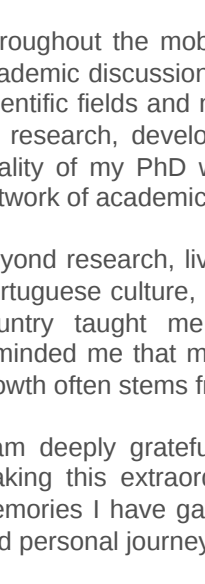




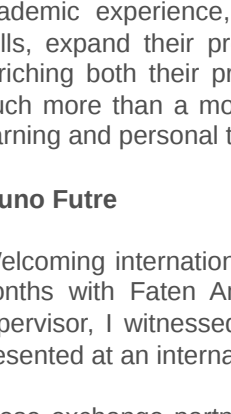
In this week's edition of the newsletter, these are the main highlights:

- Editorial | From Malaysia to ISEG: An Erasmus+ ICM Experience
- ISEG ESG Award 2026 returns for its second edition with the support of CML and NTT DATA
- Recruitment competition for an Assistant Professor
- Practical Workshop on Mindfulness and Chi Kung
- Strategic leadership for changing contexts: the programme developed with Banco Caixa Geral Angola has concluded
- Data-driven property valuation: new contributions explore technical rigour and growth expectations
- Careers in the evolving pharmaceutical industry: masterclass analyses challenges, recruitment and the impact of AI
- Creativity applied to real-world challenges: the 18th edition of the Postgraduation in Digital Marketing has concluded
- New issue of the *European Journal of Management Studies* now available
- Last chance to register for the Unite!Widening Summer School @ ULisboa workshops
- Applications for ULisboa Digital Ambassadors



## Faten Arifin

*Participant in the Erasmus+ International Credit Mobility programme (PhD student at the Universiti Malaya)*



## Bruno Futre

*Professor from ISEG Supervisor: Faten Arifin*

### From Malaysia to ISEG: An Erasmus+ ICM Experience

Over the last three months, ISEG has had the opportunity to host an international mobility programme under the Erasmus+ International Credit Mobility (ICM) scheme. Like Erasmus+, which funds mobility between European Union countries, Erasmus+ ICM promotes the mobility of students, lecturers and staff between partner institutions in the European Union and third countries, for the purposes of study, research or training, depending on the grants made available by ISEG. These mobility programmes offer a unique opportunity for learning, exchange and the sharing of knowledge across borders.

In this context, PhD student Faten Amirah Arifin, from the Universiti Malaya (Universiti Malaysia), undertook a research placement at ISEG.

#### Faten Amirah Arifin

"Taking part in the Erasmus+ International Credit Mobility (ICM) programme at ISEG – Universidade de Lisboa was one of the most enriching and transformative experiences of my PhD journey. As a PhD researcher at Universiti Malaya, this research placement provided me with a unique opportunity to broaden my academic horizons, strengthen my research skills and experience a different academic and cultural environment.

Throughout the mobility period, I had the privilege of attending seminars, taking part in academic discussions and exchanging ideas with researchers and students from different scientific fields and nationalities. These interactions allowed me to gain new perspectives on research, develop my critical thinking and motivated me to continue improving the quality of my PhD work. The experience also encouraged me to build an international network of academic contacts, which I hope to maintain through future collaborations.

Beyond research, living in Lisbon was also a very enriching experience. My exposure to Portuguese culture, my interaction with the local community and adapting to life in a new country taught me resilience, independence and self-confidence. This experience reminded me that meaningful learning goes far beyond the classroom and that personal growth often stems from being open to new experiences.

I am deeply grateful to Erasmus+, Universiti Malaya and Universidade de Lisboa for making this extraordinary opportunity possible. The knowledge, skills, friendships and memories I have gained throughout this experience will continue to shape my academic and personal journey for many years to come.

I strongly encourage students and researchers from all over the world to take part in the Erasmus+ mobility programmes. As well as offering the chance to gain international academic experience, these programmes enable participants to develop intercultural skills, expand their professional networks and discover new ways of thinking, thereby enriching both their professional careers and their personal development. Erasmus+ is much more than a mobility programme: it is an investment in global citizenship, lifelong learning and personal transformation."

#### Bruno Futre

"Welcoming international students to ISEG is always a huge privilege, and the last three months with Faten Amirah Arifin, from Universiti Malaya, have been special. As her supervisor, I witnessed a sharing of knowledge that resulted in a research paper to be presented at an international conference.

These exchange partnerships are vital: for universities, they strengthen cooperation and scientific endeavour; for students, they are transformative experiences that broaden personal and academic horizons.

Science is built on rigour, but also on human connections. I will certainly not forget Faten Amirah Arifin's work, and I know she will not forget Lisbon and ISEG either. All the best for the future, Faten".

## What's Up @ ISEG

### The ISEG ESG Award 2026 returns for its second edition with the support of CML and NTT DATA

Your master's final work could be worth **1500€**

## ESG'26 Award

An award for the best master's final work (TFM) written in Portuguese and English

Topic | Innovation for a Sustainable Future

Applications until 11<sup>th</sup> September 2026

Check the regulations.

ISEG | LISBOA | CML | NTT DATA

ISEG has launched the second edition of the **ISEG ESG Award**, an initiative that recognises the best final-year projects from Master's focusing on environmental, social and governance issues.

Under the theme **'Innovation for a Sustainable Future'**, the award aims to encourage academic research and recognise projects that have an impact on the sustainable transformation of businesses, cities and institutions.

**Deadline for submitting Master's final projects:** 11 September 2026.

➤ [Further information here](#)

### Recruitment competition for the post of Assistant Professor

# Estamos a Recrutar!

ISEG has launched a recruitment competition to appoint an **Assistant Professor** in the subject area of **Human Resource Management and Organisational Behaviour**.

Applications are open until **13 August 2026**.

➤ [Further information here](#)

### Practical Workshop on Mindfulness and Chi Kung

## Workshop Mindfulness

VAGAS LIMITADAS!  
E-mail: [meditacao@iseg.utl.pt](mailto:meditacao@iseg.utl.pt)

On **25 July**, a practical workshop on Mindfulness and Chi Kung will take place in the main hall of Quinta das Conchas.

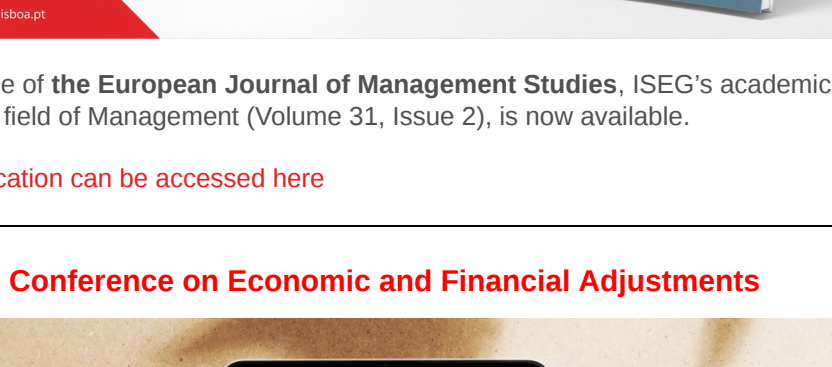
Led by professor **João Carvalho das Neves** (ISEG), the session will combine meditation practices and energy management exercises, with the aim of helping participants improve their concentration, manage stress and achieve a greater balance between body and mind.

#### Free participation.

📅 **Date:** 25 July, from 9.30 am to 12.00 pm  
📍 **Venue:** Quinta das Conchas (in the central hall), Lisbon

➤ [Further information and registration here](#)

## ISEG in the Media



>> **João Pereira dos Santos** recalls that, in 2021, tourism had practically ground to a halt due to the pandemic and that, today, there are "far more people employed in tourism, and this workforce needs somewhere to live". (**Expresso**)

>> **Paulo Trigo Pereira** argues that "This new practice of changing tax rates outside the budgetary period, which begins on 10 October, should quite simply be prohibited by law". (**Observador**)

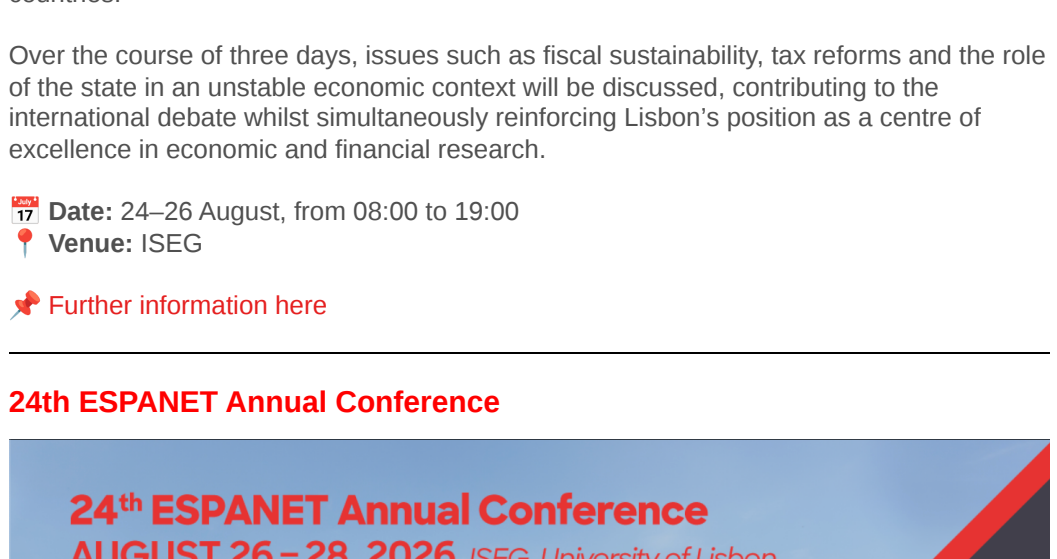
>> **Sara Falcão Casaca** comments on the slow reduction in the gender pay gap and calls for the swift transposition of the European directive on pay transparency. (**Público**)

>> **João Tovar Jalles** considers that the PSD congress "left, above all, two impressions: the promotion of Sebastião Bugalho and the announcement of a sovereign wealth fund". (**ECO**)

>> **João Lopes Dias** and **Winnie Picoto** argue that the presence of universities at festivals such as Rock in Rio brings knowledge closer to society, fosters dialogue with new audiences and highlights the economic, social and cultural impact of these events. (**Jornal de Negócios**)

## ISEG Executive Education

### Strategic leadership for changing contexts: the programme developed with Banco Caixa Geral Angola has concluded



The Executive Programme in Strategic Leadership, developed by ISEG Executive Education in partnership with the **Caixa Geral Angola Bank Academy**, has come to an end.

Throughout the programme, participants had the opportunity to strengthen their skills and consolidate a strategic vision focused on the challenges of the future, preparing themselves for leadership capable of making an impact and driving transformation processes.

ISEG Executive Education would like to thank Banco Caixa Geral Angola for the trust placed in us and congratulates all participants on the successful completion of this stage.

### Data-driven property valuation: new insights explore technical rigour and growth expectations

ARTIGOS

## Avaliação Imobiliária e Valorização Residencial

**Amaro Laia**  
Coordenador da Pós-Graduação em Gestão e Avaliação Imobiliária.

**Pedro Fernandes**  
Professor Auxiliar Convidado no ISEG.

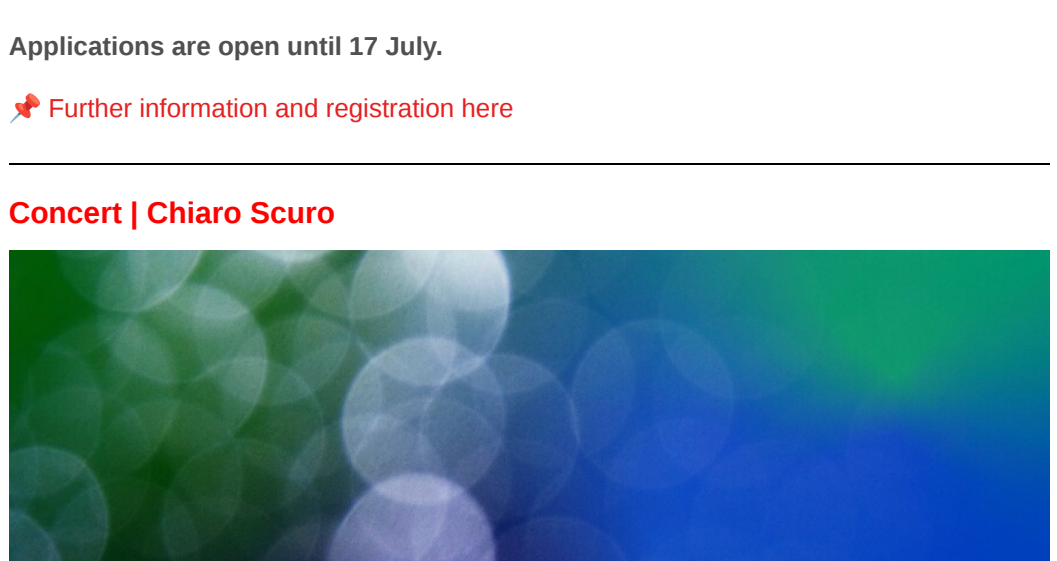
As part of the Postgraduation in **Property Management and Valuation**, **Pedro Fernandes** and **Amaro Laia** have recently published two articles exploring key issues for the property sector.

Among the topics covered, the role of technical rigour in property valuation and the way in which expectations of future growth are incorporated into residential valuation models stand out, highlighting the complexity of these processes.

The publications reinforce a key idea: determining property value requires more than just perception or experience; it demands an analysis underpinned by data and critical thinking.

📄 [Full articles here](#)

### Careers in the evolving pharmaceutical industry: masterclass examines challenges, recruitment and the impact of AI



Career development was the starting point for the Masterclass "Evolution of Pharma Industry Roles & Careers", organised as part of the Postgraduation in **Pharmaceutical Marketing and Business Innovation**.

In this session, co-created with the students, the challenges and opportunities within the pharmaceutical industry were analysed, as well as current recruitment and selection processes, against a backdrop of constant transformation.

The initiative featured contributions from Sérgio Alves and Pedro Borges Carroço, who shared their experience and insights on career paths, interviews and the growing role of Artificial Intelligence, contributing to a meaningful discussion on preparing the professionals of the future.

➤ [Further information here](#)

### Creativity applied to real-world challenges: the 18th edition of the Postgraduation in Digital Marketing has come to an end



The 18th edition of the Postgraduation in **Digital Marketing** has come to an end, marking the conclusion of a journey of learning and the practical application of knowledge.

The final class featured the presentation of the final pitches developed in the Digital Marketing Plan module, taught by Carolina Afonso and Marta Marques. In this challenge, the students devised a Christmas campaign for the Alegria de Viver Foundation, represented by Mariana Carreira, placing creativity and the ability to respond to real-world challenges at the heart of the process.

ISEG Executive Education congratulates the winning group and all participants on their dedication and the excellence of the projects presented.

➤ [Further information here](#)

## Research in ISEG

### New issue of the *European Journal of Management Studies* now available

RESEARCH

## European Journal of Management Studies

publica o Volume 31, Número 2

A revista científica do ISEG dedicada à investigação em gestão.

[www.iejm.utl.pt](http://www.iejm.utl.pt)

The new issue of the **European Journal of Management Studies**, ISEG's academic journal in the field of Management (Volume 31, Issue 2), is now available.

📄 [The publication can be accessed here](#)

### 14th UCECE Conference on Economic and Financial Adjustments



On 17 July, ISEG will host the **14th UCECE Conference on Economic and Financial Adjustments**, an international event dedicated to analysing contemporary economic and financial challenges.

The conference will bring together researchers and academics to discuss key issues in the field of economic and financial adjustments, promoting the sharing of recent research and scientific dialogue in an environment of academic excellence.

📅 **Date:** 17 July, from 08:00 to 19:00  
📍 **Venue:** ISEG

➤ [Further information and registration here](#)

### Optimization 2026



The 11th edition of the international conference 'Optimisation 2026' will take place at ISEG from 20 to 22 July.

Researchers from ISEG Research – Maria Cândida Mourão, Cristina Requejo, Filipe Rodrigues, João Janela, Leonor Santiago Pinto and Raquel Bernardino – are members of the organising committee for this event.

📅 **Date:** 20-22 July  
📍 **Venue:** ISEG

➤ [Further information here](#)

### 82nd Annual Congress of the International Institute of Public Finance



ISEG will host the **82nd Annual Congress of the International Institute of Public Finance** from 24 to 26 August. Under the theme **'Public Finances in Turmoil'**, the event will bring together researchers, academics and policy-makers from various countries.

Over the course of three days, issues such as fiscal sustainability, tax reforms and the role of the state in an unstable economic context will be discussed, contributing to the international debate whilst simultaneously reinforcing Lisbon's position as a centre of excellence in economic and financial research.

📅 **Date:** 24-26 August, from 08:00 to 19:00  
📍 **Venue:** ISEG

➤ [Further information here](#)

### 24th ESPANET Annual Conference



ISEG is hosting the **24th ESPANET Annual Conference** from 26 to 28 August.

Under the theme **'Resize? Restructure? The European Social Model under Pressure'**, the conference will analyse the pressures facing the European social model, both external and internal, in a context marked by trade tensions, geopolitical risks, climate change and economic transformations linked to technological innovation and artificial intelligence. At the same time, the impact of the rise of populist and far-right forces on the redefinition of the welfare state and its policies will be discussed.

The conference also aims to reflect on how these developments are reshaping political and public policy debates in Europe, particularly with regard to the mission and scope of the welfare state, the criteria for access to social protection, and the most effective models for delivering it.

📅 **Date:** 26-28 August, from 08:00 to 19:00  
📍 **Venue:** ISEG

➤ [Further information here](#)

## Alumni in the Spotlight

### Eduardo Partidário is the new chief executive of IPSIS



**Eduardo Partidário**, who holds a degree in Management from ISEG, has taken on an executive role at IPSIS, a public relations consultancy where he was already a member of the board of directors.

With over 30 years' experience in management and administration, he has held positions at various companies within the Portugal Telecom Group and was CEO of Enstrel Distribuição.

➤ [Further information here](#)

## Universidade de Lisboa

### Latest registrations for the Unite!Widening Summer School @ ULisboa workshops



From 14 to 16 July, Universidade de Lisboa is hosting the **Unite!Widening Summer School @ ULisboa: Innovation & Training Days**, an international initiative bringing together researchers, PhD students and professionals from universities in the Unite! alliance for three days dedicated to innovation, research and European collaboration.

The programme includes thematic workshops led by experts from academia, research centres and industry.

➤ [Further information and registration here](#)

### Applications for ULisboa Digital Ambassadors



Universidade de Lisboa is looking for **Master's and PhD students**, as well as **international students**, to share their experiences and show those who are still deciding on their future what it is like to be part of ULisboa.

Applications are open until **17 July**.

➤ [Further information and registration here](#)

### Concert | Chiaro Scuro



The **Universidade de Lisboa Children's and Youth Choir** will present the show **Chiaro Scuro** on 11 July.

As part of the 'Music at Universidade de Lisboa' programme, the concert celebrates the choir's 21st anniversary through an experience that explores the contrasts between light and shadow, sound and silence, pain and hope.

#### Free admission.

📅 **Date:** 11 July, at 5.00 pm  
📍 **Venue:** Aula Magne, Universidade de Lisboa

➤ [Further information here](#)

OPEN MINDS. GRAB THE FUTURE!



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