



OPINIÃO

My Erasmus Experience at ISEG

ISEG has been educating leaders of thought and action since 1911. Today, at a time when society recognizes the importance of good economic management more than ever, we are here to build solutions: ISEG - 113 years of a School of Firsts

Hi! My name is Mateo Su-Nobrega; I'm a Peruvian student currently studying for my Bachelor's degree at TBS Education in Barcelona, but I am now doing my semester abroad at ISEG. One of the most important reasons for me choosing ISEG was its triple accreditation — something which is rare and very prestigious. Coming from a school which has the same accreditations, I was confident that I was going to find a very international educational setting of the highest quality.

One of my principal expectations for this semester is to travel around Portugal as this is my first time here. Before starting my classes, I go abroad again during my Master's, and Lisbon was my first choice. I had visited the city several times before and friends who studied here gave great feedback. I have always been drawn to the beauty, diversity and international atmosphere of Lisbon.

This first week at ISEG has been a really positive experience. At first, I was a little anxious about meeting people — something that my Erasmus student feels. However, ever since my first day, I have been lucky enough to meet really nice and welcoming people who are always ready to help in my lectures and other activities. The environment at uni is very friendly, and I sense that people are genuinely eager to help the new and lost international students. I'm looking forward to finding out what else the semester has to offer!



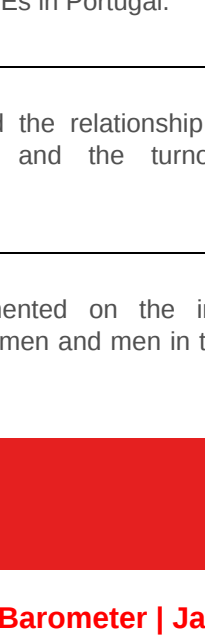
Mateo Su-Nobrega
Erasmus Student
(Bachelor's degree)

I have just started my exchange semester at ISEG and, so far, my experience has been amazing. During my Bachelor's degree, I also did an Erasmus semester and fully embraced all the activities on offer — it was unquestionably one of the best times of my life. That experience motivated me to go abroad again during my Master's, and Lisbon was my first choice. I had visited the city several times before and friends who studied here gave great feedback. I have always been drawn to the beauty, diversity and international atmosphere of Lisbon.

However, this time I want the exchange experience to be different. Whilst I loved the Erasmus trips and social events during my Bachelor's Degree, this time my priorities have changed. I need to complete 30 ECTS credits and, simultaneously, to continue working remotely part-time for my job in Berlin. However, I didn't want to miss out on the opportunity to study abroad.

I chose ISEG because it is a forward-thinking Business School that focuses on the future of accreditation — something which is rare and very prestigious. I also appreciate ISEG's strong emphasis on sustainability — one of the core aspects of my Master's degree in Innovation, Entrepreneurship and Sustainability.

Having spent the last three years in Berlin, I have been in my comfort zone. I hope that this semester will challenge me in new ways, enabling me to meet new people, to embrace new experiences and to enjoy Lisbon's vibrant energy. Furthermore, I want to do all this while studying — but making time to explore the city's cafés, the ocean and the outdoors.

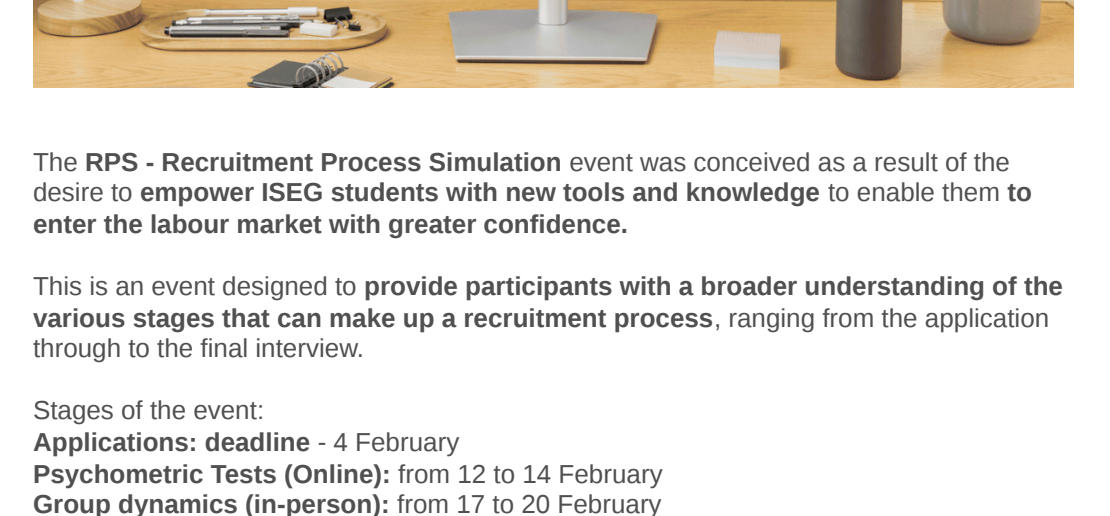


Leonie Pfab
Erasmus Student
(Master's degree)

Welcome to the 2nd Semester Erasmus Students

The Welcome Day for the new 2nd Semester Erasmus students took place on 24 January, from 14.00 to 17.30. The event began in the Caixa Geral de Depósitos Auditorium and ended in the Salão Nobre Great Hall.

The event for welcoming and helping to integrate the 170 students of 30 nationalities who will be attending the 2nd semester, was attended by the Dean, representatives of the Academic Services and AEISEG.



The programme included a reception for the participants, a presentation of ISEG, activities promoting interaction among the students, a guided tour of the campus, a coffee break and some music with a DJ.

In this week's issue, we highlight the CIP/ISEG Economic Outlook Barometer, the RPS - Recruitment Process Simulation event, the objective of which is to equip ISEG students with the necessary tools to help them enter the labour market, an 'Antena 2 Concert' and the 'Futures Innovation Challenge', promoted by the ISEG Futures Lab. Regarding ISEG Executive Education, we look at the Alumni Event of the 'Strategic Leadership Programme' attended by Admiral Gouveia e Melo, the trends that will transform e-commerce and Technology in 2025 and the EPIC: Strategy and Leadership and Risk Management and Compliance new executive programmes. There is also news on Research and Alumni, with the new edition of the Mentoring Programme. We also highlight the opening of the application period for the 3 Minute Thesis - ULSisboa 2025 competition and the Carlos Paredes Centenary Concert.


The following are cited in this issue: **Amílcar Moreira, Beatriz Farinha, Carlos Lourenço, Carolina Afonso, Clara Raposo, Joana Santos Silva, João Duque, Maria João Guedes, Maria Teresa Garcia, Sara Falcão Casaca and Tiago Ricardo.**





OPINIÃO


A look at the Portuguese economy


>> **Tiago Ricardo** analyses the issue of demographic ageing and the policies needed to address this challenge in Portugal.  [see more](#)

>> **João Duque** discusses the need to rethink the social security system in order to prevent its collapse.  [see more](#)

>> **Beatriz Farinha** and **Carolina Afonso** present their study on the circular economy and the impact of digital platforms for selling second-hand items.  [see more](#)


>> **Carolina Afonso** emphasised the importance of media literacy and the power of information following Donald Trump's victory in the US elections.  [see more](#)


>> **Amílcar Moreira** commented on the Government's study on curbing early retirement with a view to reorganising the social security system.  [see more](#)


>> **João Duque** shared his vision of the social sector in Portugal and the ways to revitalise it.  [see more](#)


>> **Maria Teresa Garcia** believes that the responsibility of Caixa Geral de Aposentações lies with the State, in the context of the debt revealed by the Court of Auditors' report.  [see more](#)

>> **Clara Raposo's** opinion in the 'Conversations with CEO' podcast, analysing the global political landscape with Donald Trump's US presidency.  [see more](#)

>> **Carlos Lourenço** makes an analogy with the "Dictator's Game" to analyse the behavior of voters from the Republican Party in the US.  [see more](#)

>> **Joana Santos Silva** has drawn up a list of the main challenges and opportunities for SMEs in Portugal.  [see more](#)

>> **Maria João Guedes** analysed the relationship between narcissistic business executives and the turnover and productivity of the teams they lead.  [see more](#)

>> **Sara Falcão Casaca** commented on the impact of maternity on inequality between women and men in the labour market.  [see more](#)

What's Up @ ISEG

CIP/ISEG Economic Outlook Barometer | January 2025

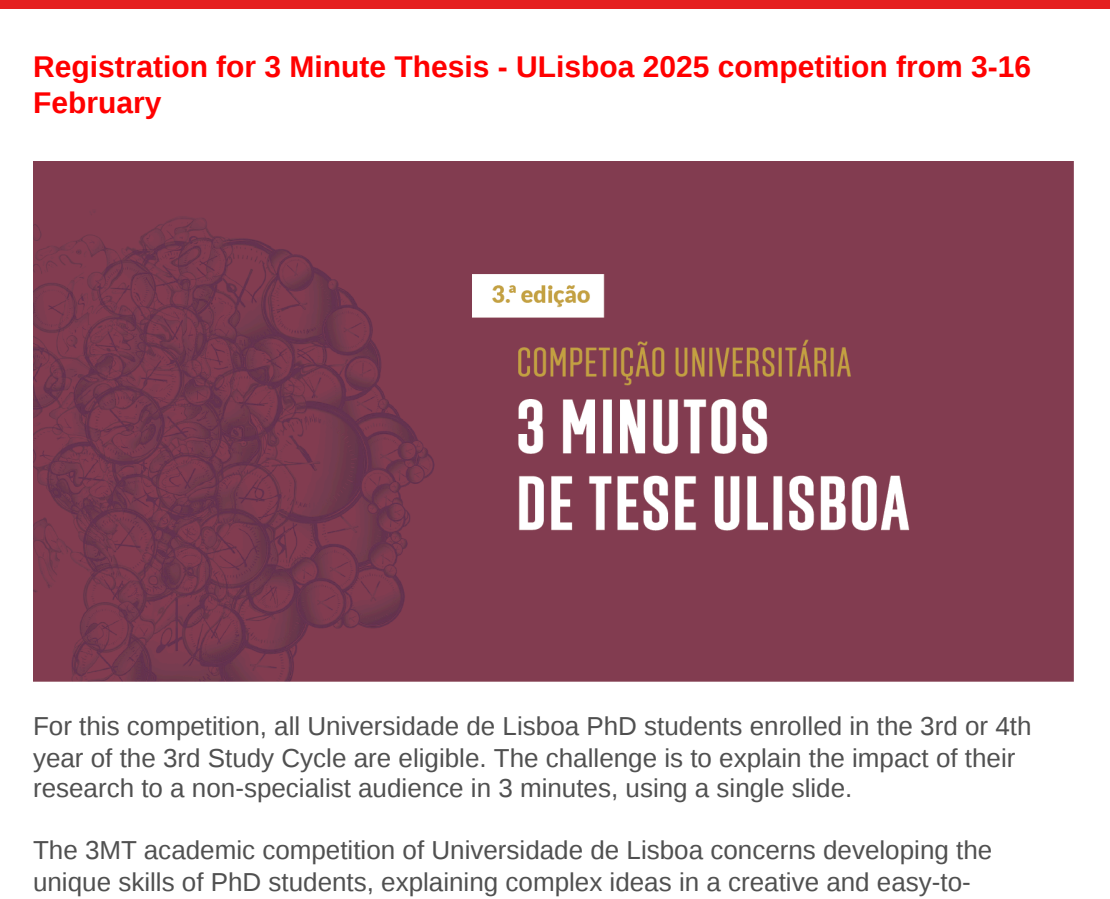


The ISEG Confidence Index is one of the main indicators of the CIP/ISEG Economic Outlook Barometer and analyses the short-term evolution of the Portuguese economy, the value of which can vary between 0 (minimum confidence) and 100 (maximum confidence). It is evaluated by a panel of 16 members of ISEG's faculty, based on quantitative and qualitative information gathered in advance, which includes the results of a monthly survey of all ISEG faculty.

In January 2025, the ISEG Confidence Index regarding the evolution of Portuguese economic activity in the short term, stood at 46.8, which corresponds to an increase of 0.6% in the level of confidence from the previous month, when the index was 46.2. In year-on-year terms, the percentage increase in the index was 18.2%, which is the biggest increase since March 2023.

Find out more about the Barometer [HERE](#).

RPS | Recruitment Process Simulation 2025



The RPS - Recruitment Process Simulation event was conceived as a result of the desire to empower ISEG students with new tools and knowledge to enable them to enter the labour market with greater confidence.

This is an event designed to provide participants with a broader understanding of the various stages that can make up a recruitment process, ranging from the application through to the final interview.

Stages of the event:
Applications: deadline - 4 February
Psychometric Tests (Online): from 12 to 14 February
Group dynamics (in-person): from 17 to 20 February
Mock Interviews: from 24 to 27 February

Find out more about the event [HERE](#).

ISEG Futures Lab | Competition challenges students to develop innovative solutions in the area of Sustainability.

On Wednesday 5th February, the 'Futures Innovation Challenge' will take place at ISEG, an internal competition promoted by the ISEG Futures Lab, which challenges students from the Entrepreneurship and Innovation course units to develop innovative solutions in the area of sustainability.

Find out more [AQUI](#).

Antena 2 Concert | Mal de Amor

On 6 February, we'll be hosting another Antena 2 concert with soprano Ana Sofia Ventura, semi-soprano Rita Coelho and pianist Daniel Godinho.

Comy 'Mal de Amor', which promises to captivate classical music lovers, with works by Henry Purcell, Benjamin Britten and Frederico de Freitas, among others.

The concert will take place at ISEG's CGD Auditorium at 19.00.

Consult the concert programme [HERE](#).

ISEG Executive Education

Strategic Leadership Management receives Admiral Gouveia e Melo

On 30 January, ISEG hosted a Strategic Leadership Programme ISEG + Columbia Alumni Event with the special participation of Admiral Gouveia e Melo in an inspiring session on 'Selfless'.

The event brought together alumni of the programme, providing a moment of sharing and networking with top leaders. During the session, Admiral Gouveia e Melo outlined the challenges of leadership in a changing world and presented his 10 Golden Rules for Effective Leadership.

Another remarkable moment was the inauguration of the 'The Faces of Leadership' painting, a work made by the programme's participants and which, from now on, is part of the ISEG Campus featuring the values and vision of João Duque.

The opening session featured an address by Professor João Duque, Dean of ISEG and Joana Santos Silva, CEO of ISEG Executive Education and Director of the Strategic Leadership Programme, who presented the session on 'The Power of Yes', emphasising the impact of decision-making on leadership.

Trends that will transform eCommerce and Technology in 2025

Professor **Carolina Afonso**, co-coordinator of the e-commerce executive programme, highlighted the main trends that will transform e-commerce in 2025. Among the most impactful changes are the integration of artificial intelligence, the advance of immersive commerce with augmented and virtual reality, and the growing relevance of sustainability in the sector's operations.

These trends, which are already accelerating, promise to redefine the digital commerce landscape, creating challenges and opportunities for companies that are able to anticipate and lead the transformation. The e-commerce Management executive programme, which is scheduled to start on 6 March, is designed to prepare professionals for this new scenario, offering the tools and knowledge needed to lead in the digital market.

Find out more about the programme [AQUI](#).

Read the full article [HERE](#).

New EPIC executive programme: Strategy and Leadership

ISEG Executive Education is launching the EPIC: Strategy and Leadership executive programme, coordinated by Professors Joana Santos Silva and Ricardo Costa. This programme combines leadership and strategy, with a focus on behavioural development, critical thinking, decision-making and strategic planning.

The programme is for leaders whom want to maximise the potential of their teams and align themselves with the strategic guidelines of their organisations. The programme takes place in May and June, culminating in a final day in October, which is totally immersive and dedicated to a practical challenge.

Find out more [HERE](#).

Start of the Executive Programme on Risk Management and Compliance

Participants in the 4th edition of the **Executivo Programme on Risk Management and Compliance** have already begun their learning journey at ISEG - Executive Education, focusing on specialisation in fraud detection and prevention.

This programme provides the opportunity to develop the Plan for the Prevention of Risks of Corruption and Related Offences, complying with the requirements of Law No. 93/2021 and the General Regime for the Prevention of Corruption (RGPC).

Find out more about the programme in this area [AQUI](#).

Research News

New database in the ISEG Library | Audit Analytics

The ISEG Library has acquired the new **Audit Analytics** database, which offers access to the Europe Module.

This specialised database provides detailed information on audits, accounting firms and the financial disclosures of public companies, making it an excellent tool for researchers, faculty and students in the areas of accounting, finance and auditing.

Audit Analytics can be accessed via this LINK.

To use the platform, users must register to obtain their personal credentials, which will be sent directly by the Audit Analytics team within 2 working days.

In addition, a Guide in Portuguese and English on how to use the database is available on the library's website.

See the Guide [HERE](#).

'MASTI - Mobility as a Service and Socio-Territorial Inequalities' seminar

MASTI - Mobility as a Service and Socio-Territorial Inequalities is a multidisciplinary research project (FA, IST and ISEG, Universidade de Lisboa) funded by FCT, which seeks more sustainable mobility patterns, recognising the differences between different territories and distinct socio-demographic groups, as well as their effects on the modal split and levels of well-being of the population of the Lisbon Metropolitan Area, with special focus on the municipalities of Cascais, Lisbon and Vila Franca de Xira.

The seminar to disseminate the results of the project will take place on 7 February 2025 at Caleidoscópio, in Lisbon.

Detailed programme and (free) registration [HERE](#).

Photography Exhibition | Macau in Contrasts (2010-2018)

The 'Macau in Contrasts (2010-2018)' exhibition, by researcher and anthropologist **Marisa C. Gaspar** (SOCIOUS/ ISEG Research - Development Studies and Sustainable Transitions, ISEG-ULisboa), will be exhibited at the D. José Pedro da Silva Library of Universidade Católica, Viseu.

This exhibition brings together 32 photographs taken in Macau during various fieldwork assignments, including the 2023 International Institute of Macau prize-winning photograph entitled "The Faith of Men".

The exhibition runs until 4 April (Monday to Friday, from 8.30 to 13.00 and 13.30 to 18.30).

Free admission.

Find out more [HERE](#).

Alumni in the Spotlight

Mentoring Programme 2025 | Registration by 3 February

ISEG Alumni Económicas - Associação de Antigos Alunos do ISEG (ISEG Alumni Association) will continue its **Mentoring Programme**, conceived for finalists and recent university graduates, assigning them a mentor (who graduated more than 5 years ago) whose role is to provide ongoing support throughout the process of integration into the labour market.

Throughout this programme, students have the opportunity to learn directly from those who have already achieved higher professional levels and who are generously willing to share their time and knowledge for your personal and professional development.

The application period for those who would like a mentor runs until 3 February.

All those who fulfil the following requirements are eligible to become a mentor:
- Final year Bachelor's students (studying for their 3rd year in the 24/25 Academic Year)
- Final year Master's/Postgraduate students
- Recent graduates (who graduated less than 1 year ago)

Apply for the programme [HERE](#).

Universidade de Lisboa

Registration for 3 Minute Thesis - ULSisboa 2025 competition from 3-16 February

For this competition, all Universidade de Lisboa PhD students enrolled in the 3rd or 4th year of the 3rd Study Cycle are eligible. The challenge is to explain the impact of their research to a non-specialist audience in 3 minutes, using a single slide.

The 3MT academic competition of Universidade de Lisboa concerns developing the unique skills of PhD students, explaining complex ideas in a creative and easy-to-understand way, for different audiences. The competition is inspired by a format developed and patented by the University of Queensland, Australia (3MT®), based on which, ULSisboa developed its first edition in 2023, distinguishing 3 students, and a second edition in 2024, also distinguishing 3 students.

What prizes will be awarded?
1st place: €5,000
2nd place: €2,000
3rd place: €1,000

Find out more about the competition [HERE!](#)

Carlos Paredes Centenary Concert | Music at Universidade de Lisboa

The Rector of Universidade de Lisboa, Luis Ferreira, invites you to attend the concert commemorating the **Carlos Paredes Centenary**, which will take place at the Aula Magna of Universidade de Lisboa on 16 February 2025 at 18.00, as part of the **Music at Universidade de Lisboa** programme.

The concert commemorating the **Carlos Paredes Centenary** features guest musicians: Carlos Alberto Moniz, Banda de Música Bombeiros de Torres Vedras, Ana Telles, Inês Vaz, Carota Não, Gonçalo Lopes, Simão Mota, Joana Bagulho, Mafalda Lemos, Luisa Amaro, Alma Menor: Tiago Moraes and Tiago Marques, Mário Laginha, Miguel Amaral.

Free admission, subject to presentation of an invitation.

The invitation available at **ULisboa shops** in the Rectorate and Caleidoscópio by the deadline of 14 February, subject to availability.

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www.iseg.ulisboa.pt