



UNIVERSIDADE LUSÍADA
LISBOA

Course Unit Program
Performance Management

Academic Year 2026/2027

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. Appeal mechanisms available to the appraised employee.
9. CONSEQUENCES OF PERFORMANCE ASSESSMENT

19. Assessment Methods

The Regulations for the Assessment of Knowledge and Skills currently in force will apply. Continuous assessment must include oral contributions distributed throughout the teaching period - namely through participation in the analysis and discussion of case studies - and a final written test. It may also include group work, as specified in the respective Continuous Assessment Plan.

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

SDG 5-Gender Equality. Analyse and prevent gender bias in goal setting, feedback and performance appraisal. SDG 8-Decent Work and Economic Growth. Promote transparent and development-oriented performance management systems that contribute to decent work, productivity and sustainable growth. SDG 10-Reduced Inequalities. Apply equitable appraisal criteria and appeal mechanisms that help reduce discrimination.

22. Keywords

Performance
Assessment
Management by objectives
Follow-up
Evaluation interview
Appeal



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23. Main Bibliography

Author(s): CAMARA, P., & MONTEIRO, A.
Title: MANUAL DE GESTÃO E AVALIAÇÃO DE DESEMPENHO
Edition: 2^a Year: 2015
Local: Lisboa
Publisher: RH Editora
ISBN Code:

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

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

24. Complementary Bibliography

Author(s): Armstrong, M.
Title: Armstrong's Handbook of Performance Management: An Evidence-Based Guide to Performance Leadership.
Edition: 7^a Year: 2022
Local: London:
Publisher: Kogan Page
ISBN Code:

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



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