

POLI ESCOLA SUPERIOR TECNOLOGIA GESTÃO TÉCNICO GUARDA	SUBJECT DESCRIPTION	MODELO PED.013.03
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Course	Human Resources Management					
Subject	Performance Appraisal and Careers					
Academic year	2023/2024	Curricular year	3rd	Study period	1st semester	
Type of subject	Compulsory	Student workload (H)	Total: 196	Contact: 60	ECTS	7
Professor(s)	PhD Maria José Andrade Pais Valente					
<input checked="" type="checkbox"/> Area/Group Coordinator <input type="checkbox"/> Head of Department	(select)	PhD Maria Manuela dos Santos Natário				

PLANNED SUBJECT DESCRIPTION

1. LEARNING OBJECTIVES

- A. Understand the performance appraisal as an instrument of encouragement and accountability of work;
- B. Identify the performance appraisal as the central component of performance management;
- C. Analyse critically performance appraisal, identifying positive and negative factors;
- D. Construct, simulating, a performance appraisal system.
- E. Appreciate the career expectations at the level of wages and the level of productivity.

2. PROGRAMME

1. Introduction

1.1. Individual performance appraisal and organizational goals.

1.2. Neoclassical economics *versus* behavioural economics – *Gift Exchange, Ultimatum e Public Goods Games*.

1.3. Principal-Agent Problem

2. Performance Appraisal process

2.1. Performance Management Cycle

2.2. The most common Appraisal Error

2.3. The design of evaluation systems

3. Feedback and appraisal

3.1. Feedback and better performance improvements

3.2. Design a feedback scheme

3.3. Training plan: Coaching

4. Performance Appraisal and the others human resources practices

4.1. Development action plans a link to the corporate and business plan– *Learning Organizations*

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4.2. The reward schemes

4.3. Individual and organizational performance appraisal system

5. Organization Appraisal Models: Public Administration/Teachers/Polices/Enterprises

5. Career Planning/Management

5.1. “Traditional” versus “New” Career Development

5.2. Traditional anchors careers and new tools - *ICCS Intelligent-Career-Card-Selection*.

5.3. Career action plan

3. COHERENCE BETWEEN PROGRAMME AND OBJECTIVES

Goals ⁽¹⁾	Contents
A	1 - 4.2 - 4.3
B	4 – 2 - 3
C	2 – 3 - 4
D	2 – 3 - 4
E	5

- (1) The achievement of the objectives implies the completeness of the program planned for the SD. The table, so just, establishes a directly relationship of causality.

4. MAIN BIBLIOGRAPHY

Caetano, A. (2008). *Avaliação de desempenho: metáforas, conceitos e práticas*. Lisboa: RH Editora.

Bolton, P. e Dewatripont M. (2005). *Contract theory*. Massachusetts Institute of Technology.

Deblieux, M. (2003). *Performance appraisal source book: A collection of practical samples*. Alexandria: Society for Human Resource Management

Holmstrom, B. e Milgrom, P. (1991). Multitask Principal-Agent Analyses: Incentive Contracts, Asset Ownership, and Job Design. *Journal of Law, Economics and Organization*, 7: 24-52.

Laffont, J.-J. e Martimort, D.(2002). *The Theory of Incentives: The Principal-Agent Model*. Princeton, Princeton University Press

Lazear, E.. e Gibbs, M. (2014). *Personnel Economics in Praticce*. Wiley (3rd Edition)

Murphy, K. and Cleveland, J. (1995). *Understanding Performance Appraisal: Social, Organizational And Goal-Based Perspectives*. London: Sage.

Valente, M.J. (2012) *Apontamentos de ADGC*, edição atualizada.

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5. TEACHING METHODOLOGIES (INCLUDING EVALUATION)

Realization of:

- (1) Frequency and/or exams test;
- (2) Practical work in classroom (**optional**);
- (3) Work on a performance evaluation system (**compulsory**)

The classification concerning the final evaluation will be the arithmetic mean of:

- (i) 70% Frequency and/or exams test + 30% arithmetic mean of Practical work, if the student has opted for the conduct;
- (ii) Work on a performance evaluation system.

The minimum value of any sort of assessment tests will be **7,5** (seven, five), to permit exemption from examination and/or approval. Approval requires an arithmetic mean of the results obtained in, (i) and (ii) greater than or equal to **9,5**.

Note: the non-achievement of practical work (optional) implies a 100% weighting in the frequencies and/or examination.

6. COHERENCE BETWEEN TEACHING METHODOLOGIES AND OBJECTIVES

Teaching methodology ⁽¹⁾	Objectives
Lesson expository / Interactive lesson	A - B - C - E - D
Individual research / Group work	D
Problem solving/Case study	A - B - C - E

- (1) The order of objectives illustrates the relevance of the methodology for the achievement of those, on a linear approach.

7. ATTENDANCE

Indexed to the work carried out in the classes

8. CONTACTS AND OFFICE HOURS

mjvalente@ipg.pt Office 51

Wednesday: 14h - 16:30 hours

Thursday: 10h – 11:30 hours

9. OTHERS

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DATE

5 de outubro de 2023

SIGNATURES

Professor(s), Area/Group Coordinator or Head of Department signatures

Professor

Maria José Andrade Pais Valente

(signature)

Assinatura na qualidade de (clicar)

(signature)