NEWSLETTER #292
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In this week's edition of the newsletter, these are the main highlights:

- Editorial | Testimonials from graduates at the Master's degree and PhD degree Graduation Ceremony
- ISEG graduation ceremonies celebrate 704 new Master's degree graduates and 32 PhD degree graduates
- ISEG Career Forum: ISEG's biggest careers event is coming soon!
- Professor Francisco Louçã's Final Lecture
- ISEG strengthens ties with US higher education through a visit by an international delegation
- ISEG welcomes the Vice-Chancellor of the University of Vaasa to strengthen opportunities for academic collaboration
- Seminar | Economics of Language
- Global Management Challenge 2026
- Master's in Marketing Seminar Series
- Professor Patrícia Melo takes part in a debate on the housing crisis
- Professor João Jalles joins the editorial board of the Asian Development Review
- Development Studies Seminars 2026/2027 | Productive Poverty and the Coffee Aid Complex
- ISEG Research Seminars '26 | The cultural roots of childcare. Evidence from preferences and policy proposals
- Universidade de Lisboa Award | Applications open until 30 October 2026
- ULisboa sets out guidelines for the responsible use of Generative Artificial Intelligence at the University
- ULisboa strengthens its Artificial Intelligence, Productivity and Collaboration ecosystem for the entire academic community

Beatriz Leal
PhD in Applied Mathematics for Economics and Management

Eduardo Ferraciolli
PhD in Economic and Organisational Sociology

Mariana Aposta
Master's in Marketing

Testimonials from graduates at the Master's degree and PhD degree Graduation Ceremony

Beatriz Leal, PhD in Applied Mathematics for Economics and Management

"It is a tremendous honour to celebrate the culmination of years of hard work, perseverance and dedication.

On behalf of all the graduates, I would like to express our gratitude to the entire ISEG community, to our lecturers and supervisors for their guidance and support, and to our families and friends for their support, especially during the most difficult times.

The graduation ceremony marks not only the end of my PhD journey, but also the conclusion of a chapter as a student at ISEG, which began in 2013 when I started my undergraduate degree. Today, I feel almost as if I'm part of the ISEG furniture! And, in fact, my journey at this School is not yet over, as I am now a lecturer.

Although I have been teaching here since 2022, this was the first year I had the opportunity to teach students on the very same degree programme that I myself completed. So I truly feel that I have come full circle. From now on, I hope to be able to give back to ISEG a little of everything that this School has given me, this time from the other side of the classroom.

This has not been an easy journey. I funded my PhD out of my own pocket and, whilst studying, worked simultaneously in the business sector and at the university, which helps to explain why this journey has taken so long.

To all of you who are now embarking on a new chapter in your lives, I'd like to share one of the most important lessons that the professional world has taught this academic perfectionist: in the job market, done is better than perfect! Whatever path you choose to follow, take resilience with you and don't forget to celebrate your achievements along the way."

Eduardo Ferraciolli, PhD in Economic and Organisational Sociology

"Thank you to ISEG for these four or five years of doctoral study. ISEG welcomed me from the very start. I am Brazilian and have found a second home in this School, far from my own country. ISEG has been, and continues to be, a home for me.

Congratulations to all the Master's and PhD graduates who have now completed their degrees. As we know, a PhD is not achieved alone, just like a Master's, and the struggles belong to everyone who supported this journey and also made sacrifices to make it possible. It is a great journey; perhaps a crossing. As the Brazilian writer João Guimarães Rosa would say, the difference between a journey and a crossing is that, on a journey, we set out from point A to reach point B; on a crossing, too, but the person who reaches point B is no longer the same person. We had to transform ourselves, discover ourselves and become someone different in order to reach this new place. And I believe that a successfully completed Master's degree and a PhD degree are true crossings.

We have now completed a journey, but as societies and communities, we face a great crossing ahead, marked by unprecedented changes: artificial intelligence, climate change and the fragility of our politics and our societies. We therefore have great journeys in front of us. I wish every success to all those who have now completed this journey. More than success, I would also like to wish you some of the values of my homeland, Minas Gerais: perseverance, a critical mind and courage.

Anyone who completes a Master's degree or a PhD degree at ISEG, with the level of rigour that this entails, has certainly already developed and consolidated many of these three values!"

Mariana Aposta, Master's in Marketing

"After six years, I am bringing two major chapters at ISEG to a close: a Bachelor's degree and now a Master's degree. If I ever thought this would be impossible, my parents would never have seen an end to this long journey. The time has come to pluck up the courage and say goodbye. They have truly been six very happy years.

Over the years, there have been many assessments, presentations, challenges and ups and downs. And, in the midst of it all, there was even time for us to experience a power cut. Anyway, I've learnt so many other things, some of which have already led to new insights. But there are, in fact, many things that don't need to be forgotten to make way for new ones.

Here, I learnt that we make friends for life. I learnt that here, a professor, a member of staff or anyone else representing this School can have a profound impact on us. I learnt that late-night study sessions become memories we later look back on with fondness. I learnt that we leave here with so much more than we came in with. Every year here is an opportunity for us to be genuinely and authentically happy whilst learning to do what we love. All things considered, after six years, I think the only thing I haven't learnt is how to tell Franceseinhas 1 from Franceseinhas 2.

I simply must thank everyone I've had the privilege of meeting along the way. I'd like to give a special mention to AESEG for the challenges it presented me with, the opportunities for growth it gave me and the extraordinary people it allowed me to meet. And so the day has come for us to leave ISEG, but we are certain that ISEG will always be a part of us!"

ISEG graduation ceremonies celebrate 704 new Master's degree graduates and 32 PhD degree graduates

On 17 October, ISEG celebrated the completion of yet another academic milestone with the 2026 Master's degree and PhD degree Graduation Ceremonies, which marked the graduation of 704 Master's graduates and 32 PhD graduates.

The celebrations took place in two sessions, dedicated to courses taught in Portuguese and English respectively, bringing together graduates, family members and friends to recognise academic merit, hard work and dedication throughout their respective academic journeys. The ceremonies concluded with a reception, providing an opportunity to share and celebrate this important achievement.

Both ceremonies can be viewed on ISEG's YouTube channel via the following links:

- Graduation ceremony for courses taught in Portuguese
- Graduation ceremony for courses taught in English

What's Up @ ISEG

ISEG Career Forum: ISEG's biggest careers event is coming soon!

On 4 **and 5 November**, we will be hosting the School's biggest employability event and a unique opportunity to engage with the job market.

Over the course of two days, **more than 60 national and multinational companies** will be in attendance, looking for new talent. The programme includes the **Business Breakfast with Talent, the Career Fair, the Talent BootcampX** and a range of activities dedicated to skills development and preparing for your future career.

📌 Further information and registration here

Professor Francisco Louçã's Final Lecture

On 13 November, **Professor Francisco Louçã, PhD, will deliver his final lecture, entitled "Quod Erat Demonstrandum. O Renascimento do Renaissance of Economic Science"**, in the CGD Auditorium at ISEG (Quelhas Building).

After several decades dedicated to teaching and research at ISEG, Professor Francisco Louçã brings his teaching career at ISEG to a close with this lecture. It will be a moment of tribute, sharing and reunion, and we look forward to welcoming you there.

Following the session, a dinner will be held in honour of Professor Francisco Louçã in the ISEG Great Hall.

📅 **Date:** 13 November, at 6.00 pm
📍 **Venue:** ISEG, CGD Auditorium (Quelhas Building)

📌 Further information and registration here

ISEG strengthens ties with US higher education through a visit by an international delegation

On 14 October, ISEG welcomed representatives from **six US higher education institutions and The Forum on Education Abroad**, as part of the campus visits organised during the CIGL and EMEA conferences held in Lisbon.

The delegation included representatives from **the University of New Hampshire, Siena University, Texas A&M University, George Washington University, Brown University and Miami Dade College, as well as Melissa Torres**, President & CEO of The Forum on Education Abroad.

The representatives were welcomed by **Helena Jerónimo, Vice-Dean of ISEG for International Affairs, Sónia Domingues, Director of Student Services, and Luís Perez**, Incoming Mobility Manager.

The meeting began with an institutional presentation on ISEG and its internationalisation strategy, followed by a session of dialogue and the sharing of experiences, which enabled **the identification of opportunities for academic cooperation and the strengthening of links with the institutions present.**

The visit also included a tour of the campus, during which participants had the opportunity to explore the School's main spaces and facilities.

This initiative helped to **boost ISEG's international profile, strengthen ties with US institutions and explore new opportunities for collaboration**, particularly in the areas of academic mobility and international cooperation.

ISEG welcomes the Vice-Chancellor of the University of Vaasa to strengthen opportunities for academic collaboration

On 19 October, ISEG welcomed **Professor Minna Martikainen, Vice-Chancellor of the University of Vaasa, Finland.**

Professor Minna Martikainen was welcomed by Professor **Jorge Relvas, Vice-Rector of Universidade de Lisboa; by Professor Helena Jerónimo**, Vice-Dean of ISEG for International Affairs and Co-coordinator of the Undergraduates in Management; by Professor **Maria João Guedes**, Coordinator of the PhD degree programme in Management and Vice-Chair of the Economic and Social Board; and by **Rita Jordão**, Head of the International Division at ISEG.

The meeting began with welcoming remarks from Professor Jorge Relvas and Professor Helena Jerónimo. These were followed by brief presentations from Universidade de Lisboa, ISEG and the University of Vaasa, which provided an insight into each institution's academic programmes and international priorities.

The discussion focused on opportunities for collaboration between the University of Vaasa, ISEG, Instituto Superior Técnico and the School of Sciences at Universidade de Lisboa. Key topics included academic mobility, cooperation in the field of research and the establishment of contacts between lecturers and researchers.

In this context, ISEG's research areas and activities were also presented, including its four research laboratories: Data Lab, Futures Lab, Policy Lab and XLAB.

The visit helped to strengthen relations with the University of Vaasa and identify specific areas for further dialogue, in the fields of teaching, research and academic mobility.

Seminar | Economics of Language

On **26 October, ISEG will welcome François Vaillancourt**, Professor Emeritus of Economics at the Université de Montréal, for the seminar **'Economics of Language'.**

The session will focus on the relationship between language and economics, exploring the impact of language skills on wages and career opportunities, individual choices and the economic implications of language policies.

Admission is free.

📅 **Date:** 26 October, from 2.00 pm to 4.00 pm
📍 **Venue:** ISEG, Santander Room (Quelhas Building)

📌 Further information here

Global Management Challenge 2026

Registration is now open until **26 October for the second phase of the 47th edition of the Global Management Challenge 2026**, an international strategy and management competition organised by SDG, Expresso and SIC.

The initiative challenges participants to **make business decisions using a management simulator**, providing hands-on experience of business management and strategy.

Teams can register until 26 October to enter the competition directly.

📌 Further information here

Master's in Marketing Seminar Series

ISEG's Master's in Marketing Seminar Series is back with new sessions dedicated to current topics relevant to the future of marketing. Over the course of the upcoming sessions, experts from various fields will share their knowledge, experiences and perspectives on trends and tools that are transforming the way organisations think, innovate and communicate.

🤖 **Artificial Intelligence: Your new invisible marketing team**

A session on how AI, automation and data analytics can support and transform marketing work.

📅 28 October, from 6.30 pm to 8.30 pm
📍 ISEG, Auditorium 3 (Quelhas Building)
🎙 With Márcia Santos, trainer in Artificial Intelligence, Excel and Power BI, and university lecturer.

Admission is free.

📌 Register here

📅 28 Outubro 2026 | 18h30 - 20h30 | Auditório 3 (Quelhas)
Entrada livre mediante inscrição prévia.

💡 **Design Thinking for Marketing**

A session dedicated to Design Thinking and its application in creating solutions tailored to market needs.

📅 2 November, from 6.30 pm to 8.30 pm
📍 ISEG, Auditorium 5 (Novo Quelhas Building)
🎙 With André Tiago Gouveia, CEO and Founder of INNGAGE

Admission is free.

📌 Register here

Professor Patrícia Melo takes part in a debate on the housing crisis

On **31 October, World Cities Day** will be marked with an initiative focusing on the challenges facing the housing market, featuring **Professor Patrícia Melo** from ISEG in a round-table discussion with experts from various fields.

The initiative, organised by **the Laboratory for Urban and Local Proximity (LupLab)**, in collaboration with the Arroios Parish Council and Mensagem de Lisboa, includes the **"Housing Game"**, a board game that allows players to explore the dynamics of the property market and reflect on the impact of individual decisions on collective well-being.

Participation is free, but prior registration is required.

📅 **Date:** 31 October, from 2.00 pm to 6.00 pm
📍 **Venue:** Mercado do Forno do Tijolo, Arroios

📌 Register here

ISEG in the Media

>> **Susana Peralta** points out that poverty is a dynamic reality, but that its persistence makes it difficult to escape this situation, emphasising the importance of understanding its duration in order to grasp its severity and devise appropriate responses. (**Público**)

>> **Carlos Farinha Rodrigues** warns of the worsening of poverty due to the burden of housing costs and argues for the need for structural and coordinated public policies, including measures relating to wages and the population's skills. (**Expresso**)

>> **Susana Peralta** addresses the persistence of poverty in Portugal, in a context where 61.7 per cent of people living in poverty have been in that situation for a prolonged period, making it more difficult to escape it. (**Sábado**)

>> **Paulo Trigo Pereira** considers the housing crisis to be a national emergency, characterised by growing intergenerational injustice, and advocates a long-term strategy involving a greater supply of public, private and cooperative housing, political stability, predictable funding and measurable results. (**Observador**)

>> **João Tovar Jalles** argues that demonstrations and protests do not, in themselves, solve economic problems, believing that democracy should not function in response to pressure exerted on the streets. (**ECO**)

>> **Patrícia Melo** is taking part in the round-table discussion at the 'Jogo da Habitação' event, which takes place on 31 October in Lisbon, and aims to promote an understanding of the dynamics of the property market and house price appreciation. (**Mensagem**)

>> **João Tovar Jalles** concludes that the economic costs of fiscal consolidation tend to be temporary, but are more pronounced in countries with high public debt, emphasising the importance of initial fiscal conditions and the timing of the measures adopted. (**Cepr Vox EU**)

>> **António Garcia Pereira** considers that the decree-law used by the PSP to justify its intervention at the protest camps in Lisbon and Porto cannot take precedence over the Constitution, arguing that police action at peaceful demonstrations must respect the principles of necessity, appropriateness and proportionality. (**Público**)

>> **João Duque** warns that any measure adopted to address housing problems will take time to produce results. (**Renascença**)

>> **António Garcia Pereira** analyses labour inequalities in Portugal, highlighting low wages, job insecurity, the weakening of collective bargaining and the difficulties in exercising workers' rights. (**Notícias Online**)

>> **Ricardo Cabral and Miguel St. Aubyn** point out shortcomings in the 2027 State Budget. (**Expresso**)

>> **António Garcia Pereira** criticises the police response to the recent housing protests, arguing that there was a disproportionate use of force and a violation of constitutional rights, notably the freedoms of assembly and demonstration. (**Notícias Online**)

>> **António Mendonça** champions the potential of artificial intelligence to help overcome the scaling challenges faced by Portuguese micro and small enterprises, emphasising the importance of business cooperation in tackling future challenges. (**Jornal de Negócios**)

>> **António Garcia Pereira** denounces inequalities in the Portuguese labour market, highlighting low wages, job insecurity and the fragility of labour rights, and calling for better working conditions and greater social justice. (**Notícias Online**)

ISEG Executive Education

Recognising performance also means creating new opportunities to develop talent

Outstanding performance deserves recognition, but also new opportunities for development. It is with this aim in mind that the 4th edition of the **CGD Top Performers programme** is being held, aimed at employees who stand out for their commitment, ability to deliver and continuous pursuit of improvement.

The programme reflects **Caixa Geral de Depósitos'** commitment to developing its people, valuing talent and providing new opportunities for learning and professional development.

This initiative also strengthens the collaboration between CGD and ISEG Executive Education, through a training programme tailored to the organisation's objectives and challenges.

Expanding a business across borders requires an integrated view of international markets

Entering a new market requires more than simply crossing borders. It involves understanding the various factors that influence internationalisation and developing an integrated view of trade and business.

The 2nd edition of **the Postgraduation in International Trade** at ISEG Executive Education explores this journey in greater depth, covering areas such as market selection, negotiation and the adaptation of companies to different international contexts.

The programme aims to provide a comprehensive understanding of the challenges associated with international business and the decisions involved in companies' expansion into new markets.

📌 Further information on the next intake here

Understanding the business as a whole is essential for making better management decisions

Managing an organisation involves understanding the business as a whole whilst recognising the importance and interdependence of its various constituent areas.

In the 24th edition of **the Postgraduation in Business Management** at ISEG Executive Education, finance, strategy, marketing, people management and operations form part of a training programme designed to develop a cross-cutting view of management.

The Postgraduation builds on a well-established programme, fostering the ability to connect different aspects of business and to understand the impact of management decisions on the overall functioning of organisations.

📌 Further information on the next intake here

Effective commercial management turns results into sustainable growth

Managing sales means looking beyond immediate commercial results. It involves creating the conditions, processes and teams that enable consistent performance and contribute to the sustained growth of the business.

It is against this backdrop that the first edition of **the Postgraduation in Sales Management** at ISEG Executive Education has been launched, offering a comprehensive approach to the sales function that integrates strategy, team management, performance and customer relations.

The programme aims to provide a structured overview of sales management, emphasising its role as a strategic function for the development and growth of organisations.

📌 Further information on the next intake here

Research at ISEG

Professor João Jalles joins the editorial board of the Asian Development Review

Professor **João Jalles**, from ISEG, has been invited to take up the post of ***Associate Editor of the academic journal Asian Development Review.***

In this role, he will play an active part in evaluating academic articles, defining the journal's strategic direction and promoting research in the field of economic development in Asia and the Pacific.

This appointment recognises Professor João Jalles's academic and scientific career and reinforces the international standing of the research carried out at ISEG.

Development Studies Seminars 2026/2027 | Productive Poverty and the Coffee Aid Complex

On **27 October**, another session of the Development Studies Seminars 2026/2027 will take place, dedicated to the theme **"Productive Poverty and the Coffee Aid Complex", featuring Karl Wienhold**, Professor at Instituto Superior de Agronomia of Universidade de Lisboa.

Organised by CEsA, ISEG Research, ISEG and Master's in Development and International Cooperation, these seminars have, since 1991, provided a forum for the dissemination and discussion of research in the field of Development Studies.

Free admission.

📅 **Date:** 27 October, from 6.00 pm to 8.00 pm
📍 **Venue:** ISEG, Novo Banco Amphitheatre (Quelhas Building)

📌 Further information here

ISEG Research Seminars '26 | The cultural roots of childcare. Evidence from preferences and policy proposals

On **28 October, ISEG welcomes Paola Profeta from Bocconi University to present her paper entitled "The cultural roots of childcare. Evidence from preferences and policy proposals"**.

Free admission.

📅 **Date:** 28 October, from 1.00 pm to 2.00 pm
📍 **Venue:** ISEG, Amphitheatre 4 (Quelhas Building)

📌 Further information here

Alumni in the Spotlight

Celebrating 40 years of the 1986 cohort

On **31 October**, a gathering will be held to mark the 40th anniversary of the graduation of the 1986 cohort, an initiative organised by ISEG Alumni Económicas – the ISEG Alumni Association – in conjunction with the ISEG 1981/1986 Course Committee.

The programme includes a tour of the campus, a welcome session, the unveiling of a commemorative plaque and a dinner in ISEG's Salão Nobre, providing an opportunity for alumni to reconnect and socialise.

📅 **Date:** 31 October, at 5.00 pm
📍 **Venue:** ISEG

Registration is open until 29 October.

📌 Further information and registration here

Celebration of the 50th anniversary of the 1976 cohort

On **7 November**, a gathering will be held to mark the 50th anniversary of the graduation of the 1976 cohort, organised by ISEG Alumni Económicas and the ISEG 1971/1976 Course Committee.

The programme includes a lecture by **Vítor Constâncio** on the theme *'The geo-economic and geopolitical crisis'*, the unveiling of a commemorative plaque and a lunch in the Salão Nobre.

📅 **Date:** 7 November, at 11.00 am
📍 **Venue:** ISEG

Registration is open until 29 October.

📌 Further information and registration here

Universidade de Lisboa

Universidade de Lisboa Award | Applications until 30 October 2026

Applications are now open until **30 October** for the **"Universidade de Lisboa Award"**, an honour awarded annually to an individual who has made a significant contribution to the advancement of **science and/or culture** and to Portugal's international standing.

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

📌 Further information here

ULisboa sets out guidelines for the responsible use of Generative Artificial Intelligence at the University

Universidade de Lisboa (ULisboa) is adapting to the growing impact of Generative Artificial Intelligence on higher education by publishing a set of recommendations **that set out best practices** for the use of these technologies in academic, scientific and administrative contexts.

📌 Further information here

ULisboa strengthens its Artificial Intelligence, Productivity and Collaboration ecosystem for the entire academic community

By the end of October 2026, students, lecturers, researchers and technical and administrative staff at Universidade de Lisboa will have access to the **Education Plus edition of Google Workspace**, with new features for artificial intelligence, productivity, collaboration, teaching and security. This update forms part of the range of digital services provided by ULisboa and enables these tools to be used in various contexts of teaching, learning, research and work.

📌 Further information here

ULisboa is organising a webinar on mental health and wellbeing in PhD studies

On **27 October,** Universidade de Lisboa is organising the webinar '**Healthy Mind, PhD in Progress**', aimed at PhD students.

As part of ULisboa's initiatives to promote mental health and wellbeing, the session aims to provide an opportunity to reflect on the importance of looking after one's mental health throughout one's academic journey.

Under the theme of a discussion on **science, emotions and wellbeing strategies**, the webinar invites participants to take a break from the demands of research and explore ways of balancing academic work with personal wellbeing.

📅 **Date:** 27 October, from 2.00 pm to 5.00 pm
📍 **Venue:** Online

📌 Further information and registration here

Europa Sinfónica Concert: Nordwestdeutsche Philharmonie

The **Nordwestdeutsche Philharmonie takes to the stage at the Aula Magna on 30 October** for an unforgettable evening as part of the Dances Season. This concert will be a journey through symphonic music and the cultural heritage of the European continent. Free admission.

📅 **Date:** 30 October, at 9.00 pm
📍 **Venue:** Aula Magna, Rectorate of Universidade de Lisboa

📌 Further information here

OPEN MINDS. GRAB THE FUTURE!