

Annual Research Report

2021

Director:
Maria de Fátima Salgueiro

bru _iscte

Business Research Unit

Index

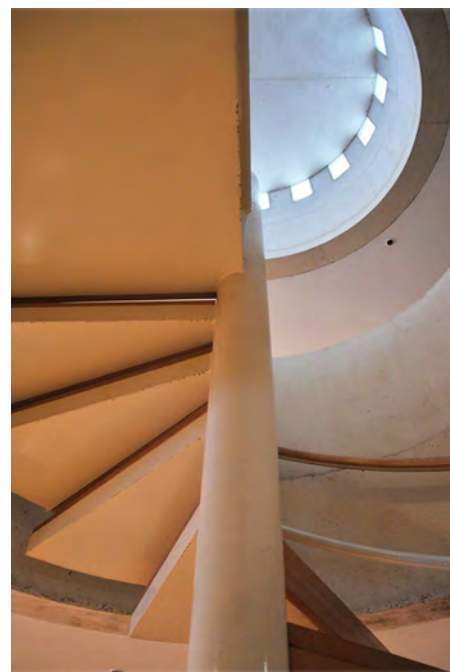
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Welcome to our Annual Report 2021

Overview

The year 2021 was still marked by several constraints due to the COVID-19 pandemic, impacting especially on those research outputs more affected by travel restrictions. Specifically, the participation in organising and programme committees has been considerably reduced over the past two years, with many events being cancelled, postponed, or held online. This has also had an impact on the number of proceedings, which has been decreasing in 2020 and again in 2021, as well as on the number of communications in scientific events, although in the latter case the number has gone slightly up from 2020.

Another major scientific setback has been the reduced number of visiting researchers, which has known a low in 2021, with only 4 visitors, 2 post-doctoral and 2 PhD students. This reduced number of international collaborations is expected to be overcome in 2022, given the manifestations of interest by visiting scholars received at the end of 2021. Having shifted mid-2020 to a virtual format, our Research Seminar Series has been particularly successful in 2021, with a great participation and interaction rate, as well as more frequent seminars covering not only topics from the different fields across the Business scientific areas, but also topics on how to improve one's research career. This effect of COVID-19 in research outputs did not impact on the high standards of publication in indexed peer-reviewed journals with 289 papers published in 2021.



Also, BRU-Iscte researchers were very active in submitting applications to competitive funding, having submitted 48 applications for national funding schemes and 26 to international funding programmes. Of these, 12 applications were successful, of which 8 are from international funding schemes.

Founded in 1994

BRU-Iscte **The Research Unit**

MULTIDISCIPLINARY RESEARCH UNIT
SPANNING KEY BUSINESS AREAS

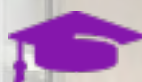
FCT GRADE 2019
EXCELLENT



171 RESEARCHERS



1 DBA PROGRAMME



3 PhD PROGRAMMES:

FINANCE
ECONOMICS
MANAGEMENT with 6 SPECIALISATIONS



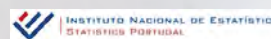
INSTITUTIONAL AFFILIATIONS:



BUSINESS SCHOOL ACREDITATIONS AND RANKINGS:



FUNDED BY:



STRATEGY AND VISION

In 2021, 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.

OUR 3 INTERWEAVING PILLARS



Excellence in Research

- Develop and improve sound research in core Business areas that further advance 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).

New BRU-Iscte Directive Board

On February 9th 2021, BRU-Iscte's Scientific Council members voted for the election of the Unit's Director. Professor **Maria de Fátima Salgueiro** was re-elected for a second mandate. She took office on the 11th of February. On the same day, **Jonas Oliveira**, researcher from the Accounting group, and **João Guerreiro**, from the Marketing & Management group, were appointed as vice directors of BRU-Iscte.

Vice-Director
João Guerreiro



Director
Maria de Fátima
Salgueiro



Vice-Director
Jonas Oliveira



FIRST BRU-FCT DOCTORAL GRANT AWARDED



Following the FCT Evaluation of R&D Units in 2018-2019, BRU-Iscte was allocated seven doctoral fellowships to be awarded to candidates from its PhD programmes until December 2023. These grants result from a Protocol between BRU-Iscte and FCT under the project UIDP/00315/2020 and are directly funded by FCT, although the selection process is managed by BRU.

In January 2021, the Unit published the first call to award 3 doctoral grants under this Protocol, receiving 40 applications, of which 12 were eligible. Three candidates were selected but ultimately only one grant was awarded; **Mariana Berga Rodrigues**, PhD candidate in Management – Marketing specialization – was the first recipient of the BRU-FCT doctoral grants. She initiated her grant in October 2021.

The evaluation panel was coordinated by BRU-Iscte's Director, **Prof. Fátima Salgueiro**, and comprised BRU-Iscte Vice-Director, Prof. **Jonas Oliveira**, and the Directors of the three PhD programmes – Prof. **Helena Isidro** (PhD in Management); Prof. **Luís F. Martins** (PhD in Economics) and Prof. **José Carlos Dias** (PhD in Finance).



The importance of this Scholarship in Mariana's words

«Receiving the BRU-FCT Scholarship provided the opportunity to immerse myself in a project that I'm deeply curious about. Thanks to the scholarship I have the time and focus to learn as much as possible during my Ph.D., which is vital to growing on an academic and professional level.»

News from BRU-Iscte staff



In September 2021, BRU-Iscte welcomed a new PhD Program Manager, **Aleksandra Marques**, replacing Esmeralda Almeida, who left Iscte at the end of the year.

Aleksandra is now responsible for managing the three PhD programs' Secretariat (Economics, Finance, and Management), liaising with students, professors, and academic services.

News from BRU-Iscte researchers involved in Iscte's spin-offs

Socio-Digital Lab for Public Policy



The SocioDigital Lab for Public Policy, a newly Associated Laboratory (Laboratório Associado) recognised in early 2021, started to lay its foundation work in preparation of the signature of its Grant Agreement with FCT.

Six research units from Iscte, including BRU, are involved in this Associated Laboratory, created with the mission to pool together the multidisciplinary research expertise within Iscte, from a wide range of social sciences to digital technologies, for the benefit of public policy information, design and evaluation. The work of the SocioDigital Lab has been structured around five transversal thematic lines (TLs) with the contribution of researchers from different units and from different disciplines.

Among BRU-Iscte researchers, **Catarina Roseta Palma** is one of the co-coordinators of the TL1 “Developing regenerative territories for carbon neutrality”. 2021 has been mainly a preparatory year for TL1, with multiple meetings, and the group has started to identify research projects by Iscte researchers on topics related to the general theme of the TL.

Also, on TL5 “Digital Transformation”, BRU-Iscte researchers **Sandra Loureiro** and **João Guerreiro** have been involved in the work that is being developed. Throughout the year, TL5 has been holding weekly meetings as well as “knowledge cafés” every fortnight. In these “cafés”, researchers working on TL5 have been presenting the research work they have been developing and thus identifying topics of special interest and research priorities for TL5.

Iscte – Knowledge and Innovation



Officially created in February 2020, the new Knowledge and Innovation Centre of Iscte, of which BRU-Iscte is a founding member, has started developing its activity in 2021, namely in multidisciplinary applications for competitive funding schemes. BRU-Iscte researchers **Ana Lúcia Martins** and **Renato Pereira** have been involved in research proposal applications to international and national funding schemes, respectively.

Renato Pereira was involved in a successful application, under the coordination of Ricardo Paes Mamede from Iscte research centre Dinâmia'CET, to the funding scheme 06/POAT/2021, a national competition supported with FEDER funds to finance studies on monitoring and evaluation methodologies for the implementation of EU funds in Portugal. The funded project is called “*Contrafactual-ML – Counterfactual evaluation of support to companies: crossover between causal inference and machine learning approaches*” and started in October 2021.

The Marketing FutureCast Lab is a spin-off from Iscte and is the first European Lab for analysis and applied research on marketing international trends. BRU-Iscte researchers **José Pedro Dionísio** and **Hélia Pereira** are members of its Scientific Council. In 2021, BRU-Iscte involvement in the FutureCast Lab has resulted in two reference works:

Project "Sinais Vitais"



Monthly surveys of a representative sample of Portuguese companies to assess the state of the economic health of Portuguese companies, in association with the CIP (business confederation).

New Trends for New Times



An in-depth ethnographic study, "In Situ", in 52 households on post-pandemic behaviour and its presentation at a conference, organised by FutureCast Lab, entitled "New Trends for New Times", on 21 October 2021.

Iscte-Health



Iscte-Health is a cross-disciplinary academic effort involving all of Iscte, undertaken with the purpose of contributing to a better response to the challenges of health in today's society; through the joining up of Iscte's research, education and intervention in its social sciences, management and technology areas.

Among BRU-Iscte researchers associated with Iscte-Health in 2021 are:

- Accounting group: **Maria João Major;**
- Data Analytics group: **Felipa Sampayo;**
- Economics group: **Nuno Crespo;**
- Marketing & Management group: **Alexandra Fernandes; Ana Brochado; Ana Lúcia Martins; Helena Rodrigues; Maria José Sousa; Teresa Grilo;**
- Organizational Behavior & Human resources group: **Francisco Nunes.**

The main activities of Iscte-Health in 2021 with participation from BRU-Iscte researchers were:

- *Societal Health Notebook n° 2 “Mental Health and Well-being”*- with the contribution of the researchers **Francisco Nunes, Ana Brochado** and **José Pedro Dionísio**;
- *Workshop on Promotion of Psychological Capital and Well-being in University Setting (November-December 2021)* – researcher **Andrea Fontes**, from the Organizational Behavior & Human Resources group, was the trainer of this workshop;
- *Publication “Research Paths at Iscte”* – with the contribution of several research papers published in reference journals by researchers: **Francisco Nunes, Maria João Major, Maria José Sousa, Felipa Sampayo, Ana Junça Silva, António Caetano, Sara Ramos, Patrícia Costa, Ana Passos, Sílvia Silva, Helena Rodrigues, Ana Brochado** and **Ana Lúcia Martins**.

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 3 goals per contribution) to each of their research outputs.

In 2021, BRU-Iscte researchers have listed **176 publications (scientific articles, proceedings, books, communications) and 16 projects** as contributing to specific Sustainable Development Goals. Continuing the efforts initiated last year, we also assessed the alignment of our doctoral theses (PhD and DBA programmes) defended in 2021 with the SDGs. Of these, we concluded that, in 2021, our declared research outputs are mostly aligned with:



SDG 8 - Decent Work and Economic Growth with 82 publications, 9 projects, and 19 doctoral theses



SDG 9 – Industry, Innovation and Infrastructure with 66 publications, 3 projects, and 9 doctoral theses



SDG 11 – Sustainable Cities and Communities with 33 publications, 1 project, and 3 doctoral theses

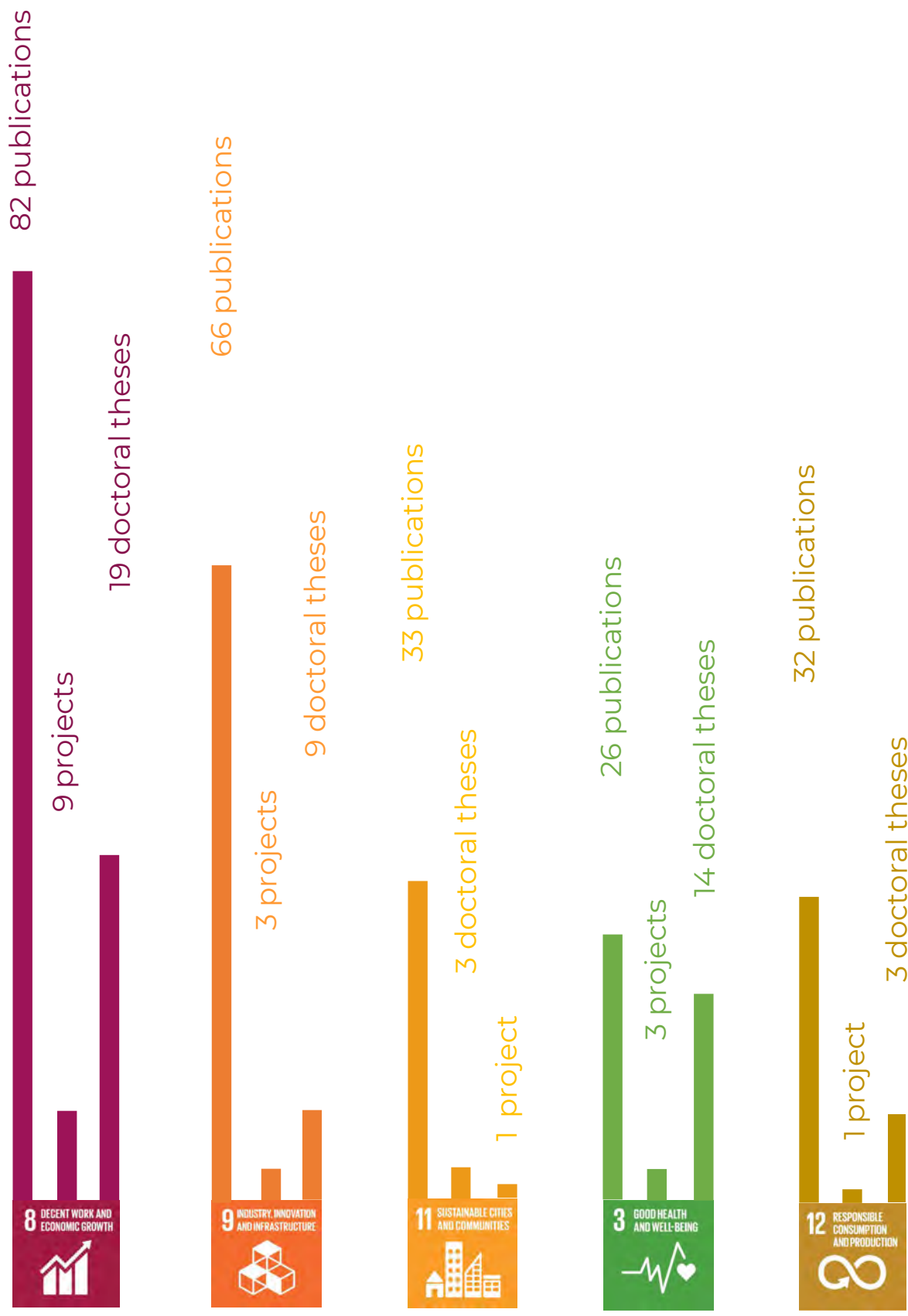


SDG 3 – Good Health and Well-being with 26 publications, 3 projects, and 14 doctoral theses



SDG 12– Responsible Consumption and Production with 32 publications, 1 project, and 3 doctoral theses

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



Governance

Directive Board

Internacional Scientific Advisory Board

Director
M^a de Fátima
Salgueiro



Vice-Director
João Guerreiro



Vice-Director
Jonas Oliveira



Fiona Steele



Simon Wolfe



Jacqueline Coyle
Shapiro



Xavier Castaner



Stephen G. Hall



Ana Simaens



Luís Filipe Martins



Aristides Ferreira



José Carlos Dias



Scientific Committee



PhD Scientific
Committee



Group Coordinators
Committee

Scientific Council

All Eligible Researchers



BRU-Iscte | THE TEAM

In 2021, BRU-Iscte comprised the following 6 research groups: Accounting; Data Analytics; Economics; Finance; Marketing & Management; and Organizational Behavior & Human Resources.

BRU-Iscte's comprised a total of **171 members** during 2021, including **137 PhD holders**. The Unit counted with **82 integrated members (I.M.)** and **55 associated members (A.M.)**, as well as **34 research assistants (R.A.)**, mainly PhD students. Additionally, BRU-Iscte had the support of **5 administrative staff members**.

FIVE ADMINISTRATIVE STAFF MEMBERS

Andreia Garcia



Aleksandra Marques



Cheila Ramalho



Rui Costa Pinto



Sandra Wantuil



SIX RESEARCH GROUPS



9 I.M.
6 A.M.
4 R.A.

Accounting

Coordinator
Isabel Lourenço



13 I.M.
9 A.M.
1 R.A.

Data Analytics

Coordinator
José G. Dias



11 I.M.
4 A.M.
3 R.A.

Finance

Coordinator
João Pedro Nunes



17 I.M.
5 A.M.
9 R.A.

Organizational Behavior & Human Resources

Coordinator
Patrícia Costa



21 I.M.
22 A.M.
12 R.A.

Marketing & Management

Coordinator
Marjan Jalali



11 I.M.
9 A.M.
2 R.A.

Economics

Coordinator
Catarina Roseta Palma

Accounting Research Group

Integrated Members



Ana Conceição



Ana Isabel Lopes



Inna Paiva



Isabel
Lourenço



Jonas Oliveira



Maria Antónia
Jesus



Maria João
Major



Paulo
Lopes Dias



Rubén Barros

Associated Members



Ana
Simões



Cláudio Pais



Daniela
Penela



Ilídio Lopes



Luís Pimentel



Rogério
Serrasqueiro

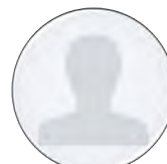
Research Assistants



Dante
Viana Júnior



José Victor
Santos



Ricardo
Nogueira Pinto



Sara
Corujo

Data Analytics Research Group

Integrated Members



Abdul Kadir
Suleman



A. Isabel
Vieira



Ana Sousa
Ferreira



Catarina Marques



Elizabeth Reis



Felipa Sampayo



José D. Curto



José G. Dias



Maria Fátima
Salgueiro



Maria Margarida
Saraiva



Paula
Vicente



Sónia Bentes

Associated Members



Dália Nogueira



Francisco
Camões Costa



Graça Trindade



Maria Gabriela
Silva



Margarida
Cardoso



Maria Teresa
Calapez



Nuno Ferreira



Pedro
Ribeiro



Raul
Laureano

Research Assistants



Filipe Ramos



Nuno
Santos

Economics Research Group

Integrated Members



Alexandra F. Lopes



Emanuel Gasteiger



Joaquim Ramalho



J. Pedro Pereira



Luís F. Martins



M. Catarina Roseta Palma



Marta Silva



Nádia Simões



Nuno Crespo



Sandro Mendonça



Thomas Greve

Associated Members



Helena Soares



Henrique Monteiro



João L. Costa



Luís Carvalho



Matteo Fragetta



Mónica Meireles



Ricardo Correia



Sandrina Moreira



Sofia Vale

Research Assistants



Hou Zheng



Luís Casinhas

Finance Research Group

Integrated Members



António
Freitas Miguel



Aricson Cruz



Helena
Isidro



João Ruas



João Pedro
Nunes



José Carlos
Dias



Luciana
Barbosa



Maria Helena
Veiga



Mário
Fernandes



M. Azzim
Gulamhussen



Pedro Júdice

Associated Members



Carlos Pinheiro



Luís Oliveira



Luís Laureano



Pedro Prazeres

Research Assistants



Carlos Glória



João Reis



Meskat Ibne
Sharif

Marketing & Management Research Group

Integrated Members



Álvaro Rosa



Ana Simaens



Fernando Ferreira



Helena Rodrigues



Ieva Meidute-Kavaliauskiene



João Guerreiro



José Campino



Leandro Pereira



Maria J. Sousa



Marjan Jalali



Marta Bicho



Nebojsa Dacic



Nelson António



Paulo Bento



Pedro Falcão



Renato Costa



Renato Pereira



Ricardo Bilro



Rui Vinhas da Silva



Sandra Loureiro



Teresa Grilo

Associated Members



Alexandra Fernandes



Ana Lúcia Marins



Ana Brochado



Daniela Langaro



Fernando Angelino



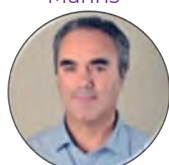
Hélia Pereira



João Menezes



João Villas-Boas



José Filipe



J. Arménio Rego



J. Pedro Dionísio



Luis. M. Martins



Margarida Oliveira



Maria C. Santos



Nuno Araújo



Paula Rodrigues



Ralitza Nikolaeva



Shaozhuang Ma



Sofia Kalakou



Susana Marques



Tânia Ramos



T. Lúcio Rapaz

Research Assistants



Aihoor Aileem



Carlos L. Cruz



Filipa Pinto



João Regra



Jorge Nascimento



Luís Miguel



M. Madalena Raptopoulos



Mariana Rodrigues



Mónica Ferreira



Muhammad Asim Sarwar



Pedro Oliveira



Sílvia Cavalinhos

Organizational Behavior and Human Resources Research Group

Integrated Members



Ana Junça Silva



Ana Passos



A. Patrícia Duarte



Andrea Fontes



Aristides Ferreira



Atieh Mirfakhar



Donatella Di Marco



Francisco Nunes



Henrique Duarte



Inês C. Sousa



Jorge Sinval



Mirko Antino



Patrícia Costa



Sandra Costa



Sílvia Silva



Sílvia Dello
Russo



Susana Santos



Susana Tavares

Associated Members



António Caetano



Nelson
Ramalho



Sara Ramos



Sílvia Costa



Virginia Trigo

Research Assistants



A. Catarina Leal



Ana Guedes



Francisca Carvalho



Francisco Delgado



Maria Beatriz
Esperança



Maria Teresa
Almeida



Roba Elbawab



Sara Lopes



Tatiana Marques

Due to COVID-19 travel restrictions still in place in 2021, BRU-Iscte has only received **4 visiting researchers** from 3 international universities, including 2 visiting post-doctoral researchers and 2 visiting doctoral students. Most of the scheduled visiting stays by international researchers had to be postponed, including the selected **Fulbright Scholars** visiting researchers for 2019/2020 and 2020/2021, Professors **Peter Madsen** and **Jamison Kovach**. They will be visiting BRU-Iscte only during Spring 2022.

The visiting researchers' involvement in the academic life of BRU-Iscte 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 was a visiting researcher at BRU-Iscte between September 2020 and September 2021, funded by a prestigious scholarship from the Scientific and Technological Research Council of Turkey. Here is her feedback from her visiting experience at BRU-Iscte:



*I was very fortunate to spend a year as a visiting researcher in BRU-Iscte and worked with Prof. **António Freitas Miguel**. He is an excellent academician and has directed our research very keenly and with meticulous attention. Our research paper brings a spatial perspective to the mutual fund industry and I believe that it contributes significantly to the long-debated mutual fund flow-past performance association. Our research has been supported by one of the prestigious institutions of Turkey, namely the Scientific and Technological Research Council of Turkey.*

*Prof. **Freitas Miguel** also introduced me to Prof. Antonio Manuel Barbosa and I had the opportunity to take his advice about our research as well. Prof. **Freitas Miguel** and I are about to finish the research paper which we had started during my stay and we have also started to work on another paper together. In this sense, I can say that we have already started to work on another project.*

Unfortunately, due to the Covid-19 pandemic and the social distancing measures, my interaction with other faculty members was limited. Still, BRU-Iscte provided me with all the technological opportunities that I needed at every stage. I'd be more than happy if I am able to mediate any cooperation agreements between BRU-Iscte and Ankara University, Turkey.

I am very grateful to BRU-Iscte to provide me with this very valuable opportunity.



Daniel Ruiz

Daniel Ruiz was a visiting PhD Student from the Universidad Autónoma de Madrid that stayed at BRU-Iscte from September till November 2021. During his stay, he worked closely with researcher **Sandra Loureiro**, from the Marketing & Management Group, on the final stages of his doctoral thesis *“The impact of online review valence on customer responses in the hospitality industry: moderating factors”*.



Generoso Branca

Generoso Branca was a visiting PhD Student from the Department of Law, Economics, Management and Quantitative Methods at the University of Sannio, in Italy. He stayed at BRU-Iscte from September till November 2021. During his stay, he worked closely with researcher **Sandra Loureiro**, from the Marketing & Management Group, on the final stages of his doctoral thesis *“Consumers’ evaluations of product packaging in Virtual Reality and Real Life: a comparative experimental analysis”*.

BRU-Iscte | Scientific Programmes & Activities

Funding sources

In 2021, 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, and financial support to research projects and to applications for competitive funding.

Fundação para a Ciência e a Tecnologia, I.P. – FCT		986 468,50 €
	R&D Unit Pluriannual funding	720 742,38 €
	Project funding	95 740,79 €
	Funding for contracts of researchers with PhD	37 503,25 €
	Funding for PhD , PostDoc or other fellowships	132 482,08 €
Other national sources		364 161,05 €
	Funding received from Participant or Management Institutions (Iscte funds)	204 320,25 €
	Private funding	43 114,97 €
	National public funding with EU funds	116 725,83 €
International sources		73 768,13 €
	Erasmus+ project funding	73 768,13 €
Total		1 424 397,68 €

Advanced training

BRU-Iscte coordinates **3 PhD Programmes in Management, 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 two Chinese universities accredited by the Chinese Ministry of Education.

Doctoral candidates enrolled in the PhD in Management can pursue one of **6 specialisations**: I. Accounting, II. Human Resources and Organizational Behavior, III. Marketing, IV. Operations Management, Logistics and Supply Chain Management, V. Quantitative Methods Applied to Management, and VI. Strategy and Entrepreneurship.

In 2021, **43 candidates** have graduated from one of the above doctoral programmes (18 from PhD Programmes and 25 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.

Furthermore, BRU members have directly supervised **367 MSc theses, 67 MSc projects** and **3 MSc Traineeship Reports** defended in 2021.

Research Fellowships

Fellows Testimonies



Jorge Nascimento

The PhD program in Management, and the opportunity to conduct research as part of the BRU team, is a fundamental step for me to undertake the most significant career change I've ever embraced. Following my 20-year experience in the corporate world, in marketing and business leadership positions in diverse industries and organizations, I look forward to making a significant impact in our challenges ahead, of shaping a more sustainable development, where marketing is asked to play a new, exciting yet demanding role.

As a 2nd-year student in Marketing specialization, I expect the PhD experience to allow me to (a) gain experience as an independent researcher; (b) be intellectually challenged on worthwhile societal and scientific issues; (c) explore key contributions and meet the top scholars in my field's academic network; (d) develop new skills, in order to contribute towards ISCTE's impact as a globally recognized top institution; (e) share the knowledge gained, to ensure the success of tomorrow's leaders, researchers, and marketing practitioners. (Jorge Nascimento, Marketing & Management Research Group)



Carlos Glória

*During my master's studies, I fell in love with Finance, with particular emphasis on option pricing. My master's dissertation clearly showed that a master's degree was not enough because I was eager to do more, understand more and make a significant contribution to the financial literature. That was when I discovered Business Research Unit (BRU) and its rigorous and well-structured Ph.D. in Finance program. I already knew during my master's that ISCTE/BRU was among the universities in Portugal with more publications in the field I wanted to work on. My experience in the Ph.D. program and member of BRU has been wonderful and I am amazed by the high quality of the courses as well as the dedication of the professors. ISCTE/BRU has a very strong financial department with highly-qualified professors and publications in top-tier journals. My supervisor is among the top researchers in Portugal and worldwide and has shown to be a very friendly person and always willing to help in the most difficult times. That said, I have no doubt whatsoever that with the resources made available by BRU and with help of my supervisor, I will successfully conclude the Ph.D. and reach my ultimate goal which is publishing in the top-tier journals. (**Carlos Glória**, Finance Research Group)*



Francisca Carvalho

*Pursuing a PhD is a journey in which every student will face good and struggling moments. What makes the difference in this journey is whom we meet along the way, and whom we choose to guide us through it. I chose ISCTE and BRU-IUL and, luckily, ISCTE and BRU-IUL chose me. Since I started the Doctoral programme, I have met extraordinary people. From the support staff that will help in any and quickest way possible; to Professors who spare no effort in sharing their knowledge and inspire us to critically think about our research ideas. Additionally, in BRU-IUL I found a scientific atmosphere that is enriched by the existing large national and international network. I am privileged to have supportive colleagues from different cultural backgrounds and that are always willing to give new insights; as well as to participate in seminars on relevant topics with investigators from various universities around the globe. Having a full-time scholarship plays an important part in this journey too. These opportunities of funding (as BRU-IUL has) are crucial to ensure that I never lose track of the path I want to follow. Challenging, but rewarding, I know I can always count on BRU-IUL to never walk alone. (**Francisca Carvalho**, Organization Behaviour and Human Resources Research Group)*

In 2021, BRU-Iscte has obtained funding for 9 new doctoral fellows, as well as for 1 MSc research fellow.

FCT Fellowships			
Name	Type of Fellowship	ref nº	supervisor
Francisco Delgado	BD (PhD Fellowship)	2021.05871.BD	Sílvia Silva
João Regra	BD (PhD Fellowship)	2021.06893.BD	M. Azzim Gulamhussen
Luís Miguel Simões	BD (PhD Fellowship)	2021.05726.BD	Ana Patrícia Duarte
Mariama Baldé	BD (PhD Fellowship)	2021.06643.BD	Aristides Ferreira
Mariana Berga Rodrigues	BD (PhD Fellowship)	UI/BD/151513/2021	Sandra Loureiro

Other Fellowships / Research Contracts			
Name	Type of Fellowship	ref nº	supervisor
Meskat Ibne Sharif	Merit Grant Iscte	N/A	N/A
Muhammad Asim Sarwar	Merit Grant Iscte	N/A	Sandra Loureiro
Sara Andrade Corujo	Merit Grant Iscte	N/A	Isabel Lourenço
Francisco Delgado	BI (Research Grant PhD Student)	2019-1-PT01-KA202-060771	Sílvia Silva
Márcia Crespo	BI (Research Grant MSc Student)	2019-1-SI01-KA202-06039	Sílvia Silva; Patrícia Costa



In 2021, BRU-Iscte researchers were involved in 5 new Erasmus+ projects. Here is a brief presentation of each of them.



HumAct - Humanitarian Action: Climate Change and Displacements

Starting in January 2021, HumAct, funded under the Erasmus+ Capacity Building for Higher Education programme, is a collaborative endeavour between two European and five African universities aiming at capacity building of the latter, in the area of humanitarian action in relation to climate change and displacements. The project responds to two main sets of challenges and provides an integrative solution to them. The first challenge is the enhancement of capacities in the field of higher education, and the second specifically responds to the professionalization needs in the humanitarian sector in these countries. HumAct proposes to address these by focusing on enhancing capacities of HEIs in the area of humanitarian action (HA) through curriculum development and skills development.

HumAct is led by the Iscte's International Relations Office and counts with the participation of BRU-Iscte researchers **Ana Lúcia Martins** and **Ana Simaens**, from the Marketing & Management group, as well as **Sílvia Silva**, from the Organizational Behavior & Human Resources Group.



athena

ATHENA - University Goes Digital for a Sustainable Global Education

Starting in March 2021, this project was funded through the programme Erasmus+ - KA226 - Partnerships for Digital Education Readiness. The principal researcher is **Maria José Sousa**, researcher from the Marketing & Management group, leading a consortium of 5 partners from 4 countries (Portugal, France, Austria and Italy).

Athena Project aims to develop the digital skills of university professors, reinforcing their response to the challenges that universities face today and in the future. The project seeks to foster cooperative learning environments, making them transformative and inclusive through the adoption of new technologies, such as e-learning, gaming platforms, virtual and augmented reality, systematically modeled to activate key competencies in digital learning.

Other researchers from the Marketing & Management group involved in this project are **Álvaro Rosa**, **Leandro Pereira**, **Renato Costa** and **Renato Pereira**.



ECCEPFIE - European Citizenship Common Education Program for Integrated Europe

This project started in June 2021 funded by the Erasmus+ programme - KA227 - Partnerships for Creativity. It is led by the association Voices of the World (Belgium) and BRU-Iscte integrates a consortium of 6 partners from 5 countries (Belgium, Portugal, Poland, Lithuania and Turkey).

This project will create a European Youth and Culture Club and mobile application based on a universal course on European citizenship rights to promote common European culture.

Maria José Sousa, researcher from the Marketing & Management Group, is the local coordinator at Iscte, and Organizational Behavior & Human Resources researcher, **Inês C. Sousa**, was also a project member in 2021.



INSPIRE – Innovation for Social Entrepreneurship

INSPIRE started in November 2011, funded under the Erasmus + Strategic Partnerships for Vocational Education and Training. The iNSPIRE Social Entrepreneurs Network (iNSPIRE) project will create a learning HUB that will develop inspiring apprenticeships processes, based on the identification of transferable lessons from the formal and informal learning environment to support the development of a social entrepreneurship network in several European countries (Turkey, Portugal, Ireland, France, and Belgium).

The consortium is led by French association Association Culturelle des Jeunes Turcs de Bar le Duc, and the local coordinator is **Maria José Sousa** from the Marketing & Management group. Other BRU-Iscte researchers involved are **Marjan Jalali**, **Leandro Pereira** and **Renato Costa**.



UAMschool4cities – Urban Air Mobility School for Cities

Approved in October 2021 by the National Erasmus + Agency, under the Strategic Partnerships for Vocational Education and Training programme, this project is led by BRU-Iscte researcher **Sofia Kalakou**, from the Marketing & Management group. **Nelson Ramalho**, researcher from Organizational Behaviour is also part of the team. The consortium includes 7 partners from 5 countries (Portugal, Cyprus, France, Greece and Slovenia).

UAMschool4cities addresses in a timely manner the need and opportunity for Urban Air Mobility (UAM) training, aiming at the creation of a Training Programme for Local Authority employees to get familiar with the UAM concept and acquire the necessary skills to deal with the uptake of UAM services following the recent approval of the U-Space (urban airspace) by the European Commission (Implementing Regulation (EU) 2021/664; effective from 26 January 2023) that allows the provision of drone services in urban environments. The work on this project will effectively start only on February 2022.

Other European Projects:



NEXUSNET

BRU-Iscte researcher **Catarina Roseta Palma** is one of the proponents of the COST Action “NEXUSNET: Network on water-energy-food nexus for a low-carbon economy in Europe and beyond”. This action received the maximum score of 50 points, thus ranking 1st, and intends to establish an international network of researchers working with policymakers and the business sector to better understand how the water-energy-food Nexus fosters policy coherence in the domains of water, energy and food, supporting the transition towards a circular and low-carbon economy in Europe. This action is coordinated by Prof. Chrysi LASPIDOU of the University of Thessaly Pedion Areos (Greece), and **Catarina Roseta Palma** has been nominated as the Portuguese representative in its Management Committee, besides being the leader of working group 3 “Policy Measures”. NEXUSNET project started in September 2021 and will run for four years until September 2025.



Coop4Int

The project **Coop4Int - Strengthening Migrant Integration through cooperation between Portugal and Cabo Verde** aims to improving instruments and operating procedures regarding immigrant integration in Cabo Verde. This 1.5M€ project is financed by the International Centre for Migration and Policy Development (ICMPD), through the EU-funded programme Mobility Partnership Facility III, and is coordinated by ACM – the Portuguese High Commission for Migration, with Iscte being one of the major partners. The local Iscte coordinator is BRU-Iscte researcher **Maria José Sousa**, but researchers from CIES-Iscte and AUDAX – Iscte Centre for Entrepreneurship are also involved. The main contribution from BRU-Iscte to the project centres around the activity “Education and training in entrepreneurship for the implementation and promotion of Immigrant Entrepreneurship”, providing training and mentoring, with the primary objective being the qualification of migrants for new challenges in the Business area, related to the creation of their own businesses.

Migrants will be encouraged to create businesses (products, processes, and services) in the blue and green economy keeping in mind regional needs and opportunities.

The project started in December 2021 and will run until December 2024.



RESETTING

The project **RESETTING - Relaunching European smart and Sustainable Tourism models through Digitalization and Innovative Technologies** will help the competitiveness of 60 tourism SMEs (small and medium-sized enterprises) spread across five European countries (Portugal, Spain, Italy, Albania, and Greece). A 1M € worth grant provided by the European Commission's Executive Agency for Small and Medium-sized Enterprises (EASME) will be overall distributed.

This project facilitates transnational cooperation and is committed to co-creation and innovation which will enable overcoming differences and unite entrepreneurs around the common goals of restarting tourism more sustainably and smartly, which aligns with the double digital and ecological transition that we are currently witnessing.

RESETTING is coordinated by Eurecat (Spain) and – besides Portugal – it includes partners from Albania, Italy, Greece. Portuguese local team leader is the Istar-IUL researcher Fernando Brito e Abreu. **Sandra Loureiro** (leader WP2 – Data Analytics for Tourism) and **Daniela Langaro**, Bru-Iscte researchers, are also part of the project team.

Despite being approved in August 2021, the RESETTING consortium is set to start work on January 2022.

kNOWHATE



The project **kNOWHATE - kNOWing online HATE speech: knowledge + awareness = TacklingHate** was funded with 300 000 € from EU programme CERV-2021-EQUAL and it aims to:

- Analyse the content and propagation of online hate speech (OHS) as well as online counter speech (OCS) in user-generated content;
- Create models for automatic detection of OHS covering its both forms – direct and indirect;

- Offer culturally sensitive and tailored guidelines and tools for effective prevention and countering narratives to be used by individuals, civil society organizations and policymakers.

Leading this project is researcher from CIS-Iscte Rita Guerra, and counts with the expertise of BRU-Iscte researcher **Catarina Marques**, from the Data Analytics group, in Work Package 3 – Data collection, pre-processing and annotation, more specifically in Task 3.5 – Statistical Analysis. In addition, BRU's **science communication staff** is in charge of the Task 1.5 – Communication and Dissemination Strategy. The project was approved in October 2021 and will kick off in March 2022.

National Projects

SOLID-JOB



This FCT-funded project - **SOLID-JOB - Rebuilding solidarity in an age of job dualization** – focuses on one key dimension of dualisation: the regulation and use of atypical contracts, i.e. fixed-term contracts, self-employment and agency work. The project relies primarily on case study methods, with a comparative case study analysis of Portugal and Spain.

The project started in March 2021 and is coordinated at Iscte by Dinamia-CET researcher Paulo Marques, with the involvement of BRU-Iscte researchers **Abdul Suleman**, from the Data Analytics group, and **Henrique Duarte**, from the Organizational Behavior & Human Resources group.



Contrafactual-ML - Counterfactual evaluation of support to companies: crossover between causal inference and machine learning approaches

Renato Pereira, researcher from the Marketing & Management group, is involved in this project, led by Ricardo Paes Mamede from Iscte research centre Dinâmia'CE. The project is funded through 06/POAT/2021, a national competition supported with FEDER funds to finance studies on monitoring and evaluation methodologies for the implementation of EU funds in Portugal.

The project started in October 2021 and aims to improve counterfactual evaluation processes regarding the impact of companies' incentives systems implemented in Portugal, co-funded by European funds. Contrafactual-ML will use recent and innovative Machine Learning methods and more usual causal inference methods for the purposes of impact counterfactual evaluation. The project intends to boost public agencies' capacities regarding the counterfactual evaluation of public policies regarding companies' incentive schemes.

Other Research Partnerships:

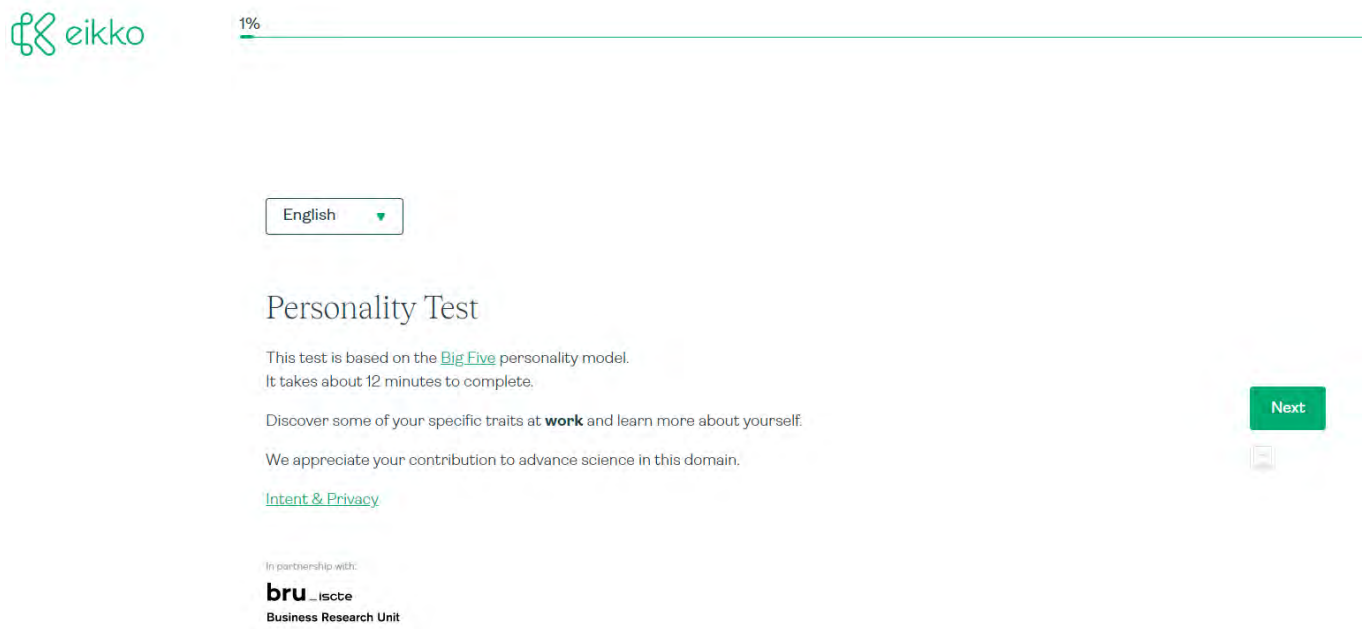
Censos 2021



In April 2021, BRU-Iscte researchers **Paula Vicente** and **Elizabeth Reis**, from the Data Analytics group, were contracted by INE – Statistics Portugal to carry out a technical evaluation of the processes implemented by INE in the 2021 Census Quality Survey. The work on this technical evaluation is foreseen to end in September 2022.

EIKKO Recruitment Platform

In October 2021, BRU-Iscte signed a Collaboration Protocol with IKARI Technology Solutions Lda. to promote joint research activities in the fields of Organizational Psychology, Recruitment and Human Resources. The first project resulting from this partnership was the development of the EIKKO Recruitment Platform, in which researcher **Aristides Ferreira** from the Organizational Behavior & Human Resources group was involved. Resulting from this project was the Personality Test at the core of this innovative recruitment platform.



Besides these new projects, **16 other projects were still active or concluded in 2021**. To learn more about the achievements of the ongoing projects in 2021, please **refer to the Appendices** at the end of this report.

Funded research projects in 2021

In 2021, BRU-Iscte researchers were coordinating or participating in **30 projects**, including 4 FCT projects, 6 PT2020 projects (3 as direct beneficiaries and 3 as subcontracted partners), 14 EU projects (among which 11 Erasmus+ and 2 COST actions).

Ongoing projects coordinated by BRU-Iscte researchers

Funding Reference	Project Title	Principal Investigator
PTDC/PS-GER/2914/2017 (FCT)	R.E.A.L. P.A.L – Relationships, Exchanges And Leadership: implications for Performance Appraisal	Silvia Dello Russo
2019-1-PT01-KA202-060771 (Erasmus+)	DeSTRESS - Developing Competences for Stress Resilience @SMEs	Sílvia Silva
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
Internal funding from ISCTE	HOPE – Healthcare: Optimize, Predict and Explain	Raul Laureano
Funding from SCML	4D Impact	Nelson Ramalho
45216 (PT2020)	DTE – Digital Talent Ecosystem	Aristides Ferreira
FCT/CPCA/2020/01	Measuring and adapting team-level constructs: Challenges and opportunities	Jorge Sinval
Funding from IKARI Technology Solutions, Lda.	EIKKO Recruitment Platform	Aristides Ferreira
ICMPD/2021/MPF-357-010	Coop4Int - Strengthening Migrant Integration through cooperation between Portugal and Cabo Verde	Maria José Sousa
Funding from Ernst & Young	POCH - Evaluation of the contribution of Portugal 2020 to the qualification and employability of adults	Nádia Simões
Funding from INE (Statistics Portugal)	Censos 2021 – Technical evaluation of the processes implemented by INE in the 2021 Census Quality Survey	Paula Vicente

Ongoing projects coordinated by other institutions with participation of BRU-Iscte researchers

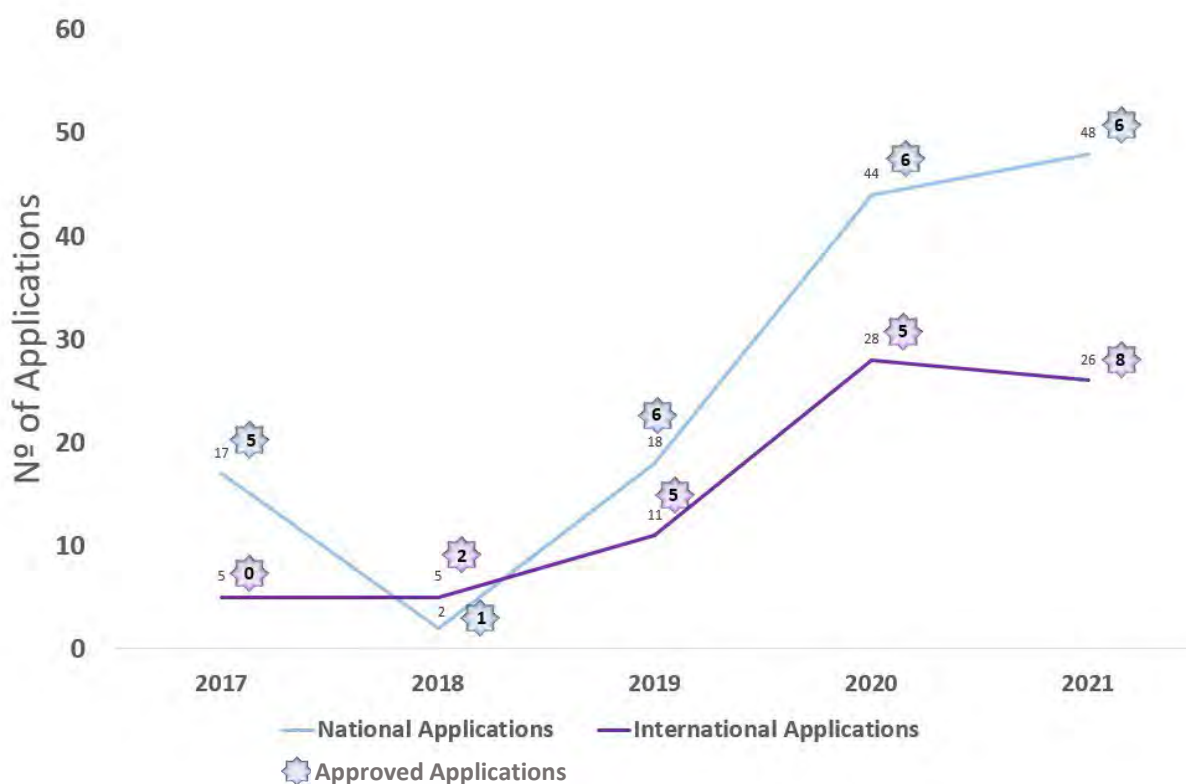
Funding Reference	Project Title	BRU-Iscte Local Project Coordinator
46083 (PT 2020)	INOVMINERAL 4.0 - Advanced Technologies and Software for Mineral Resources	João Vilas-Boas da Silva
2019-1-SI01-KA202-06039 (Erasmus+)	WELLY: Introducing the job profile of a Manager for Work Well-being to prevent and 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 +)	REMOVA - 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
2020-1-BE02-KA227—SCH-083030 (Erasmus +)	European Citizenship Common Education Program for Integrated Europe	Maria José Sousa
2021-1-FR01-KA220-VET-000034853 (Erasmus +)	INSPIRE - Innovation for Social Entrepreneurship	Maria José Sousa
la Caixa Foundation	RESON - The Social Impact of Infection Prevention and Control on residential structure for the elderly during COVID-19 crisis	Nelson Ramalho
CA20138 (COST Action)	NEXUSNET – Network on Water-Energy-Food Nexus for a Low-carbon Economy in Europe and Beyond	Catarina Roseta Palma

Ongoing projects coordinated by other Iscte research units with participation of BRU-Iscte researchers

Funding 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; 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
2017-1-AR-EPPKA2 – 585739 (Erasmus+)	EULA-GTEC - Technology and innovation management master	Nelson Ramalho
2020-1-PT01-KA226-HE-094833 (Erasmus+)	ATHENA - University Goes Digital for a Sustainable Global Education	Maria José Sousa
619207-EPP-1-2020-1-PT-EPPKA2-CBHE-JP (Erasmus+)	HumAct - Humanitarian Action: Climate Change and Displacements	Ana Lúcia Martins; Ana Simaens; Sílvia Silva
PTDC/SOC-SOC/28811/2017 (FCT)	REVAL - From internal devaluation to revaluation of work: the case of Portugal	Henrique Duarte; Abdul Suleman
POAT-01-6177FEDER-000071 (PT2020)	Contrafactual-ML - Counterfactual evaluation of support to companies: crossover between causal inference and machine learning approaches	Renato Pereira
PTDC/CPO-CPO/6230/2020 (FCT)	SOLID-JOB - Rebuilding solidarity in an age of job dualization	Abdul Suleman; Henrique Duarte

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 few years. Indeed, national applications have increased from 17 in 2017 to 44 in 2020 and finally to 48 in 2021, while international applications have gone from 5 in 2017 up to 28 in 2020, stabilizing at 26 in 2021. The number of successful applications has been stagnant for national funding schemes with 6 applications being approved in each of the last three years, while applications to international funding schemes have seen a rise in success, from 0 approved in 2017 to 8 approved in 2021, as can be seen in the chart below.



Following the established criteria of academic excellence, in 2021, BRU-Iscte researchers have published **289 research papers in indexed international peer-review journals**. Additionally, BRU-Iscte's researchers held **108 positions as editors and members of editorial boards** of scientific journals in 2021; 75 of the Unit's researchers were also involved in **reviewing for 219 journals**.

2021 saw the reprisal of international conferences after the multiple cancellations and postponements due to the pandemic, however, some events were still affected due to local restrictions. Nonetheless, in 2021, BRU-Iscte researchers still managed to present **140 communications in national and international conferences**. These communications resulted in **49 peer-reviewed proceedings**. Also, the Unit's researchers were responsible for other types of publications in 2021: **books (5), book chapters (48) and book editions (11)**.

From the 289 articles published by **BRU-Iscte** researchers in indexed international peer-review journals, **35** were ranked **ABS3, 8 ABS4, 1 ABS 4*** and **2 FT50**. Moreover, **57** were published in **JCR Q1** journals (Web of Science's Journal Citation Reports) and **130** in **SJR Q1** journals (Scopus' Scimago Journal Ranking).

From these, we highlight the **10 top publications** ranked ABS 4 / 4 * or FT50:

- **Helena Isidro (FT50; ABS 4*)**

Boards of a feather: Homophily in foreign director appointments around the world in Journal of Accounting Research



- **José Arménio Rego (FT50)**

Are Relationally Transparent Leaders More Receptive to the Relational Transparency of Others? An Authentic Dialog Perspective in Journal of Business Ethics



- **João Guerreiro; Sandra Loureiro (ABS 4)**

An examination of the influence of emotional solidarity on value cocreation with international muslim travelers in Journal of Travel Research



- **Sandra Loureiro (ABS 4)**

Cognitive image, mental imagery, and responses (CI-MI-R): Mediation and moderation effects in Journal of Travel Research



- **Raul Laureano (ABS 4)**

Developing a vulnerability-based conceptual model for managing risk in non-profit projects: a multicase study in a European country in Public Management Review



- **Silvia Dello Russo (ABS 4)**

Human capital development practices and career success: The moderating role of country development and income inequality in Journal of Organizational Behavior



- **Catarina Marques; Rui Vinhas da Silva (ABS 4)**

Image, satisfaction, destination and product post-visit behaviours: How do they relate in emerging destinations? in Tourism Management



- **Donatella Di Marco; Sílvia Silva; Susana Tavares (ABS 4)**

International differences in employee silence motives: Scale validation, prevalence, and relationships with culture characteristics across 33 Countries in Journal of Organizational Behavior



- **Fernando Ferreira; Ieva Meidute-Kavaliauskiene (ABS 4)**

Urban blight remediation strategies subject to seasonal constraints in European Journal of Operational Research



- **Silvia Dello Russo (ABS 4)**

Here, there, & everywhere: Development and validation of a cross-culturally representative measure of subjective career success in Journal of Vocational Behavior



In 2021, **54 BRU-Iscte researchers** were awarded the Iscte Scientific Awards for Scientific Publications published the previous year. These **54** awarded researchers published a total of **75 different papers**, indexed in Quartil 1 in the Web of Science and in the Scopus CiteScore. In addition, BRU-Iscte's researchers have received **11 international and 1 national scientific award**, including **4 reviewing awards** and **5 best papers awards**, as well as 3 other awards.



Business Ethics, the Environment and Responsibility

Winner of the BEER Best Paper Award 2021:

Escadas, M., Jalali, M. S., & Farhangmehr, M. (2019). [Why bad feelings predict good behaviours: The role of positive and negative anticipated emotions on consumer ethical decision making.](#) *Business Ethics: A European Review*, 28(4), 529-545.



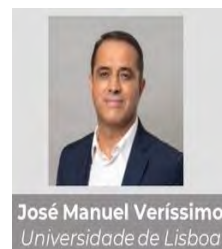
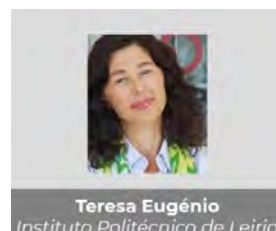
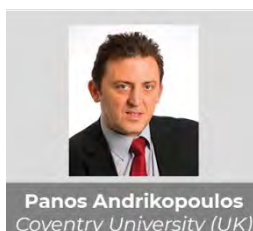
Excellence in Reviewing Recognition

NAME	UNIVERSITY
Aobdia, Daniel	Penn State University
Blaufus, Kay	Leibniz University Hanover
Bleibtreu, Christopher	BI Norwegian Business School
Bonacchi, Massimiliano	Free University of Bozen-Bolzano
Dal Maso, Lorenzo	ESSEC Business School
Dou, Yiwei	NYU Stern
Eugster, Florian	Stockholm School of Economics
Franke, Benedikt	Julius-Maximilians University of Würzburg
Isidro, Helena	ISCTE-IUL



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 2021, BRU-Iscte organised **19 research seminars** (all via Zoom). Guest speakers came from 8 international universities, with other 11 guest speakers coming from 6 national universities (including 5 from Iscte).

Moreover, BRU-Iscte researchers also guested in 15 research seminars organised by other universities, of which 11 from overseas.



Although we witnessed a reprise in scientific events in 2021, many local restrictions due to the pandemic were still in place, resulting in most events being held online. Consequently, with lesser need for local organisers, BRU-Iscte researchers' involvement in the coordination and organisation, as well as in the scientific committees, of conferences both at the national and at the international levels diminished in 2021. Still, they have actively participated in the scientific or organising committees of **2 national scientific events**, as well as of **16 international scientific events**.

International meetings

2021 Global Fashion Management Conference at Seoul



The 2021 Global Fashion Management Conference at Seoul was held on 5th-7th November 2021 with the Theme: ***Fashion, Design & Marketing Management in the Digital Environment***. Due to Covid-19 pandemic, the conference was streamed online.

BRU-Iscte researcher **Sandra Loureiro**, from the Marketing and Management Group, was the Conference Co-Chair and is currently the Director of the Portuguese Marketing & Management SBU of GAMMA (Global Alliance of Marketing and Management Associations).

As Conference Co-Chair, **Sandra Loureiro** was involved in this international event organisation that counted with participants from more than 20 countries.

Iscte was one of the partners of the conference.

Symposium The Digital Talent Ecosystem 2021



The event, held on May 25th, was part of the project **Digital Talent Ecosystem (DTE)**.

This meeting was split in two moments: a symposium named “The Digital Talent Ecosystem” and a keynote lecture “*More than Just a Control Variable: Age in the Workplace and Lingering Measurement Issues*”, presented by Donald M. Truxillo (former Fulbright Scholar at BRU-Iscte), from Kemmy Business School - University of Limerick. In the first part of the meeting, BRU-Iscte researcher, **Jorge Sinval**, presented a communication titled “*Recruitment and selection: Using machine learning and psychometrics to pick the best talents*”.

DTE project was developed in collaboration with Neotalent, 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.

HR Digital Transformation Conference

On 21st and 22nd of June Iscte-Iul and Neotalent host the HR Digital Transformation Conference.

Aiming to discuss the context, challenges and impact of digital transformation in the human resources (HR) area, the meeting was streamed on YouTube and open to everyone who wanted to participate.

Jorge Sinval, BRU-Iscte researcher from organizational behavior & human resources research group, presented the communication: “Gamified Assessments: A Blend of Gamification, Modern Psychometrics and Machine Learning”.

National Meetings

Congresso Forma-te



The **VII Congresso Nacional da Formação Profissional** (VII National Congress of Professional Training) was held online on 20 and 21 of May 2021. The 2021 congress theme was “Gestão da Qualidade na Educação e Formação” (Quality Management in Education and Training).

The Congress was organised by Forma-te, ISCTE-Instituto Universitário de Lisboa, McDonald's and TAP Portugal with the support from ANQEP, IEFP, Conselho Nacional de Educação and from the Escola Técnica Profissional da Moita.

The Organizing Committee included the researchers **Sílvia Silva** and **Ana Passos** from the Organizational Behavior & Human Resources Group at BRU-Iscte. **Andreia Garcia** of BRU-Iscte was also part of the organising committee and participated in the first day as host.

BRU-Iscte | Dissemination, Knowledge Transfer & Outreach Activities

BRU-Iscte strives to translate its scientific results to practitioners, influence policy-making, and contribute for 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 2021, BRU-Iscte researchers carried some **150 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 2021, BRU-Iscte members have been responsible for **27 activities of dissemination of scientific knowledge** (conferences, seminars, workshops, communications) to non-academic professionals and other stakeholders. Moreover, during the past year, our researchers were involved in **14 executive training activities, 14 contributions as expert in professional, scientific or technical committees, 4 licensed research (consultancies) and 1 spin-off**.

Licensed Research & Consultancy

During 2021, **Sara Ramos**, from the Organizational Behavior & Human Resources Group, worked as a consultant in the project “Divers@s e Ativ@s”, a project on the promotion of diversity and non-discrimination in professional settings, funded by the Portuguese Association for Diversity and Equality (APPDI).



In 2021, **Sofia Vale**, from the Economics Group, was a consultant in the revision for the budget transparency indicator from PALOP-TL.

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 2021, we highlight the participation of:

- **Ana Conceição**, from the Accounting Group, was one of the expert judges in the Vortal-IBS Hands-On Challenge, 2021 edition.

- **Maria José Sousa** from the Marketing & Management group became an expert in the international standards technical committee “ISO/TC 260 – Standardization in the field of human resource management”.

Summer School

Ana Simaens from the Marketing & Management group participated in the Summer School of Academia GRACE, engaging on the topic of “SDGs history and key stakeholders”.

Scientific Dissemination Activities

In 2021, **Ana Brochado**, from the Marketing & Management group, presented the communication titled “Bretton Woods, Kabul, AIKUS: what is there in common?” during the Economy Talks organised by DRCA from the Portuguese Economists Board.

Atieh Mirfakhar, from the Organizational Behavior & Human Resources, was involved in the monthly digests of the research project R.E.A.L. P.A.L, explaining academic papers published in the field in a way that practitioners can implement in their organisations.

Maria João Major, from the Accounting Group, participated in the Conference “Business Management applied to the Health sector”, with a communication on “Finance for Health Professionals”.

Sílvia Silva, from the Organizational Behavior & Human Resources Group, presented to the Portuguese Authority for Working Conditions (ACT) the results of the project on psychosocial risks diagnostic.

Sofia Vale, from the Economics Group, participated in three United Nations Development Programme (UNDP) webinars in 2021:

- Public Finance and Sustainable Development in Post Covid Angola National Assembly
- Public Finance and Sustainable Development in Post Covid PALOP
- Public Finance and Sustainable Development in Post Covid Timor-Leste

BRU-Iscte in the media

In 2021, BRU-Iscte researchers have made **72 communications** in the media (written press, radio and television).

Ana Simaens, researcher from the Marketing and Management Group at BRU-Iscte, wrote an opinion article to RH Magazine titled: “Sustainable Management in the pandemic context and new challenges for organisations”.

In May 2021, **Helena Rodrigues**, researcher from the Marketing & Management group participated in the RTP television programme “Sociedade Civil”. The programme was about academic research being developed on Portugal Baths (Termas de Portugal) from a Marketing perspective, as well as Bath Hotels Quality Service.

Sandra Loureiro, Marketing & Management group researcher, gave an interview about “Branding” to JETV “Fast Talk” - an online programme from the Portuguese newspaper *Jornal Económico*.

On February 22nd and February 23rd, Organizational Behavior & Human Resources group researcher, **Silvia Dello Russo**, published the opinion article “Older workers’ employability is an HRD responsibility” – split into two parts – in HR Magazine.

Patricia Costa, and **Sílvia Silva**, researchers from the Organizational Behavior & Human Resources Group at the BRU-Iscte participated in the national science dissemination radio programme “90 segundos de Ciência”.



- **Patricia Costa** talked about her research on management dynamics of virtual work teams, and the impact of teleworking on the performance of these teams.
- **Silvia Silva** talked about Erasmus+ project DeSTRESS, a European project that aims to improve the management of stress at work caused by technology.



Engaging with the public at large

In 2021, BRU-Iscte researchers have carried **18 outreach activities** specifically geared toward the education of civil society and the public at large on the scientific topics covered by the Unit.

Ana Simaens, researcher from Marketing & Management Group at BRU-Iscte, participated in the “PMP Connect – Developing a sustainability mindset”, demonstrating that developing a sustainability mindset can be fun, creative and pedagogical with Playmobil Pro®. The event was held on February 9th.



On September 24th, the BRU-Iscte researcher from the Economics Group, **Catarina Roseta Palma**, participated in the talk “The planet calls, don’t stay neutral!”, on the occasion of the European Researchers Night.



Catarina Roseta Palma also participated in the TEDxIscte. Her communication was: about “Life under your feet” and it is available in Portuguese on YouTube.

Nuno Crespo participated in the webinar “Spanish and Portuguese: universal projection”, co-organised by Instituto Camões and Instituto Cervantes. The Economics group researcher presented the communication “The economic value of Spanish and Portuguese”.

The **Ciência 2021** event, *the annual Science Summit*, was held from 28th to 30th June 2021. The theme of the event was “Science that makes Tomorrow and transforms the Economy” and two BRU-Iscte researchers were involved in the programme.

Ana Patrícia Duarte, from the Organizational Behaviour and Human Resources Group, participated with the presentation: “How organizational climate promotes waste separation at work: the support role of supervisor and TAP variables”.

Mohamed Azzim Gulamhussen, from the Finance Group, participated with the presentations: “*Social Sciences and Humanities | External Scientific Review Panel*” and “*Exact Sciences, Engineering and Technology*”, during the joint session FCT/Agha Khan Development Network.



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TEAM MEMBERS

**82** integrated members**55** associated members**34** research assistants**4** visiting researchers & scholars**43** doctoral theses defended (supervised by BRU-Iscte members)**437** MSc theses, projects and traineeship reports defended
(supervised by BRU-Iscte members)**289** Publications in indexed peer-review journals**49** Publications in peer review conference proceedings**64** Books, book chapters & editions**18** participations by BRU-Iscte researchers in organising and
scientific committees of conferences**108** positions as editors and members of editorial boards
held by BRU-Iscte researchers**140** communications in national and international conferences**150** scientific dissemination, knowledge transfer and outreach
activities

Achievements of ongoing/concluding projects 2021



DeSTRESS - Developing Competencies for Stress Resilience @SMEs

The DeSTRESS project, coordinated by BRU-Iscte under the leadership of **Sílvia Silva**, started in September 2019.

DeSTRESS has produced the following main outputs in 2021:

1. Development and testing the DeSTRESS game for the players to develop technostress competencies. The game Alpha and Beta Test were conducted and contributed for the improvement of the game.
2. Several dissemination actions took place during the year. For instance, participation in scientific events such as the 11th International Conference on Methodologies and Intelligent Systems for Technology Enhanced Learning (Mis4Tel) and in the national conference "X Conferência Internacional Investigação e Intervenção em Recursos Humanos", as well public dissemination initiatives as the participation in the radio programme "90s de Ciência" and an interview published in EntreCampus.

Other BRU-Iscte members have also been very involved in this project, including researchers **Ana Patrícia Duarte** and the new BRU doctoral fellow **Francisco Delgado**, who worked as a research assistant on the project in 2021.



WELLY - Introducing the Job Profile of a Manager for Work Well-being to Prevent and Combat Work-related Stress

WELLY project started in September 2019, initially with researcher **Sílvia Silva** acting as the local coordinator for this Erasmus+ project. In September 2021, researcher **Patrícia Costa** stepped up as local coordinator for WELLY until the end of the project.

The main outputs of WELLY in 2021 were:

- The organisation of a Multiplier Event in June to disseminate the results of intellectual outputs 1 (Analysis of the state of the art on work well-being) and 2 (Work well-being manager professional profile and training curriculum definition). The event was held online and had 103 participants, mainly from SMEs.
- Within intellectual output 3 "Work well-being manager VET training course and pilots", led by the BRU-Iscte team, training course materials (4 modules in a blended learning format) were developed and the pilot course began in November with 12 trainees, most of which from SMEs.

- A communication at the "X Conferência Internacional de Investigação e Intervenção em Recursos Humanos" (X International Conference of Research and Intervention in Human Resources) entitled "WELLY: Programa de Formação para o Gestor de Bem-estar" (WELLY: Training Programme for the Well-being Manager)

Also involved in this project was the new MSc research fellow **Márcia Crespo**, who worked as a research assistant on the project in 2021.

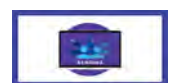


BeComE - Be Competent in Entrepreneurship: Knowledge Alliances for Developing Entrepreneurship Competencies for the Benefit of Higher Education and Business

The BeComE project, which started in January 2020, is a knowledge alliance between higher education institutions (HEI) and businesses from Estonia, Poland, Finland, Italy and Portugal to develop entrepreneurial competencies in higher education curricula in order to match the needs of businesses. The team from BRU-Iscte is led by researcher **Henrique Duarte**, with the support of **Ana Junça**, **António Caetano**, **Susana Santos**, **Paulo Bento** and **Renato Pereira**. In 2021, the main results of BeComE were:

- Diagnostic of critical competencies in business and academic settings
- Development and implementation of a pilot course for the development of entrepreneurial skills
- Elaboration and testing of Guidelines for the teaching of entrepreneurial competencies
- Content definition for a course targeting SMEs on entrepreneurship and internationalisation competencies
- Website renewal and dissemination activities, including the production and release of 3 podcasts and presentation of the project results at the 2021 ESU Network Conference.

REMOWA - Remote Working Management skills for HR professionals



The REMOWA project is a European consortium led by Polish training organisation PAIZ Konsulting and including 6 partners from 6 countries: Poland, Belgium, Greece, Portugal, Croatia and Slovenia. **Aristides Ferreira** is the local coordinator for BRU-Iscte, and researcher **Ana Passos** was also part of the team until April 2021.

BRU team was the leader of *Output 1 "Analysis of skills required and learning outcomes on remote working EU workforce management"*, which concluded its work on May 2021, having achieved the following tasks:

- Development of joint methodology to carry out research, resulting in a Guide for REMOWA skills intelligence gathering activities;
- Analysis of issues raised and lessons learnt from the remote work challenges highlighted by the 2020 pandemic, resulting in a report;

- Desk and field research on knowledge, skills, attitudes, and competencies required for managing a remote workforce, resulting in a report;
- Synthesis of findings and compilation of learning outcomes report for a course on managing remote workers.

At the end of April 2021, worked on *Output 2 “ Learning units and Open Educational Resources (OERs) on managing a remote working workforce for HR managers”*. So far the following tasks have been finalised:

- Task 1: Development of curriculum and learning units – completed (The final document: REMOWA curriculum was prepared);
- Task 2: Development of Open Educational Resources (OERs) – English versions of OERs for 6 learning modules were completed;
- Task 3: First English version of the serious game based on branching scenarios was prepared and presented to all partners in November 2021. After feedback from all partners, the final version in English was developed in mid-December 2021;
- Task 4 :Development of a trainer's handbook and VET integration guidelines.

In December 2021, work started on *Output 3 “Remote working management MOOC”*. Partners have started the development of additional resources required and/or useful for an online course.

A project website and a social network profile were created, developed and maintained, as well as 2 email campaigns were carried.



MINDLIVEN - Mindfulness-in-Nature Based Training through Virtual Environments

The MINDLIVEN project started in December 2020 with researcher **Sílvia Silva** as the local coordinator for this Erasmus+ project. MINDLIVEN aims to provide an innovative solution to manage stress using mindfulness in nature. The project has produced the following main outputs so far:

1. A Literature review report was developed to characterize the state of the art and identify a required set of needs in terms of preventing and addressing workplace stress and focusing on mindfulness and nature.
2. Development of techno-stressors management standards: This includes the identification of stressors, the processes and mechanisms of mindfulness and its role in coping with stress, as well as the identification of actions that can be taken by employers, managers and employees to promote stress management and the use of mindfulness and nature.
3. Development of scenarios for the MINDLIVEN training scenarios for Modules 1 and 2 that contribute for stress awareness and stress management through mindfulness - in nature training.

Other BRU-Iscte members have also been very involved in this project, including researchers **Sara Ramos** and **Patrícia Costa**.

QVALENV - 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. Until December 2021, this Erasmus+ project was led by Vasco Rato from ISTAR, counting with the participation of **Catarina Roseta Palma** and **Ana Simaens** from BRU-Iscte.

In 2021, the project accomplished the design and implementation of an Environmental Management System (EMS) action-training program, as well as of a Sustainability Index model for HEIs, created by Iscte. Moreover, it implemented the application of SULITEST, which is an international initiative offering a set of United Nations-recognized online tools for raising awareness and improving understanding of the 17 SDGs. In addition, in January 2021, the consortium organised a workshop on "Identifying education strategies for sustainability".

Between October and December 2021, several webinars were organised to prepare partners for environmental audits, and an interactive tool with the results of these was also made available in the project website.



Environmental Audit Interactive Tool

EULA-GTEC - Technology and innovation management master



The EULA-GTEC project, which concluded in October 2021, aimed to design a Master in Technology and Innovation Management, bridging management and technology fields, in a joint effort of seven universities across Europe and South America under the auspices of Erasmus+ program. It aspired to pioneer novel academic profiles to foster bridges between research centers and social and economic actors in South America with a problem-driven focus.

The successful completion of this project led to three postgraduate level courses approved by national authorities and operating already in Argentina, Brazil, and Peru, involving professors from these countries but also from Portugal, Spain, France and Italy. It offers advanced training to future professionals specialized in translating frontier knowledge into innovation-based solutions to tackle current social and economic issues.

EULA-GTEC was coordinated by Universidad Nacional de Lujan (Argentina), and was locally coordinated by Pedro Sebastião from IT-Iscte, with researcher **Nelson Ramalho** from BRU-Iscte being a member of the multidisciplinary Iscte team.

CHERN – China in Europe Research Network



CHERN – China in Europe Research Network is a network of researchers funded by COST-European Cooperation in Science & Technology. CHERN now consists of around 250 researchers from more than 40 countries.

BRU-Iscte researcher, **Rui Vinhas da Silva**, is one of the Portugal representatives in the Management Committee of this COST Action. He is also a member of *Working Group 1 -Strategic sectors and infrastructure development*, as well as *Working Group 2 - High-technology and innovation*.

Adapting to the new way of meeting and enhancing ideas during the global pandemic, in January 2021 CHERN launched its Online Series, while Working Group 2 (High-technology and innovation) continued to hold its monthly webinar series. The activities focus on China's digital power and its implications for the EU, foreign direct investment and green innovation as well as methodological issues around new technologies such as AI. Working Group 1 also organised a series of events titled "Infrastructure Connectivity in Europe with Chinese characteristics" with online panels/workshops on urban connectivity issues such as energy, transportation, and (digital) communications.

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 third year of work in October 2021 and was granted an extension until April 2022. The following activities were carried out:

- Task 1. The first (narrative) review that stemmed from this task was presented at international well renowned conferences as well as at invited talks. This enabled the dissemination of the findings within the scientific community and improving the paper for submission to journals based on the feedback received.
- Task 2. The preliminary findings of this field survey-based study were accepted for presentation at the EAWOP conference, although it had to be cancelled due to the pandemic.
- Task 3. Most of the year was taken by the experimental task previewed in this task. The design of the study was clarified, and the materials and stimuli for the experiment were created. This included a long-lasting procedure and the collaboration with external partners. Moreover, efforts were channeled in the identification of a good population and sample to study and the partnership with one organization to collect the data. A small pilot of the materials was conducted and the actual data collection is to be completed by the end of the project.
- 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 inputs included submissions and presentations to national and international conferences, and one master thesis:
 - 2021 WOA (Workshop di Organizzazione Aziendale), September 10-11, Genova, Italy. - Dello Russo S., *Learning from critical events: the role of informal feedback* (poster);
 - 2021 Annual Meeting of the Academy of Management (AoM), July 29-August 4, virtual. - Dello Russo S., Mirfakhar A. & Miraglia M. *Evidence based recommendations on feedback practice: A systematic literature review*;
 - 2021 Annual Meeting of EURAM (European Academy of Management), June 16-18, virtual. - Dello Russo S., Mirfakhar A., & Miraglia M. *What practical implications on feedback do researchers offer? A systematic review* (nominated for best paper in the HRM track, OB SIG).

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

FCT/CPCA/2020/01 - Measuring and adapting team-level constructs: Challenges and opportunities



This FCT-funded advanced computing project is led by BRU-Iscte researcher **Jorge Sinval** and was implemented during the first half of 2021. FCT funding was an in-kind contribution of computer resources, with an estimated economic value of 6896 euros.

The main outputs of this project were:

- Abreu Alves, S., Sinval, J., Lucas Neto, L., Marôco, J., Gonçalves Ferreira, A., & Oliveira, P. (2022). Burnout and dropout intention in medical students: the protective role of academic engagement. BMC Medical Education, 22(1), 83. <https://doi.org/10.1186/s12909-021-03094-9>
- Sinval, J., Vazquez, A. C. S., Hutz, C. S., Schaufeli, W. B., & Silva, S. (2022). Burnout Assessment Tool (BAT): Validity Evidence from Brazil and Portugal. International Journal of Environmental Research and Public Health, 19(3), 1–27. <https://doi.org/10.3390/ijerph19031344>
- Paolillo, A., Sinval, J., Silva, S. A., & Scuderi, V. E. (2021). The relationship between inclusion climate and voice behaviors beyond social exchange obligation: The role of psychological needs satisfaction. Sustainability, 13(18), 1–19. <https://doi.org/10.3390/su131810252>
- Sinval, J., Miller, V., & Marôco, J. (2021). Openness Toward Organizational Change Scale (OTOCS): Validity evidence from Brazil and Portugal. PLOS ONE, 16(4), 1–22. <https://doi.org/10.1371/journal.pone.0249986>
- Sinval, J., van Veldhoven, M., Oksanen, T., Azevedo, L. F., Atallah, Á. N., Melnik, T., & Marôco, J. (2021). Interventions for improving recovery from work. Cochrane Database of Systematic Reviews, 12. <https://doi.org/10.1002/14651858.CD014518>

In addition, the resources made available for this project were used in the 3 MSc dissertations supervised by the principal researcher.

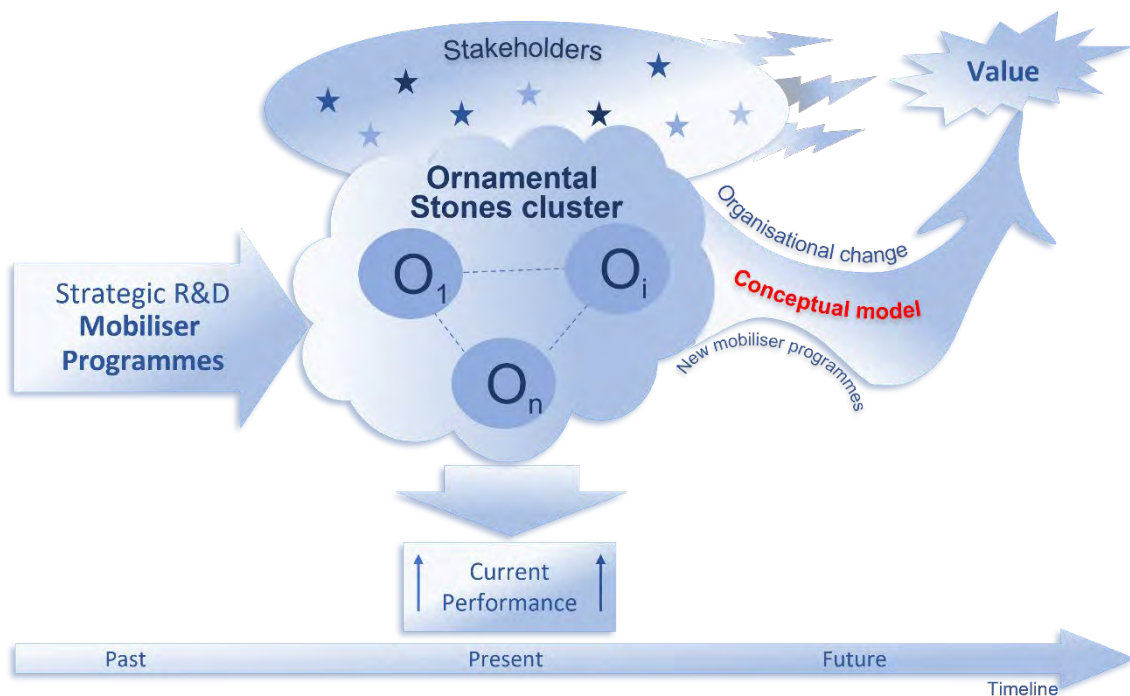
INOVMINERAL 4.0 – Advanced technologies and software for mineral resources

INOVMINERAL 4.0 is project funded by the PT2020 programme with structural funds and includes a large national consortium of 20 entities led by CEI – Companhia de Equipamentos Industriais, consisting of 8 Natural Stone Companies, 5 Technology Companies, 5 universities/research centres and 2 Cluster Management Entities. The local coordinator at Iscte is researcher **João Vilas-Boas**, from the Marketing & Management Group.



BRU-Iscte participation in INOVMINERAL 4.0 aims to contribute to the Mineral Resources Cluster through the institutionalisation of innovative value co-creation. This is achieved by considering stakeholders' interests, by a dynamic normative collaborative commitment and operationalise by a process of non-incremental organizational change supported by the technological push linked to digital technologies, Industry 4.0 and BIM.

As a result, a systematic survey process is being developed, allowing to research a radical, relevant, desirable, feasible and legitimate change the organisational structure of the Mineral Resources Cluster. This will take into account technological advances and other contextual requirements to build a holistic and collaborative (eco)business model, within the framework of the "Service Science" principles, thus positioning the Cluster's mobiliser projects in a systemic and credible mode. The figure below is a diagram presenting the main objective of the research work.



The relevance of this research contribution lies in the possibilities of being analytically generalised for other contexts. It will also allow a robust support for future mobiliser projects, based in scientific arguments, which significantly contributes to for practical applications.

At the end of 2021, a book resulting from this research has been published:

Manjate, J. and Vilas-Boas, J. (2021), *Aplicação da Soft Systems Methodology em Investigação Qualitativa: Teoria e Prática*. Edições Sílabo, Lisboa, Portugal.

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



This project with 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**.

Due to the fact that the last 2 applications foreseen in the project's call programme were postponed from 2020 to 2021 due to the pandemic, this meant that the applications would now be submitted under the new framework programme Horizon Europe. Since the calls from this new programme were published at the end of the first semester of 2021, the main activity of the project in 2021 was the preparation of 1 application to the MSCA COFUND programme with the project PRISM – Post-Doctoral Programme for Research & Innovation in Sustainability and Management, led by researcher **Ana Simaens**.

IA-Incentivos - Artificial Intelligence in Incentive Management



This project, funded by PT2020 funds, and led by AICEP - Portugal Global and the Portuguese Agency for SME and Innovation (IAPMEI), aimed to improve incentive management, using machine learning approaches to identify operational and strategic risk levels in the analysis and verification phases of project payment requests. Iscte was the main scientific partner for this project, with Dinâmia'CET researcher, Ricardo Paes Mamede, as local coordinator, and BRU-Iscte researcher, **Raul Laureano**, as one of the main researchers of the Iscte team.

The project concluded in December 2021, and the prototype model developed and tested contributed to:

- Systematise the data import and cleaning process
- Select algorithms more adequate for the classification used
- Determine the more important features
- Identify subsets where the detection is higher
- Give to each project a risk score
- Create new models
- Prototype and description (report) will be an implementation basis adjusted to the entity.

A communication on the results of the project was presented at a national conference on “AI in Public Sector auditing”, followed by an interview to newspaper “Expresso”.

REVAL - From internal devaluation to revaluation of work: the case of Portugal



Coordinated by Dinâmia'CET researcher, Maria Paz Lima, this project funded by FCT, counted with the participation of BRU-Iscte researchers, **Henrique Duarte** and **Abdul Suleman**.

REVAL concluded in 2021, and the contribution of the BRU-Iscte team was centred on the definition of European policies related to “compensation”, including the different types of salary dispersion and competitiveness. A paper resulted from this collaboration:

Suleman, Duarte, Brewster & Suleman (2022) "Compensation policies and comparative capitalisms" in *European Journal of Industrial Relations*.

DTE – Digital Talent Ecosystem



This project, which concluded in August 2021, 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**, were also members of the team.

In terms of project outputs resulting from the Iscte team participation in the project, here are the main results:

- Communication “*Employer branding indirect effect on the intention to quit through job satisfaction*” at the Western Academy of Management Conference 2021 (21-24 April)
- Symposium “The Digital Talent Ecosystem (DTE)”, organised within the cycle of scientific conferences “Digital Event 2021” by EAPA (European Association of Psychological Assessment). The event was co-hosted by Iscte and Neotalent and took place on 27th May 2021. Two of the communications of this symposium were presented by the Iscte team involved in the DTE project.
- Communication “*Turnover intention among IT workers in Portugal: The roles of Employer Branding, Openness to Change, Job Satisfaction, and Supervisor Support*” at European Academy of Management (EURAM 2021) in June 2021
- Conference “HR Digital Transformation”, co-organised by Iscte and Neotalent on June 21-22, with a 2-hour session dedicated to the DTE project results, moderated by BRU-Iscte researcher, Aristides Ferreira.
- Communication “*Do employer branding, job satisfaction, supervisor support, and openness toward organizational change impact employees' quit intentions? A study among the IT sector in Portugal*” at the British Academy of Management Conference (BAM 2021) in September.
- 1 doctoral thesis and 4 MSc dissertations have been finalised and/or defended in 2021 within the scope of the DTE project.

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

This project, funded by the Sustainability Programme of the Calouste Gulbenkian Foundation was led by João Ferreira from ISTAR, with the participation of **Ana Patrícia Duarte** from BRU-Iscte. The project concluded on March 2021.

The main output of BRU-Iscte's participation in the project in 2021 was the following communication:

- Duarte, A.P., Mouro, C., Moura, R., & Luís, S. (2021) Challenges in achieving environmental sustainability in a university campus: The HEI community's perspective. 5th International Forum on Management. Setúbal, Portugal.

4DImpact

Coordinated by researcher **Nelson Ramalho**, 4DImpact is an applied research project funded by Santa Casa da Misericórdia de Lisboa (SCML), destined to design new methodologies intended to measure the impact of social entrepreneurship projects funded by PLUS+ and housed in Casa do Impacto - SCML's startup incubator and accelerator. It departs from integrating extant methods and processes to comprehensively measure the impact of the funded projects as regards its social, economic, environmental and cultural impacts framed by the 2030 SDGs and the Impact Management Project (IMP).

The project, intended to last until January 2022, was extended due to COVID19 contingencies and the delivered outputs so far have taken the form of impact evaluation matrices, impact reports, and reputational capital analysis. The econometric evaluation of the portfolio of social projects is still undergoing and is predicted to be completed by the end of May 2022.

As a legacy, the project designed an SDG-based structure that integrates project outputs and outcomes (in line with IMP framework), linked to scientific-backed measurement instruments to gauge the impact each project had, as well as the added value for both the society at large and the funding institution, translated into an important digital social currency (reputational capital in social networks) and economic value created.

PhD fellow **Maria Teresa Almeida** is also part of the project team.

POCH Project: Evaluation of the contribution of Portugal 2020 to the qualification and employability of adults



Funded by Ernst & Young, and led by Economics group researcher **Nádia Simões**, the project had the aim to evaluate the contribution of Portugal 2020 (PT2020) to the qualification and employability of adults. The project includes two different lines: the impact of training on the employability of the unemployed and inactive; and the impact on adults who are employed, self-employed or employees.

The project has concluded and delivered two reports that use two different methods, namely the Theory-Based Evaluation (TBE) and the Counterfactual Analysis (CA). In the scope of the TBE, the Theory of Change (ToC) was structured by the evaluation team and consented in the Focus Group in which the relevant stakeholders took part. Throughout the evaluation period, the ToC was empirically tested, resorting to the Contribution Analysis to evaluate the contribution of interventions (inputs) to outcomes and impacts created.

The usage of these two methods in the evaluation process required, on one side, qualitative and quantitative techniques in what regards to the collection, treatment and analysis of information and, on the other, the active contribution of the relevant stakeholders along the evaluation process (through 27 interviews and 5 focus groups), enabled the triangulation of information.

A large set of recommendations were presented in public events. The main initiative was the annual event "POCH - Impacto +".



RESON - The social impact of Infection Prevention and Control on residential structure for the elderly during COVID-19 crisis

La Caixa Foundation launched a call for projects targeting the measurement of the social impact of COVID-19 in Portugal. In late 2020, project RESON, led by Leiria Polytechnic Institute, was approved and integrated researches from Leiria, Nova University as well as researcher **Nelson Ramalho** from BRU-ISCTE.

The team designed and deployed a survey across nursing homes in Portugal intended to gain awareness about the impact COVID-19 had upon the understudied population of healthcare and support professionals working in such organizations. Three occupational groups were targeted (nursing home managers, nurses, and care workers) and invited to report their perceptions about the use of infection and prevention control measures, the communication challenges, emotional states, risk perception and the feeling of being safe. The report, published in La Caixa Foundation Social Observatory, depicts the extent of the impact this population endured during COVID-19 crisis, identifying the critical issues upon which future measures can be designed.

Abdul Kadir Suleman | Aihoor Kayoom Aileem | Alexandra Etelvina Martins Marques Fernandes | Alexandra Maria do Nascimento Ferreira Lopes | Álvaro Augusto da Rosa | Ana Catarina de Almeida Correia Leal | Ana Cristina da Conceição | Ana Isabel Correia Matos Ferreira Vieira | Ana Isabel Dias Lopes | Ana Lúcia Henriques Martins | Ana Luísa Junça da Silva | Ana Margarida Madureira Simaens | Ana Margarida Mendes Camelo Oliveira Brochado | Ana Margarida Soares Lopes Passos | Ana Maria Dias Simões da Costa Ferreira | Ana Maria Portela Nunes de Sousa Ferreira | Ana Patrícia Pereira Duarte Baltasar | Ana Sousa Guedes Silva | Andrea Maria Flores Oliveira Fontes | António Caetano | António Filipe Monteiro dos Santos Vieira Rodrigues | António Manuel Corte Real de Freitas Miguel | Aricson Cesar Jesus da Cruz | Aristides Isidoro Ferreira | Atieh Mirfakhar | Carlos Alberto Lopes Cruz | Carlos Manuel da Silva Pacheco Pinheiro | Carlos Miguel Aguiar da Glória | Catarina Maria Valente Antunes Marques | Cláudio António Figueiredo Pais | Dália Maria dos Santos Nogueira | Daniela Cristina dos Anjos Penela | Daniela Langaro da Silva do Souto | Dante Baiardo Cavalcante Viana Junior | Donatella Di Marco | Duarte Gonçalves Dias da Silva | Elizabeth Azevedo Reis | Emanuel Maximilian Gasteiger | Filipa Dias de Mello Sampayo | Fernando Alberto Freitas Ferreira | Fernando Angelino | Filipa de Carvalho Rosado Pinto | Filipe Roberto de Jesus Ramos | Francisca Carvalho | Francisco Guilherme Serranito Nunes | Francisco Humberto Fortes Camões Costa | Francisco Pedro Faleiro Leal Carmo Delgado | Graça Maria dos Santos Trindade | Helena Isabel Ferreira Soares | Helena Maria Correia Neves Cordeiro Rodrigues | Helena Oliveira Isidro | Hélia Maria Gonçalves Pereira | Henrique Manuel Caetano Duarte | Henrique Pedro Currais Monteiro | Hou Zheng | Ieva Meidute-Kavaliauskiene | Ilídio Tomás Lopes | Inês Carneiro e Sousa | Inna Choban de Sousa Paiva | Isabel Maria Estima Costa Lourenço | João Carlos Rosmaninho de Menezes | João Lopes Costa | João Manuel Vilas-Boas da Silva | João Miguel Mendes dos Reis | João Nuno Salgado Regra | João Pedro Bento Ruas | João Pedro Vidal Nunes | João Ricardo Paulo Marques Guerreiro | João Victor Joaquim dos Santos | Joaquim José dos Santos Ramalho | Jonas da Silva Oliveira | Jorge Fernando Pereira Sinval | Jorge Pimentel do Nascimento | José António Candeias Bonito Filipe | José Arménio Belo da Silva Rego | José Campino | José Carlos Gonçalves Dias | Jose Joaquim Dias Curto | José Manuel Gonçalves Dias | José Pedro Bento Ribeiro Pereira | José Pedro da Cunha Catalão Dionísio | Leandro Pereira | Luciana Salles Barbosa | Luís Alberto Ferreira de Oliveira | Luis Carlos Costa Pinheiro de Carvalho | Luís Filipe Farias de Sousa Martins | Luis Manuel Dias Martins | Luís Miguel Clemente Casinhas | Luís Miguel da Silva Laureano | Luís Pedro da Rocha Miguel | Luís Pedro Vilela Pimentel | Margarida Sofia Freitas Oliveira | Maria Antónia Jorge de Jesus | Maria Beatriz Belo do Carmo Esperança | Maria Catarina Salema Roseta Palma | Maria da Conceição Vieira Sarrico dos Santos | Maria de Fátima Ramalho Fernandes Salgueiro | Maria Gabriela Matias da Silva | Maria Helena Lopes Moreira da Veiga | Maria João Martins Ferreira Major | Maria José Dias Carocinho Sousa | Maria Madalena Santos C. 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