DESIGN A WORKPLACE

Basic idea

- The aim is to design a highly motivating workplace
- Teams of six members
- The team answers a set of questions about various aspects of the workplace
- The team provides a written final report

The company you will be designing

- IoT (internet of things) company
    - The company produces high-precision sensors for various industries such as home appliances, cars, gardening tools
    - Most of the sensors are customized for a single customer and developed in partnership with them
- 20 year old company
- Owned by the founders (privately owned)
- 500 employees
- 1 factory near Hämeenlinna where the sensors are produced. Approximately 100 employees work there
- Head quarters in Pasila
- Sales, product design, R&D
- 70 % sales in Finland, 30% across Europe

Questions you should find solutions to

1. Culture
    a. What are company's goals? (1 point)
    b. What are the 4 key values of this company. No more, no less. Exactly 4 values (1 point)

2. Motivation
    a. Why would the employees be motivated to work towards the organizational goals? (1 point)
    b. How managers ensure that employees are able to use and develop their skills and expertise? (1 point)
    c. How do managers ensure that people enjoy their work and have high levels of engagement and autonomous motivation? (1 point)

  d. What do managers do to ensure that the relationships between people in the company are of high quality? (0,5 point)

  e. What do managers do to help the employees deal with job demands, stress and burnout? (0,5 point)

  f. What are the 5 key leadership principles of the company? (1 point) How are supervisors and managers supposed to behave towards the employees? (0,5 point)

    i. No more, no less. Exactly 5 principles.

3. Structure

  a. How hierarchical is the company? (1 point)

    i. For what decisions must employees ask for permission? (1 point)

  b. How are the 'bigger' decisions made? (1 point)

    i. Decisions that involve significant monetary resources or that otherwise determine the future course of the company? (1 point)

  c. How are the relevant tasks identified and assigned to individual employees? (1 point)

  d. How is potential freeriding taken care of? (1 point)

    i. How is it detected? How is the detected freeriding handled? (1 point)

4. Practices and processes

  a. What is the company processes and practices as regards overtime and remote working? (1 point)

  b. How are the salary levels of the employees determined? (1 point)

    i. Who decides them? (0,5 point)

    ii. Who knows about them? (0,5 point)

    iii. Are there any bonus systems? (0,5 point)

      1. If yes, how are they determined? (1 point)

  c. How are people hired to the company? (1 point)

    i. Who interviews the candidates? (0,5 point)

    ii. Who makes the decision? (0,5 point)

  d. How are conflicts between employees resolved? (1 point)

Evaluation criteria

- Providing a rationale for your answers
  - Don't only tell what your solutions to different questions are (0,25 (for 0,5-point question) or 0,5 points (for 1-point question). **Tell also what are the reasons you chose this solution.** There are no obviously right answers to the questions. Two groups can propose opposite solutions to a certain problem, but get full points if both have a **good rationale for their choice.**
- Grounding answers in literature **4,5 points**
  - The more you can show that your answers are based **on the insights from lectures and on the literature** we have been reading, during the course or other literature, the better. Not all answers require a reference, but being able to ground one's answers is one of the key evaluation criteria.
- Realism **3,5 points**
  - The answers to the questions and the company you will be designing as a whole should **be realistic and economically sound**. You can be optimistic, but don't exaggerate too much.
  - Think also about the interrelatedness of the questions. Certain solutions as

regards, e.g. salary levels and promotion, tend to fit better together than others.
- So try to think about how well your different solutions fit with each other.
    Innovativeness of the solutions
- Having innovative solutions and ideas that break new ground (while still being realistic) is seen as an advantage.
- The compatibility of various solutions
  - You have to solve various problems related to how to organize a company. One criteria is how well these various solutions fit together and are compatible with each other.
- Attractiveness of the company for potential employees

The final report

- Written, brief answers to all the questions above. Provide separate answers to each question. Your solution + the rationale for your choice
- Length: 8-10 pages (not counting cover page and references)
- Grounding several (not necessary all) answers in the research literature is a key evaluation criterion. Provide a list of references at the end of your document
- The format of the final report
  - ✓ Front page: Names & student numbers of all participants
  - ✓ Main part: ist each question and provide separate answers to each of the questions.
  - ✓ Last page:
  - ✓ List of references
- Submit in PDF -format to MyCourses
- Name the final report "familyname1_familyname2_familynameN_groupreport".