



# OPINIÃO

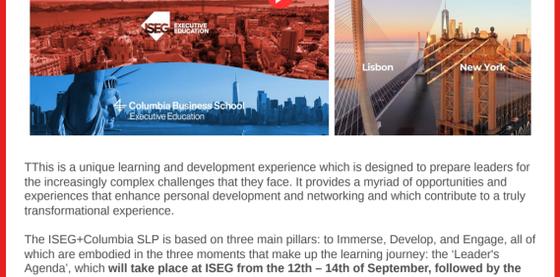
**"Open-Minds for Top Executives"**

*ISEG has been educating leaders of thought and action since 1911. Today, at a time when society recognises the importance of good economic management more than ever, we are here to build solutions: ISEG - 111 Years of a School of Firsts.*

A couple of years ago, business academics created a new acronym for the state of the world. They replaced the ubiquitous VUCA by the new TUNA. Volatile became turbulent and complex is now novel. This idea of novel implies that many of the challenges companies and managers will face are entirely unknown. This concept has been addressed by others, in particular Nassim Taleb and his infamous Black Swans. If you subscribe to the idea that we will be impacted by unparalleled and unique events and circumstances, then it is easy to understand the imperative need for life-long learning.

We have witnessed a tectonic shift in the way we do business, implement operating models and lead teams. The future in the workplace will be characterized by a prolific need for variability and agility. As such, regardless of industry, we will need to be students for life.

In the past, we made a linear progression from learning to working. Today, we must become passionate about learning. We need to learn how to learn, unlearn and re-learn and forever question the status quo.



**Joana Santos Silva**  
 Director of Innovation of ISEG Executive Education and Director of Innovation of ISEG Executive Education

The future is about anticipating needs and problem-solving. Consequently, we need to shift our curiosity and learning to a larger scope and broaden our horizons and become bolder. International exposure is essential since it adds breadth to our learning and enriches our understanding of multiple contexts.

International experiences also help us integrate diversity and develop a global mindset which is crucial for competitive business leaders. Today, the world has fewer and fewer barriers. Languages, cultures, and opportunities are transversal and so should be our learning.

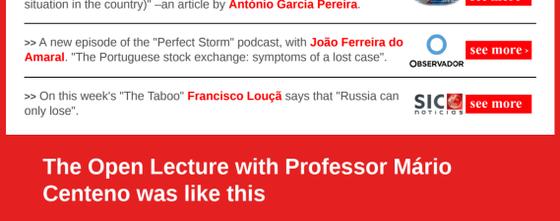
Strategic partnerships with top business schools are essential for the development of experience rich context for our participants and students. Strong partnerships also enable tech transfer for faculty and the institution in ways of teaching and working.

A school with a broad vision and open-minded attitude must strive to compete and lead at the highest level. Today, at ISEG there is no doubt that we are the school of firsts. We have pioneered many great achievements in economics and management education and will continue to do so. We will carve out our position of leadership in Portugal with an even bigger ambition for international collaboration that will guarantee exceptional learning for lifelong students.

Open-Minds Grab NYC!

## ISEG Lisbon and Columbia Business School NY are new partners in Top Executive Education

**ISEG Executive Education has just celebrated a partnership with Columbia Business School, Columbia is a prestigious Ivy League school, the exclusive club of the eight oldest American universities, and is the second Best Business School in the World according to the Financial Times rankings in 2022.**



ISEG Executive Education presents the celebration of a partnership signed with the prestigious Columbia Business School, which is ranked #2 in the world according to the FT, and is the only Ivy League school in the business centre of New York.

The Strategic Leadership Program ISEG+Columbia results from this teamwork between the two schools and is a programme that is exclusively designed for Senior Management, Directors, and Board Members.



This is a unique learning and development experience which is designed to prepare leaders for the increasingly complex challenges that they face. It provides a myriad of opportunities and experiences that enhance personal development and networking and which contribute to a truly transformational experience.

The ISEG+Columbia SPLE is based on three main pillars: to Immerse, Develop, and Engage, all of which are embodied in the three moments that make up the learning journey: the 'Leader's Agenda', which will take place at ISEG from the 12th – 14th of September, followed by the 'Leader's Journey' at Columbia's new campus in New York from 3-7 October, and culminating on the 24th of November, with 'Faces of Leadership', once again in Lisbon.

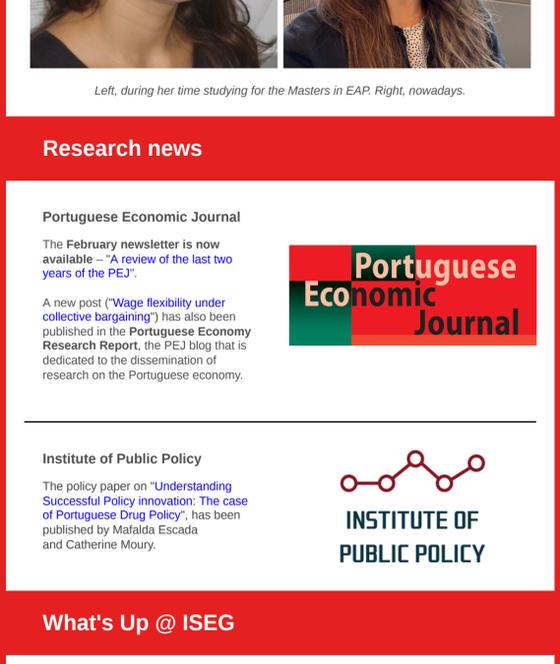
The programme counts with a highly reputable national and international faculty, in collaboration with the United Nations, Simon Sinek Inc, 9/11 Memorial, and the Faculty of Fine Arts of Universidade de Lisboa.

The aim of the ISEG+Columbia SPLE is to equip leaders with tools, context, and the state-of-the-art content that is required to drive change for the ability to manage successfully and lead effectively.

For further information, see [www.splisecolumbia.com](http://www.splisecolumbia.com). You'll find more than you're expecting! #expecttheunexpected

In this edition of the Newsletter we highlight the brand new ISEG+Columbia Strategic Leadership Programme, which offers top executive training between Lisbon and New York, in addition to Mário Centeno's Open Lecture and also the 'A School of 1s: 111 YEARS, 111 ALUMNI' section, which features the testimonials of Francisco Veloso and Sara Moreira.

The following are cited in this number: António Afonso, António Garcia Pereira, António Mendonça, Cândida Ferreira, Francisco Louçã, João Duque, João Ferreira do Amaral, Manuel Ennes Ferreira, Margarida Abreu, Maria, Rosa Borges, Mário Centeno, Paulo Trigo Pereira, Ricardo Cabral, Sandra Maximiano, Sofia Santos and Vítor Escária.



## Open War: is a new crisis on its way?

>> **António Mendonça** wonders: could the conflict between Russia and Ukraine lead to a new global economic crisis? **LUSA** [see more](#)

>> **Sandra Maximiano** writes in Expresso on Cybercrime. "Cyber-security is a behavioural problem". **Expresso** [see more](#)

>> **Manuel Ennes Ferreira** writes about "The challenges in the digital transition", in Expresso. **Expresso** [see more](#)

>> "Meanwhile, the Spanish right is not going through the motions of war" – an opinion article by **Francisco Louçã**, in Expresso. **Expresso** [see more](#)

>> **Sofia Santos** points out the "importance of data regarding SMEs" **J.C. Notícias** [see more](#)

>> **Ricardo Cabral** writes about the deficit for the new government", in Público. **Público** [see more](#)

>> **Paulo Trigo Pereira** comments on the article "How the deficit could come close to 3% by 2021", in Público. **Público** [see more](#)

>> **João Duque** comments on the imminence of a world war in Visão. **Visão** [see more](#)

>> **Maria Rosa Borges** writes in Executive Digest. "The public pension system: difficult sustainability, but an indisputable need". **Executive** [see more](#)

>> **Sandra Maximiano** speaks in the article entitled "How much do medical societies receive?", in Sábado. **SABADO** [see more](#)

>> **Vitor Constâncio** warns that sanctions on Russia will affect European economies. **Expresso** [see more](#)

>> **Sofia Santos** indicates that ISEG "is focussed on promoting "green" and "humanistic" skills in Economics and Management. **J.C. Notícias** [see more](#)

>> "The 'art' of manipulating public opinion (Covid-19, Ukraine, and the situation in the world)" – an article by **António Garcia Pereira**. **Expresso** [see more](#)

>> A new episode of the "Perfect Storm" podcast, with **João Ferreira do Amaral**. "The Portuguese stock exchange: symptoms of a lost case". **OBSERVADOR** [see more](#)

>> On this week's "The Taboo" **Francisco Louçã** says that "Russia can only lose". **SICNOTÍCIAS** [see more](#)

## The Open Lecture with Professor Mário Centeno was like this

Professor **Mário Centeno** delivered an open lecture at ISEG on the occasion of the launch of the book on "Monetary and Financial Economics", by Professors **Margarida Abreu**, **António Afonso**, **Cândida Ferreira** and **Vitor Escária**.



In this context, he stated that monetary policy is not prepared to deal with geo-political conflicts and that tensions between Russia and Ukraine are bad news for the Portuguese economy. The Governor of the Bank of Portugal also added that the main concern is also to comprehend whether inflation will affect wages.

Mário Centeno's interventions on the escalating tension – the presentation took place before the invasion started – between Russia and Ukraine aroused great interest in the media.



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

### Francisco Veloso | Sara Moreira

In this edition, we share the testimonial of **Francisco Veloso** and **Sara Moreira**.

**Francisco Veloso**  
 Masters in Science and Technology Management, 1996  
 Dean, Imperial College Business School, UK



**FRANCISCO VELOSO'S ISEG, in first-person**

"Coming from an engineering and technology background, ISEG was my gateway to the social sciences, by means of the Masters in Economics and Management of Science and Technology.

The Masters transformed my initial vague interest in innovation into a knowledge base, the mastery of tools and, above all, the will to learn more and contribute to the advancement of knowledge in this area. In was thus a launch pad for my PhD in Technology, Management, and Policy at MIT, and my subsequent academic career in innovation and entrepreneurship.

I remember with nostalgia, admiration, and affection the two many professors and colleagues who not only taught me many topics and subjects over those two years, but also stimulated me to constantly ask new questions and seek answers."



Left, during the Challengers Trophy, in which he participated several times during his Masters. Right, nowadays.

**Sara Moreira**  
 Masters in Applied Econometrics and Forecasting, 2009  
 Professor of Strategy, Kellogg School of Management, Northwestern University, USA



**SARA MOREIRA'S ISEG, in first-person**

"Right at the start of my professional activity I felt the need to strengthen my knowledge in statistical and econometric methods in relation to the level I had acquired on graduation. The recognition of the quality of the Masters and the fact that the study plan suited to my needs were the determining factors in my decision to study for the MEAP.

The Masters fully fulfilled my expectations, by providing me with an advanced knowledge of methodological principles and applied study and research techniques (at the micro and macro levels), in a solid and rigorous way. I consider the degree to be multidisciplinary and flexible in the sense that it is suitable not only for those who dedicate the selves to scientific research, but also for all those who in their professional activity need to work with models in the area of business management, forecasting (whether of sales or of large macroeconomic aggregates), or the analysis of market studies, among many other potentialities."



Left, during her time studying for the Masters in EAP. Right, nowadays.

## Research news

**Portuguese Economic Journal**  
 The February newsletter is now available – "A review of the last two years of the PEJ".  
 A new post ("Wage flexibility under collective bargaining") has also been published in the Portuguese Economy Research Report, the PEJ blog that is dedicated to the dissemination of research on the Portuguese economy.



**Institute of Public Policy**  
 The policy paper on "Understanding Successful Policy Innovation: The case of Portuguese Drug Innovation", has been published by Mafalda Escada and Catherine Moury.



## What's Up @ ISEG

**Folefest 2022 | Accordion Competition**

The Folefest 2022 Accordion Competition will take place at ISEG next Sunday, the 27th of FEBRUARY (CGD Auditorium at ISEG).

Further information is open to the public. The contest is available on [this link](#).



**B2B Top Challenges - Executive Breakfast**

An executive breakfast will take place on the 10th of March, at 08.45, on the rooftop of the ISEG campus, to answer the question: "What are the impacts of the uncertain context that the world is experiencing on B2B sales?"

All those interested should enrol and consult the programme [here](#).



**Workshop in Modern Research Topics in Time Series Econometrics**

When: 11th of March  
 Time: 14.30 to 18.30  
 Location: Auditorium 5 (New Quelhas)

The workshop is organised on the occasion of the retirement of Professor Nuno Crato. Those interested should enrol [here](#) and can consult the detailed programme [here](#).



**Seminars i2030 ISEG**

When: 23rd of Feb. to the 4th of March  
 Time: 18.30 to 21.30  
 Location: Auditorium 3 (Quelhas, 2nd Floor)

Further information: [here](#)

This series of "ISEG i2030" seminars has been organised as part of the Masters in Management and Industrial Strategy.

The seminars will feature a diverse range of speakers and guests and are open to the public. They will be conducted in English.



## Students with news? Yes

**Recruitment - ISEG YES | Come travel with us!**

The application period for another ISEG Young Economics Society.

Get to know all of our continents better – that is to say, our Applications – by consulting the "Application Handbook".

Deadline for enrolment – the 4th of March!

General Recruitment: <https://bit.ly/3JJQn2Q>  
 Marketing Recruitment: <https://bit.ly/34Xmn4z>



**Welcome to ISEG!** We welcomed the new Erasmus students with good humour and enthusiasm.



**ISEG Business Club**

In the last episode of the series "How I Made It" hosted by the ISEG Business Club, ISEG alumna Sandra Vera-Cruz will be the guest and will tell her story of how she got to the top.

She is currently the Managing Director of Mondelez Portugal and before taking on this challenge she worked for large multinationals, such as Coca-cola and Procter & Gamble.

The video is available on the IBC website or directly [on this link](#).



**ISEG student launches a start-up and wants to revolutionise manual car washes**

Reihaneh Hajjishirazi was born in Iran, but set up her business in Portugal. The PhD student in Management at ISEG helped found what has the potential to be the "Uber of the manual car wash". You can read the news about this startup [on this link](#).



## Alumni in the News

**RAQUEL RELVAS REINFORCES JERVIS PEREIRA**

Raquel Relvas Neto, who has a specialisation in Luxury Tourism Management from ISEG, is to reinforce the Jervis team and will ensure the advisory service and communication of national and international Tourism clients.



**INÉS VELOSO LAUNCHES A BOOK ON NEW WAYS OF WORKING**

With a Postgraduation in Marketing Management from ISEG, the current Director of Marketing and Communication of Randstad has launched a book that addresses the unknowns of many companies: face-to-face work, remote, or hybrid?



## The ISEG MBA is recognised as being among the best in Europe!

The ISEG MBA has once again been distinguished by CEO Magazine – an international magazine for managers and executives – which classified it as one of the best international MBAs at the European level (Tier One) in its 2022 Ranking. The complete list can be [consulted here](#).

The ISEG MBA thus maintains the status and reputation that places it among the best in the world!



A global, visionary and innovative learning experience



OPEN MINDS. GRAB THE FUTURE!

