

## On-Line University: Employee Ownership 106

### A Culture of Ownership: What is it, and how is it implemented in modern business?

2 Units-MBA level

ANTHONY I. MATHEWS  
amathews@ucsd.edu  
PHONE: (858) 822-6010  
OFFICE HOURS:

JOHN HOFFMIRE  
john.hoffmire@sbs.ox.ac.uk  
PHONE: +44 1865 422725

#### COURSE DESCRIPTION

Employee Ownership 106 is designed as a concept exploration 2 unit elective course. After completing the course, students will have an understanding of the numerous techniques of information sharing and participative management which seem to define an ownership culture. The class will explore open book management; critical metrics; success measures; qualities of leadership and overall features of a culture of ownership. In addition, the class will explore the specific relationship between ownership culture and business success.

Session and Due Dates	Materials Used In Class	Class Topic & Activities	Assignments
Session 1	<p><u>Video: Howard Schultz</u>, CEO of Starbucks, done by Meyer, Kathleen; Pearce, Nicole. Business Enterprise Trust. 1994. Approximately 30 minutes. From CLEO.</p> <p>Howard Schultz (related to the piece directly above). Pearce, Nicole; Meyer, Kathleen A. Case. Business Enterprise Trust. 1994. Approximately 20 pages. From CLEO.</p>	The Elements of a Culture of Ownership: What are they and can they be created?	<p><b>None of Us Is As Smart As All of Us</b>, Beyster, J. Robert. The Beyster Institute. 2007. 5 pages. Available on CLEO.</p> <p><b>ESOP Basics: Creating an Ownership Culture</b>, Source: Ohio Employee Ownership Center, Kent State University. 2009. Number of pages: 3. Available through CLEO.</p>

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Session 2	<p>Open Book Management: Giving Your Team the Stats They Need To Win. Martin Staubus. PowerPoint, 53 slides. Would go over best if it was video-taped and posted for classes to view. 60 to 90 minutes.</p>	<p>Open Book Management: Information sharing and the creation of an empowered workforce.</p>	<p><b>The Great Game of Business</b>, Stack, Jack; Burlingham, Bo. Book. Broadway Business. 1994. Available From CLEO. 252 pages.</p>
Session 3	<p>Sid Scott and John Hoffmire. 17 page outline that includes a large number of vision statements for employee owned companies. It includes many paragraphs rather than simply bullet points.</p> <p>Gainsharing as Organizational Learning: An Analysis of Employee Suggestions over Time, Arthur, Jeffrey B.; Aiman-Smith, Lynda. Academy of Management Journal. 2009. 49 pages.. From CLEO.</p>	<p>Major Cultural Influences on Employee Ownership over time: Strengths and Vulnerabilities.</p>	<p><b>Teams, Not Stars, Are the Key to High Performance</b>, Staubus, Martin. Essay. The Beyster Institute. 2010. From CLEO. 2 pages.</p>
Session 4	<p>Ownership Expectations of Employee Owners. Sid Scott. 2 pages.</p> <p>Tony Mathews reviews the websites mentioned in the fourth column.</p>	<p>Resources for Sharing Ownership Information: commercial as well as home-grown alternatives.</p>	<p>ESOP Association; Employee Ownership Foundation, National Center for Employee Ownership, Ohio Center for Employee Ownership, Vermont Center for Employee Ownership; Beyster Institute for Employee Ownership. Read for two hours from</p>

			these websites.
Session 5	Martin Staubus and Tony Mathews review the arguments made in the book that is mentioned in the fourth column.	A Review of the research: Historical achievements and failures – the future of employee ownership	<b>Equity: why employee ownership is good for business.</b> Corey M. Rosen, John Case, Martin Staubus. 2007. Harvard Business Press. 214 pages.
Self-Administered		Final Exam	

**COURSE OBJECTIVES**

The objective of the course is to equip students with an understanding of the theoretical and philosophical basis for the development of systems to more broadly distribute capital.

## COURSE MATERIALS

Course materials will include:

- Beyster, J. Robert. None of Us Is As Smart As All of Us. La Jolla, CA: The Beyster Institute, 2007.
- Ohio Employee Ownership Center. ESOP Basics: Creating an Ownership Culture. Kent, OH: Kent State University, 2009.
- Stack, Jack, Burlingham, Bo. The Great Game of Business. New York: NY Doubleday, 1992.
- Staubus, Martin. Teams, Not Stars, Are the Key to High Performance. La Jolla, CA: The Beyster Institute, 2010.
- Rosen, Corey; Case, John; Staubus, Martin. Equity: Why Employee Ownership Is Good for Business. Boston, MA: Harvard Business School Press, 2005.

## COURSE ASSIGNMENTS

Course assignments will include weekly readings and worksheet on each topic covered. Worksheets will not be graded per se. The course will also include a design project to be completed and submitted in the last week of the program (prior to the Final Exam). There will also be a Final Exam reviewing the course including multiple choice and short essay questions. Class participation will count toward final grade.

## GRADING CRITERIA

The course is a skills based course that will focus on students developing an executive's understanding of the myriad vehicles available under current law and in current practice to employ equity and employee ownership to create a successful business. Therefore, the grading criteria will be as follows:

Class Participation	30%
Topic Worksheets	30%
Term Project	30%
Final Exam	10%

## STUDENTS WITH DISABILITIES

A student who has a disability or special need and requires an accommodation in order to have equal access to the classroom must register with the Office for Students with Disabilities (OSD). The OSD will determine what accommodations may be made and provide the necessary documentation to present to the faculty member.

The student must present the OSD letter of certification and OSD accommodation recommendation to the appropriate faculty member in order to initiate the request for accommodation in classes, examinations, or other academic program activities. **No accommodations can be implemented retroactively.**

Please visit the [OSD website](http://osd.ucsd.edu) (osd.ucsd.edu) for further information or contact the Office for Students with Disabilities at (858) 534-4382 or [fosorio@ucsd.edu](mailto:fosorio@ucsd.edu).