

OL 750 Milestone Three Guidelines and Rubric

Overview: For the third milestone, you will continue your analysis of the Nike case study. During this phase, you will evaluate the methods by which Nike managed change within the organization as a means of implementing its new CSR policy.

Prompt: At this point in the course, you have a good understanding of the challenges that Nike faced as it implemented its CSR policy. As you are now aware, the company became very proactive in its approach. Once leadership had established a plan, it then became necessary to create “buy in” within all facets of the organization.

Much of your analysis for this milestone will focus on communication strategies. In order for a company to change its culture, all members of the organization must understand the vision, believe in it, and adapt behaviors to create a positive working environment.

For this milestone, you will analyze the strategies Nike employed to create change—focusing on specific examples that were effective as a means of adopting new policies.

As with the other milestones, you will focus on key elements.

Specifically, the following **critical elements** must be addressed in your paper:

1. Description of Nike’s New Approach to CSR
 - Describe all of the **key elements** related to Nike’s **new approach** to CSR.
 - Explain how the new approach **effected the various departments** within the organization.
2. Description of the Culture Nike Was Trying to Create
 - List key elements related to Nike’s **desired culture**.
 - Explain the relationship between the desired culture and the new CSR policy.
3. Communication Strategies to Create “Buy-In” Throughout the Organization
 - Identify key **communication and messaging strategies** used by Nike to create “buy-in.”
 - Explain the **strengths and weaknesses** of Nike’s communication strategies.
4. Scenario Planning and Proactive Measures
 - Outline the ways in which Nike **used scenario planning** in order to facilitate change.
 - Explain why scenario **planning is important** as a means of creating change within any company.

Rubric

Guidelines for Submission: Your Milestone Three paper must be 8 to 10 pages in length and must be written in APA format. Use double spacing, 12-point Times New Roman font, and one-inch margins.

Critical Elements	Proficient (100%)	Not Proficient (0%)	Value
CSR Policy	Describes Nike’s new approach to CSR and explains the effect upon the various departments within the organization	Does not describe Nike’s new approach to CSR or explain the effect upon the various departments within the organization	22.5
Desired Culture	Lists key elements related to the culture desired at Nike and its relationship to the new CSR policy	Does not list key elements related to the culture desired at Nike and its relationship to the new CSR policy	22.5
Communication Strategies	Identifies specific communication strategies used to create “buy-in” within the company and explains the strengths and weaknesses of these strategies	Does not identify specific communication strategies used to create “buy-in” within the company or explain the strengths and weaknesses of these strategies	22.5
Scenario Planning	Outlines the ways in which leaders at Nike used scenario planning to implement change and explains why this is so important	Does not outline the ways in which leaders at Nike used scenario planning to implement change or explain why this is so important	22.5
Articulation of Response	Submission has no major errors related to citations, grammar, spelling, syntax, or organization	Submission has critical errors related to citations, grammar, spelling, syntax, or organization that prevent understanding of ideas	10
Total			100%