



# OPEN EDUCATIONAL RESOURCES ORGANIZATIONAL SKILLS

LEARNING UNITS:



# 1 INTRODUCTORY PARAGRAPH

Organizational skills are the abilities to manage, including human resources, and achieve one or more goals effectively and efficiently. In working remotely, organizational skills are tied primarily to:

- Organizational design
- Employee's rights and obligations, Employer's rights and obligations and Legal framework for remote working in EU
- Formal and informal organization
- Bureaucratic vs professional organization vs project work vs learning organization
- Customer service

In organizational design, the focus is on the methodology of organizational design, the elements of organizational design and the identification and designing organizational structures.

Employee's rights and obligations, Employer's rights and obligations and Legal framework for remote working in EU do not involve just Employee's and Employer's rights and obligations, but also remote work and employer supervision, problematic topics of remote work, legal issues in remote work and development of a Legal Framework for Remote working in EU

Organizational skills in remote work are very tied with formal and informal organization, especially with social networks among remote workers.

Bureaucratic vs professional organization vs project work vs learning organization is the next area of organizational skills in the remote work. Remote work requires special principles of bureaucratic organization, projects and attributes of a learning organizations.



## 2 LECTURE NOTES (10-15 pages)

### Organizational Design

In this subsection, we will discuss the following contents:

- The methodology of Organisational Design.
- Elements of Organisational Design.
- Identifying and designing the organizational structures.

The word “organisation” meanings:

- a group of people who form a business, club, etc. together in order to achieve a particular aim;
- the act of making arrangements or preparations for something;
- the way in which the different parts of something are arranged;
- the quality of being arranged in a neat, careful, and logical way.
- a group of people who work together in an organized way for a shared purpose.
- etc.

People have been managing work for hundreds of years. But the most significant developments in management theory emerged in the 20th century. Henri Fayol (1841 – 1925) and Frederick Winslow Taylor (1856 -1915) are considered the originators of scientific management.

Scholars of Taylor’s work agree that scientific management was in essence a response to a motivational problem, known at the time as soldiering, i.e. the workers tendency to do the least amount of work possible in the longest amount of time.

The question of productivity was also the predominant topic of later works, up until 1960.

In response to “soldiering” Frederick W. Taylor proposed an approach based on four principles.

Taylor's four principles are as follows:

1. Replace working by "rule of thumb," or simple habit and common sense, and instead use scientific methods to study work and determine the most efficient way to perform specific tasks.
2. Rather than simply assign workers random tasks, match workers to their jobs based on capability and motivation, and train them to work at maximum efficiency.
3. Monitor worker performance, and provide instructions and supervision to ensure that workers are employing the most efficient methods of working.
4. Divide work between managers and workers, so that the managers spend their time planning and training, allowing the workers to perform their tasks efficiently.

Taylor’s and Fayol’s work thus originated in industrial society. More than one hundred years have passed since then, and our circumstances are now significantly changed:

- the proportion of industrial workers has decreased significantly, in contrast to an increased number of employees working in services;
- the initial focus of scientific management on increased worker productivity in factories gave way to other fields of interest, such as quality, innovation, intercultural co-operation, etc.



The idea of organisational design may first associate to the “architecture” of an organisation. In simplified terms, the design of this architecture entails the following stages:

- choice of organisational structure;
- job design;
- calculating the necessary staffing levels;
- applying correction factors.

Organisational design is a complex process of designing an organisation’s structure, processes, values, and organisational culture.

Any organisational structure is comprised of three dimensions:

- Complexity refers to the vertical and horizontal differentiation between members of an organisation. The horizontal differentiation is the consequence of dividing the work in terms of business function and a narrow specialisation within a business function; vertical differentiation is the result of hierarchy.
- Formalisation refers to rules, policies, procedures, etc.
- Centralisation tells us where the power of decision lies within an organisation. Centralisation stems from the basic principles of scientific management (Degree of centralisation: management and authority for decision-making process must be properly balanced in an organisation.)

Over the years, organisational theory has developed numerous organisational structures. These are generally combinations of basic organisational structures. We are familiar with the following organisational structures:

- simple;
- functional;
- divisional;
- project.

In all of the above cases, the organisation is led by a manager. There are some key distinctions, however, in terms of:

- the structure of division of work with regard to specialisation on lower hierarchical levels;
- and the authority and responsibility of the leader on the second hierarchical level.

It is characteristic of a simple organisation structure that all authority and responsibility reside with the general manager.

A functional organisational structure is characterised by:

- division into departments with tasks corresponding to various business functions, which are staffed by specialists in each department’s field of work;
- a second hierarchical level with managers responsible for managing departments connected to business functions.

There are 5 basic business functions: procurement, sales, human resources, finance and accounting, and transformation of inputs into outputs. If an organisation is large, these functions may be more complex, with a more extensive division of work according to specialty.

Divisional organisational structure is characterised by:

- division into departments with tasks corresponding to target groups (e.g. the imaginary catering business mentioned above could hypothetically include two divisions: division for “student catering” and division for “protocol services”);
- a second hierarchical level with managers responsible for managing divisions (or, put differently, for meeting the expectations and demands of target groups).



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Project organisational structure is characterised by:

- division into departments with tasks connected to specific projects (e.g. the imaginary catering business mentioned above could hypothetically include a project organisational structure for doing the catering for a state event, catering and service at a graduation ceremony, etc.);
- a second hierarchical level with managers responsible for managing a specific project;
- individual nature of projects – each project may take place in different circumstances, the expectations of users may vary widely; all of which means that project structure is never static.

In the 21st century, it is vital to know which jobs can be done remotely. Jonathan I. Dingel and Brent Neiman from the University of Chicago attempted to answer this question. 37 percent of jobs in the United States can be performed entirely at home, with significant variation across cities and industries.

Dingel and Neiman (2020) classify the feasibility of working at home for all occupations using the responses to two surveys:

- Work Context Questionnaire includes questions aiming to capture the “physical and social factors” that influence the nature of work.
- Generalized Work Activities Questionnaire includes questions aiming to capture the “general types of job behaviours occurring on multiple jobs”, such as the input of information, interaction with others, mental processes, and work output.

If any of the following conditions in the Work Context survey responses are true for an occupation, Dingel and Neiman (2020) code that occupation as one that cannot be performed at home:

- Average respondent says they use email less than once per month.
- Average respondent says they deal with violent people at least once a week.
- Majority of respondents say they work outdoors every day.
- Average respondent says they are exposed to diseases or infection at least once a week.
- Average respondent says they are exposed to minor burns, cuts, bites, or stings at least once a week.
- Average respondent says they spent majority of time walking or running.
- Average respondent says they spent majority of time wearing common or specialized protective or safety equipment.

If any of the following conditions in the Generalized Work Activities survey responses are true, Dingel and Neiman (2020) code the occupation as one that cannot be performed at home:

- Performing general physical activities is very important.
- Handling and moving objects is very important.
- Controlling machines and processes [not computers or vehicles] is very important.
- Operating vehicles, mechanized devices, or equipment is very important.
- Performing for or working directly with the public is very important.
- Repairing and maintaining mechanical equipment is very important.
- Repairing and maintaining electronic equipment is very important.
- Inspecting equipment, structures, or materials is very important.

## Setting a productive and operational remote work schedule



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The first step towards achieving the goals of an organisation includes job analysis and the calculation of necessary staffing levels. The next step is setting a productive and operational remote work schedule, which is based in effective time management.

If we want to set a productive and operational remote work schedule, we should:

- define clear goals;
- set our priority tasks;
- plan our tasks;
- design remote work schedule;
- assign work tasks;
- monitor the remote work schedule.

## Legal framework for remote working in EU

In this subsection, we will discuss the following contents:

- Problematic topics of remote working.
- Legal Issues with remote working.
- Developing a Legal Framework for Remote working in EU.

ILO (2020) defined telework as the use of information and communications technologies (ICTs), such as smartphones, tablets, laptops, and desktop computers, for work that is performed outside employer's premises. In other words, telework implies work achieved with the help of ICTs and conducted outside employer's location.

The legal framework for telework or remote work is provided by:

- guidelines issued by the International Labour Organization (ILO);
- national legislations;
- the EU legislation;
- collective agreements;
- internal rules and regulations of various organisations.

ILO (2020) states that remote work should occur on the basis of a voluntary agreement between the employer and the employee. Apart from agreeing on the location of work (at the employee's home or elsewhere), there are several other aspects that need to be clearly defined:

- working hours or schedule;
- necessary communication tools;
- work to be accomplished;
- supervisory mechanisms;
- arrangements for reporting completed work.

The field of working from home (WFH) is regulated by national legislations.

The legislation stipulates that a contract of employment should also define:

- place of work (home or elsewhere);
- distribution of working hours, breaks, weekly and monthly rest days;
- scale of remote work (full time or part time, and combinations thereof);
- amount of compensation for employee's use of own equipment.



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The various aspects of remote work are also regulated by the EU legislation. Some of its solutions regarding the practice of remote work are summarised below:<sup>1</sup>

- As a basic rule, you are subject to the legislation of the country where you actually work as an employed or a self-employed person. It does not matter where you live or where your employer is based.
- If you work in a EU country different from the one where you live and you return to your country of residence daily, or at least once a week, you are a cross-border worker (so-called “frontier worker”). The country where you work is responsible for your social security benefits.
- If you pursue a substantial part of your activity – at least 25% – in your country of residence, you will be covered by the legislation of that country.
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Remote work is further regulated by collective agreements. The stipulations of collective agreements must not be less favourable than the stipulations of the national law.

Content not covered by the agreement can be further specified in the internal rules and regulations of the employer, such as:

- the process of drawing up a remote work contract;
- the extent of work responsibilities and the expected work product;
- issues regarding health and safety at work;
- manners of monitoring employee productivity;
- issues regarding data protection;
- time logging;
- defining inappropriate behaviour;
- measures in cases of injury at work;
- manner of recording working logs;
- manner of monitoring assigned work tasks and results or employee reports;
- availability of the employee at home – when, at what times, and in what way should the employee be available to the employer and vice versa;
- provision of a safe connection with the employer’s Wi-Fi;
- manner of reporting information important for fulfilling the obligations of the employment contract (e.g. leave, medical leave, work trips etc.).

## **Employee’s rights and obligations, Employer's rights and obligations**

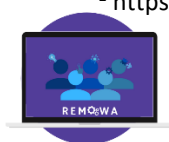
In this subsection, we will discuss the following contents:

- Employee's rights and obligations.
- Employer's rights and obligations
- Remote working and employer supervision.

Most national legislations stipulate that workers working from home or other facilities of their choice (in agreement with the employer) hold the same rights as workers working in the employer’s premises, including the right to employee management co-operation and the right to unionise.

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<sup>1</sup> <https://ec.europa.eu/social/main.jsp?catId=851&langId=en>



Management practices have to be adjusted to the situation, including prioritisation, workload, tasks, and deadlines. Typical steps that enterprises can take as a response may include:

- Ask workers to prepare an individual teleworking Workplan, which should be discussed and agreed upon with their direct supervisor. These Workplans should complement and not replace current Workplans and related procedures, or existing Workplans need to be adjusted to fit the new reality.
- Clarify priorities and deprioritise work that is not essential or realistic under the current circumstances.
- Agree on a common system to signal availability for work and ensure that managers and colleagues respect it.
- Break up larger teams into smaller cross-functional ones, each with a clear mission and reporting line, where directions and tasks are easy to implement.
- Encourage workers to share when they are feeling overloaded to serve as an early warning system to detect the risk of burnout, and know when tasks or team members have to be re-assigned.
- Conduct a skills-mapping among the workers, to potentially re-deploy under-stretched workers to overstretched teams.
- Talk about how work gets done. Ask employees how they work when they feel most productive, energised, and focused. Encourage workers to work that way as much as possible.
- Ask workers to share examples of how they have changed their everyday routines in ways that work for them.
- Recognise that offline time is needed for getting substantive work done well.

It is also essential for the employer to elaborate their Occupational Safety and Health Policy. The Occupational Safety and Health (OSH) policy update and related actions may include the following aspects:

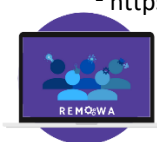
- Clarify and update the responsibilities of employers for the protection of the occupational health and safety of the teleworker by taking stock of the health and safety risks and hazards, the home office environment, equipment, ergonomics, and stress as well as other mental health issues.
- Clarify the rights and responsibilities of teleworkers regarding their health and safety while working from home.
- Update and empower health and safety professionals with tools and processes in terms of workers' health support systems, the working environment, training, information, and compliance mechanism regarding OSH and ergonomic protocols specifically designed for teleworkers.
- Train managers and teleworkers on the importance of taking sufficient rest breaks during the workday, as well as clarifying that such breaks won't have negative career consequences.
- Use every opportunity to promote physical health, including exercise, and encourage workers to maintain healthy eating habits, i.e., by sharing links to physical and mental wellbeing videos, and promoting the use of fitness apps and services.
- Establish new options or augment existing options for psychological support for workers to share their fears and worries confidentially, i.e., through access to helplines, counselling, and employee assistance programmes.
- Encourage managers to be a role model for staff under their supervision and conduct themselves in ways that show how to mitigate stress.
- Consider allowing workers to borrow equipment from the office for the duration of the pandemic-related teleworking, such as office chairs, monitors, and other relevant tools that are fully compatible with ergonomic standards.

Apart from everything mentioned above, employer may also have special demands, such as:

- reporting anything suspicious to the IT department;
- ensuring Wi-Fi routers and all devices are protected by a strong password and the latest encryptions;
- regularly changing passwords and making them more complex;
- avoiding public Wi-Fi;
- exercising caution when opening attachments or links from unfamiliar senders or websites;

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<sup>2</sup> <https://wlj.com/in-the-workplace-2021-legal-implications-of-remote-work-in-the-covid-19-era/>





- preventing email addresses from being used to steal passwords and financial information;
- not sending sensitive corporate data to personal email or cloud accounts;
- and not allowing family members to access company systems or devices.

### Remote working and employer supervision

Relationship between employee and employer is a contractual relationship, entered into on the basis of the law. This results in mutual obligations and rights.

Organizations make use of one or a combination or more of formal approaches:

- health and safety at remote work may be part of the basic rules on health and safety;
- when issuing the employee with a decision on referral, employers may also include written guidelines on safe and healthy work;
- before issuing the employee with the decision, employers may ask the employee to submit photos of their workspace at home or at another location;
- an employer may physically examine the safety of the working environment outside the headquarters before issuing the decision;
- an employers may check that health and safety rules are being adhered to at the employee's home or at another location;
- the law also stipulates that employers should keep work records. On the basis of this, an employer may request that the employee keep work logs of remote work.

### Formal and informal organization

In this subsection, we will discuss the following contents:

- Remote working and informal organization
- Remote workers and social networks.

Work based professional relationships are oftentimes impersonal. But human beings are social by nature; their psychological make-up is geared towards seeking personal contact with others. People thus also try to establish relationships inside the organisation they are working for. All work and all organisations are consequently also characterised by a social component. The need for contact and alliance drives people to bond in informal organisations. After all, like mentioned above, group collectivism is one of the universal cultural dimensions. Informal organisations arise alongside formal organisations. They are formed by individuals who are looking for alternative ways to achieve their personal goals. Namely, each individual pursues personal goals, which may or may not align with the goals of the organisation they are working for. In general, people tend to spend more energy trying to realise their own personal goals. If anyone in the organisation is thwarting the realisation of these goals, or if they find themselves unsuccessful in pursuing them, individuals will usually seek alliance.

Formal organisations differ from informal ones in the following regard:

- their purpose: the purpose of an informal organisation is usually not defined, whereas the purpose of a formal organisation is defined by its owner or founder;
- internal procedures: internal procedures in formal organisations are formalised; in informal organisations, they are usually generated spontaneously;
- their values: the values of formal organisations are defined by the owners or founders; in informal organisations, values are created on the basis of interpersonal communication;
- in rules: formal organisations are characterised by stable rules; in informal organisations, rules are spontaneously adapted to the environment and interests or needs;
- in responsibility: formal organisations have clearly defined responsibilities rooted in hierarchy; whereas informal organisations may be characterised by differences in authority and thus an informal hierarchy, there is no clear allocation of responsibility.



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Informal groups arise for the following reasons:

- individual interests which can only be realised through the working of a group;
- personal affinities and friendships;
- familial, local, or other types of acquaintance;
- group interests;
- belonging to the same subculture.

### **Remote work in relation with informal organisation**

In terms of informal socialising, nowadays most employers organise a New Year's celebration or an annual picnic. Applied to remote work, this coffee or beer or wine would be drunk "together" in front of the computer.

Most of us would find it difficult to imagine anything more than that.

Over the past decades, informal socialising was aimed at increasing the productivity of employees. However, productivity has not been a key management issue in years.

Most of the organisations did not encourage socialising before the pandemic, nor do they do so now. The organisations which newly introduced virtual socialising only did so to organise a New Year's celebration for their employees ali virtual picnic.

### **Bureaucratic vs professional organization vs project work vs learning organization**

In this subsection, we will discuss the following contents:

- Remote working and principles of bureaucratic organization.
- Projects and Remote working.
- Remote working and attributes of a learning organization.

When we speak of bureaucracy, we generally first think of offices, intricate procedures and piles of documents. However, the term can also apply to other things. Bureaucracy or a bureaucratic institution is a type of organisation, which is not necessarily connected to the state, officialdom, etc. Namely, the principles of bureaucratic institutions are also applied in business companies. However, the term "bureaucratic organisation" is also tied to some other, inconsistent interpretation.

The idea of bureaucratic organisation is closely tied with Maximilian Weber (1864-1920).

On the basis of various sources, we can summarise the principles of bureaucratic organisation as follows:

1. Members of bureaucratic organisations have specialised roles.
2. Each member only makes decisions within the sphere of their remit.
3. Employment is done on the basis of formal qualifications and competencies (e.g. through an open call).
4. There is a hierarchy of authority and responsibility, but decisions are only made makes within the sphere of individual remit.
5. Formal behaviour is subject to strict rules of discipline and control.
6. Procedures should be traceable.
7. Etc.

Henry Mintzberg (b. 1939) has a somewhat different outlook on organisational structure. Mintzberg (1980) divided organisations into 5 typologies. The typology of five basic configurations includes:



- Simple Structure, (is a very simple organisation, minimally formalised and highly centralised, suitable for dynamic environments).
- Machine Bureaucracy (with attributes described by Maximilian Weber, suitable for stable environments).
- Professional Bureaucracy (based on the standardisation of knowledge, with very specialised but not highly formalised jobs done by highly qualified workers; the organisation is very decentralised, its technical systems are simple; suitable for stable environments).
- Divisionalised Form (made of market based units).
- Adhocracy (has a matrix structure, jobs are very complex and demand high levels of specialisation, departments are small and decentralised).

**Project organisational structure is characterised by:**

- division into departments with tasks connected to specific projects (e.g. the imaginary catering business mentioned above could hypothetically include a project organisational structure for doing the catering for a state event, catering and service at a graduation ceremony, etc.);
- a second hierarchical level with managers responsible for managing a specific project;
- individual nature of projects – each project may take place in different circumstances, the expectations of users may vary widely; all of which means that project structure is never static.

We choose an appropriate organization on the basis of:

- type of work
- the organisation's purpose;
- the organisation's mission;
- economics;
- necessary technology;
- other possible factors

The idea of a learning organisation emerged as one of possible answers to the need for continuous enhancement. Peter Senge is generally considered to be the founder of the theoretical notion of a learning organisation. Senge (1990) describes the five attributes of a learning organisation:

- employee excellence and personal mastery;
- mental models;
- joint vision;
- team learning;
- systematic problem solution and systems thinking.

Employee excellence in learning organisations is primarily seen in individuals' personal mastery and self-management.

Self-management refers to the capacity of an individual to commit their work efforts to long-term goals and their ability to eventually achieve them.

A mental model is a sort of an internal symbol or representation of external reality. Individual mental models are stereotypes, generalisations, preconceived notions, pre-existing mental scripts about what or how something should happen, what or how someone should act, or even about what people should look like. (Craig, 1943). Mental models are often the reason or trigger for certain types of action or inaction. When entering an organisation, individuals usually come with certain



stereotypes or preconceived notions. Because a goal can be understood as a type of a mental model, it is important to have goals in a learning organisation.

A vision is a mental image of the future.

A systems approach entails the breaking down of a whole into components. Components are usually less complex and therefore easier to understand. A systems approach means that we study both:- the characteristics of components and the nature of the interaction between them.



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### 3 QUESTIONS AND ANSWERS (5-10)

**Content:** Goals, and objectives of an organization

**Question:** How can we conceive of the purpose of an organization's existence?

**Answer:** There are basically two possible approaches to these issues:

1. We can consciously focus solely on economic effects, that is, on profits, regardless of everything else. Such an approach derives from the economic doctrine of liberalism or neoliberalism. In this case, some processes in the organization may be slightly less complex, some processes may not be at all, thus saving both the number of employees and the number of departments.
2. In addition to economic effects, the following may also be important to us: results related to customers (ie customer satisfaction), results related to owners or founders, results related to employees and results related to the wider society. Such an approach will primarily require us to adjust the formalization (in terms of quality rules of procedure, etc.), consequently we will have to adjust the processes, we may need a new department and a few more staff.

**Content:** Employee's rights and obligations

**Question:** Give an example of the rights that a remote worker has!

**Answer:** The worker has the right to safety and health at work.

**Content:** Complex legal topics of remote working

**Question:** Indicate which regulations govern the rights and duties related to remote work!

**Answer:** Legal aspects of teleworking are governed by:

- Recommendations of the International Labor Organization (ILO);
- National legislation;
- European Union law;
- Collective agreements;
- Internal acts of organizations.

**Content:** Principles of bureaucratic organization

**Question:** List some principles of bureaucratic organization according to Maximilian Weber!

**Answer:** Based on the above, the principles of bureaucratic organization are summarized in the following:

1. The members of the bureaucratic organization shall have specialized roles.
2. Everyone decides only within the limits of their competences.
3. Recruitment is based on formal qualifications and competences (eg through a public competition)
4. There are uniform principles for placement, promotion and relocation.
5. Fixed salaries
6. Progress on the principle of seniority



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7. Career is determined by a systematic salary structure
8. There is a hierarchy, competence and responsibility, everyone decides only within their competences
9. Subordinate official conduct to strict rules of discipline and control
10. Procedures must be traceable.
11. Documents need to be archived.
12. The supremacy of abstract rules
13. The bureaucratic organization and everything related to it is impersonal.
14. Political neutrality.

**Content:** Learning organization

**Question:** List some attributes of a learning organization!

**Answer:** The attributes of a learning organization are:

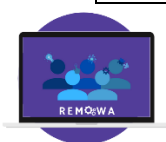
- systematic problem solving and systematic thinking;
- experimentation;
- learning from past experiences;
- learning from others;
- knowledge transfer;
- measuring progress;
- personal knowledge;
- common vision;
- mental models;
- team learning.

**Content:** Informal organization

**Question:** List some attributes of an informal organization!

**Answer:** The basic differences between a formal organization and informal organizations are:

- for the purpose of existence: the purpose of the existence of an informal organization is usually not determined, and the purpose of the existence of a formal organization is determined by the founder or owner.
- In internal procedures: internal procedures in a formal organization are determined by formalization, while in informal organizations they are developed on an ongoing basis.
- In values: the values of formal organizations are determined by the owners or founders, while in informal organizations the values are formed on the basis of interpersonal interactions.
- In rules: there are stable rules in formal organizations, but not in informal ones, or the rules are constantly adapted to the environment, interests or needs.



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• In accountability: in formal organizations, responsibilities are clearly defined on the basis of hierarchy, while in informal organizations there are differences in authority and thus an informal hierarchy may exist, but there is no demarcation of responsibilities.

**Content:** Security and health at work

**Question:** What are the safety and health aspects of remote workers?

**Answer:** It is also important that the employer has an Occupational Safety and Health Policy. The Occupational Safety and Health (OSH) policy update and related actions may include the following aspects:

- Clarify and update the responsibilities of employers for the protection of occupational health and safety of the teleworker by taking stock of the health and safety risks and hazards, the home office environment, equipment, ergonomics, and stress as well as other mental health issues .
- Clarify the rights and responsibilities of teleworkers regarding their health and safety while working from home.
- Update and empower health and safety professionals with tools and processes in terms of workers 'health support systems, the working environment, training, information, and compliance mechanism regarding OSH and ergonomic protocols specifically designed for teleworkers.
- Train managers and teleworkers on the importance of taking sufficient rest breaks during the workday, as well as clarifying that such breaks won't have negative career consequences.
- Use every opportunity to promote physical health, including exercise, and encourage workers to maintain healthy eating habits, i.e., by sharing links to physical and mental wellbeing videos, and promoting the use of fitness apps and services.
- Establish new options or augment existing options for psychological support for workers to share their fears and worries confidentially, i.e., through access to helplines, counseling, employee assistance programs.
- Encourage managers to be a role model for staff under their supervision and conduct themselves in ways that show how to mitigate stress.
- Consider allowing workers to borrow equipment from the office for the duration of pandemic-related teleworking, such as office chairs, monitors, and other relevant tools that are fully compatible with ergonomic standards.



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## 4 CASE STUDIES (2 case studies)

### 4.1 CASE STUDY 1

**TITLE: Develop a protocol for communication**

LEARNING UNIT:

- Bureaucratic vs professional organization vs project

TOPIC:

- Remote working and principles of bureaucratic organization.

GOAL:

- understand principles of bureaucratic organization.

COMPETENCES:

- lead and supervise the remote workers.
- plan tasks and organize remote workers.
- lead and supervise the remote workers.
- analyze the suitability of different types of organizations for different tasks.

INSTRUCTIONS:

- A total of three participants produces case study1.

DURATION:

- Making presentation: 3 hours
- Show the presentation of the solution to internal manager/trainer/HR specialist/colleague: 15 minutes
- Discussion with internal manager/trainer/HR specialist/colleague about the presentation: 15 minutes

PERFORMANCE CRITERIA:

- Completed presentation.

RECOMMENDED LITERATURE:

- Gupta, C.: (2021): Customer service definition, skills, and important principles for 2021, Published May 26, 2021, <https://www.zendesk.com/blog/customer-service-skills/>
- Online resources
- Handbook

### PRESENTATION OF THE ENVIRONMENT

Imagine you are the head of the payment card department at a bank. Your assignment relates to a call center for card business. There are 30 employees in the department. The work tasks of the department are:

- communication with customers;
- preparation of documentation for the issuance of a credit card (contracts, insurance,...);
- issuing credit cards;
- approval of card limits;
- card locks;
- receiving and resolving complaints;
- archiving documents;
- informing customers about changes in credit card terms and conditions;
- etc.

### PROBLEM:

For reasons of safety and health at work, at least 99% of cases with customers who have credit cards are resolved by phone or e-mail. As a rule, the client does not have physical contact with the bank's employees. At least half of the department staff work from home at all times. Workers working in the office or from home may change at the interval

### TASKS:



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- Develop a protocol for communication between a bank employee and a customer in the event of a customer phone call and e-mail (2-3 pages). Consider the following aspects of the protocol:
  - Whether it is an existing customer, a new customer or someone who wants to close the card?
  - Is it a complaint?
  - Observe the aspect of personal and banking data protection.
  - Observe the principle of immediate resolution of cases.
  - Observe the principle of traceability.
  - Observe the principle of compliance with the bank's rules
- Prepare a ppt presentation of the protocol presentation.

## 4.2 CASE STUDY 2

### TITLE: Legal framework for remote working in EU

#### LEARNING UNIT:

- Legal framework for remote working in EU

#### TOPIC:

- Problematic topics of remote working.
- Legal Issues with remote working.
- Developing a Legal Framework for Remote working in EU.

#### GOAL:

- understand complex legal topics of remote working.
- understand principles of bureaucratic organization, project work, and learning organization.
- evaluate the strengths and weaknesses, opportunities and threats of remote working in the organization

#### COMPETENCES:

- lead and supervise the remote workers.
- adhere to principles and values of remote working.
- plan tasks and organize remote workers.
- create concept of learning organization into practice.

#### INSTRUCTIONS:

- A total of three participants produces case study 2.

#### DURATION:

- Making presentation: 3 hours
- Show the presentation of the solution to internal manager/trainer/HR specialist/colleague: 15 minutes
- Discussion with internal manager/trainer/HR specialist/colleague about the presentation: 15 minutes

#### PERFORMANCE CRITERIA:

- Completed presentation.

#### RECOMMENDED LITERATURE:

- International Labour Organization (ILO) (2020): Teleworking during the COVID-19 pandemic and beyondA Practical Guide, International Labour Office, Geneva, SOURCE: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---travail/documents/instructionalmaterial/wcms\\_751232.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/instructionalmaterial/wcms_751232.pdf)
- Handbook
- Online resources

### PRESENTATION OF THE ENVIRONMENT

Imagine you are the director of a company that provides banking software to banks. Your task, responsibility and authority refers to a company that has 100 employees. You are fully responsible and responsible for the company before the owner. You have the power to propose internal rules. You prepare theses for the internal rules, review them and finalize them with the legal department, and you finally approve them.

#### PROBLEM:



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For infectious disease prevention reasons, at least half of the workers must work from home at all times. Your business is a critical infrastructure.

Workers working in the office or from home may change at intervals.

### TASKS:

Create ABSTRACTS (approx. 3 pages) for the rules of work from home for your company. These will be reviewed by your legal department and transformed into a policy form. Consider the following aspects of the policy (keep in mind all the time that the nature of your work is such that you are a learning organization):

- the procedure for concluding a remote work contract;
  - required work duties and expected work product;
  - issues of ensuring safety and health at work (just state that this issue will be addressed by special rules);
  - ways to monitor employee productivity;
  - data protection requirements;
  - time measurement;
  - definition of prohibited practices;
  - handling in the event of an injury at work;
  - reporting by the employee on the records on the use of working time,
  - the method of monitoring the assigned work tasks and the results of the employee or the employee's reporting on this,
  - availability of the worker working from home - when, in what hours and in what way the worker must be available to the employer and when the employer must be available to the worker;
  - enabling a secure Wi-Fi connection to the employer's network;
  - the method of communicating information that is important for the implementation of the employment contract (eg leave, sick leave, business trips, etc.).
- Prepare a ppt presentation of the thesis presentation for the policy.
  - Present how you considered the policy to be a learning organization



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## 5 PRACTICAL EXERCISES (2 PRACTICAL EXERCISES, DO IT YOURSELF)

### 5.1 EXERCISE 1

**TITLE: Organisational Design**

LEARNING UNIT:

- Elements of Organisational Design.

TOPIC:

- Elements of Organisational Design.

GOAL:

- analyze the suitability of different types of organizations for different tasks.

COMPETENCES:

- plan tasks and organize remote workers.

INSTRUCTIONS:

- A total of three participants do Exercise 1.

DURATION:

- Making presentation: 3 hours
- Show the presentation of the solution to internal manager/trainer/HR specialist/colleague: 15 minutes
- Discussion with internal manager/trainer/HR specialist/colleague about the presentation: 15 minutes

PERFORMANCE CRITERIA:

- Completed presentation.

RECOMMENDED LITERATURE:

- Dingel, J.; Neiman, B. (2020): "How many jobs can be done at home?," Journal of Public Economics , 2020, 189. SOURCE: [https://bfi.uchicago.edu/wp-content/uploads/BFI\\_White-Paper\\_Dingel\\_Neiman\\_3.2020.pdf](https://bfi.uchicago.edu/wp-content/uploads/BFI_White-Paper_Dingel_Neiman_3.2020.pdf)
- Handbook
- Online resources

### PRESENTATION OF THE ENVIRONMENT

Imagine you are the director of a company that provides banking software to banks. Your task, responsibility and authority refers to a company that has 100 employees. You are fully responsible and responsible for the company before the owner. You have the authority to propose internal rules, systematization, etc .. You prepare theses for internal rules, review them and finalize them by the legal department and you finally approve them.

### PROBLEM:

For infectious disease prevention reasons, at least half of the workers must work from home at all times. Your business is a critical infrastructure.

Workers working in the office or from home may change at intervals.

### TASKS:

- Study the article: Dingel, J .; Neiman, B. (2020): "How many jobs can be done at home ?," Journal of Public Economics, 2020, 189. SOURCE: [https://bfi.uchicago.edu/wp-content/uploads/BFI\\_White-Paper\\_Dingel\\_Neiman\\_3.2020.pdf](https://bfi.uchicago.edu/wp-content/uploads/BFI_White-Paper_Dingel_Neiman_3.2020.pdf)
- For the case of your company, find at least one example of a job that is clearly NOT suitable to be done remotely. Justify the choice.
- For the case of your company, find at least one example of a job that is undoubtedly SUITABLE to be done remotely. Justify the choice.
- Prepare a ppt presentation presentation.



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## 5.2 EXERCISE 2

**TITLE: Employee's rights and obligations, Employer's rights and obligations**

LEARNING UNITS:

- Work engagement
- Organizational culture
- Organizational identity

TOPICS:

- Employee's rights and obligations.
- Employer's rights and obligations
- Remote working and employer supervision.

GOAL:

- memorize employee's rights and obligations.
- understand complex legal topics of remote working.
- apply attributes of a learning organization into the practice of remote working.

COMPETENCES:

- lead and supervise the remote workers.
- create concept of learning organization into practice.

INSTRUCTIONS:

- A total of three participants do Exercise 2.

DURATION:

- Making presentation: 3 hours
- Show the presentation of the solution to internal manager/trainer/HR specialist/colleague: 15 minutes
- Discussion with internal manager/trainer/HR specialist/colleague about the presentation: 15 minutes

PERFORMANCE CRITERIA:

- Completed presentation.

RECOMMENDED LITERATURE:

- International Labour Organization (ILO) (2020): Teleworking during the COVID-19 pandemic and beyondA Practical Guide, International Labour Office, Geneva, SOURCE: [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---travail/documents/instructionalmaterial/wcms\\_751232.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---travail/documents/instructionalmaterial/wcms_751232.pdf)
- Handbook
- Online resources

### PRESENTATION OF THE ENVIRONMENT

Imagine you are the director of a company that provides banking software to banks. Your task, responsibility and authority refers to a company that has 100 employees. You are fully responsible and responsible for the company before the owner. You have the power to propose internal rules. You prepare theses for the internal rules, review them and finalize them with the legal department, and you finally approve them.

### PROBLEM:

For infectious disease prevention reasons, at least half of the workers must work from home at all times. Your business is a critical infrastructure.

Workers working in the office or from home may change at intervals. To protect yourself and your organization, you need to have an occupational safety and health policy. Solutions need to keep in mind that you are a learning organization because of the nature of your work.

### TASKS:



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- Create THESIS (approx. 3 pages) for the policy on safety and health at work for work from home for your company. Theses will be reviewed by your legal department and transformed into a policy form. Consider the following aspects of the policy:
  - Clarify and update the responsibilities of employers for the protection of occupational health and safety of the teleworker by taking stock of the health and safety risks and hazards, the home office environment, equipment, ergonomics, and stress as well as other mental health issues .
  - Clarify the rights and responsibilities of teleworkers regarding their health and safety while working from home.
  - Update and empower health and safety professionals with tools and processes in terms of workers 'health support systems, the working environment, training, information, and compliance mechanism regarding OSH and ergonomic protocols specifically designed for teleworkers.
  - Train managers and teleworkers on the importance of taking sufficient rest breaks during the workday, as well as clarifying that such breaks won't have negative career consequences.
  - Use every opportunity to promote physical health, including exercise, and encourage workers to maintain healthy eating habits, i.e., by sharing links to physical and mental wellbeing videos, and promoting the use of fitness apps and services.
  - Establish new options or augment existing options for psychological support for workers to share their fears and worries confidentially, i.e., through access to helplines, counseling, employee assistance programs.
  - Encourage managers to be a role model for staff under their supervision and conduct themselves in ways that show how to mitigate stress.
  - Consider allowing workers to borrow equipment from the office for the duration of pandemic-related teleworking, such as office chairs, monitors, and other relevant tools that are fully compatible with ergonomic standards.
  - **KEEP IN MIND ALL THE TIME THAT THE NATURE OF YOUR WORK IS SUCH THAT YOU ARE A LEARNING ORGANIZATION**
- Prepare a ppt presentation of the thesis presentation for the policy.



## 6 MULTIPLE CHOICE QUESTIONS

**Instruction:** Quick assessment. Mark the correct answers.

**Q1:** What are dimensions of organizational *structure*? (***select all that apply***)

A1: Complexity.

A2: Technology.

A3: Formalization

A4: Values.

A5: Centralization.

A6: Buildings.

A7: Public relations.

**Q2:** Remote work is not further regulated by collective agreements.

A1: Yes.

A2: No.

**Q3:** Employer may also have special demands, such as avoiding public Wi-Fi.

A1: Yes

A2: No.

**Q4:** *It is forbidden that employer checks that health and safety rules are being adhered to at the employee's home.*

A1: Yes.

A2: No.

**Q5:** Informal groups arise for the following reasons... (***select all that apply***)

A1: Individual interests which can only be realised through the working of a group;

A2: Technology.

A3: Formalization



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A4: Belonging to the same subculture.

A5: Centralization.

**Q 6:** The five attributes of a learning organization are: (select all that apply)

A1: Individual interests.

A2: Mental models.

A3: Team learning.

A4: Centralization.

### Check the answers:

Q1: 1, 3, 5

Q2: 2

Q3: 1

Q4: 2

Q5: 1, 4

Q6: 2, 3

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