UNIVERSIDADE LUSÍADA
LISBOA

Course Unit Program
Performance Management

Academic Year 2025/2026

1. Organic Unit

Faculty of Business and Economic Sciences

2. Course

Human Resource Management

3. Cycle

1st

4. Course Unit

Performance Management (11323)

5. Scientific Area

6. Curricular Year

3rd

7. Type of Curricular Unit / Semester

1st Semester

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8. Class type and workload (work time)

Theoretical classes:	
Practical classes:	
Theoretical-Practical Classes	30,00
Tutorial Guidance:	20,00

9. ECTS Credits

6,00

10. Scientific Area Coordinator

11. Regent

Prof. Doutor JOÃO FERNANDO DE SOUSA MENDES

12. Assistants

13. Teaching Language

Portuguese

14. General Objectives

Transmit to students knowledge about the performance cycle of a company's employees and its positioning as a key system in an Integrated Human Resources Management System.

15. Specific Objectives

Provide students with knowledge about:
- Management by Objectives;
- Means of support for the appraiser and appraised;
- Monitoring and feedback throughout the year;
- Preparing and conducting an Assessment interview;
- Attribution of classification and global calibration of performance;
- Appeal mechanisms available to the appraised.

16. Skills to be acquired

After attending this curricular unit, students will have acquired the following skills:
a) Manage an individual action plan;
b) Write and properly formulate performance objectives;
c) Analyze and define the essential support means for achieving the contracted objectives;
d) Apply techniques for monitoring employees throughout the year and be able to distinguish between positive and negative feedback;
e) Prepare and conduct a performance evaluation interview.

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17. Teaching Methodology

The teaching methodology will be theoretical-practical, using case studies, class discussions and group work.
Students will have theoretical-practical classes and tutorial guidance.

18. Course Unit Program

1. PERFORMANCE MANAGEMENT
1.1 Purpose of the System
1.2 Assessment Assumptions
1.3 Modern trends in Performance Assessment
2.THE PERFORMANCE CYCLE
3. MANAGEMENT BY OBJECTIVES
3.1 Objective Requirements
3.2 Types of Objectives (team, individual and behavioral)
3.3 How to identify the relevant objectives for a role
3.4 Construction of the Individual Action Plan
4. EMPLOYEE MONITORING THROUGHOUT THE YEAR
4.1 Informal follow-up (coaching)
4.2 Interim performance evaluations
4.3 Management of employee expectations
5. DEFINITION OF SUPPORT MEANS
6. THE FINAL PERFORMANCE EVALUATION
6.1 Even and odd rating scales
6.2 The Evaluator's core responsibility: distinguishing good from bad performance
6.3 Assessment errors and how to prevent them
6.4 Calibration of assessments within the Functional and Interdepartmental Area
7. THE EVALUATION INTERVIEW
7.1 Preparing for the interview
7.2 Self-assessment
7.3 The structure of the interview
8. REMEDY MECHANISMS AVAILABLE TO ASSESSED
9. CONSEQUENCES OF PERFORMANCE ASSESSMENT

19. Assessment Methods

Participation in the debate of case studies in class.
Teamworks.
Two interim tests for continuous evaluation.

20. Didactic Resources

Digital presentations of theoretical/practical material.
Thematic sheets (prepared by the teacher).
Case studies for discussion in class.
Educational support platforms.

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21. Sustainability Objectives

Sustainable Development Goals (SDGs - UN)
Goal 5: Achieve gender equality and empower all women and girls.
Goal 8: Promote inclusive and sustainable economic growth, full and productive employment and decent work for all.
Goal 10: Reduce inequalities within and among countries.

22. Keywords

Performance
Assessment
Management by objectives
Follow-up
Evaluation interview
Resource

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23. Main Bibliography

Author(s):	CAMARA, P., GUERRA, P. & RODRIGUES, J.		
Title:	MANUAL DE GESTÃO E AVALIAÇÃO DE DESEMPENHO		
Edition:	2ª	Year:	2015
Local:	Lisboa		
Publisher:	RH Editora		

Author(s):	SARMENTO, M., ROSINHA, A & SILVA, j.		
Title:	AVALIAÇÃO DO DESEMPENHO		
Edition:		Year:	2015
Local:	Lisboa		
Publisher:	Escolar Editora		

Author(s):	CAMARA, P., GUERRA, P. & RODRIGUES, J.		
Title:	HUMANATOR XXI		
Edition:	7ª	Year:	2016
Local:	Lisboa		
Publisher:	D.Quixote		

24. Complementary Bibliography

Author(s):	DANTAS, J. & ROCHA, J.		
Title:	AVALIAÇÃO DE DESEMPENHO E GESTÃO POR OBJETIVOS		
Edition:	2ª	Year:	2007
Local:	Lisboa		
Publisher:	Rei dos livros		

Author(s):	ALVES, M.		
Title:	AVALIAÇÃO DE DESEMPENHO		
Edition:		Year:	2016
Local:	Lisboa		
Publisher:	Escolar editora		

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Ficha técnica MIP / MIP Datasheet	
Título / Title	Course Unit Program 'GESTÃO DO DESEMPENHO': Academic Year 2025/2026
Autor / Author	Prof. Doutor JOÃO FERNANDO DE SOUSA MENDES
Classificação / Classification	-
Descritores / Descriptors	-
Colaborador(es) / Colaborator(s)	-
Data Hora / Date Time	
Formato de dados / Data Format	Texto / Text, PDF
Estatuto de utilização / Usage	Acesso público / Public Access
Relação / Relation	Version 1,0

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