

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY**

Faculty **EDUCATION AND RESEARCH INSTITUTE
“KARAZIN BANKING INSTITUTE”**

Department **Management, Business and Professional Communications**

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QUALIFYING MASTER’S THESIS

on the topic:

**WAYS TO IMPROVE THE EFFICIENCY OF THE COMPANY'S
PERSONNEL MANAGEMENT**

submitted by the applicant of higher education **Hu Chengye**

The thesis is accepted for defense in the EC

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V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY

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ASSIGNMENT
FOR A QUALIFYING MASTER'S THESIS

assigned to

Hu Chengye

1. The topic of the thesis: "WAYS TO IMPROVE THE EFFICIENCY OF THE COMPANY'S PERSONNEL MANAGEMENT".

Scientific advisor – Inna Cherniavska, senior lecturer.

(last name, first name, patronymic, academic degree, academic title)

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2. Deadline for submission of thesis by the student 18.11.2024

3. List of questions to be researched:

In chapter 1: To explore the theoretical framework and core characteristics of personnel management system of Nike, Inc., positioning it as a key measure to ensure personnel health and address internal personnel risks; to investigate how to reduce business operating costs by ensuring employee training; to establish personnel management system of Nike, Inc. as a strategy to prevent personnel risks; to elaborate on the technological and economic characteristics of the enterprise as the theoretical basis for employee development.

In Chapter 2: to evaluate personnel management efficiency of Nike, Inc. and propose improvement measures while ensuring the efficiency of employee personnel management; to analyze the organizational and economic characteristics of Nike, Inc.; to analyze the personnel management system of Nike Inc.; to explore and research on the direction of improving personnel management system of Nike, Inc.

In Chapter 3: to explore the ways to improve the efficiency of personnel

management at Nike Inc.; to suggest the ways how to improve the recruitment quality of personnel specifically; to suggest the ways how to improve the efficiency of performance inspection and evaluation of Nike's personnel; to suggest the ways how to improve Nike's employee incentive system.

4. Plan of qualifying Master's thesis

№	Names of thesis chapters
1	THEORETICAL ASPECTS OF COMPANY'S PERSONNEL MANAGEMENT
2	ANALYSIS OF THE EFFICIENCY OF PERSONNEL MANAGEMENT SYSTEM AT Nike, Inc.
3	WAYS TO IMPROVE THE EFFICIENCY OF PERSONNEL MANAGEMENT AT Nike, Inc.

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ABSTRACT

The qualifying Master's thesis contains 82 pages, 13 tables, 8 drawings, 75 references.

The object of the research is the process of improving the efficiency of the company's personnel management.

The subject of the research is the development of the efficiency of enterprise personnel management and the incentive system for enterprise employees.

The purpose of the qualifying Master's thesis is to explore how to improve personnel efficiency of Nike, Inc. and overall operational efficiency by optimizing human resource management strategies and implementing effective management measures. This goal not only involves training and career development planning for existing employees, but also includes optimizing the recruitment process, improving the employee performance evaluation system, and innovating incentive mechanisms. Through these comprehensive measures, Nike aims to create a more efficient, flexible, and competitive human resources environment to adapt to rapidly changing markets and consumer demands, ensuring the company's leadership position in the global sports equipment industry.

The tasks of the qualifying Master's thesis are:

- to study Nike's current human resource management strategy and personnel efficiency status to identify areas that need improvement;
- to analyze the changing trends of the market and consumer demand, as well as the impact of these changes on human resource management strategies;

- to design and implement employee training programs to enhance their skills and career development;
- to optimize the recruitment process to ensure the attraction and selection of suitable talents;
- to improve the employee performance evaluation system to ensure the fairness and effectiveness of the evaluation;
- to innovate incentive mechanisms to enhance employees' work enthusiasm and loyalty;
- to investigate and compare different human resource management tools and techniques, and choose the most suitable solution for Nike company;
- to evaluate the impact of implementing new human resource management strategies and measures on personnel efficiency and overall operational efficiency of the enterprise;
- to ensure that human resource management strategies are aligned with Nike, Inc long-term strategic goals;
- to promote and maintain an efficient, flexible, and competitive human resources environment to support Nike's leadership position in the global sports equipment industry.

According to the results of the research theoretical and practical provisions were formulated, which were brought by the author to specific proposals for improving company's personnel management.

The obtained results can be used as a theoretical and practical foundation for enterprises as an effective reference for improving personnel efficiency.

Year of the qualification Master's thesis completion: 2024.

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INTRODUCTION

On the globalized business stage, competition between enterprises is becoming increasingly fierce, and the importance of personnel management as a core link in promoting the implementation of corporate strategies and improving organizational efficiency is self-evident. Nike, Inc, a sports goods giant that started with sneakers and gradually grew into a global leader, has not only witnessed brilliant achievements in product innovation and marketing, but also deeply revealed the key role of efficient personnel management in the sustained growth and competitive advantage construction of enterprises. Nike, Inc ability to cross national borders and become the preferred brand for global sports enthusiasts is largely due to its personnel management system.

Nike, Inc personnel management strategy is not limited to traditional human resource management, but has elevated it to a strategic level. Through refined talent selection, systematic training and development, incentive based compensation design, and flexible team structure, it has built an ecosystem that emphasizes both individual growth and team collaboration. This ecosystem not only ensures that Nike, Inc can attract and retain top talents in the industry, but also promotes the maximization of employee potential, providing a solid foundation for the company's continuous innovation and rapid response to market changes.

However, with the changing market environment and diversified employee demands, how to further optimize personnel management processes and improve management efficiency has become a challenge that Nike, Inc and all enterprises

must face. This article aims to deeply analyze Nike, Inc personnel management practices, especially its innovative measures in improving management efficiency, such as using digital tools to optimize recruitment processes, implementing personalized career development plans, and establishing a data-driven performance evaluation system, in order to reveal how these strategies help Nike, Inc maintain its leading position in the rapidly changing market environment and provide valuable experience and inspiration for personnel management reforms in other enterprises.

CHAPTER 1

THEORETICAL ASPECTS OF COMPANY'S PERSONNEL MANAGEMENT

1.1 The concept and functions of company's management

1.1.1 Concept and Function

Corporate management refers to the process of effectively integrating and utilizing internal resources through a series of core functions, such as planning, organizing, leading, and controlling, in order to achieve organizational goals. This process not only involves the rational allocation of human, financial, material, and information resources, but also includes multiple aspects such as decision-making, strategic planning, policy implementation, and performance evaluation. Modern corporate management emphasizes key concepts such as adaptability, communication, innovation, and social responsibility to ensure that businesses maintain competitiveness in a constantly changing market environment [1, 2].

Specifically, the planning phase is the primary step in company management, which involves determining the organization's long-term goals and developing a series of strategies to achieve these goals. The organizational process focuses on the company's structural design, allocating tasks to employees reasonably, ensuring work efficiency and team collaboration. The leadership stage requires managers to motivate team members, guide them towards a common goal, and solve various problems encountered during the process. The control phase is responsible for

monitoring the progress of activities, ensuring that they are executed according to established plans, and taking measures to correct deviations when necessary to ensure the smooth achievement of organizational goals.[3]

The functional role of company management is extensive and far-reaching, involving various aspects of the enterprise, aiming to optimize resource allocation, improve operational efficiency, and ensure the sustainable and stable development of the enterprise. The following is a detailed explanation of the role of company management functions:

(1) Strategic planning and direction guidance

Strategy formulation: Company management sets long-term development goals and directions for the enterprise by formulating clear strategic plans. This helps companies seize market opportunities, avoid potential risks, and ensure an unbeatable position in fierce market competition.

Decision support: Management provides strong support for enterprise decision-making by collecting and analyzing key information such as market information and financial data. This helps companies make wiser and more scientific decisions, promoting their sustainable development.[4,5]

(2) Organizational Design and Process Optimization

Organizational structure: Company management ensures efficient and smooth internal operations by designing a reasonable organizational structure, clarifying the responsibilities and authorities of each department. This helps to improve the organizational efficiency of the enterprise and reduce operating costs.[5]

Process optimization: By optimizing business processes, company management can eliminate waste and improve work efficiency. For example, by introducing automated tools and simplifying approval processes, the operational efficiency of enterprises can be significantly improved.[5]

(3) Human Resource Management and Team Building

Talent recruitment: Company management attracts and selects outstanding talents to join the company through the development of scientific recruitment plans. This helps to enhance the overall quality and competitiveness of the enterprise.[5]

Employee training and development: By providing systematic training and development opportunities, company management can stimulate employees' potential and enhance their skills and qualities. This helps to enhance employees' sense of belonging and loyalty, and improve the cohesion and centripetal force of the enterprise.

Performance management: By establishing a reasonable performance appraisal system, company management can objectively and fairly evaluate employees' work performance. This helps motivate employees to be proactive and improve the overall performance level of the company.

(4) Financial Management and Risk Control

Fund management: Company management ensures the sufficient and rational use of enterprise funds through effective fund management. This helps to reduce the financial risks of enterprises and improve the efficiency of fund utilization.[4]

Cost control: By strengthening cost control, company management can reduce

operating costs and improve profitability. For example, optimizing the procurement process and reducing inventory costs can significantly enhance a company's cost control capabilities.[4]

Risk management: Company management identifies and evaluates potential risks, and develops effective risk response measures. This helps to reduce operational risks for enterprises and ensure their stable development.[4]

(5) Marketing and Customer Relationship Management

Market research: Company management conducts market research to understand market demand and competitive trends, providing strong support for the development of marketing strategies for the enterprise. This helps companies seize market opportunities and increase market share.[5]

Customer Relationship Management: By strengthening customer relationship management, company management can enhance customer satisfaction and loyalty. For example, by providing personalized services and establishing customer profiles, the customer service level of enterprises can be significantly improved.[5]

(6) Corporate Culture and Brand Building

Corporate culture construction: Company management shapes a positive and uplifting corporate culture, inspiring employees' sense of belonging and pride. This helps to enhance the cohesion and centripetal force of the enterprise, and promote its sustainable development.[4]

Brand building: By strengthening brand building, company management can enhance the visibility and reputation of the enterprise. For example, by strengthening

brand promotion and improving product quality, the brand image and market competitiveness of enterprises can be significantly enhanced.[5]

In summary, the functional role of company management is reflected in multiple aspects, including strategic planning and direction guidance, organizational design and process optimization, human resource management and team building, financial management and risk control, marketing and customer relationship management, as well as corporate culture and brand building. These functions together constitute the core system of enterprise management, providing strong guarantees for the sustained and stable development of the enterprise.

1.2 The essence of company's personnel management: the concept, functions and factors influencing it

In the modern business environment, the success of a company often depends on the synergistic effect of multiple factors. Technological innovation, market strategy, and financial health are undoubtedly key factors, but it is often overlooked that internal personnel management also plays a crucial role. Personnel management, a seemingly simple term, actually contains complex and profound connotations, which directly relate to the operational efficiency, team cohesion, and market competitiveness of enterprises.¹ The core competitiveness of enterprises not only comes from technological innovation and product quality, but also from the efficiency

¹ Organization and Human Resource Management: Evidence from Panel Data at the Swiss Company Level Michael Beckmann et al [2010-02-09]

and humanization of their internal management. In many management fields, personnel management, as a key link connecting organizations and employees, and driving organizational development, is becoming increasingly important.[6]

Personnel management refers to the process of managing and coordinating internal personnel relationships, employee quality, human resources, etc. through a series of systems, measures, and methods to achieve organizational goals. It covers multiple aspects such as employee recruitment, training, assessment, compensation, benefits, and employee relations, and is an important part of enterprise management and operation.² Personnel management not only focuses on the growth and development of individual employees, but also strives to optimize organizational structure and processes, ensuring mutual adaptation between people and things, in order to maximize organizational effectiveness. Specifically, personnel management involves the following key aspects:

- (1) Recruitment and Selection: Based on organizational needs, develop recruitment plans, screen resumes, interview candidates, evaluate their abilities and potential to ensure the recruitment of suitable talents.[7]
- (2) Training and Development: Based on the career development needs of employees, develop training plans, provide internal and external training resources, help employees improve their skills and qualities, and promote personal growth and career development.[7]
- (3) Performance management: Setting performance goals, monitoring and evaluating employee performance, providing timely feedback and guidance, motivating

² UNDERSTANDING and MANAGING Organizational Behavior. GEN/GEORG/JONES.

employees to improve work efficiency and performance, and ensuring the achievement of organizational goals.[8]

- (4) Salary and Benefits: Develop salary policies, determine salary structures, manage welfare systems, ensure that employee salaries and benefits meet their needs, and improve employee work motivation and satisfaction.[8]
- (5) Employee Relationship Management: Handling conflicts and disputes among employees, promoting harmonious relationships among employees, creating a good working atmosphere, and improving team collaboration efficiency.[7]

Personnel management plays a crucial role in enterprise management. It is not only a fundamental function within an organization, but also the cornerstone for driving sustainable development and achieving strategic goals of the enterprise. Its functions are reflected in the following aspects.[9]

- (1) Improving employee satisfaction and loyalty: A reasonable personnel management system can provide fair and just treatment and growth opportunities for employees, stimulate their work enthusiasm and creativity. Through effective communication and feedback mechanisms, employees can feel the care and support of the organization, thereby enhancing their sense of belonging and loyalty to the organization.[10]
- (2) Enhancing organizational competitiveness: Personnel management can allocate human resources reasonably, leverage employee strengths, improve work efficiency and overall organizational performance. By selecting and cultivating outstanding talents, organizations can form a strong core competitiveness, thereby

occupying an advantageous position in market competition.[11]

- (3) Promoting enterprise development and change: Personnel management plays a crucial role in adapting to the process of enterprise development and change. By adjusting personnel systems, optimizing talent structure, and improving talent quality, personnel management can inject new vitality and motivation into enterprises, promoting innovation and change.[11]
- (4) Optimizing organizational structure: Personnel management optimizes the design of organizational structure through scientific methodology and advanced technological means, ensuring the rationality and efficiency of the organizational structure. This helps to reduce organizational operating costs, improve organizational operational efficiency, and create greater economic benefits for the enterprise.[12]
- (5) Shaping corporate culture: Personnel management plays an important role in shaping corporate culture. By formulating and implementing a series of personnel policies and systems, enterprises can form a unique corporate culture and values. These cultures and values can guide employees' behavior and attitudes, enhance their cohesion and centripetal force, and promote the sustainable development and prosperity of the enterprise.[12]

Taking Nike, Inc as an example, its success is largely attributed to efficient personnel management. Nike, Inc places great emphasis on the selection and development of its employees. Through a rigorous recruitment process and personalized training programs, it selects employees with potential and creativity, and

provides them with vast opportunities for growth and development. At the same time, Nike, Inc has established a comprehensive compensation and benefits system, as well as effective communication and feedback mechanisms, to ensure that employees can fully unleash their talents and potential. These measures not only improve employee satisfaction and loyalty, but also provide a solid talent guarantee for Nike, Inc continuous development and innovation.[13]

In summary, personnel management plays an irreplaceable role in enterprise management. Through reasonable personnel management systems and methods, enterprises can better attract, cultivate, and retain talents, laying a solid foundation for the long-term development of the enterprise. Therefore, enterprises should attach great importance to personnel management work, continuously improve and optimize personnel management systems and methods to adapt to the constantly changing market environment and competitive situation.[14,15]

There are various factors that affect company personnel management, which can come from both internal and external sources. Understanding these factors helps companies better adjust their human resource strategies to adapt to the constantly changing environment. Here are some of the main influencing factors:

1.2.1 External environmental factors

(1) economic factors

Economic development status: Economic prosperity or recession directly affects the recruitment, training, and compensation strategies of enterprises. For example, during an economic recession, companies may reduce recruitment and

strengthen internal training to lower costs [16,17].

Labor market conditions: The supply-demand relationship and talent turnover rate in the labor market can also affect the personnel management of enterprises. For example, when the labor market is tight, companies may need to increase salaries and benefits to attract and retain talent.[17,18]

(2) Political factors

Government policies: The employment policies and labor regulations of the government directly affect the personnel management of enterprises. For example, the government's minimum wage standards, working hours regulations, etc. will have an impact on the salary and welfare policies of enterprises.[19]

Political stability: Whether political stability exists or not will affect a company's investment and recruitment plans. Political instability may lead to companies reducing recruitment and even withdrawing from the market.

(3) Legal factors

The formulation and implementation of laws and regulations, such as the Labor Law and the Labor Contract Law, have clear provisions and requirements for personnel management processes such as recruitment, training, salary, benefits, and performance evaluation in enterprises.[20]

Judicial practice: Court precedents and judicial interpretations can also affect the personnel management of enterprises. For example, judgments on labor contract disputes may affect the formulation and execution of labor contracts by enterprises.

(4) cultural factor

Sociocultural background: The cultural background, values, religious beliefs, etc. of different countries and regions can all affect the personnel management of enterprises. For example, in some countries that emphasize collectivist culture, companies may place more emphasis on teamwork and collective rewards; In countries that emphasize individualistic culture, companies may place more emphasis on individual performance and rewards.[21]

Organizational culture: The cultural atmosphere, values, and code of conduct within an organization can also affect its personnel management. For example, an organizational culture that emphasizes innovation and change may encourage employees to come up with new ideas and try new methods.

(5) Technical factors

The development of information technology: The rapid advancement of information technology has made human resource management more intelligent and automated. For example, the application of recruitment websites, online training platforms, performance evaluation software and other tools has greatly improved the efficiency and accuracy of human resource management.³ Changes in production technology and equipment: Changes in production technology and equipment can also affect personnel management in enterprises. For example, automated and intelligent production equipment may require employees to possess higher skills and qualities.[22]

1.2.2 Internal environmental factor

(1) Organizational factors

³ Human Resources Employee Relations Paper (Reference for Enterprise Management Papers) [July 25, 2024]

Organizational structure: Changes in organizational structure can affect the personnel management of a company. For example, a flattened organizational structure may reduce management levels and improve management efficiency, but it may also require employees to have stronger self-management and teamwork abilities.

Organizational size: The size of an organization can also affect its personnel management. Large enterprises may require more comprehensive human resource management systems and more complex compensation structures; Small businesses, on the other hand, may place greater emphasis on flexibility and efficiency.[23]

(2) Employee factors

Employee quality: An employee's professional ability, communication skills, teamwork ability, etc. will all affect the personnel management of the enterprise. High quality employees are more likely to accept and adapt to the culture and values of the company, and can better integrate into the team and enhance the cohesion of the enterprise.[23]

Employee needs: Employees' demands for compensation, benefits, work environment, and career development can also affect a company's personnel management. Enterprises need to timely understand the needs of their employees and develop and adjust personnel management strategies accordingly.[23]

(3) Management factors

The management philosophy of the management team: The management philosophy of the management team will affect the personnel management of the

enterprise. For example, emphasizing a people-oriented management philosophy may focus on employee training and development; The management philosophy that emphasizes efficiency first may place more emphasis on performance evaluation and cost control.

The decision-making ability of management: The decision-making ability of management also affects the personnel management of the enterprise. For example, in the recruitment and selection process, the decision-making ability of management directly affects the quality and effectiveness of recruitment.[24]

(4) Competitive environment

Competitors' human resource management strategies: Competitors' human resource management strategies can also affect a company's personnel management. For example, when competitors increase salaries and benefits to attract talent, companies may need to take corresponding measures to maintain competitiveness.[24]

Market competition situation: The intensity of market competition can also affect the personnel management of enterprises. For example, in fierce market competition, companies may need to pay more attention to employee motivation and retention.

(5) geographical position

Geographic location can also affect a company's human resource management. For example, large economic center cities can generally provide a large number of outstanding talents, and there are also opportunities for reasonable mobility of talents;

Remote areas may face problems of talent shortage and poor mobility.

In summary, there are multiple factors that affect a company's personnel management, including external environmental factors (such as economy, politics, law, culture, and technology), internal environmental factors (such as organization, employees, and management), and other factors (such as competitive environment and geographical location). These factors interact with each other and jointly affect the personnel management strategies and practices of enterprises. Therefore, when formulating and adjusting personnel management strategies, enterprises need to comprehensively consider these factors to ensure the effectiveness and adaptability of the strategy.[25]

There are many factors that affect the personnel management of a company, and these factors interact with each other to jointly shape the human resource management strategies and practices of the enterprise. The following is a detailed analysis of these factors:

1.2.3 Other factors

(1) Competitive environment

Competitors' human resource management strategies: Competitors' human resource management strategies can also affect a company's personnel management. For example, when competitors increase salaries and benefits to attract talent, companies may need to take corresponding measures to maintain competitiveness.[26]

Market competition situation: The intensity of market competition can also

affect the personnel management of enterprises. For example, in fierce market competition, companies may need to pay more attention to employee motivation and retention.[27]

(2) geographical position

Geographic location can also affect a company's human resource management. For example, large economic center cities can generally provide a large number of outstanding talents, and there are also opportunities for reasonable mobility of talents; Remote areas may face problems of talent shortage and poor mobility.[28]

In summary, there are multiple factors that affect a company's personnel management, including external environmental factors (such as economy, politics, law, culture, and technology), internal environmental factors (such as organization, employees, and management), and other factors (such as competitive environment and geographical location). These factors interact with each other and jointly affect the personnel management strategies and practices of enterprises. Therefore, when formulating and adjusting personnel management strategies, enterprises need to comprehensively consider these factors to ensure the effectiveness and adaptability of the strategy.

1.3 Methods of assessing the efficiency of company's personnel management system

There are some detailed methods for assessing the efficiency of a company's

personnel management system:

1. Employee Satisfaction Surveys

Design the Questionnaire: Develop a comprehensive questionnaire covering multiple aspects such as recruitment processes, training and development, performance evaluations, compensation and benefits, work environment, etc., ensuring questions are specific and detailed.[29]

Conduct the Survey: Regularly distribute the questionnaire to all employees through online platforms, paper surveys, or face-to-face interviews.[30]

Analyze the Data: Collect and organize survey results, use statistical software or charts to display data, and identify areas with high and low employee satisfaction.

Provide Feedback and Make Improvements: Share survey results with relevant departments, formulate improvement measures, and track the implementation effects.

2. Performance Indicator Analysis[31]

Determine Key Performance Indicators (KPIs): Based on company strategies and goals, identify KPIs related to the personnel management system, such as employee retention rates, recruitment cycles, training effectiveness, etc.[32,33]

Data Collection and Organization: Collect data from the Human Resource Information System (HRIS) or other data sources, ensuring data accuracy and completeness.[34,35]

Trend Analysis: Compare performance indicators across different time periods or departments, identify trends of improvement or decline, and analyze causes.

Decision Support: Provide decision support to management based on analysis

results, such as adjusting recruitment strategies or optimizing training processes.[36]

3. Cost-Benefit Analysis

Cost Assessment: Calculate the direct costs (e.g., human resource costs, technology investments) and indirect costs (e.g., time costs, opportunity costs) of the personnel management system.[37]

Benefit Assessment: Evaluate the direct benefits (e.g., increased employee productivity, reduced turnover rates) and indirect benefits (e.g., enhanced company image, increased employee loyalty) of the system.[38]

ROI Calculation: Compare costs and benefits to calculate the Return on Investment (ROI), assessing the economic benefits of the system.[39]

4. Process Efficiency Assessment

Process Mapping: Map out personnel management processes, clarifying responsibilities, timelines, and key control points for each stage.[40]

Bottleneck Identification: Identify bottlenecks and delays in the process through data analysis, employee interviews, etc.[41]

Process Optimization: Develop optimization measures for identified bottlenecks and delays, such as simplifying processes or introducing automation tools.[42]

Effectiveness Evaluation: Track the implementation effects of optimization measures and assess improvements in process efficiency.

5. Employee Development and Promotion

Career Path Planning: Assess whether the company provides clear career paths

and promotion opportunities for employees.

Performance Evaluation and Promotion: Analyze employee performance evaluation results and promotion situations to understand whether the system supports personal growth and career development.

Training and Development Programs: Evaluate whether the company provides sufficient training and development opportunities for employees and whether these opportunities contribute to their career growth.[43]

6. Internal Communication and Collaboration

Communication Mechanism Assessment: Evaluate whether the company has established effective internal communication mechanisms, such as regular meetings, internal communications, etc.[44]

Collaboration Efficiency Analysis: Analyze the efficiency and effectiveness of employee collaboration across departments and teams, identifying obstacles and bottlenecks in collaboration.

Improvement Measures: Develop improvement measures for identified issues, such as strengthening collaboration training or optimizing communication processes.

7. Compliance and Legal Requirements[45]

Legal and Regulatory Compliance: Assess whether the personnel management system complies with relevant labor laws and regulations, such as labor contracts, social insurance laws, etc.

Data Security and Privacy Protection: Evaluate the system's compliance in handling employee privacy and data security, ensuring the security and

confidentiality of employee information.[46]

Audits and Inspections: Conduct regular internal audits and external inspections to ensure system compliance and continuous improvement.[46]

8. External Benchmarking

Select Benchmarking Objects: Choose companies in the same industry or of similar size as benchmarking objects to ensure fair and accurate comparisons.

Data Collection and Analysis: Collect data on the personnel management systems of benchmarking objects and conduct comparative analysis to identify the company's strengths and weaknesses.[47]

Improvement Measures: Based on benchmarking results, formulate improvement measures to enhance the efficiency and competitiveness of the company's personnel management system.[46]

9. Employee Feedback and Complaint Handling

Feedback Channel Establishment: Establish multi-channel employee feedback mechanisms, such as suggestion boxes, online feedback platforms, etc., ensuring employees can easily express opinions and suggestions.[48]

Complaint Handling Process: Develop a clear complaint handling process to ensure complaints can be addressed promptly and effectively.

Improvement Measure Tracking: Track the results of complaint handling and employee satisfaction, formulate improvement measures, and track implementation effects.[47,48]

10. Regular Reviews and Updates

Review Cycle Setting: Set a regular review cycle, such as annually or biennially, for a comprehensive review.

Review Content Determination: Clarify the content of the review, including employee satisfaction, performance indicators, cost-benefit analysis, process efficiency, etc.

Updates and Optimizations: Based on review results, update and optimize the personnel management system to ensure it adapts to changes in company strategies and employee needs.[49,50]

By comprehensively applying these methods, companies can thoroughly and deeply assess the efficiency of their personnel management system, identify existing problems and deficiencies, and take effective improvement measures to continuously enhance the system's efficiency and competitiveness.

CHAPTER 2

ANALYSIS OF THE EFFICIENCY OF PERSONNEL MANAGEMENT SYSTEM

AT Nike, Inc

2.1 Organizational and economic characteristics of Nike, Inc.

As a world-renowned sports brand, Nike, Inc has significant organizational and economic characteristics. The following is a detailed analysis of these two aspects:

2.1.1 Characteristics

(1) organization structure

Nike, Inc adopts a matrix organizational structure, which includes both vertical leadership systems divided by functions and horizontal leadership relationships divided by products (projects). Its advantage lies in the ability to strengthen collaboration and cooperation among various functional departments, improve problem-solving efficiency, and also help enterprises better adapt to changes in the market environment.

Table 2.1

Nike, Inc Corporate Organizational Structure

level	Department/Position
Chief Executive Officer	John Donahoe
Chief Financial Officer	Matt Friend

Chief Brand Officer	John Slavich
chief operating officer	Eric Sprunk
Chief Innovation Officer	Michael Spillane
Chief Sustainable Development Officer	Virginia M. Tucker
Chief Human Resources Officer	Monique Matheson
Chief Technology Officer	Eric Wiseman
Chief Marketing Officer	Heather Russell
Chief Design Officer	Benjamin Powell

Source: compiled by the author based on data [51,52,53].

Nike, Inc has multiple levels of operations, regional branches, and subsidiaries to explore global markets through a regional structural approach. This multi-level and multi regional organizational structure enables Nike, Inc to flexibly produce and sell according to market demand in different regions.

(2) Management Team

Nike, Inc management team has cross industry experience, including multiple fields such as public relations, technology, human resources, and diversity. This diversified management team helps companies think from multiple perspectives and make more comprehensive and scientific decisions.

Table 2.2

Nike, Inc Management Team Introduction

Classification	Responsibility	Divide the work
----------------	----------------	-----------------

CEO	Company Strategic Planning and Execution	Lead the overall operation of the company and set long-term goals.
COO	Operations management and daily operations	Ensure efficient and orderly daily operations of the company
CFO	Financial Management	Manage the company's financial situation and develop
CTO	financial strategies	Technology Development and Innovation
CMO	marketing management	Develop market strategies and enhance brand influence
HRD	Human Resource Management	Manage human resources and develop talent strategies

Source: compiled by the author based on data [51,52,53].

Nike, Inc focuses on building a global decision-making team that is responsible for overseeing all regional and global businesses, ensuring that the company can maintain consistent operational and development strategies on a global scale.

(3) Corporate culture

Nike, Inc is known for its unique brand culture and values, such as the slogan 'Just Do It', which embodies its corporate culture of encouraging innovation and pursuing excellence.

Nike, Inc also focuses on cultivating employees' innovation awareness and teamwork spirit, by organizing various training and activities to improve their overall quality and teamwork ability.

2.1.2 Economic characteristics

(1) market position

Nike, Inc holds a leading position in the global sports shoe and apparel market, and its products enjoy widespread recognition and reputation worldwide. In the global sports brand industry, Nike, Inc Inc.'s revenue has consistently ranked first. Below are Nike, Inc Inc.'s revenues from 2019 to 2024.

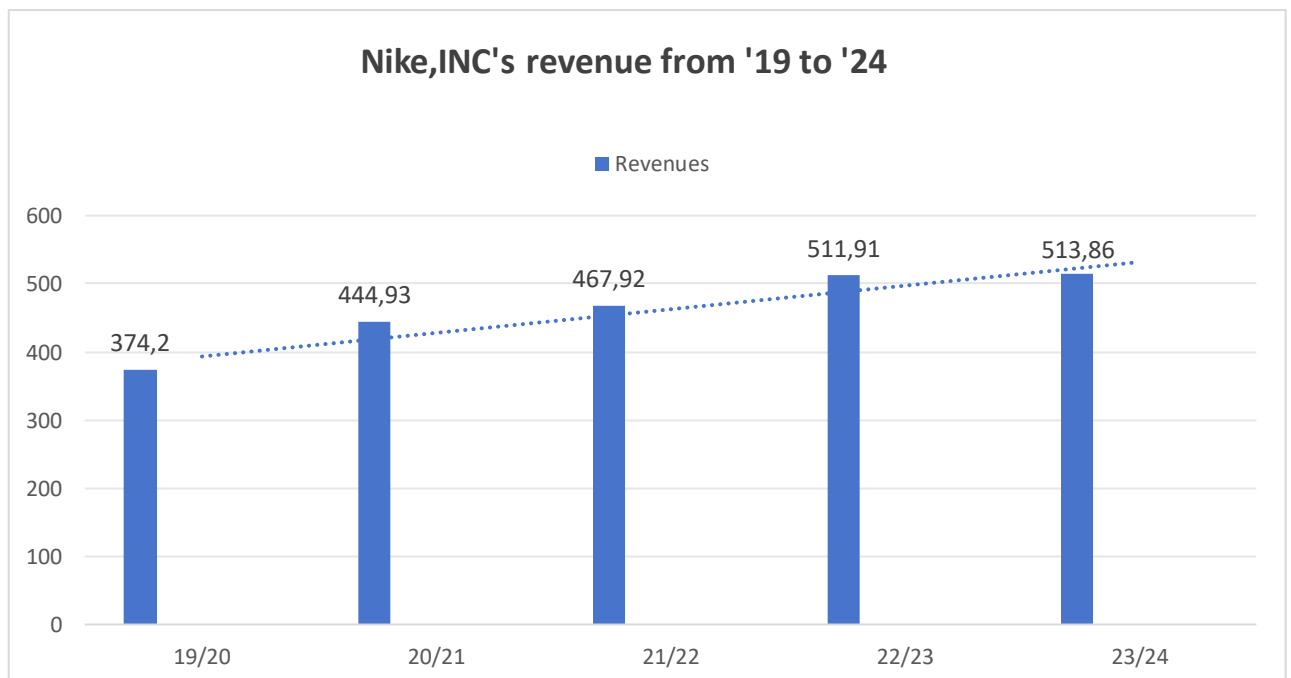


Fig.2.1. Nike, Inc's revenue for the period 2019-2024, 100 million dollar

Source: compiled by the author based on data [51,52,53].

Through continuous innovation and research and development, Nike, Inc has launched numerous products with unique technologies and designs, such as Air Max (full palm air cushion), Air Zoom, etc. These products not only enhance Nike, Inc market competitiveness, but also bring consumers a better sports experience.

(2) Globalization Strategy

Nike, Inc has adopted a globalization strategy by establishing production bases and sales networks in different countries and regions, achieving global resource integration and market expansion.

Nike, Inc focuses on designing and producing products based on market demand in different regions to meet the diverse needs of consumers. Meanwhile, Nike, Inc has also increased its brand awareness and influence globally through global marketing strategies and brand promotion activities. The table below shows Nike Inc.'s revenue by region from 2021 to 2024.

Table 2.2

Nike Inc.'s revenue by region from 2021 to 2024

(Dollars in millions)	FISCAL 2023	FISCAL 2022	% CHANGE	FISCAL 2021	% CHANGE
North America	\$5454	\$5114	7%	\$5089	0%
Europe, Middle East & Africa	3531	3293	7%	2435	35%
Greater China	2283	2365	-3%	3243	-27%

Asia Pacific & Latin America	1932	1896	2%	1530	24%
Global Brand Divisions	(4841)	(4262)	-14%	(3656)	-17%

Source: compiled by the author based on data [51,52,53].

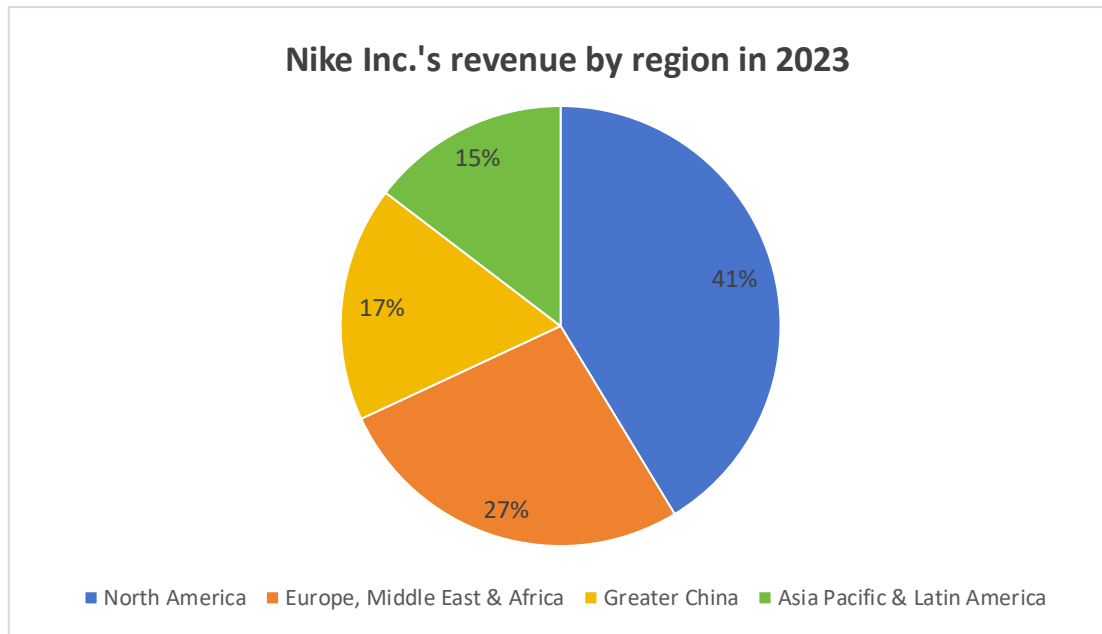


Fig.2.2.Nike Inc.'s revenue by region in 2023

Source: compiled by the author based on data [51,52,53].

(3) Economic performance

Nike, Inc has achieved good economic benefits through efficient operational management and cost control. Its products have high price competitiveness in the market, while maintaining high gross and net profit margins.

Nike, Inc also focuses on improving the added value and competitiveness of its products through technological innovation and product development, thereby further enhancing the economic benefits of the enterprise.

Revenue of different categories under Nike, Inc

TOTAL NIKE BRAND	\$8359	\$8406	-1%	\$8641	-3%
Converse	676	669	1%	543	23%
Corporate	(2840)	(2219)	-28%	(2261)	2%
TOTAL NIKE, INC.EARNINGS BEFOREINTEREST AND TAXES	\$6195	\$6856	-10%	\$6923	-1%
EBIT margin	12.1%	14.7%		15.5%	
Interest expense (income), net	(6)	205	—	262	—
TOTAL NIKE, INC.INCOME BEFORE INCOME TAXES	\$6201	\$6651	-7%	\$6661	0%

Source: compiled by the author based on data [51,52,53].

When comparing the fiscal year 2023 to the fiscal year 2022, the revenue in the North American region increased by 18% on a currency-neutral basis, mainly due to the increase in revenue from the Men's product line and the Jordan brand. Nike

Direct's revenue increased by 18%, with this growth primarily attributable to robust growth in digital sales (23%), growth in same-store sales (9%), and the opening of new stores.

On a currency-neutral basis, footwear revenue increased by 22%, mainly due to the increase in revenue from the Men's product line and the Jordan brand. The unit sales volume for footwear grew by 17%, while the increase in the average selling price (ASP) per pair of shoes contributed approximately 5 percentage points to the growth in footwear revenue. The increase in the average selling price per pair of shoes was mainly due to the growth in full-price ASP and the growth of Nike Direct, partially offset by a decrease in the ASP of Nike Direct, which reflects higher promotional activities and a lower proportion of full-price sales and lower inventory supply from the previous fiscal year. [51,52,53]

Apparel revenue increased by 9% on a currency-neutral basis, mainly due to the increase in revenue from the Men's product line. The unit sales volume for apparel grew by 7%, while the increase in the average selling price per unit of apparel contributed approximately 2 percentage points to the growth in apparel revenue. The increase in the average selling price per unit of apparel was mainly due to the growth in full-price ASP and the growth of Nike Direct, partially offset by a decrease in the ASP of Nike Direct, which reflects higher promotional activities. Here is the table with specific data.[51,52,53]

Table 2.4

Summary of Nike's revenue from footwear, clothing, and other sports equipment

(Dollars in millions)	FISCAL 2023	FISCAL 2022	% CHANGE	%CHANGE EXCLUDING CURRENCY CHANGES	FISCAL 2021	% CHANGE	%CHANGE EXCLUDING CURRENCY CHANGES
Revenues by:							
Footwear	\$14897	\$12228	22%	22%	\$11644	5%	5%
Apparel	5947	5492	8%	9%	5028	9%	9%
Equipment	746	633	21%	21%	507	25%	25%
TOTAL REVENUES	\$21608	\$18353	18%	18%	\$17179	7%	7%
Revenues by:							
Sales to Wholesale Customers	\$11273	\$9621	17%	18%	\$10186	-6%	-6%
Sales through Nike Direct	10335	8732	18%	18%	6993	25%	25%
TOTAL REVENUES	\$21608	\$18353	18%	18%	\$17179	7%	7%
EARNINGS BEFORE INTEREST AND TAXES	\$5454	\$5114	7%		\$5089	0%	

Source: compiled by the author based on data [51,52,53].

(4) Social responsibility

Nike, Inc not only pursues economic benefits, but also emphasizes social responsibility. For example, Nike, Inc focuses on environmental protection and sustainable development in the production process, actively promoting green production and circular economy.[64]

In addition, Nike, Inc also gives back to society by participating in public welfare and charity activities, enhancing the company's social image and brand value.

In summary, Nike, Inc has unique organizational and economic characteristics. Its matrix style organizational structure, diverse management team, and unique corporate culture provide strong guarantees for the stable development of the enterprise; At the same time, its market leading position, globalization strategy, good economic benefits, and proactive social responsibility measures have also won widespread praise and recognition for the enterprise.

2.1.3 Fiscal 2023 Nike brand revenue highlights

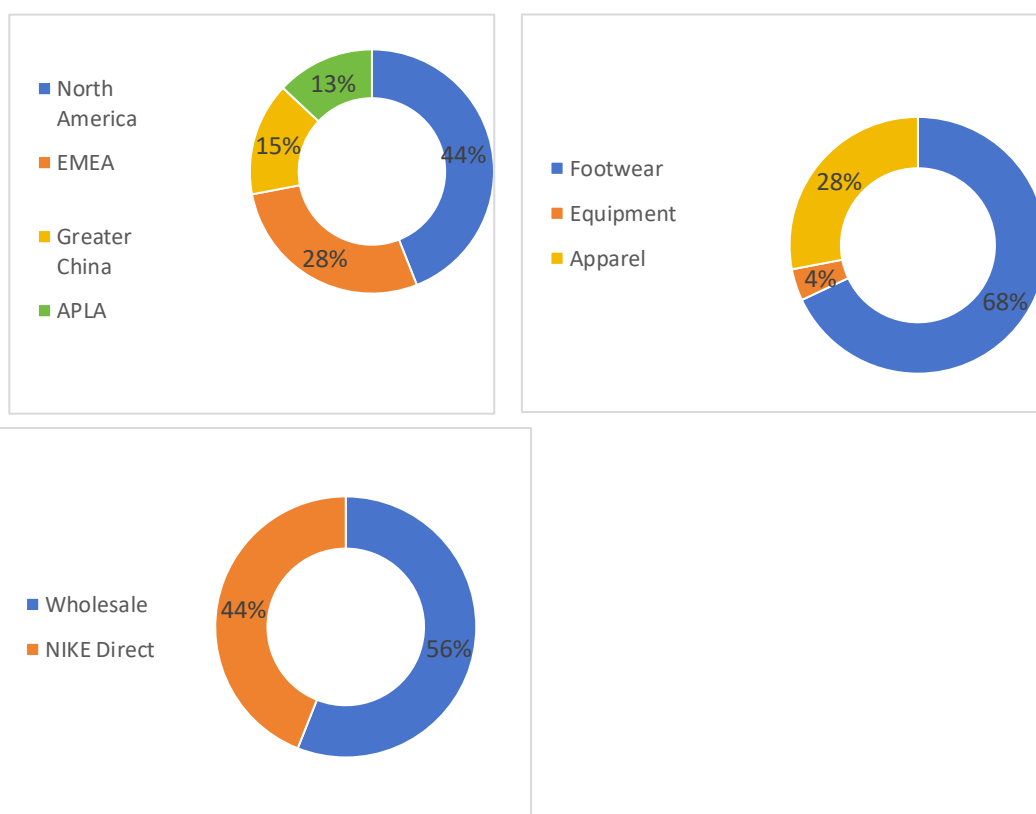


Fig.2.3. Fiscal 2023 Nike brand revenue highlights

Source: compiled by the author based on data [51,52,53].

Nike, Inc. revenues were \$51.2 billion in fiscal 2023, which increased 10% and 16% compared to fiscal 2022 on a reported currency-neutral basis, respectively. The increase was due to higher revenues in North America, Europe, Middle East & Africa ("EMEA"), APAC and Greater China, which contributed approximately 7.6.2 and 1 percentage points to Nike Inc. revenues, respectively [65].

Nike brand revenues, which represented over 90%% of Nike Inc. revenues increased 10%% and 16% on a reported and currency-neutral basis, respectively, This increase was primarily due to higher revenues in Men's. the Jordan Brand. Women's and Kids' which grew 17%%, 35%,11% and 10%, respectively, on a wholesale equivalent basis. [65]

2.2 Analysis of the personnel management system at Nike, Inc

2.2.1 Analysis of Nike, Inc Personnel Management System

As a leader in the global sports equipment industry, Nike, Inc success is built on innovative products, effective marketing, and sound personnel management systems. The following is an analysis of key aspects of Nike, Inc personnel management system, focusing on its strategies, practices, and impact on the overall

performance of the company.

(1) Employee Recruitment and Selection

Nike, Inc focuses on candidates' professional skills, professional ethics, and teamwork abilities when recruiting and selecting employees. Companies usually evaluate candidates' abilities and potential through various methods such as interviews, written exams, and practical tests. In addition, Nike, Inc also focuses on selecting talents from diverse backgrounds to promote innovation and inclusivity within the company[66].

Table 2.5

Nike, Inc Employee Recruitment and Selection Form

Job Title	Recruitment requirements	Selection process	Salary Range	Work location
Sales representative	Good communication skills, sales experience is preferred	Resume screening ->Interview ->Ability testing ->Hiring	5000-8000	All branches across the country
Market Specialist	Marketing or related majors, with innovative thinking	Resume screening ->Group meeting	6000-10000	Headquarters and branch offices

		->Professional testing ->Interview ->		
designer	Major in fashion design or related fields, with excellent design works	Portfolio submission ->Preliminary screening ->Design testing ->Interview ->	8000-15000	headquarters
IT Support Engineer	Computer related majors, familiar with IT support processes	Resume screening ->technical testing ->interview ->hiring	7000-12000	Headquarters and branch offices

(2) Employee Training and Development

Nike, Inc provides employees with diverse training opportunities, including new employee training, professional skills training, management skills training, and more. These trainings aim to help employees improve their professional skills,

enhance teamwork abilities, and understand the company's culture and values. In addition, Nike, Inc encourages employees to participate in various career development and learning activities, such as attending industry conferences, seminars, etc., to broaden their horizons and increase their knowledge.

(3) Salary, Benefits, and Performance Management

Nike, Inc compensation and benefits system aims to motivate employees to reach their maximum potential and ensure that their efforts are reasonably rewarded. Companies typically offer competitive compensation and benefits, including basic salary, bonuses, stock options, and more. In addition, Nike, Inc also implements a performance evaluation system, regularly assessing employees' job performance and providing corresponding rewards and promotion opportunities based on the evaluation results. This system helps to stimulate employees' work enthusiasm and creativity, while also helping the company maintain competitiveness.

Table 2.6

Nike, Inc Employee Income Distribution Table

Position	Income range
CEO	\$1,000,000 - \$5,000,000
Senior management	\$500,000 - \$1,000,000
Middle management	\$100,000 - \$500,000
Grassroots employees	\$30,000 - \$100,000

Intern	\$0 - \$30,000
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Source: compiled by the author based on data [51,52,53].

(4) Employee Care and Welfare

Nike, Inc values the physical and mental health as well as work life balance of its employees. The company provides employees with comprehensive health insurance plans, paid annual leave, sick leave, and maternity leave benefits. In addition, Nike, Inc actively organizes various employee activities, such as team building events, employee sports events, etc., to enhance employee cohesion and sense of belonging. These caring measures help to enhance employee job satisfaction and loyalty, thereby creating greater value for the enterprise.

(5) Employee Promotion Mechanism

Nike, Inc provides employees with clear career advancement paths and opportunities. The company promotes employees internally based on their job performance, ability improvement, and job requirements. This promotion mechanism helps to stimulate employees' work motivation and also provides a stable talent pool for the company.

(6) Employee Motivation and Recognition

Nike, Inc focuses on motivating and recognizing employees' contributions and achievements. Companies usually establish various reward mechanisms, such as annual outstanding employee awards, innovation awards, etc., to recognize outstanding employees in their work. In addition, Nike, Inc encourages employees to propose innovative ideas and solutions, and provides them with support and resources

to implement these ideas. This incentive and recognition mechanism helps to stimulate employees' creativity and innovative spirit, while also bringing more innovative achievements to the enterprise.[67]

(7) Adjustment of Work System

In recent years, Nike, Inc has been continuously exploring and adjusting its work system to meet the actual needs of employees and the development needs of the company. For example, Nike, Inc Greater China announced the implementation of a new hybrid work model starting from January 8, 2024, which means working four days a week (Monday to Thursday) with the option to work from home on Fridays. This flexible work system helps to improve employees' job satisfaction and quality of life, as well as enhance the company's production efficiency and innovation capabilities.

In summary, Nike, Inc personnel management system has the characteristics of comprehensiveness, flexibility, and humanization. These systems not only help stimulate employees' work enthusiasm and creativity, but also provide stable talent support and competitive advantages for enterprises.

2.3 Current directions to improve the personnel management system at Nike, Inc

Regarding the current direction of improving Nike, Inc personnel management system, the following aspects can be taken into account:

2.3.1 Optimize recruitment and selection mechanisms

Improve recruitment efficiency and quality:

- Introduce advanced recruitment management systems to achieve automation and intelligence of the recruitment process, and improve recruitment efficiency.
- Establish clear recruitment standards and processes to ensure the selection of high-quality talents who meet the job requirements.

Strengthen internal selection and promotion mechanisms:

- Establish a sound internal selection mechanism to encourage employees to obtain promotion opportunities through internal competition.
- Establish clear promotion channels and standards to provide employees with a clear career development path.

2.3.2 Strengthen employee training and development

Develop personalized training plan:

Develop personalized training plans based on employees' job requirements and personal development needs to enhance their professional skills and overall quality.

Introduce external training institutions and experts to provide high-quality training resources for employees.

Establish a learning organization:

Encourage employees to learn independently and share experiences, and establish a learning oriented organizational culture.

Establish a learning reward mechanism to stimulate employees' learning enthusiasm and creativity.

2.3.3 Improve the salary and performance management system

Optimize salary structure:

Adjust the salary structure based on market salary levels and employee contributions to ensure that the salary is competitive.

Establish incentive measures such as performance bonuses and equity incentives to stimulate employees' work enthusiasm and loyalty.

Strengthen performance evaluation and feedback:

Establish a scientific and fair performance evaluation system, clarify evaluation standards and processes.

Regularly conduct performance evaluations and feedback to help employees understand their job performance and develop improvement plans.

2.3.4 Enhance the level of employee care and welfare

Strengthen employee communication and care:

Establish an effective communication mechanism, regularly communicate and exchange ideas with employees, and understand their needs and expectations.

Establish an employee care fund to provide necessary assistance and support to employees.

Improve the welfare system:

Provide a comprehensive welfare system, including health insurance, paid annual leave, holiday benefits, etc.

Organize employee and team building activities to enhance employee cohesion and sense of belonging.

2.3.5 Promote the digitization and intelligence of personnel management systems

Introducing advanced personnel management system:

Adopting advanced personnel management systems to digitize and intelligent processes such as employee information management, recruitment and selection, training and development, and salary performance.

Through data analysis tools, conduct in-depth analysis of employee performance, recruitment effectiveness, etc., and provide decision-making support for management.

Strengthen data security and privacy protection:

Establish a comprehensive data security mechanism to ensure the confidentiality and security of employee information.

Comply with relevant laws and regulations, protect employees' privacy rights and data security [67].

2.3.6 Establishing a culture of diversity and inclusivity

Promote diversified recruitment:

Actively recruit employees from different backgrounds, cultures, and genders to achieve diversity in the workforce.

Provide equal development and promotion opportunities for employees from different backgrounds.

Creating an inclusive work atmosphere:

Establish an inclusive work atmosphere that respects the individuality and

differences of employees.[68]

Encourage communication and cooperation among employees, promote team cohesion and collaboration skills.

In summary, improving Nike, Inc personnel management system involves multiple aspects such as recruitment and selection, employee training and development, compensation and performance management, employee care and benefits, digitization and intelligence, as well as a culture of diversity and inclusivity. By implementing these measures, Nike, Inc can further improve the efficiency and effectiveness of its personnel management system, providing strong talent support for the long-term development of the enterprise.

CHAPTER 3

WAYS TO IMPROVE THE EFFICIENCY OF PERSONNEL MANAGEMENT AT NIKE, INC

3.1 Improvement of the quality of personnel recruitment at Nike,Inc

This study will delve into how to enhances Nike Inc.'s quality of its personnel recruitment by combining theoretical strategies with practical insights and real-life cases. Detailed analysis and practical implementation:

1. Optimizing Recruitment Processes

Streamlining the Application Process:

Nike could invest in user-friendly, mobile-optimized application forms that minimize the number of clicks and steps required for candidates to submit their information. For instance, implementing a single sign-on feature with LinkedIn or Google can streamline the application process, making it more convenient for candidates.[69]

Utilizing Advanced Technology:

Nike already uses technology in its recruitment process, but it could further enhance this by implementing AI-powered resume parsing and candidate screening tools. By using such tools, Nike can quickly identify the most relevant candidates for each role, reducing the time spent on manual resume reviews.[70]

Standardizing Interview Protocols:

Nike should develop a standardized interview framework that includes both behavioral and situational questions tailored to the job requirements. This framework should be used consistently across all departments to ensure fairness and consistency in the hiring process. For example, Nike could use a structured interview format that includes pre-determined questions and rating scales to evaluate candidates' responses.[70]

2. Enhancing Diversity and Inclusion

Diverse Recruitment Channels:

Nike could expand its recruitment efforts to include diverse channels such as university partnerships, job fairs focused on underrepresented groups, and social media platforms that attract candidates from different backgrounds. For instance, Nike could partner with Historically Black Colleges and Universities (HBCUs) to recruit talented students for entry-level and internship positions.[71]

Inclusive Hiring Practices:

Nike should provide unconscious bias training for its recruiters and hiring managers to ensure fair and equitable hiring decisions. This training could include workshops, role-playing exercises, and resources to help employees recognize and mitigate bias in their hiring practices.

Affinity Groups and Mentorship Programs:

Nike could establish affinity groups for employees based on shared characteristics such as race, gender, and sexual orientation. These groups could provide a sense of belonging and support for members, while also promoting diversity and inclusion

within the company. Additionally, Nike could implement mentorship programs that pair diverse employees with mentors who can provide guidance and support for their career development.[71]

3. Focusing on Candidate Experience

Responsive Communication:

Nike should ensure that candidates receive timely and professional communication throughout the recruitment process. This could include automated email responses acknowledging receipt of applications, regular updates on the status of their application, and personalized rejection letters for candidates who are not selected for the role.[72]

Transparent Feedback:

Nike should provide constructive and honest feedback to candidates, even if they are not selected for the role. This feedback could include specific areas where the candidate excelled and areas for improvement, as well as tips for future job applications. Providing this level of transparency can help candidates learn from their experiences and improve their chances of success in future job searches.

Engaging Onboarding Process:

Nike could develop a comprehensive onboarding program that integrates new hires into the company culture, introduces them to their team, and provides necessary training and resources. This program could include activities such as team-building exercises, training sessions on company policies and procedures, and networking opportunities with other employees.

4. Utilizing Employee Referrals

Incentivizing Referrals:

Nike could offer incentives for employees to refer friends and colleagues who may be a good fit for open positions. These incentives could include bonuses, gift cards, or additional paid time off. By incentivizing referrals, Nike can leverage the network of its current employees to identify and attract top talent.

Referral Tracking System:

Nike should implement a tracking system to monitor the effectiveness of employee referrals and ensure they are treated as a legitimate source of talent. This system could include metrics such as the number of referrals submitted, the percentage of referrals that result in interviews, and the percentage of referrals that are hired.[]70

5. Continuous Improvement and Feedback

Regular Audits:

Nike should conduct regular audits of its recruitment process to identify areas for improvement and ensure compliance with best practices. These audits could include a review of recruitment data, feedback from candidates and employees, and a comparison of Nike's recruitment practices with industry benchmarks.

Candidate Feedback Surveys:

Nike should collect feedback from candidates about their experience with the recruitment process and use it to make improvements. This feedback could be collected through surveys, interviews, or focus groups. By actively seeking feedback and making changes based on this input, Nike can continually improve the candidate

experience and attract more top talent.[71]

Benchmarking:

Nike should compare its recruitment practices with industry benchmarks to identify areas where the company can excel or needs to improve. This benchmarking could include a review of recruitment metrics such as time-to-hire, cost-per-hire, and candidate satisfaction. By benchmarking its recruitment practices, Nike can identify areas for improvement and stay competitive in the talent market.

6. Focusing on Culture Fit

Assessing Cultural Fit:

Nike should assess candidates' fit with the company's culture and values during the interview process. This could include questions about the candidate's work style, communication preferences, and values. By asking these questions, Nike can identify candidates who are likely to thrive in its unique corporate culture.[70]

Highlighting Company Culture:

Nike should promote its culture, mission, and values through recruitment materials and during interviews to attract candidates who align with the company's ethos. This could include featuring employee testimonials, sharing stories of corporate social responsibility initiatives, and highlighting Nike's innovative and inclusive work environment.

In conclusion, by implementing these strategies, Nike can improve the quality of its personnel recruitment and attract a wider pool of talented candidates. By focusing on streamlining processes, enhancing diversity and inclusion, improving

candidate experience, utilizing employee referrals, seeking continuous improvement, and assessing cultural fit, Nike can build a diverse, inclusive, and high-performing workforce that drives the company's continued success. By staying committed to these principles and continuously refining its recruitment practices, Nike can remain a leader in the talent market and attract the best and brightest minds in the industry.

3.2 Ways to increase the efficiency of the inspection and assessment of the personnel performance at Nike, Inc

In the digital age, personnel management has also ushered in a wave of digital transformation. By applying digital tools, enterprises can significantly improve the efficiency and accuracy of personnel management, while also increasing employee satisfaction and participation. The following will provide a detailed introduction to the application of recruitment management systems, performance management systems, and employee self-service platforms in personnel management.

Recruitment Management System (RMS)

The recruitment management system is an important tool for optimizing the recruitment process using big data and artificial intelligence technology. It can help companies screen suitable candidates from a massive pool of resumes, improving recruitment efficiency and accuracy.

Intelligent screening and matching: RMS utilizes big data and machine learning technology to intelligently screen and match resumes. Through functions such as keyword search, semantic analysis, and skill assessment, RMS can quickly

identify candidates who meet job requirements, reducing the workload of manual screening.

Automated Interview Process: RMS supports automated interview processes, including online assessments, video interviews, and AI interviews. These features can help companies quickly understand the abilities and qualities of candidates, improve interview efficiency and accuracy. Meanwhile, automated interviews can also reduce human bias and subjective judgments, ensuring the fairness and impartiality of the recruitment process.[72]

Data analysis and prediction: RMS can also collect and analyze recruitment data, including candidate sources, recruitment cycles, interview pass rates, etc. By analyzing these data, companies can understand the bottlenecks and problems in the recruitment process, optimize recruitment strategies, and improve recruitment efficiency and accuracy.

Performance Management System (PMS)

Performance management system is a key tool for establishing a data-driven performance evaluation system. It can help enterprises achieve standardization, objectivity, and automation of performance evaluation, ensuring that employees' performance can be fairly and accurately evaluated.[73]

Goal Setting and Tracking: PMS supports goal setting and tracking functions, which can help companies establish clear performance goals and plans, and track employee performance progress in real time. By setting key performance indicators (KPIs) and conducting regular evaluations, companies can timely understand

employees' job performance, identify problems, and take corresponding measures.[73]

360 degree feedback and evaluation: PMS supports 360 degree feedback and evaluation function, which can collect employee performance data from multiple perspectives.

Including superiors, colleagues, subordinates, and clients. These feedback data can provide companies with more comprehensive and objective performance evaluation results, helping employees understand their strengths and weaknesses and develop improvement plans.

Data analysis and visualization: PMS can also collect and analyze performance data, including employee performance scores, performance distribution, performance improvement status, etc. By analyzing these data, companies can understand employees' performance and development trends, and develop targeted incentive measures and training plans. At the same time, data visualization tools can visually display performance data in the form of charts, reports, etc., improving the efficiency and accuracy of decision-making.

Employee Self Service Platform (ESSP)

Employee self-service platforms are important tools for improving employee satisfaction and engagement. It can help employees manage personal information independently, check salary and benefits, apply for holidays, etc., reduce the workload of the human resources department, and improve work efficiency.[73]

Personal Information Management: ESSP supports employees to independently

manage their personal information, including contact information, educational background, work experience, etc. Employees can update their information at any time to ensure that the HR department has the most accurate data.

Salary and benefits inquiry: ESSP provides salary and benefits inquiry function, allowing employees to view their salary details, social security payment status, provident fund balance, etc. at any time. This helps employees understand their salary and benefits status, improve satisfaction and trust.

Leave application and approval: ESSP supports employees to apply for leave online, including annual leave, sick leave, personal leave, etc. Employees can fill out an application form and submit it to the HR department for approval. The approval process can be automated, reducing manual intervention and waiting time.[73]

Through ESSP, employees can easily access the necessary information and services, improving satisfaction and engagement. Meanwhile, ESSP can also reduce the workload of the personnel department, improve work efficiency and accuracy.

Personalized career development path

Personalized career development path is an important means to stimulate employee potential, enhance employee satisfaction and loyalty. By providing customized training and development opportunities based on employees' interests, abilities, and career planning, companies can help employees achieve personal growth and career development. The following will provide a detailed introduction to the application of career development planning, mentorship system, and cross departmental communication in personalized career development paths.

Career Development Planning

Career development planning is an important tool to help employees clarify career goals and develop career development plans. It can help employees understand their interests, abilities, and career development directions, and develop career development plans that are tailored to their individual characteristics.

Career assessment and positioning: Enterprises can use career assessment tools to help employees understand their interests, personality, values, etc., in order to determine the career direction that suits them. Meanwhile, companies can also develop personalized career development plans for employees based on their assessment results and job requirements.

Training and development opportunities: Enterprises can provide customized training and development opportunities based on employees' career development plans. This includes internal training courses, external training resources, online learning platforms, etc. Through training and development opportunities, employees can continuously improve their skills and qualities, laying a solid foundation for their career development.[70]

Career planning tracking and adjustment: Enterprises need to regularly track employees' career development, understand their career progress and difficulties encountered. At the same time, enterprises also need to adjust their career development plans in a timely manner according to market changes and employee needs, ensuring that employees' career development is in line with their personal characteristics and market demands.[72]

Mentor system

The mentorship system is an effective way to promote employee growth and career development. Through the guidance and assistance of mentors, employees can quickly master work skills, understand corporate culture, and integrate into the team.

Mentor selection and training: Enterprises need to select mentors with rich experience and good communication skills, and provide them with necessary training and guidance. Mentors need to understand employees' career development plans and needs, and provide personalized guidance and assistance to employees.

Regular communication and feedback: Mentors need to maintain regular communication with employees to understand their work progress and difficulties encountered. At the same time, mentors also need to provide timely feedback and suggestions to employees, helping them improve their work methods and enhance their skill levels.

Career development guidance: Mentors need to provide career development guidance to employees based on their career development plans and needs. This includes career planning advice, career development path planning, promotion opportunity recommendations, etc. Through the guidance of mentors, employees can have a clearer understanding of their career development direction and goals.

Cross departmental communication

Cross departmental communication is an important means to broaden employees' horizons and enhance team collaboration skills. Through cross departmental communication, employees can understand the workflow and

responsibilities of different departments, enhance team collaboration and communication skills.[74]

Cross departmental project collaboration: Enterprises can organize cross departmental project collaboration, allowing employees to collaborate between different departments to complete tasks. Through project collaboration, employees can understand the workflow and responsibilities of different departments, enhance teamwork and communication skills. Meanwhile, project collaboration can also stimulate employees' innovative thinking and problem-solving abilities.

Cross departmental training and communication activities: Enterprises can organize cross departmental training and communication activities to enable employees to understand the work content and skill requirements of different departments. These activities can include internal lectures, workshops, team building activities, etc. Through training and exchange activities, employees can broaden their horizons and knowledge, enhance teamwork and communication skills.

Cross departmental job rotation system: Enterprises can establish a cross departmental job rotation system, allowing employees to rotate between different departments. Through job rotation, employees can gain a deeper understanding of the workflow and responsibilities of different departments, enhancing teamwork and communication skills. Meanwhile, job rotation can also provide employees with more career development opportunities and challenges.[70]

Establish a data-driven decision-making mechanism

The data-driven decision-making mechanism is an important means to improve

the efficiency of personnel management. By collecting and analyzing personnel management data, companies can understand employees' performance, career development needs, recruitment efficiency, and other information, providing a basis for decision-making. The following will provide a detailed introduction to the application of data collection and analysis, as well as data visualization, in establishing data-driven decision-making mechanisms.

Data collection and analysis

Data collection and analysis are the foundation for establishing data-driven decision-making mechanisms. Enterprises need to collect various personnel management data, including employee performance data, recruitment data, training data, etc. At the same time, enterprises also need to conduct in-depth analysis and mining of these data to discover patterns and trends.

Data collection: Enterprises can collect personnel management data through various channels, including employee performance management systems, recruitment management systems, employee self-service platforms, etc. These systems can provide enterprises with rich data resources, including employee performance scores, recruitment cycles, training participation, etc.

Data analysis: Enterprises need to conduct in-depth analysis and mining of the collected data. This includes steps such as data cleaning, data preprocessing, and data mining. Through data analysis, companies can identify employee performance patterns, recruitment efficiency bottlenecks, training needs, and other issues, providing a basis for decision-making.[72]

Data reporting: Enterprises need to present the analysis results in the form of reports so that decision-makers can intuitively understand the patterns and trends behind the data. The data report should include data visualization charts, data analysis conclusions, and recommendations.

Data visualization

Data visualization is a technology that presents complex data in an intuitive and understandable way. Through data visualization tools, enterprises can visually display personnel management data in the form of charts, reports, etc., improving the efficiency and accuracy of decision-making.

Choosing the appropriate visualization tool: Enterprises need to choose the appropriate visualization tool based on their own needs and data characteristics. These tools can include Excel, Tableau, Power BI, and more. Different tools have different characteristics and functions, and enterprises need to choose according to their own needs.

Design intuitive visual charts: Enterprises need to design intuitive visual charts based on the characteristics of data and the needs of decision-makers. These charts can include bar charts, line charts, pie charts, etc. By designing intuitive visual charts, enterprises can present complex data in an easy to understand way, helping decision-makers better understand the patterns and trends behind the data.

Regular updates and adjustments: Enterprises need to regularly update and adjust visual charts to ensure the accuracy and timeliness of data. At the same time, enterprises also need to adjust and optimize according to the needs and feedback of

decision-makers to improve the effectiveness and practicality of visual charts.[73]

Strengthen communication and feedback mechanisms

Strengthening communication and feedback mechanisms is an important means to improve the efficiency of personnel management. By establishing open and transparent communication channels and encouraging employee participation in decision-making, companies can enhance employees' sense of belonging and trust. Meanwhile, by providing timely and specific performance feedback, companies can help employees understand their job performance and improvement directions. The following will provide a detailed introduction to the application of open communication channels and performance feedback in strengthening communication and feedback mechanisms.

Open communication channels

Open communication channels are the foundation for establishing a good communication atmosphere. Enterprises need to establish multiple communication channels, including formal and informal channels, to encourage employees to actively participate in decision-making and express their opinions.

Formal communication channels: Enterprises need to establish formal communication channels, such as employee meetings, departmental meetings, regular reports, etc. These channels can provide important decision-making information and employee feedback for businesses. At the same time, companies also need to ensure the smoothness and effectiveness of these channels so that employees can express their opinions and needs in a timely manner.

Informal communication channels: In addition to formal communication channels, companies also need to establish informal communication channels, such as employee symposiums, suggestion boxes, internal forums, etc. These channels can provide employees with a more free and open communication environment, encouraging them to actively participate in discussions and express their opinions.[73]

Establishing a feedback mechanism: Enterprises need to establish a feedback mechanism to ensure that employees' opinions and suggestions receive timely and effective responses. This can be achieved by establishing a dedicated feedback processing team or designating a responsible person who is responsible for collecting, organizing, and analyzing employee feedback, and then reporting to management and providing improvement suggestions. At the same time, companies also need to promptly inform employees of the results of feedback processing, so that employees can feel that their voices are valued and adopted, thereby further enhancing their sense of belonging and trust.

Performance feedback

Performance feedback is an important link in strengthening communication and feedback mechanisms. By providing timely and specific performance feedback, companies can help employees understand their job performance, clarify improvement directions, and thus improve work efficiency and quality.[72]

Establish clear performance standards: Enterprises need to establish clear performance standards in order to objectively and fairly evaluate employees' job

performance. These standards should be consistent with the strategic goals and values of the enterprise, while also taking into account the personal development needs and career planning of employees.

Implement regular performance evaluations: Enterprises need to implement regular performance evaluations in order to timely understand employees' job performance and issues. In the evaluation process, enterprises should adopt various evaluation methods, such as 360 degree feedback, key performance indicators (KPIs), etc., to ensure the comprehensiveness and accuracy of the evaluation results.

Provide specific improvement suggestions: After the performance evaluation results are available, the company needs to have one-on-one communication with employees to provide them with specific improvement suggestions. These suggestions should be based on the actual work performance and problems of employees, while also taking into account their personal abilities and development needs. By providing specific improvement suggestions, companies can help employees clarify improvement directions and improve work performance.

Encourage employees to provide self feedback: In addition to the performance feedback provided by the company, the company also needs to encourage employees to provide self feedback. By encouraging employees to reflect on their work performance and identify issues, and proactively propose improvement plans, companies can cultivate their self-management and self-improvement abilities.

3.3 Recommendations for improving the system of personnel motivation and

incentives at Nike, Inc

Improving the system of personnel motivation and incentives at Nike, Inc. involves a multifaceted approach that aligns with the company's values, goals, and the needs of its employees. Here are some recommendations:

Understand Employee Needs and Preferences:

- Conduct regular surveys and feedback sessions to understand what motivates individual employees.[74]
- Tailor incentives to meet these preferences, whether it's financial rewards, career advancement opportunities, recognition, or work-life balance.

Performance-Based Rewards:

- Implement a clear and transparent performance management system that links rewards to measurable achievements.
- Offer bonuses, raises, and promotions based on performance evaluations.

Non-Financial Incentives:

- Provide opportunities for professional development and training.
- Offer flexible working hours and remote work options to cater to different employee needs.[74]
- Create a culture of recognition and appreciation through public acknowledgment of achievements and milestones.

Career Advancement and Growth:

- Develop clear career paths and succession planning within the company.

- Offer mentorship programs and networking opportunities to help employees grow within their roles and the organization.[74,75]

Employee Engagement and Empowerment:

- Foster a culture of inclusivity and empowerment where employees feel valued and heard.
- Encourage teamwork and collaboration by recognizing and rewarding successful team projects.[75]
- Give employees ownership of their work and autonomy to make decisions that impact their daily tasks.

Health and Well-being Programs:

- Provide comprehensive health insurance and wellness programs to support employee physical and mental health.
- Offer gym memberships, fitness classes, and mental health resources.

Equity and Inclusion:

- Ensure that the incentive system is fair and equitable, addressing any biases or disparities.
- Promote diversity and inclusion by recognizing and rewarding contributions from all employees, regardless of their background.[72]

Regular Review and Adjustment:

- Continuously review and adjust the incentive system based on employee feedback and changing business needs.
- Stay updated on industry trends and best practices in employee motivation and

incentives.[71]

Transparency and Communication:

- Maintain transparency in the incentive system by clearly communicating how rewards are earned and distributed.
- Regularly update employees on the progress of the company and how their contributions are impacting the overall success.

Recognition and Celebration:

- Celebrate milestones and achievements, both individual and team-based, through company-wide events, awards, and recognition programs.[75]
- Highlight success stories in internal communications and marketing materials to inspire and motivate other employees.

By implementing these recommendations, Nike can create a comprehensive and effective system of personnel motivation and incentives that not only drives employee performance but also fosters a positive and engaging work environment.

CONCLUSIONS

The research results have led to the following conclusions.

Through theoretical research on the scientific perspectives of domestic and international scientists and practitioners, the theoretical aspects of corporate personnel management mainly involve how a company can effectively integrate and utilize internal resources to achieve organizational goals through a series of core functions such as planning, organizing, leading, and controlling. These functions not only include the rational allocation of human, financial, material, and information resources but also involve various aspects such as decision-making, strategic planning, policy implementation, and performance evaluation. Modern enterprises emphasize key concepts such as adaptability, communication, innovation, and social responsibility to ensure competitiveness in a constantly changing market environment. Specifically, the planning phase is the primary step in corporate management, involving the determination of the organization's long-term goals and the development of a series of strategies to achieve these goals. The organizational process focuses on the design of the company's structure, the rational allocation of tasks to employees, and ensuring work efficiency and team collaboration. The leadership phase requires managers to motivate team members, guide them towards common goals, and address various issues encountered during the process. The control phase is responsible for monitoring the progress of activities, ensuring execution according to plan, and taking corrective measures when necessary to

ensure the smooth realization of organizational goals. The functional roles of corporate management are extensive and profound, involving all aspects of the enterprise, aiming to optimize resource allocation, improve operational efficiency, and ensure the sustainable and stable development of the enterprise.

Next, we begin to study the object of this paper, Nike, Inc., analyzing its economy and organizational structure and providing directions for improving the efficiency of its personnel management.

Nike, Inc. is a world-renowned sports goods brand with significant organizational and economic characteristics. The company adopts a matrix organizational structure, combining vertical and horizontal leadership systems of functions and products (projects). This structure is conducive to strengthening cooperation and coordination between departments, improving the efficiency of problem-solving, and helping the enterprise better adapt to changes in the market environment. Nike has multiple operational levels, including regional branches and subsidiaries, exploring global markets through a regional structure approach. This multi-level, multi-regional organizational structure allows the company to flexibly produce and sell products according to market demand in different regions. Nike's management team has cross-industry experience, including public relations, technology, human resources, and diversity, among other fields. This diverse management team helps the company think about issues from multiple perspectives and make more comprehensive and scientific decisions. Nike also focuses on establishing a global decision-making team responsible for overseeing all regional

and global businesses to ensure consistent operational and development strategies worldwide. Nike is known for its unique brand culture and values, such as the slogan "Just Do It," which reflects an enterprise culture that encourages innovation and pursues excellence. The company also focuses on fostering a culture of innovation and teamwork among employees, enhancing the overall quality and team collaboration skills through various training and activities. The specific directions for improving the efficiency of personnel management at Nike include optimizing the recruitment and selection mechanism, strengthening employee training and development, improving the compensation and performance management system, enhancing employee care and welfare levels, and promoting the digitization and intelligence of the personnel management system. Specifically, the paper proposes three main improvement directions:

1. Optimizing the recruitment process: improving recruitment efficiency by simplifying the application process, utilizing advanced technology, and standardizing interview protocols.
2. Enhancing diversity and inclusiveness: improving team diversity by expanding recruitment channels, implementing unconscious bias training, establishing affinity groups, and mentorship programs.
3. Focusing on candidates' experience: improving the candidate experience during the recruitment process through timely and professional communication and providing transparent feedback.

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