

# OPINIÃO

**ISEG** **Libson School of Economics & Management**  
Universidade de Lisboa

**U LISBOA** UNIVERSIDADE DE LISBOA

"Over the last decades we have witnessed a change in the communication paradigm. Hierarchical communication prevailed up until the 1980s with the transmitter-receiver and no interactively existed, even with the media channels.

Nowadays, a huge range of information is available via the internet and other digital media. In this context, we now possess more power over communication, as we are able to select the information we consume. Not only are we consumers of information, but we can also be authors, through a simple publication on Instagram, Facebook, Twitter, Youtube, etc.

A boom in online learning was brought about by the pandemic. Online learning had to be implemented quickly and has changed the way we teach, how we learn, how we communicate, and how we interact with information.

Only those who can operate skilfully in these new contexts of information will be able to interact and participate socially. How are we going to teach and learn? How will we make different sources of media and information available in an easier and more intuitive way?

It is the responsibility of the Library to select, acquire, organise, and share information resources and services that are useful and relevant for ISEG. Accordingly, the Library has accompanied these changes in teaching methodology and has established its position and importance in the School, taking a proactive stance, whilst being focussed on the satisfaction of its public and on the inherent changes in the consumption of information.

Learning in higher education is not possible without information literacy, i.e., without developing the transversal skills that make it possible for the academic community to apply their knowledge.

To this end, over the recent years the Library has developed a series of changes in alignment with global trends, with the aim to provide more and better services with regards the organisation and use of information and the generation of knowledge.

To support this, it began to offer a new service of training for users to support teaching, learning, and research. It reinforced information literacy skills and promoted digital fluency and the ethical use of information. In addition, it also improved the dedicated learning and knowledge creation areas for students, faculty, and researchers alike.

Accordingly, this service focusses on training programmes (both face-to-face and online) that are designed for different types of users, with the objective to promote skills for the use of digital tools and platforms. It also provides training for small groups, aimed at providing specific answers regarding how to access resources.

These training courses teach research techniques and how to use appropriate and meaningful information, for we believe that in increasingly digital times, investing in digital fluency and the ethical use of information is a priority in order to ensure that Library users can create knowledge.

The Library collaborates with faculty in the implementation of strategies and methodologies that are both subject-based and transversal (e.g., citizenship, communication, behaviour, autonomy...). This collaboration has enabled the development of services, and products in support of the teaching-learning process.

Given the changes and demands of the current situation, the Library has developed a user training service that plays a key role in supporting teaching and scientific research and in promoting the acquisition of information literacy skills, whilst combining face-to-face training with online training.

ISEG's Library has various plans for the future, such as digitalising all the working documents of ISEG researchers and also providing courses on good practices and techniques for handling research data.

It is with great pride that I testify to ISEG's Library adapting to the demands of its users."

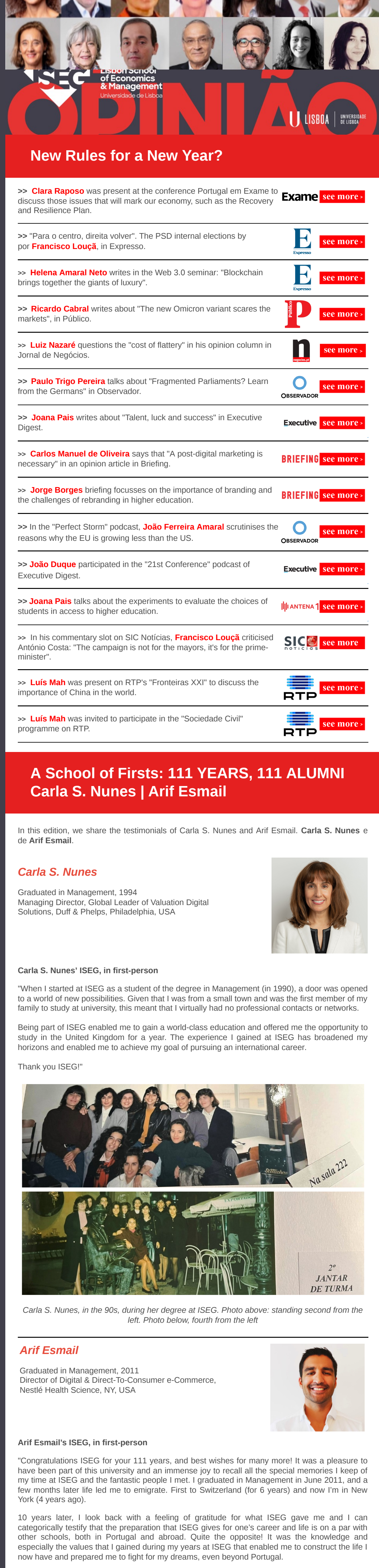


## The Tree of Knowledge brings Season's Greetings



In this edition of the Newsletter we highlight the round table discussion on the role of sustainable finance in promoting the commitments made in the Climate Pact of Glasgow, the 90 Seconds of Science with Professor Joana Pais, the MAEG Autumn Meeting, and the "A School of 1s: 111 YEARS, 111 ALUMNI" section, which features the testimonials of Carla S. Nunes and Arif Esmail.

The following are cited in this number: Clara Raposo, Carlos Manuel de Oliveira, Francisco Clara Raposo, Carlos Manuel de Oliveira, Francisco Louçã, Helena Amaral Neto, Joana Pais, João Duque, João Ferreira Amaral, Jorge Borges, Luís Mah, Luís Nazaré e Ricardo Cabral.



## New Rules for a New Year?

- >> **Clara Raposo** was present at the conference Portugal em Exame to discuss those issues that will mark our economy, such as the Recovery and Resilience Plan. **Examsee more**
- >> "Para o centro, direita volver". The PSD internal elections by **Francisco Louçã**, in Expresso. **E see more**
- >> **Helena Amaral Neto** writes in the Web 3.0 seminar: "Blockchain brings together the giants of luxury". **E see more**
- >> **Ricardo Cabral** writes about "The new Omicron variant scares the markets", in Público. **P see more**
- >> **Luiz Nazaré** questions the "cost of flattery" in his opinion column in **Jornal de Negócios**. **J see more**
- >> **Paulo Trigo Pereira** talks about "Fragmented Parliaments? Learn from the Germans" in Observador. **O see more**
- >> **Joana Pais** writes about "Talent, luck and success" in Executive Digest. **Executive see more**
- >> **Carlos Manuel de Oliveira** says that "A post-digital marketing is necessary" in an opinion article in Briefing. **BRIEFING see more**
- >> **Jorge Borges** briefing focusses on the importance of branding and the challenges of rebranding in higher education. **BRIEFING see more**
- >> In the "Perfect Storm" podcast, **João Ferreira Amaral** scrutinises the reasons why the EU is growing less than the US. **O see more**
- >> **João Duque** participated in the "21st Conference" podcast of Executive Digest. **Executive see more**
- >> **Joana Pais** talks about the experiments to evaluate the choices of students in access to higher education. **ANTENA1 see more**
- >> In his commentary slot on SIC Notícias, **Francisco Louçã** criticised António Costa: "The campaign is not for the mayors, it's for the prime-minister". **SIC see more**
- >> **Luís Mah** was present on RTP's "Fronteiras XXI" to discuss the importance of China in the world. **RTP see more**
- >> **Luís Mah** was invited to participate in the "Sociedade Civil" programme on RTP. **RTP see more**

## A School of Firsts: 111 YEARS, 111 ALUMNI

**Carla S. Nunes | Arif Esmail**

In this edition, we share the testimonials of Carla S. Nunes and Arif Esmail. **Carla S. Nunes** e **Arif Esmail**.

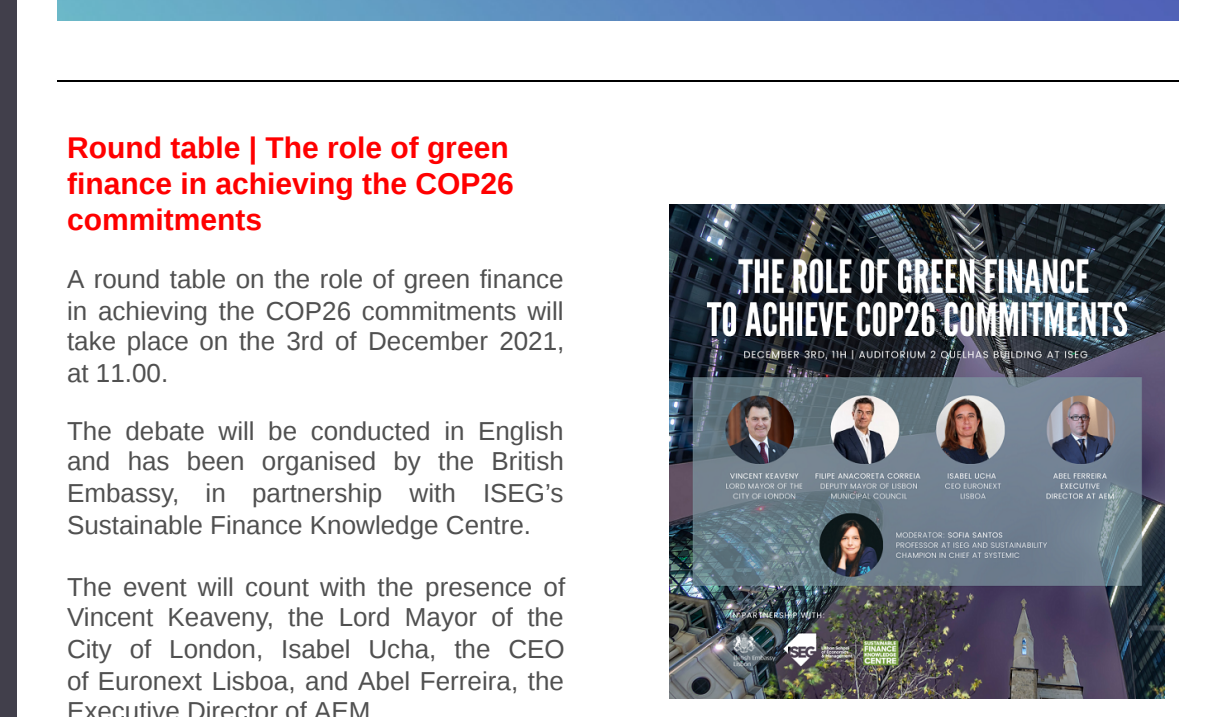
**Carla S. Nunes**  
Graduated in Management, 1994  
Managing Director, Global Leader of Valuation Digital Solutions, Duff & Phelps, Philadelphia, USA

**Carla S. Nunes' ISEG, in first-person**

"When I started at ISEG as a student of the degree in Management (in 1990), a door was opened to a world of new possibilities. Given that I was from a small town and was the first member of my family to study in university, this meant that I virtually had no professional contacts or network.

Being part of ISEG enabled me to gain a world-class education and offered me the opportunity to study in the United Kingdom for a year. The experience I gained at ISEG has broadened my horizons and enabled me to achieve my goal of pursuing an international career.

Thank you ISEG!"



**Arif Esmail**  
Graduated in Management, 2011  
Director of Digital & Direct-To-Consumer e-Commerce, Nestlé Health Science, NY, USA

**Arif Esmail's ISEG, in first-person**

"Congratulations ISEG for your 111 years, and best wishes for many more! It was a pleasure to have been part of this university and an immense joy to recall all the special memories I keep of my time at ISEG and the fantastic people I met. I graduated in Management in June 2011, and a few months later life led me to emigrate. First to Switzerland (for 6 years) and now I'm in New York (4 years ago).

10 years later, I look back with a feeling of gratitude for what ISEG gave me and I can categorically testify that the preparation that ISEG gives for one's career and life is on a par with other schools, both in Portugal and abroad. Quite the opposite! It was the knowledge and especially the values that I gained during my years at ISEG that enabled me to construct the life I now have and prepared me to fight for my dreams, even beyond Portugal.

To all faculty and staff of ISEG, I leave my congratulations and a "Thank You!"

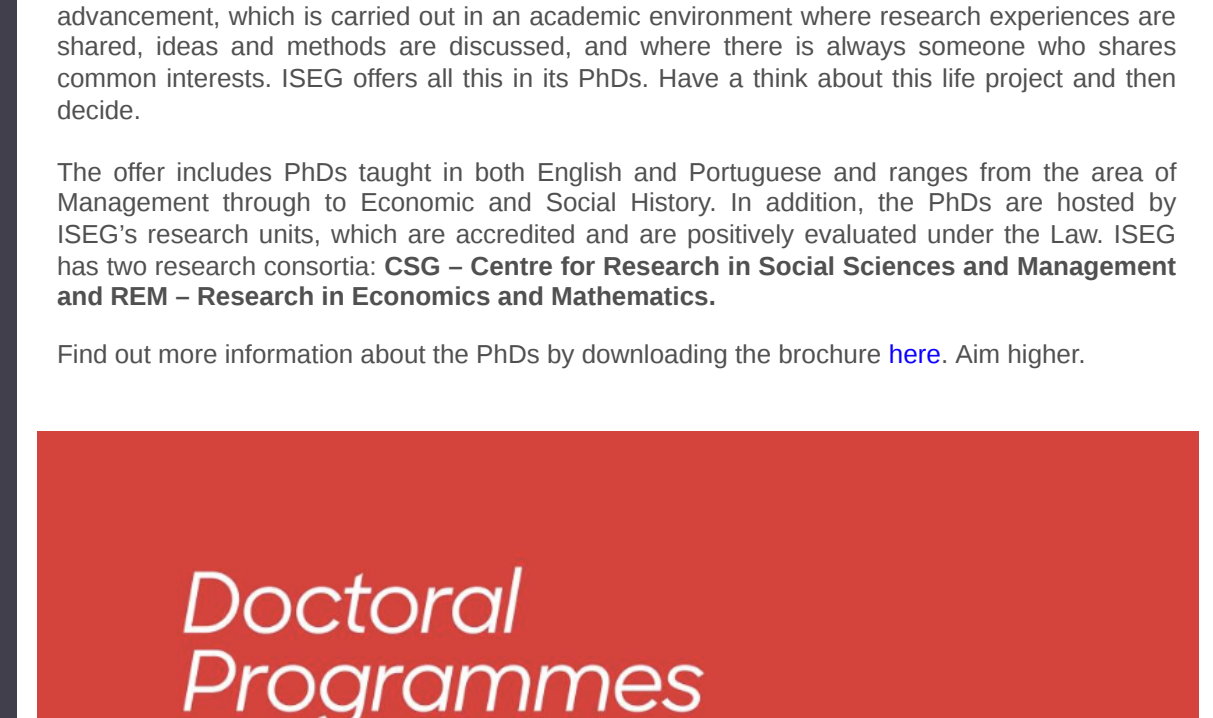


## 90 seconds of Science with Professor Joana Pais

This is the programme that gives voice to Portuguese researchers and their work. During 90 seconds, twice a day: before 11.00 and before 19.00, on Antena 1, from Monday to Friday.

Prof. Joana Pais from ISEG - and the Coordinator of the XLAB Behavioural Research Lab - was the guest on the 29th of November.

During her participation in the programme, which you can listen to here, she explained how supplying knowledge about the average grade of the other candidates affects the options of students in the access to higher education.



## The MAEG Autumn Meeting

The MAEG Autumn Meeting will take place on the 6th of December, at 14.30, in Auditorium 3 (Quelhas, 2nd Floor).

The whole programme can be consulted here.



## What's Up @ ISEG

- Launch of the White Paper - "Women on Boards" project**  
The Conference to launch the White Paper on Equality between Women and Men in Corporate Governing Bodies and Equality Plans will take place at ISEG, on the 6th of December, from 10.00 to 13.00. This event will be attended by the Secretary of State for Citizenship and Equality, Rosa Monteiro, among other relevant speakers.  
As a consequence of the pandemic and in strict compliance with distancing rules, entry to the conference will be limited only to invited guests and stakeholders of the project, with the objective written by Professor Sara Falcão Casaca. Nevertheless, as we want everyone to be able to attend the event, it will be streamed on ISEG's YouTube channel.  
No entanto, porque se pretende que todas as pessoas possam assistir ao evento, este será transmitido em direto no canal de YouTube do ISEG.  
Consult the programme here.
- Round table | The role of green finance in achieving the COP26 commitments**  
A round table on the role of green finance in achieving the COP26 commitments will take place on the 3rd of December 2021, at 11.00.  
The debate will be conducted in English and has been organised by the British Embassy, in partnership with ISEG's Sustainable Finance Knowledge Centre.  
The event will count with the presence of Vincent Keaveny, the Lord Mayor of the City of London, Isabel Ucha, the CEO of Euronext Lisboa, and Abel Ferreira, the Executive Director of AEM.  
It will take place face-to-face in Auditorium 2 (Quelhas).  
Find out more here.
- Book launch: Information & Information Systems - Promises, Realities, Policies**  
The launch of the book Information & Information Systems - Promises, Realities & Policies written by Professor Almiro de Oliveira will take place at ISEG on the 9th of December.  
The work will be reviewed by Prof. Almiro de Oliveira, and also by Professors Mário Romão and Mário Caldeira.  
Find out more here.
- Human Library | Human rights**  
Women's human rights in the eyes of a refugee - on the 6th of December at 17.00, at ISEG.
- XVII Brazil Portugal Seminar | Sustainability and Digital Transformation Post-Pandemic**  
The XVII Brazil Portugal Seminar will take place on the 9th and 10th of December on the topic of "Sustainability and Digital Transformation Post-Pandemic".  
This event has been organised by ISEG in conjunction with the Faculty of Sciences of UFMG (Brazil) since 2004, and is aimed for academia, researchers, students, and professionals, with the objective to strengthen historic, cultural, inter-university, and academic links between the two countries.  
Consult the programme of the two days here.
- Portuguese Economic Journal**  
A new article in the Portuguese Economy Research Report, entitled "Probabilistic assessment of external sustainability in Portugal".  
Find out more here.
- European Journal of Management Studies**  
The new issue of EJMS is out: Volume 26, Issue 2/3.  
Find out more here.

## ISEG PhDs 2022: Application period now open

The application period for ISEG PhD degrees has just opened. Learn more about our PhDs and apply **HERE**.

To study for a PhD is to learn the limits of knowledge whilst seeking to contribute to its advancement, which is carried out in an academic environment where research experiences are shared, ideas and methods are discussed, and where there is always someone who shares common interests. ISEG offers all this in its PhDs. Have a think about this life project and then decide.

The offer includes PhDs taught in both English and Portuguese and ranges from the area of Management through to Economic and Social History. In addition, the PhDs are hosted by ISEG's research units, which are accredited and are positively evaluated under the Law. ISEG has two research consortia: **CSG - Centre for Research in Social Sciences and Management** and **REM - Research in Economics and Mathematics**.

Find out more information about the PhDs by downloading the brochure **here**. Aim higher.

