב שהתאקלמתי. ביום שבו אווכה כי אכן בני ואחרים צדקו ולא אוכל להתקדם בגלל שאני "שחור" יהיה איום בשבילי. עכ"פ עלי ללמוד גרמנית באוניברסיטה. החלטתי נחושה! אני רק מפחד מדבר אחד - מהגזענות. ייתכן ובגלל שאני ספרדי ישימו לי מכשולים. זה גרוע. כל דבר אני יכול לשנות, אך את מקום היוולדי אינני יכול לשנות. סיסמתי היא: המשך בעקשנות ובהתמדה ותצליח!!" זכרתי אמנם שרציתי להיות דיפלומט אבל לא זכרתי את המקרה הזה. הו, פרויד, פרויד, כמה שאתה צודק, כמה שהתת מודע מניע אותנו, כפי שכתבתי על כל המקרים שהבאתי לעיל, אך במיוחד איך הוא שינה לחלוטין את חיי. היה זה כאילו הנער בן ה-17 שלח מסר אל הצעיר בן ה-19 שעליו ללמוד גרמנית, אבל הוא לא רצה שהצעיר יידע למה כי אולי חשש שזה ירפה את ידי. קודם כל מי זה "בני"? בני הוא כמובן שם בדוי כפי ששיניתי את כל השמות ביומן, אני גם לא אחראי על תוכן היומן ועל דיוקו, לכן דאגתי לכתוב שכולו בדיוני. למה בני טרח להגיד לי כמה פעמים שאין לי מה לחפש במשרד החוץ כי אני "שחור". האם הוא ידע זאת בודאות, האם הוא רק שמע על כך, האם קינא בי, האם אהב אותי ורצה למנוע ממני עוגמת נפש, האם רצה שאלמד מקצועות שמעניינים אותי כי ממילא כלכלה לא תעזור לי להתקבל למשרד החוץ? לכל מי שטוען שמשטר מפא"י לא היה גזעני, היומן שלי ועוד מאות או אלפי יומנים ועדויות מעידים על כך בצורה נחרצת. איפה נשמע שצעיר שהיה ראשון בכיתה, סיים אוניברסיטה בגיל עשרים, שולט בארבע, אחר כך שבע ועשר שפות לא יכול לעבוד במשרד החוץ כי הוא "שחור". שחור רק לפי מקום הולדתו, הצעיר שמעולם לא קרא לעצמו "יהודי-ערבי", לא ידע ערבית, לא הכיר כלל את התרבות הערבית, שמח בצורה בלתי רגילה לעזוב את מצרים עם השבאב הרצחני והגנרלים עוכרי ישראל ולא התכוון כלל לחזור לשם אפילו לבקר, ייקרא "שחור", ולא יוכל להתקדם בקריירה רק בשל כך?

האם השחורים טובים רק בשביל לשבת בעיירות פיתוח שכוחות אל, בשביל להיות בשר תותחים, בשביל להיות מסגרים ונגרים, אבל לא בשביל להיות בצמרת האקדמיה, בצמרת מערכת המשפט, בצמרת עולם העסקים (עד היום, ושלא יאמרו דברי הבל שהם לא מספיק טובים כי זאת גזענות...). אבל אני לא נשבר ולא לוקח ללב את נבואת איוב של בני, אני תמיד מחפש מוצא מכל מצב קשה, מכל מבוכ, כפי שכתבתי בספרי זה ובספרי האחרים. אני אולי נחשב "שחור" בעיני גזענים (גם מנשק קמעו, ניאנדרטלי ופרימיטיבי בעיני כמה יונים שליכם נחמץ על גורלם של הערבים תחת הכיבוש ובזים למזרחים, לחרדים ולמתנחלים שסובלים מעוני, אפליה וטרור, ולא מוכנים ללכת מטר בשביל לסייע למתנחל בעוד הם מבליים ימים כלילות במחסומי צה"ל), אבל אני לא מאלה שלא התאקלמו בישראל. אני חושב בגיל 17 שאני התאקלמתי היטב, אבל האם החתול חושב כך, כדברי הבדיחה על המשוגע שחשב עצמו לעכבר ואחרי טיפול פסיכיאטרי של עשר שנים השתכנע שהוא לא עכבר אלא אדם. אבל ליתר ביטחון הוא שאל את הפסיכיאטר האם גם החתול יודע את זה. גם היהודים בגולה חשבו שהם גרמנים בני דת משה, הצרפתים חשבו שהם מצאצאי קרל הגדול לפחות, והיו יהודים במצרים שחשבו עצמם ללאומנים מצרים, אבל החתול לא ידע זאת ורדפו אותם, הרגו בהם, התייחסו אליהם כאל עכברים. אם אני לא אוכל להתקדם בגלל המוצא זה יהיה "איום", אבל אני לא שוקע במרה שחורה או מצטרף לפנתרים השחורים, אני גם לא מקים הוצאת ספרים ועיתון למזרחים, אני פשוט מחליט ללמוד גרמנית באוניברסיטה. כי "החלטתי נחושה! אני רק מפחד מדבר אחד – מהגזענות. ייתכן ובגלל שאני ספרדי ישימו לי מכשולים. זה גרוע. כל דבר אני יכול לשנות, אך את מקום היוולדי איני יכול לשנות. סיסמתי היא: המשך בעקשנות ובהתמדה ותצליח!!" אני מודע לגזענות, אך לא נכנע לה וגם לא נלחם בה. יצאתי להילחם רק עשרות שנים מאוחר יותר נגד הטייקונים, הניאו ליברלים, השחיתות בעולם העסקים, אבל לא נגד הגזענות כי אחרים עושים זאת טוב ממני. אני לא מתכחש למוצאי הספרדי, כי אני לומד ספרדית באוניברסיטה, לא "מבליט" את מקום היוולדי, אבל לנוכח הגזענות אני לומד עוד שפה – גרמנית. אם זה המחיר שצריך לשלם בשביל להילחם בגזענות ולהתקבל למשרד החוץ אני מוכן לשלם זאת וללמוד גרמנית!

הנער ידע שחשוב לדעת גרמנית כי זה המפתח להצלחה בחיים, די מוזר בישראל של שנות השישים, כאשר עברית היא השפה השלטת, אבל בדיעבד הנער צדק כי אכן הידע שלי בגרמנית היה המנוע של ההצלחה בחיים. לא בגלל גתה שינוח על משכבו בשלום, גם לא בגלל שילר או היינה היהודי המומר. בגלל עובדה מאוד פשוטה – כאשר הגשתי את המועמדות שלי ללימודי תואר שני באינסטד שבפונטנבלו, צרפת, הנחתי שהלימודים יוציאו אותי מהמיצר של האבטלה כי לא מצאתי עבודה במקצוע ככלכלן, אם כי למען האמת גם לא אהבתי כל כך את המקצוע. למדתי כלכלה ומדע המדינה כי רציתי לעבוד במשרד החוץ. פרט לכמה מקצועות כמבוא לכלכלה, הסטוריה כלכלית, כלכלת ארץ ישראל, פילוסופיה מדינית ביוון העתיקה, יחסים בינלאומיים ומשטרים, השתעממתי ברוב ההרצאות, בחלק של הקורסים לא באתי כלל, קיבלתי ציונים מאוד נמוכים פרט למקצועות שעניינו אותי ורציתי רק לסיים את הלימודים ולא לשמוע יותר מהאוניברסיטה. רציתי לעבוד במשרד החוץ בגלל התהילה, בגלל תחושת העושר וההשתייכות לשכבות האליטה, בגלל הקוסמופוליטיות, ידע השפות. אלא שבעוונותי התקבלתי לעבודה בשנה השלישית שלי באוניברסיטה לארכיון של המחלקה הקונסולרית של משרד החוץ ועבדתי שם כחצי שנה. הכרתי הרבה דיפלומטים והתברר לי שחיי דיפלומט ישראלי רחוקים מלהיות זוהרים. בהרבה מדינות הוא מוחרם על ידי הדיפלומטים האחרים, המשכורת שהוא מקבל ממשרד החוץ נמוכה ביותר ולא ניתן להתקיים ממנה בכבוד, בטח לא כמו הדיפלומטים של מדינות יותר עשירות. אתה מוצב במשך עשר או עשרים שנה במדינות אפריקאיות או אסיאניות בקצווי ארץ, בהן שורר עוני משווע, שוד ומחלות, ואין מה לעשות בעיתות הפנאי. המשרות בארצות הנחשקות כצרפת, בריטניה, או ארצות הברית, הולכות לפרוטקציונרים, וזה תענוג מאוד קטן לגדל משפחה עם משכורת רעב בחוף השנהב, עם בתי ספר לא מספיק טובים לילדים, ועם אישה מתוסכלת שלא יכולה למצוא עבודה במקצוע שלה. אי לכך החלטתי לגנוז את רצוני לעבוד במשרד החוץ, אך כיוון שלא רציתי להיות כלכלן הגשתי מועמדות לאינסטד.

הסיכוי להתקבל לאוניברסיטה היוקרתית עם מילגה מלאה של הברון דה רוטשילד המכסה את שכר הלימוד הגבוה, המגורים והכלכלה היה קלוש כי הציונים שלי בתואר הראשון היו נמוכים למדי. אולי לא טוב עשיתי שבמקום לחרוש כמו שאר הסטודנטים למדתי גרמנית וספרדית, ספרות אנגלית, אומנות, פילוסופיה ודרמה? מתברר שדווקא כן. כי באינסטד למדו בימים ההרואים ההם בשלוש שפות – צרפתית, אנגלית וגרמנית שהיו שפות העסקים הראשיות באירופה. אינסטד שהייתה אוניברסיטה אירופאית בהגדרתה – **INSTITUT EUROPEEN D'ADMINISTRATION DES AFFAIRES** – המכון האירופי למנהל עסקים לימדה בשלושת השפות ומי שלא שלט בהן לא התקבל. באירופה זאת לא הייתה בעיה כי היו מאות מועמדים ששלטו בשלושת השפות, אך בישראל הייתי קרוב לודאי היחידי שידע היטב את שלושת השפות ולא רק אחת או שתיים. אמנם דרשו ממני

להשתלם בגרמנית במכון גתה בברלין המערבית במשך למעלה מחודש אבל גם ההשתלמות הזאת כוסתה במלואה על ידי המילגה, מה עוד שלמדתי בכיתה הגבוהה ביותר מתוך חמש. מה שהכריע את הכף לזה שהתקבלתי היו כנראה: הידע המעולה בשפות – ריאיינו אותי בשלושת השפות, הציון היחסית גבוה בפסיכומטרי (לא בגלל שאני גאון אלא בגלל שהפסיכומטרי היה באנגלית ורוב הנבחנים ידעו אולי טוב יותר ממני לענות על השאלות אבל הייתה להם בעיה בהבנת הנקרא באנגלית), והרקע הטוב של קצין בדרגת סגן שעבד במקצוע יותר משנתיים. אחרי אינסאד, אליה נשלחתי בעיקר בגלל שידעתי גרמנית, חזרתי לישראל עם תואר שני במנהל עסקים, היה לי קל למצוא עבודה טובה ומכאן התפתחה קריירה מזהירה בעיקר בהיי טק. גם בקריירה שלי נעזרתי בגרמנית כאשר ניהלתי משא ומתן עם חברות גרמניות גם כשכיר וגם כעצמאי. לימים היה לחברה שלנו סניף בגרמניה, ניהלתי מכירות של פרויקט של עשרות מיליוני דולר עם חברת ענק שישבה בפדרבורן, והיו לי קשרי עבודה ענפים ומוצלחים עם גרמניה גם כשכיר וגם כעצמאי.

ההורים של רותי אשתי שהייתה מנהריה, עיר ייקית, ידעו היטב גרמנית (פרט לרומנית ויידיש) והייתי משוחח איתם ועם סבתה רוזליה ששלטה בגרמנית במאמע לושען, מצטט להם מגתה, שר שירים וקורא בשטרן, וזה אולי עזר לשבור את המחסומים בשלבים הראשונים של ההיכרות, כפי שידע השפות של רותי עזר לה עם הורי. אני מתאר לעצמי שהיו כאלה שסברו ש"השתכנזתי", נישאתי לאשכנזיה, למדתי גרמנית ויידיש, אבל מכיוון שאף פעם לא עשיתי עניין מנושא המוצא כפי שאני גם לומד מהיומן שלי, אם אני לא עושה מזה עניין ומקבל רגשי נחיתות או קיפוח או תסכול גם אחרים לא יעשו מזה עניין. וזה לא שלמדתי פולנית או אוקראינית, עשיתי זאת ארבעים שנה מאוחר יותר, שעם כל הערכתי לא תרמו תרומה רבתי לתרבות העולמית כמו הגרמנית ובוודאי לא חשובות בעולם העסקים בגרמנית. בלימוד השפות התקדמתי על פי מתכונת סדורה מהחשובות לפחות החשובות, אם כי כולן חשובות, אבל בכל זאת הרבה יותר חשוב לדעת אנגלית, צרפתית, ספרדית, גרמנית, איטלקית ופורטוגזית, מאשר פולנית, אוקראינית, הולנדית, שוודית, נורווגית או דנית. ואני לא אומר מילה על ערבית, רוסית ויוונית בשביל לא להעליב אותן. השפות הראשונות שלמדתי נתנו לי סיפוק אינטלקטואלי יוצא מהכלל בגלל הספרות, הדרמה והשירה שלהן, עזרו לי מאוד בעולם העסקים, באינסאד ועם חברים וקולגות בכל העולם, והיו מנוע עזר להצלחה שלי בעולם העסקים ולעושר האינטלקטואלי שלי.

הנכד שלי עידו אוהב מאוד גיאוגרפיה. הוא אמנם רק בן 6 אבל יושב אתי שעות ליד מפת העולם, הוא יודע לפי הסדר מי עשרים המדינות הכי גדולות, הכי מאוכלסות. הוא יודע איזו שפה מדברים במדינות, איפה יש מוסלמים ואיפה נוצרים, הכל הוא מבין. רק דבר אחד הוא לא מבין. כשהגענו למצרים ואמרתי לו שנולדתי שם, שגרים בה ערבים המדברים ערבית, אבל כיהודי לא הרגשתי הזדהות עם המדינה, דיברנו בבית צרפתית ולמדתי בבית ספר צרפתי בלי לדעת ערבית. אחרי שהסברתי לו בשפה גבוהה את דילמות הזהות שלי המתחילות משם הוא התפרץ ואמר: "סבא, אני לא מבין – מה אתה? ערבי, צרפתי או יהודי?" אמרתי לו שבדיוק בסוגיה הזאת כתבתי ספר עב כרס באנגלית עם 1,566 עמודים וספר אחר בעברית עם 1,020 עמודים. הצעתי לו שיקרא בספרים ויקבל תשובה לשאלותיו. הוא הביט עלי בתימהון ואמר לי: "סבא, אני עדיין לא מבין!". אחרי הרהור קצר השבתי לו: "אתה יודע מה? גם אני לא מבין!" עידודו המבריק תמצת בדקה אחת [שגם הוסרטה](#) (בקישור) את אשר ניסיתי לעשות בשני הספרים שלי עבי הכרס באנגלית ובעברית:

[Cory's Cosmopolitan Cultural Credo - eBook Autobiography](#)
[Essays, Memoirs & Articles: General & Personal Topics; Heb](#)

התבקשתי לכתוב מדי פעם מאמרים על פרקים מספר מתוך הספרים הדיגיטליים שפרסמתי לאחרונה וכבר כתבתי כמה מאמרים בשבועות האחרונים. אך אני יודע שאנו חיים בעידן הטוויטר והויקיפדיה, כך שבפני הקורא הסקרן עומדות כמה חלופות: אם הוא התרגל לקבל תשובות בטוויטר – שיראה את הסרטון בן הדקה עם עידודו. למי שמעדיף לקרוא הסברים לכל סוגיה בויקיפדיה – שיקרא את המאמר שלי עם כ-3,000 מילים. למי שעיתותיו בידיו, הוא קורא את כל כתבי של כל סופר ישראלי, אך הוא שולט רק בעברית – שיקרא את ספרי בעברית בקישור לעיל עם HEB. ולמי שפרש לגימלאות, שולט באנגלית ובעוד כמה עשרות שפות בהן כתובה האוטוביוגרפיה שלי באנגלית ומעוניין להיחשף לשפות, תרבויות, ספרות קוסמופוליטית, ביוגרפיות של דמויות נערצות, המחזות האהובים עלי ביותר, מיטב הסרטים, המוסיקה והציור, שהם אבני הדרך בהן צעדתי בחיי וכבונס גם לקרוא את השקפת עולמי בנושאים מדיניים, הסכסוך עם הפלשתינאים, פילוסופיה אפיקוראית, אפלטונית או סטואית, והרבה הומור, שיקרא את כל ה-1566 עמודים של ספרי באנגלית ובשפות האחרות או את חלקן על פי תוכן העניינים ומובטחת לו הנאה לא פחותה מאשר ההנאה שהייתה לי בכתיבת הספר, וימצא ידיד נפש, חבר קרוב לכל החיים.

חשבון נפש וסקירה על ספרים חדשים

יעקב קורי עושה חשבון נפש עם פרסום ארבעת הספרים החדשים שלו, המתארים בצד תובנות חדשות בתחומי האתיקה, הכלכלה, הצדק החברתי והכלכלי, גם הישגים, משברים ותקוות בחייו האישיים (פורסם במחלקה ראשונה NEWS1 ב- 5.4.2016 תחת אותה כותרת)

בימים אלה, בתום עבודה מאומצת של מספר שנים, סיימתי כתיבת ארבעה ספרים באנגלית ובעברית בנושאים שונים ומגוונים כספרים דיגיטליים חניגם אין כסף. בעשור הראשון לפרסום ספריי משנת 2001 פרסמתי עשרה ספרים במיטב הוצאות הספרים שחלקם נמצא בלמעלה מאלף ספריות של האוניברסיטאות המובילות בעולם. יחד עם זאת, בגלל המחיר האסטרונומי שקבעו הוצאות הספרים - מאה וחמישים דולר ויותר - רק ספריות של אוניברסיטאות יכלו להרשות לעצמן לרכוש את הספר, ואני - הסופר - לא קיבלתי תמלוגים, כך שכל הרווח על אלפי הספרים המודפסים והדיגיטליים שנמכרו הגיע לכיסיהן של הוצאות הספרים. בעשרים השנים האחרונות מאז שהתחלתי בפעילותי האקדמית רכשתי מאות ספרים ומעולם לא הוצאתי כה הרבה על ספר, כך שאין להתפלא שהסטודנטים והקהל הרחב לא יכלו לרכוש את הספרים שלי.

משנת 2012 התחלתי בגישה חדשה - פרסום ספרים בצורה דיגיטלית חניגם אין כסף המיועדים לסטודנטים ולקהל הרחב. הספרים מוצעים [באתר שלי](#) ובאתרים של ספריות האוניברסיטאות, המכללות והארגונים המובילים, כמפורט באתר שלי. ליוזמה זאת היו משובים יוצאים מהכלל מצד גורמים רבים באקדמיה ובציבור. רבים קראו את הספרים בצורה דיגיטלית ובמקרים רבים הספרים גם הודפסו על ידי הקוראים ומוצבים בספריות של משרדי עורכי דין ואחרות. במשך עשור עד לשנת 2014 הייתי מאוד עסוק בהוראה במיטב האוניברסיטאות והמכללות בישראל ובחו"ל, בין השאר באינסאד, אוניברסיטאות חיפה ותל אביב, הטכניון, 17 מחוזים של האקדמיה הימית, מכללות כרמל ורופין ועוד, בהוצאות בעשרות פורומים בארץ ובחו"ל כמפורט באתר שלי, בכתיבת ספרים ומאמרים, ניהול פרויקטים, השתתפות בישיבות ובכנסים מובילים. עם התחרשותי לפני כשנתיים היה עלי להפסיק את כל הפעילויות האקדמיות, העסקיות וההתנדבותיות שלי והתפנה לי זמן רב לכתיבת ספרים חדשים. זאת, כפי שעשיתי לאורך כל החיים שלי, כאשר התמודדתי עם משברים בדרכים יצירתיות - על ידי כתיבה וקריאת ספרים, לימוד שפות, חיי תרבות עשירים, עבודה מסביב לשעון, מסעות ברחבי העולם, ומעל לכל - הקדשת זמן איכות למשפחתי האהובה.

להלן מספר פרטים על הספרים הדיגיטליים החדשים שלי שהקוראים מוזמנים לקרוא באתר שלי - WWW.BUSINESSETHICS.CO.IL (בדף BOOKS):

1. **קודים אתיים ואירועים על קודים אתיים, מסות ומאמרים על צדק חברתי, כלכלי ושלטוני.** ספר בן 600 עמודים הכולל קודים אתיים, לנוכח ההצלחה הרבה של כתיבת הקוד האתי של סיב"ט, האגף ליצוא בטחוני במשרד הביטחון. הקוד האתי שכתבתי היה פריצת דרך בתחום זה בהיותו אפקטיבי וקל ליישום ולנוכח הרצון הטוב וההתלהבות של כל עובדי סיב"ט ובראשם ראש סיב"ט. הספר מכיל עשרה אירועים גנריים בסוגיות של קודים אתיים בארגונים במדינות שונות. הספר גם כולל את כל המסות והמאמרים שכתבתי על צדק חברתי, כלכלי ושלטוני עד היום. כשהתחלתי לכתוב על צדק חברתי וכלכלי, לפני יותר מ-15 שנה, חשבו שאני בא מפלנטה אחרת במיוחד בחוגים הכלכליים והעסקיים שבהם הרציתי ולהם כתבתי. היום רבים וטובים כותבים על כך, אך המסרים שלי אקטואליים כיום יותר מתמיד, כי למרות המודעות של חוגים רחבים אנחנו צועדים אחורה ונסוגים מהיעד. להלן הקישור לספר שלי באתר שלי ב- BOOKS:

[Ethical Codes & Cases; Articles & Essays: Social Justice, He](#)

2. **מסות, זכרונות ומאמרים על נושאים כלליים ואישיים.** ספר בן 1020 עמודים הכולל מסות ומאמרים, התכתבות ורעיונות, על נושאים כלליים כתיאטרון, חקר הלאדינו לרבות היוזמה של תרגום הצהרת זכויות האדם של האו"ם ללאדינו, מזרחיות, סכסוך ישראל-פלשתינ, ביבליותרפיה, חקר וביקורת שירה ומחזות, אירועים ותכנון אסטרטגי של תיאטרון. כמו כן כולל הספר היבטים אישיים, פרקים מאוטוביוגרפיה, סקירות על תרבות, ספרות, דרמה, בלשנות, סרטים, מוסיקה, ציור, ביוגרפיות, הסטוריה, מסעות, פילוסופיה וגיאוגרפיה. בעבר, מיעטתי להתבטא בתחומי העניין שלי והתמקדתי בעשייה העיסקית ואחר כך באתיקה עסקית. כיום, אני יכול סוף סוף להתפנות לכתוב על הנושאים הכלליים, התרבותיים והאישיים המעניינים אותי ביותר. הקישור: [Essays](#).

[Memoirs & Articles: General & Personal Topics; Heb](#)

3. ספר באנגלית "האתיקה משתלמת", עם 708 עמודים, המוכיח בעזרת 55 פרמטרים שהמדינות האתיות ביותר הן גם המוצלחות ביותר בכל המדדים – תפוקה מקומית גולמית, דמוקרטיה, שלום, שוויון, מינימום פערין חברתיים, חופש, אושר, רווחה, יעילות, גלובליזציה, תחרותיות, חינוך, בריאות, חוב חיצוני נמוך, וכו'. מאידך, Ethics Pays: A Comprehensive Atlas of Salient Parameters in the 300 Countries of the World Proving that Ethics Pays" הקישור [Ethics Pays - eBook on Geography, Economics and Ethics](#)

כאשר התפנה לי כל הזמן שבעולם, במקום לשקוע בדיכאון וברחמים עצמיים, חזרתי לאהבה הראשונה שלי – גיאוגרפיה. הכוונה שלי הייתה לנתח את הפרמטרים הבולטים של כל 300 המדינות בעולם ולראות במה המדינות דומות ובמה הן שונות. חקרתי את הפרמטרים בכל מדינה והנה התברר לי שהמדינות הכי אתיות הן גם הכי מוצלחות. האמת שכך שיערתי וכתבתי על כך, אבל במחקר שערכתי נמצאה ממש התאמה מלאה שמוכיחה בצורה המובהקת ביותר שהאתיקה משתלמת והשחיתות הורסת את המדינה.

4. "אני מאמין קוסמופוליטי תרבותי של קורי" – אוטוביוגרפיה בת 1566 עמ' באנגלית עם אלפי קישורים. "Cory's Cosmopolitan Cultural Credo: Autobiography – A Lifetime Companion for the Universal Intellectual Humanist"

הקישור לאתר שלי ב- [Cory's Cosmopolitan Cultural Credo - eBook Autobiography](#) BOOKS

ספר זה מתאר את החוויות, הניסיון, העבודות והמחשבות בתחומי העניין שלי בסוג חדש של ספרות, המאגד בתוכו: רומנים והיבטים אחרים בעשר שפות, מחזות ותיאטרון, ביוגרפיות, ספרי עיון, בלשנות וטקסטים במאות שפות, עסקים, אתיקה, אקדמיה, כלכלה, הסטוריה, הסכסוך הישראלי-פלשתינאי והמזרח התיכון, מוסיקה – מופעים וקלאסית, אומנות, סרטים וקולנוע, פילוסופיה, שירה, פולקלור, סוציולוגיה, גיאוגרפיה ומסעות, סקירה על הספרות המודרנית, משברים וביבליותרפיה, חדשנות, ואפילו הומור. עסקתי בכל המרכיבים האלה לאורך חיי והם עשויים לעניין את הקורא האינטלקטואלי של הספר. ספרי זה הוא הקרדו – האני מאמין, האמת שלי, שיר הלל להומניזם, מתינות והרמוניה, באספקלריה הקוסמופוליטית, פוליגלוטית והוליסטית שלי. כל אחד יכול למצוא עניין בחלקים מהספר, שאני מקווה יעורר עניין ללמוד שפות, ספרות, פילוסופיה, הסטוריה, גיאוגרפיה, אתיקה ודרמה, לצפות במיטב הסרטים, המוסיקה, הפולקלור והאמנות. בספרי אני מעוניין להרעיד את השאננות של אנשי העסקים, הפוליטיקאים, הפונדמנטליסטים, שוחרי השלום בכל מחיר, האקדמאים והאינטלקטואלים, שלעיתים מזומנות אינם רואים את התמונה הכוללת, כפי שספרי זה רואה, בהקיפו את רוב מרכיבי התרבות. אוטוביוגרפיה זאת אינה ביוגרפיה סטנדרטית. תולדות חיי פזורים על פני כל הספר בהקשר לתחומי העניין שלי. כאשר אני כותב על ספרות, שפות, אתיקה, מוסיקה או סרטים, אני מתייחס לאירועים שקרו לי בחיי, המתאגדים למוזאיקה הוליסטית וקוהרנטית. חלקים מהספר נמצאים גם בספרי בעברית על זכרונות.

כאשר הוצאתי בשנת 2012 את הספר הדיגיטלי הראשון שלי, שניתן להוריד אותו ולקרוא אותו חינם אין כסף, הכללתי בו את כל המאמרים, היצירות והמחזה שטרם ראו אור עד אז. התברר לי די מהר כי לא כל הקוראים שלי מעוניינים בכל קשת העשייה שלי ועדיף לפלח את שוק היעד של הספרים לפי תחומי העניין – ספר אקדמי המאגד את כל המאמרים, המסות והחומר שכתבתי בשנים האחרונות בנושאים של קודים אתיים, אירועים על קודים אתיים, צדק חברתי, כלכלי ושלטוני, שפורסמו לפני ואחרי 2012. במקביל פרסמתי באופן נפרד את המחזות שלי "נלי דורון" ו"בחירתה של נלי". כמו כן, אני מוציא עתה את הספר על נושאים כלליים ואישיים המאגד את כל המסות, הזכרונות והמאמרים בנושאים אלה לפני ואחרי 2012, יומן הנעורים, ספר ילדים חדש, התכתבות, עשייה רבתי בלאדינו, ומאמרים ומסות בנושאים של הסכסוך עם הפלשתינאים, תיאטרון, מזרחיות ועוד. אך עיקר הספר הוא חלק הזכרונות שבו אני מביא פרקים מתוך הספר האוטוביוגרפי שלי באנגלית עם הקדמה לכל פרק בעברית. בזכרונות שזורים כמו במסות ובמאמרים אירועים מחיי הקשורים לתחומי העניין שלי – מחזות, רומנים, ביוגרפיות, פילוסופיה, סרטים, אומנות, מוסיקה, שפות ועוד. כל הספרים החדשים שלי ניתנים להורדה חינם אין כסף מהאתר שלי ושל האוניברסיטאות והארגונים שצירפו את הספרים לספרייתם כפי שעשו עם ספרי הדיגיטלי הקודם. בעבר, הספרים שלי יצאו לאור במיטב הוצאות הספרים ונמצאים בלמעלה [מאלף אוניברסיטאות](#) ברחבי העולם. אך עכשיו הקורא לא יאלץ להוציא \$150 על כל ספר, כי אם הוא יוכל להוריד ולקרוא את הספרים והחומרים שיחפץ מאחד האתרים שבהם הם מצויים. אני לא מחדש דבר, ניתן להוריד כיום מאתר גוטנברג ומאתרים אחרים את מיטב הספרות העולמית חינם אין כסף. אני כותב בהרחבה על כך ומרבה לצטט את טובי הסופרים מהוגו ועד זולא, מטולסטוי ועד שיקספיר מתוך האתרים שספריהם מצויים בהם.

בגילי המופלג אתה מצוי במירוץ נגד הזמן ולפיכך עליך לעשות סדר קדימויות. לימוד שפות חדשות הוא PASSE, ממילא חמישים שפות זה די והותר, וללמוד סינית או הונגרית בגילי זאת משימה בלתי אפשרית. ביקור באופרות וקונצרטים זו התעללות, התיאטרון זה לחץ פיזי מתון, אך ההרצאות הן הנאה צרופה מה עוד שזה נותן לי סיבה לצאת מהבית לפחות אחת לשבוע. אז מה נשאר – סרטי איכות תודה לאל אני רואה, שומע ומבין הכל, אבל בפסטיבל הסרטים איני יכול כבר לראות למעלה מחמישים סרטים ברצף כמו עד לפני שנתיים שלוש, אבל 30+ זה גם משהו, ועדיין יותר מאשר כל מאן דהוא רואה במסגרת הפסטיבל. להמשיך לקרוא את חמש מאות הספרים זה יהיה קצת קשה, כי הזיכרון כבר לא מה שהיה פעם ואני צריך לרדת לקריאה של כמה עשרות ספרים במקביל בעשרת השפות הקשות, בעשרים השפות הקלות, לוותר על כל השפות האחרות, לקרוא ביוגרפיות – לא עשרות במקביל כמו קודם אלא אחת אחת, וכך נתמקד בקריאת הביוגרפיה המונומנטלית של אמיל זולא של מיטראן בת כמה אלפי העמודים. ואם בביוגרפיות עסקינן – קדימות ראשונה לכתיבת כל הספרים שאני רוצה לכתוב ובראשם האוטוביוגרפיות שלי באנגלית ובעברית, שחופפות ומשלימות זו את זו. אך מה זה משנה, כל עוד אני נהנה ממה שאני עושה בזמני הפנוי, ומרגע שהפסקתי לעבוד ונאלצתי לפרוש - כל זמני פנוי, דיינו, וזה באמת לא משנה אם

בזמני הפנוי אני כותב ספרים, קורא ביוגרפיות, רומנים ומחזות, רואה הצגות, טלוויזיה וסרטים, מטייל או שומע הרצאות.

רוב אנשי האקדמיה שאני מכיר אינם מאוד אינטלקטואלים (טוב, מי יכול לקרוא ספרים אם הוא צריך לטרוח שנה שלמה על כתיבת מאמר אקדמי עבש), גם לא רוב אנשי העסקים שהצליחו להרוויח מיליונים ולנהל חברות גדולות. אך אלה שיותר אינטלקטואלים ממני, והם רבים מאוד בייחוד בתחומי הספרות, לא הצליחו לעשות לביתם מספיק ובמקרים מסוימים בקושי גומרים את החודש. שלא לדבר על מצליחנים שלא היו להם חיי משפחה מאושרים. נראה לי שהצלחתי למזג בצורה האופטימלית כמה קריירות, חיי משפחה, ובקיאות בכמה תחומי עניין – הייתה לי הצלחה די טובה בעולם העסקים ועשיתי לביתי בדיוק כפי שאני זקוק, כי מה יכולתי לעשות אם היו לי עשרות מיליוני דולר. הייתי בעולם האקדמי מגיל 60 עד גיל 70 – מספיק בשביל להקנות ערכים לאלפי סטודנטים ולכתוב ספרים במיטב הוצאות הספרים, עם דוקטורט בהצטיינות, אבל בלי להתקדם בקריירה אקדמית בגלל גילי המופלג. באשר לתחומי העניין הגעתי לבקיאות טובה בספרות, דרמה, קולנוע, ביוגרפיות ולימוד חיהם של אנשי מופת, ומעל לכל – בתחום האתיקה שאני אחד מפורצי הדרך בתחום חדש-ישן זה. האם יש עוד משהו עם רקורד כזה – בוודאי, ויש רבים עם רקורד עוד יותר עשיר שהצליחו גם כפרופסורים, גם כאנשי עסקים, כמנכ"לים ומולטי מיליונרים, גם הקימו משפחות לתפארת וגם אינטלקטואלים הנוסעים לכל רחבי תבל בשביל לשמוע קונצרט עם פסנתרן אהוב, אופרה עם זמרת ידועה, ובין לבין לצאת לטיולי אפניים באירופה. אחדים מהם אף כתבו ספרים מעולים, מאמרים מצוטטים, ואחד אף קיבל פרס נובל. כלומר הענווה ממש מתבקשת, מה עוד שהם אנשים צנועים וטובי לב. כן, יש עוד אנשים טובים באמצע הדרך, לא הכל רע.

אז מה היה לנו? עם האלמנט או בלעדיו. הישגים נאים בכל התחומים, הצלחות רבות וכשלונות מועטים, מוניטין ללא רבב – לא עשקתי אף אחד, לא קינאתי באף אחד, לא גנבתי בצורה חוקית או לא חוקית, עם ובלי תספורות, עם שיחוד ישיר ועקיף. אני אהוב ואהוד בקרב המשפחה, החברים, המכרים, הסטודנטים והקוראים. אני אמנם לא עושה תספורות כמו הטייקונים המושחתים המתגלחים על חשבוננו, המקרקפים אותנו כמו אינדיאנים צמאי דם, פושטים רגל – פושטים את עורנו – והופכים אותנו לפושטי יד. לא הם, חס וחלילה, הם נשאים מיליארדרים, למרות כל הכשלונות שהם משתפים אותנו בהם כקומוניסטים אמיתיים, הם פושטים צורה ולובשים צורה, ולא נאה לתאר במאמר רציני מה הם עושים לצורה שלנו. אני לא דורש שיעשו לי STANDING OVATION, מספיק שיגידו לי כמו פיגרו – ברוו ברוויסימו, איש מאושר, מה שפר מזלו! לאחר שפרסמתי השבוע עוד 4 ספרים בחינם, אני שובר את השוק, כי סטימצקי מוכר 4 ב-100, ואני מציע 4 ב-0. זו כבר מסורת אצלי, כי גם על עשרת הספרים האחרים שפורסמו במיטב הוצאות הספרים לא קיבלתי דבר. אך זה לא מדויק, קיבלתי המון, לא תהילה וכסף – קיבלתי אהבה, תודה, פרגון, חברים חדשים המוצלחים בהרבה מהקודמים. ובשביל זה כדאי היה לעבור את האודיסיאה שעברתי בעשרים השנים האחרונות. זה התחיל רע, אבל כמו בסרט הודי או יווני נראה לי שזה ייגמר טוב.

ניתוח הקוד האתי של סיב"ט

לנסח קוד אתי לגוף ממשלתי כסיב"ט שהוא אפקטיבי וגם ניתן ליישום הוא הרבה יותר קשה מאשר לנסח חוק. דרוש ידע רב באתיקה, ניסיון עשיר בייצוא בטחוני, ושיתוף פעולה של העובדים והמנהלים. במאמר מושם דגש מיוחד על קצין האתיקה, ניגודי עניינים וניקיון כפיים.
(פורסם באתר מחלקה ראשונה NEWS1 ב-6.4.2016)

גולת הכותרת של פועלי האתי ביעוץ לחברות היה ללא ספק כתיבת הקוד האתי של סיב"ט, [האגף לייצוא ביטחוני במשרד הביטחון](#). הסיבה העיקרית שפנו אלי לנהל את פרויקט כתיבת הקוד האתי של סיב"ט, פרט לפועלי באקדמיה וספרי הרבים, היא שעבדתי בתעשייה הבטחונית הישראלית במשך כמעט כל הקריירה העסקית הארוכה שלי בתפקידים בכירים במכירות ובכספים. אני אחד מהמנהלים הבודדים בישראל שהיה חשוף למאות דילמות אתיות ויש לו את הרקע העסקי והאקדמי כאחד לטפל בנושא כמו כתיבת קוד אתי. גם לימדתי על קודים אתיים ויישומם במסגרת הקורסים שנתתי באוניברסיטת חיפה. חלק ניכר מעשרות האירועים שכתבתי בספרי הרבים בעברית ובאנגלית דנים בדילמות אתיות בתעשייה הבטחונית, ביצוא ובמכירות הבטחוניות. אך חברו יחדיו בקונסטלציה מיוחדת במינה גם התלהבות והתמדה יוצאים מהכלל מצד ראש סיב"ט תת אלוף מיל. שמעיה אביאלי, סגנו איתמר גרף, מנהלת הפרויקט שחר חורב, מנהלי ועובדי סיב"ט להוציא אל הפועל את הקוד האתי, לסייע בכתיבתו, לדון בדוגמאות ואירועים על דילמות אתיות, והכי חשוב ליישם אותו בהצלחה. ואכן, לא רק שהמשימה בוצעה בהצלחה, אלא גם הקוד האתי זכה למקום ראשון בתחרות עם פרויקטים אחרים במשרד הביטחון ובאחד המקומות הראשונים בתחרות האיכות והמצוינות של השירות הממשלתי. זה מצביע על החשיבות ההולכת וגדלה של האתיקה בסקטור הממשלתי.

כפי שניתן להיווכח מהקוד האתי של סיב"ט הנמצא [באתר שלי](#) – לחץ על: [Text](#), אין זה קוד רגיל, סטנדרטי, שבמקרים רבים הוא מהווה רק עלה תאנה להתנהגות לא אתית על מנת לסמן V ליד הקוד האתי, כמתחייב מהחוק או מדרישות התדמית. חברות בטחוניות רבות וארגונים בטחוניים פועלים במקרים רבים בצורה לא אתית, משחדים במישרין או בעקיפין גופים שונים, ומיישמים במלואה את משנתו האתית של אבי הדוקטרינה הניאו ליברלית מילטון פרידמן, הגורסת כי יש למקסם את הרווח ללא כל התחשבות בעקרונות של אתיקה, אחריות חברתית, אקולוגיה או צדק חברתי. על רקע זה, השקעתי עבודה רבה בתהליך כתיבת הקוד האתי לבחינה מדוקדקת של עשרות קודים בארגונים הדומים לסיב"ט, בשירות הציבורי ובחברות בטחוניות ואחרות בישראל ובעולם. אך בעיקר התבססתי כמובן גם על הידע הרב שלי ביצוא בטחוני בתפקידים בכירים באלביט במשך 14 שנה ובסיוע לארגונים אחרים כמנהל פרויקטים בהמשך הקריירה שלי. על רקע הניסיון העסקי, המחקרי והאקדמי העשיר שלי כתבתי קוד אתי שהוא אופרטיבי וניתן לקיים אותו ככתבו וכלשונו. זאת ועוד, סיב"ט מצפה מכל מחזיקי העניין שלו ובמיוחד מהחברות הבטחוניות העובדות איתו בשיתוף פעולה שינהגו על פי הקוד האתי של סיב"ט. התמונה של החתימה החגיגית של הקוד האתי על ידי ראש סיב"ט, סגנו, מנהליו ועובדיו וכן שחר חורב, בנוכחותי, מאתרת זה מכבר את עמוד ה-HOME של האתר שלי והמגיע אליו נחשף לתמונה ולקישור לקוד האתי של סיב"ט. ניתן לראות ממהמרכז ימינה את תת אלוף (מיל.) שמעיה אביאלי חותם, שחר חורב, ד"ר יעקב קורי.



לפי מיטב הכרתי הבעיה בקודים האתיים בתעשייה הבטחונית ובארגונים בטחוניים אינה בטיב הקוד האתי. רוב הקודים האתיים מנוסחים היטב, אך חלק ניכר מהם אינו ניתן ליישום, או שאינו מיושם בפועל בגלל המסר הכפול של הנהלת הארגון או החברה. יש חברות רבות שמכפיפות את קצין האתיקה ואת יישום הקוד האתי [לקצין הציות הראשי - CHIEF COMPLIANCE OFFICER – CCO](#), ליועץ המשפטי של החברה, או למנהל בכיר זה או אחר. אם קצין האתיקה הוא גם היועץ המשפטי נדרשת ממנו אקרובטיקה מחשבתית כאשר כיועץ משפטי עליו לטהר את השרץ ולחלץ את החברה מהתנהגות לא חוקית, כאשר קצין האתיקה נדרש ליישם את הקוד האתי ולוודא שכולם בחברה פועלים בצורה אתית. קצין הציות הראשי הוא פונקציה חדשה שמוודא שהחברה פועלת על פי החוק והנהלים של הרשויות. אין כל קשר בין זה לבין קצין האתיקה, כי על קצין הציות לוודא למשל שהחברה פועלת על פי כללי סרביינס אוקסלי, אך אין לו כל אחריות לגבי הפעילות האתית של החברה. [מיטב המומחים גורסים](#) אף הם שאין לאחד בין שתי הפונקציות. צירוף שלושת הפונקציות לכפיפה אחת הוא מרשם לכישלון, לפחות של הפן האתי, והקפדתי לשמור על העצמאות של קצין האתיקה בסיב"ט וקיבלתי על כך את מלוא הגיבוי של ראש סיב"ט שהוא גם המנהל שממנה את קצין האתיקה/הממונה על האתיקה.

אין זה אומר שכל קצין אתיקה הוא טלית שכולה תכלת. בהרבה מקרים הוא רק עושה דברו של המנכ"ל ואם לא נוח למנכ"ל לשמור על האתיקה, קצין האתיקה מאשר פעילויות שונות ונותן גושפנקא מוסרית למנכ"ל לבצע את זממו. לכן ציינתי בהרחבה מה הן התכונות הנדרשות מקצין האתיקה. עליו להיות קודם כל בעל ידע בכל תחומי הפעילות של הארגון, במקרה שלנו של סיב"ט, אך גם בעל מודעות אתית גבוהה, אמפתיה והקשבה לזולת ויחסי אנוש מצויינים. הידע בתחומי הפעילות הוא הכרחי כי אם הוא תלוש ולא בא מתפקיד קווי בסיב"ט לא יתנו לו עובדי סיב"ט את הקרדיט הראוי ויטענו כי הוא לא יודע מה קורה בפועל בשדה, לכן לא ניתן להישמע לעצותיו. "מה הוא מבין? איך בכלל ניתן לעשות עסקים בדרום אמריקה מבלי לשלם שוחד? נראה אותו מביא ולו הזמנה אחת בלי שוחד!" מכיוון שעשיתי עסקים בדרום אמריקה, אסיה ומדינות אחרות מבלי לתת שוחד, ובתקופתי כסמנכ"ל מכירות אלביט עברה את קו פרשת המים ומכרה יותר ליצוא הבטחוני מאשר לשוק המקומי למשרד הביטחון, אני יכול לקבוע בודאות שניתן לבצע מכירות בכל מקום בעולם גם בלי לתת שוחד, מה עוד שכיום זהו חוק שבלעדיו לא היינו יכולים להתקבל ל-OECD. אם כן, ידע מקצועי וניסיון מקצועי הוא תנאי ראשוני להצלחה בתיפקוד קצין אתיקה. אך לא די בכך. קצין האתיקה חייב להיות בעל מודעות אתית גבוהה עם רקורד אתי ללא רבב. אתיקה היא לא מדע היא אומנות, כמו קיימות, היא כמעט דת. אם אתה לא מאמין מושבע אין סיכוי שתצליח בכל תפקיד אתי, כמו שאם אתה לא מאמין באלוהים אל תלך להיות כומר. הייתי אומר גם שאם אתה לא אתי אל תלך לשמור על הקופה הציבורית ולהיות שר האוצר, ראש עיר, או שר הפנים, אך בתוך עמי אני יושב, ויודע שזו דרישה מוגזמת, שכן איך יעשה אדם לביתו אם הוא לא ישלח ידו בקופה הציבורית כי משכורתו כעובד הציבור לא מאפשרת לו "קיום בכבוד". ואם הוא לא מקבל שוחד בעודו בתפקיד, הוא יקבל שוחד בדיעבד בצורה של תפקיד מנכ"ל בחברה שהוא מכר לה את נכסי המדינה בניזיד עדשים עם משכורת של מיליונים, בתעשייה, במחצבים, בבנקים, בביטוח ובכל אחד מהתחומים שכעובד מדינה או שר הוא היה אחראי עליו.

לבתי המשפט יש אחריות רבה להתפשטות נגע השחיתות בחברה בעונשים הקלים שהם נותנים לפוליטיקאים ולעובדי מדינה ועיריה שסרחו ולקלות הבלתי נסבלת לקבל עיסקות טיעון, תשלומי כופר אנונימיים, ודרישה לאקדח מעשן, כאשר אם מוכח שקבלו מושחת שילם שוחד או תשלום לא סביר למזכירת הפוליטיקאי המושחת, ליועץ המשפטי שלו או לאחיו, זה היה חוקי כי אין הוכחה של אקדח מעשן שאלה היו הצינוורות שזרכם הפוליטיקאי קיבל את השוחד, ולכן הוא ממשיך לטעון שהוא מעולם לא קיבל שוחד, מה שנכון כי את השוחד קיבלו עבורו המזכירה, היועץ המשפטי והאח – אך לך תוכיח זאת לבית המשפט! והשחיתות ממשיכה להתפשט בישראל, בארצות הברית ובמדינות אחרות גם כתרומות של גופים עסקיים לפוליטיקאים – אבי אבות הטומאה, אך זה חוקי וכמובן לא אתי – ובמקרה אותם הפוליטיקאים גומלים אחר כך לכרישי וול סטריט בבטלם רגולציה שמפריעה להם למקסם את הרווחים, להתפשט ולגדול למימדים מפלצתיים עד שהופכים ל- TOO BIG TO FAIL ויש להם חסינות שמה שלא יעשו וכמה מאות מילירדים שלא יפסידו תמיד הממשלה תבוא ותחלץ אותם ומי שיקבל את החוקן זה הוויזר, העם, 99% מהציבור, בעלי האג"חים, ואף פעם לא הסולטן שדווקא הוא סובל מעצירות ואף פעם הוא והכלכלה לא יבראו כל עוד הוא לא יקבל את החוקן שהוא זקוק לו בדחיפות.

לא החיפזון מהשטן, כי אם התירוצים הם מהשטן. בחיי הארוכים זכיתי לשמוע אינספור תירוצים מדוע לא ניתן להתנהג בצורה אתית. ולכן הקדמתי תרופה למכה והזמתי את התירוצים גם בקוד האתי וגם בדוגמאות ובאירועים שנתלו לאכיפת הקוד. "הקוד האתי מזים רעיונות נפוצים כ - עשיית עוולה אתית למען מטרה אתית חשובה יותר, כולם עושים זאת וכנראה שזה בסדר, אם אני לא אעשה זאת יהיה אחר שיעשה, אף אחד לא יידע על זה, זה כשר אבל מסריח, אל תספר לי אני לא רוצה לדעת, אל תדאג - ככה עובדים אצלנו, אל תגדיל ראש. הקוד האתי בסיב"ט קובע רף של העדפת טובת הכלל, פעילות למען האינטרס הציבורי, כשהעובדים הם משרתי הציבור שהאינטרס שלו גובר על האינטרס האישי שלהם." להבדיל מכמה מנהלים באוצר החושבים כל הזמן על התפקיד הבא שלהם אצל טייקון זה או אחר ודואגים לאינטרסים שלו בעודם באוצר, הקוד האתי של סיב"ט קובע מפורשות שעל העובד להעדיף את טובת הכלל, לפעול אך ורק למען האינטרס הציבורי, כי העובדים הם משרתי הציבור ואינטרס הציבור גובר על האינטרס האישי שלהם. בספרי אני ממליץ לאמץ את המודל הסינגפורי הנותן משכורות גבוהות ביותר לפקידי הממשל ולנושאי תפקידים בכירים ברשות המחוקקת, השופטת והמבצעת, בסדרי גודל של המשכורות בשוק הפרטי על מנת למנוע מקרים שבהם העובדים יעדיפו את האינטרסים של הטייקונים ולעגן את הנאמנות של העובדים למדינה ולציבור עם תנאים כאלה טובים שלא יהיה להם כל פיתוי לחצות את הקווים לסקטור הפרטי. כמו שלא יעלה על הדעת שקצין משטרה או פרקליט מדינה יעבור להיות יועץ משפטי של ברוך סמים כך אני מצפה מעובד מדינה שישרת את המדינה והציבור כל חייו ויראה בכך ייעוד.

וזה מביא אותנו לסוגיית ניגודי העניינים, אך לא הסתפקתי באמירה סתמית שיש להימנע מניגודי עניינים כפי שעושים זאת קודים אתיים רבים, והמחשתי בקוד וכן באירועים למה הכוונה בניגודי עניינים, מתוך מקרים שנחשפתי אליהם בנסיון העסקי הרב שלי: "ניגודי עניינים קורים כאשר האינטרסים של עובד סיב"ט, משפחתו או מקורביו נוגדים את האינטרסים של סיב"ט. על העובד לדווח לממונה על האתיקה על אינטרסים שיש לו ולמקורביו עם התעשיות הבטחוניות או גופים שסיב"ט נמצא איתם בקשר. לדוגמא על העובד לדווח אם הוא או מקורביו משמשים כדירקטורים, מנהלים או יועצים באחת התעשיות הבטחוניות הנזקקות לשירות סיב"ט. עובד סיב"ט אינו קשור, לא משפיע או מנסה להשפיע על עסקה כלשהי בה עלול להיות לו ענין אישי או טובת הנאה מהגורם אתו מבוצעת העסקה." מתן דוגמאות מעין אלה ממחיש לעובד מה הם גבולות ניגודי העניינים, מה מותר ומה אסור ואילו אינטרסים עליו לשרת.

הקפדתי לפרט בצורה פרטנית יותר למה אני מתכוון בניגודי עניינים: "לעובד סיב"ט אין אינטרסים כספיים ישירים או עקיפים העומדים בניגוד עניינים עם האינטרסים של סיב"ט. עובד סיב"ט לא מחזיק במישרין או בעקיפין מניות או אגרות חוב של תעשיות בטחוניות, למעט במקרים שהוא מחזיק בקרנות המושקעות בתעשייה הבטחונית. עובד סיב"ט אינו מועסק בעבודה כלשהי מחוץ לסיב"ט, לרבות הוראה, הרצאות או כתיבה, ללא קבלת אישור מפורש של ראש סיב"ט, ובמיוחד כשיש בה ניגודי עניינים בין האינטרס האישי שלו ושל סיב"ט. "אם עובד סיב"ט מחזיק במניות של חברה בטחונית שהוא צריך לסייע לה בעסקת יצוא ענקית הוא לא יוכל לנהוג בצורה אובייקטיבית ויעדיף את החברה שהוא מושקע בה על פני חברות אחרות. באותה מידה אם חברה בטחונית מזמינה אותו להרצות בתשלום גבוה בעודו עובד סיב"ט או מזמינה ממנו חוות דעת – בא הקוד האתי ואוסר זאת במפורש. דעתי האישית היא שאסור לעובד בשירות הממשלתי גם אחרי שהוא פרש לעבוד עבור חברות שהוא היה בקשר אתן, וראינו מקרים למכביר ששרים, נשיאים ועובדי ציבור קיבלו עשרות אלפי דולר להרצאה או לייעוץ כלשהו – שזה לדעתי

שוחד כמו מעטפת מזומנים, אבל יש חוקי צינור והייתי חייב להתייחס אליהם בקוד האתי, כי יש גבול עד כמה יכולתי להכניס את משנתי האתית לקוד האתי. יחד עם זאת הבהרתי במפורש בשיחות שלי ובהדרכה מה דעתי.

הפרק על ניקיון כפיים הוא מפורט בקוד האתי של סיב"ט הרבה יותר מאשר בקודים אתיים אחרים ומביא דוגמאות מוחשיות. "במידה ונודע לעובד סיב"ט על מקרה של חוסר נקיון כפיים בתעשיות הבטחוניות עליו לדווח על כך מיידית לממונה על האתיקה בסיב"ט. להלן **דוגמאות** מספר הנחשבות לחוסר ניקיון כפיים: מתן הלוואה בכוונה לזכות במשוא פנים עם תנאי הלוואה חריגים ואי פרעון ההלוואה בשלמותה, כסף וכל טובת הנאה הניתנים כדי לזכות ביחס אוהד, שי לחג שמטרתו לזכות ברצונו הטוב של העובד, תשלום הוצאות לעובד, תשלום שכר עבודה עבור עבודה פרטית לו או למי מטעמו, דחיית תשלום או הנחה בתשלום עבור רכישה, שותפות עסקית עם העובד, מתנות בעלות ערך ניכר, תשלום עבור שירות שצריך להינתן בחינם, מימון סמינרים ונסיעות לחו"ל, שימוש במכוניות ללא תשלום, אירוח במלון, מתן ערבות או עירבון, קניה במחיר הגבוה ממחיר השוק של מוצר או שירות שברשות העובד או מי מטעמו."

את הדוגמאות ליקטתי מתוך העיתונות, כשחלק מהן זכו לאישור של היועצים המשפטיים שלא ראו בכך עבירה על החוק. מי שקורא את הספרים והמאמרים שלי יודע שיש לי טענות רבות כלפי החוקים, האכיפה והשיפוט בישראל ובעולם. הפעם, בקוד האתי של סיב"ט הצלחתי לכלול כמה דוגמאות העוברות מבעד לרשת החוקית אך לא מבעד לרשת האתית. זה מכבר הפך נושא ההלוואה למכשיר שוחד מקובל במחוזותינו. אדם המקבל הלוואה כלשהי מגורם שהוא קשור אתו עובר לדעתי עבירה אתית, אך "התפשרתי" והסכמתי שרק הלוואה בתנאים חריגים ועם החזר חלקי של הקרן תחשב להלוואה אסורה על פי הקוד האתי. שי גדול לחג או לחתונה או לבר מצווה או ליישיבה או לבית הכנסת או לארגון הצדקה הם לדעתי שוחד לכל דבר וזה נכלל בקוד האתי של סיב"ט בצורה מפורטת. עובד האוצר למשל שמפריט את נכסי המדינה בנזיד עדשים משיא את בתו. הוא ממחר להזמין את הטייקון שנהנה מההטבה לחתונה והלה בא לשמוח בשמחתו ומביא לו מתנה של עשרים אלף שקל, האם זה שוחד? כי הרי העובד לא רצה להעליב את הטייקון אם הוא לא היה מזמין אותו אחרי שהם התיידדו במשך מאות השעות של המשא והמתן המפרך. אותו דין חל לגבי עובד בנק ישראל שמזמין מנהל בבנק שהוא מפקח עליו לבר מצווה של בנו, או אם הוא הולך לעבוד בבנק שהוא פיקח עליו עם וכלי צינור שממנו העובד והבנק לא מצטננים ומי שמקבל כאב גרון זה הציבור הרחב. אם חברה מזמינה עובד ציבור לסמנריון של שבועיים בהוואי שעולה עשרות אלפי דולר, או מזמינה מהעובד חוות דעת בתשלום, או מעמידה לרשות העובד מכונית ללא תשלום, או משלמת עבור האירוח במלון, כל זה הוא על פי הקוד האתי של סיב"ט אסור לחלוטין כי העובד יכול להטות את הכף לטובת חברה בטחונת זאת או אחרת לסייע בקבלת פרויקט יצוא במאות מיליוני דולר ומה זה אירוח בבית מלון של כמה אלפי דולר לעומת סכומי העתק שהחברה יכולה לקבל.

לגבי קניה מהעובד במחיר הגבוה ממחיר השוק ומכירה לעובד במחיר הנמוך ממחיר השוק לקחתי את הדוגמאות מתוך הסאגה של איש ציבור ידוע עם הבתים שהוא קנה/מכר/שכר במחירים השונים ממחיר השוק והיועץ המשפטי לא מצא בכך כל פסול, וכמובן מתוך ההנחות לסלבריטאים במכירת בתים, מכוניות או הזמנה לסעודים בחו"ל שזה תשלום לכל דבר ורק רשויות המס לא שמעו על כך, אם כי לאחרונה הם התעוררו, דבר שגרם לסלבריטאית לפרוץ בבכי כי היא לא תיארה לעצמה שהיא צריכה גם לשלם מיסים. בהיותי גם איש כספים וגם איש מכירות צירפתי עוד דוגמא של מתן ערבות להלוואה, שגם זה שוחד לכל דבר. כי ערבות זהה למתן הלוואה כשברור לכולם שמקבל הערבות אפילו לא חולם להחזיר את ההלוואה והטייקון הוא זה שישלם אותה במקומו כי הוא הסכים להיות ערב להלוואה. ולא רציתי להגזים ולכן לא הכנסתי מקרים שבהם קונה חברה מאשתו של העובד תמונה כי היא "ציירת מעולה" במחיר של מאה אלף שקל כשמחיר השוק של התמונה הוא עשרת אלפים שקל. האמת היא שאני די חושש שאם עובדים מאוד רוצים הם יוכלו תמיד למצוא פרצות בחוק ובקוד האתי. ולכן כבר מזמן הגעתי למסקנה שהערובה הטובה ביותר לקיום הקוד האתי והחוק היא הדוגמא האישית של המנהלים, חינוך אתי, וכן סינון קפדני ביותר לקבלה לעבודה רק של עובדים אתיים עם מבדקים ואירועים ששקדתי על כתיבתם.

מאמר זה מהווה רק חלק ממאמר הרבה יותר נרחב על הקוד האתי של סיב"ט בספר שפורסם לאחרונה "**קודים אתיים ואירועים על קודים אתיים, מסות ומאמרים על צדק חברתי, כלכלי ושלטוני**" והניתן להורדה בחינם מתוך האתר שלי WWW.BUSINESSETHICS.CO.IL בדף BOOKS וכן מאתרי ספריות אוניברסיטת חיפה, מרכז אקדמי כרמל וארגונים אחרים.

שערי אהבה - אנתולוגיה לשירת צבי אביאל – משורר האהבה ניתוח השוואתי - היצירה הספרותית של צבי אביאל מאת יעקב קורי

(פורסם בחלקו ב- "עיתון 77" ביולי 2015)

צבי אביאל, איש הניגודים, מחד אנציקלופדיסט, איש הרנסאנס, איש מופת, שעסק בתחומים רבים – שירה, חינוך, רדיו, סופר, עיתונאי, איש ציבור, ומעל לכל אדם נאצל שהשרה את חותמו בעולם הרוח הישראלי ההולך ומידלדל. מאידך, איש פשוט, צנוע, נעים הליכות, חבר, אבא, סבא, איש רגיש שהקדיש את חייו לאשתו דליה, אהבתו היחידה, שלה כתב את מרבית שיריו. בגלל צניעותו לא זכה צבי אביאל לפרסום שלו היה ראוי ואנתולוגיה זאת מציבה פרספקטיבה לפועלו הספרותי על מנת שניתן יהיה לאמוד את מלוא השפעתו על השירה הישראלית בימינו.

צבי, איש הניגודים, מיוסר, כואב, מאבד את ראייתו בגיל צעיר יחסית. אך מאידך, איש אופטימי וטוב לב, שהמשיך לבלוע את החיים עד יומו האחרון, ממשיך לתפקד כאילו הוא צעיר ובריא. משוררים רבים במצבו היו כותבים שירים רוויי סבל וצער, על מר גורלם, על התאכזרות גורל הפוגע דווקא באנשים הרגישים והטובים ביותר שבינינו. אך לא כך צבי, שיריו הם שירי אהבה, שירים של אדם צעיר, אופטימי, רגיש, הניצב בראשית חייו, שירים של ילד קטן וסקרן, העולה ארצה מגרמניה הנאצית, נפגש בשרונה בבבואה של המולדת, נשאר תמים כילד עד יום מותו.

אנו קוראים את שיריו של צבי אביאל בנשימה עצורה, משתאים כיצד כל שיר מיטיב לתאר במספר מילים את מה שמיטב הסופרים והמשוררים מנסים לעשות במאות עמודים. אפשר להשוות את שיריו של אביאל, אם בכלל, לשירי ז'אק פרבר, ויולטה פארה ופול ז'רלדי. שירי אביאל הם שירים פשוטים, ישירים, קליטים, רבים מהם גם הולחנו כי יש בהם מלודיה המתנגנת בקוראך את שיריו. צבי אביאל ניחן באומץ הראוי להערצה, הוא אינו מהסס לגעת בתחומים שמשוררים אחרים פוסחים עליהם, ומעבר לפשטות השירים מסתתר משורר בעל עמקות וידע.

במשך השנים עסק צבי בפעילות ציבורית ענפה: חבר במועצת הסתדרות המורים, במרכז הסתדרות המורים, חבר במועצת פועלי תל-אביב, במועצת בנק מסד ובוועדות רבות של חינוך ותרבות. צבי אביאל היה משורר. ספריו: כתמים בכחול (הוצאת אל"ף) 1967, שירי נהר וילדה (הוצאת אל"ף) 1968, נדן וחרב (הוצאת אל"ף) 1972, נוכח שפתי עיניך (הוצאת עקד) 1973, קו הצל (הוצאת עקד) 1976, אתך ועם הרוח (הוצאת גוונים) 2000, בשנים טרם הכרתיך (הוצאת גוונים) 2009. צבי אביאל שהלך לעולמו מוקדם מדי בגיל 85 (1928-2013), השאיר אחריו אוצר בלום של שירים, לרבות 150 שירים חדשים, שאשתו דליה אביאל לבית אבולעפיה הוציאה לראשונה לאור באנתולוגיה של כל שירי אביאל שפורסמה בשנת 2015 וזכתה לעניין רב בעולם השירה.

אני בא על מנת ללכת,

לא אשוב עוד אל מקום בו – זרחת

רק אחת ידעתי,

כי בלכתי – אלייך אני שב.

ובבוא היום – והשומרים עלינו

ברכות כל כך, האבן יטילו –

בענוה רבה אז נאמר –

כי אכן, צדקו – אהבנו.

לאהובתי אשר חייכה כאשר גסטתי,

אמרתי – אהבתיך.

השירים האלה הם שירים נבואיים ומצמררים, כאילו צבי ידע שהוא עומד ללכת בקרוב ללא שוב. אבל הוא כותב לאשתו האהובה כי גופו אולי הולך, אבל נפשו תישאר תמיד אתה והוא ישוב אליה בכל רגע מחייה בלעדיו. צבי סבור שכל חייו וחיי אשתו האהובה הייתה להם תכלית אחת – לאהוב זה את זו. כי הוא יודע מראש שכאשר יגסוס תנסה אהובתו לנסוך אמונה בליבו ותחייך אליו גם ברגעיו האחרונים, שבהם יאמר לה בפעם האלף והאחרונה – אהבתיך!

אחי בגדו כמו נחל

אמר איוב

אני אומר

חורצת בגידתם

בבשרי.

צבי נוגע בנימי נפשם של רבים מאתנו. אין שיר שאינו מתייחס לאחד מאיתנו. על שירי האהבה שלו דיברנו ונדבר, אבל יש לצבי מה לאמר גם על רעיו שבגדו בו. ואכן, השיר הזה שהוא כה פשוט לכאורה, גרם לי להתרגשות גדולה, כי הוא תיאר בדיוק את חוויותי כאשר בעבר הלא רחוק חברי הקרובים ביותר בגדו בי בעבור בצע כסף. בעולם העסקים שבו הייתי פעיל היו לי מעלות ומורדות והסתגלתי אליהם בשוויון נפש. אך הכאב הגדול ביותר היה כאשר חברי הקרובים בגדו בי ולכן אני מבין היטב את שירתו ואת קביעתו כי אין מר מכאב זה שחורץ בבשר החי.

את חדשה לי היום,

שזרחה עליך שמש

ולפתחך אני משכים

להיות ראשון

הדורך על ספך.

אהבה ונישואים אם אין בהם התחדשות שוקעים ומתנוונים. לכן, צבי מעריך את יכולת ההתחדשות של אהובתו, שבכל יום היא אדם חדש כפי שהשמש של היום היא לא זו של אמש. והוא הראשון המשכים לפתחה ודורך על ספה של אהובתו. כי גם המשורר יודע להתחדש חדשות לבקרים. ואילו שיריו העוסקים באהבה, שונים מאחד לשני, מעולם לא דומים, תמיד מסקרנים ויש בהם מה לחדש. כי זו קסמה של אהבה – ההתחדשות, למרות עשרות השנים שבהם הם יחד. וגם כאשר שניהם באים בימים ועברו את גיל השמונים רואה צבי את אהובתו צעירה וחדשה.

רמזורים בירוק, הביתה מורים,

ובין מרבד למטה,

נעלי בית ממתינות.

יופיה של השירה הוא בפשטותה. אלפרד דה ויני כתב שירים על פני עמודים רבים שבהם אתה הולך לאיבוד. לעומת זאת שירו של צבי מזכיר לי 3 משוררים – ז'אק פרוור ופול ז'ראלדי הצרפתיים ווילטס פארה הצ'יליאנית. פרוור כותב: תפוז על השולחן/שמלתך על השטיח/ואת במיטתי/מתנה מתוקה של ההווה/קרירות הלילה/חום חיי.

Une orange sur la table

Ta robe sur le tapis

Et toi dans mon lit

Doux présent du présent

Fraîcheur de la nuit

Chaleur de ma vie

ואילו ויולטה פארה האחת והיחידה כותבת בשירה הידוע GRACIAS A LA VIDA – תודה לחיים – המנון אהבה לאהובה, שהוא במוקד הוויתור וכל בית של שירה מסתיים בהקשר לאהובה. ובמקביל לשירו של צבי: תודה לחיים שנתנו לי כה הרבה/הם איפשרו לי לצעוד ברגלי העייפות/איתן הלכתי בערים ובמים/חופים, מדבריות, הרים וגאיות/עד שהגעתי לביתך, לרחובך, לחצרך.

Gracias a la vida que me ha dado tanto
Me ha dado la marcha de mis pies cansados;
Con ellos anduve ciudades y charcos,
Playas y desiertos, montañas y llanos,
Y la casa tuya, tu calle y tu patio

ואילו ז'ראלדי כותב: את שאני נושא עימי במסעי/אני רוצה שמשאך/יהיה נפלא וקליל./נפלא בצלמך/קליל כגילך/התענוג במסעי.

Vous que j'emmène en voyage
je veux que votre bagage
soit magnifique et léger.
Magnifique à votre image
et léger comme à votre âge
le plaisir de voyager.

ונסיים בשניים מהשירים המרגשים שבאנתולוגיה:

רצועות של אור
בשתי ובערב
ובינותם פניך
כאז-
אני רואה

האהבה מחוללת פלאים ואילו צבי מייחס לאהבתו נס – בו הוא רואה, כי האהבה החזירה לו את מאור עיניו. אך הוא מסוגל לראות רק דבר אחד – את פני אהבתו, כי אולי זה הדבר היחידי השווה צפיה בעולמנו זה, פני האהובה. כפי שרק קול האהובה ראוי להישמע ואתה נשאר חרש לשאר הקולות הלא חשובים. כפי שדרכנו בחיים צריכה להוביל אותנו רק ליעד אחד – אל נפש האהובה. ובמקביל, ויולטה פארה אף היא מגיעה למסקנה שכדאי לראות רק את עיניו הזכות של אהובה, ראוי לשמוע רק את הקול הרך של אהובה, ולהיטמע רק בנפשו הטהורה של אהובה.

Cuando miro al fondo de tus ojos claros
Y la voz tan tierna de mi bien amado
La ruta del alma del que estoy amando

והשיר האחרון שבאנתולוגיה – צבי מקווה עדיין לכתוב לאהבתו את הטוב בשיריו, מגנום אופוס, ולהביאו כשי לאהבתו. אך הטוב בשיריו אינו אלא נשמתו שהוא מניח על כפות ידיו, וכדברי ויולטה פארה – כל חפצו הינו רק למזג את שתי הנשמות לישות אחת. כי כל שיריו והטוב שבהם הם רק כלי שדרכו מגיעים לנשמה גם מעבר למוות.

ביפה שבשירי
בבוא היום
אכתבנו
בכפות ידיך
נשמתי אניח.

ביקורת על הספר "ידעתי שאמצא אותך" של דליה אביאל

מאת ד"ר יעקב קורי coryj@zahav.net.il

טולסטוי פותח את ספרו "אנה קארנינה" במשפט הידוע "כל המשפחות המאושרות דומות זו לזו. אך המשפחות האומללות – אומללות הן כל אחת על פי דרכה".

Russian: "Все счастливые семьи похожи друг на друга, каждая несчастливая семья несчастлива по-своему."

vse-schastlivie-semi-pahozhi-drug-na-druga-kazhdaya-neschastlivaya-semya-neschastliva-pa-svoemu-l-n-tolstoj

רומן האהבה הידוע ביותר בעולם "אנה קארנינה" של טולסטוי הוא ללא ספק הרומן האולטימטיבי, כפי שרומיאו ויוליה של שייקספיר הוא מחזה האהבה האולטימטיבי. טולסטוי מתאר ברומן שלו את הקורות לשני זוגות: אנה קארנינה ומאהבה הגראף ורונסקי עם האהבה האומללה שלהם לעומת האהבה המאושרת בין קונסטנטין לוין ואשתו קיטי. גם הדרך לאושר לא זורמת על מי מנוחות והאוהבים לבית לוין צריכים לעבור אודיסאה קשה ומכאיבה עד אשר הם מגיעים למנוחה ולנחלה. הזוגות מתחלקים בדרך כלל בין אוהבים מאושרים ואומללים, אם לא סופרים את האוהבים המשועממים. מי שמצפה למצוא בספרה של דליה אביאל רומן שגיבוריו הם גיבורים טרגיים המאמללים אחד את השני יצטרך לבחור ברומן אחר. כי "ידעתי שאמצא אותך" הוא רומן אופטימי בין שני בני נוער המתאהבים זה בזו ואם כי הם עוברים מיני אודיסאה, הם צריכים להתגבר על התנגדות ההורים והמלחמה מפרידה ביניהם, הם מגיעים תוך מספר שנים אל הסוף הטוב וחיים יחדיו באושר עד לשנות השמונים המאוחרות שלהם.

אביאל משלבת כמה סגנונות השזורים היטב זה בזה – יומן נעורים, חליפת מכתבים ותיאור של המספר. אין הפתעות, מראש אנו עדים לאהבה שאין לה קץ המתגברת על כל הקשיים. תמימות הנעורים של האוהבים כובשת אותנו ומזכירה לנו את האהבות הראשונות שלנו, התמימות, היפות, עם הרישום החזק ביותר. אלא שבמקרה של דליה וצבי האהבה הראשונה היא גם האחרונה, תופעה נדירה בימינו, שבה כל זוג חווה כמה אהבות עד אשר מתחתן אם בכלל ובכמחצית המקרים הנישואים גם אינם מאריכים ימים. איך אומר השיר? "יש לי אהבה והיא תנצח!", והאהבה אכן מנצחת בגדול. צבי, בעלה של דליה, היה משורר דגול שאת רוב שיריו הקדיש לרעייתו ואילו דליה כותבת מצידה שיר הלל לאהבה הגדולה והיחידה שלה – השיר נכתב אמנם בפרוזה אך הקצב והקסם שלו הם פואטים כמו שיריו של צבי. אין זאת כי האהבה משחררת את נימי היצירה ומביאה לנו ספרי שירה מקסימים כשל צבי ורומן ביכורים של נפש צעירה בגיל מתקדם של דליה, המביאה את הסיפור שלה אחרי לכתו של צבי מאיתנו.

אך הרומן של דליה שזור רבדים רבדים, מהם אנו למדים על משפחת דליה הספרדית – משפחת אבולעפיה – ועל משפחתו הייקית של צבי, על רמת גן, על תל אביב, על הווי בית הספר התיכון שבו הם למדו, המורים והמנהלים, המאורעות הפוליטיים בארבעת השנים הקריטיות 1945-1949, שנים של טרום מדינה, מלחמת העצמאות והניצחון על צבאות ערב והתושבים הפלשתינאים שקמו להשמידו ובמו ידיהם הביאו על עצמם אסון שהעם הפלשתינאי עוד לא השתקם ממנו. בימים הקשים שמדינת ישראל עוברת כיום בזירת ההסברה העולמית טוב לקרוא את הרומן של אביאל המביא בין השיטין את הסיפור האמיתי של הקמת המדינה, כאשר לא היו שטחים "כבושים" ורצון ההנהגה הפלשתינאית היה להשמיד אותנו, רצון שלא השתנה מאז ועד עצם היום הזה. הספר מתאר ביד אומן את ההתנהגות החד צדדית של הכובש הבריטי, את המחתרות הציוניות שנלחמו בכובש האכזר ואת ההווי של היישוב הזעיר בישראל שניסה לחיות חיים נורמליים למרות הטרור, הדיכוי והמלחמה, הווי תמים, ראשוני, כל כך טהור.

את הפן הטרגי של הספר מביא המכתב המצמרר של צפריה שאהובה נפל, אך למרות הטרגדיות והשכול, שורה לאורך כל הספר האופטימיות של זוג הנערים שלא רוצים להיות עורכי דין או אנשי עסקים, טייקונים או סוחרים, אלא מורים שילמדו את הדורות הבאים בכישרון שאין כמותו. ואכן צבי אביאל ודליה אבולעפיה אביאל הפכו למורים דגולים שתלמידיהם זכרו אותם ושמו איתם על קשר עשרות שנים אחרי שחדלו ללמד אותם. כי הזוג שיתף באהבתו את כל התלמידים והקנה לדורות של נערים ונערות את אהבת הזולת, אהבת המולדת, אהבת התרבות, הספרות, התנ"ך, האמנות ואהבת הארץ. הרומן של דליה אביאל סותר במידת מה את אימרתו של טולסטוי כי האהבה הטהורה של הזוג שונה מאהבות טהורות אחרות. גם אנשים מאושרים, גם אהבות שמחות הן ייחודיות כל אחת על פי דרכה, כי הרומן נקרא כספר מתח, מקורי, מעניין ומיוחד, שנקרא בנשימה עצורה מראשיתו ועד סופו.

נאום לכבוד המועמד לנשיאות דני שכטמן בכנס סיכום לתומכים – 13.6.2014

סטירה על ישראל והכנסת ומצע הרפובליקה השניה של ישראל – פורסם ביוטיוב

דני היקר,

מנשיאות הכנסת ביקשו ממני לחבר שאלון קבלה למשרה של חבר כנסת, נשיא המדינה ונגיד בנק ישראל. הוצע שאחבר שאלון אמריקאי שאם המועמד עונה לפחות על קריטריון אחד הוא מתקבל. להלן השאלון שחיברתי, תגיד לי בבקשה אם יש לך הצעות לשינויים או השגות כלשהן על סמך הנסיון העשיר שלך בחודשים האחרונים:

מועמד יקר, אנא מלא שאלון זה. חשוב שתעמוד לפחות בקריטריון אחד וכל המרבה הרי זה משובח.

1. האם גנבת כסף מניצולי השואה, מעמותות, מהמדינה, מהעירייה, או סתם מחלכאים ונדכאים?
2. האם קיבלת שוחד ישיר מטייקונים, מנהלי מפעלים, קבלנים או אזרחים הרוצים לקדם את ענייניהם?
3. האם אנסת מנהלת לשכה, עובדת נקיון במלון, חיילת, תלמיד ישיבה, או זקנה בת 90?
4. האם הטרדת מינית פקידה, עוזרת בית, עובדת ציבור ביום עיון או עם פרוץ מלחמה?
5. האם סחבת מחנויות לאחרונה מזוודות, תיקים, בשמים או לפחות השתמשת במידע פנים להתעשרות קלה?
6. האם טסת לחו"ל על חשבון טייקונים לחתונה, מסיבה או לקחו אותך במטוס פרטי לחגוג אירוע משפחתי?
7. האם שלחת אנשים החפצים בעזרתך לקנות תמונות של אשתך, לקבל יחסי ציבור אצל רעייתך, לשלם מיליונים לבנק עבור שיטוט באינטרנט?
8. האם אתה מעדיף לקבל את הכסף במעטפות דולרים, במקלטי מס בארובה, בכרטיסים כפולים מסוכנות נסיעות?
9. האם אתה נוהג להזמין האזנות סתר, מכתבי השמצה, בלשים ואנשי משטרה בדימוס על מנת לקדם את ענייניך?
10. האם אתה ממנה את מקורביך לתפקידי דירקטורים, מנהלי חברות ממשלתיות או יושבי ראש של ארגונים גדולים?
11. האם יש לך קשרים עם העולם התחתון, עם משפחות הפשע או עם אוליגרכים וברוני סמים?
12. האם אתה נוהג לקבל את ברכתם של באבות, משיחים, מגידי עתידות, אסטרולוגים, מתקשרים עם רוחות, או לפחות מארגונים שונאי ישראל?

בעלי המקצועות הבאים לא יתקבלו בשום פנים ואופן לאחת המשרות הנ"ל ומועמדותם תיפסל מראש:

1. פרופסורים
2. סופרים
3. יזמי היי טק
4. אתיקנים

5. שופטים

6. אנשים לא מקושרים

7. לוחמי אמת למען צדק חברתי וכלכלי

8. אנשים שהרוויחו את לחמם ביושר, לא העלימו הכנסות, שילמו את מלוא המיסים, לא עשו תספורות, לא זיפו תעודות

9. אזרחים שהם לא מהמרים כפייתיים, לא מבקרים בקאינו בקביעות, לא משקיעים את כספי הפנסיות בהשקעות מפוקפקות

10. מתריעים נגד שחיתות, גניבות, עוולות, או שוד הקופה הציבורית

11. חתני פרס נובל, פרס ישראל, פרס אמת ופרס וולף, חברים באקדמיה הישראלית למדעים, באקדמיה האמריקאית למדעים - וכל הממעיט הרי זה משובח

12. אזרחים ישרים

אל תדאגה, דני יקירי, ILLEGITIMI NON CARBORUNDUM, אתה יכול לבקש את תרגום האמרה הלטינית הזאת מאחד מ- 118 חברי הכנסת שלא תמכו בך והם ישמחו לתרגם זאת, כי הם מצויים היטב בקלאסיקונים, כמו גם בכימיה, בספרות, ובמיוחד באתיקה. או שמא הם מצויים יותר במשפטים בשביל לפעול בשולי החוק, בראיית חשבון בשביל לשלם כמה שפחות מס, בכתבי הקודש בשביל לקבל סיעתא דשמיא על כל מעלליהם, בתקשורת על מנת לקבל עיתונות אוהדת תמורת חקיקת חוקים המסייעים לטייקונים בעלי המדיה על חשבון הציבור הרחב. אין ספק שדיוגנס, עמוס וגנדי הם המודלים לחיקוי של חברי הכנסת היקרה שלנו, הידועים בצניעותם, ביושרם, בחריצותם, בשירות המסור לאזרח הקטן, ברדיפת צדק חברתי, כלכלי ושלטוני. אין להם כספות בהם הם מחביאים מיליונים, הם לא מתחזקים שלושה בתים על חשבוננו, הם לא רוכשים בתים בחצי המחיר מטייקונים החפצים ביקרם, אין להם אימפריות הרשומות על שם ילדיהם, הם אינם לוטשים עיניים למשרה אצל הטייקונים. אל תיפול ברוחך דני, הממזרים לא יכריעונו. מספרים על דיוגנס שהלך עם הפנס לחפש את הצדק עד שהגיע לכנסת שלנו ומאז הוא מחפש את הפנס. **אתה הלכת לחפש את המלוכה בכנסת ומצאת שם את האתונות!**

מיעקב קורי, המחזותן והחבר. בכנסת יש לך אולי רק חבר אחד, אך בישראל ובעולם יש לך מאות חברים ומאות אלפי מעריצים, המאמינים ותומכים בך ורואים בך איש מופת הראוי להנהיג את המדינה לעתיד טוב יותר במשטר נשיאותי ברפובליקה שניה, שתשים בראש מעייניה את הצדק החברתי, הכלכלי, השלטוני, האקולוגי והחינוכי, את ערכי האתיקה, התרבות, היושרה, המדע, השוויון ואיכות החיים של כל התושבים. משטר שיתבסס על שלטון העם ולא הטייקונים ואנשי שלומם, עם הפרדה מלאה בין הדת והמדינה, חינוך חינוך ואיכות בכל מסגרות הלימוד, בלי קשר בין הון, שלטון ומדינה, עם משרתי ציבור שיכהנו בתפקידיהם באמונה בכל חייהם ולא יראו בהם מסדרון לקראת שירות במגזר הפרטי. עם בטחון פנים שיקצץ בצורה דרסטית את רמת הפשיעה בארץ, עם תעסוקה לכל, בלי עובדי קבלן ועם שכר מינימום הוגן, עם תקציבים מספקים לבריאות, רווחה, תחבורה ושירות הציבור, עם קדימות לעסקים המביאים ערך מוסף למשק ולא לתאגידים פיננסיים קריאטיביים, עם מיסוי פרוגרסיבי ביותר תוך הגדלה דרסטית במיסי החברות שאינן תורמות למשק, עם הגבלת השכר והתמריצים של הבכירים לרמה סבירה. עם

דאגה לכל מגזרי המשק, יהודים וערבים, מזרחים ואשכנזים, אנשי פריפריה ומרכז, גברים ונשים, עניים, מעמד ביניים ועשירים שהתעשרו בצורה לגיטימית. דני, אתה האדם הראוי לשנות את ערכי החברה כך שהיא תלחם בשחיתות ולא תעריץ את המושחתים ועושי התספורות, שהיא תדבק בערכי הצניעות ולא בהוצאות הראווה, בתרבות גבוהה ולא בתוכניות ריאליטי מטמטמות, בטיפוח קריירה במדע ולא בפיננסים. תוך תשלום מלוא המיסים, שירות שווה של כל האזרחים בצבא ובשירות אזרחי, במדינה עם גבולות בני הגנה המביאים בחשבון את המרכיב הדמוגרפי בכל שטחי ארץ ישראל ובלי שליטה בעם זר. כשישראל תופשת את המקום הכי גבוה במדדי האתיקה והדמוקרטיה והמקום הכי נמוך במדדי הפערים החברתיים והעוני. בחברה צודקת, שוויונית וחופשית החפצה חיים.

עיקרי מצע תנועת הרפובליקה השניה של ישראל

מבוא: תנועת הרפובליקה השניה של ישראל היא תנועה עממית חוץ פרלמנטרית שנועדה לשנות מהיסוד בדרכים דמוקרטיות את פני המדינה בכל המישורים ולהציב בראש סדר הקדימויות את הצדק החברתי, היושרה, השוויון, איכות הסביבה והחיים של כל התושבים. התנועה מאגדת בתוכה חילוניים ודתיים, מתנחלים ויונים, יהודים וערבים, נשים וגברים, מעמד הביניים עשירים ועניים, אנשי פריפריה ומרכז, אנשי עסקים, אקדמיה, רוח והמגזר השלישי.

- 1. צדק חברתי:** מעמד הביניים יהפוך ל- 50% מהאוכלוסיה, שיעור כפול מהנוכחי. הפערים החברתיים יהיו כמקובל בעשר המדינות הדמוקרטיות המובילות בצדק החברתי. מימדי העוני ירדו אל מתחת ל- 10% מהאוכלוסיה.
- 2. כלכלה:** ישונה מהיסוד המשטר הניאו ליברלי ויימצא האיזון הנכון בין מעורבות הממשל לשוק החופשי. החברות יביאו בחשבון את האינטרסים של כל מחזיקי העניין לרבות השגת רווחיות נאותה. יונהג מיסוי פרוגרסיבי ביותר.
- 3. אתיקה:** תבוער השחיתות מהיסוד ויוכבדו בצורה דרסטית העונשים על עברייני הצווארון הלבן. ייערך סינון אתי למועמדים לתפקידים ציבוריים וכלכליים. ישראל תמוקם בין עשר המדינות המובילות במדד האתיקה של TI.
- 4. משטר:** יונהג משטר נשיאותי נוסח ארה"ב כשלנשיא סמכויות ביצוע מלאות ובממשלתו מיטב המומחים. מחצית מחברי הכנסת ייבחרו בבחירות איזוריות ומחציתם ייבחרו בבחירות יחסיות. יועלה אחוז החסימה ל- 5%.
- 5. דת ומדינה:** הפרדה מלאה בין הדת והמדינה. הנהגת נישואים אזרחיים לכל האוכלוסיה. מתן מעמד שווה לכל הזרמים בדת היהודית ולכל הדתות. מינוי רבנות אחת לאשכנזים וספרדים. הנהגת חופש פולחן מלא.
- 6. זכויות אזרח:** מתן זכויות אזרח מלאות לכל האוכלוסיה. כל אזרח, ללא הבדל דת, גזע ומין, יבחר בין שירות בצה"ל לשירות לאומי חובה של שלוש שנים. אכיפת איסור אפליה על בסיס דת, גיל ומין לכל משרה ובכל נושא.
- 7. מדיניות:** מדינת ישראל תהיה מדינה דמוקרטית עם זכויות הצבעה לכל תושביה, עם גבולות בני הגנה ובלי שליטה בעם זר. גבולות הקבע של המדינה יביאו בחשבון את המרכיב הדמוגרפי היהודי והערבי בכל שטחי א"י.
- 8. חינוך:** ייאכף חוק חינוך חובה חינוך לאוכלוסיה עד גיל 18, הכולל בתוכו מרכיבי ליבה של מתימטיקה, אזרחות, לימוד חובה של שלוש שפות: עברית, אנגלית וערבית, מורשת בכל מגזר. לימודים אקדמיים יהיו חינוך בכל מקצוע.
- 9. הון ושלטון:** ינותק הקשר בין הון ושלטון. נושאי תפקידים בכירים בממשל יקבלו שכר מקביל לשכר במגזר הפרטי ותנאי פנסיה נדיבים, אך ייאסר עליהם לעבוד במגזר הפרטי על פי חוק. כתוצאה מכך יתפנו תקציבי עתק.
- 10. בטחון פנים:** ימוגרו משפחות הפשע ויוכבדו בצורה דרסטית העונשים על פשיעה. יגויסו למשטרה מיטב האנשים שיקבלו שכר מקביל לשכר בצה"ל. תצומצם במחצית כמות הפשיעה: גניבות, תקיפות, עבירות מין וכו'.
- 11. איכות הסביבה:** עיקר משאבי הפיתוח יופנו לתחום האנרגיה הנקיה. יצומצם זיהום האוויר בהתאם לתקנים הבינלאומיים. ייאכפו כל חוקי איכות הסביבה ויוכבדו העונשים למפירים לרבות עונשי מאסר לתקופות ממושכות.

12. **הרשות השופטת:** תישמר עצמאות הרשות השופטת. יוגדלו תקני השופטים תוך צמצום דרסטי בעינוי הדין. יוקם בית משפט לעבירות כלכליות עם שופטים המומחים בתחום. ייאסר על שופטים לעבוד כבוררים עם פרישתם.
13. **ערכים:** ייעשה מאמץ לשוב לערכי הצניעות, הסיוע לקהילה, שיתופי פעולה, מציאת דרך הביניים, רוחניות, תרבות והשכלה; לעומת הרדידות של תרבות הרייטינג, תוכניות הריאליטי עם ההדחות ותחרותיות שלוחת רסן.
14. **רווחה:** יופנו תקציבים מספקים לרווחה, בריאות, סיוע לקשישים ומוגבלים. ייאסר על קרנות הפנסיה להשקיע בבורסה. ישראל תדורג בין עשר המדינות המובילות בתחום הרווחה, כשעיקר העול על המגזר העסקי והעשירים.
15. **תעסוקה:** יועלה בצורה דרסטית שכר המינימום ויופחת למינימום מספר עובדי הקבלן. יישמר בטחון תעסוקתי גבוה עם זכויות סוציאליות. יושג איזון בין תנאי התעסוקה, חופש ההתאגדות, היושרה של הועדים ויכולת הניהול.
16. **עסקים:** תונהג מדיניות המעודדת עסקים המביאים לערך מוסף למשק ויוכבד העול הרגולטורי והמיסוי על קרנות גידור, השקעות ספקולטיביות וחברות העובדות עם מינופים גבוהים ומשקיעות את עיקר רווחיהן בחו"ל.
17. **חברה:** החברה הישראלית צריכה לעבור שינוי יסודי, כאשר היא מרימה על נס מתריעים כנגד שחיתות, מוקיעה פושטי רגל שהערימו על נושיהם, עברייני מס שהונו את השלטונות ובעלי שליטה שעשקו את בעלי המניות.
18. **ראיה הוליסטית:** פעילות במקביל, כאשר משאבי עתק יגויסו כתוצאה משינוי המדיניות ויחולקו בצורה צודקת ולצרכים החשובים ביותר למשק. קיום ערכי האתיקה, האחריות החברתית ואיכות הסביבה הם הערובה לשגשוג.

תכתובת בין יעקב קורי למשפחה וחברים, פוסטים, ברכות וכדומה בעברית

מכתב לנכד תומר קורי – 18.1.2017

תומר האהוב בוקר טוב,

על רקע מה שקרה בהפגנות בנגב אני רוצה להגיד לך עד כמה אני חרד כשאתה משתתף בהפגנות נגד זיהום המפרץ, מיכל האמוניה ובעד צדק חברתי. המטרות שאתה מפגין עבורן הן חשובות וראויות אבל אתה לעולם לא יודע מתי הפגנה תצא מכלל שליטה, מה מפגין חמום מוח עלול לעשות, מה שוטר מאויים עלול לעשות, מה משוגע, טרוריסט או מתנקש עלול לעשות. בשנים האחרונות אנו עדים לעשרות מקרים בארץ ובעולם שבהם נפגעו מפגינים או שהפגנות יצאו מכלל שליטה. כך למשל, נרצחו מפגינים במצעד הגאווה ובמצעדים אחרים, מפגינים ניפצו חלונות של בנקים בהפגנות המחאה החברתית והשוטרים הכו את דפני ליף ושברו את זרועה, אנו זוכרים את המפגינים נגד אוסלו, את המרפסת וההסתה נגד רבין, ולא חסרים חמומי מוח שיפגעו במפגינים תמימים.

אם ההפגנות היו תכליתיות זה אולי היה שווה את הסיכון, אבל כל ההפגנות, כולן, הן חסרות תוחלת ולא משפיעות כלל, פרט להוצאת קיטור. אפילו הפגנות המיליון של המחאה החברתית לא שינו דבר והביאו להגברת עושיק העם, אחרי ההפגנות בוול סטריט נבחר אובמה שלא שינה כלום ועכשיו טראמפ, והדוגמא הקיצונית ביותר היא האביב הערבי שהביא לשואה על העם הערבי. אני גם נגד כתיבת עצומות, כי אתה אף פעם לא יודע אם יישנו ברגע האחרון את נוסח העצומה שאתה כבר חתום עליה, או יכתבו מבוא שאתה מתנגד לו, או שתראה את שמך מתנוסס עם חבר מרעים שזו בושא לחלוק עימם פורום כלשהו. גם כאן מדובר בשחרור קיטור ומעולם עצומות לא שינו דבר. שלא תבין שאני נגד מחאה, אני בעד מחאה, אבל מחאה תכליתית שיכולה לשנות דברים מהיסוד.

ביום ההולדת ה-17 שלך אני גאה שיש לי נכד עם מודעות חברתית ואקולוגית. אתה יכול להתנדב לבית חולים, ללמד ילדים נזקקים, לסייע לחברה להגנת הטבע. בעתיד תוכל לבחור בייעוד שיסייע לאנושות, אם תבחר להיות ארכיטקט אתה יכול לבנות בניינים אקולוגיים, אם תהיה מדען תוכל לפתח תרופות שיצילו חיי אדם, ואם תהיה יזם היי טק תמציא מחשב זול כל כך שכל עני יוכל לרכוש. אני בחרתי לעשות דוקטורט באתיקה עסקית וכתבתי את עבודות המחקר הראשונות על הגנת בעלי מניות המיעוט, ללמד אלפי סטודנטים ולשנות את השקפת עולמם, לכתוב עשרות ספרים וחיבורים שהשפיעו על רבים, מבלי לקבל תמלוגים כלשהם ותוך פגיעה קשה בהכנסותיי, אך תוך תחושה של שליחות והשפעה של ממש. תפגין בצורה פוזיטיבית, תשנה את מסלולי החיים!

אוהב, חרד ומקווה לטוב,

סבא יעקב קורי

מכתבים לנכד דורון קורי

18.11.2016 - נירה ודורון היקרים,

השבוע שמעתי הרצאה מאלפת על המצודה בלונדון, האישים שהוצאו שם להורג, הרציחות, חיי המלכים והתצוגות כיום. מה שהכי ריגש אותי היה הסיפור על המלכה אליזבת הראשונה שהייתה אז עוד צעירה ונסיכה דרג ב', בתה של אן בוליין שהוצאה להורג על ידי אביה הנרי השמיני. מרי הורתה להוציא אותה להורג וכשמפקד המשמר בא לבצע את הצו, היא לא נכנעה אלא צרחה עליו:

SHOW ME THE WARRANT, תראה לי את הצו. ואכן התברר שאין צו כתוב על ידי מרי ולכן היא סרבה ללוות את המפקד עד שלא יוצג בפניה צו כתוב. זאת ועוד, היא אמרה לו שמדובר בתכסיס של מרי שנתנה לו פקודה בעל פה ואחרי שהוא יוציא אותה להורג היא תהרוג גם אותו ותתטען שמעולם היא לא ציוותה להרוג אותה כי הוא העד היחידי לפקודה שלה. המפקד השתכנע ולא הוציא אותה להורג. אבל אחרי שאליזבת הייתה למלכה היא אסרה את מרי וכלאה אותה במשך עשרים שנה ובסוף הורתה בכתב להוציא אותה להורג, אלא שאת הצו היא אחר כך קרעה ונותר רק העתק. האם סיפרו לכם את הסיפור הזה? מה סיפרו לכם על המצודה? בחודש הבא המרצה ירצה על רוסיי (כל חודש הוא מרצה על ארמון במדינה), הצרפתים נהנו יותר מהחיים, חוץ מהבסטיליה...

אוהב, סבא קורי

1.2.2017 - דורון יקר שלנו,

נהנינו בצורה בלתי רגילה מהקונצרט שבו הופעת. אני לא מבין גדול במוסיקה, במיוחד אחרי שהתחרשות מעוותת את הצלילים. נראה לי שכולם ניגנו טוב, אך לך הייתה התספורת הכי יפה. חוץ מזה, יש לך הופעה בימתית מרשימה, אתה נראה כמו כוכב רוק אמיתי, מנענע את הגיטרה כמו אלביס, ובולט לטובה בקרב כל עולי הימים שנראים צעירים ממך ולא מנוסים כמוך. וזה יפה, כי יש משפחות שבהן לכולם יש אותו שטאנץ, כולם דומים לאבא, לאמא או מתלבשים אותו הדבר. אנחנו זכינו, ואתה יכול לראות זאת גם בתמונה המשפחתית שלנו, שכל אחד מהילדים ומהנכדים יש לו אישיות השונה בצורה מובהקת מכל שאר המשפחה. לכל אחד עולם משלו ואני מפרגן לך למרות שאתה רחוק 180 מעלות מכל מה שעשיתי בגילך וגם כיום, אבל אתה נהנה ופורח וזה העיקר...

אוהב, סבא קורי

תכתובת עם בני הדודים אלי ויורם לוי – 1.3.2017

ז'ק בוקר טוב,

מה עושים בשבעה? מדברים על המשפחה.

לפי התעודות של אמא שם המשפחה שלה אמור להיות אברהם

אבל בכל הרישומים מופיע שם משפחה סימון

וכך גם אצל אמא שלך,

אולי יש לכם הסבר לשם המשפחה הזה?

נשמח לדעת אם אתם יודעים את התשובה

אלי ויורם

1.3.2017 - אלי ויורם יקרים,

אענה לכם במשל. כשביקרנו בזמנו בבית התפוצות ושאלנו למקור השם CORI נאמר לנו שייטכנו שתי תשובות - העיירה CORI ליד רומא באיטליה והעיירה CORIA ליד גבול פורטוגל בספרד. בדיוק חזרנו מטיול באיטליה שם שדדו את רותי לפנות ערב בפתח בית הכנסת הגדול ברומא ורותי החליטה שאין מצב שאנחנו איטלקים, כי מספיק מה שאומרים על הרומנים, לא צריך עוד גנבים.

לפיכך כשביקרנו בפורטוגל ערכנו קפנדריה, נפגשנו בקוריה עם הארכיאולוג, גיליתי את בית הכנסת העתיק, כתבתי על כך מאמר בחמש שפות שקיבל תהודה בינלאומית (באתר שלי במאמרים) ומאז ברור לכולם שאנחנו ספרדים מקוריה והאמת ההיסטורית שממילא לא ברורה יכולה לנוח על משכבה בשלום. על אותו משקל נראה לי חסר תוחלת הרצון שלכם להתחקות אחרי מקור שם המשפחה של אמהותינו. אצל הספרדים קראו את שמות המשפחה בשמות הפרטיים שמעון אברהם שמעון אברהם וחוזר חלילה. ברגע שהחליטו לתת שמות משפחה הרולטה נעצרה בשם אותו הסב שהיה באותה עת, אם שמו היה אברהם או שמעון. אז יתכן וברישומים בלאריסה היה כתוב אברהם אם כי הם כולם אבדו, וידאתי זאת כשנפגשתי אשתקד עם הקהילה, ולא ניתן לשחזר אותם.

מאידך כל החיים נקראו סבתא שרה, סבא חיים, אידה, לוסיין ופולין - סימון. אפילו אלברט וז'ולייט נקראו סימון. כך הן היו בבית הספר, כך הן התחתנו וכך אנחנו זוכרים אותן. חוץ מזה השם סימון נראה לי הרבה יותר אנגלו-סקסי, גדולי האומה בארצותיהם נקראו SIMON, ואני דבק במשנתו של אבי ששינה את שמו מ-CORI (כך כתוב בספר שקיבל במתנה בגיל 15) ל-CORY על מנת להישמע יותר אנגלו-סקסי, ומאז אנחנו אמריקאים למהדרין, והאמריקאים לא שואלים את אמיר וילדיו אם הוא יהודי עם שם כזה. רק חבל שחתי פרס נובל לרפואה נקראים CORI ולא CORY.

אוהב, ז'אק בן משפחת SIMON CORY

מכתב לאח חיים קורי לרגל יום ההולדת ה- 80 שלו ב- 27.3.2017

Cher Frere,

Bon anniversaire, todo bueno ke tengas, many happy returns, mazal tov. Pour ton anniversaire je t'envoie mon dernier livre que je viens de terminer aujourd'hui, donc ce sera facile a se rappeler la date. C'est sur mon site Internet, et tu es le premier a recevoir le livre. Je t'envoie le livre et le sommaire en attachment, ainsi que le link au livre, au sommaire et aux appendices. Tu pourrai t'interessar aux appendices car il y a 500 pages sur la culture. Enjoy!

Academic Proof that Ethics Pays/Appendices/Executive Summary

Ton frere qui t'aime,

Jacques

דברי תשובה של אחתי רותי קורי לברכות לכבוד יום הולדתה ה- 70 בסוף השבוע בנהריה בדצמבר 2016

יקרים שלי,

אינכם מתארים לעצמכם עד כמה אני נרגשת ומאושרת שזכיתי ליום כזה נפלא, מוקפת בבעל אוהב ומפרגן, ילדים, נכדים, חתן וכלות אהובים.

שבעים שנה חלפו כמו חלום. וכשאני נשאלת מה הוא הדבר שהכי משמח אותי אני תמיד חושבת על המשפחה היפה שלי.

גדלתי בבית שלא היו בו מותרות, אך הייתה בו אהבה גדולה וחום רב. בעיני הורי תמיד היינו הטובות ביותר, החכמות ביותר, ותמיד היינו גאוות המשפחה. בכל משפט שני הם היו אומרים: "הבנות שלי".

כשהפכתי לאמא, זה היה היום המאושר בחיי, ויחד עם אבא הרעפנו עליכם חום ואהבה והשתדלנו לעזור לכם להגשים את כל החלומות שלכם.

והיום כשאני יחד עם המשפחה הנפלאה הזאת, זהו באמת הגשמת חלום עבורי ועבור אבא.

כי מה אנו מייחלים בגילנו? בריאות, אושר ונחת – וזאת אני מאחלת גם לילדיי ולנכדיי.

תודה לך קורי שאתה כל כך מפרגן ואוהב ותודה לכולכם. ולכם ילדיי שתמיד הייתם גאוותי, אני תמיד שמחה כשקוראים לי "האמא של יוסי", או "האמא של אמיר", או "את האמא של שירלי".

השתדלתי להיות אמא טובה ומגוננת וגם כשביקרתי אתכם תמיד עשיתי זאת בכוונה טובה, ואולי בזכות זה צמחתם לתאפרת ואנו גאים בכם, בילדיכם ובבנות ובן זוגכם.

אני אוהבת אתכם עד בלי קץ ומחבבת אתכם בחיבוק חזק עם הרבה אהבה.

אמא

מתוך פוסטים של בתי שירלי קורי גרפונקל בפייסבוק

13.4.2017

מאבא שלי קיבלתי את התשוקה למיזיקלס.

את ההערכה לטקסט טוב, לתפאורה, לתזמורת חיה, לשחקנים טובים, לסטנדינג אוביישן מרגש.

מאז שאני זוכרת את עצמי, הוא זה שלקח אותי להצגות. הוא זה שמבין את גודל הקסם ועליו אני חושבת בכל הצגה. בזכותו קיבלתי את האומץ ללכת אפילו לבד להצגה בברודוויי, ממנו התעוזה לעלות על הבמה בגריז.

בברודוויי (כקהל). נא להירגע) ולרקוד על הבמה עם המנחה!

אחת ההצגות הראשונות שראיתי איתו וזכורות לי, היא עוץ לי גוץ לי. הייתי בת שש והשחקנים היו לא אחרים

מאשר עופרה חזה, הגשש החיוור, אריק לביא. אבא שלי תמיד כיוון גבוה וקדימה. גבוה באיכות, קדימה במיקום. היום הלכנו שוב להצגה המקסימה הזו ושוב התרגשתי והערכתי ולצידי עידודו, שחקן בעצמו, שהעריך לא פחות ממני והוסיף: אני מאושר, אמא. צ'ירס!

18.1.2017 – ברכות שירלי ביום הולדת 70 של רותי שנשאה בחגיגות שחגגנו לרותי בסוף שבוע בנהריה-12.16

אמא שלי בת 70!

איך מתחילים לרשום לך כמה אני אוהבת אותך?

איך מעבירים את התחושה של הריח שלך, של הידיעה שתמיד את שם בשבילי. בשבילנו.

שאין שאלה מה צודק ומה לא, אם זה יום או לילה, אם גשום או חמסין - את תמיד שם.

איך אפשר להעביר את המסר שאני מתקשרת אלייך בשבע בבוקר ואומרת לך שירדו לי המים ובתשע את מחזיקה לי את היד בלידה?

איך?

איך אני יכולה לתאר לך כמה עוגן את בחיי וכמה בזכותך החיים שלי יפים.

איך אפשר להסביר שאת גם אמא, גם סבתא, גם אב בית, גם בייביסיטר, גם חברה, גם רופאה, גם לוחמת, גם מפייסת, גם וגם וגם?

אני לא יודעת, אבל אני אנסה 😊 (:)

אם מסתכלים על כמות האהבה שקיבלת מסבא דויד ומסבתא פני, אפשר להבין מאיפה הכח שלך לתת.

לא תמיד חיית בשפע, אבל הנתינה בשפע היא בדמך ובליבך וכולם מסביבך יוכלו להעיד על כך. אני יכולה להעיד על כך.

אמוש,

ראית עולם, חווית עליות וירידות, עשית הרבה, אבל אף פעם לא איבדת את הדרך שלך. אומרים שטוב שיש אפור בחיים, אבל במקרה שלך, בדברים החשובים לא היה מעולם אפור.

אם הייתי חולה, התקשרת לעבודה ואמרת שאת איתי בבית. אם אני יולדת, את תגיעי בשיא החורף ברכבת ותהיי לצידי, אם אני חולה, את תגיעי לעזור עם הילדים, אם הילד חולה, את תעלי על הרכבת של 5:30 כדי שנספיק להגיע לעבודה בזמן. כי זה שחור ולבן. אין אפור. וטוב שכך. זכיתי שכך.

אמוש,

אני מאחלת לך שתמיד כוכב הצפון שלך יאיר לך את הדרך,

שתמיד תדעי את התשובה,

שתמיד תהיי בריאה,

שתהיי מאושרת ושמחה,

שתנחצי הרבה יותר,

שתקשיבי לקול הפנימי שלך יותר

ושתחיי עד 120!!!

כי הרווח הוא כולו שלי

אמוש, אני אוהבת אותך המון, שמחה שאת בחיי, אם הייתי צריכה לבחור אמא מכלללל האמהות בעולם, הייתי בוחרת אותך! ואם הייתי מתבלבלת ובוחרת את חלי כי אתן תאומות זהות, הייתי מבקשת מחלי להחליף אלייך כי כמוך יש רק אחת, אפילו שיש כאלו שיאמרו שתיים. מאמא ליגה!!!



14.10.2015

אבא, תמיד הערצתי אותך . קודם כל, כי אתה אבא שלי . גם הערצתי אותך כי אתה איש העולם הגדול, כי יש לך זיכרון פנומנלי, כי אתה יודע מיליון שפות, כי אתה נאור, כי אתה רגיש, כי אתה מבריק.

אבל מה שאני הכי אוהבת בך, זה שאתה הולך נגד הרוח. תמיד כשאני שומעת את השיר של שלום, אני בוכה כי זה מזכיר לי אותך. מזכיר לי את כל מה שעברת ואת מי שאתה. אני מעריצה את זה שאתה תמיד נאמן ללב שלך ולא מפחד ממה שיגידו או מה שיקרה. שאתה מעדיף לישון בשקט מאשר כל סנריו אחר ... שאתה פשוט לא יכול אחרת. שאתה לוחם צדק אמיתי. טהור.

אני גאה בך, אבא, על עיטור המופת שקיבלת היום. אני שמחה שעוד אנשים רואים את מה שאני תמיד ראיתי ושאתה זוכה לקבל הערכה כזו ציבורית. לצידך היו אנשים מדהימים נוספים כמו בני גנץ ולוסי אהריש (הגדולה מהחיים והמקסימה שמאוד מזכירה לי אותך), אבל הזרקור שלי היה מופנה אליך והרוח שלי תמיד תמיד איתך.

אני אוהבת אותך הכי בעולם.

מתוך התכתבויות עם חברים

21.4.2017

לכבוד יום הולדתו אנו מעבירים אליכם שתי מצגות שערכנו לפני שנים (למי שלא צפה בהן) לאונרדו דה וינצ'י 1452 1519 היה איש אשכולות איטלקי, מגדולי אמני הרנסאנס, שקנה לו מקום ייחודי בתולדות האנושות כאדם הבקיא במרבית תחומי הידע האנושי בזמנו. במהלך חייו הועלה לאונרדו דה וינצ'י על נס כמדען, מתמטיקאי, מהנדס, ממציא, אנטומאי, צייר, פסל, אדריכל ומוזיקאי מצטיין. לא אחת מתואר לאונרדו כארכיטיפ של איש הרנסאנס או הגאון האוניברסאלי, אדם שסקרנותו האין-סופית משתווה רק לכוח ההמצאה שלו. לאונרדו נחשב לאחד הציירים הדגולים בכל הזמנים.

אכן יקירי, מאלף ומרשים, ממש קטונתי, כשלעומת כל כישוריו של לאונרדו לי יש רק כישור אחד - להיות חבר טוב שלך - בעצם שניים - גם להיות בעל טוב לרומי - אתה יודע מה, שלושה - גם להיות אבא טוב - אם חושבים על כך, ארבעה - גם להיות סבא טוב, או אולי חמישה - להיות אתיקן טוב, למה לא שישה - להיות מנהל טוב, בוא נסכם על שבעה - לכתוב הרבה ספרים... מה אומר ומה אדבר - קטן עלי הלאונרדו הזה, חג שמח, קורי

אתה 10 ! אתה גדול !

19.4.2017

ר"ר ה' ר"ש (ראשי תיבות של רבי ... היקר רוב שלומות).

מכיוון שאתה נתת לי במתנה את ספר התהילים שאני קורא בו יום יום פרק ומכיוון שהגעתי לפרק י', יש לי שאלה אל הרבי כי אני מחזיק אותך אחראי לכל מה שכתוב בספר...

אם כן, בפסוק ט"ו נכתב: שָׁבֵר זְרוּעַ רָשָׁע וְרָע . כשקראתי זאת נעתקה נשמת כי הרי ידוע לך שאני שברתי כתף שמאל לפני ארבע שנים ולפי תהילים זה אולי קרה כי אני רשע ורע?

לפיכך אבקש את הסברך לפי אחת מה' החלופות הבאות. ולמה ה'? כי זאת האות שמבטאת את שם השם והיא קדושה וחמש בגימטריה מספר קדוש - חמשת חומשי תורה, חצי מעשרת הדיברות...

א. אם מפרשים את הפסוק כפשוטו - מכיוון שאלוהים שבר לי את הזרוע, המסקנה היא שאני רשע ורע.

ב. מכיוון שאני מחזיק עצמי כצדיק וטוב ועל פי תורת ההגיון, אם כתוב משפט שקרי בתהילים כי שוברים זרועות רק לרשעים ורעים, סימן שכל תהילים לא נכון, אין אלוהים ואין דת יהודית.

ג. נפלה טעות בניקוד במהדורה שנתת לי ובמקום רע בקמץ צריך להיות כתוב רע בצירה - דהיינו רע, חבר, ומכיוון שאני חבר שלך אלוהים שבר לי את הזרוע.

ד. על פי פירוש אונקלוס, רש"י, בבא בתרא ומציעא, והסרט בבא ג'ון - כוונת המשורר היתה "שבור זרוע רשע ורע וכתף צדיק וטוב" ומכיוון ששברתי את הכתף ולא את הזרוע סימן שאני צדיק.

ה. תהילים הוא המשך למגילת אסתר ויש לראות בו מהתלה פורימית, הפכא מסתברא, כי הרי ידוע לכולם שאלוהים גומל לרשעים ומעניש את הצדיקים, כפי שרואים זאת בישראל ובעולם.

אנא השכל אותי מה היא התשובה הנכונה. אני במצוקה, לא אוכל ולא ישן, ורק אתה יכול לגאול אותי מיסורי!

17.4.2017

אתה יודע שאני אוהב אותך ואת אשתך אהבת נפש, אבל אולי תסביר לי איך זה שבכל תריסר הפעמים שקיבלתי את אותו הקונטרס, כל אלה ששלחו לי אותו היו חברי האשכנזים ואף חבר מזרחי ויש לי רבים כאלה לא שלח לי אותו, למרות שאני מתאר לעצמי שגם הם קיבלו עותק ממנו. אני מציע שתמנו את ... לשר הדואר או המשטרה באחת משתי המשרות המוקצות למזרחים...

אני בהחלט מסכים עם אחי המזרחים הטוענים שהתרבות המזרחית, הערבית, הפרסית והתימנית לא נופלת מתרבות המערב, לא במוסיקה, לא בספרות ובוודאי לא בשירה. מה שטוען ... לקוח ישר מאוהל הדוד טום ולכן אני מקבל אותו חזר וקבל מרוב חברי האשכנזים. אני מסכים בהחלט עם הרצון להכניס את פניני תרבות המזרח לתוכנית הלימודים (אני יכול להשאיל לך את האנתולוגיה בשלושה כרכים שתקרא בה), שזה לא שירת ספרד, אלא תרבות יהודי עירק, מרוקו, תימן, סוריה ומצרים. יש דיספרופורציה מכוונת בתוכנית הלימודים וטוב שבנט ורגב מתכוונים לשנות זאת סוף סוף. אני כמובן לא איש ליכוד ולא מסכים עם הסגנון, אבל בזה הם צודקים.

אף אחד לא מתכוון ליצור פרובוקציה אם יפסיקו את הסבסוד לאופרה, שזאת שערוריה שבכלל מסבסדים ולא נותנים להם לחיות מתרומות של הטייקונים, ויעבירו אותו לתזמורת האנדלוסית. ומי כמוכם יודע שאני חובב אופרה ומכיר את ריגולטו בעל פה ומעולם לא הייתי במופע של התזמורת האנדלוסית. אבל לא ייתכן לתת סבסוד למוסד אליטיסטי שנהנים ממנו לכל היותר כמה אלפי אנשים שעשירים מספיק בשביל לשלם עוד כמה מאות שקלים לכרטיס. בהחלט צריך לתת סבסוד ותמיכה לתיאטרון כי הוא מפתח חשיבה וחשיפה לדילמות, ואת הסבסוד למוסיקה צריך לחלוק בצורה שווה בין תזמורות סימפוניות לתזמורות מזרחיות, כי זאת תרבות וזאת תרבות, למרות שאני אוהב רק קלאסית...

היחידי שלא חווה קיפוח זה כנראה ... אם הוא כל כך לא חווה איך זה שהוא נקרא ... ולא זכריה ברכה או אבוטבול או בנטאטא, לא נראה לי שבמשפחתו היו הרבה ... אוסטרים ובעלי שמות משפחה מעוברתים כשלו. שידבר עם חברי ... יוצאי לוב, מצרים ועירק שאני מכיר. זה מזכיר לי את התלמיד האתיופי שלי שאמר שמעולם לא חווה גזענות. אז נתתי לו לעשות עבודת גמר על הגזענות כלפי האתיופים והוא קילל אותי כי פתחתי לו את העיניים וראה עד כמה הוא חווה גזענות והתנשאות. הוא קיבל מעולה כציון סופי, אך הרסתי לו את האשליות. אבל אני מודע שיש הרבה מהסוג של זכריה בן עזרא בתוכנו.

כך או כך אם אתה לוקח את עצמך כדוגמא - אתה לא דוגמא לשום דבר. אתה קטגוריה בפני עצמה ואתה בראש הסולם הכי אליטסטי במובן הכי צרוף של המילה ואני ממש לא משפילה את עיני כשאני אומרת אליטה - בכל חברה מן הראוי שתהיה כזאת. היא מושכת את כל החברה כלפי מעלה.

29.3.2017

I am pleased to inform you that I have published recently a breakthrough pioneering research book "Academic Proof that Ethics Pays". This book proves for the first time ever statistically that "Ethics Pays" for the ethical countries and they are the most prosperous on earth. This could be a very important contribution to ethics, proving that you cannot achieve sustainable prosperity in a corrupt environment, and we have to be ethical in order to succeed.

"I think that it is an immense achievement. It is such a painful topic, especially in our country that is disappointing in this respect." **אני חושב שזה השג עצום. זה נושא כל כך כאוב, בפרט במדינתנו המאכזבת בנקודה זו.**

Professor Ilam Meshoulam, former Dean of the MBA School of the University of Haifa, and Co-General Manager of Intel Israel.

"Thank you for sending me your important and interesting book " Ethics Pays" . It is a message to both Government and business entities. This is the road to a better and more prosperous society."

Professor Meir Heth, former Chairman of the Israeli Stock Exchange, Bank Leumi the largest Israeli Bank, Teva one of the largest pharmaceutical companies in the world, etc.

26.1.2017

במסגרת בדיחת היום, להלן השיח שהתנהל לפני כמה דקות בין זוגתי שתחיה לביני:

- אולי את רוצה שנלך לראות את בראבא בהופעת היחיד שלו, כתוב בעיתון שהיא מדהימה...

- בשום פנים, אני לא סובלת אותו!

- למה, מה הוא עשה לך?

- אני לא סובלת שגבר עוד מעט בן שבעים מתחתן עם אישה צעירה, עושה לה ילד ומחליף לו חיתולים.

- בתור אחד שמעולם לא החליף חיתולים אני לא יכול להתייחס לנושא.

- נו, תחשוב, אתה היית מתחתן עם אישה צעירה בגילך והיית מחליף חיתולים?

- אני לפחות הייתי מצפה שהיא תחליף לי חיתולים!

6.1.2017

יש לי שאלת טריוויה לחידון שאתם מארגנים לי ליום הולדת שמונים שלי. בעקבות הגילוי של הבוקר שארנון מילצ'ן סיפק סיגרים ושמפניה בשווי מאות אלפי שקלים לביבי, השאלה היא: באילו נסיבות ארנון מילצ'ן נפגש לשיבה בארבע עיניים עם יעקב קורי ומה היה כתוב במברק שהוא שלח לו עוד באותו היום?

לא, הוא לא רצה לגייס אותי למוסד, הוא גם לא רצה שאכתוב לו תסריט, הוא פשוט חיפש מנכ"ל לעסקי יבוא הדשנים הפטרוכימיים שלו, כי בין השאר הוא היה הנציג של מונסנטו בישראל. שנינו היינו בשנות העשרים שלנו, אבל הוא ירש את הונו וכבר לא עניינו אותו כימיקלים כי אם סרטים ואילו אני הייתי בוגר אינסאד עם המון ביטחון עצמי ולכן הייתי משוכנע שהוא יקפוץ על המציאה ויזמין אותי לנהל את עסקיו.

קיבלתי שוק כאשר הגעתי לפגישה בבנין מט ליפול ליד התחנה המרכזית, בחושה שמתאימה יותר למשפחה נזקקת וכבר אז הוא היה אחד האנשים העשירים במדינה. הוא ישב אתי די הרבה זמן והייתי משוכנע שהוא התלהב ממני, מידיעת השפות ומהנסיון והרקע הבינלאומי שלי. מכיוון שהיו לי עוד כמה הצעות ביקשתי ממנו שישלח לי תשובה מיידית. ואכן עוד באותו הלילה מגיע לדירה שלנו בגבעתיים מברק.

בידיים רועדות אני פותח את המברק כי הייתי משוכנע שהוא קיבל אותי לעבודה, אך הוא כתב בנימוס רב שכמובטח הוא עונה לי מיידית אך אני לא מתאים לתפקיד. מה זה גורל? התקבלתי לעבודה באלביט והגעתי

להישגים שלא חלמתי עליהם ולא הייתי מגיע אליהם כיבואן של מונסנטו, והגעתי לאתיקה ולקיימות במקום לייצג את מונסנטו שעל מעלליה הרציתי בקורסים שלי. שנינו הצלחנו, לא בטוח מי יותר.

סיפור מרתק, קורי יקירנו, כמו כל הסיפורים שלך.

ולשאלה מי הצליח יותר זו, כמובן, שאלה של השקפת עולם. לטעמנו אתה הוא זה שהצלחת יותר ולוא בזכות ערכיך וערכי משפחתך -

ההתרחקות המוחלטת מלהיות מושחת ומשחית. עם זאת אי אפשר להתעלם גם מהמכנה המשותף ביניכם - האהבה (שלא לומר החולשה) לסרטים...

21.11.2016

אני יודע שכולכם אוהבים את איטליה ובשביל לעשות לכם מצב רוח טוב על הבוקר או לפני השינה לוטה ביצוע מדהים של השיר - אני איטלקי - עם המילים באיטלקית ובאנגלית. אני יודע שלא ייצא לנו לנסוע לאיטליה בקיץ הבא - אולי בעוד שנתיים, אבל בכל זאת אנו אוהבים ומתגעגעים לאיטליה. בשבוע הבא אשלח לכם ביצוע מחודש של לה וילטרה של שריתה מונטיאל לקראת הנסיעה לספרד. איזה מזל שהדור שלנו היה פתוח לתרבויות ופולקלור מגוון מאיטליה - שירים נפוליטנים, פלמנקו ספרדי, שנסונים צרפתיים, פאדו פורטוגזי, קאנטרי אמריקאי וסלסה מדרום אמריקה. הנוער של ימינו בישראל ובעולם מכירים רק רוק כבד או דומהו. העולם כפר גלובלי, אבל אנו כנראה אחרוני הקוסמופוליטים שמסוגלים ליהנות מטוטו קוטוניו (בקיטור) ומאדית פיאף...

אוהבים אתכם, שרק תשמחו, תהיו בריאים, נמשיך לצחוק, לשיר, לרקוד, לטייל ולהיות חברים טובים.

מקסים - מקסים - מקסים. מייד פצחנו בריקוד. נשיקות ותודה רבה.

7.10.2016

התבשרתי הבוקר ש... שאני משמש מנטור שלה מאז שנת 2000, שספריי החדשים מונחים ליד מיטתה.

עניתי לה שאני גאה בכך אך לא ברור לי לאילו ספרים היא מתכוונת. האם היא הדפיסה את ארבעת הספרים הדיגיטליים שיצאו לאור השנה? אם כן היא אחת הבודדות שהדפיסה את הספרים יחד עם ... ועוד כמה בארץ ובחו"ל. לי כמובן יש את "כל כתבי" המודפס וזה תופש לי חצי שולחן. בצרפתית הם קרויים ספרי המיטה. LIVRES DE CHEVET

לעומת זאת ליד המיטה של רותי מונח המאהב הוירטואלי שלה הטלפון הסלולרי. לפני שהיא הולכת לישון היא נושקת לו נשיקת לילה טוב, בלילה היא מתעוררת עם כל הודעת פרסומת או דיווח על מצב המלחמה בסוריה ובבוקר עוד לפני שהיא נותנת לי חיבוק היא בודקת אילו הודעות היא החמיצה בלילה. גם הנכדים שלי מכורים לסלולרי ואני עושה כל מאמץ לדבר איתם בנושאים ברומז של עולם. בעוד שאני כותב שני מיליון מילים ועוד ידי נטויה, כשאני שואל את תומר הבכור שהוא מדען ולומד בכיתה טכניונית מה שלומו הוא אוצר את עוצם הרגשות ומהות קיומו במונוסילב "כיף".

לעומתו דורון לומד בבית ספר לאומנויות ומנגן בגיטרה הוא הרבה יותר TALKATIVE והוא עונה לי בכפול "אחלה". מי שממש משתולל ועל כן הוא קרוי במקומותינו המשורר הוא הנכד הצעיר אופיר שעונה לי במשולש "סבבה". שלושתם משתמשים בערבית לבטא את הרגשותיהם בהוקרה לסבא שלהם המצרי ולסבתא שלהם (מצד האמא) העירקית. וכל זאת על פי חזונו של פרס להתערות במזרח התיכון החדש והמתקדם וחלומו של הרצל באלטנוילנד על הערבי הארצישראלי האוהב יהודים ד"ר רשיד ביי.

אנחנו גאים בחבר שלנו יותר משמילים יכולות להביע וכרגיל גם מזדהים וגם משועשעים מהמייל שלך, קורי, כמו מכל אלה הקודמים (שלא לדבר על הפנינים שאתה מפיק בכזאת קלילות שאנחנו נהנים כשמתראים face to face).

למותר לציין, שהנכדים שלנו מצטיינים בדיוק באותו "עושר" ביטוי.

5.10.2016

סוף סוף נפתרו בעיות הזהות שלי. על פי אתר PRABOOK כתוב עלי בסעיף - NATIONALITY EGYPTIAN ובסעיף ARAB - ETHNICITY. זאת ועוד, זה גם מופיע בדף הראשון אם עושים עלי חיפוש בגוגל. לפרס הייתה אמא ערבית שהיא התאחד אתה עכשיו סוף סוף בשמים, אני על פי גוגל ופרבוק בעצמי ערבי, מצרי, שאמנם עבד באלביט ולמד באוניברסיטה העברית...

22.9.2016

לקראת השנה החדשה אנחנו מאחלים לכם את כל הטוב שבעולם. ועל משקל שירה הידוע של אדית פיאף - החיים בורוד - מי ייתן והחיים של כולנו יהיו צבועים תמיד בורוד, צבע הזוגיות והאהבה.

אך לא רק בורוד, 12 צבעים לכל חודשי השנה נאחל לכם, כל צבע ומשמעותו, וכולם ביחד נותנים משמעות הוליסטית לחיינו עלי אדמות. לורוד, צריך להוסיף גם את תשוקת האדום, צבע החיות והפוריות, ערגת הכחול, צבע ההשראה וההרמוניה, טוהר הלבן, צבע הצניעות והשלווה, טבע הירוק, צבע הריפוי וההתחדשות, פרי הכתום, צבע השמחה והאושר, ופרח הסגול, צבע האינטואיציה והאנרגיה, רצויים ואהובים. ולא נפסח על החום, צבע האדמה והריאליות, הצהוב, צבע השכל והחריצות, צבע הכסף, שלא יחסר לנו לעולם מבלי שנשתעבד לו, וגם צבע הזהב, המסמל את הנשגב והעוצמה. ואם שחור, יהיה זה שחור אופנתי ולא אבלי, צבע המסמל אצל רבים את תחית המתים, ואם לא תחית הגוף לפחות תחית הרוח - שנשאיר את חותמנו בעולם הזה במשפחות המוצלחות שהקמנו, על ילדינו, נכדינו ונינינו, ביצירות שלנו - מפעלים, חברות, ספרים, מחקרים, המצאות, מבנים, מוסיקה, אומנות, סרטים, הצגות, ספורט, מסעות, מולדת, צדק ואנושיות, חומר, רוח ונפש!

וכספיה לברכה, אנו שולחים לכם קישורים לשיר הנפלא - החיים בורוד, LA VIE EN ROSE - [לביצוע הרשמי של אדית פיאף](#), [לביצוע מדהים של לואיס ארמסטרונג](#), [לביצוע יפהפה של אנדראה בוצ'לי](#), [ביצוע מקסים של סלין דיון עם תרגום באנגלית](#), [ביצוע יוצא מן הכלל בעברית של קלייר בן דוד](#). הרבה אהבה, אושר, בריאות, רווחה כלכלית, הגשמה עצמית, משפחתיות, חברותא וחיים!

זה נפלא!!! יודעים להעריך את אנינות טעמך שלא לדבר את רוחב יריעת ידיעותיך בכל התחומים כולל זה. נאזין לכל אחד מהביצועים בשקיקה. איך נוכל to reciprocate באותה רמה???

17.9.2016

אתם צודקים לחלוטין. זה מדהים שיש 18000 משגיחים על כשרות שלא מוסיפים דבר לרווחה ולבריאות של אף אחד ושהיו צריכים להיות ממומנים אך ורק על ידי הקהילה הדתית, אך לא על ידי המדינה. המחיר של השערוריה הזאת הוא כפי שאתם כותבים שיש רק 140 משגיחים על בריאות המזון, 180 על ביטוח ופנסיה, 7 על פיקוח על אתרי הבניה, אבל שכחתם לציין את המספר המזערי של המפקחים על איכות הסביבה, ברשות לני"ע, במאבק נגד השחיתות... ומה שגרוע מכך - רבים מהם הולכים לעבוד אחר כך בחברות הביטוח, בבנקים, אצל הטייקונים וכו'.

זאת אחת הבעיות החמורות ביותר במדינה, לא פחות מאשר הטרור, הגזענות, הטייקונים, השחיתות ועוד. הפיתרון צריך להיות הוליסטי במתכונת עיקרי תנועת הרפובליקה השניה, מסמך בן עמוד אחד שכתבתי לפני שבע שנים וזכה לכמה משובים חיוביים אבל לא הזיז דבר. איתן טוען שהמסמכים שלי מאוד ארוכים, אבל זה מסמך בן דף אחד שגם לא עזר. בענייני דת צריך כמובן להפריד בין דת ומדינה אך זה לא מספיק. צריך להיות רק חינוך חילוני בעברית בחינם. מי שרוצה ללמוד השלמות דתיות בשעות אחר הצהריים כמו בתוכנית הלימודים הממלכתית דתית ובתוכנית החרדית, מי שירצה ללמוד בערבית או על הנאקבה יתכבד לעשות זאת על חשבוננו, כמו בצרפת שבה יש רק לימודי חינוך בבתי הספר החילוניים ובצרפתית ויש הפרדה מוצלחת בין דת ומדינה יותר ממאה שנה.

זה לעולם לא יוכל לקרות בצורה בודדת או כתוצאה מקואליציה. צריך לשנות מהיסוד את המשטר שהוא רקוב עד היסוד ולייסד בישראל רפובליקה שניה עם פתרון הוליסטי לכל הבעיות כפי שפירטתי במצע בן העמוד, במאמרים קצרים, ארוכים, במסות ובספרים עבי כרס. זה כמובן קשור למלחמה בשחיתות, לאתיקה, לפיתרון הסכסוך עם הפלשתינאים במתכונת שהתוית, בהקטנה משמעותית בפערים החברתיים, בביטול המשטר הניאו ליברלי של המדינה, בביעור הגזענות, באיסור המעבר של עובדים בין הסקטור הממשלתי לפרטי ובהעלאת משכורות בסקטור הממשלתי, בחינוך ובבריאות כבסינגפור ובמדינות אירופה המתקונות, בהפיכת מעמד הביניים לחמישים אחוז מהאוכלוסיה כמו בשוודיה והורדת העוני לפחות מעשרה אחוז ועוד. בקיצור בהפיכת ישראל לאחת מעשר המדינות

הכי מתוקנות והכי אתיות כמו סקנדינביה, הולנד ואוסטרליה. זה ניתן, יש לזה משאבים וכשרונות, הוצאות הביטחון הן לא מכשלה כפי שהוכחתי, הכל ניתן לפיתרון מלא והרמוני.

5.9.2016

עשיתי מאמצים ניכרים על מנת לקלוט לטעם כמה שיותר מטיילים. דחיתי את מועד הטיול על מנת לא להתנגש במועדי הטיול של כמה מהחברים ל..., קיצרתי את תקופת הטיול גם לבקשת חברים אם כי הטיול לבלקן שנמשך 16 יום לא היה כלל מעייף. ריכזתי כמעט את כל הלינות לשלוש ערים - ונציה, ורונה ופירנצה. הסכמתי להוציא אל הפועל את הטיול עם ... למרות שבעבר הנסיונות שעשיתי עם ... לא צלחו. השארתי את כל המופעים הקלאסיים - שלוש אופרות, פסטיבל מחול וקונצרטים - כאופציונליים, והוספתי מופעי פולקלור כפי שהיו למכביר ביוון ובבלקן.

אך למרות זאת קיבלתי מעשרות חברים שהביעו עניין ראשוני בטיול הערות כדלקמן. אתם ועוד כמה זוגות הרעפתם שבחים רבים על הטיולים שהשתתפתם בהם - 1/2/3 - אך האחרים לא נאותו:

אורוול אמר ש- 12 יום זה יותר מדי עבורו כי הוא אוהב טיולים של לא יותר מ- 4 ימים, מקסימום שבוע, והוא לא יכול להכיל כל כך הרבה חוויות בטיול אחד, גם אם מבזבזים יומיים על טיסות.

בוסוול אמר שהוא לא מסוגל לקום בשמונה בבוקר, לצאת בתשע ולא לנוח בצהריים, זאת לא טירונות, ובטיול צריך בעיקר לנוח, לקרוא, לשבת בבתי קפה, לאכול במסעדות ולקלוט את האווירה.

גרגמל אמר שבשום פנים ואופן הוא לא מוכן לטוס בטיסה ישירה לונציה עם אל על הבטוחה ומעדיף לחסוך מאה דולר בדיל של אייר גונדולה גם אם הם עושים חניות ביניים במוסקבה ובברלין.

דרדנל אמרה שביוולי חם לה מדי והיא מוכנה לנסוע לונציה רק בחודש דצמבר הקריר כשיש הצפות בתעלות, וזה לא משנה לה כי הפסטיבלים בורונה והחגיגות בונציה הם דווקא ביולי החמימה.

הוהנצולרן אמרה שהיא לא מוכנה בשום פנים לישון במלונות חמישה כוכבים כי היא רגילה לשהות רק במלונות בוטיק באלף דולר ללילה ואוי לאוזניים השומעות שנוסעים באוטובוס ולא בלימוזין.

ורדה קרמל אמרה שהיא לא תהיה פריירית ותשלם כשלושת אלפים יורו כאשר חברת טריו איטליה מציעה טיול דומה לסיציליה באלף יורו פחות, אמנם עם מלונות 3 כוכבים ורק לשבוע ימים.

זבדיאל אמר שהטיול מקסים אבל דווקא ביולי 2017 הוא חושב שיהיה לו אירוע משפחתי, או מועצת מנהלים באי באל, או כנס אקדמי באקפולקו, או שסתם ייסע עם אשתו/חברתו לצימר בגליל.

חננאל אמר שזה טוב שישנים במעט בתי מלון, אבל הוא אוהב רק טיולי כוכב כאשר הוא נוסע בכל יום מאותו מלון לא יותר מ- 44.5 ק"מ לכל כיוון, כי אין לו כוח לפרק מזוודות ולנסוע יותר מדי.

טוראל רוצה פחות מוזיאונים, יבניאל שונא אופרות, פרימאל מקבלת מחלת ים משייט בתעלות, לוריאל רוצה חצי פנסיון, מוריאל מעדיפה טיול ג'יפים, גוריאל אלרגי לכנסיות, סוריאל לסמטאות, עמיאל עם פחד גבהים ופרננדל אומר כי היה בונציה בירח דבש לפני חמישים שנה ושמע חמש אופרות בורונה לפני עשרים שנה והוא בשום פנים ואופן לא מוכן לנסוע מחדש ולו רק לאתר אחד.

יש גבול עד כמה אני יכול להילחם בתחנות רוח. אני יודע שהטיול מעולה, אתם יודעים שהטיול מעולה, אבל אם רק קומץ מוכנים לנסוע ..., אני לא אאחז בקרנות המזבח. כפי שאתם יודעים אני משלב בטיולים שלי נוף, תרבות, הסטוריה, טבע, אומנות, הצגות, פולקלור, מוזיאונים, ארכיאולוגיה, מורשת ועוד. כל שאר הטיולים לא מציעים מגוון כל כך רחב - אף חברה אחרת לא הציעה ביקור בכל פרובנס ובפירנאים, ביקור בכל ארצות הבלקן, ביקור בכל יוון היבשתית. לכן הטיולים היו כל כך מיוחדים ומרשימים ונהניתי מהם.

3.9.2016

כל מילה שלך בסלע והצלחת לשכנע אותי בהצגה שלך על הקינדל/אייפאד שלך על ספרים דיגיטליים. וזה לא פשוט, כי אני סולד מקריאת ספרים דיגיטליים במחשב שלי למשל ואני נהנה לקרוא ספרים מודפסים. יש לי תודה לאל אלפי ספרים בספרייה ואני מתכוון לקרוא את אלה שעוד לא קראתי עד גיל 120. בשנים האחרונות אף

התחלתי לקרוא כ- 500 ספרים של מיטב הסופרים, בעשרות שפות ובעשרות נושאים, בכל ספר מכמה עשרות עד כמה מאות עמודים, על מנת לטעום ולו קמצוץ מכל הספרים שטרם קראתי. זאת גם סגולה כנגד מלאך המוות, כי אם הוא יופיע אי פעם אראה לו את 500 הספרים ואשכנע אותו שעלי לסיים לקרוא אותם, וכך כל פעם עם 500 ספרים חדשים, עד אשר אניע לגיל 120 ואזכה להקנות לשילשים וריבעים את אהבת הספרים שלי.

דע לך שאתה נהנה מקרדיט גדול אצלי, AAA או 10 בסולם קורי שרק מעטים זוכים לו חוץ מילדי ונכדי כמובן: יהושע סובול, אילן משולם, יהודה כהנא, שלמה אבינרי ודומיהם. אמנם קיים דירוג של +10 אבל הוא שמור רק לאלוהים, אשתך ורומי ובני תמותה רגילים לא זכאים לו. אתה אבל מועמד אולי לעלות לדירוג זה כי אתה ספרא וסייפא - גם איש עסקים מבריק ומצליח וגם איש ספר, אינטלקטואל, בולע קונצרט ומופרות כמו שאני בולע ספרים והצגות. אבל אחרי שראיתי כמה אתה מאמין באמונה עיוורת לווייז שבמקום לקחת אותנו דורך ישר בארלוזורוב ושמאלה באיבן גבירול תקע אותנו בשכונת מונטיפיורי ליד הזונות והפושעים. דע לך שעליך לסמוך באמונה עיוורת רק על אשתך, אפילו לא על אלוהים שבזמן האחרון מפשל הרבה ואני שוקל להוריד אותו בדירוג.

ושוב, קורי היקר, זה אתה שסיפקת לי את מנת הצחוק היומית היפה לבריאות. אתה התגלמות ההומור השנון והחכם ובטעם הכי טוב. תענוג צרוף.

5.8.2016

לגמרי במקרה עליתי על נקודה שבכל הספר הארוך שלי ETHICS PAYS על 1242 העמודים שלו לא התייחסתי אליה. לכל אורך הספר איפיינתי את הארצות הכי אתיות על פי 55 קריטריונים אך התעלמתי מקריטריון אחד - ששלושת רבעי המדינות הכי אתיות הן... ממלכות! אכן, דנמרק, נורווגיה, שוודיה, הולנד, לוקסמבורג, אוסטרליה, ניו זילנד וקנדה הן ממלכות! ורק שווייץ, סינגפור ופינלנד הן רפובליקות. אוי! כמה חבל שהתנתקנו מהאימפריה הבריטית, מי יודע, אם היינו נשארים בה היינו זוכים להיות אתיים כמו אוסטרליה וניו זילנד. או מושחתים כמו פפואה ניו גינאה...

27.7.2016

בהמשך לתביעה של אבו מאזן כנגד אנגליה על הצהרת בלפור מלפני כמאה שנה, לוטה מסמך של הצהרת נפוליאון שעמד לכבוש את ירושלים וקרא לעם היהודי לקבל מידיו את ארץ ישראל. ההצהרה היא מלפני כמאתיים ועשרים שנה אבל לעולם לא מאוחר מדי. לפיכך, יש מקום לתביעה גם כנגד צרפת, ובכלל כנגד כל 33 המדינות שתמכו בהקמת מדינת ישראל בכ"ט בנובמבר.

בקיצור, כולם אשמים בנכבה פרט כמובן לפלשתינאים שהם האשמים הבלעדיים לכל מה שקרה להם. המנהיגים שלהם כמו גם מנהיגי דאע"ש אף פעם לא יקבלו אחריות למצבם הקשה וימשיכו בטרור כנגד הצלבנים, ישראל, גרמניה, צרפת, אנגליה, ארצות הברית, רוסיה וכל אומה שלא אימצה את השאריעה ולא מוכנה לסקול באבנים נשים שנאנסו ולשלוח לבית סוהר אישה בשורטס.

תודה רבה, קורי היקר. מייד מפיצה בין חבריי יפי הנפש...

בעניין הזה אני איתך ב 100 אחוז.

ובאשר לאבו מאזן והפליטינאים זו דרכם מאז ומעולם וכפי הנראה כזו תשאר דרכם לעד.

16.7.2016 – מכתב של רומי לחברה

חזרנו עכשיו מטיוול מדהים ביוון ושם שמענו תובנות רבות. פתגם ידוע אומר: "בהגיעך לפיסגה - המשך לטפס". רבים מאיתנו לא הגיעו כמובן לפיסגה, אך בהתאם לשיר היווני הנפלא - הדרך לאיתקה של גדול משוררי יוון קונסטנטינוס קוואפס המובא להלן - **מה שחשוב זה לא להגיע לפיסגה, אלא הדרך בה בחרת על מנת לצעוד בחיך**. קוואפס ממשיך זאת לדרך שעבר אודיסיאוס בשובו לעירו איתקה, שנמשכה עשרים שנה של קרבות בטרואה ואודיסיאה קשה מנשוא. הדרך אם כן היא החשובה, כשאת נאמנה לדרךך ושומרת על דרך הישר, צניעות, הגשמה עצמית ואהבת המשפחה והזולת. הנה השיר בהמשך למה שדיברנו. אני מקווה שתיהני ממנו כפי שאני נהנית.

הדרך לאיתקה

מאת קונסטנטינוס קוואפיס (1863 – 1933)

כי תצא לאיתקה
בקש כי תארך דרךך מאד.
שתהיה מלאה הרפתקאות, שופעת תגליות.
ליסטריגונים, קיקלופים,
פוסידון הזועם – אל תירא מהם:
לעולם לא יקרו אלה בדרכך
כל עוד מחשבותיך נעלות,
כל עוד רגשות נשגבים
מדריכים את נפשך ואת גופך.
ליסטריגונים, קיקלופים,
פוסידון הפראי – לא תפגוש במ
אלא אם כן תישאם בקרבך,
אלא אם כן רוחך היא שתקימם לפניך.
בקש כי תארך דרךך מאד.
מי ייתן ותתעורר אל בקרי קיץ רבים,
ובשמחה רבה, בחדווה,
תדרוך כף רגלך בנמלים אותם תפקוד לראשונה.

מי ייתן ותחנה במחוזות המסחר הפיניקיים
ותרכוש את הטובים שבטובין,
אם הפנינה, האלמוג, הענבר וההובנה,
גם בשמים משכרים מכל המינים –
בשמים משכרים ככל שתוכל לשאת.
ומי ייתן ותפקוד ערים מצריות לרוב
ותלמד, ותוסיף דעת מחכמיהם.

ותהא איתקה לנגדך תמיד,
להגיע לשם זה ייעודך.
ועל הכל, אל תאוך לך הדרך.
ולוואי ותארך מאד, שנים הרבה,
ותגיע אל אותו אי ואתה שבע ימים,
עשיר ככל אשר אספת בדרכך,
ובלי לצפות שאיתקה תעשירך עוד.
איתקה העניקה לך את הטיול המופלא.
אלמלא היא לא היית יוצא כלל למסע.
אין בה עוד .

30.4.2016

עידודו החמוד הצליח לתמצת בשיח של דקה את בעיות הזהות שלי ולמרות ההסברים המלומדים שלי השאיר אותי פעור פה. הכל הוא הבין ליד מפת העולם - אילו ארצות הכי גדולות, הכי מאוכלסות, איזו שפה מדברים בכל מדינה, איפה יש מוסלמים ואיפה נוצרים, הכל הוא הבין פרט לפרק המצרי: "תגיד לי סבא - אתה ערבי, יהודי או צרפתי?". והרי כתבתי על כך 1,566 עמודים...

<https://drive.google.com/folderview?id=0B-TkNHvnPiDHRGhCSk1CRVFGUVU>

מקסים. גם עידודי וגם הסבא. בזה הרגע הזדכינו על האופניים שהיו כלי הרכב שלנו ב-6 הימים האחרונים. התחלנו בבאדן-באדן - עילת הנסיעה היתה רסיטל עם לאנג- לאנג, שאפשר לסכמו במילה אחת: פנטסטי.

כל מה שנותר לי להגיד אחרי שהייתם בבאדן באדן וראיתם את לאנג לאנג, זה מתגעגעים מתגעגעים, קורי קורי

אוהבים אוהבים

21.4.2016

אני חוזר זה עתה מהלוויה של אחד מאושיות הדמוקרטיה, עשיית הצדק, המלחמה בשחיתות, אדם שהיה לי כאח וכמנטור, ידיד נפש, אינטלקטואל, איש רוח ואיש מעש - אריה אבנרי. הייתה לי הזכות להקדיש את ספרי האחרון "מסות, זכרונות ומאמרים על נושאים כלליים ואישיים" לאריה אבנרי על פני כמה עמודים והוא גם קרא את ההקדשה ימים ספורים לפני מותו הפתאומי. אני מצרף בזאת קישור להספד שכתבתי עליו ופורסם הבוקר על ידי אתר החדשות "מחלקה ראשונה - NEWS1". באותה הזדמנות העליתי לאתר שלי את [החלק של הטקס \(כדקה\)](#) שבו העניק לי אריה את עיטור המופת של אומ"ץ בחודש אוקטובר האחרון. אריה [הנחה גם בצורה מבריקה](#) את הפנל על אתיקה בעסקים בישראל בערב להשקת הספרים שלי בשנת 2001 ואת יום העיון על צדק חברתי באוניברסיטת חיפה בשנת 2011 ותוכלו לראות זאת באתר שלי בקישור. אריה היה סופר ועיתונאי מחונן שכתב יצירות מופת ואני מתייחס גם לכך בהספד שלי, ובראשם - שני הספרים האחרונים שלו: "זעקי ארץ מושחתת" ו"אומץ לב", בהם תיאר את מצבה של האומה ומה הוא וקומץ של אנשים אמיצים עשו על מנת לבער את השחיתות. כי אריה היה האדם האמיץ ביותר שהכרתי ועם לכתו ופרישת רבים וטובים מבני דורו נוצרה ריקנות גדולה שאותה צריכים למלא הדור הצעיר ואכן אני רואה בסטודנטים שלי, במפגינים למען צדק חברתי ונגד העושק את התקווה שלנו לעתיד.

יהיה זכרו ברוך. זה כנראה סמלי שאריה נפטר ערב חג החירות ויום העצמאות, כי הוא בישר לנו את היציאה מעבדות המדינה הפלוטוקרטית ואת העצמאות שבוא תבוא אחרי משטר החושך אל עבר חיים חדשים, נקיים משחיתות, עם צדק חברתי וכלכלי, עתיד שבו נהיה אור לגויים ולא מדינה מוקצה, שנהיה בין עשר המדינות המובילות באתיקה ובכל עשרות הפרמטרים לאיכות חיים.

חבל על דאבדין. לא כל מי שנפרד מאיתנו זוכה להספד כזה ונראה שלמשפחה ולחברים זו נחמה.

קורי שלנו האחד והיחיד תמיד עושה ומתבטא בטוב טעם, ברגישות, בתבונה. וגם הפעם.

שיהיה חג שמח לכולם ושנשמע בשורות טובות יותר,

קראתי בעיון את ההספד בחדשות 1, [ודבריו החמים נגעו לליבי](#). אריה היה באמת כל מה שכתבת עליו והלב נשבר שהוא איננו עוד.

תודה לך קורי על כתיבתך

אין כמוך לבטא את גודל האיש ואת הצער על מותו.

באותו היום נודעת לנו על מותה של רונית אלקבץ – זעזוע עמוק לי ול...

יהי זכר שני האנשים הגדולים האלה מבורך.

14.4.2016

אני בכלל חושב להבדיל מהאמריקאים ההישגיים, שבחיים אתה צריך להיות לפי האמת הפנימית שלך ולנסות לתקן כל מה שאתה יכול, גם אם אתה לא מצליח. אם כל אחד ינסה להיות אתי ולפעול למען הנחלת האתיקה בסוף האתיקה תנצח, כמו שהיישוב היהודי הצליח להקים מדינה בגלל הרצונות של כמה עשרות אלפי אנשים לעומת

חוסר הרצון של מאות אלפי החיילים הערבים שבכלל לא רצו להילחם. בגלל הרצון שלי הצלחתי בניגוד לכל היגיון לקבל דוקטורט, לפרסם את ספריי במיטב הוצאות הספרים, בעוד אחרים היו נשברים בדרך.

אם תקראי את הספרים שלי תראי שיש לי פרק שלם על משברים בחיי ואיך התגברתי עליהם. עם ספר הילדים רציתי לקבוע את גבולות היצירה שלי שמשתרעת מספרים אקדמיים רציניים, רומן, מחזה, כתיבה על ספרות, דרמה, ביוגרפיות, שפות, הסכסוך עם הפלשתינאים (בין מאה לשלוש מאות עמוד על כל נושא), מוסיקה, אומנות, פילוסופיה, שירה, הומור וחקר הלאדינו, ועד ספרי ילדים. יש בוודאי אלפי יוצרים שטובים ממני בכל אחד מהתחומים, אבל אין אף אחד או שיש רק מתי מספר שכתבו ויצרו בצורה סבירה בכל אחד מהנושאים, ובמקביל פיתחו קריירה עסקית טובה, קריירה אקדמית סבירה, וחיי משפחה למופת. עצרתי לפסק זמן וחשבון נפש מאז שהתחרשתי ובמסמך הלוטה אף סיכמתי את כל 36 היצירות שלי. פירסמתי זאת גם באתר שלי לכל דיכפין.

כיוון שאת כל כך אוהבת מוסיקה, ובשבילי זה עומד בעדיפות עשירית אחרי ספרות, תיאטרון, אתיקה וכו', תוכלי אולי להתרשם מה"עשייה" המוסיקלית שלי. לא להחנתי כי אני לא יודע תווים, אבל עשיתי קולאז' כמו מיטב הציירים וכך יצרתי את המוסיקה למחזה שלי - שעה וחצי של קטעי אופרה, מוסיקה קלאסית, שירי עם בעברית, לאדינו, יידיש ואיטלקית, משולבים בכל עמוד של המחזה. כך יצרתי כחמש שעות בתסכית לכבוד יום הולדתה של רותי הכולל את כל השירים והקטעים האהובים עלי ועל רותי, את הסרט במסיבת ההפתעה של רותי הנמשך שעה, ואת הכל את יכולה להוריד מהאתר שלי ומיטיוב. אבל השיא הוא בספר האוטוביוגרפי שלי על 1566 עמודיו הכולל אלפי קישורים במלל ובמוסיקה, עם מיטב המוסיקה הקלאסית, האופרות, המחזות, השאנסונים ושירים בעשרות שפות. רק לשמוע את הקישורים זה חודשים של שמיעה רצופה, ולקרוא את כל הקישורים זה שנים של קריאה כי יש קישורים לכל הספרים, הסופרים והאישים האהובים עלי.

שלא לדבר שעם קישורים לאלף סרטים האהובים עלי את יכולה לצפות באלפי שעות של סרטים, הקישורים ליצירות האומנות ולמוזיאונים זה שיכרון חושים של צבע ויצירות מופת. הבעיה שרק אני בסוף אקרא את הספרים כי מי זה מתעניין בכל כך הרבה נושאים? ... לא מסתפקים במאות המיליונים שיש להם ורוצים עכשיו להשקיע את שארית חייהם על השקעה של כל הסכומים במקום לקרוא וליצור, וכמוהם כמעט כל אחד שאני מכיר. על הקבר שלך, שלי, של סובול, שלמה אבינרי, יצחק גורן ועוד כמה יהיה כתוב כאן קבור האינטלקטואל האחרון. זה חבל, אבל אנחנו מעריכים רק האחד את השני כזן הולך ונכחד. בספר שלי אני כותב על מקבילות ביני ובין ג'יימס ג'ויס (אני גם צנוע נוסף לכל...) ומתייחס לספר שלו יוליסס שגם אני כתבתי ספר על יוליסס, על הדיוקן שלו כארטיסט צעיר וגם אני פרסמתי את היומן שלי, ועל הספר האחרון שלו הכתוב בשישים שפות, אבל אצלי הוא כתוב ב-120 שפות... אף אחד לא קרא את ספרו האחרון ועד היום גדולי החוקרים מנסים לפענח למה הוא התכוון בספרו האחרון. אני מסתפק בזאת שהצטלמתי עם כל 36 היצירות שלי - לתמונה קוראים כולם היו בני-ואני אכניס את התמונה באתר ב-BOOKS.

אוהב אתכם, קורי

ואנחנו קורי יקירי אוהבים אותך ואת רותי מאד מאד אבל אתה עושה לעצמך עוול כאשר אתה מכניס אותי לרשימת האינטלקטואלים. הייתי מאד רוצה להיות ראוייה לכך אך, לצערי, אני לא. נכון, עם זאת, שאני ב"אטרף" בלתי נלאה לצורך מוסיקה (אחרים יגדירו זאת אפילו כאובססיה) אבל מה לעשות? כל אחד וה"שריטה" שלו. זה כשלעצמו בוודאי שלא מקנה לי אפילו בדל הצדקה להיות מתוייגת כאינטלקטואלית ובהשוואה אליך אני (ועד רבים אחרים) ממש בורה.

נשיקות וחיבוקים המון,

10.4.2016

רותי אמרה לי לא לכתוב לכם על "הקנאים", אבל אני מעז להמרות את פיה ולספר לך שבעקבות המייל שלך עם שיר המעלות להשיגי שנכתב מטוב לב ומפירגון אין קץ, רותי קיבלה הערות מחברים מה אני הולך ומשוויץ בתשובות שאני מקבל... רותי הוכיחה להם שעשית זאת מיוזמתך ופנית לכל המכותבים וידי לא הייתה בדבר, אבל הם בשלהם. כל הספרים הדיגיטליים שכתבתי, כעשרה, הם שירות לקהילה, מוצעים חינם אין כסף (כתבתי לך את הבדיחה הפרטית שלי שאני שובר את השוק לסטימצקי ובמקום 4 ב-100 אני הצעתי את הספרים האחרונים 4 ב-0). זאת ועוד, גם על עשרת הספרים המודפסים שפורסמו לפני כן לא קיבלתי אגורה שחוקה. אז על מה יש לקנא?

על ה- GLORY? אפשר לחשוב שקיבלתי פרס נובל או פרס ישראל, בסך הכל קיבלתי את עיטור המופת של אומ"ץ, ארגון קטנטן אך איכותי המונה כמה עשרות חברים פעילים. אני מלא הערצה ותודה לכל 36 החברים, ל"ו הצדיקים, שבאו לטקס, ואכן זה המון, אם להתחשב בכך שרובם באו מחיפה הרחוקה. אז על מה יש לקנא?

על זה שבניתוח קטרקט עם 97% סיכויי הצלחה דפק לי ... את העיין, עשה אותי פוּזל, עם עין טרוטה, לחץ תוך עיני המסכן את העין, ואסטיגמציה עצומה? על הכתף השמאלית שלא מתאחה לי ומשאירה אותי מוגבל? על ההתחרויות שלי שבעקבותיה נאלצתי לפרוש מהוראה ומהשתתפות בשיבות ובכנסים ובכך נסתם מקור פרנסתי? על ההצלחה העצומה שלי בניהול הכספים שלי - שמאז שקיבלתי את ההכנסות לאופציות בדולרים והשארתי אותם כך כי לא רציתי להמר, הדולר ירד מחמישה שקלים לשלושה וחצי? וכשב- 2008 חשבתי שהדולר יתמוטט והימרתי חצי מהסכום ליורו הורו ירד מאז בשליש? ובמקום חמישה אחוזים ריבית שקיבלתי בהתחלה אני כבר מקבל שמונה שנים רק אפס אחוז? על מה יש לקנא?

אז מוצאים סיבות לקנא - בזוגיות הנפלאה שלי עם רותי, בילדים המוצלחים שלנו שכולם נשואים עם ילדים מקסימים ועם קריירות טובות, בזה שאני אומנם חרש, סתום עין ושבור כתף אבל אני לא מסורטן, קטוע רגליים ומשותק מוחין או רחמנא ליצלן ז"ל. תמיד אנשים מקנאים בחצי הכוס המלאה. ואני תוהה למה? למה לא מסתכלים על התמונה המלאה ורואים שאין סיבה לקנא באף אחד כי לכל אחד יש את הפקלאה שלו, אפילו לביבי יש את שרה! מעולם, אבל מעולם, לא קינאתי באף אחד, אני מפרגן לכל החברים שלי ובמיוחד לכם ולכל החברים הטובים והמוצלחים שלדעתי הרבה יותר מוכשרים ומצליחים ממני אבל זה משמח אותי כאילו שאני הייתי משיג את ההישגים שלהם. כך אני מפרגן גם ל... שמצליח בכל מה שהוא עושה ובגדול, למחותן שלי ... חתן פרס נובל שמתקבל בכבוד מלכים בכל העולם, ל... שהצליח באקדמיה ובעסקים מעל ומעבר, להנרי-קלוד דה בטיני המנטור שלי מפונטנבלו שגם בגיל שמונים כמעט ממשיך לנסוע ללמד בחמש יבשות מאינסאד עד סטנפורד עד CEIBS בסין ואיפה לא. אני מפרגן ל... שכל חודש נוסע לחו"ל באירוח VIP, אני אפילו מפרגן לחבר שלנו ... שעשה אקזיט ב... אבל הוא מפרגן לי הרבה פחות. אז למה אני מפרגן לכולם, אבל יש רבים שמקנאים בי ולא מפרגנים לי?

למה הם חומדים את כבשת הרש? טוב, לא כל כך רש, עם וילה בדניה ומספיק כסף שלמרות כל הפשלות בהשקעות, וכל ההפסדים האדירים שהמנובלים גרמו לי בפרשה הידועה ההיא, יש לו מספיק כסף על מנת להתקיים בכבוד לפחות עוד עשרים שנה. האם גם לכם קורה שלא מפרגנים לכם ומקנאים? או שאולי אתם לא מודעים לכך ומרכלים מאחורי גבכם? ואתם, נשמות טובות, צנועים ואיכותיים כל כך, האחרונים שלא היה צריך לפרגן להם.

טוב, אלה היו ההגיגים של הבוקר, אולי אכתוב עוד ספר על פרגון וחברות, כל טוב ושבע טוב,

2.4.2016

אם שואלים אותי למי אני עמל ומדוע אני מקדיש את כל השנים מתחילת האלף לטובת הקהילה - כותב, מרצה, משפיע על אלפי צעירים, גם במחיר של ירידה בתשעים אחוזים ברמת ההכנסות שלי ולא מעט סבל ונידוי, זה בדיוק בשביל רגעים כמו זה. ריגשת אותי מאוד, בחיים לא חשבתי שהרומן שלי יגיע להודו, למרות שלא היה בכותרות ולו לרגע, אם כי הסטודנטים שלי קראו ונהנו ממנו מהספריות שלהן תרמתי את הספר. בחיים לא הייתי בהודו, אני חוטף כאב בטן אם אני רק מסתכל על אוכל הודי, ואם אני רואה סרט על הודו כמו אמש (הוא + היא) יש לי סיוטים בלילה מהלכלוך והצפיפות. אבל הבנים שלי היו בהודו ומאוד נהנו. עכשיו יש לי סוף סוף סיבה לנסוע לשם - לעלות לרגל לספריה בדרמסאלה ולבקר את הספר שלי "הישמרו מדורון יווני" (לטובת מי שכבר אין לו עיני נץ - זה הספר השמיני משמאל לספר של רם אורן במדך הרביעי מלמעלה). נראה לי שאתנה ויוליסס ישמרו עלי לאורך כל הדרך מפני דורון, חיידקים, תאונות ואלימות הודיים. אם יוליסס עבר בשלום את המסע חזרה לאיתקה ויכול היה לפוסידון ולמחזרים של אשתו - קטן עלי המסע להודו. ומי יודע אם א.ב.ג.ד. מנחם לא יכתוב על זה ספר, אולי אתה תכתוב על זה ספר, ולמה לא - תצטרף אלי ונבקר שנינו את הספרים שלנו. אני מבטיח לך שקלוד ללוש יעשה SEQUEL לסרט שלו שראינו אמש. בקיץ אני מתכנן עליה לרגל לעירו של סבא שלי - לאריסה ביוון, אני אפגש עם הקהילה ואנסה למצוא עקבות לחייו שם. השנה תהיה אם כן בסימן עליות לרגל. המייל שלך נותן לי עידוד להמשיך הדרך, לאחר שפרסמתי השבוע עוד 4 ספרים בחינם. סטימצקי מפרסם 4 ב- 100, אני שובר את השוק ומציע 4 ב- 0. זו כבר מסורת אצלי, כי גם על הספרים האחרים לא קיבלתי דבר. אך זה לא מדויק, קיבלתי המון, לא תהילה וכסף - קיבלתי אהבה, תודה, פרגון, חברים חדשים מוצלחים בהרבה מהקודמים, כולל אותך יקירי. ובשביל זה כדאי היה לעבור את האודיסיאה שעברתי בעשרים השנים האחרונות. זה התחיל רע, אבל כמו בסרט הודי או יווני נראה לי שזה ייגמר טוב.

ובעיקר כדאי מאד להיות חבר שלך בשביל הנחת והגאווה, בשביל העונג והתרוממות הרוח, בשביל הערכים והסטנדרטים הגבוהים של התנהלות ובשביל ההשכלה והיידע המעשירים אותנו (למשמע ולמקרא) בכל אינטראקציה אתך ועוד לא הזכרנו את חוש ההומור החכם והאנין.

בסטיסטיקות אני אישית ממש לא מבינה (ולבושתי גם לא מתעניינת) אבל בבני אדם דווקא כן ומוכנה "לקבוע" שאם היו בינינו רבים יותר מהזן הנדיר שלך היינו נראים אחרת כחברה. שבוע טוב ובשורות טובות,



20.2.2016

I know that you have plenty of time available and you are looking for exciting intellectual reading, and that is why I have written recently eight eBooks with thousands of pages and links, as follows, after the publication of 12 academic books/dissertation/novel/play/eBooks/edited in the 12 years 2001-2012...

אני אחוז קנאה על ההספקים שלך ועל הקלות שבה אתה כותב!

כאדם שמתענה בכתיבתו ומתחבט על כל משפט, מדהים לרות כמה פורה ושופע אתה!

נשאר לך זמן לנכדים!?! חחח ישר כוח!!

צריך להיות קורי כדי להיות מסוגל לרוחב יריעה כזה. מרשים!!! תהיה בריא ותיהנה גם מהתהילה שאין ראוי ממך ליהנות ממנה אך הלוואי שבכ"ז תיהנה גם מפירות יותר פראקטיים...

לא צריך להיות קורי כדי להעריך ולהעריך.

אתה איש מיוחד ואיכויותיך נדירות.

תודה רבה על המילים החמות. הכי ישמח אותי אם תמצאי עניין לפחות בחלק מהספר שלי, כי כאשר רנסנס אינטלקטואלית כמוך תוכלי להבין מה עבר עלי ועל מה מושגתים החיים שלי. לא ברור לי לאיזו תהילה את מתכוונת כי לא חיפשתי ואני לא נהנה מתהילה כלשהי, הפרס של אומ"ץ הוא אות ההוקרה היחידי שקיבלתי וגם זה מארגון שאני חבר בו ומחבר שלי. פירות פראקטיים היו לי דווקא כשלא עסקתי באתיקה כשהייתי באלביט ועבדתי עם חברות שאולי לא היו מושחתות אך לא הצטיינו באתיקה שלהן. בתכלס' הפסקתי לקבל פירות מ 1998 ומאז אני בתורים מזומנים שלילי.

אבל חוץ מזה הכל חיובי אצלך.

איך זכיתי להיחשב בעיניך אינטלקטואלית נבצר מבינתי. אני ממש לא ובוודאי לא יכולה לעמוד בקרבת איש רנסנס אמיתי דוגמתך.

מחמיא מאד אבל אתה שופט אותי לקולא.

3.1.2016

נראה אם אתם יודעים להבחין בפרטים - כמה פרצופים אתם מגלים בציור הנ"ל - בעץ, בשורשים, בענפים ובשמיים? אני גיליתי עשרה וגם את הפרצוף שלי, אבל מי שדו פרצופי - וזה לא אתם - יוכל אולי לגלות 12 פרצופים. אל תשימו לב למה שכתבתי כי אני רוצה לבלבל אתכם - אולי יש 15 פרצופים או רק שניים, תגלו אתם ותפיצו בין חברים. יש לכם תעסוקה לשבת ולשבוע הבא.

טעות בידך! אם אתה ראתה 10 פרצופים, מי שדו-פרצופי יראה 20! ... חחח

מי שישיר והגון, כמוך, כבר לא מאמין למראה עיניו...!!

אני "גיליתי" 11.

ולך אין פרצוף. לך יש פנים. הפנים היפות של המדינה.

שבוע טוב!

תודה לך על הפירגון והאהבה, העין הימנית טרוטה, האוזניים חרשות, השיער לבן, כתמי זיקנה... ואם את רואה פנים יפות זה כי BEAUTY IS IN THE EYE OF THE BEHOLDER, זה כי את קוראת את הנפש, או זה שאת זקוקה באופן דחוף למשקפיים... אבל האהבה היא הדדית, את ו... החברים הכי טובים שלנו, הכי מוכשרים, הכי אנושיים, הכי אינטלקטואליים, הכי מפרגנים.

אוהב, יום טוב, שבוע טוב, חודש טוב ושנה טובה,

1.1.2016

אנחנו מברכים אותך על מלאכת הקודש שלך בהתנדבות לעמותת כל הכבוד, ומגיעה לך על כך מלוא ההערכה. רותי לקחה על עצמה לפנות לחברים שלנו שיתרמו לעמותה, אבל אולי יש להם מחויבויות אחרות שלהן הם תורמים. לא נוכל לבוא לאירוע, אבל אנו מצרפים את תרומתנו עם שיק בסך 500 ש"ח עבור עמותת ... ששלחנו בדואר רשום לכתובתכם. זה התשלום הראשון שלנו לשנת 2016 ומי ייתן והשנה הזאת תהיה מלאה בעשייה למען הזולת - בחברה, בכתיבה אתית ובעזרה למשפחה ולחברים. יש לי בעיה עם ריבוי העמותות, כולם אנשים מעולים עם כוונות מצוינות, אך ריבוי העמותות רק מנציח את פשיטת הרגל המוסרית של הממשלות הניאו ליברליות שלנו ששחטו את מדינת הרווחה ומעדיפים לתרום מיליארדים לטייקונים במתווה הגז, מכירת מחצבי המדינה בנזיד עדשים, מכירת החברות הממשלתיות לכל הממעיט במחיר תוך שיחוד הפוליטיקאים בצורה ישירה כמו אולמרט או עקיפה עם תרומות אישיות (גם להם מגיעה תרומה כי הם הרי מסכנים, הכלבים שלהם מסכנים, הבתים שלהם מטים לנפול, הנסיעות שלהם לחו"ל הן בלי מיטה צמודה, והגלידות בעשרות אלפי שקלים הן רק שוקו וניל). מפלגתיות, עם תפקידים לכל פקידי הממשל והפוליטיקאים המושחתים במיליונים כאתנן על מכירת החיסול של המדינה. הפכנו למדינת סעד במקום מדינת רווחה והעמותות מנציחות זאת. הצרכים קיימים, העמותות עוזרות ככל יכולתן, אבל יבוא שלב שאנשים יפסיקו לתרום כי להם כבר לא יהיה ממה לתרום ובגלל שהצרכים הפכו לכבדים

מנשוא. אין צורך לשלוח לנו קבלות כי אני כבר לא מגיש דו"ח למס הכנסה, אין לי יותר הכנסות, ועל הריבית המזערית שאני מקבל מנכים לי מס במקור. מאז שהתחרשתי כל יציאה בחברה כמו אתמול לארוחת סילבסטר מהווה עבורי אתגר כשאני מנסה לשמוע שביב שיחה ואילו מופעים עם הרבה רעש או אף מופעים קלאסיים מהווים גם הם אתגר כי אני שומע את כל הצלילים מעוותים. יחד עם זאת אנו מתפללים בחגים לזכר ההורים, המשפחה והחברים שהלכו לעולמם ובגין כך אנו מתחייבים לתרום וכך אנו עושים מדי פעם כשאנו מוצאים לנכון אבל בעיקר לארגונים כאומ"ץ, לנצרכים אינדיבידואלים ולעמותות כשלך שהוצאות התפעול שלהן מזעריות.

7.1.2015

תודה שאתה מתעניין בכתף שלי ובשאר הצרות, אבל אליהן הצטרפה צרה של ממש - השמיעה שלי ירדה כמעט לאפס ואני שומע בקושי עם מכשיר שמיעה. עקב כך, הפסקתי להרצות ופרשתי לגימלאות. גם הפסקתי לעסוק באופן פעיל באתיקה כי להתעסק ברפיש של השחיתות במשך עשרים שנה ממש פגע בבריאותי, תחשוב על רופא שמנסה להיאבק באבולה ונדבק במחלה. מילא הפגיעה בשכר שירד בתשעים אחוז, אובדן כמעט כל החברים שלי (זה בעצם לא אסון, כי הרווחי חברים חדשים איכותיים יותר כמוך, כמו סובול וכמו גליה). היינו אשתקד חודשיים בחו"ל - בשיט בים הבלטי, בפרובנס, בפריוז, ניו יורק ופלו אלט אצל הבן. זה אחרי ששלוש שנים לא יצאנו לחו"ל. החלטתי לעשות חיים, לנסוע לחו"ל, לראות הצגות ופסטיבלים, לקרוא הרבה ספרות יפה ולא מקצועית ולהיפגש עם חברים. אין לי כל בעיה שתשים את השם שלי כממליץ על גיא רולניק, אני בקושי מכיר אותו אישית, הפסקתי לכתוב מאמרים וספרים, וההערכה שלי אובייקטיבית לחלוטין.

מאד הצטערתי לשמוע על הצרה החדשה שנפלה עליך. אכן זו "מכה" ממש וגרועה אני מניח משברים שלא החלימו כראוי... תרשה לי לדחות את האנלוגיה שעשית עם רופא שנדבק באבולה - אתה הרי לא נדבקת בשחיתות בעצמך!!

אני מבין את שאט נפשך ממה שקורה וגורם גם לי להרגיש שעמלנו הוא לשוא - גם אני התחלתי לחוש סיזיפוס ממש. אחרי שסיימתי את המיזם הגדול של היושרה הלאומית גליתי שכל עבודתי הרבה וההשקעה העצומה לא גירדו אפילו את קצה התופעה! מה שיוצא עתה הוא פי כמה וכמה גרוע ממה שחשבנו וכתבתנו בדו"ח.

האמת - זה מרפה ידיים! המהפך שנדרש כדי להחזיר את ההתנהלות האתית וההגונה לחיי המדינה שלנו הוא עצום בהיקפו והסיכוי שיתחולל למעלה הוא קטן ביותר. אכן עצוב לחשוב שכל העמל שאנשים מסורים ונחושים כמוך הוא במידה רבה לריק. אם אנשים כמו רולניק ועיתון דה-מרקר לא מצליחים להזיז כמעט כלום - אנא אנו באים?

אחרי "שירת האוש" הזו, בכל זאת - אולי קצת עשינו ואולי השפענו בהרצאותנו על אדם אחד או שניים. וגם, אוכל לומר לנכדיי (ואתה לשלך) שניסינו ולא עמדנו שווי נפש בצד.

לגבי פרישתך, אכן מגיע זמן שראוי לפרוש - בייחוד מעסוקים שאינם מביאים בריאות הנפש. טיולים בעולם הם אכן גם המפלט שלי אך לא חיונית עד הפנסיה לשם כך, ונסענו בעולם די הרבה במשך השנים. לפני חודשיים חזרנו מטיול ביפן שהיה חוויה מרתקת.

29.11.2015

אני מאוד ממליץ לכם לראות את הסרט הצרפתי "[ערכו של אדם](#)" שראינו אמש. זה סרט מצויין והגיע באמינותו עד לרמה של סרט דוקומנטרי. אמרו לי גם שבהארץ היה כתוב שכמעט כל השחקנים הופיעו בתפקיד עצמם. חוץ מזה מה שלומכם, איך עוברים עליכם ימים קשים אלה? חשבתי על המצאה חדשה - מראה אחורית כמו ברכב שמי שהולך ברחוב ישים לב אם טרוריסט לא רץ לעברו עם סכין שלופה או אם רכב לא מנסה לדרוס אותו. אני אפילו לא שואל מה חושבים החברים היונים שלכם, כי הם בטח חושבים שאנו לא בסדר כרגיל. מצאתי לזה אנלוגיות לטרטיף שגם היא הצגה מצויינת שראיתי לפני מספר ימים, שכשמספרים לאורגון על כל הצרות שקורות לאשתו הוא רק רוצה לדעת מה עם טרטיף ידידו וחושב שהוא המסכן. כידוע לכם אני שוקד על כתיבת ספר אוטוביוגרפי שבמרכזו כל הנושאים החשובים לי - שפות, ספרות, מחזות, סרטים וגם... הסכסוך הישראלי-ערבי. הספר כבר בן אלף עמודים והסכסוך כבר יותר ממאה עמודים. לוטה הסוף.

I have decided to humbly improvise on [Moliere's Tartuffe or the Hypocrite](#) in the following satire, [as it fits exactly](#) the [situation of European's](#) individuals, [organizations](#), and even some countries, [who favor the](#) most [backward Islamic](#) terrorist organizations [and countries](#), and the poor Hamas and Fatah Palestinians, no matter what they do, as long as they kill and delegitimize Israelis and Jews. Their hypocrisy matches fully the hypocrisy of the Palestinian leaders.

Orgon: For these past two days, how have things gone on? What has happened? And how is everyone?

Dorine: In Syria two thousands innocent civilians were killed, in Iraq ISIS has beheaded a whole Christian village, in Afghanistan a hundred young girls who wanted to study have been raped and stoned to death, Iran has become a nuclear country, in Yemen, Libya and Lebanon the civil wars have continued to kill women, children and men, suicide bombers have killed in the markets of Turkey, Egypt, Sudan, Algeria and Tunisia six hundred innocent civilians...

Orgon: Et Tartuffe? What happened in Palestine?

Dorine: 3,000 rockets have been launched by the Hamas to the Israelis cities of Tel Aviv, Ashdod, Bersheba, Ashkelon, and have killed 45 innocent civilians. 2,000 rockets have been launched by Hizballah to the Israeli cities of Haifa, Naharya, Tiberias, Nazareth, and have killed 10 innocent civilians. Israel has retaliated against the launching sites, killing 224 terrorists/freedom fighters, 13 family members who hid with them, and 4 children at the Gaza sea shore. The Israeli casualties were not much heavier because of the Iron Dome air defense systems, which proves the inhuman nature of the Israelis who do not want to give Iron Dome systems also for the terrorists in Gaza, the Palestinian Authority and Hizballah, as well as compensations. Abu Mazen has stated that the Holocaust is just a myth and has introduced in the books of 7 years old children chapters from Mein Kampf and the Protocols of the Elders of Zion.

Orgon: Poor Palestinian fellows! (in French: Le pauvre homme! in Haitian: Podyab!, in Romanian: Ei, bietu'om!, in Hebrew and Arabic: Miskin!/Meskin!) Those Jews are children killers. They don't have mercy for the poor freedom fighters. I pray you, think you question with the Jew: You may as well go stand upon the beach/And bid the main flood bate his usual height; You may as well use question with the wolf/ Why he hath made the ewe bleat for the lamb;/You may as well forbid the mountain pines/To wag their high tops and to make no noise,/When they are fretten with the gusts of heaven;/You may as well do anything most hard,/As seek to soften that--than which what's harder?/His Jewish heart: therefore, I do beseech you,/Make no more offers, use no farther means,/But with all brief and plain conveniency/Let me have judgment and the Jew his will. (If you haven't guessed: Shakespeare, The Merchant of Venice, Antonio, Act 4)

Dorine: A small boy aged 13 having heard from his teacher and read in the school books that you have to kill as many Jews as possible in order to be a Shahid killed with his mother's kitchen knife in the streets of Tel Aviv a small Jewish boy aged 13 who was riding his bicycle, an old woman aged 80, and a Rabbi. He was slightly wounded by a policeman who tried to stop his killings and was asked harsh questions by the police at the hospital. Abu Mazen complained to the UN, Unesco, Unicef, the Hague International Court of Justice, that the bloody Jews killed once again an innocent child who was returning from school. When he saw the film of the questioning, he didn't apologize for his usual lies, and said that it is inhuman to question a small child and ask him harsh questions without getting the permission of his parents. The UN, its organizations, friendly countries in Europe, and the Oxford,

Stockholm and Dublin academics condemned Israel for using excessive force against a minor, but what can you expect from a Jewish heart? Commiseration? Shylock has to pity Antonio but if it was the opposite Antonio should never pity a Jew, as anti-Semites have not pitied them in Venice, nor in Auschwitz.

Orgon: The poor boy! And what happens in Europe and America?

Dorine: In Paris 203 people were killed by ISIS at the premiere of the new version of Tartuffe at the Comedie Francaise. All the government members who attended the premiere were killed, and ISIS took over Paris. In Brussels the Hamas has put cyanide in the water reservoirs killing 2,345 civilians. Belgium, NATO, and the European Union's headquarters surrendered in order to save the lives of thousands of innocent civilians, admitting that it is better to be green than unseen. In Washington al-Qaeda has ruined the city with an atomic device, but the Americans have not given in and are continuing the fight. In Berlin Hizballah has used biological weapons to take over the city, that has surrendered without fight. In London, Iran has gathered all the 90,000 academics, peacemongers, pro-Arabs and Islam and anti Jews and Israel, at the Wembley Stadium and offered them to become Muslims and join their legions among the Muslim refugees.

Orgon: Et Tartuffe? And the Palestinians?

Dorine: The Palestinian Authority has accused the Jews and Israel that they are behind all the atrocities in Europe and the US, which are part of the Zionist conspiracy to conquer the world, after World War I, II and III, 9/11, 13/11, the myth of the Holocaust, Nakba and Naksa. The United Nations has approved the 999th condemnation of Israel with an overwhelming majority of 196 against 4 – Micronesia, Tonga, Israel and the US. Israel has opened its borders to all the European and American citizens who fled from the Muslim invasion, but has not allowed in even one Palestinian refugee, which shows their racism, devious heart of children killers, blood drinkers at Passover. However, the Palestinians have suffered a serious setback, as after the unending terrorist attacks in Israel, the Muslim Middle East, Europe and the US, the stock of virgins in heaven for the Shahids has dried out, and terrorism has ceased until stock is renewed.

Orgon: Poor fellows!

And from the 1st Act, Scene 4, of Tartuffe we move directly to the 5th Act, Scene 4:

Monsieur Loyal (loyal to whom?): This country now belongs, I have ample proof,

To the Islamic State ruled by the brother of your friend Tartuffe.

He is master and lord of all your wealth

By virtue of a deed he showed me himself.

I know that not even a million

Dollars would make you cause a rebellion,

And that you will be an honest citizen

And let me fulfill the orders I'm given.

You opened your heart, you opened your country
 For the poor refugees who fled from the massacres.
 They offer you now as a token of gratitude
 To become Muslim and remain in your country.
 The Jews have not let the Arabs be free in Palestine,
 The Europeans attacked Muslims in Syria and Iraq,
 And therefore the Muslims have decided to conquer Europe
 Aided by their supporters among the refugees.
 This is social justice, as it is not just that
 Europe should be so rich and Muslims should be so poor.
 So, in the name of Islam, equality and justice,
 We declare Dublin, Stockholm and Oxford,
 Paris, Berlin, and Brussels,
 Islamic cities, and install once again
 The guillotine at Place de la Concorde,
 Where every Christian and Jew who will not want
 To become Muslim will be beheaded,
 And you'll have to pay for the executioner
 Who will be very busy in the next few weeks.

Orgon: Poor fellow! Et Tartuffe? And the Palestinians?

When the Palestinians ask for the right of return to Israel of five million refugees, who 90% of them never lived in Israel or Palestine, do they want us to accept a similar situation to Syria, do they want us to have a democratic progressive country like Iraq, like Lebanon, like Yemen? Or a democratic government as in the Palestinian authority, Gaza, or be a rich country as Egypt and Algeria? Do they intend to return before or after the Germans will return to Eastern Prussia, the Greeks to Anatolia, the Turks to Europe, the Pakistanis to India, and the Indians to Pakistan? Why do they deserve a better fate, is it because they were asked by their leaders to leave temporarily their homes until the Arabs will exterminate the small country of 500,000 Jews with the armies of 100 million Arabs? Is it because they tried to integrate in their lands as the 900,000 Oriental Jews did and thrived within a few years and not remain in a wretched condition asking for the alms of the UN and the West? Is it because they sent their children to be Shahids killing thousands of Jews in suicide bombings, with knives, rifles, machine-guns, cars? Who is the naïve who will believe that they will behave peacefully or that Gaza and the Palestinian state will remain demilitarized? It is sheer

nonsense, as their aim since a hundred years ago is to kill all the Jews and have one Islamic State from Bangladesh to Andalus (Iberia) and hopefully for them including the territories of their friends and supporters in Ireland & [Scandinavia](#) where they have sent already thousands of potential backers in Ghettos where the local police is afraid to enter.

One more comment about the Islamic State/ISIS, the Iranian Islamic Republic, and all the orthodox religious states in general. History proves that the most striving states are secular or moderately religious, the most ethical states, the countries with the highest scores in all the quality of life and standard of living parameters: Denmark, New Zealand, Finland, Sweden, Norway, Switzerland, Singapore, Netherlands, Luxembourg, Canada, Australia. Those are the most ethical states with scores of more than 80 in 2014 and none of them is an orthodox religious state. France strived after it separated between church and politics, the United States is not an orthodox country and so are Germany, the UK... It is not just a problem of Islamic orthodoxism, the same applied to other orthodox countries as well in the past. However, the only countries ruled by orthodox religions nowadays are Islamic countries, as no other countries are orthodox anymore. Gaza and Iran, Pakistan and other Muslim orthodox countries do not progress as much as they would do if they were secular or moderately religious like Turkey in the times of Ataturk, unless they are orthodox oil-rich countries but even then most of the riches of the countries go to a few families and are not distributed to the population. So, if orthodox Islam will win and this is what is happening now in the world, the populations will remain poor, without general education, without scientific education, without openness to the progressive states, without equal rights to women, without reasonable equality like in the first world countries. Religion may be opium for the masses, at least when it is given excessively to the believers. Then you live in an illusion, in virtual reality, you think that you win when you lose, you think that you are the best when you are the poorest, you are proud of what you are even if you live in misery because you will be rewarded in the heaven of the orthodox, while you remain a devout believer who does not complain from social injustice, and even if you have sinned you can repent or become a Shahid before you die and all your sins will be forgiven. If this is the case why be virtuous? If you die a Shahid after you have sinned all your life, you'll be rewarded in Heaven by 72 virgins for having murdered tens, hundreds, hundreds of thousands innocent victims who were non-believers!

Is the situation of the world improving? Are we at the end of history or close to the end of mankind? During the cold war the world subsisted because the capitalis and communist leaders had at least one thing in common – they were rationalistic, in the US, France, UK, Soviet Union and China. So, they resolved all their conflicts without resorting to nuclear weapons. But now, orthodox Islamic countries might have nuclear weapons – Iran, Talibani Pakistan in a foreseeable future, terrorist organizations that may purchase or steal them. I have no doubts that when they will have those weapons they will use it, as they are not afraid by millions of deaths, as for them killing non-believers is a commandment, preferably Jews but Christians just after that, and not orthodox enough Muslims as well. So, I am quite pessimistic and that is why I have decided to speak out now before it is too late, as I am afraid of the fate of my children and grandchildren, of Israel, but not less of Europe, the US and other countries in the civilized world, wanting peace and prosperity – Japan, Latin America, Canada, Australia, China, Botswana, countries in Europe, Asia and Africa, Egypt, Morocco, Jordan, as well as the peace loving majority of the Palestinians, Arabs and Muslims. I don't want to repent as Pastor Martin Niemoeller did when he did not speak out when the Nazis persecuted the "others/jenem". After all, we are the world, at least the rational world, the world wanting to survive, to prosper, to live in peace, a secular or a moderately religious world, a civilized world, a world of culture, literature, arts, drama, films, academics, ethics, a world that mainly wants one thing – to live!

CORRESPONDENCE IN ENGLISH AND FRENCH

30.3.2017 - 2.4.2016

Correspondence with Professor Henri-Claude de Bettignies (INSEAD, Stanford, CEIBS)

I am pleased to inform you that I have published recently a breakthrough pioneering research book "Academic Proof that Ethics Pays". This book proves for the first time ever statistically that "Ethics Pays" for the ethical countries and they are the most prosperous on earth. This could be a very important contribution to ethics, especially today, with the deterioration of ethics, proving that corruption does not pay, and we have to be ethical in order to succeed.

"Quelle capacité pour écrire! Quel talent pour partager tes convictions et ton travail de recherche. Je ne peux que te féliciter et te remercier de la part de tous tes lecteurs... qui auront été enrichis par ton travail. L'humanité te sera reconnaissante." In English: "What a writing talent!... Your readers will be enriched by your work. Mankind will be grateful to you."

I hope that all is well with you and that you continue to make le tour du monde en 20 jours bringing the light to the six continents. My health has improved substantially after I've ceased to be active in business ethics, to hear the cries of the oppressed, and to complain on the corruption in Israel and the world. Nevertheless, I am pleased to inform you that Israel has stopped its degrading and in a few years we have improved our rank in TI's Index from 39 to 28 this year. I hope that I and the few who were involved with me to improve the ethics of the country have contributed our humble contribution to this achievement.

As you know, I am about to finish my book "Academic Proof that Ethics Pays", proving statistically that the most ethical countries have the highest rank in the integrative index that I have devised combining the ranks of 50 parameters from GDP to Happiness, from Social Progress to Peace, Education & Health. However, I miss one parameter that I could not find - a Cultural Index - literature, history, philosophy, music, arts, cinema, theater, economics, science, etc. Maybe it does not exist as it is impossible to measure culture; maybe it is not politically correct, too Western; or maybe I have not looked too hard, although I am searching it for weeks. Indices as Nobel Prizes, Oscars, Best Books' Lists, and so on are not valid statistically because there are too few countries in the lists and too many countries with the same ranking, as my index combines all the rankings of the indices, or they are not good enough as the US News Index. I write to you for advice as you are one of the most intellectual persons that I know and you have a vast knowledge of all facets of culture.

Good to hear that your health has improved substantially. It is so important!

Perhaps, thanks to your many courses taught, speeches given, publications you should feel some responsibility for the improvement of the ranking of ISRAEL on the TI annual ranking.

Little by little your former students, the readers of your publications, the auditors of your talks have changed their behavior and/or influenced others in their environment. You are part of the causes of the improvement.

I am looking forward to read your "Academic Proof" book. You may wish to glance through "The Handbook on Happiness" published, I think, by Oxford University Press.

There must be indexes, but I do not have a reference on hand.

Tes cours – vus par les syllabus – sont absolument passionnants et pertinents. Ils ont leur place dans les business schools, et ceci à travers le monde. Je pense que le changement dans le programme MBA n'aura pas un impact considérable. Le point vraiment positif est que les 4 sessions d'éthique sont maintenant incluses dans les "core" courses. Je vais continuer à faire de la publicité pour tes cours, chaque fois que l'opportunité se présentera.

Prend bien soin de ta santé et veille bien aussi sur celle de ton épouse.

Merci beaucoup pour tes vœux, qui coïncident aussi avec mon 72ème anniversaire. Dans quelques jours on part en Grèce et je vais visiter la ville de Larisa où est né mon grand-père et je vais rencontrer la communauté juive locale, et ensuite je vais monter au mont Olympe pour discuter avec Athéna. C'est le troisième voyage que j'organise pour mes amis - en 2014 en Provence, en 2015 au Balkan. Avant de tomber, de me caser l'épaule, de devenir sourd, etc. j'avais lu quelques chapitres de 500 livres de ma bibliothèque, pour avoir une idée de tous les trésors que je possédais.

Mes problèmes m'ont donné un sens d'urgence et j'ai donc écrit un livre académique sur la justice sociale et économique, un livre sur les codes éthiques et case studies, un recueil de tous mes articles et essais académiques, plusieurs livres sur tous les sujets qui m'intéressent - la géographie, Ethics Pays, la littérature, les langues, l'histoire et biographies, le théâtre, le conflit d'Israël avec les Palestiniens, la musique, l'art, la philosophie, des livres pour enfants, des recueils de poésie et satire, etc.

Enfin, j'ai écrit une autobiographie en Anglais et une autre en Hébreu. J'ai même écrit que si l'ange Gabriel voudra me prendre je lui montrerai les 500 livres et demanderai un sursis jusqu'à ce que je termine de lire tous ces livres... Je reviens donc à mes premiers amours - lire des romans, pièces, biographies, en toutes les langues, aller chaque semaine à des conférences sur tous les sujets qui m'intéressent et le soir au théâtre, cinémathèque, festivals... (je ne peux plus aller aux concerts car je n'entends pas la moitié des sons).

Dans mes livres j'ai développé toute une théorie basée sur les 72 vierges que les terroristes reçoivent au paradis, quand à moi à mon âge de 72 ans (4 fois 18 - en hébreu Hai - Vie), je décris mes 720 auteurs préférés, les 72 meilleures pièces de théâtre, les 360 meilleurs films, 72 meilleurs peintres, 72 meilleurs compositeurs, 72 meilleures biographies des 72 personnages révéérés... en un mot, je ne cherche pas les vierges dans l'au delà (Ruthy me suffit amplement), j'ai trouvé le paradis sur terre - en étant un intellectuel et un pionnier éthique.

Mais je prêche aux convertis car toi aussi tu as fait le même chemin et encore beaucoup plus réussi que le mien - et lorsque Gabriel viendra tu vas lui dire que tu dois enseigner encore en Indonésie, donner des cours à des milliers de nouveaux étudiants à l'Insead, Stanford, CEIBS, écrire encore beaucoup de livres et d'articles, vivre au côté de Dominique, de tous tes charmants enfants et petits enfants encore 50 ans au moins, car ta tâche n'a pas encore été achevée, et ta carrière sans tâches ne vient que de commencer. Je te souhaite donc une bonne santé, la force pour continuer ta sainte tâche, l'amour, l'amitié...

Quelle productivité! Tu as cette grande capacité d'écriture que je t'envie. Associée à tes compétences linguistiques multiples tu deviens un Pic de la Mirandol en Israël, pour le bénéfice de beaucoup (à travers le monde). Ta curiosité encyclopédique nourrit ton bonheur et pour les quelques livres qu'il te reste à lire, je te conseille de demander à l'Ange Gabriel de continuer à te tenir par la main pendant encore de nombreuses années. 72 ans, de nos jours, est encore l'apogée de la jeunesse de l'esprit (sinon de la mémoire).

Bon séjour en Grèce: que ce périple soit encore une découverte (importante) et une réussite pour toi et tes amis.

Affectueusement,

Henri-Claude

Upon completing the writing of my new 4 eBooks - 2 in English and 2 in Hebrew - [see Books](#), I have decided as I've chosen to do since 2012 to offer them as eBooks to universities, colleges, organizations, students and friends at no cost. You are invited to read them and forward my mail to universities and organizations with which you are in contact...

As you know, I have dedicated my new English books to you, and I send you here the text of my dedication:

I would like to dedicate this book to a precious friend to whom I am deeply grateful - [Henri-Claude de Bettignies](#), my academic mentor, one of the most prominent ethicists in the world, who believed in my academic capabilities and gave me the opportunity to lecture at Insead on Ethics Days, recommended me to Yvon Pesqueux at CNAM in Paris for writing a dissertation there and receiving my PhD. Bettignies participated in the jury, and agreed to be a rapporteur, reading my two academic books in English, my dissertation in French, and granting to me with the other members of the jury the mention tres honorable. Bettignies also offered me to teach at Insead Singapore for a semester in 2006, which was my first academic assignment outside Israel. Bettignies read my third academic book in English "Business Ethics for a Sustainable Society", and wrote an excellent review for the publishers. He kept in touch during all my academic years, encouraged me, recommended me, and gave me valuable advices. I identify myself completely with him and am deeply touched by all what he has done for me, but mostly by his friendship.

Je pense que si ton physique te donne encore des soucis, ton intelligence vive et toujours curieuse demeure toujours scintillante! Quand je vois ta capacité de production, la versatilité de tes talents, il est clair que ton esprit alerte garde son dynamisme. Bravo, félicitations!

Your idea to put your production accessible on the web is an excellent one as it will give much more visibility to your talents and their output. Accessibility will enrich the worldwide support that your publications should receive.

The "Universal, Intellectual Humanist" that you mention is a good label for your own profile.

I will go through the journey of your "autobiography" and such intellectual journey, such an ode to humanism ++ will certainly be for me a great pleasure to travel. But it will be long, long journey!

Keep taking good care of both of you!

Merci beaucoup pour ton mail. Je suis sur que tu seras un des seuls à apprécier mes idées a leurs justes valeurs. **Si tu veux, tu peux envoyer ce mail à qui bon te semble, ou bien seulement le link du livre académique Ethics Pays, qui est révolutionnaire.** Tu peux lire la table des matières de mes livres et d'après ca décider quoi lire.

I mention you at least a dozen times in my books, outside the dedication of the two books to you. I send you a sample of what I wrote about you...

Monte Cristo sums up his motives by saying in the middle of this monumental book: "And now, said the unknown, farewell kindness, humanity, gratitude... Farewell to all the feelings that expand the heart!... I have been Heaven's substitute to recompense the good ... now the God of vengeance yields to me his power to punish the wicked!" I think that I have recompensed by far all the good people, all those who helped me, all those who deserved to be recompensed as they were rightly motivated, my friends, my family, acquaintances, my employees, financially, praising them, showing them my gratitude. However, I was not rewarded in most of the cases for my good deeds, neither I expected any rewards, as ingratitude rules the world. But, Providence or coincidence, worked on my behalf and I was rewarded by people to whom I have never done any good actions, as the Baron Edmond de Rothschild, Henri-Claude de Bettignies, Henk Van Luijk (true noble men).

The crisis of ethics changed my life totally, made me a better man, before that - I had stage fright, I never gave a lecture, never wrote books, and after the crisis I changed completely, devoted my time to society, earning less than 10% than before, but with a sense of self fulfillment, contributing to society, teaching thousands of students in Israel and abroad, lecturing before audiences of hundreds in English, French and Hebrew, writing ten books in those languages, articles as well in Spanish and Ladino. It also strengthened my family ties with my wife and children, I met excellent ethical people, as Henri-Claude de Bettignies, Joshua Sobol, Arie Avneri, Henk Van Luijk, Harry Recanati..., far better than the unethical people with whom I severed my relations after I found that they conned me.

Luckily, I studied both Economics and Political Sciences at the University, and had such outstanding professors as Avineri. I remember him as I had very few excellent professors in my life – Shlomo Avineri, Henri-Claude de Bettignies at Insead, Yvon Pesqueux at CNAM, Teddy Weinshall... An excellent professor is one who influences your life, whom you remember forever as well as what he taught. That is why the best compliments that I have ever received were when my students whom I taught Business Ethics and many more subjects gave me time and again the highest grades and I was even nominated the best lecturer of all the University of Haifa, Israel. What is satisfaction in life – excessive wealth, nomination as a CEO of a large company, the most beautiful wife? For many people the answer would be – Yes, but not for me, and the reason for that is partly because of what Avineri has taught me when I was less than 18, and partly because what I thought about the meaning of life before that as I learned from my diary. I have an Aristotelian philosophy of life which influenced my ethical beliefs, and an Epicurean thought, not hedonism, as many would think, but the true Epicurean "*lathe biōsas* (λάθε βιώσας)", meaning "live in obscurity", "get through life without drawing attention to yourself", i.e., live without pursuing glory or wealth or power, but anonymously, which I have applied in my life.

I do not deserve any thanks or praise. I just did what had to be done at that time: "making sure that a talented man would be able to engage into knowledge producing and sharing on the challenging road of ethics". Your will was clear, your skills were apparent and your vision of how to actualize your potential was realistic, so I had to find ways to make your hope fulfilled.

As your autobiography makes it explicit, your life is a testimony: *you have delivered*. Not only university libraries should be grateful to you but also the many readers you have enlightened and all those you will.

Relax now and keep producing thoughtfulness and wisdom, for a world that need it, and at a time when a compass is missing for so many.

Other correspondence in English, French, Ladino...

5.4.2017

Me sorprendites otr'una vez, Kerido.

Sos una "makina", ke no se komo denominarla :
una makina muy savida; una koza grande;
una valor grande para la humanidad.

Ya saves ke yo so "avagorozo";
va meldar todo lo ke puedo, i despues va mirar
de tresladar lo ke puedo.

Sanos i rezios ke estesh,
i Hag Pesah Sameah para ti i para tu famiya.

6.3.2017

Personne ne s'intéresse à l'éthique (a part toi...) et surtout pas les touristes qui viennent voir les temples de Luxor. A part ça je n'ai aucune envie de retourner a mon pays natal, c'est aussi aujourd'hui super-dangereux pour les touristes et encore plus pour les israéliens. Il suffit que je sois né en Égypte, je ne veux pas que sur ma tombe il y est écrit né et mort en Égypte.

Ce qui me rappelle d'un commentaire que j'ai fait dans le livre que je suis en train d'écrire. Je décris les prix Nobels comme indice de culture, mais il y a un problème, car beaucoup des lauréats sont nés en un pays, vécus dans un autre, et faits des recherches dans un troisième. Donc il y a plus de pays que de lauréats et moi qui mesure le ranking des pays je dois ajuster les résultats, c'est tout une affaire.

Et parlant d'Égypte, les suédois qui vivent en la-la-land ont décidé de publier la liste des lauréats d'après le pays de naissance, ce qui est complètement hallucinant dans beaucoup de cas. Imagine-toi que j'aurai reçu le prix Nobel, a l'académie suédoise je serai inscrit comme égyptien avec Yasser Arafat qui est né aussi en Égypte, une lauréate anglaise que son père travaillait en Égypte, un savant qui a fait ses recherches aux USA mais qui est né en Égypte, etc. En fin de compte il n'y a que 3 laureats égyptiens "vrais" - Sadat, Mahfouz et Baradai...

2.1.2017

Tout ça se passe chez toi, près de la ou tu habites... Si Francois Hollande pense qu'il va apaisé ces shababs en condamnant Israel le 15.1 il se trompe. On n'apaise pas les terroristes et les fondamentalistes avec de la monnaie juive, comme la France a appris après Munich ou elle a apaisé Hitler. Les fondamentalistes sont les nouveaux Nazis de l'Europe, et ils vont la détruire par pure envie et extrémisme religieux. Il est vrai que ce n'est qu'une minorité mais comme la majorité des musulmans français ne réagissent pas ils sont condamnables tout comme les extrémistes, comme d'ailleurs les allemands qui n'ont pas réagis contre Hitler lorsqu'il était faible et négligeable. Réagissez, comme nous le faisons en Israel, avant qu'il ne soit trop tard!

5.4.2016

Vos envio los links a mis nuevos livros - 2 en ingles i 2 en ebreo. Podesh meldarlos gratis en mi sitio internet i en el sitio de munchas universidades i organizaciones en Israel, los Estados

Unidos i Fransia. Los libros son sobre la kultura, romanes, puestas de teatro, geografia, biografias, etika de negocios, linguas, musika, folklor, sobre el Ladino, mi autobiografia, sobre las relaciones kon los Arabes (sienes de pajinas) - ya lo emplean kontra el boykot de Israel, etc. Podesh sentir kon los links sienes de kantigas i folklor en Espaniol, Ladino, Evreo, Ingles, Franes, mismo en Turko. Los detalios son en Ingles:

Having a look on this fantastic mail - in the name of humanity, I want to express to you my thanks for all your contribution to it.

You are a very special man, Djako, that's for sure.

Be happy together with your dear Wife and your family.

3.11.2015

Many compatriots, Jews who like me left Egypt at the age of 9 or 10, have a vivid and positive memory of Egypt and have written books glorifying those days. I personally was very glad to leave Egypt as we lived there in fear, and I never returned to visit the country as many friends have done. By the way, most of them were very saddened to see that nothing remains from the sites that they left, as Alexandria and Cairo were European cities when we lived there and now have become very poor, Judenrein and Europeanrein, with huge Egyptian populations and without Jews or Europeans, as in all the Arab states except Morocco. One of the sagas that Jews in Arab countries lived peacefully with the Arabs is completely false, with pogroms in Syria and Iraq, persecutions in Egypt and Yemen, so Jews had to flee in order not to be murdered. Martin Gilbert wrote in 2010 *In Ishmael's House: A History of the Jews in Muslim Lands*, New Haven, CT: Yale University Press, [ISBN 978-0-300-16715-3](#). This book challenges the commonly view that Jews in Muslim lands were treated well most of the time, more often they were regarded as second class citizens, dhimmu, and were subject to physical attacks. This precarious situation worsened extremely with the creation of the State of Israel in 1948, as the position of the Jews became rapidly intolerable with the only solution of mass migration, while leaving behind all of their possessions. Today, there are only a few thousands Jews left in all the Muslim lands.

Those of us who are interested in the story of Egyptian Jews who fled and were expelled from Egypt can read about a dozen books in English and French and much more in Hebrew, according to the following list. The first two books have succeeded very much in the US and were written by very good friends of mine – Gormezano Goren and Bar-Av who arrived with us from Egypt to a small village in Israel Kfar Ata. I have read some of those books, and according to the reviews they are all excellent and worth reading. My play takes place in Israel, but the protagonists are also Sephardic Jews - Greeks and Egyptians - who live still in the past.

Yitzhak Gormezano Goren - [Alexandrian Summer](#)

Avraham Bar-Av (Bentata) - [17, Sheikh Hamza Street](#), Cairo

Andre Aciman - [Out of Egypt](#)

Lucette Lagnado - [The Man in the White Sharkskin Suit](#)

Lucette Lagnado - [The Arrogant Years](#)

Jean Naggar - [Sipping from the Nile](#)

Liliane Dammond - [The Lost World of the Egyptian Jews](#)

Lucienne Carasso - [Growing Up Jewish in Alexandria](#)

Ada Aharoni - [Not in vain](#)

Aslan Ben Eliahou - [I am a Jew from Egypt](#)

Alain Bijio - [The Journey](#)

Jacques Cory - [Le Choix de Nelly](#)

Tobie Nathan - [Ce Pays qui te ressemble](#)

The Palestinians have succeeded in brainwashing the Western World with the refugees' problem. 500,000 to 700,000 refugees have left Palestine, most of them induced to do so by their leaders who have promised them to return within a few weeks after the Arabs would annihilate the Jews in Israel, half a million against a hundred million Arabs. From those refugees only 50,000 are still alive, 67 years after they left, while the so-called 5 million refugees wanting the right of return were not born in Palestine and the Arab states have preferred to finance with their billions petrodollars wars and terrorist attacks instead of solving once and for all the refugees problem in their countries where they are only a very small minority. The Jews from the Arab states who were expelled and fled after 1948 were one million, twice as much as the Palestinian refugees. Their assets that were confiscated were much more than the assets of the Palestinians. All of them were integrated in Israel, France, Brazil, US, Australia, Canada, etc, in one or two years without the assistance of the UN of tens of billions dollars. They have succeeded very much in business, academics, liberal professions (the books that I've mentioned are only a small example) and none of them is a terrorist. The Palestinian refugees will return to Israel and Palestine when the German refugees will return to Konigsberg in Russia, Stettin in Poland, the Sudetenland in Czechoslovakia. Oh, but the Germans have lost the war and must submit the consequences, the Arabs who attacked Israel have also lost the war and must bear the consequences. Why nobody asks for the right of return of the Greeks from Smyrna and Asia Minor (Erdogan would be delighted) and Turks from the Balkans; Poles, Ukrainians, Africans, Americans, Asians, Serbs, Croats, Bosnians in Republika Sprska, Croatia, in Georgia, Cyprus...

Nobody has assisted the Egyptian Jews like me, and some of them have written books and will continue to live again the past in books and dreams, as this is the only way to solve the problem of the refugees. What upsets me is the effective brainwashing of the Palestinians that convinces many Americans and Europeans who have adopted the anti-Semitic and racist precepts of BDS, who advocate the right of return, thus the end of Israel. When the forefathers of the Palestinians lived in Palestine it was an underdeveloped country, as most of the Arab states are today. Jews who have returned to their homeland, with Arabs who remained in Israel, have made from this country one of the most advanced countries in the world, a High Tech country, with an ultramodern agriculture. Israel is the only democratic country in the Middle East, while in most of the neighboring countries - Syria, Yemen, Iraq, Afghanistan, Algeria, Sudan, Lebanon, there are civil wars with hundreds of thousands of casualties, while in all the Palestinian conflicts there were thousands of casualties on both sides. When one or four Palestinian children are killed because rockets were launched by the Hamas and Israel retaliated against the launching sites that were set by the Hamas in populated areas - all the world is outraged, but when hundreds of Israeli children in Tel Aviv,

Haifa and Jerusalem are killed by terrorists nobody even winces, as also is the case when hundreds of thousands of civilians are killed in civil wars. In the other Arab countries there is extreme poverty as in Egypt, or plutocracies in the oil-rich countries, where most of the wealth belongs to a few families. Most of the Israeli population has turned hawks because of the extreme hypocrisy of the UN and most of the countries that condemn all the time Israel while not condemning the most savage regimes, because of the Nazi propaganda and terrorist attacks of the Palestinians and the aggression of Hamas/Gaza and Hizballah/Lebanon after we have withdrawn, we do not believe anymore the mantra that the occupation brings about terror, as terror increases after we have withdrawn from all the territories in Gaza, Lebanon and most of the West Bank in 2000, as we saw that a Dovish attitude has only brought worse reactions, as happened with the pacifist conduct of France & UK towards Germany in 1938.

But the sympathizers of BDS will learn the hard way with whom they are dealing, when dozens of attacks as 9/11 will occur by the soldiers of ISIS who infiltrate in Europe with the refugees and are installed among the Muslim populations in Europe and America. The politically correct attitude of Europe in the name of free speech is suicidal as they let extreme Muslim fundamentalists preach in some of the Madrasas against the countries that are hospitable to them, give them work and social benefits. The majority of the Arabs and the Muslims want to live in peace and integrate in Israel or in Europe, but their extreme fundamentalist leaders, financed by nuclear Iran, do whatever they can to annihilate the Christian and Jewish states in order to revive the Islamic State/Empire, as can be seen in the map of ISIS that encompasses southern Europe, half of Africa and a great part of Asia. Israel is not the stronghold of Apartheid, as the Arabs who live with us have the best living conditions in the Arab world and are excellent doctors, students, farmers... Israel is a European stronghold in the Middle East, it is the avant-garde of progress, democracy and freedom, that is assisting to prevent the right of return to the Middle Ages.



Thank you so much. This is eye opening to say the least. I will reread it with deep interest and prayer...and buy more Israel bonds as soon as I can. G_d bless Israel.

29.10.2015

We enjoyed very much talking to you, and although I heard only half it was still very nice. I watched yesterday ...'s film and I noticed how handsome ... was and how he has not changed a bit. ..., you were very lucky to marry him, keep him in good health and always joyful. I haven't found me in the films and Ruthy said that it is probably because I was ugly and hid (I am kidding...). ... also has not changed at all and I notice how he repeats saying Carpe Diem. Well, he comes from the Middle East and he probably knows what is malocchio/mauvais oeil. I appreciate it because he lives in Beirut, the Hell on Earth (like Syria, Yemen, Iraq and Afghanistan...) and still is happy, but yet I would be afraid from the malocchio. I had a relative who was the opposite of my mother. She lived fully, had plenty of friends, every night went out, played cards, went to nightclubs, danced, and when my mother admonished her she used to answer "on ne vit qu'une fois". And she died very young at the age of 60 but lived a full life. Her husband who had all the time a lover and ... knew about it but didn't care married the lover and lived 20 years more. My mother had no friends, they almost never went out, but she lived until 86. Well, you can ask what is better, but this is another question.

If ... lives in hell we live in purgatorium (Paradise is Switzerland and New Zealand), and the funny thing is that the Israelis are no. 11 in the world in happiness. Freud would say that we are masochists, but honestly I believe that it is because an Israeli can never admit that he has made a wrong choice. If he has a car, it is the best in the world. If he works somewhere it is better than Google. His wife is Sophia Loren (today?) and his country is the best in the world. I, personally, because of my mother's upbringing, believe in malocchio and never admit that I am happy, always complaining about something: money, health, tycoons, or politics. It is called in Ladino - viven los yoradores - but the Ashkenazis have excelled in that to perfection, always complain and you'll live happily but never enjoy it. Love, Lacrimo/Deploro Diem,

16.10.2015

I am pleased to inform you that I have received the highest Award of Ethical Excellence in Israel. It was awarded to me primarily because of the huge success of the Ethical Code, Training and Case Studies that I have written in 2014 for Sibat, the International Defense Cooperation Agency, responsible for defense exports in tens of billions dollars.

MAZAL TOV and well deserved

Irrationally yours

Dan (Ariely)

Sincere congratulations on receiving the highest Award of Ethical Excellence in Israel. It is well deserved and very important, since ethics continue to be a problem for society in general as well as the public and private sectors. Illuminations like yours light the way. It is an honor to know you.

On your website I saw your great family. Children and grandchildren seem very happy around you. They are the best result of your life.

An award for ethical excellence is something to be proud of, but family excellence is even more rewarding!

SCHEDULE OF THE CELEBRATION OF RUTHY CORY'S 70TH BIRTHDAY IN [NAHARIYA](#) AND THE GALILEE – DECEMBER 22-24, 2016

Thursday

- 11:00 Gathering at the [Carlton Hotel, Nahariya](#), Check-In and Billing Jacques Cory's Account
- 12:00 Memorial Ceremony of Fany & David at the Cemetery and in Front of Their Boutique
- 13:00 Walking on the Gaaton Boulevard and Having a Meal at the [Penguin Restaurant](#) There
- 15:00 Receiving the Rooms, Resting in the Suites
- 17:00 Celebration at Ruthy's Suite - Greetings, Love, Quiz, Photos, Tears, Laughs
- 19:00 Dinner at the Hotel
- 21:00 Party time (No children!!) - Saba and Savta Are Baby-Sitting

Friday

- 07:00 - 09:00 Breakfast
- 09:30 Meeting Our Guide and Departure to Akko (Acre)
- 10:00-10:30 [Tunisian Synagogue in Akko](#)
- 11:00-14:30 [Akko - Crusaders, Museums](#)
- 14:30-15:30 Meal at an Arab Restaurant in the Old City of Akko
- 15:30-16:30 Port of Akko - Sunset
- 17:30 Leaving for the Hotel
- 19:00 Dinner
- 21:00 Party time – Dancing and Singing at the Carlton Hotel Night Club

Saturday

- 07:00 - 09:00 Breakfast
- 09:30 Meeting Our Guide and Departure
- 10:00-11:30 Visit of [Rosh Hanikra Grottoes](#)
- 12:00-14:00 Visit of [Ein Afek Nature Reserve](#)
- 14:00-15:00 Meal at an Oriental Restaurant in the New City of Akko
- 15:30-17:30 Visit of [Kibbutz Lochamei Hagetaot](#)
- 17:30 Home Sweet Home - Thank You! We Love You Ruthy!

חידון יום העצמאות ה- 69 למדינה – 2.5.2017

חידון יום העצמאות מתמקד בשני נושאים – ישראל ואנחנו – ימי הולדת של כל אחד מאתנו ואירועים עלומים מהעבר של הנוכחים וממשפחת קורי. לא כל השאלות מקוריות. לכל שאלה יש 4 חלופות ומי שעונה נכון ראשון מקבל 3 נקודות, השני מקבל 2 נקודות והשלישי נקודה אחת. הנקודות ניתנות לכל אדם בנפרד.

1. איזה ראש ממשלה ישראלי מעולם לא ישב בבית הסוהר?
 - א. אהוד אולמרט, ב. דוד בן גוריון, ג. מנחם בגין, ד. משה שרת.
- התשובה – ב. דוד בן גוריון שהיה בחו"ל וכך ניצל ממאסר בשבת השחורה כמו משה שרת. בגין ישב בגולג בברה"מ.
2. ידי נולד בשלושים ואחד במאי. מי מארבעת השחקנים הנודעים האלה לא נולד באותו היום?
 - א. ג'ון וויין – 1907, ב. קלינט איסטווד – 1930, ג. ברוק שילדס – 1965, ד. סבסטיאן קוך – 1962.
- התשובה – א. ג'ון וויין, נולד ב- 26 במאי 1907.
3. מה מקור השם תל אביב?
 - א. הכפר הערבי שעל חורבותיו נבנתה העיר – תילאבובה, ב. העיר הרומאית הקדומה – תלאביניאום, ג. האדריכל שבנה את העיר אביב תל, ד. אלטנוילנד.
- התשובה – ד. אלטנוילנד, הרומן הנודע של הרצל שפירושו בגרמנית הארץ הישנה חדשה.
4. איזה כלכלן ו/או מהפכן נודע לא נולד ביום הולדתו של קורי 5.6?
 - א. אדם סמית – 1723, ב. מילטון פרידמן – 1912, ג. ג'ון מיינרד קיינס – 1883, ד. פאנצ'ו וילה – 1878.
- התשובה – ב. מילטון פרידמן נולד ב- 31 ביולי 1912.
5. איזה אירוע מלחמתי נודע לא אירע בחמישה ביוני?
 - א. פרוץ המרד הערבי הגדול ב- 1916, ב. נפילת פרטוריה לידי הבריטים ב- 1900, ג. D DAY הפלישה לנורמנדי ב- 1944, ד. פרוץ מלחמת ששת הימים ב- 1967.
- התשובה – ג. D DAY הפלישה לנורמנדי הייתה ב- 6.6.1944.
6. יום הולדת של יהודית – 6.7. מי מארבעת הציירים הנודעים לא נולד ב- 6.7?
 - א. ג'ורג' W בוש – 1946, ב. מרק שאגאל – 1887, ג. פרידה קאלו – 1907, ד. גוסטב קלימט – 1862.
- התשובה – ד. גוסטב קלימט – נולד ב- 14 ביולי.
7. מי הייתה המדינה הראשונה שהכירה בישראל?
 - א. ברית המועצות, ב. ארצות הברית, ג. צרפת, ד. קוסטה ריקה.
- התשובה – ב. ארצות הברית.
8. אירוע בעברה של עופרה. איזו חלופה מארבעת החלופות שהיא מציגה היא הנכונה?
 - א. למדתי טורקית באוניברסיטת חיפה יחד עם קונסול ישראל המיועד לאנקרה, ב. ביליתי ערב עם שר ההגנה של פולין במסעדה גרוזינית בתל אביב, ג. הייתי הראשונה בארץ לשמוע על מותו של ג'מאל עבד אלנאצר, ד. הופעתי בפסטיבל מספרי סיפורים בחולון.
9. יום הולדת של אמי – 16.11. מי מארבעת האישים לא נולד ב- 16.11?
 - א. הסופר ז'וזף סאראמאגו – 1922, ב. האסטרונוט אלן שפרד – 1923, ג. הקיסר טיבריוס – 42 לפני הספירה, ד. השחקנית ולריה ברוני טדסקי – 1964.
- התשובה – ב. האסטרונוט אלן שפרד נולד ב- 18.11.
10. איך נקרא המבצע להעלאת יהודי עירק בשנת 1950?

- א. מבצע אלף לילה ולילה, ב. מבצע השיטח המעופף, ג. מבצע עזרא ונחמיה, ד. מבצע ארם נהריים.
התשובה – ג. מבצע עזרא ונחמיה.
11. פרט עלום מהעבר של משפחתה של נעמי. במלחמת השחרור במהלך הקרבות לשחרור חיפה נחשב אביה של נעמי לנעדר במשך שבועיים. מה הייתה הסיבה לכך?
א. ארנק הכסף שלו ובו תעודותיו נמצא בכביש ליד בית התעשייה והובאו לאמה של נעמי. ב. פצוע מהקרב בגשר רושמיה סיפר שלחם ליד אביה של נעמי וחשב שהוא נפצע אך לא מצאו אותו בבתי החולים. ג. המחלקה שלו הועברה לאבטחת דרכי הגישה לעיר באזור יגור ולא היתה דרך ליצירת קשר עם המשפחות. ד. כל שלוש הסיבות.
התשובה – ד. כל שלוש הסיבות.
12. יום הולדת של דליה – 19.6. מי מארבעת האישים לא נולד ב- 19.6?
א. הסופר סלמן רושדי – 1947, ב. הזמרת פולה אבדול – 1962, ג. השחקנית קתלין טרנר – 1954, ד. הסופר תומאס מאן – 1875.
התשובה – ד. הסופר תומאס מאן נולד ב- 6.6.
13. איזו קבוצת כדורגל מחזיקה בהכי הרבה תארי אליפות בליגת העל?
א. מכבי תל אביב, ב. מכבי חיפה, ג. בית"ר ירושלים, ד. הפועל באר שבע.
התשובה – א. מכבי תל אביב.
14. פרט עלום מעברה של משפחת אריה. אביו של אריה סבל מחרשות חלקית והיה צורך לדבר איתו בקול רם ולדבר איתו פנים אל פנים על מנת שיוכל לקרוא שפתיים. מה הייתה הסיבה לחרשות?
א. לקות מולדת. ב. פגיעה במהלך עבודתו בבית הזיקוק בחיפה ב- 1947 עקב פיצוצים ממטענים שהניחו לח"י במיכלים במקום. ג. חרשות מחמת הגיל ואי שימוש במיכשור מתאים שלא היה אז בהישג יד. ד. מחלה גנטית שגרמה לדלקות והיצרות תעלת השמיעה.
התשובה – ב. פגיעה במהלך עבודתו בבית הזיקוק בחיפה ב- 1947 עקב פיצוצים ממטענים.
15. באיזה פרמטר ישראל ניצבת במקום הראשון בעולם?
א. מדד החדשנות במדד של The Boston Consulting Group, National Association of Manufacturers
ב. הוצאות מחקר ופיתוח, פרטיות וממשלתיות, כאחוז מהתמ"ג, על פי הנתונים של אונסקו.
ג. מדד חופש העיתונות של ארגון REPORTERS WITHOUT BORDERS
ד. מספר הפרסומים המדעיים לנפש במדע טהור PURE SCIENCES
התשובה – ב. הוצאות מחקר ופיתוח כאחוז מהתמ"ג – 4.21%.
16. יום הולדת של איתן – 10.3. מי מארבעת האישים לא נולד ב- 10.3?
א. איבן רקיטיץ' – 1988, שחקן ברסה, ב. יצחק רבין – 1922, ג. צ'אק נוריס – 1940, ד. שרון סטון – 1958.
התשובה – ב. יצחק רבין, נולד ב- 1.3.
17. איזו מדינה הכי פחות שוויונית על פי מדד GINI?
א. הודו, ב. ישראל, ג. אלג'יריה, ד. ספרד
התשובה – ב. ישראל מדורגת במקום ה- 67.
18. מי מארבעת הזמרות הנודעות שקורי היה בהופעה שלהן ישיבה לו על הברכיים ומה היא רצתה ממנו?
א. ריטה, ב. זיזי ז'אנמייר, ג. ז'ואן באז, ד. ננה מושקורי.
התשובה – ב. זיזי ז'אנמייר ששרה שהיא מחפשת מיליונר וחשבה שקורי מיליונר ורצתה להתחתן אתו.
19. איזו מדינה מדורגת בין עשר המדינות הראשונות בסקר גלופ של GLOBAL WELLBEING?

- א. ישראל, ב. ארצות הברית, ג. אוסטריה, ד. גרמניה.
 התשובה – א. ישראל מדורגת במקום התשיעי.
20. יום הולדת של רותי וחלי – 18.1. מי מארבעת השחקנים לא נולד ב- 18.1?
 א. קרי גרנט – 1904, ב. קווין קוסטנר – 1955, ג. דני קיי – 1913, ד. דולי פרטון – 1946.
 התשובה – ד. דולי פרטון נולדה ב- 19.1.
21. אירוע בעברו של אודי. אילו מארבעת החלופות שמספר עליהן אודי היא הנכונה?
 א. הייתי אלוף בתי הספר התיכוניים לריצת 10,000 מטר, ב. 'כיכבתי' בעמוד שער של עתון במחנה, ג. הופעתי כסולן מקהלה בתכנית רדיו, ד. צנחתי צניחה חופשית
22. איזו נציגה של בית המלוכה הבריטי התארח בדירה של אחי חיים קורי כרבע שעה והוא הראה לה את הדירה והנוף:
 א. המלכה אליזבת, ב. הנסיכה אן, ג. המלכה האם מרי, ד. הדוכסית מקיימברידג' קייט.
 התשובה – ב. הנסיכה אן שביקרה בדירה של חיים במעונות החדשים של אוניברסיטת לונדון.
23. באיזה ספר או שיר נכתב המשפט "הנה מה טוב ומה נעים שבת אחים גם יחד"?
 א. באיזה שיר ילדים של ביאליק?, ב. בבבא בתרא, ג. בתהילים, ד. באיזה שיר של מרים ילן – שטקליס?
 התשובה – בתהילים, פרק קל"ג, פסוק א'.
24. יום הולדת של רותי מייבלום – 28.12. מי מארבעת האישים לא נולד ב- 28.12?
 א. נשיא ארצות הברית וודרו ווילסון – 1856, ב. השחקן דנזל וושינגטון – 1954, ג. המילירדר ההודי ראטאן טאטא – 1937, ד. נשיא מצרים אנואר סאדאת – 1918.
 התשובה – ד. נשיא מצרים אנואר סאדאת נולד ב- 25.12.
25. איזה מהמחזות של יהושע סובול לא עוסק בביקורת חברתית?
 א. קריזה, ב. ליל העשרים, ג. גיבור מעמד הפועלים, ד. זרים.
 התשובה – ב. ליל העשרים שעוסק בעליה לקרקע של חלוצי העלייה השלישית.
26. עם מי מארבעת האישים נפגש איתן ציילר לפגישה בארבע עיניים?
 א. אהוד ברק, ב. אראל מרגלית, ג. אריק שרון, ד. בני בגין.
 התשובה – ד. בני בגין.
27. איזה סרט ישראלי לא היה מועמד של האקדמיה לסרטים בארצות הברית לאוסקר הסרט הזר?
 א. אני אוהב אותך רוזה, ב. הערת שוליים, ג. הבית ברחוב שלוש, ד. למלא את החלל.
 התשובה – ד. למלא את החלל, שהאקדמיה לא קיבלה את המועמדות שהצענו.
28. יום הולדת של ראובן – 15.11. מי מארבעת האישים לא נולד ב- 15.11?
 א. הנסיך צ'ארלס – 1948, ב. המרשל ארווין רומל – 1891, ג. הזמרת פטולה קלרק – 1932, ד. המנצח דניאל ברנבום – 1942.
 התשובה – א. הנסיך צ'ארלס נולד ב- 14.11.
29. איזו שגרירות מעולם לא שכנה בירושלים?
 א. הולנד, ב. צרפת, ג. אתיופיה, ד. צ'ילה.
 התשובה – ב. צרפת.
30. עם מי מהזמרים הבאים לא רקדה רחל ציילר?

- א. צמד רעים, ב. פול אנקה, ג. אלביס פרסלי, ד. מייק ברנדט.
 התשובה – ג. אלבי פרסלי, אבל היא ביקרה בביתו.
 31. באיזה מקום מדורגת ישראל כמדד GLOBAL PEACE?
 א. 102, ב. 149, ג. במקום האחרון 162, ד. 159.
 התשובה – ב. ישראל מדורגת במקום ה-149. אחריה מדורגות קולומביה, ניגריה, רוסיה, צפון קוריאה, פקיסטן, קונגו זאיר, הרפובליקה המרכז אפריקנית, סודן, סומליה, עירק, דרום סודן, אפגניסטן, סוריה.
 32. יום הולדת של אודי – 23.12. מי מארבעת ראשי המדינות לא נולד ב-23.12?
 א. קיסר יפן אקיהיטו – 1933, ב. הנשיאה קרלה ברוני – 1967, ג. ראש ממשלת גרמניה הלמוט שמידט – 1918, ד. נפוליאון – 1769.
 התשובה – ד. נפוליאון נולד ב-15.8.
 33. איזו מדינה גדולה יותר בשטחה מישראל – 20,770 ק"מ?
 א. קלדוניה החדשה, ב. סוויילנד, ג. רואנדה, ד. סלובניה.
 התשובה – ג. רואנדה – 26,338 ק"מ.
 34. החידה של ידיד – השתתפתי בחנוכת מפעל אליאנס בחדרה בשנת 1952 – מי היתה האישיות שחנכה את המפעל וקיבלה את הצמיג הישראלי הראשון?
 א. פנחס ספיר, ב. לוי אשכול, ג. יצחק בן צבי, ד. דוד בן גוריון
 35. איזו מדינה גדולה יותר באוכלוסיתה מישראל – על פי נתוני יולי 2016: 8,192,463
 א. הונדורס, ב. פפואה ניו גינאה, ג. בולגריה, ד. נסיכויות המפרץ הפרסי.
 התשובה – ד. נסיכויות המפרץ הפרסי – 9,266,971.
 36. יום הולדת של עופרה – 10.9. מי מארבעת האישים לא נולד ב-10.9?
 א. נשיא סוריה באשאר אל אסאד – 1965, ב. מעצב האופנה קרל לגרפלד – 1933, ג. הבעלים של עלי באבא ג'אק מא – 1964, ד. השחקן קולין פירת – 1930.
 התשובה – א. באשאר אל אסאד נולד ב-9.11, האחד עשר בספטמבר...
 37. בכמה פרסי נובל זכו ישראלים?
 א. 10, ב. 12, ג. 14, ד. 16.
 התשובה – ב. 12.
 38. החידה של דליה – ערב מלחמת העצמאות פרצו צנחנים בריטים לדירתנו בחיפה – מה חיפשו החיילים הבריטים?
 א. לוחמי אצ"ל, ב. לוחמי ההגנה, ג. כרוזים כנגד השלטון הבריטי, ד. נשק.
 39. מי מארבעת חתני פרס נובל הישראלים לא קיבל גם פרס ישראל?
 א. ש"י עגנון, ב. דן שכטמן, ג. שמעון פרס, ד. עדה יונת.
 התשובה – ג. שמעון פרס.
 40. יום הולדת של אריה – 10.10. מי מארבעת האישים לא נולד ב-10.10?
 א. המלחין ג'וזפה ורדי – 1813, ב. חתן פרס נובל לכימיה דני שכטמן – 1941, ג. פסנתרן הג'אז תלוניוס מונק – 1917, ד. המחזאי הרולד פינתר – 1930.
 התשובה – ב. דני שכטמן נולד ב-24.1.
 41. מה שמו המקורי של אייל גולן?

- א. משה בוזגלו, ב. אייל ביטון, ג. אלי ג'מילי, ד. פליקס בנזקן.
 התשובה – ב. אייל ביטון.
42. לראשונה נסעה רותי לחו"ל בגיל 31. בכמה ארצות אירופיות ביקרה רותי מאז ועד היום?
 א. פחות מעשר, ב. בין 11 ל-20, ג. בין 21 ל-30, ד. יותר משלושים.
 התשובה – ד. רותי ביקרה ב-33 מדינות באירופה.
43. מה שם המשפחה המקורי של נטלי פורטמן?
 א. לוי, ב. ביטון, ג. הרשלג, ד. בוגוסלבסקי.
 התשובה – ג. הרשלג.
44. יום הולדת של נעמי – 20.11. מי מארבעת האישים לא נולד ב-20.11?
 א. מרלין מונור - 1926, ב. רוברט קנדי - 1925, ג. ג'ו ביידן - 1942, ד. בו דרק - 1956.
 התשובה – א. מרלין מונור נולדה באחד ביוני.
45. מי הישראלי היחידי שנבחר לאיש השנה במגזין טיים?
 א. יצחק רבין, ב. גולדה מאיר, ג. שמעון פרס, ד. בנימין נתניהו.
 התשובה – א. יצחק רבין.
46. מי אמרה "אני לא צריכה לחשוב פעמיים לפני כל מילה שאני אומרת"?
 א. שולמית אלוני, ב. רבקה מיכאלי, ג. מירי רגב, ד. אורנה בנאי.
 התשובה – ג. מירי רגב.
47. מי היו ישראל הלפרין, רבי ישראל ססובר וד"ר יונה קניגספור?
 א. חתני פרס ישראל לתלמוד, ב. שלושה מהשותפים הראשונים של אוסם, ג. שמות המחתרת של מנחם בגין, ד. משוררי יידיש מפורסמים.
 התשובה – ג. שמות המחתרת של מנחם בגין.
48. מי מופיע בסרט "מתנה משמיים" כאבי המשפחה המנוח?
 א. מוני מושונוב, ב. זאב רווח, ג. גבי עמרני, ד. בנימין נתניהו.
 התשובה – ד. בנימין נתניהו.
49. אני אבקש מהנשים לצאת מהחדר כי שתי השאלות הבאות הן לגברים שבינינו. תשע נקודות למי שיענה נכון על השאלה הבאה. כל אחד יכול לענות והנקודות יינתנו למי שתשובתו תואמת לתשובת אשתו. א. באיזה תאריך התחלתם לצאת? ב. באיזה תאריך הצעת לאשתך נישואים? ג. באיזה תאריך נישאתם? הנחה לראובן – הוא יענה על השאלות – באיזה תאריך נפגשתם לראשונה? באיזה תאריך התחלתם לצאת? באיזה תאריך רותי עברה לגור בביתך? רותי ואני חוגגים שלושה תאריכים, בעצם ארבעה – ב-18.4.1969 התחלנו לצאת, ב-9.5.1969 הצעת לה נישואין, ב-9.8.1969 היא ענתה לי תשובה חיובית, ב-19.8.1969 התחתנו ואני צריך לקנות לה 4 מתנות.
50. השאלה השניה לגברים – עליה תקבלו רק שלוש נקודות, אך מי שלא יידע ייגרעו ממנו שלוש נקודות. מה צבע העיניים של אשתך?
 51. מי מארבעת הפוליטיקאים הישראלים צמחוני?
 א. יצחק הרצוג, ב. ראובן ריבלין, ג. אבידגור ליברמן, ד. אריה דרעי.
 התשובה – ב. ראובן ריבלין.
52. עם מי מארבעת הנשיאים שקורי נפגש אתם ישב קורי בישיבה בארבע עיניים?
 א. יצחק נבון, ב. אפרים קציר, ג. יצחק הרצוג, ד. שמעון פרס.

- התשובה – ב. אפרים קציר בצריף שלו במכון ויצמן על תוכנית לקידום פרויקטים בגליל.
53. איזה מארבעת שמות המבצעים לא היה ולא נברא?
א. מבצע סימפוניית החיים, ב. מבצע שירת הברבור, ג. מבצע מוות לפולש, ד. מבצע טרף קל.
התשובה – ב. מבצע שירת הברבור.
54. עם מי מארבעת האישים הזרים שקורי נפגש אתם הוא אכל ארוחת צהריים?
א. דייוויד רוקפלר, ב. הברון אדמונד דה רוטשילד, ג. שר החוץ וראש ממשלת צרפת קוב דה מרוויל, ד. סרז' דסו.
התשובה – ב. רוטשילד שביקר את המילגאים שלו באינסאד בפונטנבלו ואתם במנזה של הסטודנטים.
55. מה פירוש פולסא דנורא?
א. פוליסת ביטוח במנורה, ב. קללת האש, ג. מכת האש, ד. מוות ביסורים.
התשובה – ג. מכת האש.
56. איזה פרט בסדר היום של קורי בכל בוקר אינו נכון?
א. עושה התעמלות שעה, ב. מתקלח, ג. קורא פרק בתהילים, ד. אוכל ארוחת בוקר.
התשובה – א. עושה התעמלות שעה, הוא עושה רק חצי שעה.
57. מי מארבעת המלירדרים הבאים לא נולד במצרים?
א. האמריקאי חיים סבן, ב. השוויצרי ניסים גאון, ג. הבריטי סר רונלד כהן, ד. הפלשתינאי יאסר עראפת.
התשובה – ב. השוויצרי ניסים גאון שנולד בחרטום שבסודן. גאון נולד למשפחה יהודית-ספרדית, שהגיעה ממצרים ומקורה בטורקיה. אביו היה פקיד בכיר בממשל הבריטי ושימש כמושל העיר פורט סודאן. הוא המחזן של אורה הרצוג לבית אמב"ש שגם היא נולדה במצרים למשפחה ממוצא רוסי פולני – אמב"ש פירושו אני מאמין באמונה שלמה.
58. עם מי מהארבעת האישים שקורי נפגש אתם הוא לא ישב בישיבה בארבע עיניים?
א. אברהם שפירא, ב. ארנון מילצ'ן, ג. משה כחלון, ד. יגאל מוסינזון.
התשובה – ג. משה כחלון. עם כל האחרים הוא ישב בישיבות בארבע עיניים.
59. כמה זמן נמשכה מלחמת העצמאות מפרוץ הקרבות ועד סיום המלחמה?
א. 30.11.1947-10.3.1949, ב. 15.5.1948-20.7.1949, ג. 30.11.1947-20.7.1949, ד. 15.5.1948-7.1.1949
התשובה – ג. 30.11.1947 – 20.7.1949, מיום פרוץ הקרבות אחרי כ"ט בנובמבר ועד שביתת הנשק עם סוריה.
60. איזה מארבעת האירועים בחייה של שירלי קורי לא קרה?
א. סירבה להצעת עבודה במובילאיי, ב. הופיעה בברודוויי, ג. מסוק פרטי העלה אותה על ראש ההר הכי גבוה בניו זילנד, ד. הציעה נישואין בשידור חי למייקל ג'קסון.
התשובה – א. סירבה להצעת עבודה במובילאיי.
61. מה היה הערך הראשון בוויקיפדיה בעברית?
א. ישראל, ב. מתימטיקה, ג. אלוהים, ד. עברית.
התשובה – ב. מתימטיקה.
62. עם מי מבני משפחת קורי שיחק יאיר לפיד שחמט במשך שעה שלמה?
א. יעקב קורי, ב. רותי קורי, ג. יוסי קורי, ד. שירלי קורי.
התשובה – ב. יוסי קורי בן השבע שהתמודד בהצלחה עם יאיר בן ה-15 ברכבת מאוסלו לברגן בה נסעו שתי המשפחות.

