



Lisbon School of Economics & Management
Universidade de Lisboa

OPINIÃO



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 First

The global organisation of the economy has placed innovation in production and operations in industrial or service sectors as the main focus of management. After all, with greater or lesser difficulty, any product can be copied, but factories and methods of organising operations are much more difficult to imitate and are decisive for the objectives of social and environmental sustainability. Perhaps this is the reason why there is increasing talk of industrial and innovation strategies and their contribution to a regenerative and distributive economy.

Created in 1993, the Masters in Management and Industrial Strategy, which has recently started to be taught in English, has as its main objective to prepare international managers to face the challenges of innovation and environmental and social sustainability in a global economy. It is a Masters in Management that combines subjects in economics, organisation and industrial development policies. Today's world faces complex challenges that require multidisciplinary approaches. A broad view of the world is increasingly necessary to understand the profound transformations we are experiencing.

For example, it is necessary to move beyond the pursuit of sales and margin growth, and economic growth in general, as such strategies do not bring social improvements and contribute to the progressive degradation of natural and human resources. Industrial strategies that more directly target non-material improvements in human well-being and radical reductions in resource use must be considered.



Manuel Laranja
Member of the Coordination of the Masters in Management and Industrial Strategy
Organiser of the i2030 ISEG Seminars

In general, it is necessary to rethink how local and global value chains are organised. It is the current organisation around interests in capital accumulation and consumption in markets with greater purchasing power, and not around human well-being, that causes growing inequality and permanent poverty in many regions of the globe.

Thinking about the change to an economic system that gives priority to human needs and ecological stability, the Masters in Management and Industrial Strategy, every year organises a series of open seminars i2030 that aims to expose and discuss topics of interest to industrial strategy. Starting already on 22 February, this year's i2030 topics are:

- Partnerships for Value Creation
- Design Thinking for Sustainability
- Challenges in the international market
- Artificial Intelligence
- Transformation of value chains towards sustainability
- Discovery and experimentation
- Human Centric Organisations
- SGD and ING learning objectives and inner development
- Sustainability and new business models

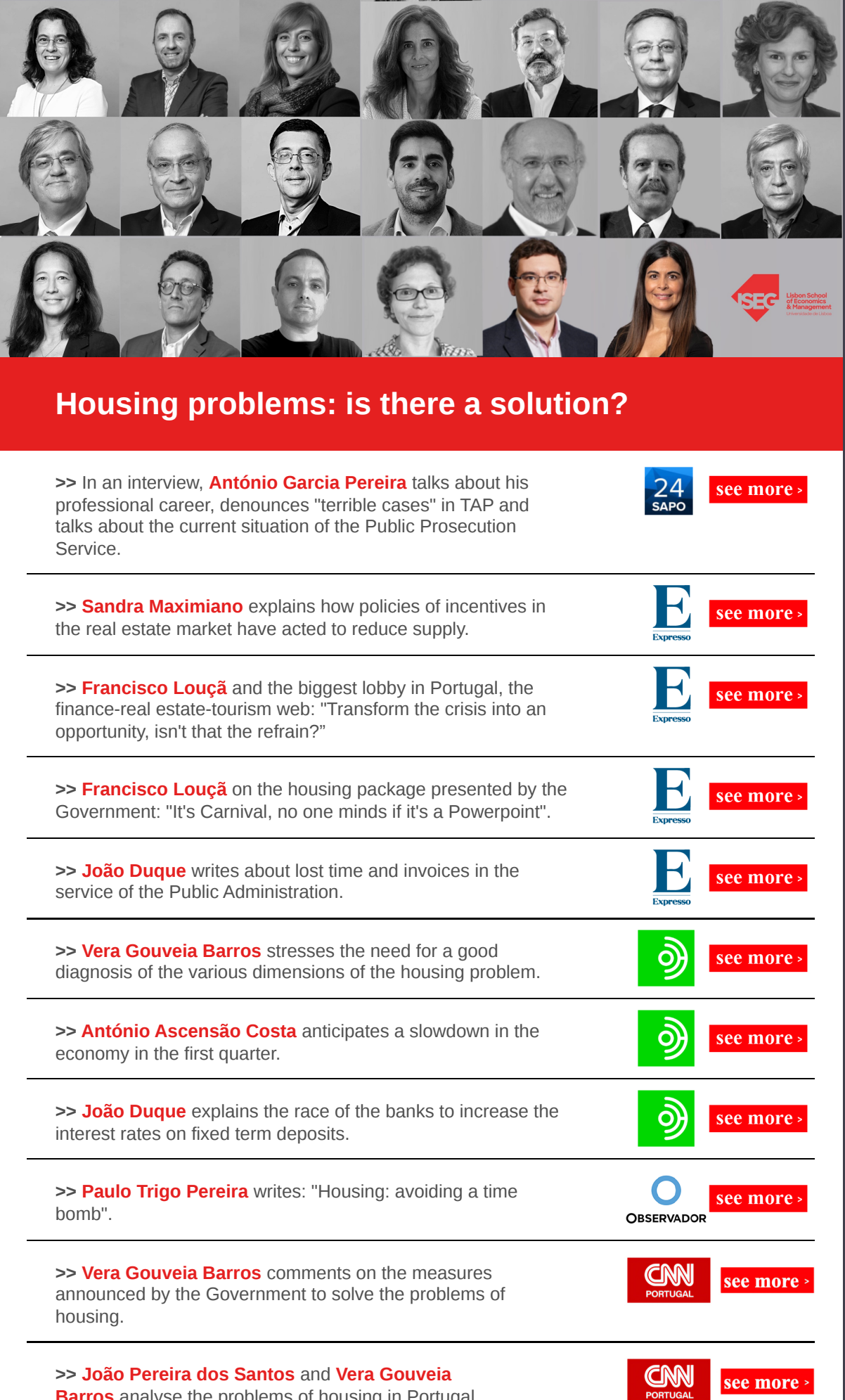
The speakers not to be missed will be:

Patrícia de Jesus Silva, Daniela Marzavan, Rui Tocha, Luís Rocharte Álvares, António Grilo, Greg Sherwin, Dunia Reverter, Susana Carvalho, Carolina Almeida Cruz

Don't miss out. We invite you all to participate. More information at: <https://www.iseg.ulisboa.pt/event/iseg-research-seminars/>

In today's edition, we highlight the 2nd phase of applications to the Erasmus 2023/2024 Programme, the lecture "Learning from Cycling Histories: Boom, Busts, and Renewal", which takes place under the Hi-BiCLab project, the McKinsey & Company Workshop in partnership with ISEG and also the opening of the applications process for Tutors and Graders.

This issue features the following speakers: António Ascensão da Costa, António Garcia Pereira, Carolina Afonso, Francisco Louçã, João Duque, João Pereira dos Santos, Paulo Trigo Pereira, Sandra Maximiano and Vera Gouveia Barros.



Housing problems: is there a solution?

>> In an interview, **António Garcia Pereira** talks about his professional career, denounces "terrible cases" in TAP and talks about the current situation of the Public Prosecution Service.

>> **Sandra Maximiano** explains how policies of incentives in the real estate market have acted to reduce supply.

>> **Francisco Louçã** and the biggest lobby in Portugal, the finance-real estate-tourism web: "Transform the crisis into an opportunity, isn't that the refrain?"

>> **Francisco Louçã** on the housing package presented by the Government: "It's Carnival, no one minds if it's a Powerpoint".

>> **João Duque** writes about lost time and invoices in the service of the Public Administration.

>> **Vera Gouveia Barros** stresses the need for a good diagnosis of the various dimensions of the housing problem.

>> **António Ascensão Costa** anticipates a slowdown in the economy in the first quarter.

>> **João Duque** explains the race of the banks to increase the interest rates on fixed term deposits.

>> **Paulo Trigo Pereira** writes: "Housing: avoiding a time bomb".

>> **Vera Gouveia Barros** comments on the measures announced by the Government to solve the problems of housing.

>> **João Pereira dos Santos** and **Vera Gouveia Barros** analyse the problems of housing in Portugal.

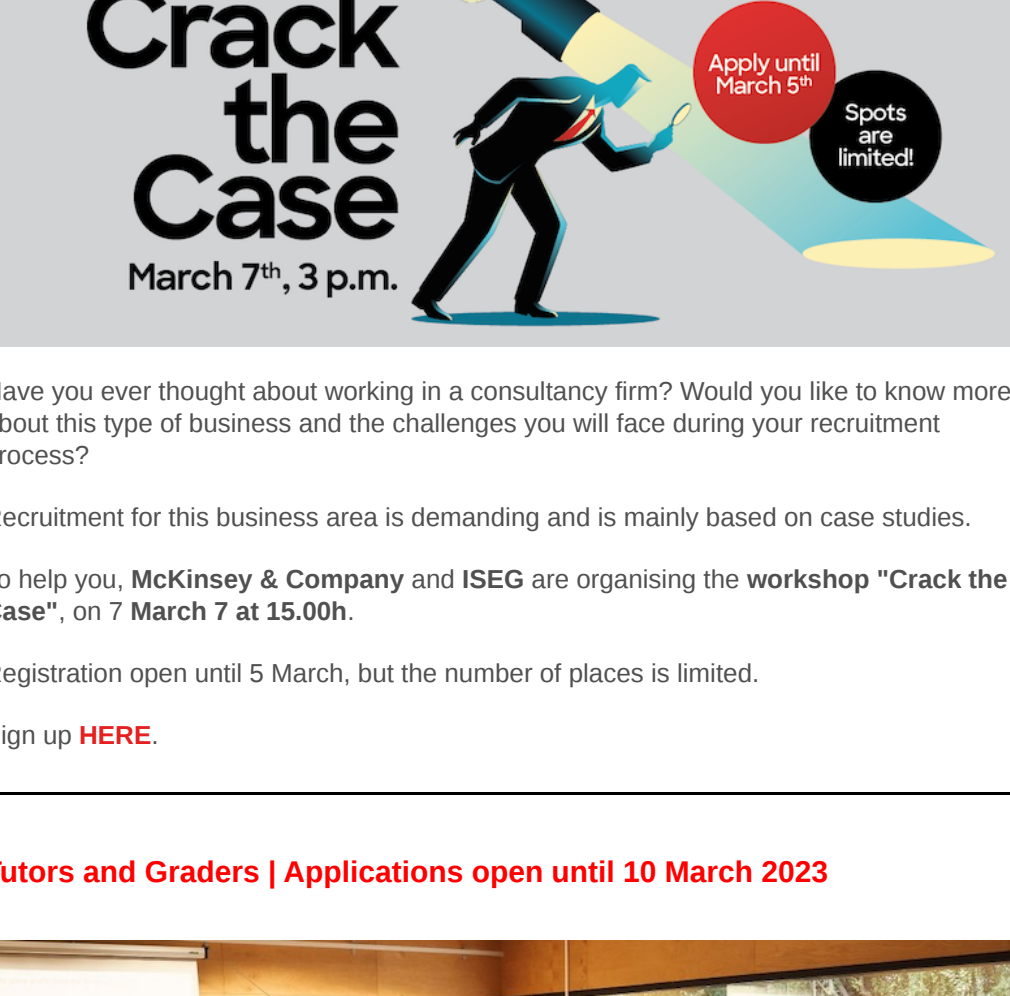
>> Opinion by **Carolina Afonso** - "Data-driven decisions as a differential in an eCommerce strategy".

>> **João Duque** considers that "collective ambition is lacking" in Portugal and that this "could be encouraged by the Government".

Economic Outlook - February 2023

The Economic Analysis Group of the ISEG indicates that the average growth forecast for 2023 remains at 1.6%.

Gráfico 6 | Indicador Coincidente (IZ) e Variações homólogas do PIB (vhPIB)

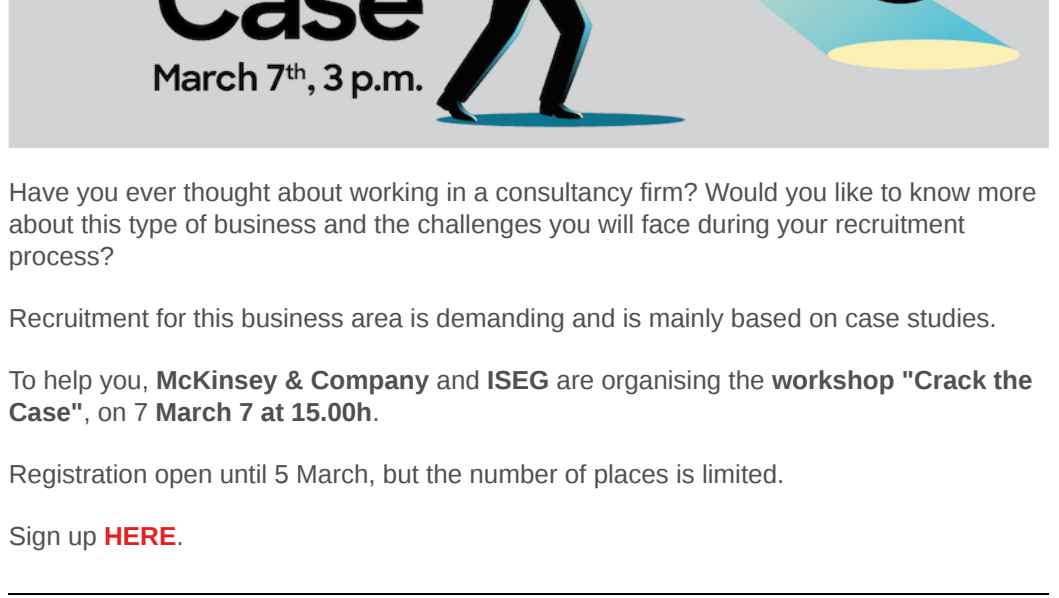


According to the Economic Outlook, most of the available indicators on the progress of the economy in January, still scarce and partial, had a positive evolution. Nevertheless, a slowdown in year-on-year growth is considered more likely in the 1st quarter of 2023.

Read and consult the document in its entirety [HERE](#).

What's Up @ ISEG

Erasmus Programme 2023/2024 | Applications until 2nd March



Students International Mobility Undergraduate and Master Degrees

Application Period

1st Phase: February 8th 2023 to February 16th 2023

2nd Phase: February 24th 2023 to March 2nd 2023 (remaining places)

Portal "FENIX" - Tab Applicant - Outgoing Mobility

Take the unique opportunity to study abroad! Apply for the Erasmus programme for the academic year 2023/2024.

The process for applications for the 2nd phase will be open from 24 February to 2 March via the portal "FENIX - Applicant Tab - Outgoing Mobility".

Visit our [website](#), where you can find everything on offer!

Global AI + Power Platform Bootcamps 2023 Lisbon



ON 24 & 25 February 2023

The **Global AI + Power Platform Bootcamps 2023 Lisbon** will take place at ISEG, on **24 and 25 February**.

The event is free of charge and takes place in face-to-face and online formats.

Programme, additional information and registration at [this link](#).

Lecture | Learning from Cycle Histories: Boom, Busts, and Renewal



CONVIDA

Palestra com Ruth Oldenziel

28/Fev/2023, 17h-19h



On 28 February, the lecture "Learning from Cycle Histories: Boom, Busts, and Renewal" will take place at ISEG, in the scope of the **Hi-BiCLab**. The event will take place at the ISEG Terrace, between 17.00-19.00h.

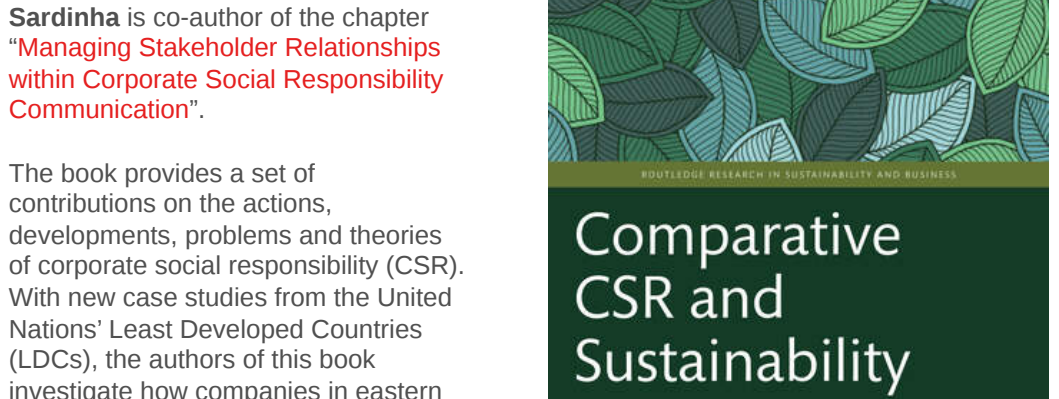
The guest speaker is **Ruth Oldenziel**, Full Professor in the History of Technology at the Eindhoven University of Technology (TUE, Netherlands) and consultant for the project.

The Hi-BiCLab project is funded by **FCT**, to which ISEG and **UECE/REM** are associated as partners.

Free entrance, subject to registration in this form.

Learn more [HERE](#).

Workshop McKinsey & Company | Crack the Case



Apply until March 5th

Spots are limited!

Have you ever thought about working in a consultancy firm? Would you like to know more about this type of business and the challenges you will face during your recruitment process?

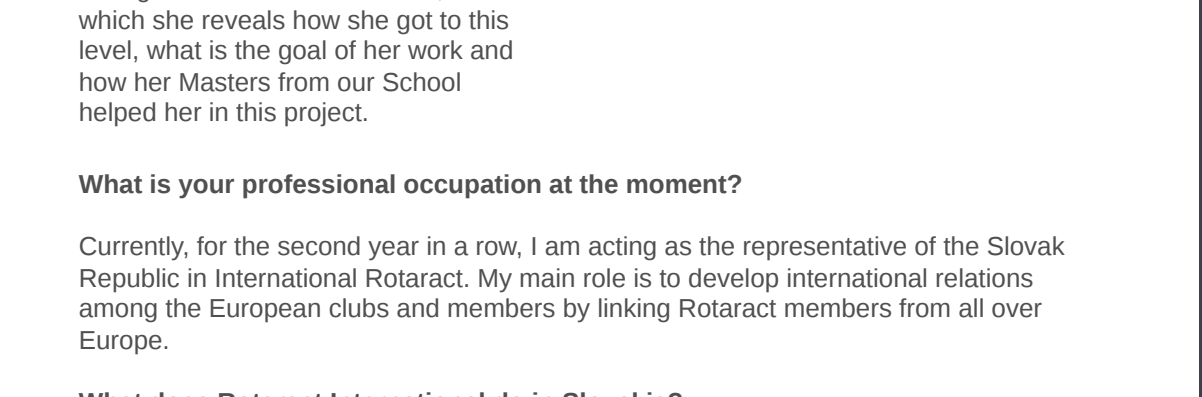
Recruitment for this business area is demanding and is mainly based on case studies.

To help you, McKinsey & Company and ISEG are organising the workshop "Crack the Case", on 7 March 7 at 15.00h.

Registration open until 5 March, but the number of places is limited.

Sign up [HERE](#).

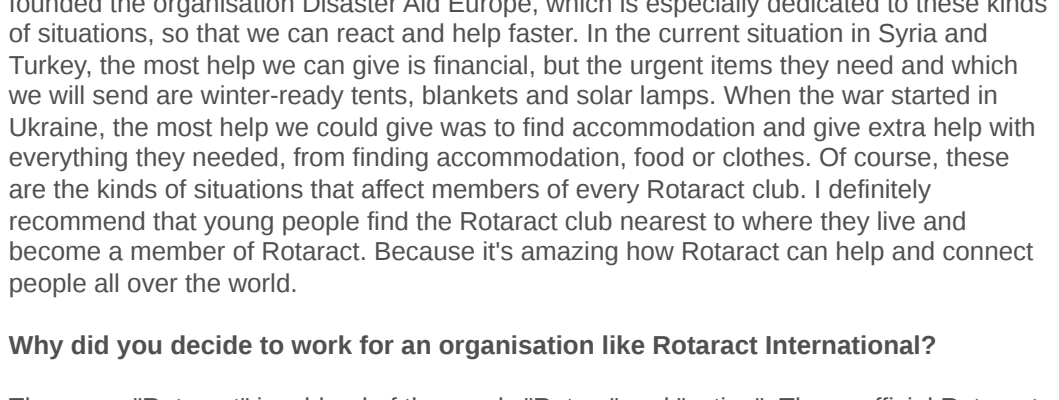
Tutors and Graders | Applications open until 10 March 2023



As part of the Development of ISEG's Mission and Strategy, the Presidency of ISEG published the **Regulations for hiring Tutors and Graders** for Degree Courses for the 2023/2024 academic year. Consult the Regulation on [this link](#).

More information and registrations [HERE](#).

i2030 ISEG Seminar | Design Thinking for Sustainability Transition



From 22 February to 3 May

Masters in Management and Industrial Strategy 2023

On 1st March, another i2030 ISEG seminar takes place, in the scope of ISEG's **Masters in Management and Industrial Strategy**, with the theme "Design Thinking for Sustainability Transitions".

The guest speaker is **Daniela Marzavan** (ESCP Business School, Berlin).

The session will take place at 6.30pm in Auditorium 2 (Quehas Building). Entrance free.

Novidades de research

Spotlights | CEaA - Centre for African Studies and Development



CENTRO DE ESTUDOS SOBRE AFRICA E DESENVOLVIMENTO
ISEG - Universidade de Lisboa

New Working Paper | Fragilities and Shocks Effects on Households and Communities in West Africa

Novo Working Paper CEaA

189/2023: Fragilities and Shocks Effects on Households and Communities in West Africa

Autor: Vincent Agulonye/CEaA



The working paper "Fragilities and Shocks Effects on Households and Communities in West Africa" (No. 189/2023), authored by researcher **Vincent Agulonye**, is now available. This paper addresses the effects of shocks (climate change, COVID-19, impact of colonialism, poverty, etc.) on West African populations.

Access the publication [HERE](#).

Spotlights | SOCIUS - Research Centre for Economic and Organisational Sociology

SOCIUS
Centro de Investigação em Sociologia Económica e das Organizações

SOCIUS researcher participates in the book "Comparative CSR and Sustainability - New Accounting for Social Consequences".

SOCIUS researcher **Idalina Dias Sardinha** is co-author of the chapter "Managing Stakeholder Relationships within Corporate Social Responsibility Communication".

The book provides a set of contributions on the actions, developments, problems and theories of corporate social responsibility (CSR). With new case studies from the United Nations' Least Developed Countries (LDCs), the authors of this book investigate how companies in eastern and western countries are responding to and making use of evolving CSR guidelines. Is CSR simply greenwashing or an authentic corporate commitment to responsible corporate citizenship? Has globalisation brought the conduct of CSR in less developed countries closer to that of industrialised countries? There are some of the questions addressed in this book.

Featured Alumni

Interview with Zina Skornova | International Rotaract

Zina Skornova, who attended the Masters in Management at ISEG, is currently the representative of the Slovak Republic in Rotaract International.

Under the motto "unite, learn and make an impact", this organisation is part of a global youth movement of **Rotary International** that works with the support of Rotary Clubs and Rotaract Clubs.

The mission of these groups and clubs is to create and organise projects that support causes for the benefit of the community.

Zina gave an interview to ISEG, in which she reveals how she got to this level, what is the goal of her work and how her Masters from our School helped her in this project.

What is your professional occupation at the moment?

Currently, for the second year in a row, I am acting as the representative of the Slovak Republic in International Rotaract. My main role is to develop international relations among the European clubs and members by linking Rotaract members from all over Europe.

What does Rotaract International do in Slovakia?

There are five active clubs in Slovakia and another one is about to be founded. Each of these clubs has its own projects, which it creates and works on. One project that is very interesting for me is a project called "Concert in the Darkness". This project allows you to enjoy music and taste food in total darkness and, at least for a moment, get in touch with the lives of blind people. The profits from the concert went to the Union of the Blind and Visually Impaired of Banská Bystrica. These clubs individually create various projects. We also created a page on Instagram (@rotaract_czsk), because our Rotaract District works together with the Czech Republic, and it is a place where you can find out more about us, contact us or gain inspiration.

What should young people's role be in a humanitarian aid situation? And if they want to help, how can they do so?

Every humanitarian situation requires a special approach. Therefore, it is always important to first find out how and with what we can help. This is exactly why Rotaract International is amazing. As a group of people, we can connect immediately and start helping immediately. For such exceptional situations, the International Rotary Club of Prague founded the organisation Disaster Aid Europe, which is especially dedicated to these kinds of situations, so that we can react and help faster. In the current situation in Syria and Turkey, the most help we can give is financial, but the urgent items they need and which we will send are winter-ready tents, blankets and solar lamps. When the war started in Ukraine, the most help we could give was to find accommodation and give extra help with everything they needed, from finding accommodation, food or clothes. Of course, these are the kinds of situations that affect members of every Rotaract club. I definitely recommend that young people find the Rotaract club nearest to where they live and become a member of Rotaract. Because it's amazing how Rotaract can help and connect people all over the world.

Why did you decide to work for an organisation like Rotaract International?

The name "Rotaract" is a blend of the words "Rotary" and "action". The unofficial Rotaract motto is "Fellowship through Service". I first participated in a youth exchange programme ten years ago, thanks to my Rotary District 2240. After the exchange, I became a member of Rotex and, later, in 2018, I founded the Rotaract Club Martin. The reason for founding the club is simple: I wanted to help. As I knew the Rotary organisation very well and as several Rotaract Clubs were being created in the Slovak and Czech Republics, I decided to go ahead. It was one of my best decisions. The slogan of Rotaract International is "Connect, Learn, and Impact".

How does the education you received at ISEG (Masters in Management) contribute to your professional life?

Studying at ISEG enriched me in several ways. Through the multidisciplinary Masters in Management, I learned to speak better in public, to a larger group of people. Also, thanks to several group projects, I learned to work better in a team. The knowledge I gained in this training with focus on sustainability can be developed and applied in my future and in the world around me. Thanks to this school, I met inspiring friends for life. I feel very grateful and lucky to have had the opportunity to study at this fantastic school.

What do you see yourself doing in the next 5-10 years?

This is a very difficult question [to answer] but I believe that in five years I will still be a member of the Rotaract Club or even the Rotary Club and that I will have already been through many successful projects that will help as many people as possible.

OPEN MINDS. GRAB THE FUTURE!

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