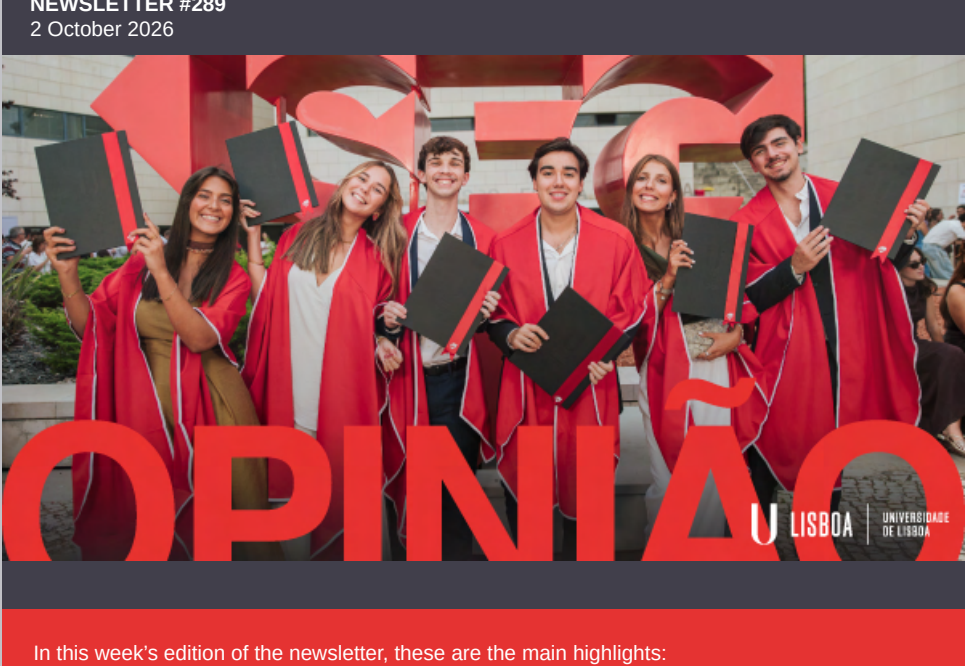
NEWSLETTER #289
2 October 2026


OPINIÃO
U LISBOA | UNIVERSIDADE DE LISBOA

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

- Editorial | Testimonials from graduates at the Bachelor's Degree Graduation Ceremony
- Graduation Ceremony celebrates 458 new graduates from ISEG
- CIP/ISEG Economic Outlook Barometer – September 2026
- Careers & Wellbeing: a new space to support your journey
- Applications Open | Rodrigo Guimarães Scholarship 2026/2027
- ISEG to host the 'Open Rectorate'
- ISEG hosts the 5th Public Value Fest on AI and society
- Global Lusophone Immersion – Economics, Management & Innovation programme
- Professor Vasconcellos e Sá honoured with two international awards
- From knowledge to impact: Marisa C. Gaspar represents ISEG at the Unite! training programme in Stockholm
- ISEG Research Seminars '26 | Vik Singh
- Seminar | Measuring patriarchy in the EU
- A Bit of Common Sense: Opinion piece by Miguel Magalhães, a PhD student in Management at ISEG, on marketing and virality
- Applications now open for the Alumni Económicas Solidarity Programme
- Universidade de Lisboa Award | Applications open until 30 October 2026
- Election of the Statutory General Meeting of Universidade de Lisboa

Carolina Lopes
Graduate in Economics

Vitória Oliveira
Bachelor's degree in Management

Testimonials from graduates at the Bachelor's Degree Graduation Ceremony

Carolina Lopes, Bachelor of Economics

"Three years have passed and, although I haven't crossed paths with all the graduates present at the Graduation Ceremony, there is something that unites us: the camaraderie and solidarity amongst the students! I'm certain that this is one of the most important things we take away from here.

Yes, we are a top-tier faculty, ranked in the top 1 per cent of the world's best schools of Economics and Management. And this is undoubtedly due to the high standards of teaching and the rigour demanded by our lecturers. But rankings do not measure that which makes ISEG truly special: the people who graduate from here. Empathetic people, who care about others and who realise that success does not need to be at someone else's expense. On the contrary, when we grow side by side, we grow further and we grow better. And we learn much of this outside the classroom: in student societies, on projects and in all the moments we share together – something this School gives us the space to do and which, for me, is worth a great deal.

We leave here with a desire to grow, to succeed, to pursue high-profile roles and major projects. But in a world where we often forget to be human, our ambition cannot be worth more than our presence.

I often say, without a shadow of a doubt, that these have been the best three years of my life. But there is one very special person who always reminds me that the best is yet to come – and I want to believe it!".

Vitória Oliveira, Bachelor's Degree in Management

"Throughout our time at ISEG, we've realised that here we can be whatever we want to be and that, the more we give to ISEG, the more ISEG gives back to us. We can join societies, be mentors, be athletes, go on Erasmus and enjoy so many other special experiences.

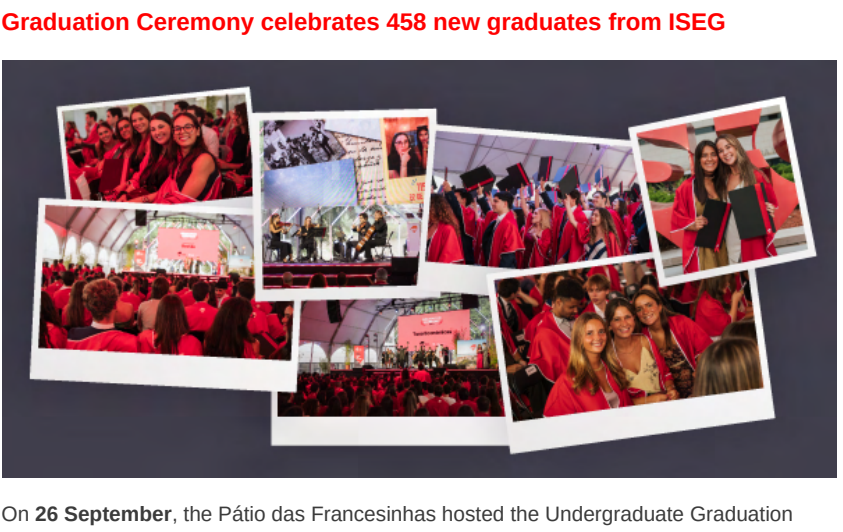
After three incredible years, we're graduating with many friends whom we know will stay with us forever, with an excellent education in Management, Economics, Finance and Applied Mathematics, with our heads full of memories and our hearts a little heavy at having to leave, after this place has been our home for so long.

The best thing about our time here was having fun. And we really did have a lot of fun. Our degree showed us that anything was possible. We were able to study at ISEG, gaining access to one of the most prestigious courses in Portugal, with excellent lecturers and constant support. We grew as people and deepened our knowledge and skills. All this whilst experiencing some of the best moments of our lives. We always felt at home. That is the beauty of ISEG. We were genuinely happy here. There is a perfect balance between becoming professionals ready for the business world and enjoying the best years of our lives. We'll never forget the sunny afternoons spent in the courtyard, the intense group study sessions, the endless queues in the canteen and, of course, the first hour of every Gordão.

I love ISEG, just as I'm sure my fellow students do too. I'd like to make a request to those who remain: please continue to make ISEG the safe haven and happy place it has always been.

Thank you, ISEG, for showing me that there really are good people in the world and that we can become whatever we want to be in the future."

Graduation Ceremony celebrates 458 new graduates from ISEG



On **26 September**, the Pátio das Francesinhas hosted the Undergraduate Graduation Ceremony, a moment of celebration marked by the recognition of each student's academic merit and journey of personal achievement.

This year, **458 students** completed their Bachelor's degrees, marking a decisive milestone in their academic and personal lives. The event was attended by family and friends, who filled the venue and shared this special and significant day in the lives of the new graduates with pride and emotion, witnessing first-hand the result of years of commitment and dedication.

The photo report is available here

What's Up @ ISEG

CIP/ISEG Economic Outlook Barometer – September 2026

ISEG Lisbon School of Economics & Management
CIP
Barómetro da Conjuntura Económica
Setembro/2026

The **September 2026 issue of 'CIP/ISEG Economic Outlook Barometer'** reveals that the Portuguese economy continues to show signs of resilience, despite a challenging external environment.

In the second quarter, GDP grew **by 2.6 per cent year-on-year and by 0.9 per cent quarter-on-quarter**, buoyed by strong performance in exports and private consumption.

For the third quarter, the available indicators point to a **moderation in the year-on-year growth rate**, against a backdrop still marked by some uncertainty.

Further information here

Careers & Wellbeing: a new space to support your journey

ISEG is strengthening its support for students through **Careers & Wellbeing**, part of the Student Services Directorate, which brings together under one roof services dedicated to **personal and professional development and the promotion of wellbeing and mental health.**

The department has now moved to new premises, which are closer, more visible and more accessible:

Ground Floor of the Francesinhas 1 Building, opposite Academic Services.

Throughout your academic journey, Careers & Wellbeing is available to support students in preparing for the job market, developing skills and managing the challenges that may affect your balance and wellbeing.

What can you find at Careers & Wellbeing?

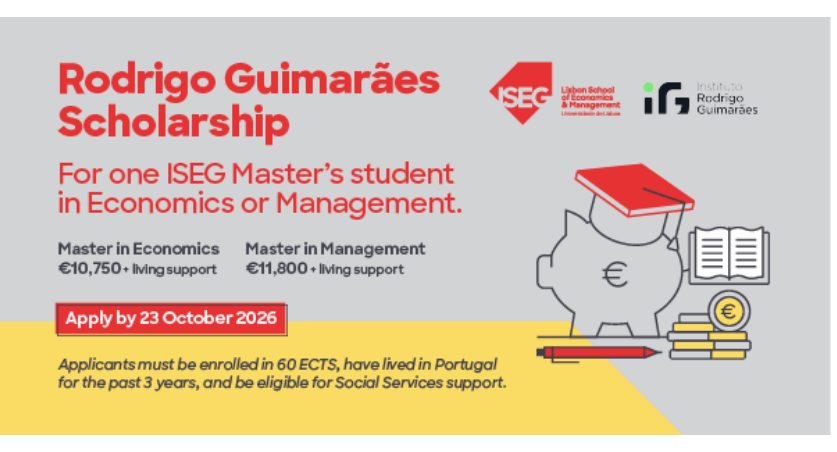
- Career advice;
- Support with improving your CV and optimising your LinkedIn profile;
- Skills development;
- Mentoring programmes;
- Workshops and practical activities;
- Networking events with employers;
- Free individual psychological support for students, academic and non-academic staff;
- Group sessions and activities related to wellbeing;
- Resources and initiatives on mental health literacy;
- Resources and strategies for coping with stress, anxiety, adapting to academic life and other challenges.

More than just a change of venue, this new phase aims to bring these services even closer to the ISEG community and contribute to a more fulfilling and balanced academic experience.

Investing in your professional future and looking after your wellbeing are part of the same journey.

Further information on the Careers page
Further information on the Wellbeing page

Applications Now Open | Rodrigo Guimarães Scholarship 2026/2027


Rodrigo Guimarães Scholarship
For one ISEG Master's student in Economics or Management.
Master in Economics €10,750 • living support
Master in Management €11,800 • living support
Apply by 23 October 2026
Applicants must be enrolled in 60 ECTS, have lived in Portugal for the past 3 years, and be eligible for Social Services support.
ISEG
Rodrigo Guimarães

The applications period for **the Rodrigo Guimarães Scholarship**, designed to support a first-year student on a Master's programme in **Economics or Management at ISEG, is open until 23 October**.

The scholarship is aimed at students enrolled on a course worth at least 60 ECTS credits, who have been resident in Portugal for the past three years and who are either applicants for or recipients of a grant from the Social Services. The application also requires the submission of a **motivational video, a personal statement and a CV**.

Further information here

ISEG to host the Open Rectorate

REITORIA ABERTA
INSTITUTO SUPERIOR DE ECONOMIA E GESTÃO

ISEG will host the 'Open Rectorate' initiative on 6 October at 11.00 am in the CGD Auditorium, Quelhas Building.

The session aims to bring the **ULisboa Rectorate Team closer to the academic community**, creating an informal space for dialogue, the sharing of ideas and the clarification of issues. Participation is open to the entire ISEG community.

Free admission.

Date: 6 October at 11.00 am
Venue: ISEG, CGD Auditorium

Further information here

ISEG hosts the 5th Public Value Fest on AI and society

PUBLIC VALUE FEST
AI FOR THE PEOPLE: CHANGING WHAT WE VALUE?
12TH-13TH OCTOBER 2026
PUBLIC VALUE 2026
THINKING BEYOND PROFIT
CONFERENCES
CASE STUDIES
NETWORKING
HHL
TIAS
ISEG

On **12 and 13 October**, ISEG will host the 5th edition of the Public Value Fest, dedicated to the theme "AI for the People: Changing What We Value?". The programme includes panels, talks, interactive sessions and cultural initiatives. One of the highlights will be the presentation of the **Public Value Lifetime Achievement Award** to António and Hanna Damásio, in recognition of their contribution to knowledge and the creation of public value.

Date: 12 and 13 October
Venue: ISEG

Further information here

Global Lusophone Immersion – Economics, Management & Innovation

Vem conhecer Portugal
Um programa que te liga às origens.
Cultura
Ciência
Economia
Desporto
Contacta com especialistas
Visita instituições de referência
Explora a academia além das aulas
INÍCIO
15 OUTUBRO
PROGRAMA TEMÁTICO
Imersão Global Lusófona — Economia, Gestão & Inovação
+INFO: FUNDACAOAP.PT
FUNDAÇÃO ANTÓNIO PARGANA
ISEG

ISEG and the António Pargana Foundation are organising the Global Lusophone Immersion – Economics, Management & Innovation programme, which aims to bridge the gap between academic knowledge and the economic, business, cultural and environmental realities of Portugal.

The programme comprises three modules dedicated to **Tourism, Energy and the Oceans, and Sustainability**, featuring field trips and practical experiences between October and November. Participation is **free of charge**; sessions are conducted in Portuguese; and places are allocated on a first-come, first-served basis.

Further information and registration here

Professor Vasconcellos e Sá honoured with two international awards

THE FOUR COMPETITIVE BUSINESS DRIVERS: THEORY + MODEL + STRATEGY + TACTICS
WINNER
Jorge Sá
Magda Pereira
CREATING UNICORNS WITH SIMPLE INNOVATIONS: THE PISA METHOD
WINNER
The power of simplicity

Professor **Vasconcellos e Sá**, formerly Professor of Management specialising in Marketing and Strategy at ISEG, has been awarded **two first prizes at *the International Impact Book Awards*** for his books published in 2025 and 2026.

The award-winning works were *Creating Unicorns with Simple Innovations: The PISA Method*, published by Business Expert Press in New York in 2025, and *The Four Competitive Business Drivers: Theory, Model, Strategy and Tactics*, by the same publisher in 2026.

Now retired, Professor Vasconcellos e Sá has received international recognition for the impact of his work in the fields of management, strategy and innovation.

ISEG in the Media

>> Eduardo Catroga says he does not understand the reasons that led the Portuguese State to re-acquire a stake in REN, considering that the objectives of this decision have yet to be clarified. (**Observador**)

>> Eduardo Catroga argues that Portugal needs far-reaching reforms to boost productivity and competitiveness, noting that Luís Montenegro has reformist intentions but is hampered by a lack of stable and consistent parliamentary support. (**Observador**)

>> Maria Rosa Borges analyses the Public Finance Council's report, which revises the Portuguese economy's growth forecast upwards, highlighting the contribution of the Recovery and Resilience Programme (PRR) and tourism to this development. (**RTP**)

>> Sara Falcão Casaca argues that pay transparency does not pose a threat to corporate autonomy, but is a necessary condition for ensuring pay policies based on clear, verifiable, equal and fair criteria for both women and men. (**Expresso**)

>> Carlos Lourenço explains that, despite rising fuel prices, many families continue to opt for private transport due to their strong time sensitivity and the need to maintain their routines. (**Expresso**)

>> Mário Centeno warns of the risks associated with rising public spending and failure to meet European targets, calling for greater prudence and consistency in budgetary management. (**Expresso**)

>> Susana Peralta argues that building more housing is not enough; it is necessary to ensure that homes are actually allocated to permanent residents and that new construction is not concentrated almost exclusively in the most expensive segments. (**Público**)

>> Maria João Guedes states that artificial intelligence will not replace humans, but will reduce the number of people needed to carry out many tasks, affecting first and foremost those with the least power to negotiate this transition. (**Líder**)

>> Nuno Crato believes that Portugal is falling behind in educational outcomes and attributes the decline in PISA results to a reversal of results-focused policies, including a reduction in the curriculum and the end of external assessment. (**Jornal Económico**)

>> Carolina Afonso argues that the main challenge in adopting artificial intelligence agents is organisational, requiring better governance, process redesign and greater digital literacy amongst teams. (**Jornal Económico**)

>> João Duque explains that, during the years when banks' net interest margins were very low, fees were essential to offset high costs, but lost importance as net interest margins recovered. (**Jornal Económico**)

>> João Tovar Jalles asks: "To what extent is the teaching of economics at our universities truly pluralistic?" (**ECO**)

>> Patrícia Melo highlights the difficulty of accessing affordable housing as one of the main challenges facing Portuguese cities. (**Expresso**)

>> Mário Caldeira argues that the MBA of the future must combine the classic fundamentals of management with a solid grounding in technology, preparing leaders to assess opportunities, anticipate risks and drive transformation processes in an increasingly digital context. (**Jornal de Negócios**)

>> Sandra Miranda de Oliveira points out that, for many mothers, the main obstacles to entrepreneurship arise even before the issue of funding, namely a lack of time, family circumstances and difficulties in accessing childcare services. (**Executive Digest**)

>> Ricardo Ferraz believes that rising fuel prices are severely affecting families and businesses and warns that the budgetary scope for expanding support is limited, at the risk of jeopardising the public sector surplus. (**Campeão**)

>> António Garcia Pereira questions the Public Prosecutor's Office's handling of the case concerning the application to dissolve Chega and publishes the petition he has lodged with the Constitutional Court in response to what he considers to be a repeated failure to act. (**Notícias Online**)

>> Carlos Bastardo analyses the causes of the housing shortage in Portugal and advocates the adoption and strengthening of measures to rebalance supply and demand in the housing market in the medium and long term. (**Jornal de Negócios**)

ISEG Executive Education

The best learning journeys often begin with a conversation

ISEG's Executive Education Open Day 2026 brought together prospective participants, alumni and professionals keen to find out more about the training programmes and development opportunities on offer.

Throughout the afternoon, participants had the opportunity to explore programmes, ask questions and forge new connections, in a warm and welcoming atmosphere where experiences were shared.

We would like to thank everyone who attended and helped to make this such a special occasion for the ISEG Executive Education community.

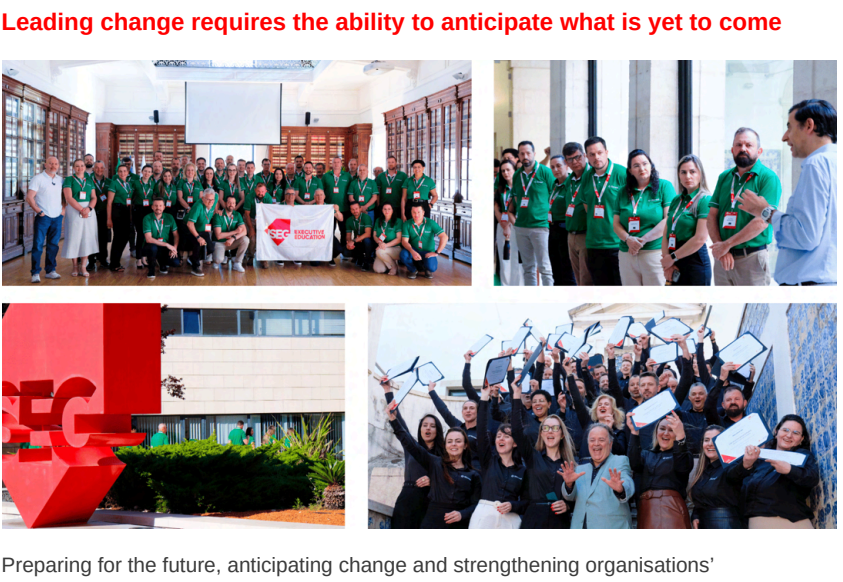
The best marketing decisions start with an integrated view of the business

Against a backdrop of constantly changing markets, the ability to make strategic marketing decisions aligned with business objectives is becoming increasingly crucial to the success of organisations.

It was against this backdrop that the **49th edition of the Postgraduation in Marketing Management at ISEG Executive Education** began – a programme designed for professionals seeking to address the current challenges in the field through an integrated view of marketing and management.

Further information on the next intake here

Leading change requires the ability to anticipate what is yet to come



Preparing for the future, anticipating change and strengthening organisations' competitiveness were the pillars that guided the ***'Disruptive Leadership in the Future'* programme**, developed by the Executive Education Centre at ISEG, for Sicredi Iguaçu.

Throughout the programme, participants were challenged to reflect on how organisations can respond to contexts of transformation whilst simultaneously preserving their identity, values and purpose.

ISEG's Executive Education would like to thank **Sicredi Iguaçu** for the trust placed in this partnership and for the opportunity to contribute to a journey of growth, innovation and preparation for the challenges of the future.

Technical rigour remains one of the cornerstones of the decisions that drive organisations' growth

An organisation's strategic decisions often begin with a rigorous analysis of its financial situation and an appropriate tax framework.

Against this backdrop, the **26th edition of the Postgraduate Course in Accounting and Taxation** at the Executive Education Centre of ISEG has commenced – a programme that continues to establish itself as a benchmark for professionals seeking to deepen their technical skills and develop a more comprehensive understanding of business.

Further information on the next edition here

Turning information into decisions is one of the greatest challenges of modern management

In an increasingly demanding business environment, the ability to transform financial information into strategic decision-making support is fundamental to the creation of sustainable value.

The **28th edition of the Postgraduation in Management Control and Corporate Finance** at the Executive Education Centre of ISEG has commenced; this programme is aimed at professionals seeking to strengthen their skills in the analysis, planning and monitoring of organisational performance.

Further information on the next intake here

Some sectors are keeping pace with change, whilst others are helping to shape it

The property sector continues to play a central role in economic and urban development, requiring professionals who are equipped to interpret trends, assess opportunities and respond to the constantly evolving market.

It was against this backdrop that the **26th intake of the Postgraduation in Property Management and Valuation at the ISEG's Executive Education programme** began, marking yet another cycle of in-depth skills development in a field that combines investment, urban development and value creation.

Further information on the next edition here

Research at ISEG

From knowledge to impact: Marisa C. Gaspar represents ISEG at the Unite! training event in Stockholm

KTH
Welcome to KTH Innovation!

Researcher **Marisa C. Gaspar, from ISEG Research Centre**, was selected by the 'Universidade de Lisboa' to represent ISEG at **the Unite! Widening Training @KTH – IPR, Knowledge Valorisation and Entrepreneurship, held from 8 to 10 September** at the KTH Royal Institute of Technology in Stockholm.

The training brought together researchers and professionals from various universities within the Unite! alliance to explore ways of transforming research and scientific knowledge into **innovation, knowledge valorisation and economic and social impact**, addressing topics such as intellectual property, knowledge transfer, entrepreneurship and the link between science and business.

For **Marisa C. Gaspar**, whose research focuses on tourism, cultural relations, intercultural dynamics and Portugal–China relations, the training provided an opportunity to deepen understanding of how social science research can generate an impact beyond traditional academic outcomes, particularly through links with public institutions, cultural and tourism organisations, policy-makers and other societal stakeholders.

Participation in this initiative thus reinforces the strengthening of the **international presence of ISEG**, enabling the consolidation of strategic contacts and the exploration of future academic and scientific partnerships. It also contributed to the incorporation of **new approaches to the valorisation of knowledge, interdisciplinary cooperation and the promotion of research geared towards innovation and addressing societal challenges.**

ISEG Research Seminars '26 | Vik Singh

ISEG Research Seminars'26

ISEG welcomes Vik Singh, from Toronto Metropolitan University, on 7 October for a new session of the ISEG Research Seminars, during which the speaker will present the paper *"Regional integration as a selective institutional buffer: geopolitical risk, policy uncertainty, and financial market resilience"*.

ISEG's Research Seminars take place weekly and feature lecturers and researchers from national and international institutions.

Date: 7 October, from 1.00 pm to 2.00 pm
Venue: ISEG, Amphitheatre 4, Quelhas Building

Further information here

Seminar | Measuring patriarchy in the EU

On 9 October, ISEG will host Professor **Marcella Corsi for the seminar 'Measuring patriarchy in the EU'**.

Marcella Corsi is Professor of Economics at Sapienza Università di Roma and holds a PhD in Economics from the University of Manchester. She is currently Chair of IAFFE (International Association for Feminist Economics) and coordinates Minerva (Laboratory on Gender Diversity and Gender Inequality). Her research has focused on gender inequalities, social inclusion and protection, and income distribution. She is also a member of the Advisory Board for the Horizon Europe project GEPINC – Gender Equality Plans for INclusivity: engines of Change, whose international consortium is meeting at ISEG at this time.

The seminar will discuss a **patriarchy index for the European Union**, with which Marcella Corsi aims to complement the Gender Equality Index (GEI), developed by the European Institute for Gender Equality (EIGE), by focusing on some of the less visible dimensions of gender inequality.

At the end of the seminar, there will be refreshments and an informal get-together with Marcella Corsi and members of the GEPINC consortium.

Date: 9 October, at 2.00 pm
Venue: ISEG, Room 101 (Novo Quelhas Building)

Further information here

Student news

A Bit of Common Sense: an opinion piece by Miguel Magalhães, a PhD student in Management at ISEG, on marketing and virality

Miguel Magalhães, a PhD student in Management at ISEG, reflects in an article published in Marketeer on how brands should respond to viral moments, drawing on the recent Pingo Doce case.

He argues that not all attention should be turned into a campaign and that the decision to amplify a phenomenon should depend on its suitability, the brand's objectives and the strategic value it can add. For Miguel Magalhães, building brands requires creativity and consistency, but also the ability to choose when to capitalise on a viral opportunity.

Article available via this link

Alumni in the Spotlight

Applications are now open for the 'Alumni Económicas' Solidarity Programme

Precisas de apoio financeiro para continuar os estudos?
Estamos aqui para ajudar.
Candidata-te!
ISEG Alumni Económicas Solidário

Applications are **now open for the 'Alumni Económicas' Solidarity Programme**, an initiative of the Alumni Association of ISEG designed to support students facing financial difficulties.

Funded by donations from alumni and companies, the programme can help cover expenses such as **accommodation, transport, study materials and meals**, aiming to ensure that financial difficulties do not prevent students from continuing their studies at ISEG.

Further information and registration here

ISEG Alumni Económicas Charity Gala

ISEG Alumni Económicas
GALA SOLIDÁRIA
ISEG Alumni Económicas
2026
INSCRIÇÕES ABERTAS
22 de outubro | 19h15 | Pátio das Francesinhas

On **22 October at 7.15 pm, ISEG will host the ISEG Alumni Económicas Charity Gala, an evening of celebration and solidarity in support of the 'Alumni Económicas' Solidarity Programme**, which helps students facing financial difficulties.

The event will also feature the presentation of **the Career Awards and the Alumni of the Year Awards. Registrations are open until 9 October**.

Date: 22 October, at 7.15 pm
Venue: ISEG, Pátio das Francesinhas (marquee)

Further information and registration here

Celebration of the 40th anniversary of the 1986 cohort

ISEG Alumni Económicas
SAVE THE DATE
40° ANIVERSÁRIO DE CURSO 1986
31 de outubro ISEG

No dia **31 de outubro**, o ISEG volta a reunir os antigos alunos das Licenciaturas de 1986
On **31 October**, ISEG will once again bring together alumni from the 1986 Bachelor's degree programmes to celebrate **40 years of stories, friendships and shared memories**.

The celebrations will include a welcome reception at ISEG, a tour of the campus, a group photograph, the unveiling of a **commemorative plaque and a dinner in the Salão Nobre**.

A reunion designed to reflect on the journey experienced at ISEG and to celebrate four decades of connection with the School.

Date: 31 October
Venue: ISEG

Further information and registration here

Universidade de Lisboa

Universidade de Lisboa | Applications open until 30 October 2026

PRÉMIO UNIVERSIDADE DE LISBOA

Applications are now open until **30 October for the 'Universidade de Lisboa' Prize**, an annual award given to an individual who has made a significant contribution to the advancement of **science and/or culture** and to raising Portugal's international profile.

The prize is worth **25,000 euros**, funded in full by Caixa Geral de Depósitos.

Further information here

Election of the Statutory General Meeting of Universidade de Lisboa

The recent amendment to **the Legal Framework for Higher Education Institutions (RJIES)**, following the publication of Law No. 32/2026 of 20 July, requires higher education institutions to adopt new statutes within one year.

The process for convening this Assembly formally began on **23 September and will culminate in the elections taking place on 24 and 25 November.**

Further information here

ULisboa provides a Teaching Toolkit to support innovation in teaching and academic success

Universidade de Lisboa has launched a new Pedagogical Toolkit, a digital repository bringing together teaching methodologies, resources and practices developed by lecturers from different faculties across the University.

The platform includes **active learning strategies, digital resources, practical examples, audiovisual content and support tools**, aiming to promote pedagogical innovation and contribute to students' academic success. Access is via ULisboa's Moodle.

Further information here

Introduction to Meditation at University – 4th edition

U LISBOA | UNIVERSIDADE DE LISBOA
SAÚDE MENTAL & BEM-ESTAR NA ULISBOA
QUERES AUMENTAR A CONCENTRAÇÃO E REDUZIR O STRESS?
Programa
INTRODUÇÃO À MEDITAÇÃO
PARA ESTUDANTES E PESSOAL TÉCNICO E ADMINISTRATIVO DA ULISBOA
ONLINE | 7 OUT A 4 DEZ '26 · 18H00

The 4th edition of the **'Introduction to Meditation at University' programme runs from 7 October to 4 December**, with the aim of helping participants cope better with stress, improve their ability to concentrate and promote wellbeing throughout their academic life.

Sessions are held weekly and take place online.

Registration is open until 7 October at 4.00 pm.

Further information and registration here

OPEN MINDS. GRAB THE FUTURE!

www.iseg.ulisboa.pt