

## **The Carol and Lawrence Zicklin Center for Business Ethics Research Research Project**

<b>Topic</b>	Sensitizing Emerging Multinationals to Global Norms & Ethics through Partnerships
<b>Principal Investigator</b>	Kok Heng (Geoffrey), See
<b>Interested Faculty</b>	Howard V. Perlmutter (mentor), Ira Harkavy (mentor) (also Stephen Kobrin, Michael Useem, and Michael Giuliano)
<b>Time Frame</b>	Summer 2007
<b>Description</b>	<p>Global Growth Companies (identified as companies from emerging markets with the potential to be tomorrow's leading multinationals) are increasingly exposed to global norms through listing overseas, making foreign acquisitions, or selling products in foreign markets. At the same time, GGCs fail to understand the global norms for healthcare, human rights, environmental or labor conditions which they sometimes violate, and which differ significantly from what they are exposed to at home. This could lead to a crisis of legitimacy, as the GGCs struggle with consumer boycotts and other hazards that come with being exposed to global norms without first becoming a globally civilized company. Such problems are likely to increase as developing country companies are in a growth phase that could see them becoming multinationals in the next ten years.</p> <p>This research project will examine these new challenges faced by GGCs in particular, the likelihood of such challenges facing the GGCs, the origins of the challenges (e.g. domestic or foreign), and the attitudes of GGC leaders towards such challenges. Unlike previous research, this will look at a particular set of companies from emerging markets expecting to go global. Through access to the World Economic Forum Global Growth Companies meeting, this research will be able to interview the business leaders most likely to be exposed to these challenges in the next ten years. This research project will then suggest how an appropriate partnership, through a private non-affiliated body, can be developed to encourage multiple stakeholders (such as public, private and non-governmental actors) to work together on this issue.</p>