The Hebrew University of Jerusalem

Syllabus

Motivation - 59609

Last update 08-02-2021

<u>HU Credits:</u> 2

<u>Degree/Cycle:</u> 2nd degree (Master)

<u>Responsible Department:</u> Public Policy

<u>Academic year:</u> 0

<u>Semester:</u> 2nd Semester

<u>Teaching Languages:</u> Hebrew

<u>Campus:</u> Mt. Scopus

<u>Course/Module Coordinator:</u> Dr. Tamar Gross

<u>Coordinator Email:</u> tamar.gross@mail.huji.ac.il

<u>Coordinator Office Hours:</u> To be announced

<u>Teaching Staff:</u>

Dr. Tamar Gross

Course/Module description:
  Work motivation is a broad "umbrella term" that relates to many organizational aspects, including job satisfaction, organizational engagement, employee "voice" and work performance. Theories of motivation have been at the core of organization studies for multiple decades, yet the debate around critical issues continues. The purpose of the current course is to expose students to a wide range of the most influential and applicable motivation theories to management. Recent updated findings regarding work motivation will be introduced throughout the course, and will be discussed in the context of Public Policy.

Course/Module aims:
  The course objective is to provide a wide range of knowledge regarding classic and contemporary theories of motivation. Students will learn to implement these theories in their everyday work as managers in the public sector.

Learning outcomes - On successful completion of this module, students should be able to:
  Students will learn about the central theories of work motivation and will explore the relevance of these theories to public policy.
Students will learn how to motivate employees and will identify the factors that inhibit motivation.
Students will develop a critical understanding of the evolvement of the field of work motivation.
Students will identify the differences in the points of view of different organizational and field level actors regarding employee motivation.

Attendance requirements(%):
  Eight five percent

Teaching arrangement and method of instruction: Lectures and small group projects.

Course/Module Content:
  Reinforcement theories: How reinforcement may be misinterpreted.
Needs based theories: Factors that impede and enhance motivation
Goal setting and employee performance: Motivating through the organizational role
Self-efficacy for organizational effectiveness: Motivating through the individual.

Employee Voice: Listening and amplifying diversity in thought.
Pay for Performance: Fantasy, myths and reality.
Shared leadership and power for employee motivation: A technique or plausible future.
Motivation in public policy based empirical research.

<u>*Required Reading:*</u>
Locke, E. (2000), Handbook of Principles of Organizational Behavior. Malden, MA: Blackwell (Chapters: 8-14, 18)

Kerr, S., 1975. On the folly of rewarding A, while hoping for B. Academy of Management journal, 18(4), pp.769-783.

Zhang, X. and Bartol, K.M., 2010. Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. Academy of management journal, 53(1), pp.107-128.

Fast, N.J., Burris, E.R. and Bartel, C.A., 2014. Managing to stay in the dark: Managerial self-efficacy, ego defensiveness, and the aversion to employee voice. Academy of Management Journal, 57(4), pp.1013-1034.

<u>*Additional Reading Material:*</u>
Avolio, B. J., Zhu, W., Koh, W., & Bhatia, P. (2004), Transformational leadership and organizational commitment: mediating role of psychological empowerment and moderating role of structural distance. Journal of Organizational Behavior, 25: 951–968.

<u>*Course/Module evaluation:*</u>
End of year written/oral examination 0 %
Presentation 0 %
Participation in Tutorials 10 %
Project work 60 %
Assignments 0 %
Reports 30 %
Research project 0 %
Quizzes 0 %
Other 0 %

<u>*Additional information:*</u>