UNIVERSIDADE LUSÍADA
LISBOA

Course Unit Program
Work Design and Analysis

Academic Year 2025/2026

1. Organic Unit

Faculty of Business and Economic Sciences

2. Course

Human Resource Management

3. Cycle

1st

4. Course Unit

Work Design and Analysis (11327)

5. Scientific Area

6. Curricular Year

3rd

7. Type of Curricular Unit / Semester

2nd 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 RUBEN JOSÉ DE ALMEIDA MARTINS RAPOSO

12. Assistants

13. Teaching Language

Portuguese

14. General Objectives

Provide students with knowledge and skills that allow them to carry out an adequate analysis of organizational systems and jobs, their classification and their evolution through time and society, always from the perspective of human resource management.

15. Specific Objectives

Provide students with knowledge and skills that allow them to proceed with the construction of organizational charts, understand the different types of departmentalization and understand the influence of the analysis of jobs in the entire organizational process, in the resizing of professions and consequently in the increase of efficiency and organizational efficiency.

16. Skills to be acquired

Ability to describe, design and analyze jobs of different functional complexities.
Ability to relate the description and analysis of jobs with the different instruments and subsystems of human resource management.

17. Teaching Methodology

Expository method of basic theoretical concepts, accompanied by tutorial guidance in carrying out an individual work that develops all aspects of the subject taught.

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18. Course Unit Program

1. Introduction and Framework

1.1. Evolution of the concept of work

1.2. Historical and conceptual framework: from the rigidity of the notion of job to the flexibility of the notion of competence

2. Job Description and Analysis

2.1. The job description

2.2. Job Analysis

3. Organization charts, types of departmentalization and Job Analysis and Design

4. Human Resource Planning

4.1. The search for human resources

4.2. Forecasting (trend) techniques

4.3. Human Resources Requirements

4.4. The supply of human resources

5. Update of human resources application subsystem: Changes in the Job Analysis

5.1. business socialization

5.2. paper systems

5.3. The design/design of functions: the problem of the lack of definition of certain jobs

5.4. The complementarity of the process with the information revealed by the performance evaluation

6. Data collection methods for job description and analysis

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6.1. Questionnaires or surveys

6.2. interviews

6.3. Direct Observation

7. Phases of job analysis planning

7.1. preparation phase

7.2. Disclosure phase

7.3. Stage of carrying out the action

7.4. Phase of data processing and proposals

8. Major Goals of a Work Analysis and Design system

Decision support regarding...

8.1. Global and strategic goals of the organization

8.2. Recruitment and selection

8.3. Professional qualification

8.4. Performance Assessment

8.5. Determination of salary structure matrices

8.6. Management and Planning of Careers/Promotions

8.7. Improve the quality of (ergonomic) working conditions

8.8. Improving access to knowledge of professions

8.9. Effective and rigorous definition of the object of work of each function

8.10. Other goals (the sharing of information with unions)

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9. Submission of a form for Detailed Analysis of Jobs

9.1. DGAEP form

10. Description and Analysis of Jobs or Management and Skills: What future?

10.1. The competence analysis and management model: flexibility to the detriment of a rigid professional career

10.2. Model Comparison

11. The ideal profile for the technician-analyst

11.1. Technical knowledge

11.2. Moral and intellectual honesty

11.3. psychology and attitude

11.4. Description of your main tasks

19. Assessment Methods

Attendance and participation in classes.
Two mandatory interim tests.
Individual works (IT) and oral intervention (Io)

20. Didactic Resources

Power-point, delivery of texts to students for discussion in class

21. Sustainability Objectives

The program of this discipline seeks to answer questions related to development objectives nº 8 and nº 9, respectively, Decent work and economic growth and Industry, innovation and infrastructures.

22. Keywords

- jobs, description and analysis, design, departmentalization

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23. Main Bibliography

Author(s):	CHIAVENATO, Idalberto		
Title:	Recursos Humanos- O Capital Humano das Organizações		
Edition:	9ª edição	Year:	2009
Local:	São Paulo		
Publisher:	Editora Elsevier Campus		
ISBN Code:			

Author(s):	CHIAVENATO, Idalberto		
Title:	Administração: Teoria, Processo e Prática		
Edition:		Year:	2000
Local:	São Paulo		
Publisher:	Makron Books		
ISBN Code:			

Author(s):	DGAP		
Title:	Manual de Análise de funções		
Edition:	DGAP	Year:	2005
Local:	Lisboa		
Publisher:	DGAP		
ISBN Code:			

24. Complementary Bibliography

Author(s):	BEECK, Sophie		
Title:	Managing competencies in government - State of the art, practices and issues at stake for the future		
Edition:	OECD	Year:	2010
Local:	Paris		
Publisher:	OECD		
ISBN Code:			

Author(s):	OIRY, E., DIRIBARNE, A		
Title:	La notion de compétence: continuités et changements par rapport à la notion de qualifications		
Edition:		Year:	2001
Local:			
Publisher:	Sociologie du Travail, nº1, vol.43		

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