



Lisbon School  
of Economics  
& Management

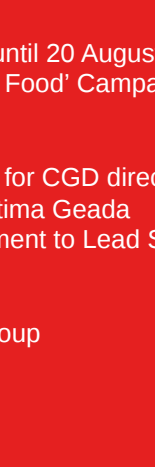
*"With this initiative, ISEG is reinforcing its commitment to excellence in higher education, promoting a more innovative, reflective pedagogical approach geared towards the challenges of both the present and the future."*

## OAIP: The challenges of pedagogical innovation

ISEG's OAIP (Observatory for Pedagogical Action and Innovation) has been consolidating its strategic commitment to **increasing the value of teaching and the promotion of an innovative and collaborative pedagogical culture**. In operation since 2007, it has become a body for monitoring, reflecting on and intervening in ISEG's pedagogical issues, reporting directly to the Pedagogical Council. With this initiative, ISEG is reinforcing its commitment to excellence in higher education, promoting a more innovative, reflective pedagogical approach geared towards the challenges of both the present and the future.

From February 2023 to May 2025, the OAIP promoted a wide range of initiatives that demonstrate ISEG's commitment to student-centred, innovative, critical and sustainable education.

Highlights included seminars and workshops on active learning methodologies, such as flipped learning, the use of games in the classroom and peer observation. The integration of emerging technologies, with a particular focus on artificial intelligence (AI), has been another strategic focus. The OAIP organised sessions on the use of ChatGPT in teaching and on AI tools applied to academic research, highlighting their potential to guide and support the work of students and faculty, within the limits of the ethical principles of academic work.



Ana Neto  
Coordinator



Carlos Farinha



Francisco Nunes



José Gonçalves Pinto



José Novalis Santos



Pilar Mosquera



Sónia Domingues

### OAIP Team

Another important milestone was the promotion of a seminar dedicated to integrating the Sustainable Development Goals (SDGs) into economics and management education, in collaboration with an existing interdisciplinary working group at ISEG. These meetings made it possible to share concrete experiences of applying the SDGs to course units and to reflect on the role of universities in building a more sustainable future.

The work carried out by the OAIP highlights ISEG's role as an education benchmark by its promotion of quality and pedagogical innovation, preparing its students for the complex challenges of contemporary societies.

In this issue, we highlight:

- OAIP: The challenges of pedagogical innovation
- Contests to recruit five members of faculty
- Tutors and Graders | Applications period is extended until 20 August 2025
- ISEG continues to support the Food Bank's 'Paper for Food' Campaign with a new donation
- Antena 2 Concert
- 'Leading Executive Impact', a customised programme for CGD directors
- 'ESG and International Trade', article by Professor Fátima Geada
- Growth Finance Lab: Strategy and Financial Management to Lead SME Growth
- Career Awards and Alumni of the Year Awards 2025
- Alumni Dinner & Solidarity Gala 2025
- Carolina Afonso takes up post at Jerónimo Martins Group
- You Are Part of Ulisboa!
- Chronos | Children's choir 20th anniversary concert
- Unite! Research School 2025

The following are cited in this number: **André Coelho, António Mendonça, Bernardo T. Chagas, Carlos Lourenço, Joana Santos Silva and João Tovar Jalles.**



## ISEG in the news

### The end of innocence

>> **Carlos Lourenço** argues that the US tariffs expose the end of what can be called "innocent globalisation" and are a reflection of a vision of international trade as a weapon of geopolitical power, particularly over China.

Executive [see more](#)

### Portuguese economy grows, but below government forecasts

>> **André Coelho** warns that "significant external risks remain stemming from the direction of US trade policy and its repercussions on international trade, as well as developments in the geopolitical context, especially in the Middle East."

Economist [see more](#)

### From icon to banality: Tesla and the illusion of automobile democracy

>> **João Tovar Jalles** says that "for those who still value aesthetics, engineering and machines with soul, this trivialisation of automobile luxury is a problem and a sign of the times".

Journalist [see more](#)

### Cyber-attacks: visible and invisible impacts

>> **Bernardo T. Chagas** analyses the impact of one of the biggest cyber-attacks in history, in which the passwords of more than 16 billion users were accessed and misappropriated.

Journalist [see more](#)

### Expatriates and immigrants: the semantics of privilege

>> **Joana Santos Silva** writes in this article that "as long as we continue to use different words to describe the same phenomena, we will be legitimising profound inequalities".

Journalist [see more](#)

### GDP, that misunderstood concept

>> **António Mendonça** says that, as an economic concept, GDP is "widely misunderstood in terms of its substance and its importance for understanding the economy and its dynamics, particularly in terms of growth and structural transformation."

Journalist [see more](#)

## What's Up @ ISEG

### Contests to recruit five members of faculty

ISEG has announced the opening of a recruitment contest for two Full Professors and three Assistant Professors.

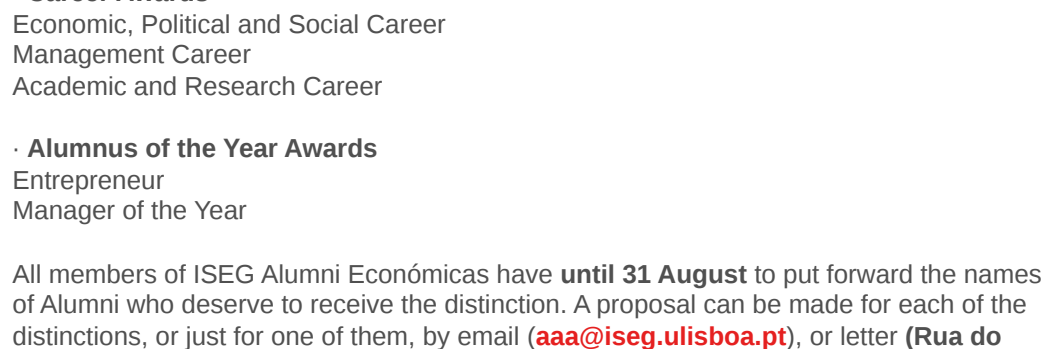
**Full Professor, in the subject area of History**  
**Full Professor, in the subject area of Financial Analysis and Mathematics**  
Deadline for applications: 13 August 2025.

**Assistant Professor in the area of Statistics and Actuarial Science**  
**Assistant Professor in the area of Microeconomics**  
Deadline for applications: 18 August 2025.

**Assistant Professor in the area of Social Sciences**  
Deadline for applications: 26 August 2025

Further information [here](#)

### Tutors and Graders | Applications period is extended until 20 August 2025



The applications deadline for Tutors and Graders has been extended to **20 August 2025**. As part of the development of ISEG's Mission and Strategy, the ISEG Dean's Office has published the Rules and Regulations for hiring Tutors and Graders for Bachelor's degrees for the 2025/2026 academic year.

Applications must be submitted by filling in [this form](#).  
For any further questions, please send an email to the following address:  
[tutoresgraders@iseg.ulisboa.pt](mailto:tutoresgraders@iseg.ulisboa.pt).

Further information [here](#)

### ISEG continues to support the Food Bank's 'Paper for Food' Campaign with a new donation



ISEG has maintained its commitment to solidarity and sustainability, reinforcing its participation in the Paper for Food campaign, organised by the Portuguese Federation of Food Banks.

Following the significant contribution of the **Francisco Pereira de Moura Library**, which in January 2025 delivered 570 kg of paper, converted into 100 litres of milk, ISEG once again demonstrated its active involvement in this cause. In June, 1,960 kg of paper were collected, corresponding to 190 kg of food destined for vulnerable families.

With this gesture, we have **reaffirmed our social and sustainable commitment**, highlighting the Library's role as an agent of change in society. We invite the whole community to find out more about the 'Paper for Food' campaign and to contribute by delivering paper to their nearest Food Bank. Together, we can help those who need it most and, at the same time, look after the planet.

Further information [here](#)

### Antena 2 Concert



The final concert of this academic year will feature a performance by **Fábio Peron** and **Lucas Rocha**, in a celebration of Brazilian music in Lisbon. Fábio Peron is currently one of the leading names in contemporary Brazilian mandolin, known for his refined technique and emotive interpretation. Lucas Rocha, a multi-instrumentalist from the south of Brazil, is known for his repertoire, which combines Brazilian popular music with jazz influences.

The evening will also be enriched by the special participation of **Charlotte Edgar**, singer and guitarist, who joins the duo with a refined and sensitive interpretation, adding vocal and harmonic layers that promise to elevate the concert experience.

This exceptional trio brings an intimate show to the **ISEG stage**, full of new songs, new versions of choro classics and moments of improvisation, which promise to surprise the audience with their musical depth and dedication.

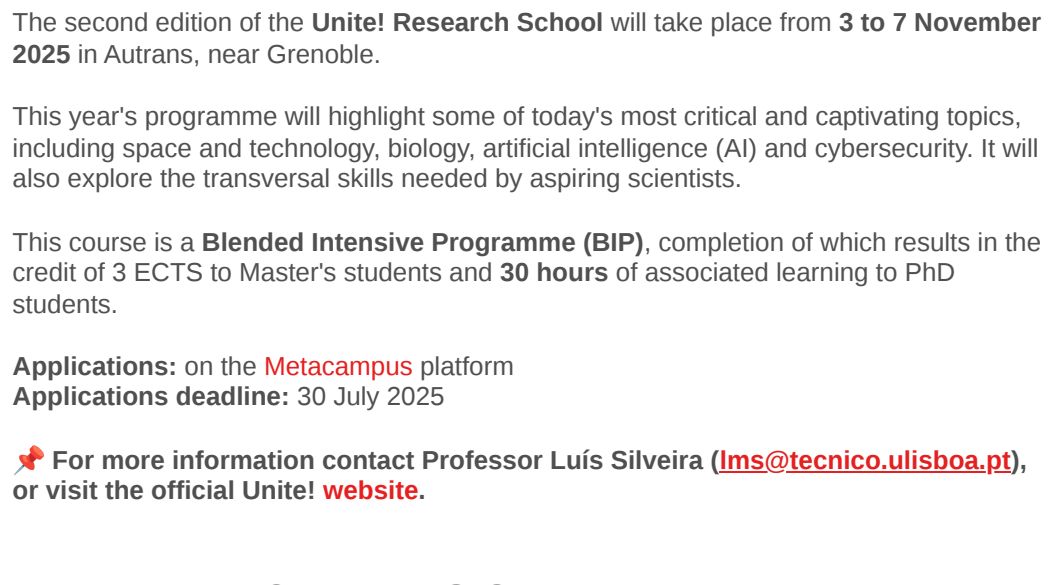
Free admission, subject to room capacity.

Date: 29 July | 19.00  
Venue: ISEG's CGD Auditorium

Further information [here](#)

## ISEG Executive Education

### 'Leading Executive Impact', a customised programme for CGD directors.



Leadership must be worked on, and dimensions such as the clarity and effectiveness of the message conveyed, the ability to give constructive feedback and the use of questions as a management and guidance tool are **absolutely central to effective, inspiring and successful leaders**.

Congratulations to **CGD** for its continued commitment to people development, and to the graduates for their motivation and commitment to becoming ever better leaders.

### 'ESG and International Trade', article by Professor Fátima Geada



Professor **Fátima Geada** contributed an article on 'ESG and International Trade' to AEP's *Business On The Way* magazine.

The coordinator of the 'ESG - Corporate and Non-Financial Reporting' executive programme discusses the essential pillars of ESG (Governança ambiental, social e corporativa), its impact on international trade, how it supports attracting investment and how it strengthens companies' image.

Read the full article, starting on page [38 here](#)

More information and registration for 'ESG - Corporate and Non-Financial Reporting' [here](#)

### Growth Finance Lab: Strategy and Financial Management to Lead SME Growth



Coordinated by Professor **Tiago Cruz Gonçalves**, this new executive programme is for managers, with or without a background in finance, who looking to structure the financial management of their companies in order to prepare for their growth. The programme is intensive and takes place in person on **3, 4 and 5 December at the ISEG Campus**, with each day focusing on a central theme:

- Day 1 - Complying with Tax and Financial Obligations
- Day 2 - Financing, Managing and Investing with more Structure
- Day 3 - Growing with a Strategic and Sustainable Vision

More information and registration [here](#)

## Alumni in the Spotlight

### Career Awards and Alumni of the Year Awards 2025



The Career Awards and Alumni of the Year Awards honour up to five ISEG Alumni each year, with a relevant curriculum vitae, a **professional development path of excellence** and **relevance** in terms of the roles performed and responsibilities assumed in Portuguese society or abroad, and who are references for careers as an Economist and/or Manager.

In accordance with the **Rules and Regulations**, the honours will be awarded in the following areas:

- Career Awards  
Economic, Political and Social Career  
Management Career  
Academic and Research Career
- Alumni of the Year Awards  
Entrepreneur  
Manager of the Year

All members of ISEG Alumni Económicas have until **31 August** to put forward the names of Alumni who deserve to receive the distinction. A proposal can be made for each of the distinctions, or just for one of them, by email ([aaa@iseg.ulisboa.pt](mailto:aaa@iseg.ulisboa.pt)), or letter (**Rua do Quelhas, 6 - Gab.204, 1200-781 Lisboa**).

The official announcement of the winners and the award ceremony will take place on **23 October** at the annual Alumni Day Dinner and Solidarity Gala.

Further information [here](#)

### Alumni Dinner & Solidarity Gala 2025



Alumni Económicas - Associação dos Antigos Alunos do ISEG is again organising its Alumni Day Dinner for 2025 in conjunction with the **Gala Solidária**.

The objective of this dinner is to **raise funds for the Alumni Económicas Solidarity Programme**, securing its continuity and seeking to ensure that all students have the right to the opportunity to attend higher education and that no talent is hindered by clearly proven financial disadvantage. In the 2024/25 academic year, Alumni supported **21 ISEG students** with proven financial difficulties.

Please register by **26 September** [here](#).

Date: 23 October | From 19.45 to 23.00  
Venue: ISEG, Pátio das Francesinhas

Further information [here](#)

### Carolina Afonso takes up post at Jerónimo Martins Group



**Carolina Afonso** is the new Global Director for Transformation and Innovation at Jerónimo Martins Group.

With a career spanning more than 20 years, she was previously CEO of Gato Preto in Portugal and Spain, Chief Digital & Marketing Officer at Estoril 8023, and Marketing Director at Toshiba Printing Solutions, Asus, Konica Minolta.

**Carolina Afonso**, a former student of the Postgraduation in Marketing Management and the Master's in Marketing, is a lecturer at ISEG and ISEG Executive Education.

## Universidade de Lisboa

### You Are Part of Ulisboa!



Universidade de Lisboa (Ulisboa) is preparing a participatory project to **define the University's positioning for the future**.

The purpose is to hear all the different voices from our academic community, including students, faculty, researchers, staff, alumni, partners and citizens. We're counting on you to fill out this short survey and share your perspective.

Your opinion is essential for us to create an even better U Lisboia together.

Participate [here](#)!

### Chronos | Children's choir 20th anniversary concert



The Aula Magna Great Hall will host the **20th anniversary concert** of the Children's Choir of Universidade de Lisboa, entitled **Chronos**.

Through a sound and visual journey, in an immersive and emotional experience, children and young people aged 6 to 21 will perform in **Chronos**, taking us on a journey through time that transforms times, bodies/expressions and repertoire.

In a show that ranges from **Delfina Figueiredo's** simplest melodies to some of **Francis Poulenc's** most demanding choral repertoire, from emblematic works from the end of the 16th century, such as madrigals by **Monteverdi** and **Haydn**, to contemporary works, some of which have just been released... were it not for the fact that time is a whirlwind that envelops us and reminds us at every moment that we are all human in the immensity of the Universe.

Admission is free, but limited to capacity.

Date: 19 July | 18h00  
Venue: Aula Magna, Universidade de Lisboa

Further information [here](#)

### Unite! Research School 2025



The second edition of the **Unite! Research School** will take place from **3 to 7 November 2025** in Autrans, near Grenoble.

This year's programme will highlight some of today's most critical and captivating topics, including space and technology, biology, artificial intelligence (AI) and cybersecurity. It will also explore the transversal skills needed by aspiring scientists.

This course is a **Blended Intensive Programme (BIP)**, completion of which results in the credit of 3 ECTS to Master's students and **30 hours** of associated learning to PhD students.

Applications: on the **Metacampus** platform  
Applications deadline: 30 July 2025

For more information contact Professor **Luís Silveira** ([ls@tecnico.ulisboa.pt](mailto:ls@tecnico.ulisboa.pt)), or visit the official **Unite! website**.

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