

## Design a workplace – Team exercise

### Basic idea

- The aim is to design a highly motivating workplace
- Teams of five members
- The team answers a set of questions about various aspects of the workplace
- The team provides a written final report of their answers before the last lecture
- The team presents their workplace in the last lecture for other students
- Others vote which workplace they would like to work for
- The grading of the exercise will be partly based on how many votes your workplace receives

### 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 years old company
- Owned by the founders (privately owned)
- 500 employees
- 1 factory near Hämeenlinna where the sensors are produced. Approximately 100 employees work there
- Headquarters in Pasila
- Sales, product design, R&D
- 70 % sales in Finland, 30% across Europe

### Questions you should find solutions to

1. What is the name of the company?
2. Motivation
  - a. Why would the employees be motivated to work towards the organizational goals?
  - b. How is it ensured that employees are able to use and develop their skills and expertise?
  - c. How is it ensured that people enjoy their work and have high levels of engagement and autonomous motivation?
  - d. What does the company do to ensure that the relationships between people in the company are of high quality?
  - e. What does the company do to help the employees deal with job demands, stress and burnout?

- f. What are the 5 key leadership principles of the company? How are supervisors and managers supposed to behave towards the employees?
    - i. No more, no less. Exactly 5 principles.
3. Structure
    - a. How hierarchical is the company?
      - i. For what decisions must employees ask for permission?
    - b. How are the 'bigger' decisions made?
      - i. Decisions that involve significant monetary resources or that otherwise determine the future course of the company?
    - c. How are the relevant tasks identified and assigned to individual employees?
    - d. How is potential freeriding taken care of?
      - i. How is it detected? How is the detected freeriding handled?
  4. Policies
    - a. What is the company policy as regards overtime and remote working?
    - b. How are the salary levels of the employees determined?
      - i. Who decides them?
      - ii. Who knows about them?
      - iii. Are there any bonus systems?
        1. If yes, how are they determined?
    - c. How are people hired to the company?
      - i. Who interviews the candidates?
      - ii. Who makes the decision?
    - d. How are conflicts between employees resolved?
    - e. How are people promoted in the company?
      - i. How is the performance and other qualities of potential candidates evaluated?
      - ii. Who makes the decision?
  5. The company
    - a. What is the reason for existence of this company?
      - i. For what purpose was this company founded and what is its mission?
    - b. What are the 4 key values of this company?
      - i. No more, no less. Exactly 4 values
    - c. Where does the company want to be in 5 years?
      - i. How is it going to get there?

### Evaluation criteria

- **Providing a rationale for your answers**
  - Don't only tell what your solutions to different questions are. 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**
  - 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**
  - 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.
- **Attractiveness of the company for potential employees**
  - This will be evaluated based on who chooses your company during the last lecture

### The final report

- Deadline: Tuesday 4<sup>th</sup> of December
- Written, brief answers to all the questions above
  - Provide separate answers to each question
    - Your solution + the rationale for your choice
- 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:
    - Name of the company + Names & student numbers of all participants
  - Main part:
    - Start with a half page long 'general management philosophy of the company' -section
    - Then list 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".