VALUES-BASED MULTINATIONAL MANAGEMENT

Fall 2012: Module II
T, Th: 10:00 - 11:50 a.m.

Lee A. Tavis
ltavis@nd.edu

SEMINAR OVERVIEW

The structure, role, and potential contribution of the multinational corporation is undergoing a fundamental change with the global integration of economic, cultural, and political systems. Driven by technological advances in communication, information, and transportation, the power of product and financial markets is increasing; there is a shift from national government to global governance; democratization is growing. This is a Janus-faced phenomenon. While global productivity is increasing substantially, globalization is contributing to fractionalization in society and a growing social void. The first part of the course will be devoted to analyzing this shifting systemic corporate environment.

The basic issue of bifurcated opportunities drives the course. Each participant will draw his or her own conclusions about the global allocation of resources from the evidence at hand. The notion of corporate responsibility will then be tested against those conclusions, considering traditional views of how to deal with market and governmental failure, shareholder agency concerns, stakeholder theory, corporate social responsibility and ethics as a component of multinational corporate responsibility. The course is offered jointly with the Kroc Peace Institute.

Participation is open to MBA candidates, graduate peace students, international human rights law students, and doctoral candidates from across the University.

The 2.0 credit hour course, offered during the second half of Fall Semester, can be supplemented with a 1.0 credit hour directed readings seminar offered during the semester.
In this seminar, there are two main objectives.

First, is to argue that the most viable broad strategy for the Multinational Enterprise is human rights. This is not to miss the requirement that the firm must optimize productivity and compete with intensity. In the long run (a decade into the future at least) it takes more than that to assure sustainability. In today’s information-rich world, society is demanding more from its enterprises than in the past. The challenge is to anticipate what the most universal values of society will be in ten years, and to position the firm now in order to meet those demands.

The second goal is to explore how being a values-based manager can be the key for a successful career in this enlightened enterprise. In our new economically and socially globalized environment, the manager who looks beyond the requirement to optimize short-term productivity (the basic market model) in order to achieve long-term enterprise sustainability is the one who will succeed. In this way, morality and opportunity coincide. This involves being a bridger who reaches beyond his or her silos to other groups within the organization, and to other institutions. For the multinational manager, this begins with cross-cultural dialogue, particularly when dealing in developing countries. Beyond that, when operating with local government and indigenous NGOs, it involves partnering with very different kinds of institutions in terms of their goals, managerial structures, attitudes, and governance. In our new world, these cross-cultural and cross-institutional interactions will be the key to managerial success.
COURSE PROCEDURES

This is a seminar course. It will stand or fall on each member's participation. Each of us brings a background in one of the many topics covered. The key is to share insight with the others. To achieve this goal, we will undertake team projects as well as open class discussion.

Each participant will be involved in four formal assignments:

1. Two short papers.
2. Team analysis of a corporate strategic positioning.
3. Two team debates.
4. Each participant will undertake a research paper on a narrow issue of individual interest to her or him related to the topics of the course. Topics will be selected in consultation with the instructor. In the last week of the module, small groups (4 to 6 participants) with common interests will discuss one another’s papers.

COURSE MATERIALS

Readings for the course are contained in a book available from the University of Notre Dame Press: 

Values-Based Multinational Management: Achieving Enterprise Sustainability through a Human-Rights Strategy

Lee A. Tavis and Timothy M. Tavis

Other materials will be distributed during class.

COURSE GRADES

What you gain from this course will be measured over the long term by how you influence the efficiency and equity of resource flows in a multinational enterprise, a nongovernmental organization, a multilateral institution, or a governmental regulatory agency. In the interim, we must anticipate your accomplishments in the form of a grade for the course. Determinants will include:

- Performance on team assignments 30%
- Short papers and class participation 35%
- Research paper 35%

OFFICE HOURS

By appointment
VALUES-BASED MULTINATIONAL MANAGEMENT

Fall 2012: Module II
T, Th: 10:00 - 11:50 a.m.

**session**       **topic**
#1, T:10/23         Seminar Overview

I. THE ECONOMIC/POLITICAL/CULTURAL ENVIRONMENT

#2, Th:10/25       1.1 The Globalization Phenomenon
#3, T:10/30        1.2 Responding to the Future

II. IMPLICATIONS OF MACRO ENVIRONMENT FOR CORPORATE/NGO STRATEGY

#4, Th:11/1        2.1 Balancing Social Demands: The Dolefil Case
#5, T:11/6         2.2 Alternative Roles for the Multinational Enterprise
#6, Th:11/8        2.3 Team Debate: “A strategy of corporate social responsibility can lead to explicit, measurable advantages for the corporation.”

III. OPERATIONALIZING A CORPORATE/NGO STRATEGY

#7, T:11/13        3.1 Business/NGO Collaboration

IV. THE SEARCH FOR UNIFORM STANDARDS

#8, Th:11/15       4.1 Human Rights as a Legitimate Uniform Standard
#9, T:11/20        4.2 Team Debate: University of Notre Dame Anti-Sweatshop Policy

V. IMPLEMENTING A HUMAN-RIGHTS STANDARD

#10, T:11/27       5.1 The United Nations Global Compact
#11, Th:11/29      5.2 Operationalizing the Compact at Novartis

VI. FOUNDATIONS OF ETHICS

#12, T:12/4        6.1 Values-Based Multinational Management

VII. PARTICIPANT RESEARCH PAPER DISCUSSIONS

#13, Week of 12/3   Small Group (4-6 participants) Research Paper Discussions