

Case Summary

The rising trend of open book management has shown some intriguing effects on organizational culture, which in turn has an effect on overall success in businesses that have adopted this strategy (Aggarwal & Simkins, 2001). In order to examine the possibilities of open book management more closely, this case study will focus on Zingerman's, an Ann Arbor based enterprise that has had such success with this model that they have formed a training division (ZingTrain), which disseminates the open book management model to other businesses. Zingerman's unique combination of open book management, coupled with the application of a mission statement and formal guiding principles, gives an excellent opportunity for an in-depth examination of how these elements combine, create a particular corporate culture, and focus on human capital to increase business success (Weinzweig, 2010)

Teaching Objectives

Students will be able to:

- Discuss the basic tenants of open book financing.
- Explain the role of a mission and vision statements to the culture of an organization
- Analyze the advantages and disadvantages of implementing open book financing.
- Describe methods for building organizational support for implementation of open book financing.
- Explain the role of bench marking within an organization.
- Understand the role of basic accounting methods in communicating to employees the financial health of an organization.

Target Audience

This case is directed toward upper level undergraduate students and graduate students whom have a basic understanding of strategic management and cost controls.

Discussion

- Discuss the basic tenants of open book financing.
- Shares a broad array of financial and other information with employees
- Trains employees to become more business literate
- Empowers employees to use the information in their work, trusting them as partners
- Rewards company's employees when business is conducted successfully
- The words "it's not my job" are strictly forbidden in the workplace (Case, 1996)
- Explain the role of a mission and vision statements to the cul-

ture of an organization;

- Research shows that clearly articulated qualitative mission statements correlated positively with organizational success.
- Usually contain: what they do; who are their stakeholders; current purpose and scope.
- Analyze the advantages and disadvantages of implementing open book financing.
- Role of organizational commitment from top down
- Get buy-in from all levels of organization
- Commitment to time and money spent gathering employee input
- Changing traditional mid-set of sharing financial information with stakeholders
- Describe methods for building organizational support for implementation of open book financing.
- Supporting/nurturing a culture of shared success from top down and bottom up.
- Cooperative development of mission and vision statements and organizational learning.
- Explain the role of bench marking within an organization.
- Setting goals and monitoring progress toward
- Establish tangible shared goals with shared rewards
- Understand the role of basic accounting methods in communicating to employees the financial health of an organization.
- Basic accounting practices – reading of financial statement – learning on-the-job or previously acquired in school or other employment
- Breakdown of information into small departments providing employees an opportunity to apply information learned at weekly "Huddles".

Introduction

A trademark is one or more words, a design (such as a logo) or a combination of the two that is used to distinguish in the mind of the public the goods or services that are offered or performed by a business from others. They can be very valuable asset since they signify in the minds of the public a certain standard of quality and excellence.