

McDougal Aircraft Company

Role 1: Casey Evans, VP of Ethics and Social Responsibility (only the student assigned to this role reads this page)

You have been with McDougal for the past 20 years. After graduating from high school, you started working on the production floor in Seattle, Washington. Your responsibilities were minimal, but the work was interesting. You decided to pursue a college degree in management from Oregon State but remained on staff part-time during those four years. For the following three years, you were a front-line manager and supervised the assembly of engines. After seven years in the manufacturing plants, you moved across town to work in the corporate headquarters. In 1995 you started taking evening classes and finished your Master of Business Administration in 1997. The program offered the opportunity to take six extra credits and obtain a concentration in marketing, computer information systems, finance, accounting, or management. You chose management. Last year, you were offered the newly established position of VP of Ethics and Social Responsibility

Last year, McDougal was ranked number 86 in the list of the top 100 corporate citizens compiled by *Social Responsibility* magazine. The magazine's staff evaluates companies based on their treatment of employees and customers, their involvement in the community, and their efforts to remain environmentally friendly. Although McDougal management is proud of this accomplishment, they wish to be ranked higher on the list. For that reason, the VP of Ethics and Social Responsibility position was created. After accepting the position, you met with the CEO about the company's priorities. His priority list included improving communication in the organization, focusing on efforts to reduce and recycle waste and byproducts, and creating better public awareness of the company's efforts to be a responsible corporate citizen.

While the CEO had good intentions, you felt the true intent was to get you to help the VP of Public Relations and VP of Human Resources to smooth out the inevitable discontent from the upcoming corporate restructuring. Many people were soon going to lose their jobs as the company downsized, especially if they decided to move headquarters. You will be responsible for helping to oversee the layoffs. The current plans will not improve the corporate image. In fact, they will do just the opposite. Employees need to be notified directly, not get the news from the paper. McDougal only plans to give 60 days notice, which is the legal minimum, but still not long enough for the many specialized positions that will be cut. You will also lose a fair amount of local goodwill by moving the headquarters to another state. The image you have built in the community of a high paying and stable source of employment will be shattered. Will you be able to regain your image by acting in the same manner in Denver? This has the potential to be a real disaster.

You really wish you could think about these things objectively, but your mind is thinking about the Colorado Avalanche. What you wouldn't give to move to the Rocky Mountains just to get hockey season tickets. Plus your retired parents live in Denver. Tomorrow you

must decide whether to support or reject the move by weighing your motivations for each. Consider the importance of your priorities, as they will influence your position.