**MGT 4850: Case Analysis: Governance and Sustainability at NIKE (A)**

**Assignment Description**

In this assignment, you will conduct a written case analysis related to corporate social responsibility (CSR). You will analyze NIKE’s business model and competitive advantage and provide insights into challenges and opportunities for the sustainability of the company. The goal is to demonstrate your ability to evaluate how corporate social responsibility strategies contribute to a company’s financial success.

**Course Outcomes**

This project covers the following course learning outcomes:

* Apply analytical frameworks and techniques to diagnose the firm’s competitive position and core competencies, assess alternative plans of action, and predict the consequences of specific decision options.
* Enhance the ability to communicate concisely and persuasively both orally and in writing.

For this specific assignment, read the Case "Governance and Sustainability at NIKE (A)". Then respond to the questions below and submit your paper through Turnitin.

1. Does NIKE’s dedication to corporate social responsibility contribute to its competitive advantage? How? Explain.
2. Which ethical standards (norms, principles, and Ideals) are at the basis of NIKE’s mission and its corporate social responsibility initiatives? Explain.
3. Who are NIKE’s stakeholders? For each stakeholder, identify their stakeholder relationship and why you assigned that relationship to that stakeholder.
4. Should Nike revisit its commitment to Road to Zero? Would you lower the water targets or find the resources elsewhere? What would you recommend if you were in Jones's position? In Sprunk’s position?
5. How would you evaluate the steps senior leadership has taken to integrate corporate responsibility and sustainability into the business?

**Format/Submission Information**

The written case analysis will be submitted as a TurnitIn assignment. Write-ups should be approx. 1500 words, in addition to exhibits. Please also use exhibits and charts as necessary to support your analysis.

**Written Case Analysis Rubric**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Above Standards=4** | **Meets Standards=3** | **Approaching Standards=2** | **Below Standards=1** |  **%** |
| **Analyse and discuss the impact of CSR initiatives to improve competitive advantage*****Does NIKE’s dedication to corporate social responsibility contribute to its competitive advantage? How? Explain.*** | Comprehensively explains how alignment ofcorporate strategy, CSR strategy and regulatory issues willoptimize sustainability of business. | Superficially explains how alignment of corporate strategy, CSR strategy and regulatory issues will optimize sustainability of business. | Inaccurately explain how alignment of corporate strategy, CSR strategy and regulatory issues will optimize sustainability of business. | Does not explain how alignment of corporate strategy, CSR strategy and regulatory issues will optimize sustainability of business, but explanation is superficial or inaccurate | 25 |
| **Discuss the ethical standards at the basis of NIKE’s mission and its CSR initiatives.*****Which ethical standards (norms, principles, and Ideals) are at the basis of NIKE’s mission and its corporate social responsibility initiatives? Explain.*** | Identifies and discusses all major ethicalstandards(norms, principles, and Ideals) | Identifies and discusses most ethical standards (norms, principles, and Ideals) | Identifies some ethicalstandards (norms, principles, and Ideals) but does not discuss them  | Does not identify nor discussethical standards (norms, principles, and Ideals) | 10 |
| **Identification of stakeholders*****Who are NIKE’s stakeholders, and why?*** | All possible stakeholders (minimum of 4)are listed with comprehensive explanations oftheir role and interest related to TOMS.  | Some stakeholders arelisted but explanations areincomplete. | Only one or twostakeholders are listedand explanations aremissing. | Wrong stakeholders arelisted or are missingentirely. | 10 |
| **Analyse and discuss potential issues connected with CSR initiatives.*****What issues do you foresee coming from NIKE’s critics?*** | Demonstrates extensive exploration of issues through the collection and analysis of evidence to make well-informed conclusions/judgments. | Demonstrates adequate exploration of issues through the collection and analysis of evidence to make informed conclusions/judgments.  | Demonstrates minimal exploration of issues through the collection and analysis of evidence to make informed conclusions/judgments.  | Does not demonstrate minimal exploration of issues through the collection and analysis of evidence and unable to make informed conclusions/judgments.  | 20 |
| **Solutions and Actions for improvement*****What improvements and actions do you suggest can be made on NIKE’s business model?*** | Effectively assesses a variety of alternative actions to address all of the issues central to the case study; proposes detailed action plans that are well-justified and realistic.  | Presents a variety of alternative actions to address all of the issues central to the case study; proposes detailed and feasible action plans. | Summarizes some alternative course of action to address most of the issues central to the case study; proposes a detailed action plan.  | Has difficulty identifying alternative actions to address the issues central to the case study; proposes action plans that are not detailed or feasible.  | 25 |
| **Writing/Mechanics** | Uses clear language to accurately express abstract ideas and explain concepts. No errors related to organization, grammar and style, and citations. | Uses clear language to express ideas. Minor errors related to organization, grammar and style, and citations. | Some errors related to organization, grammar and style, and citations. Lack of clarity in writing.  | Major errors related to clarity, accuracy, organization, grammar, style, and citations. | 10 |