Annual Research Report 2020

bru _ iscte

Business Research Unit

Director: Maria de Fátima Salgueiro

Welcome to our

ANNUAL REPORT

2020
Overview

The year 2020 presented new challenges with the COVID-19 pandemic, which brought a great deal of reorganisation to our *modus operandi*, impacting on BRU-Iscte research outputs, especially in terms of organising and participating in scientific events. Nevertheless, we persevered and adapted, shifting to remote work, with our staff supporting the doctoral programmes and the researchers via email, phone and many Zoom meetings.

Our Seminar Research Series was partially suspended in March, but as we shifted towards virtual events and digital work, the Seminar Series came back in a full virtual format, allowing for greater participation rates.

Many scientific events were cancelled or postponed, thus diminuishing opportunities of knowledge dissemination in terms of communications and proceedings. In any case, BRU-Iscte researchers still engaged by participating in virtual conferences, whenever possible, and managed to organise two scientific conferences at the end of 2020, in a mix of in-person and virtual formats: the *6th International AR VR Conference: Immersive Tech and the Future of Smart Cities and the 2020 International Conference on Marketing and Technologies (ICMarkTech'20)*.

This effect of COVID-19 in research outputs did not impact on the high standards of publication in indexed peer-reviewed journals, with 175 papers published in 2020. Also, BRU-Iscte researchers were very active in submitting applications to competitive funding, having submitted 28 applications for national funding schemes and 23 to international funding programmes. Of these, 5 applications were successful, of which 4 are from Erasmus + projects.

BRU-Iscte | The Research Unit

Founded in 1994

Multidisciplinary research unit spanning key Business areas

Excellent
FCT Grade 2019

146 Researchers in 2020

3 PhD Programmes

PhD in Economics

PhD in Finance

PhD in Management with 6 specialisations

1 DBA Programme

Institutional Affiliations:

iscte **UNIVERSITY INSTITUTE OF LISBON**   iscte **BUSINESS SCHOOL**

Business School Acreditations and Rankings:

ASSOCIATION AMBA ACCREDITED   AACSB ACCREDITED   THE WORLD UNIVERSITY RANKINGS   FT European Business Schools Ranking 2019   A3ES Agência de Avaliação e Acreditação do Ensino Superior   TÜVRheinland CERTIFIED Management System ISO 9001:2015 ISO 14001:2015 NP 4469:2019 www.tuv.com ID 9108641040

Funded by:

Lisb@20²⁰   PORTUGAL 2020   UNIÃO EUROPEIA Fundos Europeus Estruturais e de Investimento   FCT Fundação para a Ciência e a Tecnologia   SANTA CASA Misericórdia de Lisboa

NOVABASE NEOTALENT

Our 3 Interweaving Pillars

Excellence in Research

➡ Develop and improve sound research in core Business areas that further advances the international scientific literature, namely by increasing the number of FT50, ABS4*, ABS4, Q1 (Web of Science or Scimago) publications and international co-authorships

➡ Engage in innovative research projects in partnership with public and private organisations

World-class Doctoral Programmes

➡ Provide world-class Doctoral educational programmes that are able to attract top national and international students

➡ Contribute to advancing the scientific knowledge and training of junior researchers

➡ Develop the skills of professionals in the business world, specifically via our DBA programme

Engaging with Society

➡ Use our research capacity to answer the needs of managers and companies, thus developing solutions for specific corporate problems

➡ Share academic knowledge with the general population beyond academia

➡ Assess our research societal impact, specifically its alignment with the United Nations' Sustainable Development Goals (SDGs)

In 2020, BRU-Iscte has kept focusing on the main goal of the Research Unit: to establish itself as a leading research center in business and economics scientific areas, both in Portugal and in Europe.

Governance

Maria de Fátima Salgueiro

Director

Jonas Oliveira
Vice-Director

INTERNATIONAL SCIENTIFIC ADVISORY BOARD

5 internationally renowned scholars

Fiona Steele

Jacqueline Coyle-Shapiro

Simon Wolfe

Stephen G. Hall

Xavier Castaner

SCIENTIFIC COMMITTEE

4 researchers elected by the Scientific Council

Ana Simaens Aristides Ferreira José Carlos Dias Luís Filipe Martins

PhD´s SCIENTIFIC COMMITTES

Researchers with PhD appointed by the PhD Directors

GROUP COORDINATORS COMMITTEE

Heads of research groups

SCIENTIFIC COUNCIL

All eligible researchers

BRU-Iscte´s Organisational Chart in 2020

Research Impact and Alignment with the Sustainable Development Goals (SDGs)

BRU-Iscte continues to be very involved in Iscte's efforts to promote and contribute to the SDGs. Taking advantage of the new possibilities made available by Iscte's information systems, we have encouraged our researchers to identify the relevant SDGs (up to three goals per contribution) to each of their research outputs over the past seven years.

By the end of 2020, BRU-Iscte researchers have listed **484 publications and 22 projects** as contributing to specific Sustainable Development Goals. Of these, we assessed that the declared research outputs are mostly aligned with:

8 DECENT WORK AND ECONOMIC GROWTH

12 projects

208 publications

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

5 projects

148 publications

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

1 project

109 publications

3 GOOD HEALTH AND WELL-BEING

7 projects

82 publications

For the next years, BRU is committed to further build on its interdisciplinary potential by exploring research trends related to SDGs in each research group and invest in transversal thematic research lines based on SDGs.

Regarding the 9 PhD and 27 DBA Theses defended in 2020 under the supervison of BRU-Iscte Researchers, the aligment with the SDGs is as follows:

Iscte – Conhecimento e Inovação

On the 18th February 2020, a new association was constituted -"*Conhecimento e Inova-ção, Centro de Valorização e Transferência de Tecnologia*"- with the mission to establish and manage the Iscte – Inovação e Conhecimento, the new Knowledge and Innovation Centre of Iscte. BRU-Iscte is a founding member of this centre, and its Director is a member of the General Assembly.

This centre will have a coordinating role for the specialised research being carried within Iscte's research units, in a perspective of facilitating integrated solutions of knowledge transfer, combining social sciences and digital technologies.

This new Centre is being built in the old IMT building adjacent to Iscte, via a renovation and requalification project approved by the City of Lisbon and supported by Portugal 2020 and European funds. This building will allow to gather in a sole place all the diferent research centres and groups, labs, observatories, technological resources, as well as established research partnerships being developed within Iscte.

Construction work for the new Centre begin in late 2020


New Centre Project

SocioDigital Lab

The SocioDigital Lab for Public Policy, is a newly Associated Laboratory (*Laboratório Associado*), recognised and funded by Fundação para a Ciência e a Tecnologia (FCT) in early 2021. This new Lab status was obtained from an open a selection competition organised by FCT in the last quarter of 2020, and results from an alliance between 6 of Iscte's research units: BRU-Iscte, CIES-Iscte, CIS-Iscte, CEI-Iscte, Dinâmia'CET-Iscte and ISTAR-Iscte. In 2020, BRU-Iscte staff and researchers have closely collaborated with Iscte's Research Support Office and other research units to collectively identify cross-cutting research topics relevant for public policy.

This Lab is a pioneering project in Portugal in multidisciplinary research, by joining research in social sciences with digital technologies in a perspective of offering integrated solutions of knowledge transfer for the benefit of public policies. The SocioDigital Lab is organised in **five Thematic Lines** (TL):

TL1. Regenerative Territories for Carbon Neutrality

TL2. Promoting inclusion, equality & citizenship

TL3. Societal Health

TL4. Global Governance

TL5. Digital Transformations

BRU-Iscte researcher, **Catarina Roseta Palma**, is one of the co-coordinators of thematic line 1. Besides TL1, BRU-Iscte researchers will be particulary involved in TL3 and TL5.
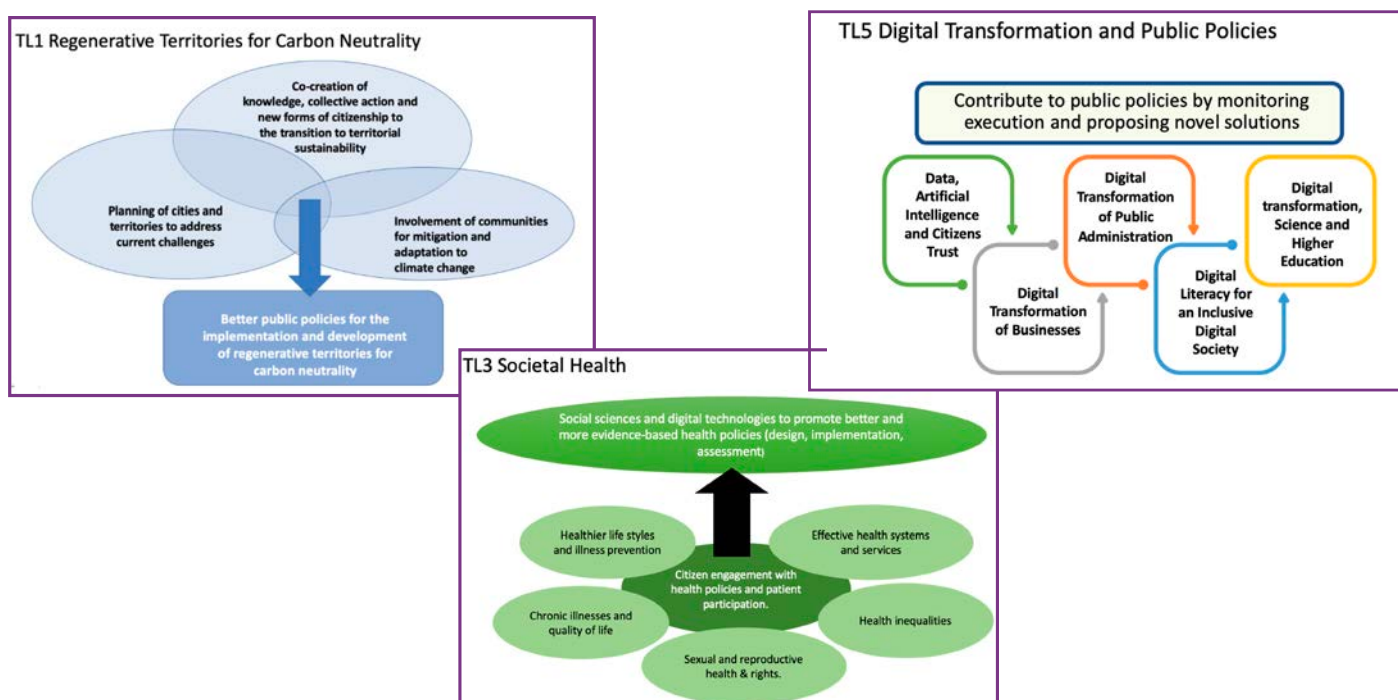
BRU-Iscte

TEAM 2020

By the end of 2020, BRU-Iscte's comprised a total of **146 members** , including **123 PhD holders**. The Unit counted with:

69 Integrated Members

54 Associated Members

23 Research Assistants

BRU-Iscte had the support of **four administrative staff members:**

Andreia Garcia   Cheila Ramalho   Esmeralda Almeida   Rui Costa Pinto

BRU-Iscte comprised the following **five** research groups:

Accounting, Marketing & Management
Integrated members: 26
Associated members: 26
Research Assistants: 10

Data Analytics
Integrated members: 13
Associated members: 8
Research Assistants: 1

Economics
Integrated members: 9
Associated members: 9
Research Assistants: 4

Finance
Integrated members: 7
Associated members: 5
Research Assistants: 1

Organizational Behavior & Human Resources
Integrated members: 14
Associated members: 6
Research Assistants: 7

Accounting, Marketing & Management Research Group

Integrated Members
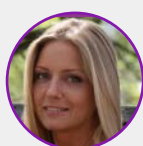
Ana Isabel Lopes · Ana Simaens · Daniela Langaro · Fernando Ferreira · Helena Rodrigues · Ieva Meidute · Isabel Lourenço · João Guerreiro
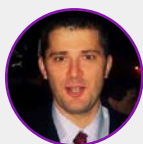
Jonas Oliveira · Mª Antónia Jesus · Mª José Sousa · Marjan Jalali · Marta Bicho · Nebjosa Davcik · Nelson António · Nuno Magro

Paulo Bento · Paulo Dias · Pedro Falcão · Ralitza Nikolaeva · Ricardo Bilro · Ruben Barros · Rui Vinhas da Silva · Sandra Loureiro

Sofia Kalakou · Teresa Grilo

Associated Members

Álvaro Rosa · Ana Lúcia Martins · Ana Brochado · Ana Ferreira · Cláudio Pais · Daniela Penela · Hélia Pereira · Ílidio Tomás
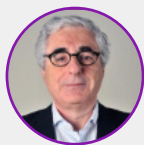
Inna Paiva · João Menezes · José Filipe · J.Arménio Rego · José Moleiro · José Pedro Dionísio · Luís M.Martins · Luis Pimentel

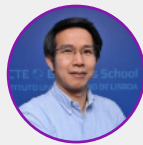Margarida Oliveira · Mª C. Santos · MªJoão Major · Paula Rodrigues · Renato Costa · Rogério Serrasqueiro · Shaozhuang Ma · Susana Marques

Tânia Ramos · Tiago Rapaz

Research Assistants

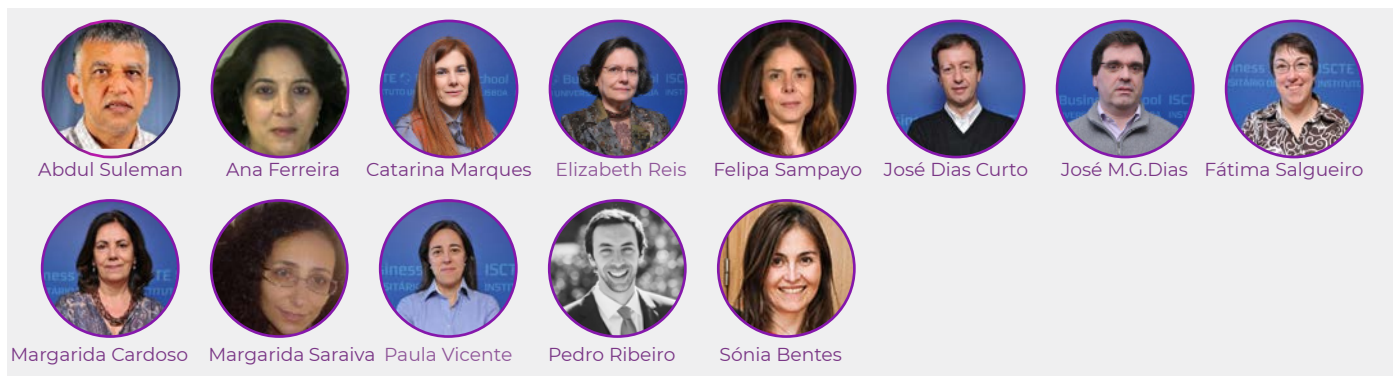Aihoor Aileem · Carlos Cruz · Dante Júnior · Filipa Pinto · João Santos · Lúis Miguel · Mónica Ferreira · Pedro Oliveira · Ricardo Pinto · Sílvia Cavalinhos
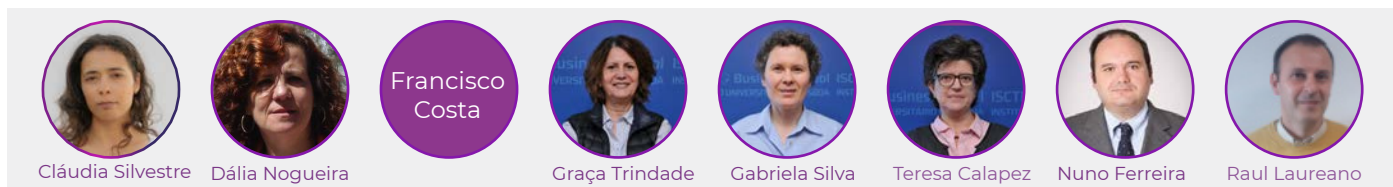
Data Analytics Research Group

Integrated Members

Abdul Suleman   Ana Ferreira   Catarina Marques   Elizabeth Reis   Felipa Sampayo   José Dias Curto   José M.G.Dias   Fátima Salgueiro

Margarida Cardoso   Margarida Saraiva   Paula Vicente   Pedro Ribeiro   Sónia Bentes

Associated Members

Cláudia Silvestre   Dália Nogueira   Francisco Costa   Graça Trindade   Gabriela Silva   Teresa Calapez   Nuno Ferreira   Raul Laureano

Research Assistant

Filipe Ramos

Economics Research Group

Integrated Members

Alexandra Lopes · Joaquim Ramalho · Luis F. Martins · Catarina Palma · Marta Silva · Nádia Crespo · Nuno Crespo · Sandro Mendonça
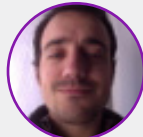
Thomas Greve

Associated Members

Emanuel Gasteiger · Helena Soares · Henrique Monteiro · João Lopes Costa · Luís Carvalho · Mónica Meireles · Ricardo Correia · Sandrina Moreira

Sofia Vale

Research Assistants

António Rodriges · Duarte Gonçalves · Hou Zheng · Luis Casinhas

Finance Research Group

Integrated Members

Aricson Cruz · Helena Isidro · João Ruas · João Pedro Nunes · José Carlos Dias · Mª Helena Veiga · Mohamed Azzim
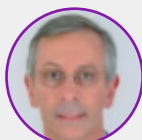
Associated Members

A. Freitas Miguel · Carlos Pinheiro · Luís Oliveira · Luis Laureano · Pedro Prazeres

Research Assistant

João Reis

Organizational Behavior & Human Resources Research Group

Integrated Members

Atieh Mirfakhar   Ana Passos   A. Patricia Duarte   Aristides Ferreira   Donatella Di Marco   Francisco Nunes   Henrique Duarte   Jorge Sinval
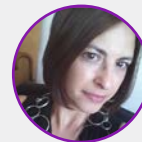
Mirko Antino   Patricia Costa   Sílvia Silva   Sílvia Dello Russo   Susana Santos   Susana Tavares

Associated Members
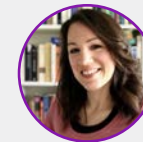
Ana Junça Silva   António Caetano   Nelson Ramalho   Sara Ramos   Sílvia Costa   Vírginia Trigo

Research Assistants
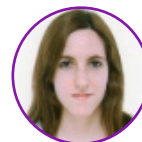
Ana Catarina Leal   Ana Sousa Guedes   Inês Sousa   Beatriz Esperança   MªTeresa Almeida   Sara Lopes   Tatiana Marques

Visiting Researchers

Due to COVID-19 travel restrictions in 2020, BRU-Iscte has only received **6 visiting researchers from 5 international universities**, including 1 visiting scholar, 2 visiting post-doctoral researchers and 3 visiting doctoral students. Most of the scheduled visiting stays by international researchers had to be postponed, including the selected **Fulbright Scholar** visiting researchers for 2019/2020 and 2020/2021, Professors **Peter Madsen** and **Jamison Kovach.** They are expected to visit BRU-Iscte during the academic year of 2021/2022.

The involvement of BRU-Iscte visiting researchers with PhD in the academic life was directed towards scientific cooperation, teaching, research seminars, and participation in the PhD programme.

Sevgi Eda Tuzcu– University of Ankara, Turkey

Dr. Sevgi Eda Tuzcu has been working as a post-doctoral researcher in the Ankara University, Turkey, in the Faculty of Political Sciences, Department of Business Administration since 2015. She obtained her Ph.D. degree from Middle East Technical University, Turkey from the Ph.D. programme on Accounting and Finance. The Middle East Technical University is ranked among the first 500 institutions in 2021 in the Business and Economics field according to the Times Higher Education rankings.

To be able to come to ISCTE as a visiting researcher, she successfully applied to one of the prestigious 12-month scholarships from the Scientific and Technological Research Council of Turkey. Since September 2020, Dr. Tuzcu has been conducting research under the supervision of **António Freitas Miguel** from the Finance Group. They have been working together on the mutual fund flows and past performance association with a spatial dimension.

Currently, no bilateral agreement exists between Ankara University and any university in Lisbon. As such, Dr. Tuzcu believes that the period spent at BRU-Iscte will lead to new projects and cooperation agreements.

BRU-Iscte | Scientific Programmes & Activities

Funding Sources

In 2020, BRU-Iscte Research activities were being ensured thanks to our funding sources (see table below), allowing for the attribution of several research fellowships, as well as for incentives to publications, financial support to research projects and to applications for competitive funding.

	2020
Fundação para a Ciência e a Tecnologia, I.P. - FCT	**1 196 574,15 €**
R&D Unit Pluriannual funding	964 600,00 €
Project funding	92 085,85 €
Funding for contracts of researchers with PhD	37 503,25 €
Funding for PhD , PostDoc or other fellowships	102 385,05 €
Other national sources	**356 531,11 €**
Funding received from Participant or Management Institutions (Iscte funds)	260 111,96 €
Private funding	86 397,25 €
National public funding with EU funds	10 021,90 €
International sources	**63 468,19 €**
Erasmus+ project funding	58 568,19 €
Other European funding	4 900,00€
TOTAL	**1 616 573,45 €**

Breakdown of BRU-Iscte's funding sources in 2020

Advanced Training

BRU-Iscte coordinates **3 PhD Programmes in Management (with 6 specialisations), Finance and Economics**, the latter in collaboration with Iscte's research centre DINÂMIA'CET. BRU-Iscte also runs a **Doctor of Business Administration (DBA) programme**, in collaboration with Chinese universities accredited by the Chinese Ministry of Education.

In 2020, **36 candidates** have graduated from one of the above doctoral programmes (9 from PhD Programmes and 27 from the DBA Programme), under the supervision of integrated or associated members of the Unit, thus increasing the merit and visibility of BRU-Iscte´s advanced training and PhD programmes. Moreover, the Unit's researchers have also supervised one PhD thesis from another university.

Student Name	PhD Programme	Thesis Title	BRU-Iscte Supervisor	SDG
António Henrique Gomes de Almeida	Management - Strategy & Entrepreneuship	O gestor externo como um dos determinantes para o sucesso do processo de sucessão nas empresas familiares	Nelson António	8 DECENT WORK AND ECONOMIC GROWTH / 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Maria Alexandra Rebotim Barosa Pereira	Management - Strategy & Entrepreneuship	Dynamic team leadership coaching towards business results	Ana Passos	4 QUALITY EDUCATION / 8 DECENT WORK AND ECONOMIC GROWTH / 17 PARTNERSHIPS FOR THE GOALS
Célia Maria Rodrigues Cova Gomes Picoito	Management - Accounting	An institutional perspective of hospital accreditation – A case study of a Portuguese hospital	Maria João Major and Luís Manuel Martins	3 GOOD HEALTH AND WELL-BEING / 8 DECENT WORK AND ECONOMIC GROWTH / 17 PARTNERSHIPS FOR THE GOALS
Nikolai Sebastian Witulski	Management - Quantitative Methods Applied to Management	Essays on Sustainable Development research: The contribution of latent variable modeling	José Manuel Gonçalves Dias	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
João António Pereira Paixão	Management - Marketing	Experiential Marketing - Bridging the Gap Between Value Creation to Customers and Value Capture By Firms	José Manuel Gonçalves Dias and Ralitza Nikolaeva	
Ana Paula Giordano Silva Gonçalves	Management - Human Resources & Organizational Behavior	Antecedents of collective psychological ownership and its impact on team effectiveness	Ana Passos	
Fernando José de Aires Angelino	Management-Marketing	Exploring university students' engagement in learning through gamification, transmedia and virtual reality	Ricardo Bilro and Sandra Loureiro	4 QUALITY EDUCATION
Inês Carneiro e Sousa	Management - Human Resources & Organizational Behavior	Leveraging an aging workforce - contributions to longer and better working lives	Sara Ramos	3 GOOD HEALTH AND WELL-BEING / 8 DECENT WORK AND ECONOMIC GROWTH
Susana Maria Teixeira da Silva	* Accounting	Divulgação de informação sobre as actividades de I&D: O caso de Países com níveis elevados de I&D	Jose Joaquim Dias Curto	

* Designation of a BRU-Iscte PhD Programme following a previous academic plan.

Furthermore, BRU members have directly supervised **264 MSc theses** and **50 MSc projects** defended in 2020.

Research Fellowships

In 2020, BRU-Iscte has obtained funding for **5 new doctoral fellows, 2 post-doctoral fellows** and **2 MSc research fellows**.

FCT Fellowships		
Name	**Type of fellowship**	**Supervisor**
Francisca Carvalho	BD (PhD Fellowship)	**Sílvia Silva**
Luís Casinhas	BD (PhD Fellowship)	**Alexandra Ferreira Lopes; Luís Filipe Martins**
Roba Elbawab	BI (Research Grant MSc)	**Silvia Dello Russo**

Other Fellowships		
Name	**Type of fellowship**	**Supervisor**
Jorge Fernando Pereira Sinval	BIPD (Post-Doctoral Fellowship)	**Aristides Ferreira**
Ana Junça Silva	Research Contract (PhD holder)	**Henrique Duarte**
Carlos Miguel Aguiar da Glória	PhD Merit Grant Iscte	**José Carlos Dias; João Pedro Nunes**
Jorge Pimentel do Nascimento	PhD Merit Grant Iscte	**Sandra Loureiro**
Filipa de Carvalho Rosado Pinto	3rd Cycle Internal Scholarship Iscte (PhD)	**Sandra Loureiro**
Francisca Carvalho	Research Intern Contract (MSc)	**Sílvia Silva**

NEW PROJECTS IN 2020!

REMOWA

Business Research Unit researcher **Aristides Ferreira** is the local coordinator of the Erasmus+ project "**REMOWA – Remote working management skills for HR professionals**", a European consortium being led by the Polish training organisation PAIZ Konsulting, and including 6 partners from 6 countries: Poland, Belgium, Greece, Portugal, Croatia and Slovenia.

Ana Passos from BRU-Iscte is part of this project´s team.

The project aims to document the emerging skills gap for managing a remote workforce & to develop corresponding Open Educational Resources and a training course for the continuous professional development of HR professionals, trainers, supervisors, consultants and managers of organisations and teams. In particular, the project will:

· Document the skills required for managing a remote workforce, improving skills intelligence at the EU level
· Define learning outcomes for a C-VET course for HR professionals on remote work management
· Make available a sector-validated online course for HR professionals
· Provide ready-to-use tools for the workplace to support the role of HR professionals as trainers and mentors

The project started on 1st November 2020 and is expected to end on 31st October 2022.

MINDLIVEN

Business Research Unit researcher **Sílvia Silva** is the local coordinator the Erasmus+ project "**MINDLIVEN – Mindfulness-in-Nature Based Training through Virtual Environments**", a European consortium being led by the University of Verona and including 7 partners from 5 countries: Italy, Portugal, Poland, Spain and Greece.

Patricia Costa, Sara Ramos and Donatella Di Marco, from BRU-Iscte, are also part of the team, the latter participating via the University of Seville, the Spanish partner of the project.

The MINDLIVEN project aims to provide an innovative solution to this issue. Building on existing research, partners will identify a required set of needs in terms of preventing and addressing work place stress, leading to the development of a set of MiNBP contents supported by an online MiNBP platform with communication tools and additional resources (like an Android and iOS app) to facilitate the transfer of learning into the workplace but also to create the MiNBP user support community. This e-environment will raise the awareness for the problem and it will enable owners, managers and decision makers to plan for and to mitigate the occurrence and the negative consequences of work-based stress. After the pilot testing the real impact of the MiNBP in the main competency areas and on the individuals' life and on the companies' productivity will be assessed and consequently a policy report and recommendations will also be produced.

The project targets:

- Employees and owners/managers of SMEs as end users and main beneficiaries. They will be empowered and helped to improve their personal & professional life by being able to prevent and address workplace stress;
- VET trainers, HR and Health & Safety consultants will be provided innovative tools for assessing the situation with their trainees and clients;
- Professional associations, that have an active role in the sustainability and maintenance of the results of the MINDLIVEN project;
- Organizational Health decision makers and governmental entities at regional, national and European levels will be contacted in order to persuade and make them aware of the need for more immediate actions.

The project started on 1st December 2020 and is due to end on 30th November 2022.

Measuring and adapting team-level constructs: Challenges and opportunities
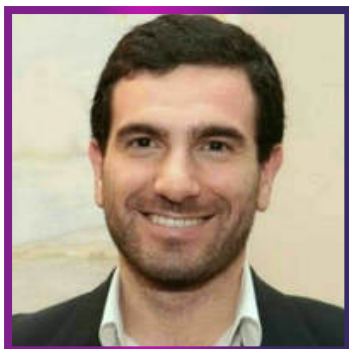
BRU-Iscte researcher **Jorge Sinval** won FCT support for an advanced computing project "Measuring and adapting team-level constructs: Challenges and opportunities", through the "Concurso de Projetos de Computação Avançada – FCT/CPCA/2020/01".

The computer resources granted to the project, with an estimated economic value of 6896 euros, fall within the framework of the National Advanced Computing Network (RNCA) infrastructure and the Portugal INCoDe.2030 digital skills initiative. The project will start in January 2021.

INOVMINERAL 4.0 - Advanced Technologies and Software for Mineral Resources

Following previous project INOVSTONE 4.0 – Advanced Technologies and Software for Natural Stone, the same consortium, led by CEI-Companhia de Equipamentos Industriais, has secured again Portugal 2020 funds for its new project **INOVMINERAL 4.0** .

BRU-Iscte will participate with researcher **João Vilas-Boas.**

Other Research Partnerships

In 2020, BRU-Iscte researcher **Fernando Ferreira**, from the Accounting, Marketing and Management Group, participated again in the OSIRIS project, a 2.381 million euros EU-funded project (INTERREG Baltic Sea Programme), which supports the smart specialization approach in the silver economy. After providing his expert services on regional knowledge maps in 2019 to OSIRIS project coordinator HAMK University in Finland, the researcher has collaborated in the same capacity with Taltech – Tallinn University of Technology in 2020.

Continuing BRU-Iscte's previous collaborations with SCML (Santa Casa da Misericórdia de Lisboa), BRU-Iscte researcher **Nelson Ramalho** secured funding for the project **4DImpact**, which aims to develop the scientific basis to generate models, processes and new methodologies to comprehensively evaluate impact in social, economic, environmental, and cultural dimensions departing from IMP framework applied to a social entrepreneurship fund of SCML. BRU doctoral fellow, **Teresa Almeida**, is also part of the project team.

Achievements of ongoing projects in 2020

DeSTRESS - Developing Competences for Stress Resilience @SMEs

The DeSTRESS project, coordinated by BRU-Iscte under the leadership of **Sílvia Silva**, has started in September 2019. Despite some delays due the pandemic at a critical moment of the project design, DeSTRESS has produced two main outputs so far:

1. **Development of techno-stressors management standards:** This includes the identification of those techno-stressors, as well as the action proposals to be developed by employers and employees.
2. **Development of scenarios for the DeSTRESS game:** This includes the development of scenarios for Module 1 and 2 focused on techno-stressors and the description of the situations that started to be used on the DeSTRESS game for the players to develop techno-stress competencies.

Other BRU-Iscte members have also been very involved in this project, including researchers **Ana Patrícia Duarte** and **Henrique Duarte**, as well as new BRU doctoral fellow **Francisca Carvalho**, who worked as a research intern on the project in 2020.

WELLy

WELLy project started in 2019, with intellectual output 1 (IO1), which consisted in systematizing the state of the art related to work well-being. An empiric research was also made, by collecting data directly with organisations (employers and employees) through an online survey.

The intellectual output 2 (IO2) - definition of work well-being manager profile and learning curriculum - led up to a mapping of skills that the work well-being manager should own in order to be capable to prevent and reduce work-related stress. This report is the basis to construct the learning modules on the next intellectual output (IO3).

The BRU-Iscte team involved in this project includes researchers **Sílvia Silva** and **Patrícia Costa** from the Organizational Behavior & Human Resources group.

BeComE - Be Competent in Entrepreneurship: Knowledge Alliances for Developing Entrepreneurship Competencies for the Benefit of Higher Education and Business

BeComE project, which started in January 2020, encompasses a set of knowledge alliances between higher education institutions (HEI) and businesses from Estonia, Poland, Finland, Italy and Portugal. The team from BRU-Iscte is led by researcher **Henrique Duarte**, with the support of **Ana Junça Silva, António Caetano** and **Susana Santos.**

The main aim is to build a bridge between the business and higher education institutions in order to understand what entrepreneurial competencies (ECs), which allowed to conclude that:

(1) adaptability and flexibility were the most valued competence among managers, and also the ones that appear to be weaker when students enter in the labour market;

(2) cooperation, metacognition and financial literacy appear to be the highest ECs found in employees, and also in students, whereas opportunity discovery, autonomy, and personal initiative appear to be the lowest ones in employees, whereas in students the lowest ones were personal initiative, growth mindset and autonomy.

Additionally, as a way to disseminate the results of the project, 2 podcasts (available at https://becomeentrepreneurial.org/) were produced, as well as a pilot course on e-coaching aimed to develop ECs focused on the self-development.

DTE – Digital Talent Ecosystem

This project has been developed in collaboration with Novabase Neotalent, SA, with the support of Portugal 2020 funds, and under the leadership of researcher **Aristides Ferreira**. BRU-Iscte researchers, **Ana Passos** and **Jorge Sinval**, are also members of the team.

The project started in September 2019 and so far the module Talent Assessment Framework (TAF), which includes the psychometric tests, was successfully implemented, the pilot data were collected, and the instruments were refined. In parallel, a study was conducted concerning the employer branding perceptions, supervisor support, job satisfaction, openness toward organisational change, and their impact on the intention to quit.

Different initiatives were taken to share the results of the project until now:

- Roundtable at the Web Summit 2020 entitled "Recruitment is broken. Can AI and blockchain fix it?"
- Accepted symposium proposal at EAPA Digital Event 2021 on "Recruitment and selection: Using machine learning and psychometrics to pick the best talents"
- Submission and acceptance of papers by the Western Academy of Management 2021 and EURAM 2021.

R.E.A.L P.A.L - Relationships, Exchanges And Leadership: implications for Performance Appraisal and Learning

A FCT funded project led by BRU-Iscte researcher **Silvia Dello Russo**, ended its second year of work in October 2020, with the following activities:

Task 1. The systematic literature research has been updated to cover also 2019 and the so-called "grey-literature", that is unpublished research such as PhD dissertations. The material has been used for two different reviews: one is the meta-analysis, and the other focused on the practical implications of scientific studies, to assess what we know, take stock of it to assist practitioners, and look forward in terms of research and practice.

Task 2. A field survey-based study, our efforts have been spent on constructing the instruments to collect data. We have developed a new scale to measure Learning after and from feedback; we have put together a questionnaire by selecting the best available validated scales for all constructs of interest; we have prepared the online platform to collect the data.

Task 4. Publication of monthly digests all along the year in the project website, which cover diverse aspects of the feedback process and the broader performance management, they have been received with interest especially in the social media where we disseminate them (Linkedin and Twitter).

Other outputs obtained include 1 communication, 2 accepted submission to international conferences, 1 manuscript ready to be submitted and 1 MSc thesis.

Post-doctoral researcher **Atieh Mirfakhar** and MSc fellow **Roba Elbawab** are also part of the project team.

CHERN – China in Europe Research Network

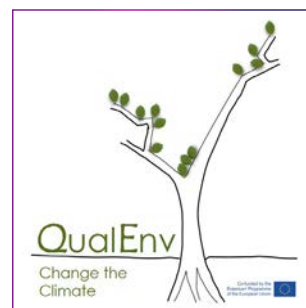CHERN is a network of researchers that came together to pursue a European Union funded project (COST- European Cooperation in Science & Technology) that is participated by more than one hundred researchers. CHERN stands for China in Europe Research Network and consists of 5 Working Groups whose aim is to research various facets of Chinese political and economic Systems and their interface with Europe.

BRU-Iscte researcher **Rui Vinhas da Silva** was involved in the submitted COST proposal and joined the project after approval as Portugal representative in the Management Committee.

During 2020 more than 20 webinars were held, as well as the 1st CHERN conference which was held at ISCTE Executive Education, just before the breakout of the pandemic in March 2020. More than one hundred researchers attended the conference and several cohorts were held for three days.

QUALENV - Change the Climate: Assuring the Quality of Environmental Strategies in Latin-American Higher Education

The QualEnv - Change the Climate project started in January 2020 and addresses three main needs: environmental management of all higher education activities, integration of environmental management with sustainability strategies and institutional quality management, and customized strategies for sustainability in education. This Erasmus+ project is led by Vasco Rato from ISTAR, and counts with the participation of **Catarina Roseta Palma** and **Ana Simaens** from BRU-Iscte.

In its first year, the project accomplished the mapping and diagnosis of activities in campus operations and of educational activities impacting on the environment and related to the SDGs. In order to achieve this, the project produced tools and guides for environmental impact analysis. Sustainability awareness was assessed throughout the academic communities of the partners. In 2020, partners started the design and implementation of an Environmental Management System, linked to the Quality Management System if applicable.

Social_IoT - University Community Engagement in Technologies for Sustainability: a Social Architecture

This project, funded by the Sustainability Programme of the Calouste Gulbenkian Foundation, is led by João Ferreira from ISTAR, with the participation of **Ana Patrícia Duarte** from BRU-Iscte.

The Social IoT project's major achievements during 2020 include a survey to members of ISCTE's community, during the months of February and March. The data collection allowed the research team to map the sustainable profile of Iscte. Other outputs include 2 MSc theses in Social and Organizational Psychology and the participation in the 2ª Conferência Campus Sustentável.

OSIRIS/HAMK - Supporting the Smart Specialization Approach in the Silver Economy to Increase Regional Innovation Capacity and Sustainable Growth

This project has been carried out since 2019 by researcher **Fernando Ferreira,** in collaboration with HAMK University in Finland, and has resulted in 2 publications.

SUS/Blight - Strengthening Urban Sustainability in Portugal: Intervention Strategies and Proactive Measures to Combat Urban Blight

In collaboration with the University of Memphis, and partially funded by them, the project has been led by BRU-Iscte researcher **Fernando Ferreira**. So far the project has resulted in 3 publications.

BRU-HORIZON 2020: Raising the International Profile and Scalability of BRU's Research Activities

This project, supported by Portugal 2020 funds, aims to support BRU-Iscte institutional capacities in submitting applications to European competitive funding, namely within the Horizon 2020 programme. This project is coordinated by BRU-Iscte Director, **Maria de Fátima Salgueiro.**

The main results of the project so far are:

- One application to the Societal Challenge 1 "Health, Demographic Change and Well-being", with the project CH4RGE - Citizens Health For Resilient Green Environments, coordinated by researcher **Aristides Ferreira**

- One application to a ERC Starting Grant by Economics Group researcher **Thomas Greve,** with the project FINRENEW - A new design for financing renewables investment: Linking theory, experiments and policy

- One application to the MSCA COFUND programme with the project I-BRID: Immersive Business Research for Innovative Doctoral Programmes, led by researcher **Jonas Oliveira**

- One application in the Societal Challenge 5 "Climate Action, Environment, Resource Efficiency and Raw Materials", with the project SEQUOIA - Simulation exercises to quench the long-term growth of multi-hazard risks in urban decision, led by the University of Helsinki with the participation of **Catarina Roseta Palma**

Three of these applications were positively evaluated, having attained the threshold for funding but not having reached a score high enough to get to the next evaluation phase or to be funded. One of the applications did not attain the threshold.

Funded research projects in 2020

In brief, in 2020, BRU-Iscte researchers were coordinating or participating in **21 projects**, including **1 FCT project**, **5 PT2020 projects** (3 as direct beneficiaries and 2 as subcontracted partners), **8 EU projects** (6 as direct beneficiaries, 1 as subcontracted partners and **1 COST action**).

Ongoing projects coordinated by BRU-Iscte researchers			
Reference	**Project Title**	**Principal Investigator**	**Available Funding 2020**
PTDC/PSI-GER/29124/2017 (FCT)	R.E.A.L. P.A.L – Relationships, Exchanges And Leadership: implications for Performance Appraisal	**Silvia Dello Russo**	**195 227.40€**
2019-1-PT01-KA202-060771 (Erasmus+)	DeSTRESS - Developing Competences for Stress Resilience @SMEs	**Sílvia Silva**	**46 042.77€**
LISBOA-01-0145-FEDER-042820 (PT2020)	BRU-HORIZON 2020: Raising the International Profile and Scalability of BRU-IUL's Research Activities	**Maria de Fátima Salgueiro**	**70 243.33€**
Internal funding from Iscte	HOPE – Healthcare: Optimize, Predict and Explain	**Raul Laureano**	**8 385.94€**
Internal funding from Iscte	DAFIM – Desenvolvimento de Algoritmos de Deteção de Padrões de Fraude na Verificação de Incentivos	**Raul Laureano**	**8 649.62€**
Internal funding from Iscte	WanD - Waning the Burden of Dementia: Costs, Data Fusion and Quality of Life	**Elizabeth Reis**	**9 998.16€**
Funding from University of Memphis	SUS/Blight - Strengthening Urban Sustainability in Portugal: Intervention Strategies and Proactive Measures to Combat Urban Blight	**Fernando Ferreira**	**NA**
Funding from INTERREG Baltic Sea OSIRIS/Taltech	OSIRIS/Taltech - Supporting the Smart Specialization Approach in the Silver Economy to Increase Regional Innovation Capacity and Sustainable Growth (Estonian RIS3 Priorities)	**Fernando Ferreira**	**4 900.00€**
Funding from SCML	4D Impact	**Nelson Ramalho**	**21 999.00€**
45216 (PT2020)	DTE – Digital Talent Ecosystem	**Aristides Ferreira**	**45 033.00€**

Funded research projects in 2020 (coordinated by BRU-Iscte researchers)

| Ongoing projects coordinated by other organisations with the participation of BRU-Iscte researchers		
Reference	**Project Title**	**BRU-Iscte Local Project Coordinator**
PID2019-110093GB-I00	Análisis de las negociaciones informales y sus consecuencias para la organización y los trabajadores	**Donatella Di Marco**
POCI-01-0247-FE-DER-02453 (PT2020)	Inovstone 4.0 – Advanced Technologies and Software for Natural Stone	**João Vilas Boas**
46083 (PT 2020)	INOVMINERAL 4.0 - Advanced Technologies and Software for Mineral Resources	**João Vilas Boas**
2019-1-SI01-KA202-06039 (Erasmus+)	WELLy: Introducing the job profile of a Manager for Work Well-being to prevent and combat work related stress	**Sílvia Silva**
CA18215 (COST Action)	CHERN – China in Europe Research Network	**Rui Vinhas da Silva**
612582-EPP-1-2019-1-EE-EPPKA2-KA (Erasmus +)	BeComE - Be Competent in Entrepreneurship: Knowledge Alliances for Developing Entrepreneurship Competencies for the Benefit of Higher Education and Business	**Henrique Duarte**
2020-1-PL01-KA202-082239 (Erasmus +)	REMOWA - Remote working management skills for HR professionals	**Aristides Ferreira**
2020-1-IT01-KA202-008584 (Erasmus +)	MINDLIVEN - Mindfulness-in-Nature Based Training through Virtual Environments	**Sílvia Silva**

Ongoing projects coordinated by other Iscte Research Units with the participation of BRU-Iscte researchers		
Reference	**Project Title**	**BRU-Iscte Participants**
609863-EPP-1-2019-1-PT--EPPKA2-CBHE-JP (Erasmus+)	QUALENV - Change the Climate: Assuring the Quality of Environmental Strategies in Latin-American Higher Education	**Catarina Roseta Palma** and **Ana Simaens**
219393 (Fundação Calouste Gulbenkian)	Social_IoT - University Community Engagement in Technologies for Sustainability: a Social Architecture	**Ana Patrícia Duarte**
POCI-05-5762-FSE-000231 (PT2020)	IA-Incentivos - Artificial Intelligence in Incentive Management	**Raul Laureano**

Funded research projects in 2020
(with the participation of BRU-Iscte researchers)

Submitted & Approved Funding Applications

Pursuing the Unit's strategic goal of increasing and diversifying funding sources, BRU-Iscte's researchers have made considerable efforts in preparing and submitting applications to different funding schemes, both national and international, in the last couple of years. Indeed, national applications have increased from **17** in 2017 to **44** in 2020, while international applications have gone from **5** in 2017 up to **28** in 2020, as can be seen in the chart below.
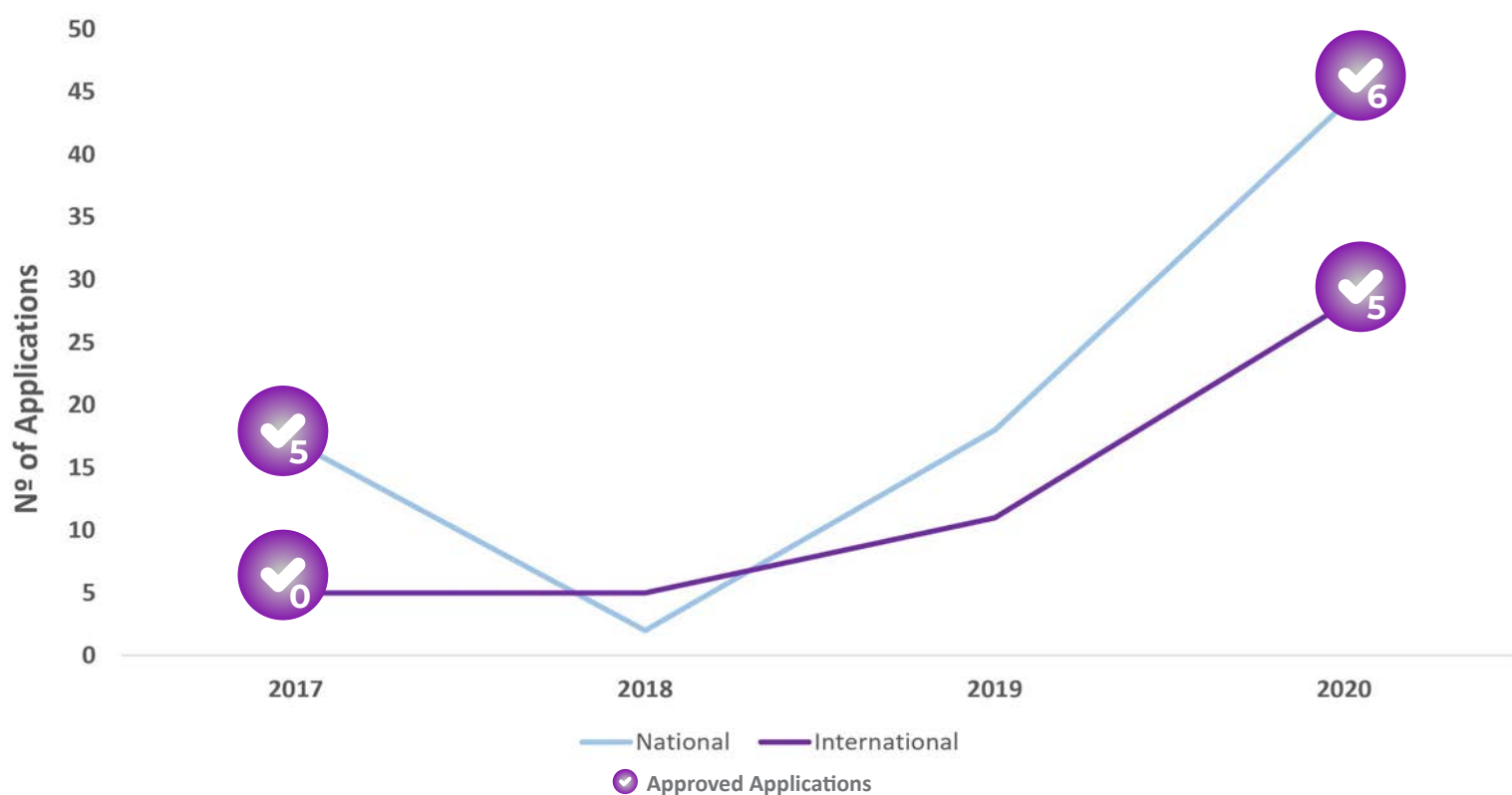
Publications & Awards

Following the established criteria of academic excellence, in 2020 BRU-Iscte researchers have published **175 research papers in indexed international peer review journals** and 8 research papers in other journals. Additionally, BRU-Iscte's researchers held **81 positions as editors and members of editorial boards** of scientific journals in 2020; 43 of the Unit's researchers were also involved in reviewing for 142 journals.

Moreover, despite several cancellations and postponements, BRU-Iscte researchers still had a productive year in 2020 regarding their **communications in national (23) and international conferences (81).** These communications resulted in **58 peer-reviewed proceedings**. Also, the Unit's researchers were responsible for other types of publications in 2020: **books (12), book chapters (51) and book editions (8).**

BRU-Iscte Top Publications in 2020

From the 175 articles published by BRU-Iscte researchers in indexed international peer-review journals, **25** were **ranked ABS3, 4 ABS4, 1 ABS 4*** and **2 FT50**. Moreover, **44** were published in **ISI Q1** journals (39% in Top 5 / Top 10 journals) and **84** in **Scimago Q1** journals (52% in Top 5 / Top 10 journals).

From these, we highlight the **5 top publications** ranked **ABS 4/4 * or FT50.**

Early exercise boundaries for American-style knock-out options
European Journal of Operational Research

Authors: João Nunes; João Ruas; José Carlos Dias

Abstract

This paper proposes a novel representation for the early exercise boundary of American-style double knock-out options in terms of the simpler optimal stopping boundary of a nested single barrier contract. Such representation only requires the existence, continuity and monotonicity (in time) of the nested single barrier exercise boundary, and these requirements are proved for the whole class of single-factor exponential-Lévy processes. To illustrate the practical relevance of our results, a new put-call duality relation is obtained, a real options application is provided and the Fourier space time-stepping method, the COS approximation, and the static hedging portfolio approach are all adapted to the valuation of American-style double knock-out options.

Self-employment and eudaimonic well-being: energized by meaning, enabled by societal legitimacy

Journal of Business Venturing

Authors: Ute Stephan; **Susana M. Tavares**; Helena Carvalho; **Joaquim Ramalho; Susana Correia Santos;** Marc van Veldhoven

Abstract

This study investigates why and where self-employment is related to higher levels of eudaimonic well-being. We focus on meaningfulness as an important eudaimonic process and subjective vitality as a eudaimonic well-being outcome that is central to entrepreneurs' proactivity. Building on self-determination theory, we posit that self-employment, relative to wage-employment, is a more self-determined and volitional career choice, which enhances the experience of meaningfulness at work and perceptions of work autonomy. In a multi-level study of 22,002 individuals and 16 European countries, meaningfulness at work mediates the relationship between self-employment and subjective vitality and explains this relationship better than work autonomy. We identify moderating effects of context: the societal legitimacy of entrepreneurship in a country affects the choice set of alternative career options that individuals can consider and thus shapes the experience of meaningfulness at work and work autonomy, and thereby indirectly subjective vitality. These findings expand our understanding of eudaimonic well-being, entrepreneurs' work, and the role of context in entrepreneurship and well-being research. They complement existing research on hedonic well-being of entrepreneurs and extend the scarce literature on their eudaimonic well-being.

Uncertainty avoidance and mutual funds
Journal of Corporate Finance

Authors: Aneel Keswani; Mamdouh Medhat ; **António Miguel**; Sofia Brito Ramos

Abstract

We study how culture influences mutual funds around the world. Uncertainty Avoidance (UA), which is related to ambiguity aversion, is negatively associated with flow-performance sensitivity, deviation from the fund benchmark, fund alpha, and the fraction of active management across the 25 countries in our sample. This is true even when controlling for an exhaustive set of fund- and country-level characteristics. We also find that a fund's deviation from its benchmark is not only affected by the UA of its domicile country but also by the UA of its fund family's country of origin. Our results highlight the importance of considering cultural characteristics, and UA in particular, when studying mutual funds across countries.

On the relation between financial reporting quality and country attributes: research challenges and opportunities
The Accounting Review

**Authors: Helena Isidro;** Dhananjay Nanda; Peter Wysocki

Abstract

We provide new evidence on the co-dependence among the many country attributes previously linked to financial reporting quality. First, we show that the synchronicity of 21 changing country attributes spikes surrounding mandatory IFRS adoption. Thus, while IFRS adoption "explains" increased reporting quality, this finding disappears after including other changing country determinants of reporting quality. Second, a single underlying factor distills the numerous reporting quality measures used in the international literature. Finally, we document that four underlying country factors largely subsume the individual explanatory power of 72 candidate country attributes in explaining reporting quality levels across countries. We conclude with implications and suggestions for future research on international reporting quality.

20 years of research on virtual reality and augmented reality in tourism context: a text-mining approach
Tourism Management

Authors: Sandra Loureiro; João Guerreiro; Faizan Ali
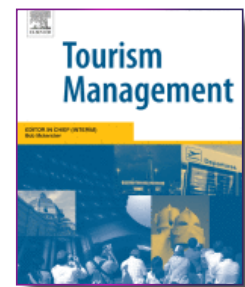
Abstract

Virtual reality (VR) and Augmented Reality (AR) have undergone technical evolutions over the last few decades including improvements in immersion and the feeling of telepresence. Several examples of the applications of such techniques can be found in stores, tourism, hotel, restaurants, and destinations. Yet, a comprehensive analysis of studies employing such techniques in tourism-related studies is difficult to find. The current study uses citation network analysis and text-mining techniques to conduct a full-text analysis of 56 journal papers and 325 conference proceedings related to VR and AR in the tourism context. This paper intends to (i) provide an overview of the VR and AR-related tourism studies network and discuss them over time, (ii) present the most important topics and studies emerging from this literature, (iii) suggest avenues for further research. Findings reveal 10 core topics in journal papers and 11 core topics in conference proceedings, which are presented together with an overview of the published studies and the main authors.

Scientific Awards

Due to the pandemic, Iscte´s Scientific Publication Awards 2020 were postponed to 2021.

In 2020, BRU-Iscte's researchers have received **12 international scientific awards**, including **1 reviewing award** and **8 best papers awards**, as well as 3 other awards.

Research Seminars Series

The Research Seminar Series provides an outlet for the formal presentation and intensive discussion of recent research by international high-profile scholars with faculty, researchers and students on a regular basis. In 2020, BRU-Iscte organised **12 research seminars** (8 in-person at the beginning of 2020, and 4 via Zoom in the last quarter of the year. Guest speakers came from 8 international universities, with other 4 guest speakers coming from 3 national universities (including 2 from Iscte).
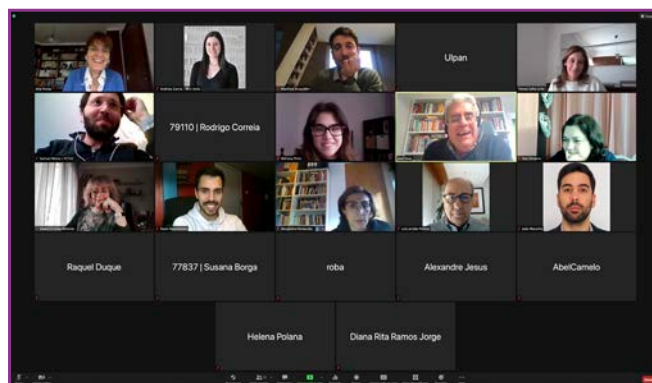
Events

During 2020, most events were cancelled or postponed due to the pandemic situation. However, with the progressive shift to virtual events or hybrid events, BRU-Iscte researchers were still involved in their coordination and organisation, as well as in the scientific committees of conferences, both at the national and at the international levels. In 2020, they have actively participated in the scientific or organising committees of **3 national scientific events,** as well as of **30 international scientific events**.

International Meetings

6th International AR VR Conference: Immersive Tech and the Future of Smart Cities

This conference was held totally virtually in June 2020.

The Organizing Committee included the researchers **Sandra Loureiro** (Host Chair), **João Guerreiro** (Industry Programme Chair) and **Ricardo Bilro** (PhD Programme Chair) from the Accounting, Marketing & Management Group at BRU-Iscte.

Bringing academic and practitioners together to discuss hot topics on VR and AR connected to marketing, retailing, tourism, sport, healthcare, smart cities, architecture, media, and education.

Speakers from industry were present, namely from Siemens, Portuguese start-ups, BBC, PwC, Barts Health NHS Trust, Immerse UK, HTC Vive and ESL .

Academic speakers jointed us from Metropolitan Manchester University, University of Cambridge, UniBW Munich, Technological University Dublin, Villanova University USA, De Montfort University, and University of Leeds.

2020 International Conference on Marketing and Technologies

The 2020 International Conference on Marketing and Technologies (ICMarkTech'20) took place at Iscte on 8-9 October 2020, through a mix process between in-person and online meetings, and was hosted and chaired by Prof. **Sandra Loureiro**, researcher from the Accounting, Marketing and Management Group of Bru-Iscte.

This conference received about 300 paper submissions, of which 106 were accepted and presented (with participants from different continents). Also, a total of 6 workshops were organized.

Two guest speakers presented new insights about marketing and technologies:

- Marc K. Peter, FHNW School of Business, Switzerland (Topic: The importance of digital marketing and digital marketing tools used by SME)

- José Esteves, IE Business School (Madrid), Spain (Topic: How Artificial Intelligence is Changing Marketing?)

BRU-Iscte | Dissemination, Knowledge Transfer & Outreach Activities

BRU-Iscte strives to translate its scientific results to practitioners, influence policy-making, and contribute to the adoption of evidence-based practices at the local, national or international administration levels. Its investigators provide research-based consulting services that can help improving managerial practices of third sector organisations, public entities, SMEs and large organisations, both nationally and internationally. Indeed, our researchers are very keen in knowledge transfer to the wider community via a permanent effort to disseminate ideas to society.

In 2020, BRU researchers carried some **125 activities in terms of dissemination, knowledge transfer and outreach**, in order to make more visible research accomplishments to the scientific community, professionals from the non-academic sector, public officials as well as the public at large.

Dissemination of scientific activity & knowledge transfer

In 2020, BRU-Iscte members have been responsible for **23 activities of dissemination of scientific knowledge** (conferences, seminars, workshops, communications) to non-academic professionals and other stakeholders. Moreover, our researchers were involved in **32 executive training activities, 1 summer school, 21 positions in expert, scientific or technical committees, 5 licensed research (consultancy).**

Here are some highlights of these dissemination and knowledge transfer activities:

Executive Education

In 2020, **11** researchers were involved in executive education programmes within Iscte - Executive Education spin-off (former INDEG) while **1** researcher was involved in a programme with IPPS, Iscte's spin-off for training of public servants. Also, **4** researchers contributed to executive training programmes of OCC and OROC (the Portuguese associations of Certified Accountants and Statutory Auditors, respectively).

Economics Group researcher **Sofia Vale** was involved in the UNDP webinar for PALOP countries on Public Finance and Sustainable Development in a post-COVID world. Her contribution to the webinar was on the topic of public debt management.

Licensed Research & Consultancy

In 2020, **Nádia Simões**, from the Economics Group, was invited by Ernst & Young to evaluate the Portugal 2020's POCH programme contribution to the increase in adult qualification and employability.

Expertise in Technical and Scientific Committees

In recognition of their scientific outputs, several BRU researchers have been invited to provide expertise in various technical and scientific committees. In 2020, we highlight the participation of:

- **Alexandra Ferreira Lopes**, from the Economics Group, was invited to participate in expert meetings with the Portuguese Prime Minister on topics relating to economic recovery and economic resilience in the pandemic context

- **Ana Simaens**, from the Accounting, Marketing & Management Group, became an expert in 2 working groups from the international standards technical committee "ISO/TC 323 - Circular Economy". The 2 working groups are:

  ➡ ISO/WD 59004: Circular economy — Framework and principles for implementation
  ➡ ISO/WD 59010 Circular economy — Guidelines on business models and value chains

- **Raul Laureano**, from the Data Analytics Group, has participated as an expert in the government project "GuIA Responsável", regarding the development of guidelines for the responsible use of AI in the public sector, as well as a tool for risk assessment applied to AI projects.

Scientific Dissemination Activities

On September 23rd, researcher **Ana Simaens** participated in the webinar cycle organised by the European Anti-Proverity Network (EAPN Portugal) on the *Social Responsibility of Organisations in Times of Pandemic Crisis*. A report with the conclusions of the webinar was published on the EAPN Portugal website.

On November 11th, researchers **Hélia Pereira** and **José Pedro Dionísio** coordinated via the Marketing FutureCast Lab a conference of particular relevance during the second wave of the COVID-19 pandemic: "*Post-Covid 19 Management – Examples and Inspiring Trends*". This event was organised with the patronage of RTP and Altice Portugal and in collaboration with Iscte Executive Education, Alumni Clube Iscte and Audax-Iscte.

BRU-Iscte in the Media

In 2020, BRU-Iscte researchers have made 25 communications in the media (written press, radio and television).

In January 2020, Economics group researcher **Catarina Roseta Palma** gave an interview to Euronews on the "European Green Deal set to transform economy in face of climate threat".

Paula Vicente, from the Data Analytics group, contributed to Revista Entrecampus – the new Iscte magazine – concerning research methods in electoral polls, based on her experience with the Sondagens ICS/Iscte project, a joint project on electoral polls in Portugal.

During 2020, BRU-Iscte researcher **Hélia Pereira**, contributed to 7 programmes of "*3 minutos a inspirar Portugal*" (3 minutes inspiring Portugal), a regular short-format RTP programme on innovative initiatives, in partnership with Altice Empresas. Researcher **José Pedro Dionísio** was also involved in the scientific coordination of this programme.

Engaging with the public at large

In 2020, BRU-Iscte researchers have carried **15 outreach activities** specifically geared towards education of civil society and the public at large on the scientific topics covered by the Unit.


Researchers **Ana Patrícia Duarte** and **Ana Simaens** represented BRU at the National Science Summit 2020, with presentations on "The social image of CSR and its relationship with social values, environmental identity and sustainable consumption behavior" and "Change the Climate: Higher education for sustainable futures" (co-authored by **Catarina Roseta Palma**), respectively. This event took place on 3-4 November, with several Nobel prize winners as guest speakers.

Finance group researcher, **M. Azzim Gulamhussen**, participated on November 22nd in the webinar organized by HH Aga Khan Economic Planning Board on the topic "*Navigating in an Uncertain Economic Environment*". The event was transmitted to the public via Youtube.
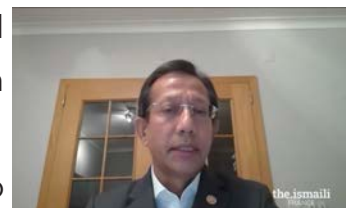
Ricardo Bilro from the Accounting, Marketing & Management group, participated as mentor in the Oeiras Valley Award, a competition for university students where they have to submit a entrepreneurial investment project with practical applications for the Oeiras community. The researcher mentored 6 projects, with one "Trustify" reaching the Top 5 in the national final, which took place in October 2020.
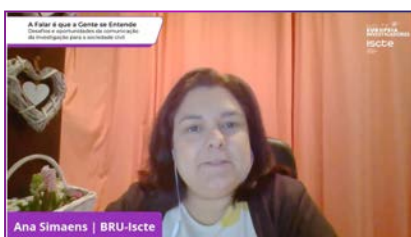
In a joint event with all research units of Iscte, on the occasion of the European Researchers Night, **Ana Simaens** represented BRU-Iscte in the discussion panel, on "Science Communication in Universities". The event took place online on November 27th.

BRU-Iscte | Key Figures 2020

Integrated Researchers 69

Associated Researchers 54

Researcher Assistants 23

Total

146

Publications

Publications in indexed peer review journals 175

Publications in peer review conference proceedings 58

71 Books, book chapters & editions

Spreading Knowledge

Communications in National and International Conferences 104

81 Positions as editors and members of editorial boards of scientific journals held by BRU-Iscte researchers

Participations by BRU-Iscte researchers in organising and scientific committees of conferences 33

Scientific dissemination, knowledge transfer and outreach activities 125

Other Outputs

Doctoral Theses
(supervised by BRU-Iscte members) **37**

MSc Theses and project defended
(supervised by BRU-Iscte members) **314**

Visiting researchers & scholars 6

BRU-Iscte | Appendices

Achievements of ongoing projects in 2020

DeSTRESS - Developing Competences for Stress Resilience @SMEs

The DeSTRESS project, coordinated by BRU-Iscte under the leadership of **Sílvia Silva**, has started in September 2019. Despite some delays due the pandemic at a critical moment of the project design, DeSTRESS has produced two main outputs so far:

1. Development of techno-stressors management standards: This includes the identification of those techno-stressors, as well as the action proposals to be developed by employers and employees.

2. Development of scenarios for the DeSTRESS game: This includes the development of scenarios for Module 1 and 2 focused on techno-stressors and the description of the situations that started to be used on the DeSTRESS game for the players to develop techno-stress competencies.

Other BRU-Iscte members have also been very involved in this project, including researchers **Ana Patrícia Duarte** and **Henrique Duarte**, as well as new BRU doctoral fellow Francisca Carvalho, who worked as a research intern on the project in 2020.

WELLy

WELLy project started on 2019, with intelectual output 1 (IO1), which consisted on systematizing the state of the art related to work well-being. An empiric research was also made, by collecting data directly with organizations (employers and employees) through an online survey. In addition, the project website was created, available in six languages, in which there are the description of the project, results, description of project partners and it's where are all of the updates related to the project (lastest events and news about project activities).

On September of 2020 took place the second Transnational Project Meeting, remote, that marked the end of the first project phase: IO1 (Analysis of state of the art on work well-being) and the beginning of the second phase: IO2 (Definition of work well-being manager profile and learning curriculum). The intelectual output 2 leaded up a report, mapping of skills that the work well-being manager should own in order to be capable to prevent and reduce work-related stress. This report is the basis to construct the learning modules on the next intelectual output (IO3).

The BRU-Iscte team involved in this project includes researchers **Sílvia Silva** and **Patrícia Costa** from the Organizational Behavior & Human Resources group.

BeComE - Be Competent in Entrepreneurship: Knowledge Alliances for Developing Entrepreneurship Competencies for the Benefit of Higher Education and Business

BeCoMe project, started in 2020, encompasses a set of knowledge alliances between higher education institutions (HEI) and businesses from Estonian, Poland, Finland, Italy and Portugal. The team from BRU-Iscte is led by researcher **Henrique Duarte**, with the support of **Ana Junça Silva, António Caetano** and **Susana Santos.**

The main aim is to build a bridge between the business and higher education institutions in order to understand what entrepreneurial competencies (ECs) are most needed in the present labour market, and therefore adjust the management courses in higher education institutions towards those needs. The project is focused on providing innovative solutions for both, universities and businesses, and aims to support the development of innovative and reflective European societies with an innovative HEIs and businesses in a context of growing global interdependencies.

To accomplish it, the project has started with a set of diagnosis of divergences between employers' needs and actual students' entrepreneurship competences (ECs). This diagnosis included:

(1) interviews to managers in organizations, in order to identify which ECs were most valued and needed in the business settings;

(2) structured questionnaires to employees, in order to identify which daily demands are most frequent, and therefore understand how to develop workplace environment as an "expansive learning environment" to support ECs' development;

(3) structured questionnaires to students of higher education institutions, in the field of management, in order to identify the actual ECs being developed in their courses, particularly those needful for personal development (e.g. self-management skills, creativity, problem solving, planning, personal initiative, communication and cooperation skills).

So far, it was found that:

(1) adaptability and flexibility were the most valued competence among managers, and also the ones that appear to be more weak when students enter in the labour market;

(2) cooperation, metacognition and financial literacy appear to be the highest ECs found in employees, and also in students, whereas opportunity discovery, auto-nomy, and personal initiative appear to be the lowest ones in employees, whereas in students the lowest ones were personal initiative, growth mindset and autonomy.

Additionally, as a way to disseminate the results of the project, 2 podcasts (available at https://becomeentrepreneurial.org/) were produced, as well as a pilot course on e-coa-ching aimed to develop ECs focused on the self-development (initiative, emotion regu-lation, opportunity discovery).

DTE – Digital Talent Ecosystem

This project has been developed in collaboration with Novabase Neotalent, SA, with the support of Portugal 2020 funds, and under the leadership of researcher **Aristides Ferreira**. BRU-Iscte researchers, **Ana Passos** and **Jorge Sinval**, are also members of the team.

The project started in September 2019 and so far the module Talent Assessment Framework (TAF), which includes the psychometric tests was successfully implemented, the pilot data was collected, and the instruments were refined. The refinements were produced using the classic test theory, the item response theory, and the Rasch models. The data were analyzed to select the best items for each different level of the latent construct. Parallelly a study was conducted, where the employer branding perceptions, supervisor support, job satisfaction, openness toward organizational change, and their impact on the intention to quit.

Different initiatives were taken to share the results of the project until now. The DTE project had a roundtable at the Web Summit 2020 entitled "Recruitment is broken. Can AI and blockchain fix it?" where the artificial intelligence, blockchain, and psychometrics were discussed within the talent recruitment context. A symposium proposal "Recruitment and selection: Using machine learning and psychometrics to pick the best talents" was submitted (and accepted) to take place on the EAPA Digital Event 2021. The presence in two other events was assured with the submission and acceptance of developmental and full papers on the Western Academy of Management 2021 and the EURAM 2021.

R.E.A.L P.A.L - Relationships, Exchanges And Leadership: implications for Performance Appraisal and Learning

A FCT funded project led by BRU-Iscte researcher **Silvia Dello Russo,** ended its second year of work in October 2020, with the following activities:

Task 1. The systematic literature research already conducted last year, has been updated to cover also 2019 and the so-called "grey-literature", that is unpublished research such as PhD dissertations. The material has been used for two different reviews: one is the meta-analysis as originally planned in the project. Regarding this, we have run the main meta-analyses and are in the process of applying new statistical advancements to test for moderation effects, that is: interactions among the core variables of interest. The second review focused on the practical implications of scientific studies, to assess what we know, take stock of it to assist practitioners, and look forward in terms of research and practice. This sub-task that has emerged based on the quantity and quality of articles that we have found during the literature research. We are now in the very final stages of writing up the relative manuscript, the first coming out of the project. The goal is to submit to a journal (very highly ranked and included in the Financial Times list of 50 journals, "FT50") by the end of 2020.

Task 2. For this task, which is a field survey-based study, our efforts have been spent on constructing the instruments to collect data. We have developed a new scale to measure Learning after and from feedback; we have put together a questionnaire by selecting the best available validated scales for all constructs of interest, and on the basis of a pilot study that the PI had conducted few years back; we have prepared the online platform to collect the data.

With respect to the sample of the research, we have made extensive contacts to organize a data collection in a large Portuguese company (or more than one). In April 2020 we were in touch with two companie, showever, due to the unexpected health situation, we agreed on postponing the data collection – which was exactly previewed for the Spring according to the project's original timeline.

At present, the organizational contacts we had made are not responsive to emails anymore. Faced with this unexpected twist in their mind and behavior – which contradicts their previous interest in the research – we have started to pursue a plan B. We will therefore collect a preliminary sample via online panels.

Task 4. Within this task, we have kept well and alive our website, in which we have published monthly digests all along the year. As of September 2020, we have 16 published digests. These digests, which cover diverse aspects of the feedback process and the broader performance management, are received with interest especially in the social media where we disseminate them (LinkedIn and Twitter).

Other outputs obtained include:

1) The presentation at the 5th Age in the Workplace Meeting (AWM), 7-9 November 2019 in St. Gallen, Switzerland:

2) Two submissions, both accepted, to international conferences, even if they could not take place due to the pandemic emergency. The references are:

- Dello Russo, S., & Miraglia, M. (2020, April 23–25). How do supervisory feedback content and delivery impact employee responses? A meta-analytical investigation. SIOP Annual Conference, Austin, TX, United States. (Conference canceled)

- Dello Russo S. & Costa J. Reactions to Feedback: the effect of LMX and age dyadic differences. Workshop on Human Resource Management, Cadiz, Spain. (Conference canceled)

3) One manuscript ready to be submitted by the end of 2020 to a top-tier journal.

4) One Master's student who was involved in the project and conducted her thesis on topics related to it, defended it in November 2020.

- Dello Russo, S., Mirfakhar, A., & Miraglia M. (2020, October 22-23). A qualitative review of feedback research: Implications for practice. XII International

HOPE: Healthcare: Optimize, Predict and Explain

Started in 2019 with Iscte funds and led by BRU researcher **Raul Laureano**, the current project integrates another larger project in which it is intended to develop simulation software to test different scenarios of public health policies and resource allocation, promoting scientific knowledge for decision making.

The research team includes a doctoral student, two research assistants and a Brazilian professor in the field of computing and artificial intelligence. External partners include· ARS Norte and UPE-Universidade de Pernambuco.

Main Outputs

Papers in scientific journals:

- Pereira, A.; Laureano, Raul M. S.; Neto, F. Five Regions, Five Retinopathy Screening Programmes: A Systematic Review of how Portugal addresses the challenge, Systematic Reviews (submitted).
- Pereira, A.; Laureano, Raul M. S.; Neto, F. Simulation Models in Diabetic Retinopathy Screening: A Systematic Review, Journal of Simulation (submitted).

Conferences – proceedings and communications:

- Pereira, A.; Laureano, Raul M. S.; Neto, F.; Macedo, J. (2020) Adesão ao Rastreio da Retinopatia Diabética: um Modelo de Simulação Baseado em Agentes, 20ª Conferência da Associação Portuguesa de Sistemas de Informação (CAPSI 2020), pp. 1-18.
- Pereira, A.; Laureano, Raul M. S.; Neto, F.; Macedo, J. (2021) Simulação computacional da adesão ao rastreio da retinopatia diabética. Modelo baseado em agentes dotados de lógica fuzzy, 16ª Conferência Ibérica de Sistemas e Tecnologias de Informação (CISTI'2021) – accepted
- Pereira, A.; Laureano, Raul M. S.; Neto, F.; Macedo, J. (2021) Simulation of human behaviour in adherence to preventive health programmes - A methodological proposal and an example of its application, The Twelfth International Conference on Swarm Intelligence (ICSI'2021) – submitted, decision pending.

Other communications:

- Health simulation models Open class Master of Business Analytics: Thursday 19th November, 2020 (Open Class- Project HOPE)

DAFIM: Data Analytics for Financial Incentives Management

Started in 2019 with Iscte funds and led by BRU researcher **Raul Laureano**, the current project integrates another larger project in which it is intended to apply artificial intelligence in the allocation and verification of financial incentives from de European Union. The results contribute in promoting the efficiency and effectiveness in in Public Administration.

The research team includes a doctoral student and two research assistants. External partners include IAPMEI (Agência para a Competitividade e Inovação, I.P.) and AICEP Portugal Global (Agência para o Investimento e Comércio Externo de Portugal, E.P.E.).

Main Outputs

MSc dissertation:

- Abrantes, Catarina (2021) Os modelos preditivos do sucesso de candidaturas a fundos europeus: o papel da manipulação de resultados, Dissertação de Mestrado em Contabilidade, Iscte-Instituto Universitário de Lisboa. https://repositorio.iscte-iul.pt/handle/10071/21827

Conferences – proceedings:

- Fernandes, Susana; Laureano, Raul M. S.; Abrantes, Catarina; Laureano, Luís (2021) Deteção de manipulação de resultados e seu impacto nos fundos europeus: uma abordagem analítica, 16ª Conferência Ibérica de Sistemas e Tecnologias de Informação (CISTI 2021) – accepted for publication.

- Fernandes, Susana; Laureano, Raul M. S. (2019) Manipulação de resultados e fraude nas candidaturas a fundos europeus: estudo em empresas portuguesas, XX Congreso Internacional AECA, https://xxcongreso.aeca.es/wp-content/uploads/2019/09/126a.pdf

Conferences – communications:

- Fernandes, Susana; Laureano, Raul M. S.; Abrantes, Catarina; Laureano, Luís (2021) Deteção de manipulação de resultados e seu impacto nos fundos europeus: uma abordagem analítica, 16ª Conferência Ibérica de Sistemas e Tecnologias de Informação (CISTI 2021) – accepted for presentation in June 2021.

• Fernandes, Susana; Laureano, Raul M. S.; Laureano, Luís (2020) How to detect the manipulation of financial statements in EU financial incentives in Portugal, XXVI Jornadas de Classificação e Análise de Dados (JOCLAD 2020), http://www.joclad.ipt.pt/download/7/programa_joclad_2020_programa_final.pdf.

• Fernandes, Susana; Laureano, Raul M. S.; Laureano, Luís (2020) How to detect the manipulation of financial statements in EU financial incentives in Portugal, 48th World Continuous Auditing and Reporting Symposium (48WCARS)

• Fernandes, Susana; Laureano, Raul M. S. (2019) Manipulação de resultados e fraude nas candidaturas a fundos europeus: estudo em empresas portuguesas, XX Congreso Internacional AECA, https://xxcongreso.aeca.es/wp-content/uploads/2019/09/126a.pdf

• Fernandes, Susana; Laureano, Raul M. S. (2019) Public Governance: as organizações públicas e a distribuição inteligente de incentivos financeiros às empresas, II Congresso Internacional de Contabilidade Pública – Reforma da Gestão Financeira Pública: Desafios para a investigação e a prática, http://iicicp.occ.pt/pt/

SUS/Blight - Strengthening Urban Sustainability in Portugal: Intervention Strategies and Proactive Measures to Combat Urban Blight

In collaboration with the University of Memphis, and partially funded by them, the project has been led by BRU-Iscte researcher **Fernando Ferreira**.

So far the project has resulted in 3 publications:

• Barão, M., Ferreira, F., Spahr, R., Sunderman, M., Govindan, K. & Meidute-Kavaliauskiene, I. (2021). Strengthening urban sustainability: identification and analysis of proactive measures to combat blight. Journal of Cleaner Production. 292, 1-15

• Costa, J., Ferreira, F., Spahr, R., Sunderman, M. & Pereira, L. (2021). Intervention strategies for urban blight: a participatory approach. Sustainable Cities and Society. 70

• Ferreira, F., Spahr, R.W., Sunderman, M., Govindan, K., Meidute-Kavaliauskiene, I. (2021). Urban Blight Remediations Strategies Subject to Seasonal Constraints. European Journal of Operational Research, Available online 30 March 2021 . https://doi.org/10.1016/j.ejor.2021.03.045

QUALENV - Change the Climate: Assuring the Quality of Environmental Strategies in Latin-American Higher Education

The QualEnv - Change the Climate project - started in January 2020 and it addresses three main needs: environmental management of all higher education activities, integration of environmental management with sustainability strategies and institutional quality management, and customized strategies for sustainability in education. This Erasmus+ project is led by Vasco Rato from ISTAR, and counts with the participation of **Catarina Roseta Palma** and **Ana Simaens** from BRU-Iscte.

The main goal of QualEnv is to increase Latin-American Universities' contribution to Sustainable Development, through the implementation of systematic environmental practices and quality processes in alignment with the United Nations Sustainable Development Goals (SDG), improving the management and operations of higher education institutions.

In its first year, the project accomplished the mapping and diagnosis of activities in campus operations and of educational activities impacting on the environment and related to the SDG. In order to achieve this, the project produced tools and guides for environmental impact analysis. Sustainability awareness was assessed throughout the academic communities of the partners. Environmental Management Systems (EMS) will be implemented in partner universities by the end of the project, thereby decreasing their environmental impact. In 2020, partners started the design and implementation of an EMS, linked to the Quality Management System if applicable.

The project outcomes are expected to reach stakeholders beyond the current partners at local, regional and national levels, thus contributing to behavioural and institutional change in higher education institutions and leveraging their impact for a sustainable future.

OSIRIS/HAMK - Supporting the Smart Specialization Approach in the Silver Economy to Increase Regional Innovation Capacity and Sustainable Growth

From this project carried in 2019 by researcher **Fernando Ferreira** in collaboration with HAMK University in Finland have resulted 2 publications:

· Weck. M.,Tamminen, P.,Ferreira, F. 2020. Knowledge management in an open innovation ecosystem: Building an age-friendly smart living environment. Proceedings of the 2020 ISPIM Connects Bangkok

· Tamminen, P., Weck. M. ,Ferreira, F. 2020. Co-Designing Knowledge Management Model. Proceedings of the 2020 Academic Design Management Conference.

CHERN – China in Europe Research Network

CHERN is a network of researchers that came together to pursue a European Union funded project (COST- European Cooperation in Science & Technology) that is participated by more than one hundred researchers the world over.

CHERN stands for China in Europe Research Network and consists of 5 Working Groups whose aim is to research various facets of Chinese political and economic Systems and their interface with Europe.

BRU-Iscte researcher, **Rui Vinhas da Silva**, was involved in the submitted COST proposal and join the project after approval as Portugal representative in the Management Committee.

During 2020 more than 20 webinars were held, as well as the 1st CHERN conference which was held at ISCTE Executive Education just before the breakout of the pandemic in March 2020. More than hundred researchers attended the conference and several cohorts were held for three days.

BRU-HORIZON2020: Raising the International Profile and Scalability of BRU's Research Activities

This project with of Portugal 2020 funds aimed to support BRU-Iscte institutional capacities in submitting applications to European competitive funding, namely in the Horizon 2020 programme. This project is coordinated by BRU-Iscte director, **Maria de Fátima Salgueiro.**

With this support, BRU-Iscte has drafted a strategic plan for 2019-2022 with regards to the submission of applications to competitive European funding schemes in areas of key interest for BRU research activities

The main results of the project so far are:

· One application in the Societal Challenge 1 "Health, Demographic Change and Well-being", with the project CH4RGE - Citizens Health For Resilient Green Environments, coordinated by researcher Aristides Ferreira

· One application to a ERC Starting Grant by Economics Group researcher Thomas Greve, with the project FINRENEW - A new design for financing renewables investment: Linking theory, experiments and policy

· One application to the MSCA COFUND programme with the project I-BRID: Immersive Business Research for Innovative Doctoral Programmes, led by researcher Jonas Oliveira

· One application in the Societal Challenge 5 "Climate Action, Environment, Resource Efficiency and Raw Materials", with the project SEQUOIA - Simulation exercises to quench the long-term growth of multi-hazard risks in urban decision, led by researcher Catarina Roseta Palma. The consortium of this application has continued to work together and has submitted another application in the same field to the recent Horizon 2020 Green Deal Calls.

3 of these applications were positively evaluated, having attained the threshold for funding but not having reach a score high enough to get to the next evaluation phased or be funded. 1 of the applications did not attain the threshold.

Social_IoT - University Community Engagement in Technologies for Sustainability: a Social Architecture

This project, funded by the Sustainability Programme of the Calouste Gulbenkian Foundation is led by João Ferreira from ISTAR, with the participation of **Ana Patrícia Duarte** from BRU-Iscte.

The Social IoT project's major achievements during 2020, include a survey to members of ISCTE's community, during the months of February and March. The data collection allowed the research team to map the sustainable profile of the Iscte's community (https://ciencia.iscte-iul.pt/projects/files/25313).

Two master theses in Social and Organizational Psychology were developed in the scope of this project, analyzing individual, social and organizational factors that promote pro-environmental behaviors at the campus. The participation in the 2ª Conferência Campus Sustentável allowed to disseminate some of the project's findings to other higher education institutions.

- Ferreira, J., Resende, R., Rato, V., Luís, S., Moura, R., Mataloto, B., Mouro, C., & Duarte, P. (2020). Sustentabilidade ambiental em edifícios e espaços partilhados: mapeamento do perfil sustentável da comunidade ISCTE. https://ciencia.iscte-iul.pt/projects/files/25313

- Mouro, C., Duarte, A.P., Moura, R., Capucha, Luís, Rato, V., Resende, R....Ferreira, J. (2020, outubro). Percepção da Comunidade ISCTE sobre a sustentabilidade ambiental e comportamentos pró-ambientais no campus. 2ª Conferência Campus Sustentável. Tomar, Portugal.

- Leitão, Patrícia (2020). A relação entre a perceção de um clima organizacional verde, o suporte da chefia e os comportamentos pró-ambientais no local de trabalho: O papel mediador da identificação organizacional. Mestrado em Psicologia Social e das Organizações, ISCTE. https://repositorio.iscte-iul.pt/handle/10071/21027

- Tavares, Catarina (2020). Transferência de comportamentos pró-ambientais entre o contexto doméstico e o contexto universitário: o papel mediador do processo identitário. Mestrado em Psicologia Social e das Organizações, ISCTE. https://repositorio.iscte-iul.pt/handle/10071/21254

DBA Theses defended 2020 under the supervision of BRU-Iscte Researchers

Student Name	Programme	Thesis Title	BRU-Iscte Supervisor	SDG
Liao Qiwu	Doctor of Business Administration (DBA)	The satisfaction of the elderly moderate and severe disability in geriatric nursing institutions: A case study of geriatric nursing institutions in Chengdu	Luís Manuel Martins	SDG 3, 5, 10
Zhang Chunxia	Doctor of Business Administration (DBA)	The influence of entrepreneur´s learning ability on enterprise innovation performance	Virgínia Maria Trigo	SDG 9
Zheng Huiping	Doctor of Business Administration (DBA)	Research on Identifications and Evaluation Methods of credit risk of Tecnology Emerging Tchnology Enterprise´ Credit Risk	Rogério Serrasqueiro	
Chen Bin	Doctor of Business Administration (DBA)	Dynamic strategies of patente licensing for later-comer firms under the constrait of technology gap and cost advantage	Sandro Mendonça	SDG 8, 9, 10
Chen Shanggao	Doctor of Business Administration (DBA)	The influence mechanism of regulatory focus on employee voice behavior: An empirical study on China´s private manufacturing industry	Sílvia Silva	SDG 8
Zeng Zhenhui	Doctor of Business Administration (DBA)	Relationship between governance mechanism and performance of NLCC´s: An investigation based on the fujian chamber of commerce in Sichuan Province	Ana Simaens	SDG 9
Tang Chao	Doctor of Business Administration (DBA)	How does differential leadership influence extra--role behavior? An employee identity perspectives	Aristides Ferreira	
Teng Yu	Doctor of Business Administration (DBA)	The impact of negative events in science spots on tourist´s behaviour intention: An analysis from the perspective of event system theory	Sofia Vale	SDG 11
Huo Long	Doctor of Business Administration (DBA)	Organizational Capability and Evolution in China´s Independente Colleges	Nelson António	SDG 4, 10
Huang Min	Doctor of Business Administration (DBA)	Strategic development of Hospitals for infectious diseases – a dynamic capability approach	Nelson António	SDG 3, 8
Luo Liming	Doctor of Business Administration (DBA)	The security effect and operating mechanism of the "Zhanjiang mode" of the serious illness medical insurance system	Luís Manuel Martins	SDG 3, 10, 11
Wu Linqi	Doctor of Business Administration (DBA)	Swift trust and behavioral change: facilitating factos of crowdsourcing in chronic disease prevention	Virgínia Maria Trigo	SDG 3, 9
Yao Zhidong	Doctor of Business Administration (DBA)	The application of PPP in Public Hospitals	Nelson António	SDG 3, 11
Hu Caishuang	Doctor of Business Administration (DBA)	The influence of management mechanisms on employee satisfaction and turnover intention in small and medium private enterprises: An empirical study in China´s Pearl River Della Region	Virgínia Maria Trigo	SDG 8, 9
Zhang Yueqin	Doctor of Business Administration (DBA)	Predicting pediatric off-label drug use in Chinese Hospitals: An Application of the theory of planned behavior	Nelson Ramalho	SDG 3
Gao Shenshen	Doctor of Business Administration (DBA)	Building on EPA based model for physicians: The case of pediatricians in China	Nelson Ramalho	SDG 3, 8
Gao Tong	Doctor of Business Administration (DBA)	Community management and policy on Diabetes Patients in Coastal developed áreas of China: na in-depth analisys of Shanghai model	Nelson Ramalho	SDG 3, 8, 11
Yang Xia	Doctor of Business Administration (DBA)	Professional management competence and role pressure of Chinese Hospital executives: Influencing factors and outcomes	Ana Simaens	SDG 8
Yuan Qin	Doctor of Business Administration (DBA)	Urban Community Home-based elderly care service system: The dillemma between the demand and supply in the city of Wuhan, China	Elisabeth Reis	SDG 3

DBA Theses defended 2020 under the supervision of BRU-Iscte Researchers

Student Name	Programme	Thesis Title	Supervisor	SDG
Gonçalo Carvalho	Doctor of Business Administration (DBA)	Capacidades dinâmicas na Indústria dos quimicos para a construção: um estudo de caso do canal de distribuição, na Europa do Sul	Álvaro Augusto da Rosa	
Li Gang	Doctor of Business Administration (DBA)	Impacts of institutional change on industrial economy: A China´s automobile industry perspective	Nelson António	
Jin Jing	Doctor of Business Administration (DBA)	The influence of Guanxi HRM practices on turnover intention of Chinese millennials in banking industry: the roles of leader-member Exchange, organizational identification and traditionality	Shaozhuang Ma	
Yu Zhonghai	Doctor of Business Administration (DBA)	An empirical analysis on the credit scoring and the intermediary role of financing guarantee institutions of China´s car loans	Rogério Serrasqueiro	
Zeng Yujie	Doctor of Business Administration (DBA)	The influence of house purschaser participation on purchase intention	Paulo Bento Fernandes	
Sun Hongbin	Doctor of Business Administration (DBA)	Operation mode and commodity atributes of art festivals: The case of Tianfu ancient town art festiva	Catarina Marques	
Zhong Liang	Doctor of Business Administration (DBA)	Development: The Sichuan Fanqing Furniture Company case study	Maria da Conceição Santos	
Wang Gang	Doctor of Business Administration (DBA)	The effect of prize structure and feedback policy on employee effort – a tournament theory approach	Virgínia Maria Trigo	