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

- Editorial | A new world order?
- Feature | Professor Francisco Louçã's Final Lecture
- Formal Opening Ceremony for the 2026–2027 Academic Year
- Discover the new Master's in Applied Mathematics for Economics and Management
- Recruitment competitions currently underway at ISEG
- ISEG consolidates its internationalisation strategy by participating in the China Education Expo 2026
- Practical Workshop on Mindfulness and Chi Kung
- Toastmasters Leadership Club Open Day
- OAIP Seminar | AI Tools for Teaching, Learning and Assessment in Higher Education
- Entrepreneurship and Innovation: ideas that become businesses
- ISEG Research modernises its research infrastructure with funding from the PRR
- New issue of the *European Journal of Management Studies* now available
- Bloomberg Academic Exchange: new opportunities for teaching Marketing
- "Macau in Contrasts" returns to ISEG
- ISEG Research Seminars '26 | Heinrich Nax
- Research Seminars in Mathematics Applied to Economics and Management | Gonzalo García-Donato
- Seminar | Agricultural Mechanisation and Gender Patterns in Post-WWII Sweden
- The Vice-Chancellor of ULisboa hands over the keys to the new residents of Building 3 of the University City Hall of Residence

Francisco Louçã

Retired Professor at ISEG

A new world order?

It may seem bizarre – and it certainly is bizarre – that the editorial in the Newsletter is signed by someone who no longer holds a post at the school. Is it an excuse that my term of office ended just a few days ago, or that there is nothing to prevent inviting people other than those who work here? In any case, here I am, and solely because I cannot – or should not – refuse such a simple suggestion in these very first days outside my contract. As for the rest, the content of the information on the following pages will be determined by the usual rules and routine, based on what my colleagues have written and other information, as varied as ever.

In any case, this editorial freedom allows for any approach to any topic. I shall not use this power except to draw attention to a fact which, whilst it would ideally increase global security, is more likely to prolong the status quo and requires careful economic analysis: the Putin–Xi Jinping–Trump summit. The leaders of three powerful states are meeting this week (as they have done 17 times in bilateral meetings, but never all three together) and could discuss global security, energy, finance, trade and military matters. Following wars over tariffs, patents and mineral resources, other trade conflicts, and threats or proxy wars, the likelihood of good news in the form of a common set of secure rules is not highly rated on the betting markets. The risk of a bubble in AI or the data centre economy is exacerbated by this uncertainty.

Which brings me, then, to a suggestion: the analysis of this game and its economic effects could be a good topic for courses in macroeconomics, economic history, international economics, strategy, marketing or law. As students benefit from experiencing how the science they study serves to provide an in-depth analysis of reality and its changes, I imagine that some practical classes which take the topic out of the realm of coffee-shop chatter and treat it as a subject of economic study would be pedagogically interesting.

Feature | Professor Francisco Louçã's Final Lesson

On **13 November 2026**, ISEG's CGD Auditorium hosted, before a packed audience, the **Final Lecture by Professor Francisco Louçã, PhD**. Full Professor at ISEG, marking the culmination of several decades dedicated to teaching and research. The session also served as a tribute to his academic career and provided an opportunity for sharing and reunion.

The celebration was attended by former students, colleagues, friends, family members, representatives from Universidade de Lisboa, figures from the world of politics, amongst other guests, followed by a dinner in the Salão Nobre at ISEG.

The event began with an opening address by the **Dean of ISEG, Professor Mário Caldeira**, who highlighted Francisco Louçã's impact on the education of several generations of students and the encouragement of critical thinking that characterised his lectures. He also highlighted his contribution to making ISEG a school where different schools of thought find space for debate.

Following the speech by the Dean of ISEG, the **Rector of the Universidade de Lisboa, Luís dos Anjos Ferreira,** paid tribute, reinforcing the idea – previously expressed by the Dean of ISEG – that the 'Final Lecture' also represented the first lesson of a new phase. To illustrate Francisco Louçã's vast cultural knowledge, he recalled a conversation about debt forgiveness which quickly moved beyond the field of economics, weaving together historical and religious references in a reflection on economic justice.

This was followed by a speech from the Chair of the Department of Economics, Professor **Manuel Coelho**, who traced Francisco Louçã's career from his student days at ISEG and highlighted the role of history, innovation and the study of crises in his research. He also recalled that, during the years he served as a Member of Parliament, Francisco Louçã continued to teach at ISEG, and concluded the tribute by reading a passage written by the Professor on the role of imagination in how we understand others and the world.

The tribute continued with three video messages from **Carlota Perez**, Professor Professor Emerita at University College London and the University of Sussex; **Giovanni Dosi**, Professor Emeritus at the University of Pisa and editor of the journal *"Industrial and Corporate Change"*; and **Michael Ash**, Professor and former head of the Department of Economics at the University of Amherst, **Massachusetts**.

Following the tribute speeches, Professor Francisco Louçã delivered his Final Lecture, entitled "**Quod Erat Demonstrandum: The Renaissance of Economic Science**", available via this link.

📌 Photo report

What's Up @ ISEG

Formal Opening Session for the 2026–2027 Academic Year

ISEG is holding the Formal Opening Session for the 2026–2027 Academic Year, an occasion to celebrate academic excellence and recognise the achievements of its community.

The ceremony will feature a keynote address byProfessor **Carlos Farinha Rodrigues**, on the theme *'From Silence to Evidence: Poverty and Inequality in Portuguese Scientific Research'*.

The programme includes institutional addresses, the presentation of scholarships and merit awards to the top students, as well as recognition of ISEG's academic staff and support staff.

📅 **Date:** 27 November, from 5.00 pm to 7.30 pm
📍 **Venue:** ISEG , Pátio das Franceseinhas

The session can also be watched live via ISEG's YouTube channel.

📌 Further information here

Have you seen the new Master's in Applied Mathematics for Economics and Management

On **26 November, ISEG is holding an online presentation session on the new Master's in Applied Mathematics for Economics and Management**, taught entirely in English. The session will provide an overview of the programme, the curriculum structure and the academic and professional opportunities, whilst also offering the chance to ask questions directly to the coordination team.

📅 **Date:** 26 November, from 4.30 pm to 5.30 pm
📍 **Format:** Online

📌 Further information and registration here

Educational Surveys – 1st semester 2026/27

The **Teaching Surveys for the first semester of 2026/27** are now available on the Fenix platform, enabling students to evaluate lecturers and the quality of teaching at ISEG.

With a simpler format and fewer questions, the surveys are **completely anonymous** and provide an opportunity for students to contribute to the continuous improvement of teaching quality.

For further information, students may contact their Class Representatives or their representatives on the Academic Council.

📌 Further information here

Recruitment competitions currently taking place at ISEG

ISEG is currently running two recruitment competitions to fill the posts of one Senior Technician and one Full Professor:

- **Senior Technician for the Research Projects Division of the Research and Development Directorate**

📅 **Applications close:** 11 December 2026
📌 Further information here

- **Full Professor in the subject area of Strategic Management and Marketing, within the Department of Management**

📅 **Applications close on:** 5 January 2027
📌 Further information here

ISEG consolidates its internationalisation strategy by taking part in the China Education Expo 2026

ISEG – Lisbon School of Economics & Management attended the China Education Expo (CEE) 2026, one of the leading international education fairs in China, as part of the delegation from Universidade de Lisboa. Represented by **Luís Perez** from the International Division, ISEG took part in a mission that visited Beijing, Chengdu and Shanghai between 30 October and 8 November. The initiative involved 12 Portuguese higher education institutions, coordinated by the Institute for Higher Education, as part of the *Study & Research in Portugal* initiative.

Participation in this initiative forms part of ISEG's internationalisation strategy, which recognises the Asian region, particularly China, as a market of strategic importance for attracting international students and strengthening academic partnerships. This importance is also reflected in the School's academic community, which currently has **101 students of Chinese nationality**, spread across the various levels of study.

Throughout the mission, it was possible to promote ISEG's educational programmes to prospective students and their families, establish contacts with Chinese higher education institutions, and carry out visits and institutional meetings, notably with the Southwestern University of Finance and Economics (SWUFE) in Chengdu, and Shanghai Jiao Tong University in Shanghai. The delegation also visited ULisboa School, Shanghai University, on the Baoshan campus of Shanghai University.

ISEG's participation in the China Education Expo (CEE) 2026 thus helped to enhance the School's international visibility, strengthen ties with the Chinese academic community and identify new opportunities for collaboration, thereby consolidating the School's presence in a market of growing importance to its internationalisation strategy.

Practical Mindfulness and Chi Kung Workshop

ISEG is organising another edition of **the Practical Mindfulness and Chi Kung Workshop, led by Professor João Carvalho das Neves**, with the aim of promoting balance between body and mind, improving concentration and developing stress management strategies.

The session combines theory and practice through mindfulness meditation, Chi Kung and relaxation techniques, providing participants with tools to improve their wellbeing and quality of life.

📅 **Date:** 21 November, from 9.30 am to 12.30 pm
📍 **Venue:** ISEG Rooftop

Participation is free of charge.

📌 Further information and registration here

Open session | Stress management – identifying signs of stress and coping strategies

Deadlines, assessments, work and personal life: there are times when everything piles up and stress starts to take its toll. On **24 November**, a session will be held dedicated to identifying the signs of stress and strategies for dealing with it in everyday life. The session combines a brief theoretical overview with practical tools, whilst also addressing ways to prevent stress and the importance of adopting healthy habits.

Participation is free, subject to registration.

📌 Further information and registration here

Toastmasters Leadership Club Open Day

Your voice can go further. On 26 November, take part in **the Toastmasters Leadership Club Open Day** and discover how to develop communication and leadership skills through practice, in a supportive and collaborative environment.

Free entry.

📅 **Date:** 26 November, from 6.50 pm to 8.00 pm
📍 **Venue:** ISEG , Auditorium 2 (Quelhas Building, 2nd floor)

📌 Further information here

OAIP Seminar | AI Tools for Teaching, Learning and Assessment in Higher Education

On 2 **December, the seminar 'AI Tools for Teaching, Learning and Assessment in Higher Education' will take place, organised by the Observatory for Pedagogical Action and Innovation (OAIP), featuring Sérgio Pequito**, Associate Professor at the Instituto Superior Técnico. Aimed at lecturers, the session will include demonstrations and practical exercises on the use of Artificial Intelligence tools in teaching, as well as a discussion on their integration into teaching and assessment practices.

Free admission.

📅 **Date:** 2 December, from 11.00 am to 1.00 pm
📍 **Venue:** ISEG , Auditorium 2 (Quelhas Building, 2nd floor)
🗣️ **Session in Portuguese**

📌 Further information here

ISEG in the Media

>> **Susana Peralta** criticises the priority given to the Rossio Christmas market as the expense of protests for the right to housing, advocating freedom of assembly and a public space that serves citizens, rather than tourism and commercial interests. (**Público**)

>> **Joaquim Ramos Silva** believes that Portuguese investment in Brazil is likely to remain stable under Lula da Silva's new term of office, with no significant changes in economic relations between the two countries. (**PMEMagazine**)

>> **Francisco Louçã** advocates the creation of a new economy, one that is more realistic and centred on the protection of the public good, access to housing, employment and social welfare. (**Público**)

>> **João Tovar Jalles** questions the subsidies for the purchase of electric cars by vulnerable households, arguing that the priority should be to reduce travel costs and improve access to transport. (**ECO**)

>> **António Garcia Pereira** criticises the lack of autonomy of the Public Prosecutor's Office vis-à-vis the Military Judicial Police and the way in which the case against the Navy personnel in the NRP Mondego case was built. (**Diário de Notícias**)

>> **Paulo Trigo Pereira** criticises the excessive number of proposed amendments to the State Budget and calls for a rehearing of the parliamentary process, with greater rigour in financial justifications and limits on proposals with no budgetary impact. (**Observador**)

>> **Sara Falcão Casaca and João Cruz** are the authors of a study by ISEG's Gender, Work and Power Observatory, which reveals that 73.8 per cent of the gender pay gap cannot be explained by objective factors. (**Público**)

>> **Zorro Mendes and Rosa Borges** conclude that the increase in National Health Service (SNS) expenditure over the last decade was mainly driven by staff costs, which rose by 60 per cent, whilst spending on supplementary diagnostic resources fell. (**Público**)

>> **João Pereira dos Santos** warns that high housing costs limit young people's professional mobility and independence, making career opportunities increasingly dependent on family wealth, and calls for an increase in the housing supply. (**Executive Digest**)

>> **João Tovar Jalles** believes that the Portuguese people's resistance to reforms and their defence of individual interests hinder the changes necessary for the country's economic growth. (**ECO**)

>> **Sara Falcão Casaca** analyses the findings of the annual report by ISEG's Gender, Work and Power Observatory, which reveal the persistence of the gender pay gap in Portugal, with a pay difference equivalent to 63 days of unpaid work per year. (**Expresso**)

>> **Susana Peralta** warns that international instability will continue to put pressure on food prices and advocates direct support for the most vulnerable families, rather than blanket measures such as zero VAT. (**Gerador**)

>> **Francisco Louçã** criticises the inability of neoclassical economics to predict and understand economic crises, advocating a more realistic and complex approach, with state intervention to protect the commons and promote collective well-being. (**RTP**)

>> **João Pereira dos Santos** believes that the concentration of 53 per cent of PRR housing in Lisbon reflects the high demand for housing in the capital, arguing that investment could have been even greater and that renovation allows for quicker responses to the housing crisis. (**Expresso**)

ISEG Executive Education

The customer experience is built up throughout the entire relationship with the brand and at each of its touchpoints

n the 7th edition of the Executive Programme in **Transforming Customer Experience** at ISEG Executive Education, the customer journey was at the heart of the learning, with an approach focused on creating more consistent, relevant and distinctive experiences.

Understanding what the customer actually experiences is an essential step towards transforming the experience and building more valuable relationships.

📌 Further information here

Understanding the risks associated with a financing transaction and knowing how to mitigate them is essential for more informed and structured decision-making

It was with this aim in mind that ISEG Executive Education developed a bespoke programme for Crédito Agrícola, focusing on **project finance and asset finance**, and providing in-depth knowledge relevant to the analysis and structuring of financing transactions.

We would like to thank Crédito Agrícola for placing its trust in ISEG Executive Education to develop this training programme tailored to its needs.

Developing a strategy for the future involves not only setting priorities, but also creating scope for innovation and new opportunities for growth

The 6th edition of the Executive Programme in **Strategic Management & Innovation** at ISEG Executive Education brought strategy and innovation together on the same agenda, exploring how organisations can identify opportunities and transform new ideas into concrete paths for the business.

A programme designed to rethink strategic choices and integrate innovation into the evolution of organisations.

📌 Further information here

From pattern prediction to process automation, Artificial Intelligence is playing an increasingly important role when applied to specific challenges and contexts

The 7th edition of the Postgraduation in **Applied Artificial Intelligence & Machine Learning** at ISEG Executive Education reinforced this applied aspect, linking Artificial Intelligence and Machine Learning to real-world problems and exploring their practical application.

Rather than simply understanding the algorithms, the challenge lies in knowing where and how to apply them effectively.

📌 Further information here

Leading in times of transformation requires the ability to align teams, manage change and respond to new organisational challenges

The 4th edition of the **Leading People & Change** programme at ISEG Executive Education encouraged reflection on the role of leadership and people management in change processes.

Throughout the programme, participants developed their skills in leading people and teams, understanding the challenges associated with transformation, and fostering organisational environments capable of keeping pace with new demands.

📌 Further information here

Entrepreneurship and Innovation: ideas that become businesses

Take part in the "Webinar on the Postgraduation in Entrepreneurship and Innovation" and find out more about the programme and its approach, directly from its coordinators and guest lecturers.

📅 **Date:** 26 November, from 12.30 pm to 1.00 pm
📍 **Format:** Online

📌 Register here

Research at ISEG

ISEG Research modernises research infrastructure with funding from the PRR

ISEG has completed an investment of around 570,000 euros in the modernisation of its scientific and technological infrastructure, funded by the Recovery and Resilience Plan (PRR) through the Foundation for Science and Technology (FCT).

The investment strengthens research capacity in the fields of economics, management and social sciences, with new resources for behavioural research, computing and data analysis, immersive technologies and international scientific collaboration. Highlights include the modernisation of XLAB – Behavioural Research Lab, new equipment for the future DATA LAB and the development, in partnership with Deloitte, of a business decision-making simulator in an immersive environment.

📌 Further information here

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

The latest issue of **the European Journal of Management Studies**, ISEG's academic journal in the field of Management (Volume 31, Issue 4), is now available.

The publication can be viewed here

Bloomberg Academic Exchange: new opportunities for teaching Marketing

Through the **Bloomberg Academic Exchange, Bloomberg for Education** provides a collection of case studies, practical exercises and teaching materials developed by academics from universities around the world, enabling real-world data to be integrated into the teaching and learning environment.

One of the featured cases is that of Professor Mary Long, from Pace University, who uses the Bloomberg Terminal and market research data to challenge students to develop a marketing strategy for Zara in New York's Financial District. Throughout the exercise, students analyse consumer segmentation and brand positioning and present strategic recommendations in the areas of communication, product range and distribution channels.

This example demonstrates how Bloomberg's tools and data can be applied beyond the financial sector, opening up new possibilities for teaching marketing and for developing exercises based on real-world cases and data.
Find more resources and new ideas for teaching and learning with real-world data on the Bloomberg Academic Exchange.

📌 Further information here

"Macau in Contrasts" is back at ISEG

The photography exhibition **"Macau in Contrasts (2010–2018)"**, by Marisa C. Gaspar, is back at ISEG and can be visited until **26 November.**

The exhibition brings together a selection from the photographic archive compiled by the ISEG researcher and lecturer during various ethnographic fieldwork projects carried out in Macau between 2010 and 2018, revealing a territory marked by contrasts, encounters and transformations. First opened in 2022, the exhibition has since become a travelling exhibition and has already been shown at 16 academic, cultural and educational institutions across different regions of Portugal.

📌 Further information here

ISEG Research Seminars '26 | Heinrich Nax

On **25 November, another session of the ISEG Research Seminars will take place, featuring Heinrich Nax** from ETH Zurich, who will present the paper ***"What Do Replications Tell Us? Replication Rates, Experimental Economics, and the Future of Theory"***.

📅 **Date:** 25 November, from 1.00 pm to 2.00 pm
📍 **Venue:** ISEG , Amphitheatre 4 (Quelhas Building, 4th floor)

📌 Further information here

Research Seminars in Mathematics Applied to Economics and Management | Gonzalo García-Donato

On **26 November, another session of the Research Seminars in Mathematics Applied to Economics and Management, organised by CEMAPRE, will take place, featuring Gonzalo García-Donato**, a Professor at the University of Castilla-La Mancha, who will present the paper ***"Latent variable selection based on clustered Bayesian factors"***.

📅 **Date:** 26 November, from 11.30 am to 1.00 pm
📍 **Venue:** ISEG , Novo Banco Amphitheatre (Quelhas Building, 4th floor)

📌 Further information here

Seminar | Agricultural Mechanisation and Gender Patterns in Post-WWII Sweden

On 27 November, ISEG will host the seminar **Agricultural Mechanisation and Gender Patterns in Post-WWII Sweden**, organised by the ISEG Research Group on the History and Futures of the Economy.

The guest speaker for this session is **Onur Yükçü**, Professor of Economic History at the Universidad Autónoma de Madrid and a researcher at the University of Gothenburg, who will present a paper entitled 'Agricultural Mechanisation and Gender Patterns in Post-WWII Sweden' (co-authored with Suvi Heikkuri and Svante Prado).

Free admission.

📅 **Date:** 27 November, at 2.30 pm
📍 **Venue:** ISEG , Staples Room (Quelhas Building, 3rd floor)

Workshop on Statistics and Applications

On 4 **and 5 December, the Workshop on Statistics and Applications** will take place, an international scientific conference bringing together researchers in the fields of statistics and related disciplines to present and discuss recent methodological advances and their applications. The event marks the **70th birthday of Wenceslao González Manteiga**, from the University of Santiago de Compostela, paying tribute to his contribution to modern non-parametric statistics.

📅 **Date:** 4 and 5 December, from 09.00 to 18.00
📍 **Venue:** ISEG

📌 Further information and registration here

Universidade de Lisboa

The Vice-Chancellor of ULisboa hands over the keys to the new residents of Building 3 of the University City Hall of Residence

Universidade de Lisboa marked the opening of **Building 3 of the Cidade Universitária Hall of Residence** by handing over the first keys to the new residents. The new facility increases student accommodation capacity and forms part of a complex comprising three buildings, with spaces for study, socialising and support for academic life.

The project forms part of a total investment of over **80 million euros**, of which 49.5 million comes from the Recovery and Resilience Plan (PRR)

📌 Further information here