



**FICHA DE UNIDADE CURRICULAR  
2022/2023**

**Master of Human Resources, Work and Organizations Psychology**

<b>Name</b> Work Analysis and Performance Management
<b>Teaching staff</b> Luís Curral (responsible) Isabel Paredes Afonso Carvalho
<b>ECTS</b> 6
<b>Functioning</b> 3 weekly hours
<b>Learning goals</b> <ol style="list-style-type: none"><li>1. Know different methods of job analysis to describe the content of the job and the work context, and to elaborate requirements and skills profiles.</li><li>2. Know the applications of functional descriptions and profiles of requirements and competencies in different organizational contexts.</li><li>3. Plan and perform an analysis of a job, selecting the most appropriate methods for each context and objective.</li><li>4. Understand the concept and objectives of performance appraisal.</li><li>5. Identify the difficulties and criticisms of performance evaluation, and what are the current perspectives to overcome them.</li><li>6. Be able to write a functional description and a profile of the job requirements.</li><li>7. Be able to critically evaluate performance evaluation and management systems, and to advise organizations on the characteristics of an effective performance management system.</li></ol>



### **Skills to be developed**

Analysis of jobs and the need to adapt their format to the nature of the context.

Develop a skills profile based on job analysis.

Understand the objectives of performance appraisal and know the different methods of carrying it out.

Choose a performance evaluation method according to the organization's characteristics.

Plan the implementation of a performance evaluation system.

Advise organizations on the characteristics of an effective performance management system.

### **Prerequisites (precedences) \***

#### **Contents**

1. Analysis of work or functions. Profiles of requirements, attributes, and skills. Competency directories.
2. The planning or design of functions. Planning / design and the use of work technologies: person-machine and person-computer interaction
3. The evaluation or qualification of functions. How to establish salary levels. The job qualification factors. Job qualification methods. Stages of job qualification projects.
4. The different types of systems for grouping professions. Criteria for organization and uses. The profession information network
5. Performance evaluation and management. Objectives, concepts, systems, and criteria.
6. Criticisms, problems, and difficulties in assessing performance. Current trends. The importance of feedback and the feedforward perspective.
7. Difference between performance evaluation and management. The characteristics of effective performance management systems.

#### **Bibliography**

Armstrong, M. (2017). *Armstrong on reinventing performance management: Building a culture of continuous improvement*. Kogan Page.

Brannick, M. T., Levine, E. L., & Morgeson, F. P. (2007). *Job and work analysis: Methods, research, and applications for human resource management*. Sage Publications.

Chmiel, N., Fraccaroli, F., & Sverke, M. (Eds.). (2017). *An introduction to work and organizational psychology: An international perspective (3<sup>rd</sup> ed.)*. John Wiley & Sons.

Peeters, M. C. W., De Jonge, J., & Taris T. W. (Eds.) (2014). *An introduction to contemporary work psychology*. Chichester, John Wiley & Sons.

Wilson, M. A., Bennett, Jr., W., Gibson, S. G., & Alliger, G. M. (Eds.). (2012). *The handbook of work analysis: Methods, systems, applications and science of work measurement in organizations*. Routledge.



### **Teaching methods**

Face-to-face sessions of a theoretical-expository character for framing and placing / solving problems.

Theoretical-practical classroom sessions (articulation between conceptual aspects and practical components).

Field work in an organization to analyze a job.

Group work, written and oral.

### **Grading options**

There is only a General Regime.

### **Grading elements**

The General Regime is composed of two elements: (1) an individual practical work to prepare an analysis of a job, to be delivered in the exam data and contributes to 50% of the grade in the UC, with a minimum grade of 10 points ; (

2) two individual written tests - one in the middle of the semester and the other at the end, each worth 25% of the final grade, with a minimum average grade of 10 points.

The two assessment elements are mandatory.

### **Rules for grade improvement**

The grade improvement is carried out through an inclusive written exam, in the 2nd season of exams that accounts for 100% of the UC grade. Alternatively, students will be able to attend and carry out all the required assessment elements again in the following academic year.

### **Rules for students having previously failed the course unit \***

### **Requirements on attendance and punctuality**

Attendance of at least 75% of the classes given is mandatory. Failure to comply with this criterion may imply the impossibility of completing the Curricular Unit.

**Rules for special students\***(workers, elite athletes, student body leaders, military, fathers/mothers, students with special needs)

### **Language of instruction**

Portuguese.



### **Disciplinary violations and penalties**

According to the Evaluation of Learning Regulation of the Faculty of Psychology of the University of Lisbon, the following behaviors are considered as disciplinary offenses subject to disciplinary action:

- a) To use or attempt to use materials, information, notes, study resources or other objects and equipment not authorized in academic exercises;
- b) To help or try to help a colleague in committing a disciplinary offense;
- c) To submit the same written work for evaluation in different course units without permission from the instructors, even if with minor changes;
- d) To present someone else's work as one's own;
- e) To forge, or change without permission from the author, any information or citation in an academic work;
- f) To interfere, change or attempt to change grades;
- g) To try to prevent or interfere with the proper functioning of classes, research or other academic activities;
- h) To make false accusations regarding instructors, governance bodies, other students, or non-teaching staff of the FPUL;
- i) To falsify signatures in attendance sheets, documents relating to evaluation elements or in any official document relating to an academic process or status.

Disciplinary offenses committed in any assessment element can lead to its annulment, and must be reported to the Pedagogical Council or, considering their gravity and repetition, may lead to other penalties, to be determined by the Rector of the University of Lisbon.

\* If applicable