NAC ENTERPRISES AND CSR PLANS

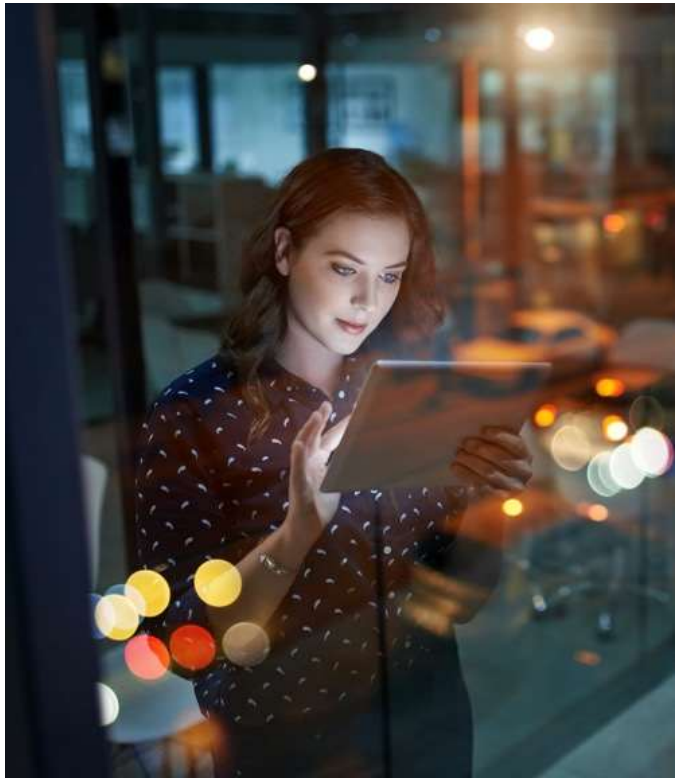
INSTRUCTOR'S MANUAL

CASE STUDY

A small private company under pressure from external stakeholders to share their environmental data (carbon footprint, GHG, etc..) The company does not have a CSR plan in place and has some resistance amongst senior leaders.

The need to report on environmental data has been growing for some time and is now at a critical stage. The president of the organization is supportive in moving forward with this initiative and asking for a ‘how-to’ recommendation.

OBJECTIVES



- Students will be able to research, evaluate, analyze, and then generate a SWOT (situational analysis) and develop strategies for the organization.
- Students will be able to analyze internal capabilities, then determine the competitive advantage of implementing a CSR Plan and apply the solution for the organization.
- Students will be able to analyze stakeholder needs and internal capabilities, then determine the change management strategy and apply the solution for the organization.
- Students will be able to examine, decide and create recommendations for use of linear versus systems theory in this organization.

DISCUSSION QUESTIONS

- Based on the scenario, what are the Strengths, Weaknesses, Opportunities, and Threats (SWOT) to this organization?
- Based on the mission-vision-purpose of this organization, what opportunity costs need to be weighed when deciding which CSR plan to implement?
- Based on the organizational structure what considerations would you need to take into account to develop and implement a CSR plan appropriate for this organization?
- What strategy should NAC's President use to implement a CSR/ Sustainability plan?
- Traditionally, companies use linear thinking versus systems thinking. In reviewing this case, which thinking methodology would best support implementation of CSR/ sustainability and the business strategy? Why? Defend your position on the impact to the organization as a whole.
- Optional/Alternative Question: What limits the integration of sustainability into an enterprise?

CLASS DISCUSSION