

Nova SBE Road to Impact Report

2020/21





Table of contents

ROAD TO IMPACT REPORT	5
1. EXECUTIVE SUMMARY	7
Introduction	8
Message from Daniel Traça, Dean	9
Message from Luís Veiga Martins	10
1.1 From stakeholder engagement to an Impact Model	12
1.2 Lifelong Learning	16
1.3 Knowledge	20
1.4 Societal Transformation	24
1.5 Organizational Sustainability	26
2. LIFELONG LEARNING	31
Message from Rita Cunha	32
Message from Marta Pimentel	33
2.1 Integrating the SDGs across the curricula	34
2.2 Project-based learning	81
2.3 Access to Education	82
2.4 Executive Education & Business Transformation	86
2.5 Alumni: a network forged for impact	92
3. RESEARCH AND KNOWLEDGE	97
Message from Miguel Ferreira	98
3.1 Research Project Highlights	100
3.2 Research Unit	103
3.3 Chairs	108
3.4 New Faculty	110
3.5 Highlighted Research	112
3.6 PhD Programs	114
3.7 Knowledge Centers	119
3.8 Research Labs	201
3.9 Recognition and Awards	212
3.10 Teresa e Alexandre Soares dos Santos Library	215
4. SOCIETAL TRANSFORMATION	217
4.1 Student Clubs	218
4.2 Institutes	260
4.3 Academic Partnerships	267
4.4 Nova SBE Innovation Ecosystem	272
4.5 Dialogue	275
5. ORGANIZATIONAL SUSTAINABILITY	299
Message from Leonor Colaço	300
5.1 Strong Governance	301
5.2 Our People	311
5.3 Our Planet	324
6. A CALL TO ACTION	335

Road to Impact Report

This is the III edition of the *Road to Impact Report* and the VI edition of the *Research Report*, which are now merged for the first time. Impact has been in the school's research DNA since the very beginning. It has been our driver and our main force to contribute positively to society with applicable knowledge that can improve people's lives. We have promoted this spirit through our researchers' work, through the many projects and initiatives of our Knowledge Centers, Hubs, Labs, and Institutes, and above all through our curious mindset.

We would be amiss if we continued to separate Impact and Research from one another. As one can't live without the other, at Nova SBE.





1. Executive Summary

PRME Principle 1 – Purpose

We will develop students' capabilities to be future generators of sustainable value for business and society at large and to work for an inclusive and sustainable global economy.

1. Executive Summary

This is the III edition of the Road to Impact Report and the VI edition of the Research Report, which are now merged for the first time. Impact has been in the school's research DNA since the very beginning. It has been our driver and our main force to contribute positively to society with applicable knowledge that can improve people's lives. We have promoted this spirit through our researchers' work, through the many projects and initiatives of our Knowledge Centers, Hubs, Labs, and Institutes, and above all through our curious mindset.

We would be amiss if we continued to separate Impact and Research from one another as one can't live without the other at Nova SBE.

This edition also launches the Nova SBE's Impact Model, using it as the reporting structure throughout the whole document.

The Nova SBE's Impact Model emerges at a time when the triad of globalization, technology, and sustainability has disrupted the underlying economic context for human societies worldwide.

The sustainable turn is demanding a comprehensive transformation in organizations in general, and higher education institutions have the responsibility to drive that change and accountability forward. Indeed, business schools need to shift the way they are governed, teach, research, and engage with the corporate and civil society world. More than considering impact and business strategy as two separate paradigms, Nova SBE proposes such a Model that the symbiosis between impact and business ultimately works on a shared value basis. The larger the resources available, the stronger its reach will be – for sustainability as a whole and the school's growth.

Nova SBE proposes an Impact Model that highlights the dimensions of the impact that any school is accountable for in its activities, the impact targets it commits to, and strategies to measure and report it. We envisioned a model that oversees how sustainable development integrates all higher education institutions' activities while developing a larger sense of purpose among stakeholders. The final impact of this model must be assessed and measured using metrics of outputs and outcomes that capture the activities and their end outcomes. Finally, business schools must be accountable for their impact on stakeholders and the public by reporting clearly and transparently.

This edition showcases the Nova SBE case as an example of how this Impact Model is being implemented. Above all, it is about presenting how a top-down leadership commitment is necessary to drive change and still align with our strategy to be accountable to the world's shifting paradigms.



As I unfold on the events that have happened in front of our eyes in recent years, we aim to open this Road to Impact edition with the necessary leadership commitments and changing avenues to the evolution and adaptability of business and economic schools to the changing context, and that we have built and worked for at Nova SBE.

First, is the need to bring to the core of strategies and culture principles of accountability for sustainable impact. Here, the opportunity lies within the SDGs as the agenda looks beyond having a positive impact through teaching and research but rather opens to deeper engagement with a broader group of stakeholders, building on a cross interdisciplinary agenda that develops leaders mindful of the human experience.

Second, the ability to establish a courageous agenda and purposeful leadership must be part of the solution to redesign fit-for-purpose institutions, knowledge, and skills for this century. Not only do we need to shift the management and governance of businesses, but we also support equally essential changes in other institutions, like governments and non-profits.

I hope that the shared accountability of our transformational journey continues to call every other leader, including Deans, to act and implement a so-necessary sustainable Road.

DANIEL TRAÇA
Dean of Nova SBE



The importance of sustainable development has been increasingly perceived as urgent by society at large, and multiple reasons could justify it. Either due to the global pandemic that highlighted many inherent challenges, the strong public legislation on environmental-related actions, the communication efforts of various networks and agents to spread the Sustainable Development Goals' Agenda or the rising interest of our newest generations. Society is in the momentum to pursue a changing context, and Nova SBE intends to act as an enabler for that change. Of our most recent survey of Master's students who finished their academic year in 2020, 91% claim that Nova SBE should actively incorporate and promote sustainable development.

LUÍS VEIGA MARTINS
Chief Sustainability Officer

Since we came to our new campus, we've been accelerating Nova SBE's walk-the-talk on what concerns sustainable development. Today, it is clear the road we traveled and the road ahead, full of small and great achievements, conquered and to be conquered. Highly motivated, the third edition of our Road to Impact & Research Report is a sign of our community's role to play in training tomorrow's sustainable development leaders, in producing relevant and responsible investigation, in establishing long-term partnerships, and in enacting our own ESG operations. The sense of urgency is, again, greater than ever. Join us on this Road.

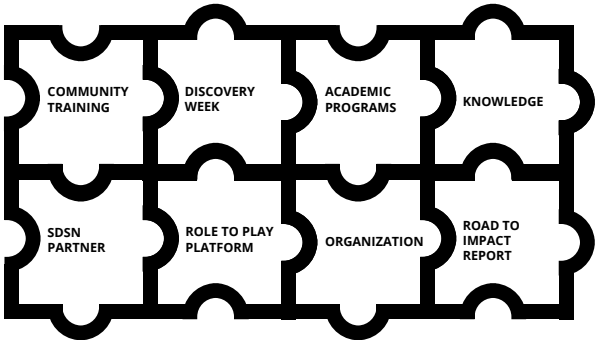


1.1. From stakeholder engagement to an Impact Model

THE ROAD BEGAN INSIDE OUR HOUSE. NOVA SBE: AN IMPACT-DRIVEN SCHOOL, A COMMUNITY WITH A ROLE TO PLAY.

Following up on Nova SBE's impactful mission to be a community dedicated to the development of talent and knowledge that impacts the world, the school formally defined its impact as our community's contribution to the challenges of humanity today framed in the SDG Agenda. It provides a more open and in-depth engagement of the spectrum we can contribute to, from a research, teaching, governance, and partnerships perspectives.

Nova SBE has come a long way to map, integrate, and empower this agenda as part of our organizational culture and institutional practices in the past two years. We called this road our *SDG Journey*, which encapsulates several initiatives to start:



- Nova SBE began organizing SDG-training workshops for our staff, and it is now part of their welcoming pack.
- Upon the beginning of their studies here at Nova SBE, Bachelor's and Master's students are invited to share their vision on whether universities should be active agents for sustainable development:
 - 87% wanted their studies to help them learn how they can positively impact the world.
 - 90% agreed that universities should actively incorporate and promote learning for sustainable development
- All core and elective courses being offered were mapped to analyze how many raised awareness and promoted understanding on at least one SDG.
 - Integrated a new section on the syllabi template to explain the relationship between the course content and the SDG Agenda.
 - Integrated an official question at the end of the Annual Surveys of whether the students perceive Nova SBE's Academic Programs as offering sustainable impact-related knowledge.
- Partnered with Sustainable Development Solutions Network – SDG Academy and Communities of Practice - to provide free pedagogical resources to be used in class.

- All research publications were mapped according to SDG keywords and integrated as a key indicator in the Nova SBE's Strategic Plan.
- All communication pieces for the community started to include SDG language to continue to raise awareness for what they are and represent across the school.
- Nova SBE launched the Role to Play platform as a way to disseminate knowledge and showcase projects and personal stories from our faculty, students, Alumni and corporate partners.
- Aiming to scale our impact, Nova SBE proposed to PRME to reengage the Chapter Iberia, becoming its Chair in the next two years.

As we strive to achieve our vision of being the School of a Better and More Sustainable Future, we understand the need to develop our own Impact Model to know how we can scale our impact in an integrated manner with the school's strategic plan and business model.



NOVA SBE'S IMPACT MODEL,
SYMBIOTIC THE BUSINESS STRATEGY
ACHIEVING LONG-TERM AMBITIONS
THROUGH SHORT-TERM ACTIONS

Nova SBE proposes an Impact Model that highlights the dimensions of the impact that any school is accountable for in its activities, the impact targets it commits to, and a strategy that allows the school to potentiate its community to reach those targets, and the resources available.

To achieve our Vision, Nova SBE needed two simultaneous avenues: the WHAT and the HOW.

WHAT

WHAT represents the dimensions of the impact that the school is accountable for in its activities as a Higher Education Institution, and what we ambition that our activities' impact is in the long-term. It leverages activities and community to build Sustainable Impact. It has measurable outcomes.

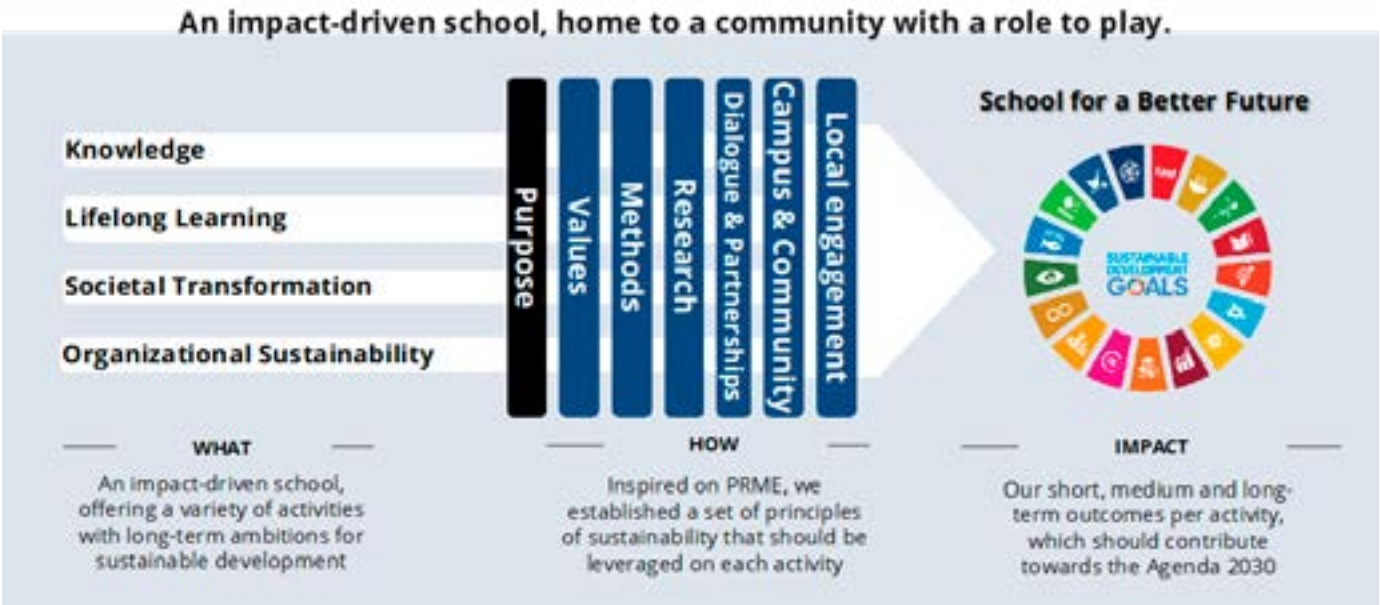
As a Higher Education Institution, the main activities Nova SBE defined to be accountable for were KNOWLEDGE, in regard to the research and applied research that is produced and disseminated by our faculty; LIFELONG LEARNING, which is directly related to our academic programs for pre-experience, and executive education, its learning methods as well as Alumni relationship and their professional commitment to sustainability; SOCIETAL TRANSFORMATION, linked with the innovation and entrepreneurship incubated on campus and promoted by our community; and ORGANIZATIONAL SUSTAINABILITY, representing Nova SBE's walk the talk, leading by example in our own ESG-operations and transversal to the other activities referred.

HOW

HOW characterizes the principles of sustainability that guide the actions implemented in-house with the resources available. It is aligned with the strategic plan, has measurable intermediate outputs, and sets strategic goals.

As active members of PRME (Principles of Responsible Management Education) – an initiative launched by the United Nations - Nova SBE found inspiration on the established six principles considered necessary for business schools to achieve sustainable business, adding two of our own. The guiding framework then is composed of PURPOSE, reflected in the top-down leadership commitment that drives change, thus holistic and necessary to every other principle; VALUES of sustainable impact across all our activities; METHODS targeting specifically the transformation of educational frameworks offered; RESEARCH in the form of conceptual and empirical knowledge applied to society and organizations; DIALOGUE AND PARTNERSHIPS to explore jointly effective approaches with multi-stakeholder players; CAMPUS & COMMUNITY that walks the talk on its environmental blueprint, equal and inclusive behaviors; and LOCAL ENGAGEMENT, in support of a sustainable and prosperous community in the physical territory by empowering local organizations, suppliers and the municipality.

As it will be possible to acknowledge in the Report, not all principles are explicitly applied to each area; yet all of these are applied at least once.



All in all, this Impact Model builds on the perspective that the in-house actions (how) can potentiate its community to reach those long-term ambitions (what) for a scaled impact.

Note: This report presents version 1.0 of the Impact Model, mainly focusing on the intersection between these two avenues (what and how) with specific examples of what we are doing on that quest and the status point of defined outputs. In 2023, version 2.0 will present the longitudinal outcomes of each ambition and its results.

1.2. Lifelong Learning

OUR AMBITION TO IMPACT

To inspire learners through knowledge and experience to pursue careers that contribute to sustainable development.

WHAT IS BEING DONE

Nova SBE offers Bachelor's, Master's, PhD Programs, and Executive Education courses, leading in the fields of Business Analytics, Economics, Finance Impact, Entrepreneurship & Innovation, International Development & Public Policy, and Management.

Recently, Nova SBE launched its second generation of Master's programs, aligned with today's needed competencies – Impact Entrepreneurship & Innovation, International Relations & Public Policy, and Business Analytics.

Principle: Values

Nova SBE is focused on contributing to the SDG 4.7, ensuring that all learners acquire the knowledge and skills needed to promote sustainable development.



Since the last edition of this report, 63 new courses developing knowledge of at least one SDG have been identified, representing an 80 % increase in the total number of SDG-related courses. To demonstrate these results, we started the process of adding a new section in the Syllabi Template entitled “Course Impact Relation”, including a statement on the SDGs. One year later, we have found that nearly 50 % of Faculty members are integrating this section in the courses’ Syllabus. In addition, 77 % of graduating students claim to be aware of the SDGs when finishing their degree.

Examples include:

MASTER’S:

- Entrepreneurship with Impact
- Data Science and Innovation for Impact
- Leading Social Enterprises with Impact in International Development
- Impact Investments
- Management of Non-Profit Organizations
- Metrics that Matter
- Circular Economy
- Sustainable Operations
- Corporate Social Responsibility
- Applied Sustainable and Responsible Finance
- Sustainable Smart Mobility
- International Migration
- Economics of Education
- and many more.

BACHELOR’S:

- Development Economics
- Managing Impactful Projects
- Communication, Leadership, and Ethics

PH.D. PROGRAM:

- Advanced topics in economics (environmental)
- Advanced topics in economics (development)

The same reasoning applies to Executive Education, as 64% of the courses analyzed have a direct relationship with at least one SDG, examples include:

- Adam’s Choice
- Digital transformation roadmap
- High Performance Leadership Center
- Paradigm Shift
- Sustainable Finance
- Social Leadership for Managers
- Women’s Leadership Program

Principle: Methods

Beyond formal curricula, Nova SBE complements it with two main experiences:

- Short modules on specific topics of interest, such as Sustainability and Impact Assessment, the SDGs, or Volunteering and Social Impact.
- Participation in real-life experiences:
 - A new methodology has been implemented - Project-Based Learning – which invited students to explore challenges faced by organizations in the real world; an example of a project includes SMEs’ competitiveness and internationalization.

- Consulting Labs, under the supervision of a Professor, including projects such as the implementation of a local digital currency in Cascais Municipality, or the integration of a remote physical therapy solution for Ageas.

Principle: Research

All students can engage directly with any Nova SBE’s Knowledge Center, either supporting their research projects or requesting supervision for a Master’s thesis. Examples include the **Impact Field Lab** which aims to be the focal point for all Master’s thesis related to the area of Social Impact at the Nova SBE Leadership for Impact Knowledge Center. In addition, students, divided into groups, can experience a consulting approach to concrete challenges faced by real clients, either for- or not-for-profit organizations, related to social impact.

On a similar note, The Leadership and Well-being Observatory aims to develop evidence-based research to inform organizational leaders and policymakers. In line with the area of research the observatory team was dedicated to in 2021 – technostress and identity leadership - several Master’s thesis projects were conducted under the supervision of the academic team for the Observatory, where students had the opportunity to develop applied knowledge in the field.

The same is true for all other Knowledge Centers, examples of Master’s thesis developed in 2021 include:



Title: Poverty, health status and healthcare utilization: is wealth imperative for a healthy society?
Student: Tom Himmelreich.
Professor Supervisor: Pedro Pita Barros.



Title: Why does sub-saharan africa struggle to implement a solid waste management system? A case study in Ghana.
Student: Beatriz Barbosa.
Professor Supervisor: Maria Antonieta Cunha e Sá.



Title: Regional Disparities in Socioeconomic Based Achievement Gaps.
Student: Miguel Estevinho.
Professor Supervisor: Luís Catela Nunes.



Title: The effect of source country characteristics on the labor market assimilation of female migrants.
Student: Anastasiya Levina.
Professor Supervisor: Cátia Batista.

Principle: Dialogue & Partnerships

Corporate partners and non-profit organizations are invited to participate in the academic programs of students by participating in special Master’s Classes or proposing courses.

For instance:

- BCG launched the “BCG Case Challenge” for Bachelor’s students as a waiver of Managing Impactful Projects course. This is a consulting project designed by BCG to solve a specific NGO’s problem. In 2021, 30 students worked on this year’s challenge APNF – Portuguese Association of Neurofibromatosis.
- WACT – We are changing together – organization, founded by a Nova SBE Alumnus, is offering a Master’s Module on “Volunteering and Social Impact”, with a total number of 96 participants.

Principle: Campus & Community

Regarding a community culture engaged with the SDG Agenda, students have shared their perception of Nova SBE’s sustainability efforts in the Positive Impact Rating 2022 edition in areas such as governance, culture, education, role model, and public engagement. Their perception is that Nova SBE is on Level 4 “Transforming” with an average of 7.6/10 (out of 5 levels, and the top one is “Pioneering” with a minimum of 8.8). Postgraduates and international students have the most positive results, without any gender disparity.

We launched a dedicated platform named Role to Play- Get Involved to promote even more students’ engagement with sustainability-related volunteering opportunities, talks, and case challenges. Today, more than 900 students are enrolled, with more than 50 initiatives published for them to participate.

From our Alumni perspective, it is also relevant to share the efforts of reengaging them in our community. To this date, the Alumni Club has close to 20.000 graduates, of which 812 volunteers have joined the network of Alumni Ambassadors, 189 became mentors in both Career and Pride Club Mentoring Programs, 1386 were speakers in Academic Events and Classes, and 3192 returned to complete programs on Executive Education.



Nova SBE is also contributing to SDG 4.3, ensuring equal access for all women and men, including university, by offering 19 scholarship programs – merit-based and financial-aid – promoted by the school or in collaboration with corporate partners. In 2020/21, 184 students benefited from financial aid scholarships to access our Bachelor’s and Master’s programs. Recently, Nova SBE launched a new Financial Aid Office, only focused on scaling this support even further.

Principle: Local engagement

Regarding our relationship with local non-profit organizations, our network now includes more than 90. Students engage with them in various ways:

- Through pro-bono consulting projects within the scope of student clubs.
- AGEAS Foundation launched the “Internships with Impact” which aims at giving the opportunity to non-profit organizations to hire a student as an intern for 3 months to implement a consulting project previously developed by student clubs or a Master’s thesis.
- The Impact Field Lab is referred to above.

Considering the above, more than 600 students are currently on the quest to receive a Merit Certificate for Active Citizenship to complement their graduate diploma since they have dedicated more than 50 hours over their academic year to these initiatives.

1.3. Knowledge

OUR AMBITION TO IMPACT

We aim that our research provides innovative insight into sustainable challenges for the academic community, policymakers, and managers.

WHAT IS BEING DONE

Principle: Research

Nova SBE integrates the three basic disciplinary areas of the School – Economics, Finance, and Management – and all its researchers into a single Research Unit with a cross-disciplinary orientation.

As Research Highlights, in 2021, we showcase:

- ERA Chair: Nova SBE as a European reference for research in Social Innovation, led by Professor Anne-Laure Fayard.
- Rui Silva assumes Haddad Chair in Entrepreneurship.
- VCW Lab initiative the second European Horizon 2020.
- Nova SBE secured its first Social Research Call from “la Caixa” Foundation.

Regarding our Research Unit, we currently have 27 Full Professors, 31 Associate Professors, 36 Assistant Professors, 31 Researchers (Post-doc), and 104 PhD students working in Economics (47 %), Finance (15 %), and Management (38 %), with a gender disparity of 42% female and 58% male.

In 2021, our Faculty & Researchers published 156 times, of which:

- 120 articles:
 - 22 published in 4* and 4 journals (ABS ranking)
 - 17 published in FT 50 ranking journals, of which 70% were SDG-related.
- 6 books.
- 13 chapters in books.

To this date, we know that considering the past five years (2017-2021), Nova SBE's Faculty published 601 scholarly outputs and was cited 6056 times. In 2021, in a total of 4181 news, of which around 21 % are research-related mentions. Regarding our social media, research represents 47,9% of the total published posts and is the #2 performing topic on Twitter.

The Nova SBE Knowledge Centers' main activities focus on developing research, helping cross-fertilize applied and fundamental research, academic programs, and executive education. Our research Labs support faculty in their research and enhance knowledge co-production.

This Report showcases that most of the outputs produced across the eight Nova SBE Knowledge Centers and two Nova SBE Research Labs are contributing to sustainable impact in each of their areas of expertise.

Some examples include:



The **Nova SBE Data Science Knowledge Center**, during Covid-19 Pandemic, developed an applied research project that characterized how people move within a municipality and identified intervention priorities – for instance, areas where movement restrictions are less effective.



The **Nova SBE Economics for Policy Knowledge Center** produces “Portugal, Social Balance”, in partnership with La Caixa Foundation, which is an annual socioeconomic portrayal of Portuguese families and provides a basis for cross-sectional discussion on poverty and social exclusion in the country. The document describes poverty regarding income and addresses differences in employment status, access to education and health, housing conditions and social differences, inequality in income distribution, the impact of public policies and the population's perceptions and attitudes towards the welfare state.



The **Nova SBE Economics of Education Knowledge Center** develops a project that provides forecasts on the demand and supply of teachers for the 850 schools in mainland Portugal across different subjects and school years. This is the first detailed study on teacher shortages in Portugal, predicting that around 34 thousand teachers will need to be recruited during the next 10 years.



The **Nova SBE Environmental Economics Knowledge Center** was granted a project to begin January 2022, funded by FCT and Aga Khan Development Network, in partnership with Gulbenkian Foundation, and Eduardo Mondlane University, Maputo, Mozambique, entitled “Payments for mangrove ecosystem services in Mozambique”. This project aims to improve rural livelihoods of those highly-resource dependent and vulnerable communities by promoting sustainable management of urban/peri-urban mangrove ecosystems.



The **Nova SBE Finance Knowledge Center** is working with BPI to understand how to best capture quality-based returns and their correlation/conflict with ESG factors, by answering the question, for instance, how can one integrate ESG in a more systematic style/factor investing approach.



The **Nova SBE Health Economics & Management Knowledge Center** developed a research project that provides a discussion on the main challenges faced by the Portuguese Health System and provides an analysis of the main opportunities that should be pursued.



The **Nova SBE Leadership for Impact Knowledge Center** is focused on pairing on-the-ground projects and academic understanding, as for instance the peer-to-peer inclusion research project showcases. It aims at understanding the role of a peer-to-peer model in creating a truly inclusive employment experience for all participants and the possibility of creating long-term change in organizations by engaging them in the process from the start.



The **Nova SBE NOVAFRICA Knowledge Center** developed a research project that intended to evaluate the impact of different policies on reducing irregular migration to Europe. For this purpose, they worked with 4000 potential migrants from rural areas in The Gambia, the country in West Africa with the highest incidence of irregular migration to Europe



The **Nova SBE Behavioral Lab** developed a research project that studied the effects of mindfulness on interpersonal interactions, stress management, and emotional regulation.



The **Nova SBE Social Sciences Data Lab** contributed to the development of 121 published articles, 918 Master's thesis and 16 PhD thesis, as it provided access to its datasets and data analysis infrastructure. In addition, it developed a characterization of the Portuguese long-term care workforce and investigated the impacts of minimum wages on economic outcomes, such as employment, work turnover, profitability, and firm closure.



Nova SBE offers solid advanced training and a vibrant research environment for doctoral students.

PhD Programmes are in Economics & Finance, Management and Tropical Knowledge and Management.

In 2021, it is clear how research is aligned with the challenges of sustainability:

- **Madhuri Agarwal.** Essays in Economics of Education.
- **Sara Almeida.** Healthcare in contexts of poverty and conflict.
- **Rute Martins Caeiro.** Essays in Development Economics: The Uptake of New Technologies.
- **Inês Vilela.** Essays in Development Economics: Role of Information Provision.
- **João Pereira dos Santos.** Measuring causal impacts with natural and field experiments: Evidence for firms, workers, consumers, and voters.
- **Gefra Gustavo Fulane.** Barriers to the Uptake of Screening for Cervical Cancer in Mozambique: Three essays on value creation, institutional logics and emotions.
- **Fahiz Baba Yara.** Essays in Empirical Asset Pricing.
- **Eduardo Costa.** Essays on Health Economics.

Our first placement in a top 20 business school in the USA was offered to Fahiz Baba Yara, in Indiana University.

1.4. Societal Transformation

OUR AMBITION TO IMPACT

Long-term success when we activate multi-stakeholder partnerships for the sustainable development of our territory and worldwide.

WHAT IS BEING DONE

Principle: Dialogue & Partnerships

Nova SBE is keen on acting as a meeting point for societal forces.

Beyond Knowledge Centers, several are the groups that come together in the quest of working towards a common purpose, whether they are institutes, forums, hubs, labs, clubs, or initiatives. Nova SBE has the responsibility to empower its community to join and launch those, providing the resources available for its success.

STUDENT CLUBS

Divided by areas of interest and 55% reported sustainability-related initiatives on this report. These include 31 pro-bono consulting projects for non-profits and hybrids and over 40+ initiatives launched to our community, including opinion articles, events, and podcasts.

INSTITUTES

NOVA SBE | HADDAD
ENTREPRENEURSHIP
INSTITUTE



The **Nova SBE Haddad Entrepreneurship Institute** is responsible for further developing education, research, and support for the whole entrepreneurial ecosystem. In 2021, more than 150 start-ups engaged, 700 students, 80 Alumni and 30 mentors engaged in over 40 different initiatives. To this date, we know that, in 2021, 350 jobs were created by the start-ups collaborating with Haddad.

NOVA SBE | WESTMONT
INSTITUTE OF
TOURISM & HOSPITALITY



The **Nova SBE Westmont Institute of Tourism & Hospitality** leads the development and promotion of management education in hospitality, tourism, and all service management-based industries. In 2021, 27 students joined the Master’s in Management area of expertise in Hospitality and Service Management. An example of a research project, in partnership with Nova SBE Data Science Knowledge Center, is an online platform with comprehensive data and educational resources, enabling the study of tourism dynamics in Africa and supporting the industry’s sustainable development.

ACADEMIC PARTNERSHIPS



The **Calouste Gulbenkian Foundation partnership** in the impact field creates several opportunities to create long-term organizational transformation – examples include the executive program to encourage leaders from different activity sectors to bring sustainability to the core of organizational dialogue and action (Paradigm Shift), the launch of a new Master’s in Impact Entrepreneurship & Innovation, the development of academic research, and the offering of scholarships to students, SMEs and social organizations.



The **Nova SBE Inclusive Community Forum** focuses on two main topics: the employability and education of people with disabilities. In 2021, 10 companies signed the Commitment to Inclusion, now a total of 44. The Peer to Peer program, the first integration project created at Nova SBE, is now being replicated in other Higher Education Institutions, with the support of 12 project managers (students), of which two are at Nova SBE. 34 faculty members participated in the new Teach to Include workshops.



In partnership with “la Caixa” Foundation, BPI, the **Social Equity Initiative** intends to promote the social sector in Portugal in the long run, sketching a portrait of the sector and developing research and empowerment programs to support Portuguese social organizations. It engages 6 knowledge centres on 8 projects and 2 chairs, with 49 direct outputs, and more than 2200 people involved. One of the projects’ highlights is the Social Leapfrog Program, a 3-year capacity-building for civil society organizations, beneficiaries of 12 consulting projects, 28 training programs, and 37 mentoring coaching sessions.



The **Nova SBE Innovation Ecosystem** is a meeting point to forge partnerships with a shared vision on five verticals: sustainable finance, smart cities & communities, health & well-being, space, green & blue economy, hospitality & customer journeys.

1.5. Organizational Sustainability

OUR AMBITION TO IMPACT

To foster a sustainability-driven culture and operations, promoting accountability to our community.

WHAT IS BEING DONE

Principle: Values

Nova SBE is focused on fighting for its vision of a sustainable and better future by walking the talk and improving its sustainability blueprint as an organization, considering the ESG factors.

Therefore, we embedded the SDG language in our communication – internal, in all newsletters – and external, in the sustainability segment on social media, website, press releases, and social media posts.

This has been clearly perceived by our staff, as 80 % of employees answered, “Strongly Agree” and “Agree” that Nova SBE has a clear vision for the future, above the market average of 64 %. As well as, external organizations – Marketeer 2021, RepScore as we won the Highest Emotional Reputation Award 2021 and Superbrands 2021.



Principle: Campus & Community Our planet

Nova SBE has been awarded the Eco-Campus Flagship award and recognized by Ellen MacArthur Foundation by integrating the community of profiled universities. Both were due to the level of environmental management of the campus and of the various institutions that comprise it, actively promoting the change of behaviour and attitudes in the community. Examples include:

- Launch of the reusable kits for every new student.
- Development of a Recycling guide with communication signage across campus.
- Representativeness on Thirst Project which is a global crowdfunding platform to provide health and sanitation development in low-income countries.
- Oxygen Project, in partnership with Nova SBE Student's Union and Cascais Municipality, aims to clean and plant one new tree per 4 graduates. So far, with 88 volunteers have been involved.
- Campus infrastructure:
 - Resources: Water:
 1. Circular irrigation systems are in place: water cisterns for capturing, storing, and conserving water; this allows the reuse of rainwater for irrigation purposes, thus reducing water consumption. Besides, the school has holes for capturing water from the soil to prevent infiltrations and also use for irrigation.
 - Resources: Energy:
 1. 924 solar panels of 270 kW produce 20 % of consumed energy on the rooftops to ensure a degree of energy self-sufficiency.
 2. Favored LED lighting to reduce consumption across the building.
 3. Monitoring strategies in space so that all non-essential systems are switched off outside working hours.

- Mobility, in partnership with Cascais Municipality:
 1. Bike-sharing initiative is in place that includes a bike station nearby Carcavelos station for students to use.
 2. Availability of MOBI Cascais bus that includes Nova SBE as a destination point.
 3. Train: Special discounts for the Nova SBE community.
- Waste Diversion & Plastic:
 1. Materials and packaging: collected by Cascais Municipality and sent to TRATOLIXO treatment plant. Incentives are in place for beverage containers through TOMRA Refund Deposit Scheme.
 2. Electric & Electronic waste: deposited at Nova SBE and delivered to ERP for recycling purposes.
 3. Organic waste: collection from restaurants and the supermarket, and delivered to TRATOLIXO to produce organic compost.
 4. Textil and food waste: delivered to Centro Paroquial de Carcavelos and then distributed among local institutions and beneficiaries. Student clubs manage these partnerships – oikos Lisbon and Nova SBE Food Student Club, respectively - in collaboration with Zero Desperdício Association. In 2021, food waste was offered to 7124 families, with an economic value generated of 1230€ (estimated 2.5€/meal).
- Living Lab:
 - BIOS Urban Farm: an innovative project using the waste energy from buildings to grow fresh, locally produced food; it also works closely with students on a community-owned social food enterprise that offers learning and developmental experiences.
 - Cascais Smart Pole by Nova SBE is an EEA Grant funded project that aims to achieve carbon neutrality with the contribution of a multi-stakeholder partnership; one of the activities in place is the definition of our Roadmap for Carbon Neutrality.

Our people

Nova SBE exists due to all community members contributing to and taking part in its activity every day.

During the pandemic, this became even more true, and so it has been perceived – 89 % of our community showed how satisfied they were with the school’s response to the Covid-19. We increased the efforts on mental health support, access to vaccination and testing, incorporated the needed technology to allow distance learning, adapted program fees to the context of our students, and became connected through regular Dean’s communication.

In 2021, we offered 7350 hours of training & development to staff on a range of topics that are sustainability-related: the SDGs, diversity & inclusion, give & received feedback, and work-life balance. In addition, for the first time, we implemented a 360° performance evaluation and launched our Volunteering Policy, which invites our staff to give 16 hours of working days to contribute to the SDGs.

A Voice Survey has been launched for the first time to assess staff’s perception of the People & Culture Department’s efforts to enhance a positive working environment and close engagement with Nova SBE. We now know that 77 % of employees consider Nova SBE as a good place to work, 86 % of employees perceive their work as meaningful, and 81 % enjoy their work.

Regarding students, an Annual Survey is launched every year at the end of their graduation. The results in 2021 were that 90 % of students would recommend a Nova SBE program, 85 % are satisfied with their overall experience at Nova SBE, 89 % of students are overall satisfied with environmental concerns and practices, and 80 % answered favorably to the question “I felt welcome and integrated”.

As Nova SBE wants to grow in its responsibility to a better society continuously, we have, as promised in the last edition of the report, kicked off the process of developing the first-ever created Diversity, Equality, and Inclusion (DEI) Policy.

Four main stages comprised the DEI Policy process:

- 1. In-depth benchmark to other Higher Education Institutions and organizations, including Nova University Lisbon guidelines.
- 2. Consultation with a few members of the community, representatives of stakeholders, and specialists to review the first draft.
- 3. Public consultation with the community as an open opportunity for everyone to share their perspectives on the topic.
- 4. Validation of the Policy with the Executive Committee.

Currently, we are finalizing the Action Plan and the five priority initiatives to happen first.





2. Lifelong Learning

PRME Principle 3 – Method

We will create educational frameworks, materials, processes, and environments that enable effective learning experiences for responsible leadership.

2. Lifelong Learning



The Sustainable Development Goals imply a strong commitment by all stakeholders, whether private or public, hybrid or not-for-profit, multinationals or small and medium enterprises. Nova SBE acknowledges this responsibility in the opportunities created for the development of future leaders. That is why we aim to bring our students beyond the excellence of professional training to become fluent leaders whose purpose is aligned with the values of impact.

Nova SBE's customizable and interdisciplinary curriculum creates the perfect environment for such self-development. Students are challenged to obtain an array of skills and know-how that implies cross-cutting knowledge, integrating economic, natural, and social sciences. A faculty of academics combined with practitioners and an endless number of real-life challenges that complement our formal curricula provide the necessary theory, practice, and working in the field.

In the quest to become the School for a Better, More Sustainable Future, I am extremely proud of our range of Master's programs, whose innovativeness clearly advances our commitment to preparing our students for later life and work. A future that is built sustainably, as a result of the training we provide to our future leaders.

RITA CUNHA
Deputy Dean, Pre-Experience Studies



The turmoil of the context insists on remaining, and as such, organizations and populations need to accommodate this new way of living, creating new references and practices. Education thus assumes a central role and extends throughout life. With a community of almost 20,000 Alumni, Nova SBE expands its post-experience offer so that those committed to Nova SBE training can find a partner for their continuous development process. Our Alumni community needs to be at the forefront of knowledge, building a relevant path in the organizations to which they dedicate their energy, be they large organizations, SMEs, NGOs, Startups, public, private, or third sector. The post-experience offer is therefore extremely flexible, with personalized journeys, made up of

MARTA PIMENTEL
Executive Education Director

short intensive programs, aimed at a permanent up-skilling, combined with degree programs, such as postgraduate and executive masters, longer, and more profound, that contribute to a process of re-skilling competencies that emerge as relevant in the context of permanent change. It is in the combination of this entire spectrum of action that we will be able to spread our mission and build a society that we all want more just, equitable, and happy. Certain that by announcing this more sustainable future, we are able to inspire and mobilize the movements and practices of the present. Do not consider that we are naive in these beliefs. On the contrary, we are aware of the challenges and determined to make a difference!

2.1. Integrating SDG across curricula

Nova SBE's responsibility to equip tomorrow's leaders with the knowledge and skills needed to drive sustainable value for businesses and society is at the core of our Role to Play. Our commitment to map the contribution of academic programs to the SDG Agenda has represented a step forward in this direction. This process, which was described in the previous edition of this report, has been fundamental to track our efforts in integrating the SDGs across the curricula and promote systematic reporting and accountability at all academic levels.

Since the past edition of this report was published, 63 new courses developing knowledge to at least one SDG have been identified, representing an 80% increase in the total number of SDG-related courses. Most of these courses challenge students to reflect and deepen their understanding of topics related to SDGs 8, 9, 16, and 17. Despite the higher incidence and capacity to address these goals, efforts have been made to extend the scope of the curricula, particularly with regards to the People and Planet dimensions. As a result, new courses raising awareness to SDGs 1, 2, 3, and 5 (People), and 12 and 13 (Planet) have also been introduced. Additionally, it is important to highlight that ten new transversal courses to all SDGs were created. Courses in this category aim to develop an impact-driven mindset amongst today's learners and have the potential to foster contribution to all goals across the sustainable development Agenda.

Following our mapping process, a group of foundational disciplines focused on developing analytical and theoretical skills – such as programming, calculus, algebra, statistics, or research methods – was also identified. We have found that a growing portion of these courses is incorporating SDG-related examples into their contents and raising awareness for topics included in the SDG Agenda through their evaluation methods, even if not explicitly stated.

The numbers below represent the cumulative results of our mapping process, reflecting the number of courses across all academic levels – including Bachelor's, Master's, PhD and Executive Education – that promote understanding and raise awareness for the SDGs. Overall, 143 courses have been classified according to their SDG contribution, out of 304 courses analyzed. It is important to note that, as a higher education institution, all courses are inherently related with the SDG 4, specifically target 4.4– “substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship”. However, these specific courses below are also ensuring that the knowledge and skills developed are aligned with the specific competencies needed to promote sustainable development (target 4.7).

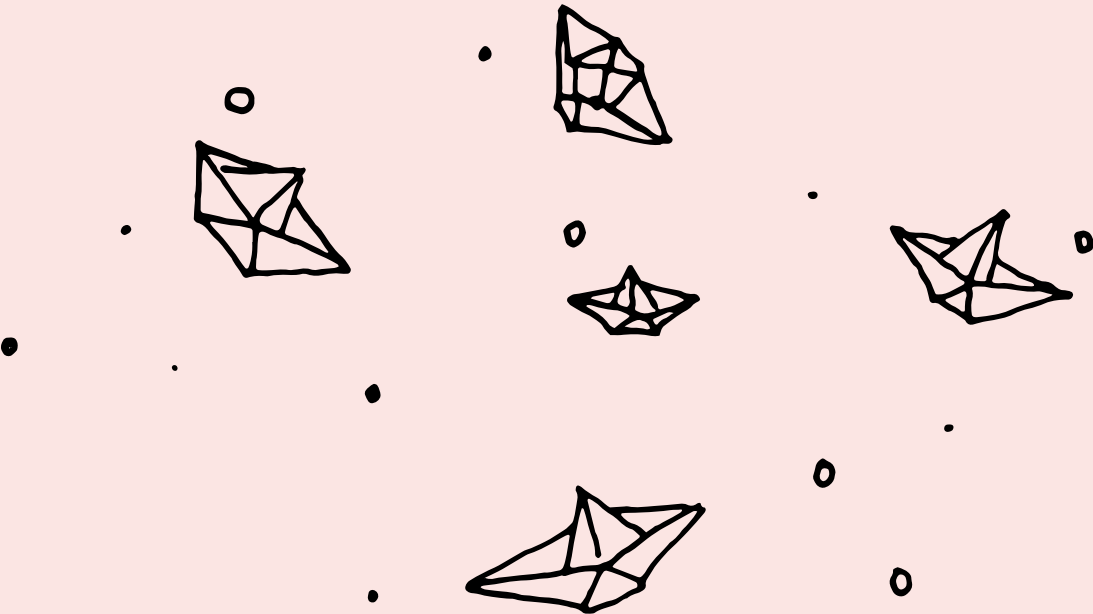


To demonstrate these results, we started the process of adding a new section in the Syllabi Template entitled “Course Impact Relation”, including a statement on the SDGs and an associated image for the 20/21 academic year. One year later, we have found that nearly 50% of Faculty members are integrating this section in courses’ Syllabus. In fact, 20% of these are already including their assessment and statement reflecting the contribution of their courses to the sustainable development Agenda. In the future, we intend to continue supporting our faculty in incorporating more SDG-related examples into the curricula and promoting continuous monitoring and reporting of their contributions to the SDGs.

Below, we present an overview of key performance indicators – namely the number of total and new SDG-related courses, the percentage of Faculty incorporating SDG reporting into courses’ Syllabus, and the percentage of existing courses promoting knowledge and understanding for the SDGs or developing foundational skills – across the different academic levels and programs. Moreover, a detailed description of these courses and the respective SDGs impacted will be presented. This analysis aims to provide a more granular view on the programs contributing to the sustainable development Agenda and will serve as the basis to provide targeted recommendations and track our progress in future editions.



BACHELOR'S



18
SDG-related courses
(out of 40 analyzed courses)

1
New course
covering SDGs 8 and 16

49%
Faculty reporting
on the SDGs

Program	SDG-related courses (#)	SDG-related courses (%)	Foundational courses (%)
Bachelor's in Economics	12	41%	59%
Bachelor's in Management	12	40%	60%



BUSINESS HISTORY

BUSINESS SEMINAR

COMMUNICATION LEADERSHIP & ETHICS

The course challenges students to reflect, discuss and explore the evolution of the modern enterprise and its societal importance, including its relationship with the State, from a historical perspective.

The course challenges students to reflect, discuss and deepen their understanding across different challenges presented in the SDG Agenda – such as sustainable cities, energy transition, sustainable production, IoT, or emerging markets development.

The course challenges students with hands-on learning for effective leadership roles over their personal and professional lives, covering topics such as day-to-day ethics, interpersonal and oral communication, servant leadership, constructive feedback, and body language.

34 Students

385 Students

686 Students



DEVELOPMENT ECONOMICS

ECONOMIC HISTORY

EUROPEAN LAW

This course equips today's learners with an understanding of the most pressing challenges in development economics, such as poverty reduction, environmental preservation, gender equality, the quality of education and health, or the causes of conflicts.

The course challenges students to reflect, discuss and deepen their understanding of topics such as the role of the government, the emergence of social policies and security systems, or the design of economic growth policies from a historical perspective.

The course challenges students to reflect, discuss and explore the historical development of the EU and its institutions and the structure and nature of the European Law as a supranational body of law.

99 Students

30 Students

310 Students



ENTREPRENEURSHIP

GLOBAL BUSINESS ENVIRONMENT

GLOBAL ECONOMICS I

This course aims to equip students with the broad range of skills and perspectives required to pursue a career in entrepreneurship or to apply entrepreneurship thinking processes to their career, applicable to solving challenges across the SDG Agenda.

The course challenges students to reflect, discuss, and deepen their understanding of topics such as the role of global institutions and governance, the determinants of economic development, or national differences in cultures.

The course challenges students to reflect, discuss, and deepen their understanding of topics such as international migration, FDI, or international agreements.

292 Students

439 Students

225 Students



INFORMATION SYSTEMS

INTERNATIONAL MANAGEMENT

INTRODUCTION TO MODERN AND CONTEMPORARY HISTORY

The course challenges students to reflect, discuss and deepen their understanding of how IS/ technology can be used as a lever to promote the business from a global perspective, and ethical and social issues of information systems are brought into class.

The course challenges students to reflect, discuss, and deepen their understanding of topics such as national cultures and management, cross-national institutional diversity, corporate governance or work motivation across countries.

The course challenges students to reflect, discuss and deepen their understanding of its applications across the SDG Agenda – on topics such as the nature of wealth and poverty, the rise of inequality, or the challenges to modern political and economic inclusive institutions.

79 Students

338 Students

567 Students



LAW IN ECONOMICS
AND BUSINESS

The course challenges students to reflect, discuss and deepen their understanding of the basic structure of legal thinking in the Western Legal Tradition and explore topics such as the General Data Protection Regulation and the future of Law.

679
Students



MACROECONOMIC
POLICIES

The course challenges students to reflect, discuss, and deepen their understanding of macroeconomic problems and the scope for government intervention to promote macroeconomic stability and long-term growth.

45
Students



MACROECONOMICS /
MICROECONOMICS

Both courses equip students with foundational skills that will enable them to develop further understanding in future courses directly related to the SDG Agenda. Microeconomics covers topics such as scarcity or social interactions, while Macroeconomics explores economic growth and income distribution.

1364
Students



MANAGING IMPACTFUL
PROJECTS

The course challenges students to engage with an external organization to co-create sustainable solutions that tackle existing problems and foster organizational contribution to the 2030 Agenda.

457
Students



ORGANIZATIONAL
BEHAVIOR

The course presents the major topics of work psychology in a managerial approach and challenges students to reflect, discuss and deepen their understanding of topics such as leadership process, working in teams, social exchanges, organizational culture, and human behavior.

441
Students



PRINCIPLES OF MACROECONOMICS
/ PRINCIPLES OF MICROECONOMICS

Both courses equip students with foundational skills that will enable them to develop further understanding in future courses directly related to the SDG Agenda. Principles of Microeconomics covers topics such as unemployment and scarcity, while Principles of Macroeconomics focuses on the central effects of macroeconomic policies, both in the short and long terms.

1666
Students



PUBLIC
ECONOMICS

The course challenges students to reflect, discuss and deepen understanding on exploring the government intervention in the economy, covering topics such as externalities and public goods, collective decision-making, unemployment insurance, and poverty-alleviation programs or health insurance.

120
Students



SEMINAR IN EUROPEAN
ECONOMICS

This is an applied course where students are challenged to reflect, discuss and deepen their understanding of the intersection between economic theory and current European developments by taking a critical view on past and current development and actively engage in in-class discussions.

288
Students



MASTER'S

84
SDG-related courses
(out of 185 analyzed courses)

40
New courses
covering SDGs 8 and 16,
covering SDGs:
8 – 15 courses
9 – 12 courses
17 – 12 courses
16 – 11 courses
10 – 4 courses
1, 3 – 2 courses
2, 11, 12, 13 – 1 course
Transversal – 7 courses

46 %
Faculty reporting
on the SDGs

Program	SDG-related courses (#)	SDG-related courses (%)	Foundational courses (%)
CEMS MIM	11	41 %	41 %
Master's in Business Analytics	16	34 %	55 %
Master's in Economics	29	46 %	38 %
Master's in Finance/ International Master's in Finance	19	39 %	41 %
Master's in Impact Entrepreneurship & Innovation	18	56 %	38 %
Master's in International Development & Public Policy	18	69%	27 %
Master's in Management/ International Master's in Management	46	44 %	33 %



ADVANCED BEHAVIORAL ECONOMICS

This course introduces students to the theory of behavioral economics, challenging them to reflect, discuss, and deepen their understanding on topics such as consumption behavior or public good settings.

48
Students



ADVANCED PROGRAMMING FOR DATA SCIENCE

The course equips students with advanced programming skills that can be applied to solve a variety of challenges directly related to the SDG Agenda. Projects to be developed by students focus on energy mixes in EU countries.

49
Students



ADVANCED TOPICS IN HUMAN RESOURCES MANAGEMENT

This course challenges students to reflect, discuss and deepen their understanding of the implications of globalization and digitalization on the nature, design, and future of managing people in organizations, work, careers, organizational and individual well-being.

465
Students



ALGORITHMIC GOVERNANCE

This course enables students to understand the fundamental principles of governance and how it is impacted by algorithmic decision-making, covering topics such as machine learning in Public Administration and Fairness and Bias in decision-making systems.

44
Students



APPLIED SOCIAL ENTREPRENEURSHIP

Students are challenged to engage in the social entrepreneurship process actively, experiencing the theoretical understanding of the course through a hands-on approach. Moreover, as commercial solutions can be designed to tackle various societal problems, students ought to have a broader perspective of different challenges across the SDG Agenda.

147
Students



APPLIED SUSTAINABLE AND RESPONSIBLE FINANCE

This course is designed for students who seek to understand how market participants, from banks and investors to corporates, are incorporating ESG factors into decision-making processes, providing them with the tools to understand how every company can utilize these factors to improve its strategy and drive change towards a more sustainable future.

34
Students



ASSET MANAGEMENT

In this course, students are challenged to reflect, discuss and deepen their understanding of the SDG Agenda, by covering topics on Responsible Investing concerning ESG factors in investment processes.

164
Students



AUDITING

In this course, students are challenged to reflect, discuss and deepen their understanding of SDG 16, as topics such as professional ethics and the risk of fraud are discussed.

240
Students



BANKING

This course provides students with an understanding of the management and regulation of banking firms, covering topics such as bank crisis and contagion, banking regulation, or the future of banking.

186
Students



BEHAVIORAL ECONOMICS AND FINANCE

This course provides a broad overview of the fields of behavioral economics and finance. The course's focus will be on introducing and studying biases in decision-making within economic and financial contexts, drawing on insights from psychology. The course raises awareness on gender bias, as students are challenged to reflect, discuss, and deepen such real-case examples.

79
Students



BUSINESS MODELS FOR SUSTAINABILITY

Students are introduced to the SDG Agenda and challenged to reflect, discuss and deepen their understanding of sustainability's role in the business model, covering topics such as green economy, circular economy, ESG issues, and green finance.

53
Students



CONSUMER AND MANAGERIAL DECISION MAKING

In this course, students are challenged to reflect, discuss and deepen their understanding of SDG 16. Topics such as ethics in decision-making and behavioral biases are brought into class.

217
Students



CONSUMER BEHAVIOUR

In this course, students are challenged to reflect, discuss, and deepen their understanding of SDG 12. Topics such as ethics and social responsibility in consumer behavior are brought into class.

232
Students



CORPORATE GOVERNANCE

In this course, students are challenged to reflect, discuss, and deepen their understanding of the main issues of Corporate Governance, apply them to concrete situations and judge the quality of Corporate Governance in a variety of contexts.

107
Students



CORPORATE SOCIAL RESPONSIBILITY

This course equips today's learners with the knowledge and skills needed to further promote the integration of CSR in corporate strategies through an in-depth comprehension of the role of businesses in society while addressing the importance and challenges of ethical leadership in this context.

149
Students



CREDIT RISK

This course covers the main concepts and techniques required to manage the risk of portfolios of credit-sensitive assets, such as corporate bonds or loans. Students are also challenged to reflect, discuss, and deepen their understanding of SDG 7, as topics such as the value of solar energy as an asset class are brought into class.

69
Students



CROSS-CULTURAL ISSUES FOR MARKETING

The course challenges students to reflect, discuss, and deepen understanding of the impact of cultural differences on international marketing decision-making, as well as, how to promote cultural understanding and social cohesion through revitalizing global partnerships.

21
Students



DATA ECOSYSTEMS AND GOVERNANCE IN ORGANIZATIONS

The course challenges students to reflect, discuss, and deepen understanding of relevant topics related to Data Ecosystems and Governance and the impact of the General Data Protection Regulation on organizations and society.

185
Students



DEVELOPMENT ECONOMICS I

This course challenges students to reflect, discuss and deepen understanding on a variety of topics related to development economics, such as natural resources, ethnic divisions, democracy and corruption, agriculture policy in developing countries, social programs devoted to health and education, access to formal banking and gender equality.

66
Students



DIGITAL MARKETING

Students are challenged to actively engage in the process of planning, implementing, and analyzing a real digital marketing campaign with an organization, including non-profit and hybrid, experiencing through a "hands-on" approach the theoretical understanding of the course.

119
Students



DIGITAL MARKETS

This course introduces students to the works of digital markets as topics such as privacy regulation or the wider societal impact of technology and digitalization are brought into class.

186
Students



DIGITAL STRATEGY & TRANSFORMATION

This course challenges students to reflect, discuss, and deepen understanding of the basic concepts and challenges of digital transformation facing companies and individuals and explore the biggest technological trends (such as AI, blockchain, 3D printing) and the impact of Covid-19 in shaping our future.

101
Students



DOING BUSINESS IN CHINA

This course aims at providing students with contemporary insight into the dynamics of doing business in China, as topics relating to the rise of China and its contemporary geo-political and geo-economic consequences are explored.

154
Students



DOING BUSINESS IN EMERGING MARKETS

This course aims at providing students with an understanding of different emerging markets, their economies, business practices, and political and legal frameworks and challenges.

155
Students



E-COMMERCE

The course aims to replicate the creation of an e-commerce company taking the class through the major aspects of the value chain, understanding the relationship between the different areas, covering topics such as marketing analytics, legal aspects, or the future trends of retail.

48
Students



ECONOMICS
OF EDUCATION

This course aims to apply economic concepts and tools to the analysis of current issues of Education Policy, with an emphasis placed on primary and secondary levels of education.

21
Students



ECONOMICS OF HEALTH
& HEALTH CARE

The course challenges students to reflect, discuss, and deepen their understanding of special features of the healthcare sector and main policy issues, while learning how to conduct economic analysis.

50
Students



ENTREPRENEURIAL
JOURNEY

This course aims to provide students with a 360° experience of an Entrepreneurial Journey by exploring the challenges involved in the entrepreneurship process. Discussions on the future of mobility and the business of space are also brought into class.

86
Students



ENTREPRENEURSHIP
WITH IMPACT

This course aims to equip students with an impact entrepreneurship mindset required to pursue a career in entrepreneurship with impact/ hybrid organizations or apply impact entrepreneurship processes to their careers.

90
Students



ENVIRONMENTAL
POLICY

This course provides an overview from the perspective of Economics of Environmental Policy, from setting goals to choosing alternative policy instruments.

27
Students



EUROPEAN
ECONOMY

The course introduces students to the basics of European institutions and economic policies, including the major theoretical underpinnings allowing us to understand and critically assess their objectives and functioning.

50
Students



EVIDENCE-BASED
PRACTICES FOR WELL-BEING

This course provides students with scientific knowledge on well-being and exposes them to scientifically-backed practices that increase well-being; or explore, for instance, the relation between well-being and consumption.

77
Students



FAMILY
BUSINESS

This course challenges students to reflect, discuss, and deepen their understanding of topics such as communication, conflict management, and governance in the context of family businesses.

135
Students



FINANCIAL CRISES
IN HISTORY

This course challenges students to reflect, discuss, and deepen their understanding of financial crises, by exploring policy and institutional responses to crises and ways to promote financial stability.

152
Students



FINANCIAL DISTRESS,
BANKRUPTCY &
RESTRUCTURING

This course challenges students to reflect, discuss, and deepen their understanding of financial distress and bankruptcy processes, covering topics such as corporate restructuring and governance in bankrupt firms.

72
Students



FINANCIAL
INTERMEDIATION

Students are challenged to reflect, discuss, and deepen their understanding of banking regulation, the importance of banks following the Covid-19 outbreak, or the potential risks of climate change for banks.

35
Students



FINTECH VENTURES

This course challenges students to reflect, discuss, and deepen their understanding of the role of entrepreneurship in solving challenges facing the Financial Services industry by exploring topics such as regulatory and legal frameworks, digital identity, or artificial intelligence in finance.

148
Students



GEOECONOMICS AND INTERNATIONAL RELATIONS

This course equips students with an understanding of the current economic reality and prospects of doing business in different geographies by exploring the dynamics of modern geo-economics and geopolitics.

280
Students



GLOBAL ENERGY MARKETS

The course challenges students to reflect, discuss, and deepen their understanding of topics such as climate change mitigation policies, the role of renewable energy sources, and the transition towards a less fossil fuel-dependent economy.

10
Students



GLOBAL TALENT MANAGEMENT

This course challenges students to reflect on their leadership potential and deepen their understanding of topics such as the impact of sustainability, AI, and data science on talent management practices.

37
Students



HOSPITALITY OPERATIONS

Students are challenged to reflect, discuss and deepen their understanding of the principles of hotel operations management and new value-adding hospitality concepts related to SDG 8 on the promotion of sustainable tourism.

24
Students



HUMAN RESOURCES MANAGEMENT

Students are also challenged to reflect, discuss, and deepen their understanding of topics such as the impact of national cultures and international strategies on people management practices.

817
Students



IMPACT INVESTMENTS

Students will be able to understand the value proposition of impact investment, how the impact is a key economic opportunity being driven by major market forces – consumers, investors, and employees – and how it will shape capital allocation and the economy.

120
Students



INNOVATION AND VALUE CREATION WHEEL

In this course, students learn how to apply the “VCW-Value Creation Wheel,” an innovation methodology that allows integrating different tools and perspectives to provide overarching solutions for complex organizational challenges.

84
Students



INNOVATION MANAGEMENT

This course aims to provide students with a broader understanding of innovation management and equip them with the tools and knowledge required to plan and implement innovative programs.

147
Students



INTERNATIONAL MIGRATION

This course addresses international labor mobility issues, challenging students to understand the main theoretical frameworks to think about international migration and the determinants and consequences of international worker flows.

32
Students



INTERNATIONAL RELATIONS AND ORGANISATIONS

The course challenges students to reflect, discuss and deepen understanding of the development of international institutions, their functioning, and the challenges influencing the pursuit of their objectives.

48
Students



INTRODUCTION TO HOSPITALITY INDUSTRY

This course introduces students to the fundamentals of the hospitality industry, exploring the trends and innovations shaping its future, thus contributing to SDG 8 on the promotion of sustainable tourism.

80
Students



INTRODUCTION TO PROGRAMMING

This course will be an introduction to programming techniques and how to use them to help solve business problems. This course is designed for management, economics, and finance students who are interested in learning programming. It is aimed at providing students with the skills necessary to use Python for data analysis in scientific computing.

636 Students



ISLAMIC FINANCE

This course introduces students to key concepts of Islamic Finance by exploring topics such as the regulatory and legal environment of the Islamic financial market and the future of Islamic finance and governance in global markets.

60 Students



LABOR ECONOMICS

The course challenges students to reflect, discuss and deepen understanding on topics such as unemployment, wage inequality, discrimination, and gender quotas are explored.

34 Students



LEADERSHIP AND CHANGE MANAGEMENT

This course focuses on the relationship between organizations and change and where leadership emerges as a driver of change.

148 Students



LEADERSHIP INSIGHTS & PARADOXES

This course challenges students to reflect on the challenges and practices of leadership in highly complex situations by exploring different approaches to deal with ethical dilemmas, paradoxes, complex change, or crises.

52 Students



LEADING SOCIAL ENTERPRISES WITH IMPACT IN INTERNATIONAL DEVELOPMENT

This course is a deep-dive course on how private sector-minded entrepreneurs can drive sustainable global development at the intersection of international development (ID) and social entrepreneurship (SE).

80 Students



MACROECONOMICS OF FINANCIAL MARKETS

Students are challenged to reflect, discuss and deepen their understanding on topics such as the relationship between fiscal and monetary policy, sovereign debt crises, and financial crises.

174 Students



MANAGEMENT OF NON-PROFIT ORGANIZATIONS

This course challenges students to explore in detail the different tools and ideas around non-profit management by actively engaging with a third sector organization.

97 Students



MICROECONOMETRICS

The course equips students with foundational skills that will enable them to develop further understanding in future courses directly related to the SDG Agenda, namely labor, education, or migration.

51 Students



METRICS THAT MATTER

This course challenges students to reflect upon the importance of measuring social impact through the application of different metrics and tools grounded on economic theory to social impact cases.

89 Students



OPEN INNOVATION

The course challenges students to reflect, discuss, and deepen their understanding of topics such as collaborative communities, dynamics of crowdfunding, and democratization of innovation.

197 Students



OPERATIONS STRATEGY

The course challenges students to reflect, discuss and deepen understanding on topics such as Sustainable Agriculture, Energy, and Transports Operations.

18 Students



PERFORMANCE
AND PROGRESS

This course aims to introduce the concepts underlining the balance of Performance and Progress in the corporate world that are key to understanding and successfully navigating the current sustainability trend intersecting society and business.

200
Students



PERSUASION
AND NEGOTIATION

The course challenges students to reflect, discuss, and deepen their understanding of topics such as cross-cultural negotiation, effective conflict management, and multi-party negotiation are explored.

58
Students



POLICY ANALYSIS
EXERCISE

The aim of this course is to prepare the Policy Analysis Projects (PAPs). It exposes students to different international development and public policy challenges addressed by external and internal organizations, actively contributing to several policy areas across the SDG Agenda, such as health, employment, the environment, social inclusion international development.

52
Students



POLICY
APPRAISAL

The course equips students with knowledge and understanding of the economic tools used to evaluate and assess public investments and policies, covering practical examples of policy evaluation in governments and international institutions.

46
Students



POLICY
EVALUATION

This course equips today's learners with the knowledge and skills needed to explore topics such as labor, employment, affordable housing, or poverty through an in-depth comprehension of policy evaluation.

51
Students



POLITICAL
ECONOMY

Students are challenged to reflect, discuss and deepen their understanding needed to promote further developments in economic policy, covering topics such as growth, political systems, debt, and deficits.

36
Students



PUBLIC FINANCE

The course aims to equip students with the knowledge and skills needed to contribute to the public debate on tax reform and design, by exploring policy issues such as the economic consequences of taxation or the distribution of tax burdens.

83
Students



PUBLIC POLICY I

Students are challenged to reflect, discuss and deepen their understanding of tools for public policy design and the goals of government intervention, covering topics such as collective decision-making, social security, unemployment and health insurance, poverty-alleviation programs, or taxation.

58
Students



RISK AND CRISIS
MANAGEMENT

The course equips students with foundational skills that will enable them to develop further understanding in future courses directly related to the SDG Agenda, namely labor, education, or migration.

36
Students



SCIENCE-BASED
ENTREPRENEURSHIP
AND INNOVATION

The course provides students with an understanding of the specificities of Innovation-driven Enterprises (IDEs) in areas such as biotech, biomedicine, cleantech, food tech, and nanotech, by exploring the development of science-based value propositions.

112
Students



SEMINAR ON CURRENT
ECONOMIC AND FINANCIAL
ISSUES

The main purpose of this seminar is to equip students with the knowledge and skills needed to explore today's economic issues, both national and international ones, through an in-depth comprehension of pressing economic and financial issues.

35
Students



SMALL BUSINESS
MANAGEMENT

This course provides students with an understanding of the specific challenges that small businesses with limited resources face and the tools to manage those challenges and explore topics of governance and ethics in small businesses.

130
Students



SOCIAL
MARKETING

This course explores the planning and implementation of programs designed to bring about social/ behavioral change using concepts and practices from commercial marketing as well as strategies to meet the unique marketing requirements of nonprofit and hybrid organizations.

34
Students



SOVEREIGN
ADVISORY

Students are challenged to reflect, discuss and deepen their understanding of the issues faced by policy makers in the context of sovereign advisory, covering topics such as sovereign debt management, monitoring state-owned enterprises or promoting financial sector stability.

51
Students



STRATEGIC FORESIGHT
AND SCENARIO PLANNING

The course provides students with an understanding of the importance of Foresight and Scenario Planning & Thinking for long-term individual and collective thinking and action by addressing real challenges presented by external organizations. Exemplary topics include clean energy or new patterns of mobility.

210
Students



SUSTAINABLE SMART
MOBILITY

The main goal of the course is to offer students relevant knowledge in the area of sustainable urban mobility with special emphasis on the main stakeholders involved, business models adopted, innovative technologies, and disruptive products and solutions under a smart connected digital city environment.

46
Students



SYSTEM CHANGE

This course explores the concept of systems changes to solve complex, multi-stakeholder wicked problems across the SDG Agenda. Students are equipped with the knowledge and leadership skills required to tackle wicked problems collaboratively in a close-to-real management scenario.

36
Students



TALENT DEVELOPMENT

This course aims to provide students with an understanding of the specific challenges of developing talent in organizations and explore the main trends shaping the future of organizational learning and development.

17
Students



SUSTAINABLE
FINANCE

The course provides an overview of the global sustainable finance market and explores how financial players (institutional investors, asset managers, wealth managers, corporations) can manage capital and generate value through the Environmental, Social, and Governance (ESG) lens.

150
Students



SUSTAINABLE INTERNATIONAL
BUSINESS

This course is intended to provide future managers expecting to work in or with developing countries, an understanding of these nations' current economic reality and prospects, covering topics such as global development, governance, poverty, child labor, and education.

147
Students



SUSTAINABLE
OPERATIONS

This course equips students with the knowledge and tools required to analyze and design sustainable operation processes and strategies to address challenges across the SDG Agenda, covering topics on poverty, climate change, sustainable agriculture, circular economies, or digital transformation.

66
Students



TECHNOLOGY
STRATEGY

This course provides students with an understanding of the range, scope, and complexity of technology management in the context of corporate strategic decision-making and a set of actionable tools. The best project developed by students and used as an example is related to solar panel technology.

151
Students



TOURISM
MARKETING

This course provides students with an understanding of the application of marketing concepts and frameworks to the tourism context, covering topics such as decision-making processes for tourism or the impact of responsible tourism.

23
Students



VALUE-BASED
HEALTH CARE

This course aims to provide students with an understanding of the key principles and practices of value-based health care (VBHC) and its application in the context of health care organizations to deliver improved, cost-efficient outcomes.

20
Students



VENTURE
SIMULATION

This course aims to provide students with an understanding of the challenges faced by an entrepreneur developing and managing a new venture in a high-tech industry. Students are challenged to manage a start-up from seed to exit in a computer-simulated environment, following a “hands-on” approach.

113
Students



WICKED GLOBAL
LEADERSHIP

This course makes direct use of the SDG Agenda to explore wicked social problems. Students are challenged to reflect on the role of corporations in addressing these challenges while developing the leadership skills needed to tackle complex, multi-stakeholder problems.

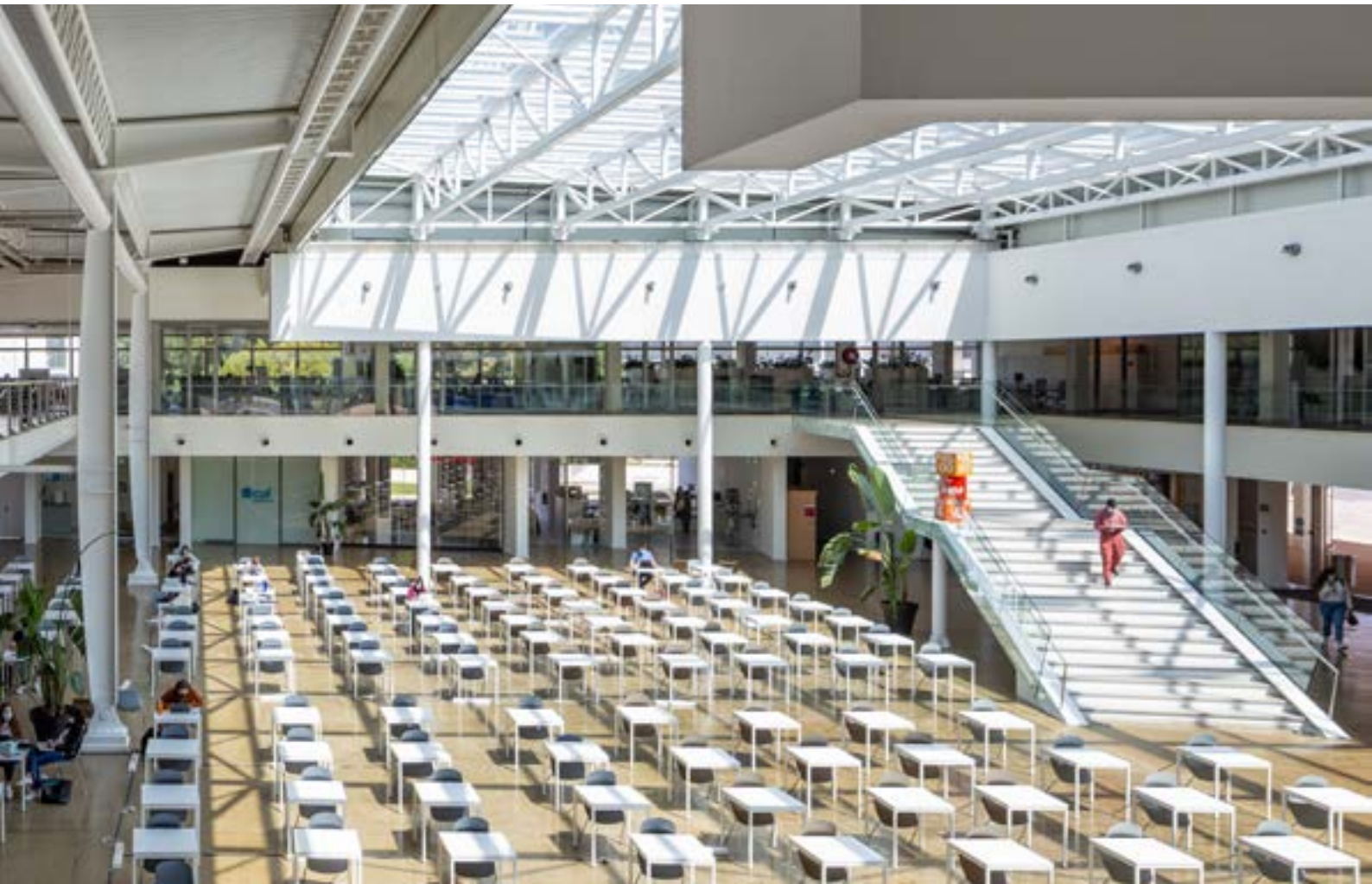
56
Students



WPP
MASTERCLASS

This course provides students with a broad understanding of communication from three complementary disciplines: marketing and communication with purpose, media with a purpose, reputation, and crisis management. It covers topics such as the balance between profit and purpose, the impact of technology on consumer behavior, or the role of media in society.

47
Students



Module	SDG	#students
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Business Ethics	All	545
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Business for a Better World	All	77
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Corporate Social Responsibility - CSR	All	201
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Distinctive Assets of the Portuguese Economy	8, 17	136
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Environmental, Social and Governance (ESG) and Sustainability in Finance	All	154
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Ethics and Public Policy	All	60
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Introduction to the Internet of Things (IoT)	9	167
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Leadership Program	8	53
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Mentoring Program	8	107
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Mindfulness in Leadership	3	597
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Networking - A matter of life and death	8	196
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Politics in the 21st Century	17	82
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Sustainability and Impact Assessment	All	38
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The new future of Tourism - Sustainable and tech tourism, a hands-on approach to tourism trends	8	34
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PHD

7
SDG-related courses
(out of 25 analyzed courses)

3
New courses
covering SDGs 16 (2 courses)
and 8 (1 course)



ADVANCED TOPICS IN ECONOMICS (DEVELOPMENT)

This course covers the main current topics in the development economics literature, focusing on developing countries. Students are challenged to reflect, discuss and deepen their understanding of governance, education, health, gender equality, or climate.

ADVANCED TOPICS IN ECONOMICS (ENVIRONMENTAL)

The course challenges students to reflect, discuss and deepen understanding of the field of Environmental Economics, covering environmental regulation, unintended policy consequences of environmental policies, and topics in water and energy economics.

ADVANCED TOPICS IN ECONOMICS (LABOR)

The course equips students with the knowledge and skills needed to promote further developments in the field of labor economics through an in-depth comprehension of the existing literature and models.

4
Students



On going
Students



On going
Students



ADVANCED TOPICS IN ECONOMICS (MACRO)

The course equips students with the knowledge and skills needed to promote further developments in the field of fiscal and monetary policy through an in-depth comprehension of the existent literature and models.

CORPORATE FINANCE

The course challenges students to reflect, discuss and deepen understanding of corporate governance topics, such as the effect of CEO characteristics on firm policies.

ECONOMETRICS II

This course introduces key topics in economics and finance and provides an in-depth understanding of economic analysis and empirical applications with real data. Topics of study include renewable energies and economic growth.

On going
Students



3
Students



1
Students



EXEMPLARY
RESEARCH

The course challenges students to reflect, discuss and deepen their understanding of ethics in publishing, considering research examples on themes such as today's consumer behavior.

9
Students



MACROECONOMICS /
MICROECONOMICS

These courses equip today's learners with the knowledge and skills needed to further promote macroeconomic/microeconomic developments through an in-depth comprehension of macroeconomic/microeconomic theory, extensions, and frontier research.



ORGANIZATIONAL
THEORY

This course challenges students to reflect, discuss and deepen their understanding of the main paradigms on organizational theory, on topics such as agency theory, organizational change, institutional theory, and culture.

210
Students



SOCIAL
BEHAVIOR

This course challenges students to reflect and discuss how individuals and groups operate, cognitive biases of stereotype formation and the need to move away from a traditional 'one size fits all' approach to a more tailored perspective where one takes into account how different cultures, contexts, and conditions may shape behavior.

9
Students



EXECUTIVE EDUCATION

34
SDG-related courses
(out of 53 analyzed programs)

19
New courses
Covering SDGs:
8 - 13 programs
16 - 3 programs
17 - 2 programs
3, 5, and 9 – 1 program
Transversal – 3 programs



ADAM'S CHOICE

Adam's Choice is an 8-month Executive Learning Experience with a 3-day immersion. This unprecedented Nova SBE and Mercer Portugal combined initiative aim at challenging executives to develop their decision-making methodology.

27
Students



BIG DATA & BUSINESS ANALYTICS

This program equips today's leaders with the knowledge and skills needed to understand data science within an organization and explore practical business applications ethically and sustainably. In addition, it prepares students for the future and relevant role of artificial intelligence to ignite business growth.

30
Students



BLOCKCHAIN & SMART CONTRACTS

This program equips today's leaders with the knowledge and skills needed to understand the applications of Blockchain technology within the context of organizations. It challenges students to develop a Smart Contract through a "hands-on" approach while reflecting on the challenges and opportunities of doing business in a decentralized world.

14
Students



COMMUNICATE WITH EFFICACY

This program equips today's leaders with the knowledge and skills needed to excel in communication strategies and have a clear pitch, leading to more engaged and motivated teams and consequently decreasing negative working climate and increase productivity and performance—also, leveraging positive organizational impact in complex crisis.

36
Students



CONNECT, COMMUNICATE & NETWORK WITH PURPOSE

This program provides today's learners with opportunities to leverage their professional positioning through networking. Students are challenged to effectively communicate their stories and build a purposeful network, following a practical approach to the program.

12
Students



CORPORATE GOVERNANCE: BOARDS LEADERSHIP

This program provides students with an understanding of the specific challenges that board leadership faces and with the tools to manage those specific challenges by exploring the best practices of governance and ethics.

81
Students



CORPORATE GOVERNANCE:
BOARDS PERFORMANCE

This program equips today's learners with the tools to manage financial reporting, negotiation, and decision-making processes by developing effective, transparent, and ethical boards.

62
Students



DIGITAL TRANSFORMATION
ROADMAP: FROM THOUGHT
TO ACTION

This program equips today's leaders with the knowledge and skills needed to map and materialize an organization's current or future digital transformation process through different hands-on learning methodologies, roadmap development, and associated barriers to implement.

34
Students



DOING DIGITAL

This program challenges today's learners to create a digital ecosystem that optimizes different touchpoints with the consumer, mapping the consumer journey, identifying key decision-making, and using digital as a mechanism to attract and retain clients.

53
Students



E-COMMERCE 360°
MANAGEMENT

This program equips today's leaders with the knowledge and skills needed to understand e-commerce by exploring tools and platforms and topics such as digital transformation, organizational strategy, digital marketing, ECRM, or Big Data.

24
Students



EFFECTIVE LEADERSHIP

This program equips today's leaders with the knowledge and skills needed to explore the leadership journey from the micro (individual self) to the macro-level (organizational context). The aim is to increase productivity and performance, and strengthen the organizational environment and team motivation.

55
Students



EXPONENTIAL BUSINESS
ADMINISTRATION

This program equips today's leaders with the knowledge and skills needed to lead innovation and transformation processes in organizations, including an understanding of how to create impact in a sustainable economy.

28/30
Students



HIGH PERFORMANCE
LEADERSHIP CENTER

In partnership with the Portugal Football School, this program equips today's learners with the knowledge and skills needed to lead and improve the performance of their teams, by leveraging on best practices inspired by high-performance sports.

10
Students



HR JOURNEY

This program equips today's leaders with the knowledge and skills needed to understand the key challenges HR professionals face by exploring systems and tools to attract, retain, and manage talent in changing environments, focusing on remote contexts.

22
Students



HR STRATEGY &
ORGANIZATIONAL CULTURE

This program provides today's learners with an understanding of the key trends and variables that influence the success of organizational changes and the role of HR Managers in facing today's organizational challenges – on topics such as Human data and the meaning of responsible organizations.

20
Students



LEADERSHIP, AGILITY
AND ADAPTABILITY

This program challenges today's leaders to analyze the variables that influence organizational transformation in a changing context, promoting more agile decision-making processes, more aligned and motivated teams, and significant impacts on productivity, growth, and profitability.

65
Students



LEADER
AS A COACH

This program provides today's learners with an understanding of coaching practices and how they can be applied in the context of organizations and in the development of leadership skills.

18
Students



LEADERSHIP IN THE
FUTURE OF WORK

This program provides today's learners with an understanding of leadership and organizational practices that meet the needs of the future of work. Topics such as remote work, work-life balance, learning culture, performance management, or diverse and inclusive teams are explored.

71
Students



LEADING CHANGE
MANAGEMENT

This program provides today's learners with an understanding of the role of leadership in change processes and how to plan, implement and monitor change in organizations.

19
Students



LEADING DIGITAL
TRANSFORMATION

This program equips today's leaders with the knowledge and skills needed to map and materialize the current or future digital transformation process through different hands-on learning methodologies customized to leaders' industries.

35
Students



MANAGING THE FAMILY
BUSINESS

This program equips today's leaders with the knowledge and skills to deepen their understanding of family business management as a singular organizational paradigm. Topics such as governance and ethics, conflict management, leadership and culture, effective communication, and strategic thinking are explored.

23
Students



PARADIGM SHIFT

This joint program between Nova SBE and the Calouste Gulbenkian Foundation equips today's leaders with the knowledge and skills to deepen their understanding of organizational transformation through a sustainability lens. The sustainability journey of the organizations is explored, while best practices on global trends, sustainable finances, business models, operations, and leadership are explored.

27
Students



POSTGRADUATE PROGRAM
IN CORPORATE FINANCE

This program equips today's leaders with the knowledge and skills needed to gain an in-depth understanding of corporate finance while exploring the intersection between ethics and the society, market, and shareholders; as well as the mechanisms behind corporate governance (i.e., auditing, internal control, compensation, risk assessment).

41
Students



POSTGRADUATE PROGRAM
IN EXECUTIVE COACHING

This course equips today's leaders with the knowledge and skills needed to deepen understanding in decision-making methodology by exploring self-reflection and personal empowerment, developing flexible and agile teams, and upskilling leadership teams.

24
Students



POSTGRADUATE PROGRAM
IN GENERAL MANAGEMENT

This program equips today's leaders with the knowledge and skills needed to promote an integrative perspective of management principles that impact performance and productivity by exploring team leadership, talent retention, and employees' development and motivation.

95
Students



POSTGRADUATE PROGRAM
IN HEALTH MANAGEMENT

This program equips today's leaders with the knowledge and skills to deepen their understanding in areas of management focused on sustainable and effective health services. Leaders are challenged to analyze and develop flexible strategies that promote effective health policies, and how to enhance organizational maturity to deliver the best services. A related module on leadership and collaborative work is provided.

62
Students



POSTGRADUATE PROGRAM
IN INNOVATION &
ENTREPRENEURSHIP

This program provides today's learners with an understanding of how to leverage innovation processes in organizations, covering topics such as digital transformation, effective leadership, negotiation, and future challenges.

15
Students



POSTGRADUATE PROGRAM
IN MARKETING, STRATEGY,
AND INNOVATION

This program equips today's leaders with the knowledge and skills needed to deepen their understanding of marketing and strategy to explore the digital transformation in businesses, create an innovative culture across organizations, and integrate the global market trends and positive leadership.

52
Students



POSTGRADUATE PROGRAM
IN SUPPLY CHAIN MANAGEMENT

This program equips today's leaders with the knowledge and skills to deepen their understanding of the supply chain, introduce new trends, and promote digital literacy across the business strategy. Topics such as sustainability and circular economy, eco-efficiency, decarbonization of supply chain, IoT, and machine learning in the supply chain are explored.

40
Students



POSTGRADUATE PROGRAM
IN TALENT & PEOPLE
MANAGEMENT

This program equips today's leaders with the knowledge and skills needed to deepen their understanding of talent and people management by exploring talent development strategies and new work methodologies adapted to different personal and organizational challenges.

61
Students



PROCUREMENT
& GLOBAL SOURCING

This program provides today's learners with an understanding of procurement practices by exploring key concepts and trends of supply chain management. Topics such as supplier relationship management, public procurement, digital transformation, and artificial intelligence in procurement are explored.

34
Students



SOCIAL LEADERSHIP FOR
MANAGERS

This program provides today's leaders with an understanding of the social sector, supporting them in finding non-executive positions in social organizations. Topics such as governance models, legal and fiscal regimes, impact measurement, and business models in the social sector are explored while challenging students to work directly with social organizations through a "hands-on" approach.

44
Students



SUSTAINABLE FINANCE

This program provides today's learners with an understanding of the global market of sustainable finance by exploring key trends and evidence on ESG investing, ESG data, and communication and reporting practices for financial organizations.

40
Students



WOMEN'S LEADERSHIP
PROGRAM

This program aims to support female professionals in overcoming the main barriers women face in accessing leadership positions. It equips students with key technical and behavioral skills and provides a personalized mentoring journey to help them accelerate their professional development and achieve their goals.

19
Students



SPECIAL OFFERINGS: BACHELOR’S



BCG CHALLENGE



A consulting project designed by BCG to solve a specific NGO’s problem, in which Nova SBE students worked alongside BCG and the clients’ teams to develop concepts, analysis, and recommendations. This challenge allowed students to interact directly with BCG consultants while working and supporting a social cause.

This year’s challenge was APNF - Associação Portuguesa de Neurofibromatose.

“BCG Case Challenge was a very good experience for APNF and created impressive results. We particularly appreciated the creative ideas generated based on the goals that we provided. We definitely will implement many of them. It was also amazing to see the students’ involvement in the process, always eager to know more. In the end, we all feel proud to see the evolution of the students from the first workshop, where we needed to guide them a lot, to the last one, where they were guiding us on their plan. Despite that all the work was done during the covid-19 period, the process was very professional, overcoming the natural obstacles of not having the opportunity to meet face to face. We can only be grateful for the opportunity and recommend it to everyone or any association that has the chance to be on it”

ALEXANDRE VAZ
APNF Executive Representant

30

Students

divided into 6 groups of 5

“The BCG Case Challenge is an experience that combines the need for teamwork, problem-solving, and research while pushing students to be creative and resourceful. Having the opportunity to brainstorm with our teams alongside BCGers, looking to find the ideal approach to help an NGO, gives participants the chance to get an insight into what working within a consulting team and speaking to a client is like. It is also a great moment to talk to consultants and clarify doubts about the consulting world. Given that the project is completely hands-on, participants can expect to develop skills ranging from research, PowerPoint, communication, teamwork to time management. Overall, the work put in has a direct, noticeable impact on the NGO and it is extremely rewarding to be able to contribute to the cause while also growing intellectually.”

NUNO TEIXEIRA DE SAMPAYO
Bachelr’s Student

B4C: BATTLE4CAUSE



A 3-month competition where students gathered in teams of 4 to develop and create a prototype under a given theme. During the project, teams received assistance from associations and mentors who were familiar with the theme to facilitate the project’s technical feasibility. Go to the Nova Tech Club section of this report to know more.

“Having applied for the BCG Case Challenge 2021 was, without any doubt, one of the most enriching decisions I could have made for my learning path. More than the development of a consulting project, the BCG Case Challenge was a journey. A journey in which we learned, both through the classes offered by BCG and through the ceaseless support of the consultants who were following up on our project. A journey in which we were thrown out of our comfort zone, sometimes having problems in-hands for which we did not have an obvious solution, making us develop our strategic thinking and problem-solving skills and learning how to deconstruct each situation. A journey in which we had to put into practice our communication skills, due to the three Steering Committees, where we had to present both to BCG and to the client the progress we had made in our project. A journey with a clear purpose: to take a Portuguese NGO’s mission and make it also ours. Lastly, it was a journey that has brought us a lot of insight into how it is like to work in consultancy, and, in my specific case, which helped me better design what I want to do with my future. The name could not be better assigned: it was a real challenge in every sense of the word. But, after all, what is life without a good challenge?”

FRANCISCA REIS PEREIRA
Bacherlor’s Student

SPECIAL OFFERINGS: MASTER’S

WACT



Module: Volunteering and Social Impact

Students had the opportunity to think deeply about different social problems, understanding that a non-welfarism volunteering intervention can have not only a social impact but a personal development too. Furthermore, a vision was explored where every student can be an agent of change in the context they are inserted, highlighting the needs of the communities.

CONSULTING LABS

38

Students

A few examples of projects conducted:

Fidelidade

From reactive to preventive: An incentive to a healthier and more active lifestyle



RTP

Mobile Journalism at RTP – Production and Consumption of News



Ageas

Integration of a remote physical therapy solution



Cascais Municipality

Implementation of a Local Digital Currency



CUF

Platform-based health care ecosystem



HIGHLIGHTS MASTER’S

MASTER’S IN ECONOMICS

September 2021 has started with more than 60 students, from 13 different nationalities.

Together with the Master’s in Finance and the Master’s in Management, this program counts with more than 12 editions and keeps on combining rigorous analysis of social and economic problems with a hands-on approach truly valued by students.

“I chose the Master’s in Economics at Nova SBE because it gave me the opportunity to have a formal education while also having the possibility to acquire practical experience. The demanding coursework led me to develop my hard and soft skills and prepared me for the job market. The program is very attractive because there is a great variety of courses we can choose from, not only in different fields of Economics but also in other subjects, such as Data Science. I found a very diverse, open, and supportive community of students, professors, and researchers, which allowed me to create a valuable network but also further expand my interests.”

RITA NEVES

Student Testimonial

MASTER’S IN FINANCE

Applications for this program have grown 8%, starting the academic year with more than 350 students, 57% international from more than 35 nationalities.

“The Master’s in Finance was the perfect consolidation of my academic path, contributing both to my professional and personal development. Besides providing me with applied knowledge in the areas of Corporate Finance, Financial Markets, and Banking, it also allowed me to strengthen quantitative and analytical skills. Leveraging on the use of technology and data tools, I was faced with the necessary means to keep up with the digital transformation in financial services. Moreover, the program promotes an impact-driven way of working. Offering courses such as Sustainable Finance or Impact Investments provides a great opportunity to explore sustainability and impact within the finance world. Finally, the career services support and events promoted play a critical role in connecting students to the job market, and it surely helped me land my dream job after graduation. It was a unique learning experience inserted in a diverse and inclusive community dedicated to shaping qualified, informed, responsible, and open-minded individuals”

CAROLINA DOMINGUES

Student Testimonial

INTERNATIONAL MASTER'S IN FINANCE
& INTERNATIONAL MASTER'S IN MANAGEMENT

80% of the new students for these programs are international, and the cohort has grown almost 20% compared to last year.

Both these programs are designed for high achievers who seek to brave the globe and dive into the realm of finance or manage a multinational company. They celebrate Nova SBE's ambition to be recognized worldwide as a top-ranked international school.

“Coming from a management and business studies background, the International Master’s in Finance opened the door into the world of finance. Choosing from a broad range of electives in fields like corporate finance, asset management, and alternative investments, this Master’s program allowed me to develop great learnings for my future career. The finance curriculum can be combined with courses from management and business analytics to create an integrated learning experience that incorporates emerging trends such as deploying programming skills in financial settings. By applying the learned theory in business cases or simulations, this program offers a two-way learning approach towards gaining new knowledge and testing it out in a controlled environment. Having opportunities to work in banks, investment firms, large corporations, or startups, the International Master’s in Finance at Nova SBE delivers its promise of preparing its graduates for a successful future career.”

GIORGIO CHACHANIDZE
International Master’s in Finance

“When ending my bachelor studies, I was looking for a Master’s program that allowed me to study in a dynamic environment and help me develop the necessary skills to pursue an international career. The International Master’s in Management at Nova SBE provided me with a vibrant and diverse learning community where students can gain the experience and knowledge to become the responsible leaders of the future. The hands-on approach, which is reflected both in the course structure and in the faculty background, is the key factor that pushed me towards this program and Nova SBE itself. I believe that after graduating, the skills learned at Nova will help me tackle the challenges of our frenetic world and hopefully be a bearer of positive impact in the communities and countries where I will be working.”

GIANLUCA CANTORI LAERA
International Master’s in Management

MASTER'S IN MANAGEMENT

This program represents 45% of the Master’s students cohort. The academic year started with more than 650 students, gender-equal and international vs. national balanced.

“The Master’s in Management program was an opportunity. An opportunity to work with remarkable colleagues from different backgrounds, with different visions and passions. I had the chance to learn from them and expand my network with nodes I know I can count on forever. An opportunity to learn from the best faculty, always aiming at establishing an open and constant dialogue with students. And, by the same token, a faculty focused on preparing students with the required skills to face professional challenges, with a hands-on approach to their courses. Lastly, an opportunity to embrace multiple projects – and even create my own – to attain the perfect balance between the academic learning and personal enrichment. To do so, I benefited from a community open to bold ideas and with the means to provide amazing support to create an impactful journey.”

FRANCISCO MENDES
IStudent Testimonial

CEMS MIM

“The CEMS MIM Program is a multicultural and multidisciplinary experience that prepares students for globally-oriented roles. The program fosters purpose-led initiatives through classes, seminars, and events. For instance, the Global Responsibility Week gathers students from all CEMS schools around events to promote social responsibility and sustainability. The current collaboration of several schools from the alliance regarding the Estoril Conferences, hosted by Nova SBE, highlights the ambition of the CEMS MIM Program to build a better world. I leaped at the opportunity of becoming CEMS Club President to co-create a strong bond between CEMS students. The CEMS MIM Program, gathering a small circle of students within the large community that is Nova SBE, offers the opportunity to build meaningful connections. I look back extremely fondly on the incredible people I have met and the friendships that have sprung up through the CEMS MIM Program at Nova SBE.”

ARMANCE LARDILLAT
Student Testimonial

MASTER'S IN BUSINESS ANALYTICS

The second edition of this program, on September 21, started with a 70% growth rate in its number of new students, with 70% of them international. Applications have grown 35%. This accomplishment truly justifies Nova SBE's strategic bet on these new subjects' data related.

“Having a management background, I was curious to dive into the world of data analytics, and I can truly recommend the Master’s in Business Analytics to everyone keen on learning how to use technology and leverage data to solve today’s data challenges and improve businesses. The Master’s is a great way to combine both the business and data sid. I have found myself able to analyze big data sets, learn with hands-on experience how to select and use the right coding tools to build programs, and better understand analytical work. The program is very diverse, and through classes with incredibly supportive classmates and professors with backgrounds in data science and management, I have had a very good educational experience so far, and I am confident that my studies will positively impact my future career:“

HANNAH PETRY
Student Testimonial

MASTER'S IN INTERNATIONAL DEVELOPMENT & PUBLIC POLICY

The September 21 cohort started with 50 new students. On its first edition 50% of the new students are international, including students from Bangladesh, China, Ecuador, Georgia, and Nigeria.

“The ever-going relationship between the private and the public sector, how governance impacts the world, and how politics and policy are so close yet far apart always intrigued me. The Master's in International Development & Public Policy was the natural and right choice to delve into this world and acquire economic tools and quantitative analysis skills to participate in the discussion of policy, its implications and impact. The program is composed of a mixture of development and public policy classes focused on an economic and quantitative perspective giving us “real-world tools" to face “real-world problems" with professors who have extensive academic and job experience. The class is composed of a diverse background both on nationality and academic field, which enriches the discussions and provides unique and different answers to the same question. I am sure this program will have a strong impact on my career and it is the right step to become an actor in the private-public governance sphere. “

LUÍS MIGUEL MOTA
IStudent Testimonial

MASTER'S IN IMPACT ENTREPRENEURSHIP & INNOVATION

The first cohort was composed of 89 students from 17 different nationalities and started in September 2021. We highlight that 83% of these students are international, and the cohort is gender-equal. Over 30 people are involved within the school and also different external stakeholders. This Master’s program is in partnership with Calouste Gulbenkian Foundation, managed by Nova SBE Leadership for Impact Knowledge Center.

“Having just completed my first semester of the Master’s in Impact Entrepreneurship & Innovation at Nova SBE, I can confidently say that I am extremely happy with the experience so far! I chose this Master’s to create a path that fulfills my purpose in my professional life. I would highly recommend the program to anyone who likes to step outside their comfort zone to find creative solutions to some of the world's biggest societal and environmental issues. What I love most is the hands-on mentality, which is reflected in our course work and the industry experience of our professors and guest speakers, and the diversity of students in terms of backgrounds, ideas, and interests.

JACQUELINE PÖPPE
Student Testimonial

The ambition and essence of the program are to match our passions with real opportunities to have as many successful impact-driven startups come out of the program as possible – from ideation to pitches in front of real investors. We receive incredible support in kickstarting our founding stories that reach way beyond lectures. I strongly believe the graduates of this Master’s will be equipped to change the world for the better one step at a time, and I can't wait to see how we make it happen!“

HIGHLIGHTS SUMMER CAMPUS & SHORT COURSES

Nova SBE works hand in hand with the most demanding companies, educational institutions, and partners, listening to their needs and understanding their ambitions. Together, we create a unique learning experience that blends academic knowledge with business experience. Our targeted offers guarantee that all programs respond to the challenges of an everchanging world, allowing students to excel and progress responsibly in the business world. We are dedicated to the development of talent and knowledge that impacts the world. As a Champion member and Iberian Chapter Chair of UN PRME, sustainability and the Sustainable Development Goals are at the center of our impact model and are a core element of all our short courses.

MAKE YOUR MARK – SHORT COURSE ON CIRCULAR ECONOMY



Two editions of Make Your Mark, a five-day-long immersion for 50 Master's students from Esade Ramon Llull University in the ecosystem for sustainability in Portugal, took place in June 2021. With a general focus on sustainability drawing attention to SDG 13 Climate Action and SDG 12 Sustainable Consumption and Production, and particular attention paid to issues related to the circular economy, students engaged in a problem-solving pedagogy designed to build on their experiences, offering solutions to real problems experienced by a business whilst acquiring new knowledge and a mindset for a sustainable future.

LEADING SUSTAINABLE FINANCE – SHORT COURSE ON SUSTAINABLE FINANCE



The two-day long course for 200 Master's students from the Frankfurt School of Finance & Management organized in July 2021 focused on the environmental, governance, and social responsibility in the field of finance. With SDG 17 Partnership for the Goals at the heart of this short course, students learned about how international cooperation and investments contribute to achieving the Global Goals.

2.2. Project-based learning

Some of the projects that have been under development include:



SME Competitiveness and Internationalization - an intense, team-based, problem-centered learning experience in which students will learn about the process of improving SME competitiveness and its internalization process. Working in groups, students will make use of up-to-date knowledge and practical tools to assist SMEs with their internationalization process.



How do enterprises in Portugal that benefit from fiscal benefits perform in terms of productivity. SDG 8



How to position Amorim Sports as the recognized leader in sustainable and high-performance solutions for the turf sports fields? SDG 8



How to leverage Sogrape's Wine Business in the UK.



Developing and Using Scenarios for Strategy Exploration and Definition an applied, intense, team-based, problem-centered learning experience in which students will develop a Foresight/Scenario project for an organization.

Other projects developed as part of the Master's in Business Analytics can be found under Working Projects in section 3.6.1 Nova SBE Data Science Knowledge Center.

“Project-based learning (PBL) is a dynamic teaching methodology focused on the student, where learning is done in groups through the active exploration of challenges and problems faced by organizations and the real world.

The main idea of PBL is that real problems or situations promote a bigger interest and involvement from students while developing their critical thinking as they acquire and apply new knowledge and skills in a problem-solving context.

At Nova SBE, we have been integrating this methodology in our curricular offer. The goal, in the first stage, is to make this offer transversal to all Master's and increase the number of initiatives in this format. To achieve this, we invest in building a team, context, processes, and tools that support our students, staff, and the Nova SBE community involved that potentiates the added value of PBL.

We already have several successful cases. In the Business Analytics and International Development & Public Policy Master's PBL is an integral part, besides several courses and Master's theses developing successful projects in our Master's.

PBL is one of the differentiating vehicles we have to shape our School for a Better and More Sustainable Future and help train the leaders of tomorrow. Our students learn to work in teams, experiment with several ways of communication and different speakers, develop their creativity and critical thinking and, this way, will be more prepared to be successful in an ever-changing world.”

JESSICA CARVALHO
Project Based Learning Program Manager

2.3. Access to education

BACHELOR'S		
BeNova Scholarship The BeNova Scholarship Program was created in 2012 by three Nova SBE Alumni – Virgínia Lopes, Eduardo Marques, and José Portela – in collaboration with Nova SBE. It aims to award scholarships to Portuguese Bachelor's students with excellent academic results and show a big commitment and involvement in the school (volunteering activities, club participation, among others). This program intends to guarantee that students with financial difficulties can continue their studies and invest in their future. Ten editions have already taken place. No. of students supported: 21 1st Year 8 (3 Bachelor's in Management, 5 Bachelor's in Economic) 2nd Year 10 (9 Bachelor's in Management, 1 Bachelor's in Economics) 3rd Year 3 Bachelor's in Management	Santander Futuro Scholarship Program This scholarship aims to help Bachelor's students who enrolled in the first Bachelor's academic year and are determined to pursue or complete their first cycle studies. The goal is to provide these students with financial aid to promote better academic performance. No. of students: 24 (15 Bachelor's in Management / 9 Bachelor's in Economics)	Nova SBE - Santander Totta Excelência Santander bank joins Nova SBE and awards merit by granting 30 scholarships to the 30 Nova SBE best students placed in the Economics and Management degrees in 2020/21. No. of students: 24 (16 Bachelor's in Management / 8 Bachelor's in Economics)
Nova Junior Consulting Scholarship A scholarship launched in 2021 offering a 33% fee reduction and also learning sessions, networking opportunities with the club's partners, and personalized help with their careers. See more about this on the student club's page of this course, section 4.1.6.		

MASTER'S		
Academic Merit Nova SBE recognizes the importance of awarding students with scholarships based on their academic merit and talent. The Academic Merit Scholarship acknowledges the best students, based on their academic achievements, or demonstrated talent in athletics, arts, music, and other special interests. The Academic Merit Scholarship is an exemption from the first year Master's Program tuition fee. The exemption can vary between 20% and 80%. No. of students supported: 178, of which 57 were Portuguese and 121 Non-Portuguese (17 Master's in Economics, 87 Master's in Management; 16 International Master's in Management; 8 International Master's in Finance; 8 Master's in Business Analytics)	André Sousa Bessa Scholarship This scholarship was created in 2014 by Judite Sousa - a respected Portuguese journalists - in memory of her son, a former student of the Master's in Finance. No. of students supported: 2 (Master's in Economics)	Amélia de Mello Foundation Scholarship Every academic year, the Amélia de Mello Foundation awards two scholarships that cover the tuition fee of two Nova SBE Master's students. The candidates' assessment is based both on their academic performance and financial needs. No. of students supported: 7 Portuguese (2 Master's in Economics, 5 Master's in Management)
Bolsas SAS No. of students supported: 50, 96% (48) Portuguese (4 Master's in Economics, 17 Master's in Finance, 15 Master's in Management; 5 International Master's in Management; 7 International Master's in Finance, 2 Master's in Business Analytics)	Nova SBE Means-Tested Scholarship Nova SBE recognizes the importance of awarding students scholarships based on their financial needs. Financial restrictions should never come in the way of access to higher education, which is why Nova SBE believes in providing opportunities for everyone. All students applying to a Nova SBE Master's Program with financial needs are considered eligible for a Means-tested Scholarship. No. of students supported: 71, of which 91% are Portuguese (10 Master's in Economics, 24 Master's in Finance, 28 Master's in Management; 3 International Master's in Management; 4 International Master's in Finance; 3 Master's in Business Analytics)	BNP Paribas Portugal – Nova SBE Scholarship A need-based scholarship awarded by BNP Paribas Portugal. The scholarship intends to cover part of the CEMS Year 2 fee. No. of students supported: 5, 40% Portuguese (1 Master's in Finance; 1 Master's in Management; 3 International Master's in Management)

MASTER'S

Nova SBE Fellowship for Excellence

The Nova SBE Fellowship for Excellence identifies the most talented students and empowers them to change the world. This program has existed since 2017/18. The program includes exclusive networking opportunities, social impact experiences, a leadership program with business leaders as keynote speakers, and tuition fee support. This merit-based program is offered to students with demonstrated academic excellence, outstanding performance in sports and culture, and social engagement. For example, the program has a two-day social challenge to help civil society and motivate students to a sustainable professional development focused on impact and social responsibility. It prepares them to reach their full potential as students and world citizens. The award is sponsored by benefactors and corporations who want to empower high-achievement students with energy and aspiration.

Benefactors: Sonae, Lidl, Unipartner, McKinsey, KPMG, LG, Santander

No. of students: 51 (4 Master's in Economics, 13 Master's in Finance, 23 Master's in Management; 4 International Master's in Management; 5 International Master's in Finance; 4 Master's in Business Analytics)

José Neves Foundation

In 2020, Nova SBE and Fundação José Neves have signed an agreement with José Neves Foundation that has allowed already 25 Portuguese Master's students (2020/2021/2022) to finance their full program.

The José Neves Foundation aims to help transform Portugal into a knowledge society through education aligned with future needs. In this context, the Foundation launched the income share agreements (ISA) to enhance access to education - financial protection created with students' success in mind, with a commitment to lifelong learning. This innovative model aims to support Portuguese students in accessing training that enables them to acquire the skills for the future. José Neves Foundation supports the total amount of the Master's programs tuition fees. The student does not need to provide guarantees to benefit from the program and will only reimburse the payment when one starts working and reaches the professional goals defined alongside the Foundation at the time of the ISA subscription. The future reimbursements will then finance new students' applications to the ISA.

No. of students supported: 1 Portuguese (Master's in Finance)

BACHELOR'S AND MASTER'S

Haddad Foundation

A scholarship created by the Haddad Foundation, to finance studies for students with economic difficulties who want to study at INSPER and Nova SBE.

No. of students supported: 2 (1 Master's in Finance – double degree, 1 Master's in Economics)

NOVAFRICA Merit Scholarships

The Nova SBE NOVAFRICA Knowledge Center has been promoting the NOVAFRICA Merit Scholarships Program since 2012. This scholarship is awarded to outstanding students from African countries who have been accepted at Nova SBE. It consists of a tuition waiver and an allowance to help with additional costs.

No. of students: 1 Non-Portuguese (Mozambique) (Master's in Finance)

Ibero-americanas Scholarships by Santander

The Program, “Ibero-American Scholarships for Undergraduate and Master's Students Santander Universities,” is promoted by the Santander Group to strengthen mobility and student exchange between Ibero-American universities, a necessary condition to advance towards the construction of a socially responsible IberoAmerican knowledge space.

No. of students: Program suspended because of Covid-19

PhD

Haddad Foundation

Support to PhD Fellowships to support new or current students into becoming independent researchers in the areas of Economics, Management, and Finance.

No. of students: 2 Portuguese (PhD inEconomics and Finance)

OTHER AWARDS

Kearny – Implemented in 2021

The Kearney Excellence Award is associated with the Finance course of both the Bachelor's in Economics and Management. All students enrolled in the Finance course are automatically considered, except those who are improving their grades. The winner will be selected according to its final grade

CFA Portugal – Implemented in 2021

Nova SBE joined CFA Society Portugal to help promote its Ethics and ESG award, which aims to reinforce the importance of ethics in the finance sector and the trust in financial brokers' behavior in Portugal.

To help promote high ethical standards in the finance sector, CFA Society Portugal established the Ethics and ESG Award that incentivizes higher education students to develop research papers that actively contribute to more transparent and sustainable markets.

AMBA Award

Believing that the leaders of tomorrow are crucial in building a more open and sustainable world, the MBA Alumni Association (AMBA) and Nova SBE came together to award, annually, the Award AMBA to undergraduate students who demonstrate the skills and commitment to make a difference as professionals and citizens of a global community.

No. of students: 5 (3 Master's in Finance; 2 International Master's in Finance)

2.4. Executive Education & Business Transformation

At the forefront of training in Portugal, Nova SBE Executive Education brings the best of Nova SBE's diverse specializations and worldviews, as well as experts in various fields. Our Executive Education programs are characterized by a customer service that designs and develops exceptional learning experiences that equip today's leaders with the most demanded knowledge and skills.

Beyond the traditional executive training portfolio, Nova SBE Executive Education prepared the development of a new innovative platform during this academic year. One that allowed each individual, team or organization to explore an integrated and diverse offer of learning in a simple and customized way. It promises to support anyone aiming to build the ideal portfolio based on the most appropriate solutions to their profile, needs, and goals, at every moment.

15

Partners Schools

32

Partner Companies

7700

Students

International Students – 3642
(28 Nationalities)

91

Companies

8200

Hours lectured

For more information, please visit our website.

1ST GENERATION OF EXECUTIVE MASTER'S



In 2020 Nova SBE launched the 2nd generation of Pre-Experience Masters to power students with specialized knowledge and training to think systematically about major challenges. In 2021, Nova SBE stepped forward and launched the first generation of Executive Master's – five in total. We aim to provide a lifelong learning journey for executives who have left university for at least five years to become better prepared to deal with the challenges of this millennium. Lifelong learning is a skill in high demand due to how rapidly the world is changing. People need to develop new skills to adapt to societal challenges. After submission for accreditation in 2020, the five Master's were officially accredited in 2021 and will welcome the first cohort of students in October '22.

EXECUTIVE MASTER'S IN LEADERSHIP

The Executive Master's in Leadership intends to contribute to the development of organizations through their talents, to create lines of lasting leadership that strengthen management and people development. In all organizations, human capital is strategic per se, being one of the key sustainability factors of the business. This Master's will focus on developing leadership relationships suited for different challenges in the organizations, including the challenges of attracting, developing, and retaining talent through motivating practices.

EXECUTIVE MASTER'S IN INNOVATION & ENTREPRENEURSHIP

The Executive Master's in Innovation & Entrepreneurship aims to train managers and leaders capable of questioning, discovering, and creating, contributing to the development of their businesses and the economy. By taking advantage of the entire innovation ecosystem and existing entrepreneurship in Portugal and the position of Nova SBE, students will develop concepts and processes that will contribute to transforming practices in their companies.

EXECUTIVE MASTER'S IN MARKETING & STRATEGY

The Executive Master's in Marketing & Strategy through an integrated learning journey where students acquire knowledge through teachers and share their own experiences. This training aims to bridge the gap between knowledge and its application. It will take students to the frontier of knowledge by equipping them with a set of tools for analyzing the market and the competitive positioning of companies, clarifying their practical application, thus allowing them to master the "rules of the game" of competition and placing them in favor of the organization.

EXECUTIVE MASTER'S IN ADVANCE MANAGEMENT

This Executive Master's course addresses knowledge related to the strategic vision of the future and leadership of organizations to empower students in a more polyvalent approach. This program will strengthen your existing skills and add new ones, highlighting the construction and analysis of future scenarios and articulating external variables. You will expand on your ability to lead ethically and in an environment of contradictory obligations and develop the ability to make choices that create value for organizations and their employees.

EXECUTIVE MASTER'S IN FINANCE AND FINANCIAL MARKETS

The Executive Master's in Finance and Financial Markets is transversally focused on understanding corporate value creation. Its approach combines a small set of theoretical foundation courses with a larger set of more practical-oriented ones to address real-life problems and situations. The program aims to provide highly motivated participants with high-quality and up-to-date training in the fields of financial markets and instruments, investments, valuation of financial instruments, derivative securities, and financial risk measurement and management.

INITIATIVES

HIGH PERFORMANCE LEADERSHIP CENTRE



The High Performance Leadership Centre is the result of a partnership between Nova SBE Executive Education and Federação Portuguesa de Futebol.

This intensive open-enrolment program challenges participants to assess and improve their leadership skills, through a similar process to what professional sports players undergo in their training. Health, well-being, attention, among other factors, affect both productivity and results. As such, assessing, monitoring, and managing each one's individual physical condition is a crucial tool for high-performance professionals. And only a high-performance leader can lead a high-performance team.

Ten participants engaged in physical activities and challenging learning opportunities, along the 3-day immersive program, which took place both at “Cidade do Futebol” and at Nova SBE Carcavelos Campus.

ADAM'S CHOICE



We promote environments where people can thrive

Adam's Choice mission is to make well-being the root of human existence and organizational culture. This translates into

- 1. creating transformational journeys that lead to mindset shifts** through open and custom programs,
- 2. reinventing the way we teach** through testing new learning methodologies and
- 3. promoting the adoption of a humanized leadership** through the dissemination of content and events.

In 2021, we started the second edition of the Adam's Choice Executive Learning Experience (open program), which was attended by 26 participants from different organizations, designed and delivered four custom journeys for three companies, impacting more than 100 employees, and launched the Humanizing Leaders Circle initiative, a space that brings together change-makers to create the future of Humanized Leadership.

“PROMOVA” PROJECT



CIP - Confederação Empresarial de Portugal has supported the second edition of the Promova Project, in partnership with Nova SBE. This project aims to identify and develop female talent. This project targets women with more than 10 years of experience, and that already occupy a leadership role. The issue of gender equality in the decision-making bodies of companies is a top priority on every organization's agenda. Several studies support its relevance and momentum that reveal that companies with management teams with greater gender balance obtain better business results, growth, and higher profitability. Although in the last decade, the presence of women in the decision-making bodies of the largest listed companies has increased eight times, from 2.6% in 2008 to 21.6% in 2018, Portugal remains below the European average of 27%. With the sponsorship of Randstad, Ana Aeroportos, EDP, and Sonae, the Promova Project is an executive training program that has several complementary activities. It begins with a 360º leadership assessment. It has 96 hours of in-class sessions divided into four modules (each module has 3 days of 8 hours, each). Each module begins with a mindfulness session. Simultaneously, throughout the classes, participants have 5 coaching sessions and networking opportunities. In addition, participants have access to 4 cross-mentoring sessions. Promova's ultimate goal is to train participants with the knowledge and skills that will help them succeed in management and administrative roles.

The second edition started in July 2021, and the third edition is expected to begin in June 2022.

• **30 women** from different companies:Activobank, Deloitte, Edp, Faurecia, Fidelidade, Introsys, L'Oréal, Leroy Merlin, Mautomotive, Medtronic, Microsoft, Norfin, Nova SBE, Randstad, Sonae, Toyota, Whitestar asset solutions, and Worten.

WOMEN'S LEADERSHIP PROGRAM



The Women's Leadership Program (WLP) aims to leverage women's professional development – with protagonism and prominence – based on the challenges they face. With this program, we bring together self-awareness, soft and hard skills combined with a thriving community.

The WLP, with 150 participants, is a joint initiative by StartSe, an Edtech based in Silicon Valley with a Brazilian DNA, and Nova SBE to leverage women's professional development by addressing the specific challenges they face in achieving and remaining in strategic positions in different sectors and organizations.

The program was developed based on research about women's current challenges, empathy interviews, and conversations with experts on the subject. It combines technical and behavioral skills with a customized approach so we can support in overcoming the barriers that usually block and/or delay their access to leadership positions. Through self-analysis tools, inspiring and informative asynchronous content, live meetings, peer mentoring sessions with other participants, support from more experienced and successful women in their fields, and support for the specific challenges of each woman, in just 8 weeks the program accelerates participants' next career steps towards the boldest goals they have.

In order to make this happen, we bring together a myriad of brilliant women such as Randi Zuckerberg, Marta Pimentel, Angelica Blendstrupp, Paula Marques, Nicole Stott, Bárbara Leão de Carvalho, and Sofia Tenreiro. Our first edition started in October 2021 with over 200 participants. We intend to have at least two more editions starting in January and March 2022.



OPINION ARTICLES

Educação e Formação em Gestão da Saúde Read More	Filipa Breia	
Academia Digital El Corte Inglés: "A formação favorece a inquietude de querer saber e fazer mais e diferente" Read More	Nova SBE Executive Education	
Emergência ambiental supera o avanço tecnológico como o desafio mais significativo para os negócios globais Read More	Nova SBE Executive Education	
Nova SBE Innovation Ecosystem: Conheça a nossa comunidade de inovadores para o futuro Read More	Rui Coutinho	
Governo britânico escolhe professor da Nova SBE para padronização de fundos ESG Read More	Nova SBE Executive Education	
Parceria Nova SBE – Lusíadas: “O espírito aberto à aprendizagem contínua dá sentido ao que se faz” Read More	Nova SBE Executive Education	
Tudo o que deve saber sobre as bolsas reembolsáveis da Fundação José Neves Read More	Nova SBE Executive Education	

2.5. Alumni: a network forged for impact

The Alumni Club has more than 17.000 graduates living in close to 100 countries in the world. Our Alumni represent the longer-term impact of the school's work and the endurance of its inherent values that continue beyond our academic programs: rigor, impact, worldliness, vanguardism, and connectivity.

In April 2021, a new Alumni Executive Board led by Pedro Vargas David (Bachelor's in Economics' 02) was nominated and the school's Alumni Relations Team was reinforced to nurture one of the schools most beloved stakeholders.

In our endeavor to establish an ongoing dialogue amongst Nova SBE Alumni and with the school, a comprehensive plan was designed to activate the Alumni community and extend its impact strengthening the value proposition for this community in 3 major pillars: **Lifelong Learning & Professional Growth, Engagement with Students & Access to Talent, and Community & Networking.**

- A network was activated of more than 600 volunteers as Alumni Ambassadors to extend our message. The Annual Ambassador Reunion was held in a hybrid format so that all our engaged Ambassadors could participate and share their insights on how we can guarantee that more of our Alumni get closer to the school and have the opportunity to be an active part of our amazing community.
- More than 1500 newly grads stood up and took the Nova SBE Alumni pledge in the graduation ceremonies, implemented to nurture the sense of belonging and commitment to Nova SBE mission of creating a better and more sustainable future
- The first steps were taken to design a program to bolster Alumni skills and competencies in their Lifelong learning journey.
- The 9th Edition of the Career Mentoring Program gathered more than 250 Alumni mentors and Bachelor's and Master's student mentees. The Career Mentoring Program is a joint venture between the Alumni Relations Office and the Careers@Nova SBE Office.
- Alumni are now part of the support to Bachelor's and Master's candidates that wish to learn more about Nova SBE as they enroll in our school.
- An ambitious internationalization plan with the launch of 8 Alumni Chapters across the world was designed to be launched in 2022.

[For more information, please visit our website.](#)



The impact of our Alumni network on the world is shown through numerous achievements. Check out some of the impactful stories and articles we shared at the Nova SBE Role to Play platform between September 2020 and December 2021:



Joana Dias da Cunha is Founder & CEO at Fair Bazaar & Fair News, Fair Bazaar is an online marketplace connecting mindful shoppers with sustainable lifestyle products.

[Read more](#)



Marta Ramos is Co-CEO at ZeroCO2 Iberia, is a benefit corporation that deals with environmental sustainability through reforestation projects with high social impact. Each tree planted has a unique id, is geolocated and you can follow the growth online.

[Read more](#)



Sara Vicente Barreto - Nova SBE Alumna, Harvard Business School Alumni, Managing Director at Morgan Stanley, CEO of Um Pequeno Gesto and A Little Gesture UK. Early stage investor and mentor to growth businesses, with a focus on women-owned ones. Creator of the Make Space for Growth women-focused blog and community.

[Read more](#)



Margarida Veludo - Nova SBE Alumna, currently working as a Senior Associate at PwC, based in New York. She shared with us how it is possible to have an impact in the local context if only we go beyond our job. While working in Angola, she was involved with Atos Angola - an NGO that is building basic and sustainable living conditions in the local community of Camizungo.

[Read more](#)



Afonso Eça, Alumnus and Professor @ Nova SBE | Co-founder and Executive Board Member @ Raize, teaches our MSc students the journey from traditional finance to entrepreneurial finance.

[Read more](#)



Gefra Fulane PhD Alumni in Tropical Knowledge and Management. Gefra Fulane's research focuses on evaluating the Mozambique screening program for cervical cancer started in 2015. Her research shows that there are implementations gaps and barriers which prevent women from doing the screening.

[Read more](#)



João Loureiro – Alumni, Teaching Assistant at Nova SBE, Head of Sustainability at NOVA University Lisbon, Consultant in Impact Evaluation & Measurement, Coordinator of the Economic 1st responders initiative and Co-founder of WACT – an organization that offers a Module for our Master's students to think deeply about different social problems.

[Read more](#)



Catarina Partidário , Nova SBE Alumna, who is the founder of Mum's Cooking, a Portuguese healthy frozen food brand, with the vision that no one should ever have to choose between convenience and health. She is an advocate for healthy eating and for conscious and sustainable entrepreneurship.

[Read more](#)



Mafalda Rebordão – Nova SBE Alumna, Nova SBE Member of the Alumni Executive Board, and Account Manager at Google. She wrote to ECO reflecting on how being a woman can be a label in the Portuguese enterprise.

[Read more](#)



Cristina Almeida, Nova SBE Alumna & Head of Platform MAZE. Beyond explaining her current role, she has also recently wrote a top-notch reflection on how a platform such as MAZE is leveraging the social impact sector, considering future opportunities.

[Read more](#)



Diogo Silva - Nova SBE Alumnus | Collaborative Innovation Expert & Impact Storyteller. At 27, this graduate in Economics decided to say goodbye to his job to dedicate himself to environmental activism as a volunteer. He has also published a few opinion articles in Expresso and that can be found on Role to Play platform as well.

[Read more](#)



João Albino Nova SBE Alumnus & Co-funder Urbvan. Urbvan is a daily commute transportation system with strategic routes and executive vans, that aims to make commuting in Mexico more efficient, secure and comfortable all through a mobile app.

[Read more](#)



Fahiz Baba-Yara started his PhD Journey in Economics and Finance in 2015. His research focus on finance, specifically how machine learning models help us make better this decision and how we can improve the forecasting ability of these machine learning models. Fahiz is now heading forward to Indiana University as Assistant Professor from next semester. This is our first placement in a top 20 business school in the USA.

[Read more](#)



3. Research & Knowledge

PRME Principle 4 – Research

We will engage in conceptual and empirical research that advances our understanding of the role, dynamics, and impact of corporations in creating sustainable social environmental and economic value.

3. Research & Knowledge



Research and knowledge are core to Nova SBE's mission, as we believe that the school's long-term reputation depends on the quality and impact of our research. We aim to be at the forefront of research impact among top European schools in business, economics, and finance. To achieve this goal, we have been developing our research capabilities. We hired both senior and junior core faculty in the international academic market, including 4 full professors, 3 associate professors and 6 assistant professors, coming from top universities worldwide. We believe this growth in our faculty community will help increase the impact of our research and attract more research funding.

Our strategy is to publish in top academic journals. We have achieved high quality standards with 23 articles published in top academic journals in 2021 and 10 articles already accepted for publication according to the Association of Business Schools (rating 4 or 4*) ranking or the Financial Times ranking.

This number of articles published in top journals is the highest ever since the school foundation. We highlight the publications in the *Journal of Management*, *Management Science*, *Strategic Management Journal*, *Journal of Finance* and *Journal of Financial Economics*, reflecting our commitment to producing high quality and impactful research. In addition, we received recognition for the social impact of our research and innovation projects, such as the Caixa Social Award for the Patient Innovation for COVID-19 project.

We have also been able to attract relevant competitive research funding. We secured two European Commission research grants: an Innovation and Research project on land management services for agriculture and forestry and a Widening Fellowship on development economics. We also secured the first-ever la Caixa Foundation Social Research project to implement and evaluate a management training program targeting small business managers and the new Haddad Chair in Entrepreneurship.

The school also achieved a high success rate in applications to the Fundação para a Ciência e Tecnologia with four research projects approved in macroeconomics, open innovation, health economics, and labor economics.

Knowledge dissemination is a key element of the school's communication strategy. Knowledge Centers, Labs, and Hubs, which link academic and applied research, and academic programs and executive training, continued to play an important role in knowledge dissemination. Additionally, we have launched new science outreach initiatives that include the production of videos and podcasts based on our research and knowledge. Strategic areas included data science and digital transformation, education, environment, finance, health, leadership, social innovation, and sustainable development. Our faculty's frequent participation in media during this year also showed our commitment to producing knowledge with an impact on society.

Furthermore, we contributed to a scientific evidence-based policy that helps address the UN Sustainable Development Goals.

The PhD programs are also essential components of our research strategy. Our students are trained for an international career in top academic or policy institutions, and the best measure of their quality is the success of their placement. Our students secured jobs at top academic institutions, including a tenure-track position at Indiana University (top 20 U.S. business school), and research or postdoc positions in Lancaster University, LSE, Imperial College, and WU Vienna. We are committed to continuing this path of reinforcing our research capabilities and being among the top ten schools in Europe in terms of research impact.

MIGUEL FERREIRA
President of the Scientific Council

3.1. Research Projects Highlights

ERA CHAIR: NEW SBE AS A EUROPEAN REFERENCE FOR RESEARCH IN SOCIAL INNOVATION



The European Commission selected for funding the project SOCIALinNOVA-HUB, the first Nova SBE ERA Chair which, under the coordination of the Dean of Nova SBE, Daniel Traça, and Anne-Laure Fayard, professor and recognized researcher in the area of Social Innovation, nominated ERA Chair Holder, aims to position our school as the European reference for research in Social Innovation.

This Chair of the European Research Area (ERA) is of special importance because the sphere of Social Innovation is particularly significant in the current context. Faced with an unprecedented social and economic reality, the social innovation initiatives will certainly play an important role in rebuilding a fragile Europe. Nova SBE's future social innovation hub will be a key source of differentiation and impact for our school.

This 2.5 M€ project is based on Portugal's pioneering spirit and credibility in the implementation of Social Innovation initiatives and Nova SBE's strong involvement in this area. SOCIALinNOVA-HUB will contribute to implementing structural changes in the school, expanding its research capacity, visibility and competitiveness.

Currently, within the scope of the ERA Chair, Nova SBE recruited professor and researcher Anne-Laure Fayard for the position of ERA Chair Holder. Anne-Laure Fayard is internationally recognized for her work in the area of Social Innovation, and her team is now developing this area at Nova SBE, working in the three main dimensions of the school's intervention – education, research, and community involvement.

Anne-Laure Fayard intends to expand her research on cross-sector collaboration, open innovation, and human-centered design for social impact while participating in the Nova SBE Innovation Ecosystem.

Among the objectives of the SOCIALinNOVA-HUB, we highlight the improvement of the quality of teaching programs in Social Innovation, the development of internal processes that contribute to the consolidation of research excellence, and the expansion of the school's international research networks. This ERA Chair will also make a strong contribution to building the European Research Area.

The project also foresees the co-creation of a Social Innovation area in partnership with the Nova SBE Leadership for Impact Knowledge Center, based not only on the school's social initiatives but also on the initiatives of the consolidated network of partners.

Social Innovation is the necessary path for cooperation, solidarity, social and economic convergence, entrepreneurship, and innovation. It brings new ideas – products, services, and models – that create relationships or social collaborations, developing solutions that improve society's ability to act. Thus, there is a strong need to promote research of excellence in Social Innovation so that it effectively contributes to facing the global challenges facing humanity, with an impact on civil society and the public, private, and third sectors.

As a result of SOCIALinNOVA-HUB, Nova SBE will become a reference in research and education in Social Innovation in Europe oriented towards the production of knowledge and stimulating the increase of Social Innovation initiatives, not only local but also European. In addition to increasing the country's R&D competitiveness, the impact generated due to community participation is expected to be felt in the Social Innovation ecosystem and support the European Union to contribute directly to achieving the UN Sustainable Development Goals.

RUI SILVA ASSUMES HADDAD CHAIR IN ENTREPRENEURSHIP



The current Academic Director of the Nova SBE Haddad Entrepreneurship Institute, Rui Silva, assumed in 2021 the Haddad Chair in Entrepreneurship, awarded by the Haddad Foundation. Within the scope of this chair, Rui will have the mission of developing three pillars: Research, Teaching, and Knowledge Transmission in entrepreneurship for society in general.

According to Rui Silva, the chair “is geared towards the international scientific community, and its academic activities will include an annual conference, the creation of scientific articles, a Master's thesis, and a Certification in Entrepreneurship”. It will also link the Haddad Institute to teaching undergraduate, master's and doctoral degrees “by integrating the current offer of courses in areas related to entrepreneurship with the activities of the Haddad Institute”, he explained further underlining that “in addition, it will develop executive education programs in entrepreneurship”.

In some entrepreneurship there is a large component of economic growth, job creation and innovation, therefore, the objective of Nova SBE and the Haddad Foundation with this chair is to train, prepare and equip all students with the necessary tools to become better entrepreneurs, building a dynamic community together with start-ups, partners and society.

VCW LAB INITIATED THE SECOND EUROPEAN HORIZON 2020



The VCW Lab at Nova SBE, headed by Luis Filipe Lages, has initiated its second European Horizon 2020 project in the fields of Innovation, Sustainability, Space Business, Earth Observation, Oceans, Fishing, Aquaculture, Forestry, and Agriculture.

The *NextOcean* project is coordinated by Elecnor Deimos and involves 11 European partners. Similarly to the *NextLand* project initiated in 2020, Nova SBE will be responsible for coordinating the Innovation Management Board of the consortium and the Workpackage on Technology-Market Transfer, Commercialization and Sustainability during a 3-year period. Both projects will be supported by the VCW-Value Creation Wheel framework.



NOVA SBE SECURED ITS FIRST SOCIAL RESEARCH CALL FROM FUNDAÇÃO “LA CAIXA”



The research project *Entrepreneurship as a Strategy for Social Mobility and Inclusion*, by Miguel Ferreira, Cátia Batista, and Francisco Queiró, has secured funding from the Social Research Call (SRC) 2021 promoted by the Fundação “la Caixa”. This is the first time that Nova SBE is distinguished in an SRC of this institution. The project will receive around 100,000€, which will be used to continue the promotion of scientific research in the field of economics and management, in favor of an increasingly effective response to the challenges of sustainable development.

3.2. Research Unit

STATISTICS ABOUT THE RESEARCH UNIT

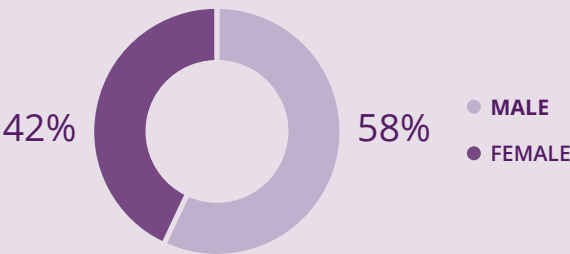


229 researchers working in three areas of research



Our research unit brings together researchers from more than 34 Countries

Gender



RESEARCH OUTPUT

PUBLICATIONS



SPREADING KNOWLEDGE



Wiedeman, N. J. B., Cunha, M. P. E., & Clegg, S. (2021). *Rethinking resistance as an act of improvisation: lessons from the 1914 Christmas truce*. *Organization Studies*, 42(4), 615-635.
[Read more](#)

Wright, M., Wood, G., Musacchio, A., Okhmatovskiy, I., Grosman, A., & Doh, J. P. (2021). *State capitalism in international context: varieties and variations*. *Journal of World Business*, 56(2), [101160].
[Read more](#)



Brinca, P., Ferreira, M. H., Franco, F., Holter, H. A., & Malafry, L. (2021). *Fiscal consolidation programs and income inequality*. *International Economic Review*, 62(1), 405-460.
[Read more](#)



Gardete, P. M., & Guo, L. (2021). *Prepurchase information acquisition and credible advertising*. *Management Science*, 67(3), 1696-1717.
[Read more](#)

Barroso, P., Boons, M., & Karehnke, P. (2021). *Time-varying state variable risk premia in the ICAPM*. *Journal of Financial Economics*, 139(2), 428-451.
[Read more](#)

Yara, F. B., Boons, M., & Tamoni, A. (2021). *Value return predictability across asset classes and commonalities in risk premia*. *Review Of Finance*, 25(2), 449-484.
[Read more](#)



Rego, A., Cavazotte, F., Cunha, M. P. E., Valverde, C., Meyer, M., & Giustiniano, L. (2021). *Gritty leaders promoting employees' thriving at work*. *Journal of Management*, 47(5), 1155-1184.
[Read more](#)

Clegg, S., & Burdon, S. (2021). *Exploring creativity and innovation in broadcasting*. *Human Relations*, 74(6), 791-813. [UNSP 0018726719888004].
[Read more](#)



Silva, R. C. (2021). *Internal labor markets, wage convergence, and investment*. *Journal of Financial and Quantitative Analysis*, 56(4), 1192-1227.
[Read more](#)



Gaim, M., Clegg, S., & Cunha, M. P. E. (2021). *Managing impressions rather than emissions: Volkswagen and the false mastery of paradox*. *Organization Studies*, 42(6), 949-970.
[Read more](#)



Neves, P., Pires, D., & Costa, S. (2021). *Empowering to reduce intentions to resist future change: organization-based self-esteem as a boundary condition*. *British Journal of Management*, 32(3), 872-891.
[Read more](#)



Gomes, E., Lehman, D. W., Vendrell-Herrero, F., & Bustinza, O. F. (2021). *A history-based framework of servitization and deservitization*. *International Journal of Operations and Production Management*, 41(5), 723-745.
[Read more](#)



Choi, D. B., Santos, J. A. C. D., & Yorulmazer, T. (2021). *A theory of collateral for the lender of last resort*. *Review Of Finance*, 25(4), 973-996.
[Read more](#)



Truninger, M., Ruderman, M. N., Clerkin, C., Fernandez, K. C., & Cancro, D. (2021). *Sounds like a leader: an ascription-actuality approach to examining leader emergence and effectiveness*. Leadership Quarterly, 32(5), [101420].
[Read more](#)



Beck, T., Da-Rocha-Lopes, S., & Silva, A. F. (2021). *Sharing the pain? Credit supply and real effects of bank bail-ins*. Review Of Financial Studies, 34(4), 1747-1788.
[Read more](#)



Masters-Waage, T. C., Nai, J., Reb, J., Sim, S., Narayanan, J., & Tan, N. (2021). *Going far together by being here now: mindfulness increases cooperation in negotiations*. Organizational Behavior and Human Decision Processes, 167, 189-205.
[Read more](#)



Correia, J., von Hafe, F., & Filipe, L. (2021). *Formal home care use and spousal health outcomes*. Social Science and Medicine, 287, [114373].
[Read more](#)

Tureta, C., Américo, B. L., & Clegg, S. (2021). *Controversies as method for anti-history: an inquiry into public administration practices*. Organization, 28(6), 1018-1035.
[Read more](#)

Demiroglu, C., Ozbas, O., Silva, R. C., & Ulu, M. F. (2021). *Do physiological and spiritual factors affect economic decisions?* Journal of Finance, 76(5), 2481-2523.
[Read more](#)



Costa, A. A., & Zemsky, P. (2021). *The choice of value based strategies under rivalry: Whether to enhance value creation or bargaining capabilities*. Strategic Management Journal, 42(11), 2020-2046.
[Read more](#)



Baghai, R. P., Silva, R. C., Thell, V., & Vig, V. (2021). *Talent in distressed firms: Investigating the labor costs of financial distress*. Journal of Finance, 76(6), 2907-2961.
[Read more](#)



Zorina, A., Bélanger, F., Kumar, N., & Clegg, S. (2021). *Watchers, watched, and watching in the digital age: Reconceptualization of information technology monitoring as complex action nets*. Organization Science, 32(6), 1571-1596.
[Read more](#)



Rego, A., Melo, A. I., Bluhm, D. J., Cunha, M. P. E., & Júnior, D. R. (2021). *Leader-expressed humility predicting team psychological safety: A personality dynamics lens*. Journal of Business Ethics, 174(4), 669-686.
[Read more](#)

FUNDING

14
PROJECTS

€ 2,308,824.51
TOTAL NEW FUNDS

6 FCT Projects - € 1 031 016.66

2 la Caixa Projects - € 109 940.00

1 Framework Programme Project - € 138 904.42

5 European Comission Projects - € 1 028 963.43

[Check out our latest work on PURE.](#)
[Read our work](#)

SDGS COUNTER

As researchers, we aim to positively impact the world we live in. We are committed to fostering dialogue and action by disseminating knowledge, launching innovative projects, supporting organizations’ transformation, and leading by example, as responsible citizens.

TOTAL: 74%



8



1



1



2



3

This work was funded by Fundação para a Ciência e a Tecnologia (UID/ECO/00124/2019, UIDB/00124/2020, UIDP/00124/2020 and Social Sciences DataLab, PINFRA/22209/2016), POR Lisboa and POR Norte (Social Sciences DataLab, PINFRA/22209/2016).



3.3. Chairs



Melissa Prado
Novo Banco Chair Professor in
Entrepreneurship & Technology



The NOVO BANCO Entrepreneurship & Technology Chair has the objective of promoting and developing knowledge intersecting the areas of finance, entrepreneurship, and technology.



Miguel Pina e Cunha
Fundação Amélia de Melo Chair
Professor in Leadership



The Fundação Amélia de Melo Chair Professor in Leadership supports the emergent study of a new social and organizational model as a consequence of confluent forces in technology, demography, organization, and leadership. These forces present a challenge to traditional management practices and stimulate the creation of new models of social and business organization, the outlines of which are still to be defined.



Miguel Ferreira
Fundação “la Caixa” Chair Professor
in Responsible Finance



The BPI | Fundação “la Caixa” Chair in Responsible Finance aims to develop research and education on the important role that finance plays in societal progress and how a competitive and inclusive financial system can contribute to economic development.



Pedro Oliveira
Fundação Calouste Gulbenkian Chair
Professor in Impact Economy



The Fundação Calouste Gulbenkian Chair Professor in Impact Economy aims to prospect the field of Impact Economy in Portugal through research in areas such as User Innovation, Leadership for Impact, Entrepreneurial Learning and System Change.



Pedro Pita Barros
Fundação “la Caixa” Chair Professor in Health
Economics



The BPI | Fundação “la Caixa” Chair in Health Economics aims to develop research to analyze new trends and challenges in the health sector through impact measurement, studies, and analyses on subjects such as Access to Healthcare Services, Human Resources, and Ageing Population.



Rui Silva
Haddad Chair in Entrepreneurship



The Haddad Chair in Entrepreneurship mission is developing three pillars: Research, Teaching, and Knowledge Transmission win entrepreneurship for society in general. The objective of Nova SBE and the Haddad Foundation with this chair is to train, prepare and equip all students with the necessary tools to become better entrepreneurs, building a dynamic community together with start-ups, partners, and society.



Anne-Laure Fayard
ERA Chair Professor in Social Innovation



The Era Chair aims to improve the quality of teaching programs in Social Innovation, develop internal processes that contribute to the consolidation of research excellence and the expansion of the school's international research networks. It will also make a strong contribution to building the European Research Area and foresees the co-creation of a Social Innovation area, in partnership with the Nova SBE Leadership for Impact Knowledge Center.



3.4. New Faculty

Assistant Professor	Research	Management	Aman Asija
Catedra holder	Research	Management	Anne-Laure Danièle Jeanne Fayard
Assistant Professor	Research	Management	Daniela Maria Schmitt
Assistant Professor	Research	Finance	Daniele D'ariento
Assistant Professor	Research	Finance	Ekaterina Gavrilova
Assistant Professor	Research	Economics	Lenka Fiala
Full Professor	Research	Economics	Pedro Miguel Rodrigues da Silva Martins
Full Professor	Research	Management	Roberto Ragozzino
Assistant Professor	Research	Management	Sreyaa Guha
Assistant Professor	Teaching	Economics	António Miguel Amoedo Lebre de Freitas
Associate Professor	Teaching	Finance	Angelo Corelli
Associate Professor	Teaching	Management	Catherine Thérèse Laurence Joven da Silveira
Associate Professor	Teaching	Management	Milton Jorge Correia de Sousa
Full Professor	Research	Management	Rodrigo Crisóstomo Pereira Belo



3.5. Highlighted research

FISCAL CONSOLIDATION PROGRAMS AND INCOME INEQUALITY

Published in the International Economic Review
DOI: <https://doi.org/10.1111/iere.12482>



This paper documents a strong empirical relationship between higher income inequality and stronger recessive impacts of fiscal consolidation episodes across time and space. To explain this finding, the researchers developed a life-cycle economy with uninsurable income risk. They calibrated their model to match key characteristics of several European economies, including inequality and fiscal structures, and studied the effects of fiscal consolidation programs. In their model, higher income risk induces precautionary savings behavior, which decreases the proportion of credit-constrained agents in the economy. These agents have less elastic labor supply responses to fiscal consolidations, which explains the correlation with data inequality.

By Pedro Brinca (Nova SBE), Miguel H. Ferreira (University of Cambridge), Francesco Franco (Nova SBE), Hans Holter (Nova SBE), and Laurence Malafry (Potsdam Institute for Climate Impact Research).

PREPURCHASE INFORMATION ACQUISITION AND CREDIBLE ADVERTISING

Published in the Journal Management Science
DOI: <https://doi.org/10.1287/mnsc.2020.3600>

This paper investigates the steps consumers take before acquiring a product, namely, the procurement of information. In contrast with the view that more information is better for consumers and sellers, the paper shows that information acquisition can lead to increased valuation heterogeneity, which can undermine the firm’s ability to extract profits. The paper also shows that the ability to acquire information by consumers can exert pressure on sellers to produce more credible communications. This mechanism is different from the typical “matching products to buyers” role of advertising. Instead, in this paper, we observe sellers provide information in order to manage the incentive for consumers to seek it independently.

By Pedro M. Gardete (Nova SBE), and Liang Guo (Chinese University of Hong Kong).

GRITTY LEADERS PROMOTING EMPLOYEES’ THRIVING AT WORK

Published in the Journal of Management
DOI: <https://doi.org/10.1177/0149206320904765>



Four studies (a vignette-based experiment conducted in Portugal and Brazil, a two-wave multisource field study in Portugal, a three-wave field study in the United States, and a multisource field study in Portugal), in which conscientiousness, a “rival” of grit, was controlled for, provide theoretical and empirical evidence for a model testing what (e.g., grit in leaders), why (e.g., employee self-attributed grit), and when (e.g., leader support) grit supports thriving at work. First, gritty employees are more likely to thrive. Second, conveyed leader grit (i.e., grit as perceived by employees) predicts employee grit. Third, conveyed leader grit and leader self-attributed grit are conceptually different, and although the two relate positively with employee self-attributed grit, the former is a better predictor of employee self-attributed grit. Fourth, leader support operates as a boundary condition, in that the indirect association of conveyed leader grit with employee thriving is stronger when the leader is perceived as supportive. This research also indicates that the concept of grit is more textured than habitually considered and that more attention must be paid to the boundary conditions of its development and impact.

By Arménio Rego (Católica Porto Business School and Instituto Universitário de Lisboa), Flavia Cavazotte (Pontifícia Universidade Católica do Rio de Janeiro), Miguel Pina e Cunha (Nova SBE), Camilo Valverde (Católica Porto Business School), Marcel Meyer (Universidad de Navarra), and Luca Giustiniano (LUISS Guido Carli University).

TIME-VARYING STATE VARIABLE RISK PREMIA IN THE ICAPM

Published in the Journal of Financial Economics
DOI: <https://doi.org/10.1016/j.jfineco.2020.07.016>

We find that the relation between state variables, such as the t-bill rate and term spread, and consumption growth is time-varying. In the cross-section of U.S. stocks, risk premia for exposure to state variables vary over time accordingly. When a state variable predicts consumption strongly relative to its own history, its annualized risk premium increases by 6% (0.4 in Sharpe ratio). This effect implies that risk premia can switch signs and increase in the state variable’s conditional variance. These common drivers of time-varying risk premia are consistent with the Intertemporal CAPM. Benchmark factors contain the same conditional expected return effects as state variable risk premia.

By Pedro Barroso (University of New South Wales), Martijn Boons (Nova SBE) and Paul Karehnke (ESCP Business School).

3.6. PhD Programs

STATISTICS ABOUT PHD

Nova SBE offers solid advanced training and a vibrant research environment for doctoral students. In 2021, the school offered three programs in:

- **Economics and Finance**, directed by André Silva (2020-2021).
- **Management**, directed by Filipa Castanheira.
- **Tropical Knowledge and Management (TropiKMan)**, directed by Luís Lages.

95
Students

16
Graduates

Economics and Finance



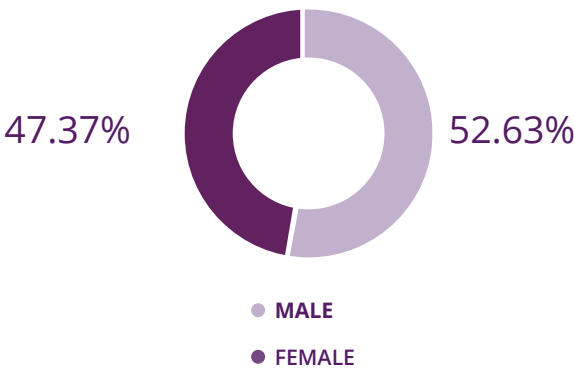
Management



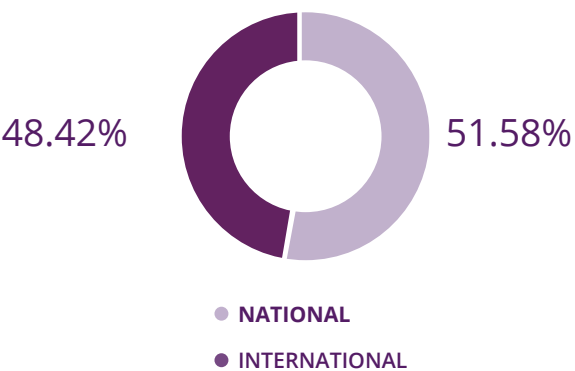
Tropical Knowledge & Management



Gender



Nationality



	2021/22	
N° PhD students	95	
N° of graduates	16	
N° of applications Economics Finance	45	47.37%
N° of applications Management	25	26.32%
N° of offers/new students Economics Finance	21	
N° of offers/new students Management	5	
N° students PhD Economics Finance	48	50.53%
N° students PhD Management	34	35.79%
N° students PhD Tropikman	13	13.68%
N° International Students	46	48.42%
N° National Students	49	51.58%
Gender Male	50	52.63%
Gender Female	45	47.37%



NETWORKS

- TropiKMan collaborates with five other universities.
- Global Alliance in Management Education (CEMS)

PLACEMENTS

Our first placement in a top 20 business school in the USA.

PhD Student	University of Placement	Function
Finance - Fahiz Baba Yara	Indiana University	Assistant Professor
Economics - Eduardo Polena Pacheco Araújo Costa	Lancaster University	Research Fellow
Economics - Madhuri Agarwal	London School of Economics and Political Science (LSE)	Teaching Fellow
Economics - Sara Cristina Cantarino Valente de Almeida	Imperial College London	Assistant Professor
Management – Cátia Sofia Carvalheiro Alves	University of Vienna	Postdoctoral Researcher

FUNDING

PhD Students with Fellowship Grant	41%
Management	41%
Economics Finance	56%

PHD SUMMER SCHOOL CONFERENCE

Nova SBE offers the PhD Summer School: Sovereign Debt Crises and Computational Methods to students and professionals who wish to advance their curriculum and knowledge.

Nº National Participants in Summers Schools	18
Nº International participants in Summer Schools	33

PHD THESES

1. Madhuri Agarwal. Essays in Economics of Education
[Read more](#)

2. Sara Almeida. Healthcare in contexts of poverty and conflict
[Read more](#)

3. Rute Martins Caeiro. Essays in Development Economics: The Uptake of New Technologies

4. Inês Vilela. Essays in Development Economics: Role of Information Provision
[Read more](#)

5. João Pereira dos Santos. Measuring causal impacts with natural and field experiments: Evidence for firms, workers, consumers, and voters
[Read more](#)

6. Gefra Gustavo Fulane. Barriers to the Uptake of Screening for Cervical Cancer in Mozambique: Three essays on value creation, institutional logics and emotions

7. Fahiz Baba Yara. Essays in Empirical Asset Pricing

8. Eduardo Costa. Essays on Health Economics

10. Pascoal Chiambo. Characterization of Rice Production in Terms of the Value Chain in Kamacupa and Catabola Municipalities Province of Bié in Angola

11. Filipa Andréa Godinho de Lancastre Serpa Pinto. Exploring social entrepreneurship phenomena: Establishing conceptual and operational foundations and uncovering strategies to design innovative business models

12. Patricia Luzia Acurcio Pedrosa da Silva. Paradoxes of Authentic Leadership

13. Cátia Sofia Carvalheiro Alves. From creation to dissemination

14. Sharmin Sazedj. Essays on Executive Performance, Pay, and Gender Inequality

15. Ivete sandra Alberto Maquia. Biodiversity dynamics of two priority legume tree species from miombo (brachystegia boehmii taub.) and mopane (colophospermum mopane (j. kirk ex benth) j. léonard) woodlands in mozambique



3.7. Knowledge Centres

Please acknowledge that this is a representative sample of the articles published, working papers, and research projects during the academic year of 19/20. A more complete list and in-depth information can be found in the Research Reports produced by Nova SBE.

Also, it is important to highlight that one of the centers’ main activities consist of producing research projects. Contrary to academic research papers, research projects are funded by private companies or public entities that look for a consultancy product made with academic expertise and rigor. Here, you will find domestic and non-domestic projects – the latter in partnership with non-Portuguese entities. This allows our centers to provide academic advice and quality control in larger and international projects. Research projects can be spread across multiple years, and thus, in this report, you will find a list that shows currently active projects which might have started in previous academic years.

In general, the production of research and knowledge dissemination is intimately related with SDG targets, such as 17.13, enhance global macroeconomic stability, including through policy coordination and policy coherence; 17.14, enhance policy coherence for sustainable development; 17.19, build on existing initiatives to develop measurements of progress on sustainable development. Through the examples presented, these are transversal. We will identify other(s) SDG target(s) that go beyond this assumption of providing increased understanding for decision-making.

Nova SBE Data Science Knowledge Center



The Nova SBE Data Science Knowledge Center has the ambition to become one of the leading European institutions in advancing theoretical and applied knowledge about data science and data-driven decision-making in our society. As the world increases its dependence on data and machines for decision-making, new capabilities are unlocked that allow us to achieve unprecedented efficiency and quality of service. But these new capabilities must be carefully developed. Our mission is to lead the way in developing these capabilities, making sure that we ethically and responsibly use data for value creation and social impact.

“A mindful and inclusive door to the Data Science realm, where excellence and teamwork are the keys to delivering extremely impactful solutions to different organizations. Daily work combines academia’s ingenuity with the demanding, fast-paced professional world. The value in each project is very tangible, and because of that, I felt I was actively contributing to a better society.”

ÂNGELO FIGUEIRAL

Junior Data Scientist, Nova SBE Data Science Knowledge Center (Master’s student, Nova SBE)

[For more information, please visit our website.](#)



RESEARCH PROJECTS

ANA - INTRA-MUNICIPALITY MOBILITY INDICATORS TO FIGHT COVID-19



This project aims to characterize how people move within a municipality and identify intervention priorities – for instance, areas where movement restrictions are less effective. In practice, it aims at implementing actions such as awareness campaigns or management of access to certain areas within the municipality.

We focused on the municipalities of Cascais and Lisbon. The first step was to conduct a cluster analysis classifying each statistical section of the municipality according to their mainland use. As a result, we identified 10 different clusters: Residential, Outdoor leisure, Indoor leisure, Work, Education, Stores and Restaurants, Health, Commerce, Sports, and Transport stations.



We then analyzed anonymized data regarding counts of distinct mobile devices that connected to the network within each of the statistical sections. Results showed that the first emergency state had a more significant reduction in the population movements (between 65-80% in Lisbon and 45-65% in Cascais), compared to the second emergency state. Sections classified as Health, Education or Stores and Restaurants were the ones where a more considerable difference was registered, between the change in population movements between the first and second emergency states.



A full report of the analysis done may be found [here](#).

Who is participating:

- Principal Investigators: Leid Zejnilovic, Patrícia Xufre, and Carlos Santos.
- Team: Susana Lavado, and Lénia Mestrinho.

Partners: NOS, the Cascais Municipality and the Lisbon Municipality.

Funding organizations: Lisboa2020, Portugal2020, Fundo Europeu de Desenvolvimento Regional (União Europeia).

IDENTIFYING DEVIANT BEHAVIOUR PATTERNS IN THE FIRST SALE OF SEAFOOD



Each year, Data for Change, a program under the Social Equity Initiative, addresses a specific social problem that can be analyzed and solved through data science. Challenges may be presented from different areas with social impacts, such as health, environment, or education. ANP/ WWF and Docapesca were the winner organizations of the Data for Change 2020.

In Portugal, seafood is considered a public good. As such, the first sale of all fresh seafood must be made at Docapesca ports, which are responsible for seafood trade, including its control, registration, and verification of its quality. Unfortunately, it is estimated that some higher value species are sometimes sold illegally, directly to restaurants or the final consumer, for example.

This project aimed to explore how the closure of restaurants due to the COVID-19 pandemic affected the first sale of seafood caught by the multi-gear fishing and sold at auction in 22 Portuguese seafood first sale places.

The analysis revealed that the confinement period had different impacts on different regions of Portugal. We estimated increases when restaurants were closed only in the Metropolitan Area of Lisbon (AML), Alentejo, and Algarve. Increases were higher in the most valued species or those with greater economic relevance.

More specifically, in these regions, we estimated that there was an increase of up to 165.000 kg of seafood sold when the restaurants were closed due to the pandemic, corresponding to sales of one million euros. For instance, among the fishers on foot in the AML, the volume of seafood with greater economic relevance delivered doubled.

In addition to this analysis, we also developed a tool to predict the amount of seafood caught and delivered by multi-gear fishing to assist in the auctions' management.

The project's public report is available. [Read more](#)

Who is participating:

- **Principal Investigator:** Leid Zejnilovic.
- **Team:** Susana Lavado, Miguel Matos, Bruna Riboldi, Eduardo Hidalgo, and Lénia Mestrinho.

Partners: This project was the winner of the second edition of the Data for Change call and was developed with Associação Natureza Portugal (ANP/WWF), in partnership with Docapesca – Portos e Lotas, S.A.

DECODING LEGISLATION FOR CITIZENS: “RETIREMENT LAW” USE CASE



The current search bar of the Portuguese law consultation platform (dre.pt) only works for specific keywords, returns too many files for non-domain users, and does not account for orthographic errors. As such, dre.pt is currently not optimized for the average citizen, resulting in almost solely law professionals using the current search engine. By developing a user-friendly platform, the general public would be able to get information on the retirement law.

This project, in partnership with INCM – Casa da Moeda (The Portuguese Mint and Official Printing Office) has as main goal the development and test of a chatbot-like solution based on BERT, a Natural Language Processing algorithm, so that every citizen can proactively inform themselves on the Portuguese Retirement Law, regardless of their previous knowledge on the matter.

The team developed a chatbot-like testing platform that operates on BERT (Bidirectional Encoder Representations from Transformers), a state-of-the-art Natural Language Processing algorithm that allows the user to get answers to questions on the Retirement Law. These answers are not simplified, meaning the user sees the full text of the article(s) that respond to their query.

In the future, INCM – Casa da Moeda hopes to scale this solution to encompass all Portuguese law rather than only the retirement law.

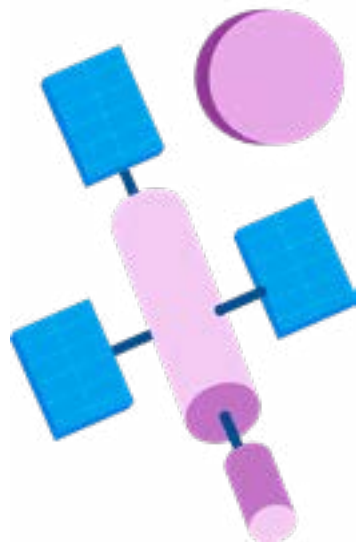
This project was developed by the Nova SBE Data Science Knowledge Center, in partnership with the Master’s in Business Analytics.

Who is participating:

- Nova SBE Data Science Knowledge Center’s Team: Miguel Matos, Bruna Riboldi, Pedro Penedos, and Lénia Mestrinho.
- Project-Based Learning Master’s Students: Ângelo Figueiral, Diogo Cardoso, Ricardo Araújo, and Pedro Rolim.

Partners:

INCM – Casa da Moeda.



THE SOCIAL SECTOR DATABASE



The Social Sector Database is a project under the Social Equity Initiative that aims to create a community of data enthusiasts among the Portuguese Social Impact Organizations’ (PSIO) ecosystem. The main output of this project is a robust and complete public database that incorporates data profiling all the PSIO, namely in terms of identification of the organization (name, address, contacts), governance (legal format, corporate bodies), activities (main areas, projects, target audience), impact (number of beneficiaries, awards), financial and human resources (revenue sources, number of employees and volunteers), among others.

This platform was launched in 2020 and, since then, has been mapping all the PSIO, developing different visualizations to support the social economy’s understanding, publishing tutorials, expanding the information collected, structuring the inclusion of social enterprises, as well as hosting a series of workshops that aim to demystify data-related tools and solutions.

In this platform (“basededadosocial.pt”), different stakeholders like social impact organizations, industry’s employees, volunteers, funders, researchers, beneficiaries, government agencies, among others, will be able to access, in a friendly way, complete and quality information on the Portuguese social sector.

Get to know the Portuguese Social Economy - A Economia Social Portuguesa em números.
[Read more](#)

Who is participating:

- **Principal Investigator:** Leid Zejnilovic.
- **Team:** Miguel Matos, Miguel Mateus, Bruna Riboldi, Pedro Penedos, and Lénia Mestrinho.

CONSULTING PROJECTS WORKING PROJECTS

AUTOMOTIVE INTELLIGENCE WITH TIPS4Y



The main goal of this project was to leverage the valuable automotive database of the company by creating an open data platform with key indicators, insights, and visualizations about the car park and aftermarket industry. The team was responsible for the overall concept of the platform, data analysis and selection of the key indicators per target, analysis of potential external datasets to complement the information, as well as the mock-ups, requirements, and development of the platform. The dashboard available on the platform allows the users to filter information about the car park, such as brand, model, fuel, owner, age, time, and geography. On the other hand, the user can also visualize information about the aftermarket, such as distribution of orders of car parts per weekday, type of client, number of articles selected, type of repair, among others.

The platform also works as a showroom for tips4y's data, where the company is leveraging the opportunity of product and service innovation through new data requests, interactions and partnerships generated by the platform.

- Who is participating:**
- **Principal Investigator:** Carlos Santos.
 - **Team:** Miguel Matos, Bruna Riboldi, Eduardo Hidalgo, Pedro Machado, João Pires, and Lénia Mestrinho.

Partner: tips4y

AFRICAN TOURISM PLATFORM



The Nova SBE Data Science Knowledge Center has partnered with the Nova SBE Westmont Institute of Tourism & Hospitality to develop an online platform with comprehensive data and educational resources, enabling the study of tourism dynamics in Africa and supporting the industry's sustainable development. This project is an interdisciplinary community endeavor that aims to improve the quality of tourism-related data in Africa, generate knowledge and insights, and foster data-driven decision-making within the African tourism sector.

As an outcome of this collaboration, the project will produce impactful research and knowledge to improve the capacity of all stakeholders to apply data-driven decision-making. Additionally, the project will provide its potential partners and clients with customized data solutions such as data and insights about tourism in Africa, tools to assess the achievement towards the Sustainable Development Goals within the African Tourism Industry, and training and capacity building in data-related subjects, through educational programs co-created with local communities.

Looking into the future, and in addition to continuing to develop and enhance the online platform, the project aims to establish partnerships with the key players within the African tourism ecosystem, namely international organizations, corporate partners, and social impact organizations; and to foster a functional and productive network of African and global universities, to develop educational programs that contribute to sustainable tourism growth in Africa.

- Who is participating:**
- **Principal Investigator:** Leid Zejnilovic, and Carlos Santos.
 - **Team:** Alice Caetano, Ben Collier, Jonas Brambrink, Miguel Matos, and Lénia Mestrinho.

Partner: Nova SBE Westmont Institute of Tourism and Hospitality.

EDUCATION

ELEMENTS OF AI, IN PARTNERSHIP WITH THE UNIVERSITY OF HELSINKI AND THE COMPANY REAKTOR



Nova SBE partnered with the University of Helsinki and the company Reaktor, with the support of the Finnish Embassy in Portugal, to launch the course Elements of AI in Portugal through the Nova SBE Data Science Knowledge Center.

Elements of AI is a free and online course that, different from most online courses about Artificial Intelligence (AI), does not require any programming knowledge or complex math skills, as it is available for anyone interested in obtaining basic AI knowledge. The course is focused on the applicability of knowledge, equipping participants with the understanding and skills necessary to assess the world we live in through the lens of AI, and encouraging the Portuguese population to make informed decisions as professionals in any sector of activity, as voters and as consumers of media, products, and services.

Elements of AI is a self-paced course, although it is suggested that the course is carried through within 30 and 60 hours (depending on the basic knowledge and additional reading of each student). Taught in Portuguese, the course is divided into 6 modules that include interactive exercises, and is certified by Nova SBE, University of Helsinki, and Reaktor with 2 ECTS.

Since the launching of the course in Portugal, more than 4600 Portuguese students have enrolled in the course, adding up to over 750.000 students present in over 170 countries. More information about Elements of AI can be found in: elementsofai.pt.

DATA SCIENCE BOOTCAMPS, IN PARTNERSHIP WITH LE WAGON



In 2020, the school launched its Data Science Bootcamp –intensive training in Python for Data Science and advanced Machine Learning, in partnership with the world-leading coding boot camp Le Wagon. The busy curriculum includes Python programming language, SQL, Machine Learning, Deep Learning, Neural networks, Image Recognition, Data Engineering, tech Project Management and other implementations of Artificial Intelligence in business. The training program is instructed by international data science professionals and faculty from Nova SBE. Coming out of the program, graduates can join a data team as a junior data scientist, data analyst, or data engineer. They know how to collect, store, clean, explore, transform, and predict Data in production environments. They have already practiced how to implement a personalized recommendations system, a search engine, an image recognition app, a supply chain optimization tool, or an e-commerce promotion & pricing app, among others. In 2021, 2 programs were successfully developed, and a series of different events took place, such as “Data Journals” and “Data Impact School”, with over 300 participants.

EVENTS

PROJECT-BASED LEARNING (PBL), MASTER'S IN BUSINESS ANALYTICS



PBL is a unique learning experience (check chapter 2.3 of this report). It allows students to work on a real-world data challenge from the very beginning of the program, supported by a team of professional mentors, where they can apply their knowledge and tools as they learn them in class.

The Nova SBE Data Science Knowledge Center is responsible for the design, organization, selection, and supervision of the projects.

In 2021, the first edition of PBL was completed, with 4 projects developed in different industries, together with AMI Foundation (non-profit; SDG #1), Brisa (mobility and infrastructure), tips4y (automotive), and INCM - Casa da Moeda, the Portuguese Mint, and Official Printing House (law, public service).

In October, the second edition of the program was launched, with 20 students and 7 mentors, both from Nova SBE and from our partner Accenture. The challenges range from “Optimizing food production for a social take-away” (Cozinha com Alma, supported by NTT Data), to “Predicting the Next Best Action to improve healthcare professionals’ engagement” (MSD), “Defining a Sustainability Customer ID for Commercial Banking) (CGD), and “Developing a tool to maximize luxury fashion inventory turnover and efficiency” (Stokedge).

Get a sneak peek of the first PBL’s edition.

[Watch here](#)

ACCOUNTABILITY E DEMOCRATIZAÇÃO DAS INSTITUIÇÕES – PREVENÇÃO DA FRAUDE, AN EVENT BY THE OFFICE OF THE ATTORNEY GENERAL (PGR)



Nova SBE Data Science Knowledge Center’s Executive Director, Lénia Mestrinho, and Nova SBE’s Dean, Professor Daniel Traça, joined the event of the PGR’s Think Tank for Fraud Prevention, to discuss the group’s projects and perspectives, namely the viability to develop a thorough study to 1) understand the Portuguese landscape in terms of wrongdoings and fraud in the structural funds, and 2) develop a machine learning tool to detect and prevent fraud.

The event also counted with the presence of the Attorney General of the Republic, Lucília Gago, and the President of Portugal, Marcelo Rebelo de Sousa.

[Read more](#)

AWARDS

NOVA SBE DATA SCIENCE KNOWLEDGE CENTER WAS RECOGNIZED WITH FIRST PLACE IN THE DATA4GOOD CATEGORY OF THE SAS CURIOSITY DATA SCIENCE IBERIAN AWARDS, JULY 2021



“Predicting the Risk of developing Diabetic Nephropathy” was the winning project of the first edition of the Data for Change program, developed in partnership with APDP (Associação Protectora dos Diabéticos de Portugal), and supported by “la Caixa” Foundation and BPI (Social Equity Initiative).

“The entire team, APDP and Nova SBE reacted very positively to the news of the award. We are all highly motivated to invest our time and skills in projects that have the potential to make a positive impact on society. This award was indeed a fantastic surprise and means a lot to us. We are thrilled with the recognition and grateful for the opportunity to share what we do with a wider audience. There is no doubt that this award reinforces our aspirations to continue to learn and act in search of an ever-greater social impact, in collaboration with associations in the Iberian Peninsula and the rest of the world.” shared Professor Leid Zejnilovic, the Principal investigator of this project.

[Read more](#)

AOM2021 OCIS AWARD WINNERS, AUGUST 2021



The paper Machine Learning Informed Decision-Making with Interpreted Model’s Outputs: A Field Intervention, by Leid Zejnilovic (Nova SBE), Susana Lavado (Nova SBE), Carlos Soares, Íñigo Martínez De Rituerto De Troya (Nova SBE Alumni), Andrew Bell (Nova SBE Alumni), and Rayid Ghani, was the 2021 runner-up of the Best Division Paper of the Communication, Digital Technology, and Organization division at the Academy of Management (AOM) Annual Meeting.

The paper looks at how machine learning systems are used for making high-stakes decisions that directly affect people, comparing the outcomes of more explainable and interpretable systems with outcomes of more opaque systems when humans are in the decision-making loop. We found that the explanations have a small positive effect on confidence and a somewhat negative effect on the quality of the decisions. Also, we found that human decision-makers rely on the ML models more when there is no means to reduce their uncertainties about individual cases or when their heuristic does not hold due to a significant change in the environment, leading to a potential over-reliance on ML model recommendations when they are prone to be wrong.

Our paper was also published in the *Academy of Management Proceedings*, an online publication that includes abridged versions of the Best Papers accepted at the Annual Meeting (approximately 10% of all accepted papers). The AOM is one of the most prestigious organizations in the management field. It now has over 19.000 members from nearly 120 nations. In 2021, their 81st annual meeting gathered over 9.500 presenters and attendees, who conducted and participated in 1 650+ sessions.

[Read more](#)

HIGHLIGHTS

PUBLISHED ARTICLES



Santos, C. D. (2020). Online word-of-mouth and market structure. *Portuguese Economic Journal*, 19(3), 267-283.
[Read more](#)



Belo, Rodrigo, Ferreira, Pedro (2021). Free Riding in Products with Positive Network Externalities: Empirical Evidence from a Large Mobile Network. *MIS Quarterly: Management Information Systems*.

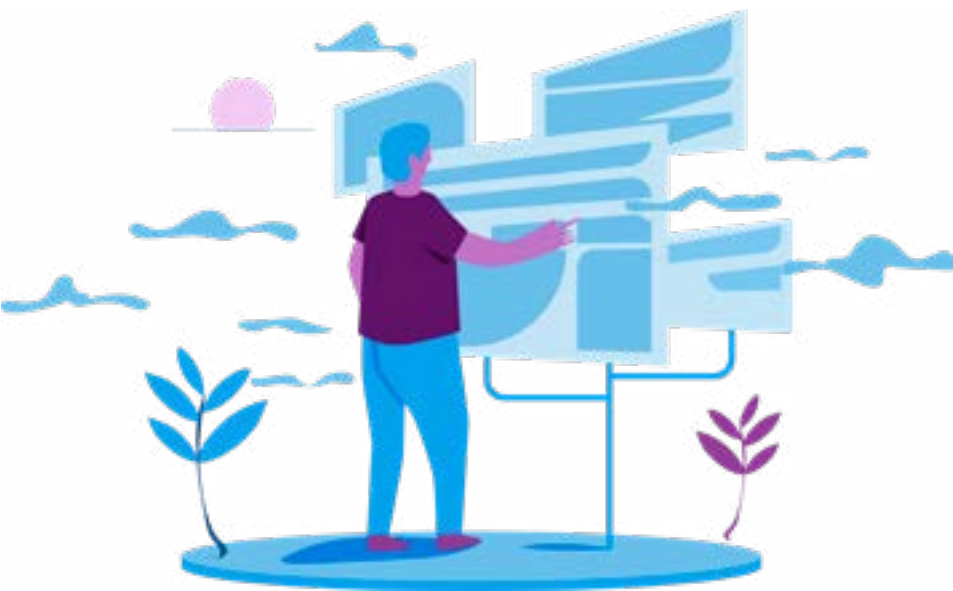
Gardete, Pedro M., and Liang Guo. Prepurchase Information Acquisition and Credible Advertising. *Management Science*. 67, no. 3 (2021): 1696-1717.
[Read more](#)

MASTER THESES

IDEATHON FIRST PLACE!



Between November 5 and 18, Germany process mining company Celonis hosted a Global Ideathon for Sustainability. As the academic partner of Celonis, a group of 3 Nova SBE MiBA students Simon Link, Jacob Lind, and Lukas Berndt, under the supervision of Prof. Qiwei Han, participated in the Ideathon and achieved the first place receiving a \$3,500 cash award. They proposed three uses cases of using data-driven event analysis to reduce food wastes in the Pingo Doce Nova & Go store by 1) steering consumer demand to avoid food leftovers; 2) simulating the process sensitivity on changes in price and production, and 3) monitor store activities in real-time and inform about actions to reduce food waste.

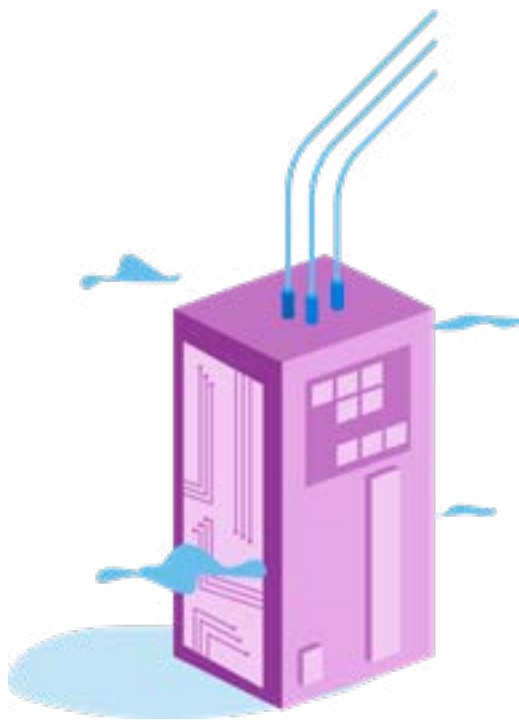


OTHER PROJECTS

DATA SCIENCE RESEARCH SEMINARS



In 2021, Nova SBE Data Science Knowledge Center launched the Data Science Research Seminars – an initiative that happens every two weeks, to share academic research and Data Science knowledge. The first two sessions happened on November 5 and Nov 19, with the following speakers and topics, respectively: Professor Pedro Gardete, with a session titled “Recommendations Systems: Beyond Matching Products to Buyers?”, and Professor Rodrigo Belo on “Incentive Misalignments in Programmatic Advertising: Evidence from a Randomized Field Experiment”.



DATA SQUADS



The Nova SBE Data Science Knowledge Center Data Squads are research projects that connect students interested in having practical experiences in Data Science with Nova SBE Faculty members who need an extra set of hands to develop data projects and research within the field of Data Science. The 2020-2021 cohort of the Nova SBE Data Science Knowledge Center Data Squads started in October 2020, when 15 Nova SBE students were divided into teams of 3-4 and worked on data science projects related to topics such as the United Nation’s Sustainable Development Goals, the hospitality industry, behavioral sciences, and exploratory data analysis. Students also had the chance to participate in 8 hands-on workshops, ranging from topics such as Introduction to Python, Bias in Data Science, and Data Visualization, to name a few. Some of the research outputs derived from the 2020-2021 Nova SBE Data Science Knowledge Center Data Squads have had great media coverage, having appeared in more than 40 media pieces.

The 2021-2022 Nova SBE Data Science Knowledge Center Data Squads welcomed 16 new Master’s students and feature 6 new research projects, such as: *The make-up effect* (Prof. Irene Consiglio, Prof. Natalie Truong); *Creativity and executional elements in advertising* (Prof. Irene Consiglio, Prof. Cátia Alves); *Politica Line* (Miguel Matos, Web Software Engineer & Data Scientist); *Platform for Medical Diagnosis using AI* (Miguel Matos, Web Software Engineer & Data Scientist); *Impact of Covid-19 on Tourism and Hospitality in Europe* (Prof. Qiwei Han); and the *Alumni Data Enhancement Project* (Joana Malheiro and Madalena Borges de Sousa, Nova SBE Corporate and Alumni Relations).

Nova SBE Economics for Policy Knowledge Center



The Nova SBE Economics for Policy Knowledge Center is dedicated to applying fundamental tools from economics to relevant issues in business and public policy. The center will bring together scientific coherence and real-world experience to analyze key challenges facing private and public sector organizations. It aims to produce conceptual and quantitative assessments relevant to organizations, companies, and the public at large.

The Nova SBE Economics for Policy Knowledge Center has produced research projects in 2021 for the European Commission, the Gulbenkian Foundation, the FFMS.

“Being part of the research team of the Nova SBE Economics for Policy Knowledge Center that conducted the project *Generational accounting of public finances in Portugal* was personally very meaningful for two reasons: on the one hand it allowed me to research on a topic that interests me and that I want to explore during my PhD studies, on the other, it allowed me to contribute to the public debate on a structural problem of the Portuguese economy.”

TIAGO BERNARDINO

PhD Student in Economics and Finance

For more information, please visit our website.

RESEARCH PROJECTS

Most of our projects are multi-year projects. For example, the La Caixa Social State of the Country report delivers a new report every year, and accordingly, the center receives funding, every year, for that project. The DG Grow projects are also multi-year, although the two highlighted in last year report have been completed in 2021 and are now available online. The total amount received during 2021 by all the active projects is 272.356,08 € as of October 2021.

A project (also multiyear) that was completed in 2021 and that was not in the 2020 report due to confidentiality reasons is:

INTERGENERATIONAL FAIRNESS OF PUBLIC FINANCES IN PORTUGAL (HIGHLIGHT)



Sustainable public finances matter for intergenerational fairness. If they are not sustainable, households in the future will be required to pay more taxes, receive lower benefits, or enjoy fewer public goods and services. At the same time, those taxes and benefits vary a lot over the life cycle. This report explores the implications of aging and low fertility for the sustainability of public finances in Portugal and the monetary costs and benefits of government policy across generations. The demographic projections point to a marked change in the distribution of the population by age. We find that the new age composition of the population will have strong adverse consequences for the government budget and that fiscal sustainability would require a permanent increase in all revenues by 22%. Restoring sustainability demands at least one of two changes: population dynamics or the age distribution of taxes and benefits. We examine, with our framework, policies addressing both. The first refers to fertility and immigration policies. Fertility promotion can be important to control the evolution of the total population, but it cannot prevent aging. Increasing immigration can only scantily help.



Although it could ease the pain of adjustment in the medium term, it does not solve the structural problem posed by aging. The second policy area is chiefly about social security reforms. Automatic retirement age increases lead to fewer benefits and more tax payments over the life cycle. This, by itself, closes a part of the future imbalances induced by aging. The generosity of pension benefits will fall substantially over the coming decades. This can fully close the sustainability gap we project but suggests a pattern of redistribution between those retired now, or almost, and those retiring in the future.

Webpage: link. On the webpage, you find all info with nice features, such as the referee by Ricardo Reis.

Who is participating: Francesco Franco (PI), Tiago Bernardino (PhD Stockholm University), and Luis Teles Morais (PhD Nova SBE).

Partners: (Institute of Public Policy – Luis Teles Morais and Francesco Franco are a member of the direction of that institute).

Funding organization: Gulbenkian.

NORWEGIAN RESEARCH COUNCIL - PROJECT 302661
IMMIGRATION, INEQUALITY AND THE WELFARE
STATE: A MODERN MACROECONOMIC APPROACH



This research project focuses on the interplay between inequality, labor market dynamics, immigration flows, and macroeconomic performance.

Who is participating: Hans Holter (Project Director), Pedro Brinca, Per Krusell, Kjetil Storesletten, Serdar Ozkan, Elin Halvorsen, and Laurence Malafry.

Funding organization: Norwegian Research Council

PILOT IMPLEMENTATION OF THE NATIONAL PLAN
FOR INTEGRATED WILDLAND FIRE MANAGEMENT
(DG REFORM – EU COMMISSION)



Technical support project, with AGIF as a beneficiary, on the modeling and downscaling of the National Action Plan (NAP) for Integrated Wildland Fire Management to three pilot regions – Coimbra, Alto Tâmega, and Algarve Oeste – and drawing recommendations on how this experience can be of use to the application of the NAP to other regions - due in March 2023.

Participants: Pedro Brinca (Project Director), João Duarte and Pedro Oliveira.

Partner: AARC.

Funding Organization: DG Reform – EU Commission.

AARC - IMPROVEMENT OF NATIONAL CAPACITY
TO EVALUATE STRUCTURAL REFORMS AND PUBLIC
POLICIES, AND TO ANALYZE AND FORECAST
INVESTMENT (DG REFORM – EU COMMISSION)



Capacitation project with GPEARI and the Ministry of Finance as beneficiaries. The goal is to provide competencies in the evaluation of public policies and legislative initiatives with budgetary consequences — due February 2022.

Who is participating: Pedro Brinca (Project Director) and João Duarte.

Partner: AARC

Funding organization: DG Reform – EU Commission

GREEN TAX REFORM – RESOURCES AND POLLUTION
(DG REFORM)



Project on the development of methodologies and forecasting/estimation tools to be used by AT and APA (the beneficiaries) to assess the impacts of green tax reforms, focusing on the capacitation of the beneficiary entities. Due November 2022.

Who is participating: João Duarte (Project Director), and Pedro Brinca.

Partner: AARC.

Funding organization: DG Reform – EU Commission.

METHODOLOGY FOR ASSESSING THE
COUNTERFACTUAL IMPACT OF ACTIVE
EMPLOYMENT MEASURES IN CONTINENTAL
PORTUGAL (POAT – PT2020)



Development, and capacitation of IEFPP personnel, of methodologies to assess the impact of active employment EU-funded policies in Continental Portugal. Due October 2022.

Who is participating: Pedro Martins (Project Director), Pedro Brinca, and João Duarte.

Funding organization: POAT – PT2020.

REGIONAL IMPACT ASSESSMENT OF THE
EUROPEAN STRUCTURAL AND INVESTMENT FUNDS
(EUOREGIÃO)



Study on the regional impacts of the European Structural and Investment Funds at a NUTS II level.

Who is participating: João Duarte (Project Director), and Pedro Brinca.

Funding organization: YoungNetwork Group.

O IMPACTO DO IRC NA ECONOMIA PORTUGUESA



This research project looks at both the economic and legal implications of corporate taxes in the Portuguese economy for the last 30 years - due March 2022.

Who is participating: Pedro Brinca (Project Director), and João Duarte.

Partner: Morais Leitão.

Funding organization: Fundação Francisco Manuel dos Santos.

LA CAIXA SOCIAL STATE OF THE COUNTRY REPORT



This report is an annual initiative in partnership with the La Caixa Foundation. It uses several databases, with an emphasis on the European Union Survey on Income and Living Conditions, to characterize the situation of Portuguese households. The report is produced annually and focuses on income distribution, poverty, and material deprivation indicators. It also includes social cohesion indicators from the European Social Survey.



ANA AEROPORTOS DE PORTUGAL - IMPACTO
ECONÓMICO NA MARGEM SUL DEVIDO AO NOVO
AEROPORTO DO MONTIJO



Quality Control and support in the development of the economic impact assessment of the new Montijo airport on Lisbon's southern bank. Concluded.

Who is participating: Pedro Brinca (Project Director), and Sofia Franco.

Funding Organization: ANA Aeroportos de Portugal.

EVENTS

	E4P Affiliate(s)
Study launch Finanças Públicas: Uma Perspetiva Intergeracional 5-5-2021 online with most of the Portuguese press. Organizer: Gulbenkian	Francesco Franco
Online workshop on "Regulatory barriers to competition in professional services" - 18-19 November 2021, organizer: OECD	Francesco Franco
Organization of the economic seminar of Nova SBE	Jose Tavares and Joao Duarte
Member of the Comité de Ciclos - Presided by Ricardo Reis Fundação Francisco Manuel dos Santos	Jose Tavares
Fundação Francisco Manuel dso Santos	Jose Tavares
Member of the Scientific Committee of Forum Futuro, Gulbenkian Foundation	Joao Amador, Francesco Franco

HIGHLIGHTS

PUBLICATIONS



Brinca, P., Ferreira, M. H., Franco, F., Holter, H. A., & Malafry, L. (2021). Fiscal consolidation programs and income inequality. *International Economic Review*, 62(1), 405-460.

[Read more](#)



Martins, P. S. (2021). Do entry wages increase when severance pay drops? Not in recessions. *Economics Letters*, 201, [109798].

[Read more](#)

Pereira dos Santos, J., Tavares, J., & Vicente, P. C. (2021). Can ATMs get out the vote? Evidence from a nationwide field experiment. *European Economic Review*, 134, [103691]. <https://doi.org/10.1016/j.euroecorev.2021.103691>

MASTER THESES

- How Markets get Covid19 Contagion and cases - A VAR approach
- An Empirical Analysis of Credit Risk Models and its Applications
- Using Machine Learning tool in Fund Selection: Review and Empirical test
- Banking Consolidation in Europe: Have M&A Created Short-Term Value to Shareholders Since the Great Financial Crisis?
- A machine learning approach to predicting stock returns
- Determinants of Households’ Consumption in Portugal - a Machine Learning Approach
- Pseudo Real-time Forecasting: A model comparison for Portuguese GDP
- Sovereign-Bank Nexus: risk transfers and causality
- A Risk Comparison between Traditional and Responsible Investing using CAViaR
- A re-examination of inflation persistence dynamics in OECD countries: a new approach
- Economic Evolution of Turkish Stock Market: A Regime Switching Approach
- The Great Financial Crisis and the COVID-19 Crisis: differences and similarities in ECB Response.
- Inflation heterogeneity and Its impact on inequality: evidence from the US
- Risk Aversion and Fiscal Consolidation Programs
- Carbon Border Adjustment Mechanism: an Exploratory Analysis of its effects on the EU imports and respective emissions

NEW WORKING PAPERS



In 2021, the Nova SBE Economics for Policy Knowledge Center introduced a working paper series for students, the Short Article Series (SAS). The SAS is a new outlet to allow students to propose research topics. The output is a short literature review on a topic that a group of students (2-6) propose to the Nova SBE Economics for Policy Knowledge Center, and that is supervised by a Nova SBE Economics for Policy Knowledge Center mentor. The scope allows students to do a preliminary exploration of their interests and interact with colleagues and faculty.

In 2021 two SAS were published on the Nova SBE Economics for Policy Knowledge Center website. [Read more](#)

1. Understanding Government Intervention on Flag Carriers: The Case of Alitalia and TAP Air Portugal
Students: Alessandro Capra & Barbara Vignato
2. Political Polarization in the U.S.: The Effect of Globalization
Students: Daniel Mugeiro da Silva & Diogo Conceição

Authors

Networks and Manager Pay: Evidence from Time-Varying Exogenous Metrics. Read more	S Sazedj, J Tavares	
Failing young and temporary workers: The impact of covid-19 on a dual labour market. Read more	C Nunes, BP Carvalho, JP dos Santos, S Peralta, J Tavares	
Transformed Regression-based Long-Horizon Predictability Tests	Demetrescu, Matei & Rodrigues, Paulo MM & Taylor	
The Persistence of Wages," IZA Discussion Papers 14798, Institute of Labor Economics	Carneiro, Anabela & Portugal, Pedro & Raposo, Pedro & Rodrigues, Paulo M. M	
Multivariate Fractional Integration Tests allowing for Conditional Heteroskedasticity with an Application to Return Volatility and Trading Volume	Paulo M.M. Rodrigues & Marina Balboa & Antonio Rubia & A. M. Robert Taylor,	
Extensions to IVX Methods of Inference for Return Predictability	Georgiev, Iliyan & Demetrescu, Matei & Rodrigues, Paulo MM & Taylor, AM Robert	
Leave Them Kids Alone! National Exams as a Political Tool. Read more	José Mesquita Gabriel, João Pereira dos Santos, José Tavares	
The Gender Gap at the Top: How Network Size and Composition Impact CEO Pay. Read more	Sharmin Sazedj and José Tavares	
Does Organized Crime Attract EU Funding? Evidence from the Sicilian Mafia. Read more	João Pereira dos Santos, José Tavares and Marlene Thomas	

Nova SBE Economics of Education Knowledge Center



At the Nova SBE Economics of Education Knowledge Center, we cover a wide range of questions in the economics of education from basic to higher levels of education. We aim to develop research activities and promote research with institutions worldwide, facilitating the debate and contributing to the development of data-driven education policies.

“I believe in the power of education to improve people’s lives , and that research may contribute to better Public Policies in the area of Education. The Nova SBE Economics of Education Knowledge Center has been conducting research, mainly using the microdata of the Portuguese educational system, that should contribute to a more rigorous discussion of Educational Policies well-grounded in sound empirical results.”

ANA BALCÃO REIS
Associate Professor

“Together with an enthusiastic group of researchers, we have been able to contribute to a richer and more evidence-based discussion of education policies. A good example of this is the data we have collected to track how teachers are adapting to the distance learning reality during the COVID-19 pandemic. As a PhD student, I have had the opportunity to conduct my empirical work using high-quality administrative data, as well as make part of compelling projects regarding the impact evaluation of education programs in Portuguese schools.”

PEDRO FREITAS
PhD Student in Economics and Finance

[For more information, please visit our website.](#)

RESEARCH PROJECTS

FORECAST OF TEACHER DEMAND AND SUPPLY BETWEEN 2021 AND 2030 (ESTUDO DE DIAGNÓSTICO DE NECESSIDADES DOCENTES DE 2021 A 2030)



This project provides forecasts on the demand and supply of teachers for the 850 schools in mainland Portugal across different subjects and school years. This is the first detailed study on teacher shortages in Portugal, predicting that around 34 thousand teachers will need to be recruited during the next 10 years. This need for teaching staff is driven by the significant share of the current teachers, around 40%, who will retire during this period.

Who is participating:

- **Coordinator:** Luís Catela Nunes.
- **Team:** Ana Balcão Reis, Luís Catela Nunes, Pedro Freitas, Miguel Nunes, and José Mesquita.

Funding organization: Direção Geral de Estatísticas da Educação e da Ciência (DGEEC).

[Read more](#)

RAISING EDUCATIONAL ASPIRATIONS – AN EXPERIMENTAL EVALUATION



The number of students from disadvantaged socioeconomic backgrounds completing higher education in Portugal is low. A possible reason for these low numbers is the lack of educational aspirations of these students, who have limited contact with college graduates in their daily lives. This project implements a randomized controlled trial to test the hypothesis that an intervention as simple as a one-day visit to a university campus can increase disadvantaged students' educational aspirations and academic performance. This type of campus visit is common internationally but has not yet been investigated in the context of educational decision-making. This is a low-cost intervention that is easy to replicate on a large scale and can potentially reduce educational inequality in countries with significant immigrant, ethnic and linguistic minorities in contexts that undermine educational aspirations.

Who is participating:

- **Research team:** Cátia Batista (Nova SBE), Pedro Freitas (Nova SBE), Ana Balcão Reis (Nova SBE), Wayne Sandholtz (Nova SBE), and José Tavares (Nova SBE).
- **Project Coordinator:** Vítor Cavalcante.

Partners: Nova SBE NOVAFRICA Knowledge Center.

[Read more](#)

Nova SBE Economics for Policy Knowledge Center.

[Read more](#)

Funding organization: Fundação para a Ciência e Tecnologia.

[Read more](#)



TEACHING AND LEARNING AT A DISTANCE IN PORTUGAL DURING COVID-19 TIMES



In Portugal, the COVID-19 pandemic led to temporary school lockdowns and a generalized move to online teaching. This project uses data from a survey administered to teachers between March 2020 and January 2021 in three rounds of questionnaires. It shows that the pandemic affected public and private schools differently and led to increased inequalities in education, as many students did not have access to computers and the Internet. However, the situation improved over time, especially in private schools, where students are primarily from higher-income families. Overall, teachers were able to diversify their teaching and assessment methods. However, they believed it would take a long time for students to recover from the learning losses, with public school teachers being more pessimistic. Nearly half of the public-school teachers surveyed believed that this recovery would take two terms or more, whereas over a third of private school teachers made this prediction. This data was collected before the second lockdown, which started in January 2021. Teachers’ estimates for recovery time have likely increased since then.

Who is participating:

- **Coordinator:** Luís Catela Nunes.
- **Team:** Luís Catela Nunes, Ana Balcão Reis, Pedro Freitas, Gonçalo Lima (European University Institute), and Diogo Conceição.

Funding organization: “la Caixa” Foundation.
[Read more](#)

MENTORING FOR SUCCESS



This project aims to implement a randomized impact evaluation of a mentoring intervention that promotes a better adaptation and success of students from the Países Africanos de Língua Oficial Portuguesa (PALOP) into Portuguese higher education institutions. The project will inform public policies promoting investment in human capital and the productive integration of immigrants – issues that are becoming more and more relevant, particularly in contexts of an aging population.

Who is participating:

- **Research team:** Cátia Batista (Nova SBE), João Firmino (Nova SBE), Pedro Freitas (Nova SBE), Gonçalo Lima (EUI), and Ana Balcão Reis (Nova SBE)
- **Project Coordinator:** Gonçalo Gameiro, Diogo Sá, and Márcia Serra

Partners: Nova SBE NOVAFRICA Knowledge Center.
[Read more](#)

Funding organizations: Asylum, Migration and Integration Fund (AMIF), Ministry of Internal Administration.
[Read more](#)

ISA ASSESSMENT



This project aims to monitor and measure the results from implementing the ISA FJN, a conditional loan program that finances long and short-term academic degrees. This assessment is made through surveys to candidate beneficiaries of this support. It will also involve a benchmarking exercise against similar international programs.

Who is participating:

- **Coordinator:** Ana Balcão Reis.
- **Team:** Ana Balcão Reis, Pedro Freitas, Francisco Vale, ND Bernardo Marques Vedor (Master’s student).

Funding organization: Fundação José Neves.
[Read more](#)



IMPACT EVALUATION OF THE SCHOOL INTERVENTIONS CLUBES E FELLOWS MENTES EMPREENDEDORAS IMPLEMENTED BY ASSOCIAÇÃO MENTES EMPREENDEDORAS IN PUBLIC SCHOOLS IN PORTUGAL



This project aims to understand how the activation of leadership skills, community spirit, and participation in the educational community can impact the development of self-esteem, autonomy, interpersonal relationships, and critical thinking. The intention of this project is also to assess if there is a causal connection between gains in this set of soft skills and their academic performance.

Who is participating:

- **Coordinator:** Ana Balcão Reis.
- **Team:** Ana Balcão Reis, Luís Catela Nunes, Pedro Freitas, Miguel Nunes, David Costa, and Gonçalo Lima (European University Institute).

Funding organization: Associação Mentes Empreendedoras.
[Read more](#)

GPS4SUCCESS: EARLY IDENTIFICATION OF STUDENTS AT RISK OF SCHOOL SUCCESS/FAILURE IN THE 1ST CYCLE OF BASIC EDUCATION



The main objective of this project is to contribute to a better understanding of student success and failure in grades 1 through 4, from a longitudinal perspective. It is important to know who the students are and how their performances are influenced by their individual and household characteristics and how they interact with the school context. In this project, the intention is to identify which factors better explain school failure and propose a technical approach based on Data Mining to facilitate the identification and prioritization of students who are more likely to fail at school.

Who is participating:

- **Coordinator:** Ana Balcão Reis, and Diana Dias (CIPES).
- **Team:** Ana Balcão Reis, Luís Catela Nunes, Patrícia Xufre, António José Rodrigues (Faculty of Sciences of the University of Lisbon), and Catarina Angelo.

Partner: Centre for Research in Higher Education Policies.

[Read more](#)

Funding organization: EDULOG

[Read more](#)

PORTUGAL'S EDUCATIONAL SYSTEM: A COMPARISON BETWEEN TEACHERS FROM THE PUBLIC AND PRIVATE SECTOR



A significant share of the students in the Portuguese system is enrolled in private schools. The autonomy in teacher hiring is one of the main differences between the two types and schools. Thus, it is of most importance how different is the teaching staff between public and private schools on dimensions such as gender, age, qualifications, turnover, tenure, type of contract, working hours, and wages. We perform this analysis using mainland Portugal's educational and labor market data between 2007 and 2016.

Who is participating:

- **Coordinator:** Pedro Freitas.
- **Team (Nova Economics Club):** Ana Marques (Bachelor's student), Daniel Silva (Bachelor's student), Henrique Santos (Master's student), João Carvalho (Master's student), Adriana Lopes (Bachelor's student), Tomás Duarte (Bachelor's student)

Partner: Nova Economics Club

[Read more](#)

INCLUSION OR DISCRIMINATION? FROM THE ANALYSIS OF SCHOOL SCORES TO THE SUCCESS OF IMMIGRANT STUDENTS



This project aims to: i) Identify the schools with the highest percentage of students of immigrant origin and their nationalities ii) Explain the difference of results between students of immigrant origin and native students; iii) Identify the factors that contribute to differences between schools in this phenomenon that can be considered as potential targets for intervention; iv) To identify groups of schools with a considerable weight of these students and different configurations of school results; v) To deepen the knowledge about the factors of school success among the students with immigrant origin in certain schools, focusing in particular on organizational, curricular and human relations practices vi) Identify strategies of promotion of school success for students of immigrant origin in particular in the three dimensions mentioned in the previous point, also showing the bad practices; (vii) Produce recommendations for schools and educational policies.

Who is participating:

- **Coordinators:** Luís Catela Nunes, and Sílvia de Almeida (CICS.NOVA).
- **Team:** João Firmino, José Mesquita, Gonçalo Lima, Maria João Hortas (Institute of Geography and Spatial Planning of the University of Lisbon), Cristina Oliveira (Observatory for Migration the High Commission for Migration), César Morais (CICS.NOVA), Natália Barcelos (CICS.NOVA), Raquel Santana (CICS.NOVA), Miguel Feio (Community School Museums Project), and Bárbara Bäckström (CICS.NOVA).

Partners: CICS.NOVA, Institute of Geography and Spatial Planning of the University of Lisbon, Observatory for Migration the High Commission for Migration, and Community School Museums Project.

Funding organization: Associação EPIS - Empresários pela Inclusão Social.

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EVENTS HIGHLIGHTS

SEMINARS ON ECONOMICS OF EDUCATION



Summary: Throughout the whole year of 2021, the Nova SBE Economics of Education Knowledge Center has organized a series of internal seminars, which created the space for its members and invited participants to expose their ideas, debate their findings, and raise some questions on how to improve their research. During its 12 editions, our members were able to visit subjects ranging from the impact of peers on teacher score to the effects of student retention to an analysis of the School Health Programs, amongst many others.

PUBLISHED ARTICLES

ANGELO, CATARINA AND ANA BALCÃO REIS. 2021. GENDER GAPS IN DIFFERENT GRADING SYSTEMS. EDUCATION ECONOMICS 29 (1)



Abstract: This paper analyzes the impact of grading practices on the gender gap in student achievement. We examine the gender difference in the difference between teacher grading and scores on national exams to test whether there are gender differences associated with different grading systems. We use data on 21 subjects across humanities and sciences for students taking exams between the 4th and 12th grades from 2007 to 2018 in Portugal. Our results indicate that a grading system based on exams favors boys, while one based on teacher assessment favors girls.

[Read more](#)

ANA BALCÃO REIS, LUÍS CATELA NUNES, PEDRO FREITAS, GONÇALO LIMA AND DIOGO CONCEIÇÃO. 2021. ONLINE TEACHING AND LEARNING IN PORTUGAL DURING THE COVID-19 PANDEMIC: DIFFERENCES BETWEEN PUBLIC AND PRIVATE SCHOOLS. *THE SOCIAL OBSERVATORY OF "LA CAIXA" FOUNDATION*



Abstract: In Portugal, the covid-19 pandemic led to temporary school lockdowns and a generalized move to online teaching. This article uses data from a survey administered to teachers between March 2020 and January 2021 in three rounds of questionnaires. It shows that the pandemic affected public and private schools differently and led to increased inequalities in education, as many students did not have access to computers and the Internet. Over time, the situation improved, especially in private schools, where students are mostly from higher-income families. Overall, teachers were able to diversify their teaching and assessment methods. However, they believed that it would take a long time for students to recover from the learning losses, with public school teachers being more pessimistic. Nearly half of the public-school teachers surveyed believed that this recovery would take two terms or more, whereas over a third of private school teachers made this prediction. This data was collected before the second lockdown, which started in January 2021. Teachers' estimates for recovery time have likely increased since then.

[Read more](#)

LUÍS CATELA NUNES, ANA BALCÃO REIS, CARMO SEABRA, PEDRO FREITAS AND RODRIGO FERREIRA, PEDRO CARNEIRO. 2021. O IMPACTO DO PROFESSOR NAS APRENDIZAGENS DO ALUNO: ESTIMATIVAS PARA PORTUGAL. EDULOG - FUNDAÇÃO BELMIRO DE AZEVEDO



Abstract: This project aims to determine the impact that a teacher can have on the students' learning process, depending on their quality of teaching. To quantify the quality of the teacher, this research will resort to the Value Added of each one, more precisely, the average learning of their students which is normally computed through the evolution of the students' grades in two adjacent periods, before and after the student is exposed to this teacher's way of teaching. To do this, the research requires access to administrative microdata from students and teachers, which was only available in the USA and some developing countries. Nevertheless, there new databases were created for data in Portugal that link the teachers to each student in each school year, along with the results from the 4th, 6th, 9th, and 12th grades, allowing for these types of studies to be performed in Portugal.

[Read more](#)



MASTER THESES

- **Márcia Filipa Alves Serra.** *The Impact of Commuting on Higher Education Students' Academic Performance.*

Advisor: Ana Balcão Reis, Pedro Freitas

- **Luís Manuel Gomes Diogo Lopes Ribeiro.** *The Socioeconomic Gap Between Teacher and Test-Based Assessments.*

Advisors: Ana Balcão Reis, Maria do Carmo Seabra, Luís Catela Nunes

- **David Vieira Marques da Costa.** *A new measure of Ability Peer Effects: National Exams score vs. School GPA, evidence from Portugal.*

Advisors: Ana Balcão Reis, Maria do Carmo Seabra, Luís Catela Nunes

- **Diogo Henrique Nogueira Rebelo.** *Factors that influence students' secondary enrolment decisions in Portugal.*

Advisors: Ana Balcão Reis, Maria do Carmo Seabra, Luís Catela Nunes.

[Read more](#)

- **Miguel Estevinho Nunes.** *Regional Disparities in Socioeconomic Based Achievement Gaps.*

Advisors: Luís Catela Nunes, Pedro Freitas.

[Read more](#)

NEW WORKING PAPERS

SÍLVIA DE ALMEIDA, JOÃO FIRMINO, JOSÉ MESQUITA,
MARIA JOÃO HORTAS AND LUÍS CATELA NUNES.
2021. ACADEMIC PERFORMANCE AND TERRITORIAL
PATTERNS OF STUDENTS WITH AN IMMIGRANT
BACKGROUND IN THE LISBON METROPOLITAN AREA.
FEUNL WORKING PAPER SERIES NO. 638.



Abstract: This paper focuses on the territorial distribution of students with an immigrant background enrolled in the 3rd cycle of basic education in Portugal and on the differences in the academic performance of students enrolled in the last year of this cycle based on their birthplace and immigrant background when compared to their native peers in the Lisbon Metropolitan Area. These differences are examined by estimating several linear regression models using as dependent variable three performance indicators – student's results in the 9th-grade national exams in Maths and Portuguese Language subjects and a binary indicator of a successful academic record during the 3rd cycle. The observed results confirm the hypothesis that there are significant differences in the students' academic performance depending on their immigrant background and birthplace: (i) 2nd-generation and 1st-generation students perform worse than Native students; (ii) students from Brazil and PALOP countries have the most significant differences compared to students from Portugal. We also identify that a substantial part of these differences is already present at the end of the 2nd cycle of basic education. Furthermore, our results indicate that a considerable part of the differences is explained by factors inherent to the school and the class of the student, and not so much to the municipality, which might indicate the existence of some type of segregation experienced by these students, either at intra-municipality level (by the different schools) or intra-school level (by the different classes).

[Read more](#)

Nova SBE Environmental Economics Knowledge Center



The Nova SBE Environmental Economics Knowledge Center develops applied research and provides policy advice in environmental and natural resource economics.

MISSION

To produce high-quality, interdisciplinary research by fostering cooperation between natural and social scientists.

We focus on applied studies, developing knowledge and expertise in our fields to assist decision-making for sustainable development.

VISION

To be recognized as a leading European interdisciplinary research center in environmental and natural resource economics.

“Joining the Nova SBE Environmental Economics Knowledge Center was a major milestone in my career as a marine biologist. It reflected a recognition of the merits of the multidisciplinary scientific path I’ve been pursuing, which is also the focus of the applied research developed at the center.”

CARINA VIEIRA DA SILVA
Junior Researcher



For more information, please visit our website.

RESEARCH PROJECTS

MOZAMBES
Payments for mangrove ecosystem services in Mozambique



70% of Mozambicans depend on natural resources for their livelihoods. For poverty to decrease, growth must become more inclusive, and solutions that promote sustainable management of natural resources by rural communities must be found. Thus, rural poverty, community rights, and land management cannot be ignored for resource conservation. Sofala Province (SP) is especially vulnerable to extreme climatic events, holding of the most productive mangrove ecosystems in the country. This project aims to improve rural livelihoods of those highly-resource dependent and vulnerable communities by promoting sustainable management of urban/peri-urban mangrove ecosystems. By collaborating with local communities and NGOs and taking advantage of their experience in the field, we place rigorous research at the service of the local communities and authorities, accounting for the cultural and socioeconomic diversity of the region.

For sustainable development, we first estimate the economic value of mangrove Ecosystem Services and then implement a Payments for Ecosystem Services (PES) scheme at a selected site targeting natural resource conservation/restoration and socioeconomic goals. Multiple benefits are expected, not only on biodiversity, carbon sequestration, water quality but also by protecting human lives and assets against storms. Additional social benefits can also be obtained from improved rural cohesion, rural employment, and knowledge/skills transfer to local communities. By fostering human development locally, the PES is expected to increase income generation, gender equality, and food security, decreasing undernourishment and infant and child mortality. Thus, this project can be taken as a timely contribution to improve the quality of life of those populations and is expected to provide long-lasting beneficial outcomes.

Nova SBE team: Renato Rosa, Maria Antonieta Cunha e Sá, Carina Silva, and Catarina Frazão Santos.

Partners: Nova Information Management School, Calouste Gulbenkian Foundation, and Universidade Eduardo Mondlane.

Funding: FCT & Aga Khan.

NGANDU
The importance of shark populations and sustainable ocean use for human well-being in Cape Verde and São Tomé and Príncipe, West Africa



Marine biodiversity is under increasing menace at a global scale, primarily due to overfishing, pollution, and climate change. Sharks have a higher intrinsic risk of extinction than other fish. The spatial distribution of threatened shark species under World Conservation Union (IUCN) Red List criteria are clustered in five major global regions, Western Africa being one of them. Large pelagic sharks, including blue, mako, threshers, great whites, and hammerhead sharks, have declined more than 75% in the North Atlantic since 1986. Even though some smaller fisheries persist without associated declines, direct fishing mortality has driven these declines. Small island nations, like Cabo Verde (CV) and Sao Tome and Principe (STP), usually show high reliance on marine food resources (including sharks), and related changes may dictate severe impacts on the well-being of local human populations. Within this context, the NGANDU project entails Collaborative Research between 15 partners from academia, governmental agencies, and NGOs to understand how shark populations are being affected by human pressures in CV and STP and their importance as key-stone species for human communities well-being and subsistence. These topics of research will be investigated under the QOL concept, including food security and biodiversity. Concomitantly, NGANDU will promote/consolidate sustainable use/conservation (UN Sustainable Development Goal SGD 14), knowledge transfer and research capacity (SGDs 4,8,16) in both African countries.

Nova SBE team: Renato Rosa, Maria Antonieta Cunha e Sá, Carina Silva, and Catarina Frazão Santos.

Led by: Fciências.ID - Associação para a Investigação e Desenvolvimento de Ciências.

Partners: Universidade de Cabo Verde, BIOS, Direcção das Pescas, Fundação Príncipe, Universidade de São Tomé, Oikos - Cooperação e Desenvolvimento, CIBIO - Centro de Investigação em Biodiversidade e Recursos Genéticos, Universidade NOVA de Lisboa, Direcção Geral dos Recursos Marinhos, Mar Ambiente Pesca Artesanal (MARAPA), AIMM - Marine Environment Research Association, Direcção do Ambiente, University of Exeter, and Universidade Federal de Santa Catarina.

Funding: FCT & Aga Khan.

BLUEFORESTS
Seaforests for blue carbon - natural capital from nature-based solutions



BlueForests seek to advance science and test technological innovations to rebuild Portuguese marine forests and value their ecosystem services to build a sustainable blue economy based on resilient and abundant marine natural capitals. New technologies to restore Portuguese marine forests, including the models to reveal the best locations for seaforestation and novel planting techniques, will be developed, tested, and optimized. In addition, the contribution of Portuguese marine forests to blue carbon sequestration and thus climate mitigation will also be quantified as well as the economic value of the ecosystem services delivered by them.

The main task of the Nova SBE Environmental Economics Knowledge Center is to estimate the economic value of ecosystem services provided by seaforests to inform cost-benefit analysis for policy purposes.

Nova SBE team: Renato Rosa, Maria Antonieta Cunha e Sá, Carina Silva, and Ana Rodrigues.

Led by: Centro de Ciências do Mar (CMAR).

Partners: Colab +Atlantic, SINTEF, Casulo, Centro Interdisciplinar de Investigação Marinha e Ambiental (CIIMAR), and Wavec.

Funding: EEA Grants.



CONSULTING PROJECTS

THE BLUE ECONOMY IN THE MUNICIPALITY OF CASCAIS



The main goal of this project is to create a methodology to quantify the Blue Economy in Cascais municipality that may be replicated in other municipalities in the country in the future.

Nova SBE team: Carina Vieira da Silva, Margarida Ortigão, Antonieta Cunha-e-Sá, Renato Rosa, João Seixo, Ana Faria, Pedro Estorninho, Ana Rodrigues, and Maria Carolina Martinho.

Funding: Cascais Municipality.

FROM MADE IN TO CREATED IN: A NEW PARADIGM FOR THE PORTUGUESE ECONOMY
Chapter 7: Contributions for a National Ocean Strategy



The study *Do made in ao created in: um novo paradigma para a economia portuguesa* identifies obstacles and opportunities and aims to contribute to the definition of public policies that promote structural change in the Portuguese economy, making knowledge, qualifications, and innovation as pivotal elements for a new development model: the created-in model. The study was organized in seven areas: Economic Environment, Scientific and Technological System, Qualifications and Labour Market, SMEs and Productivity, Territory and Infrastructures, Foreign Direct Investment and Global Value Chains, and National Strategy for the Sea. The Nova SBE Environmental Economics Knowledge Center team was responsible for chapter 7: Contributions for a National Ocean Strategy, which presents an overview of the performance of the blue economy sectors, assesses the environmental status of the national ocean, discusses the state of development and implementation of Maritime Space Planning (OEM) in Portugal, and finally, it identifies gaps in scientific and established knowledge in order to contribute to the development of a sustainable policy for the ocean.

Nova SBE team: Maria Antonieta Cunha e Sá, Carina Silva, Renato Rosa, Flora Marchioro, Catarina Frazão Santos, and Til Dietrich.

Funding: Fundação Francisco Manuel dos Santos.

WORKING PROJECTS

SARDINHA2020
An Ecosystem approach to sardine fisheries management



This project combines the efforts of a large group of scientists with the final aim of delivering a management plan for the Portuguese purse-seiner fishery. The Nova SBE Environmental Economics Knowledge Center team will develop a bioeconomic model for this fleet. Building upon the project's results, the model will account for interactions between species and environmental impacts on targeted fish stocks. The project will thus contribute to integrate economics into fishery policy advice and foster an ecosystem approach to fisheries management.

Nova SBE team: Renato Rosa, and Gonalo Arajo.

Partner: IPMA.

Funding: MAR 2020.

MARES
Changing uses and values of marine ecosystem services in the Norwegian Arctic



Worldwide marine and coastal ecosystem services are under increasing pressure from competing human-uses, such as aquaculture, maritime transport, renewable energy supply, conservation, fishing, and recreation. This interdisciplinary project rooted in economics, with contributions from natural and other social sciences, aims to investigate how global changes in climate and human activities affect the relevance and provision of ecosystem services (ES), spatially and across groups of people. Illustrative examples from the north of Norway and Portugal's northwestern and southern coasts are considered. In particular, the project focuses on two case studies, covering sectors of economic importance: marine fishing tourism and oil spills. Based on the results from these comparative studies, this project wants to contribute to improving policy design regarding marine ES both at the Norwegian and EU levels, where expectations regarding blue growth and the marine bio-economy are high.

Nova SBE team: Carina Vieira da Silva, Antonieta Cunha e Sá, Margarida Ortigão, Renato Rosa, Gonalo Arajo, and Lus Catela Nunes

Partners: University of Tromsø, University of Stavanger, Norwegian University of Life Sciences, and UiT The Arctic University of Norway.

Funding: Research Council of Norway, and FCT.

OPTIMUS PRIME
Optimal Greening of Irrigated Farmland to achieve
a Prime Environment



The project aims to quantify the ecosystem services provided by irrigated croplands to ecological focus areas (EFA) such as field margins, hedges, trees, fallow land, landscape features, biotopes, buffer strips, and afforested areas, and the habitat configurations serving the maximum capacity of services. The project will also simulate water and habitat delivery of biodiversity services for different climate change scenarios and agriculture storylines in the future. Economic costs and agro-policy environmental trade-offs will be analyzed, and an EFA calculator produced at the farm level. The project develops over two case studies, collects information in situ and remotely, and the results will receive input and testing from the farmers during the project lifespan.

Nova SBE team: Renato Rosa, and João Pato.

Partners: Faculdade de Ciências da Universidade de Lisboa, Agrotejo - União agrícola do norte do Vale do Tejo, and Associação de regantes e beneficiários do vale do Sorraia.

Funding: FCT.

ASEBIO
Assessment of the Ecosystem Services, Biodiversity
and Well-Being in Portugal



This project aims to assess the provision of ecosystem services under different policy scenarios affecting land cover change for Portugal. ASEBIO innovative approach is of great interest for the Institute for the Conservation of Nature and Forests (ICNF) mission by contributing to the achievement of target 2 of the European Union Strategy on Biodiversity 2020 – Maintain and restore ecosystems and their services. ASEBIO will support ICNF call for action on mapping and assess the state of ecosystems and their services in national territory, assess the economic value of such services, and promote the integration of these values into accounting and reporting systems. These should also contribute to relevant targets of National Biodiversity, National Strategy, and several sustainable targets of UN Agenda on Sustainable development 2030.

The role of Nova SBE Environmental Economics Knowledge Center is to develop a spatially explicit approach to estimate the costs of land-cover changes on ecosystem services for policy purposes.

Nova SBE team: Carina Silva, Maria Antonieta Cunha e Sá, Luis Catela Nunes, Vladimir Otrachshenko, João Seixo, and Jeffrey Peart.

Led by: Nova Information Management School.

Funding: FCT.

IREC
Innovation on Recycling (In cooperation with the
Nova SBE Sustainability Hub)



The collection and adequate treatment of disposable beverage containers and their valorization through recycling is a fundamental component of waste management, contributing to the pursuit of a Green Economy. Besides reducing the transportation of these residues to waterways and the environmental challenges this entails, recycling can also prevent them from being deposited at landfills, preventing air, soil, and water pollution. Additionally, the use of recycled materials in production benefits in terms of lower production costs, energy savings, and emissions and contributes to an economy based on circularity principles.

iREC will address the challenges mentioned above through an innovative approach to the management of single-use containers, bringing together, towards that end, an experienced team of retailers, collection services, research centers, and companies in the waste sector.

Nova SBE team: Renato Rosa, Maria Antonieta Cunha e Sá, Margarida Ortigão, Luis Veiga Martins, Carina Silva, and Ana Rodrigues.

Led by: Cascais Ambiente.

Funding: Mecanismo Financeiro do Espaço Económico Europeu (MFEEE/EEA-Grants), and Programa Ambiente.

LANDUSE
Land Use Change in the Urban-Rural-Forest
Interface: A Portuguese Case Study



The loss of land to development at the urban-rural/ forest interface is of particular concern to policymakers, as the irreversibility that it entails threatens the ecological and socioeconomic value of agricultural and forestlands. This project aims to model private agents’ decisions about whether and when to convert their lands either to reversible or irreversible uses for policy purposes based on an empirical application to a Portuguese study site. Additionally, policy implications will be derived based on scenario analysis, reflecting policy-relevant contexts associated with changes in the regulatory context.

Nova SBE team: Maria Antonieta Cunha e Sá, Sofia Franco, Luis Catela Nunes, Carina Silva, Renato Rosa, João Pato, David Drape, Zheng Hou, and Berfu Güley Gören Soares.

Partner: Nova Information Management School.

Funding: FCT.

OCEANPLAN
Marine spatial planning under global climate change



OceanPlan investigates how marine spatial planning (MSP) can both be affected by and adapt to global climate change. MSP is being developed and implemented worldwide as a way to foster sustainability in ocean management and use. On top of the many challenges MSP already faces (political, socioeconomic, environmental), it will need to deal with a changing climate in the near future. Properly incorporating climate change into the MSP framework will allow for better preparedness, improved response capacity, and, ultimately, a reduced vulnerability of marine socio-ecological systems.

Nova SBE team: Catarina Frazão Santos, Renato Rosa, Maria Antonieta Cunha e Sá, and Carina Silva.

Led by: Marine and Environmental Sciences Centre.

Partners: Fundação Gaspar Frutuoso (Universidade dos Açores).

Funding: FCT.

VALPRAD
Ecological importance, economic valuation, and conservation of seagrass meadows in the Sado Estuary



This project aims to investigate the ecological importance and estimate the economic value of seagrass meadows in the Sado Estuary for conservation purposes. The Nova SBE Environmental Knowledge Center will lead the economic valuations tasks.

Nova SBE team: Catarina Frazão Santos, Carina Silva, and Flora Marchioro.

Funding: Programa Operacional MAR 2020.

EDUCATION

OCEANSCHOOL



Human capital is crucial for the successful development of a sustainable blue economy. Currently, though, there is a lack of education programs in economics devoted to that topic. The OceanSchool fulfills that gap by developing an innovative course stream in blue growth for master’s students at NovaSBE and NHH. To that end, OceanSchool put together a multidisciplinary team of Environmental and Resource economists from those Schools and experienced natural scientists and practitioners from recognized non-academic institutions, such as IPMA. By explicitly integrating knowledge from complementary fields, the OceanSchool will provide students from both Schools with an innovative experience where research on timely real-world challenges and more traditional learning goals are integrated.

Building upon the extant master's programs offered by the two Schools, mandatory course units will be revised to provide students with the adequate background in Blue Growth from an economics perspective. Besides the mandatory coursework, OceanSchool is founded on two central pillars. The first is a Field Lab, which serves as an integrative platform of applied research projects to be developed by students under the co-supervision of experienced researchers and practitioners of the consortium institutions. This is particularly relevant, as it will allow students to consolidate knowledge on specific topics of Blue Growth while also producing new studies on relevant policy questions for both Portugal and Norway. The second pillar is a summer intensive course taking place at Nova SBE and NHH. By benefiting from the participation of natural scientists and practitioners, the summer course curricula will focus on applied blue growth challenges.

OceanSchool was thus designed to endow students with the necessary competence and skills to develop economic and public policy analysis on maritime themes, delivering the first specialized breed of economists and practitioners on Blue Growth in Portugal.

Nova SBE team: Maria Antonieta Cunha e Sá, Carina Silva, Renato Rosa, Catarina Frazão Santos e Ana Rodrigues.

Partners: Instituto Português do Mar e da Atmosfera (IPMA), and Norwegian School of Economics |(NHH).

Funding: Mecanismo Financeiro do Espaço Económico Europeu (MFEEE/EEA-Grants)

HIGHLIGHTS

PUBLISHED ARTICLES



Mbanze, A. A., Vieira da Silva, C., Ribeiro, N. S., & Santos, J. L. (2021). Participation in illegal harvesting of natural resources and the perceived costs and benefits of living within a protected area. *Ecological Economics*, 179, [106825].

[Read more](#)



Campos, F. S., David, J., Lourenço-de-Moraes, R., Rodrigues, P., Silva, B., Vieira da Silva, C., & Cabral, P. (2021). The economic and ecological benefits of saving ecosystems to protect services. *Journal of Cleaner Production*, 311, 1-11. [127551].

[Read more](#)



Vieira Da Silva, C., Ortigão, M., Willaert, T., Rosa, R., Nunes, L. C., & Cunha-e-Sá, M. A. (2021). Participatory Geographic Information Systems (PGIS): alternative approaches to identify potential conflicts and positional accuracy in marine and coastal ecosystem services. *Marine Policy*, 131, 104650. [104650].

[Read more](#)



MASTER THESES



The impact of fiscal incentives on electric vehicle adoption in Europe: a dynamic approach.

Student: Flora Marchioro

Professor Supervisor: Maria Antonieta Cunha e Sá



Why does sub-saharan africa struggle to implement a solid waste management system? A case study in Ghana

Student: Beatriz Barbosa

Professor Supervisor: Maria Antonieta Cunha e Sá



The economic value of Land-based ecosystem services in Portugal.

Student: João Seixo

Professor Supervisor: Maria Antonieta Cunha e Sá and Carina Silva



Is the Portuguese battery electric vehicles subsidy program encouraging the “right” consumers?

Student: Guilherme Granja

Professor Supervisor: Maria Antonieta Cunha e Sá

When the trees have no voice: meta-analytic benefit transfer of forest values.

Student: Jeffrey Ronald Peart

Professor Supervisor: Maria Antonieta Cunha e Sá



Vulnerability to energy poverty in Portugal: determinants and regional differences

Student: Til Dietrich

Professor Supervisor: Maria Antonieta Cunha e Sá

Nova SBE Finance Knowledge Center



The goal of the Nova SBE Finance Knowledge Center is to develop and disseminate state-of-the-art research and education graduate programs in Finance. Working closely with faculty, students, Alumni and corporate partners, we develop applied research, organize events and help to prepare students to face the future challenges of the finance industry. In many of our academic programs and events, student participation is highly encouraged, allowing for a stronger engagement with our community and providing students with the opportunity to learn from invited renowned speakers. In addition, partnerships with our clients allow for the development of several activities such as Work Projects (that connect students to real-life challenges with the support of an assigned Finance Professor), Academic Conferences, Lectures, and Seminars (that bring relevant players together – industry, students, faculty).

As part of its mission to promote high-quality initiatives for PhD and Master’s students, the Nova SBE Finance Knowledge Center organizes the PhD Pitch Perfect and PhD Final Countdown events.

“I certainly recommend Final Countdown to all PhD students in their final year of studies. This is a smart form of a PhD conference, which allows to get feedback from coaches representing different fields.”

DMITRY CHEBOTAREV
INSEAD

For more information, please visit our website.

WORKING PROJECTS

DECODING THE QUALITY FACTOR



The client of this project is a major Asset Management player in Portugal, namely in listed equities portfolios (the project will not address private markets such as private equity and venture capital) and in the institutional management of long UCITS funds in several geographies. The main goal of the work project is to help the Client understand the key drivers in quality companies and how to best capture quality-based returns and their correlation/conflict with ESG factors. The students are particularly focusing on understanding the main dynamics in a quality investing approach. For example, they analyze whether the quality factor premium is better rewarded in specific industries/ sectors or how the quality factor return premium varies over time with different macroeconomic conditions. Further, they investigate whether quality works best in combination with some specific factors, such as momentum, value etc. Last but not least, the students will analyze how quality relates to ESG exposure. Interesting questions in this dimension are: is it possible to find a high-quality company with a low ESG assessment? How can one integrate ESG factors in a more systematic style/factor investing approach?

Who is participating:

Coordinator: Giorgio Ottonello.
Partner: BPI

CENTRAL BANK DIGITAL CURRENCY



CBDC initiatives are currently ongoing on major Central Banks across the world, with different degrees of maturity and ambition. The ECB is developing the concept of a Digital Euro, aiming to guarantee that citizens in the euro area can maintain costless access to a simple, universally accepted, safe, and trusted means of payment. The main goal of the work project is to help the client understand the impact of Central Bank Digital Currencies (CBDC), in particular of the Digital Euro, in its retail banking services.

Who is participating:

Coordinator: Afonso Eça.
Partner: BPI.



EDUCATION

PROGRAMMING ACADEMY WITH NOVO BANCO
(PROFESSOR PEDRO SOUTO)



Short-Description: Throughout the academy, students will become familiar with industry-grade knowledge in fundamental concepts and tools of Programming, Python, Machine Learning, and Data Analytics that are used in practice today. Moreover, using effective programming and data-driven tools to solve a real-world problem, students will correctly frame problems within their domain of expertise into a Data Science problem and understand all the steps of the lifecycle of a Data Science project.

Short-Bio: Besides having experience at doing Project Management for Artificial Intelligence, Digital Transformation, and Data Science, Pedro has a Bachelor's in Economics, Master's in Finance (Nova SBE), and a Master's in Computer Engineering (IST). Additionally, he has been teaching, as invited Professor, Advanced Financial Modelling, Programming for Business, Financial Market Trading, High-Frequency Trading, and he is a Researcher at INESQ-ID (as PhD Computer Science Candidate). Professional-wise, he has worked as Senior AI & Data Engineer, High-Frequency Algorithmic Trader & Developer and Technology Strategy & Advisory Senior Consultant.

EVENTS

JULY 2021: FINANCE FORUM NOVA SBE – AEFIN

Nova SBE hosted the 28th Finance Forum, the Annual Meeting of the Spanish Finance Association (AEFIN). The Finance Forum and the PhD Mentoring Day invited submissions in all areas of Financial Economics research, such as (but not limited to): Asset Valuation, Banking, Behavioral Finance, Corporate Finance, Corporate Governance, Derivatives, Fixed Income, International Finance, Market Microstructure, Risk Analysis, Regulation, and Portfolio Management.

OCTOBER 2021: NOVA SBE - BPI CONFERENCE ON CORPORATE BANKRUPTCY AND RESTRUCTURING



In cooperation with BPI, Nova SBE Finance Knowledge Center organized an academic conference on corporate bankruptcy and restructuring. The conference's main objective was to present and discuss recent advances in academic research on bankruptcy-related topics. The conference hosted a limited number of paper presentations with designated discussants and ample time for discussion and interaction. There was also a Panel discussion on COVID-19.

NOVEMBER 2021: NA SBE - GAM INVESTMENTS SEMINAR: THE NEW INVESTMENT PARADIGMS



Presentations and discussions geared towards shaping market views on topics like the new regulatory environment in China, how inflation is becoming the dominant economic story and how the transition towards a carbon-neutral economy could have a fairly direct impact on central banks, portfolio managers' decisions and the world.

HIGHLIGHTS

PUBLISHED ARTICLES

Barroso, P., Boons, M., & Karehnke, P. (2021). Time-varying state variable risk premia in the ICAPM. *Journal of Financial Economics*, 139(2), 428-451.
[Read more](#)



Silva, R. C. (2021). Internal labor markets, wage convergence, and investment. *Journal of Financial and Quantitative Analysis*, 56(4), 1192-1227.
[Read more](#)

Beck, T., Da-Rocha-Lopes, S., & Silva, A. F. (2021). Sharing the pain? Credit supply and real effects of bank bail-ins. *Review of Financial Studies*, 34(4), 1747-1788.
[Read more](#)

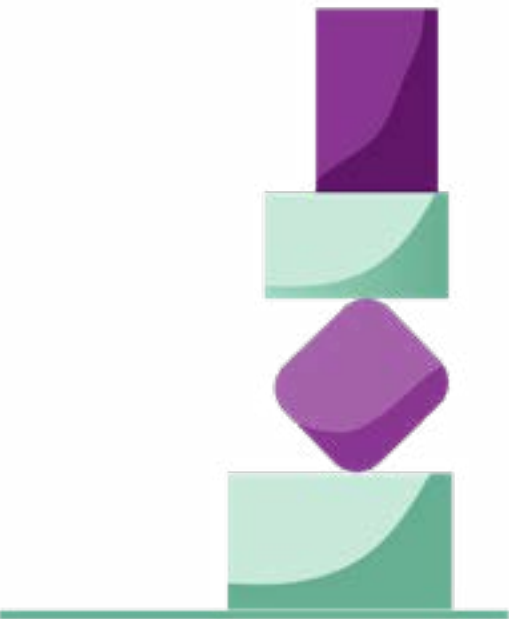
NEW WORKING PAPERS



Custodio, C., Ferreira, M. A., Garcia-Appendini, E. and Lam, A. (2021). **Economic Impact of Climate Change.**
[Read more](#)

Abstract
We estimate the economic impact of climate change by exploiting variation in local temperature across suppliers of the same client. We find that suppliers experiencing a 1°C increase in average daily temperature decrease their sales by 2%. The effect is more pronounced among suppliers in manufacturing and heat-sensitive industries, which is consistent with lower labor productivity and supply when temperatures are higher. In addition, financially constrained suppliers are more affected due to their lack of financial flexibility to adapt to changes in temperatures. We also find that extremely hot and cold weather episodes lead to large drops in sales.

Keywords: Climate change, Climate finance, Economic costs, Firm sales, Production networks, Productivity, Financial constraints.





Eca, A., Ferreira, M. A., Porras Prado, M. and Rizzo, A. E. (2021). The Real Effects of FinTech Lending on SMEs: Evidence from Loan Applications.
[Read more](#)

Abstract
We show that FinTech lending affects credit markets and real economic activity using a unique data set of a Peer-to-Business platform for which we have the universe of loan applications and loans granted. We find that FinTech serves the same segment of high quality and creditworthy small businesses as banks. Firms use FinTech loans to reduce bank dependence, especially from less liquid banks. We find that firms that access FinTech lending increase assets, employment, and sales relative to firms that get their loan application rejected. In addition, we find that firms increase leverage as they substitute long-term bank debt with long-term FinTech debt and short-term bank debt. Our findings suggest that FinTech lending reduces financing constraints and spurs investment and firm growth.

Keywords: FinTech, SMEs, Peer-to-Business lending, Small business lending.



Ferreira, M. A., Lopes, M. C., Queiro, F. and Reis, H. (2019). Which Entrepreneurs are Financially Constrained?
[Read more](#)

Abstract
We study what type of entrepreneurs are affected by financial constraints by exploiting age-based discontinuities in the amount of funding available through a public program for unemployed workers. Our sample links administrative data on 2.1 million eligible workers to the firms they create, spanning a wide range of skills, sectors, and outcomes. We find that access to funding increases the rate of entrepreneurship. The effect is stronger for entrepreneurs who incorporate their business, especially those in the top decile of the wage distribution before unemployment. Among incorporated entrepreneurs, the effect is strongest in the information and communication sector, followed by manufacturing. In terms of ex-post outcomes, we find that the effect is more pronounced for businesses in the upper half of the size, growth, and profitability distributions. Our findings suggest that financial constraints hamper growth-oriented entrepreneurship.

Keywords: Entrepreneurship, Unemployment insurance, Financial constraints, and Incorporated firms.



Bermejo, V. J., Ferreira, M. A., Wolfenzon, D, Zambrana, (2020). Entrepreneurship and Regional Windfall Gains: Evidence from the Spanish Christmas Lottery.
[Read more](#)

Abstract
We estimate the effect of transitory shocks to local income on entrepreneurship using regional windfall gains arising from the Spanish Christmas Lottery. This lottery provides a unique setting as prizes are geographically concentrated and distributed among thousands of households. We find that transitory increases in income lead to higher firm and job creation. The entrepreneurial response is more pronounced in recessions, in regions with poorer access to finance and less economically developed regions. Firms created in winning provinces are larger and more profitable and are likely to survive longer. These results suggest that place-based money transfers have long-lasting effects on the corporate sector.

Keywords: Entrepreneurship, Firm Creation, Disposable Income, Regional Development, Place-Based Policy, and Business Cycle.



Pranav, D. Biased Regulations: Evidence from Patent Examiners
Abstract
Are regulators biased? I show that in-group biases affect patent grant decisions, using a novel hand-collected biographical dataset on examiners at the United States Patent and Trademark Office. I find that examiners are more likely to grant patents to inventors from their racial group or gender than to other applicants. I exploit the random assignment of examiners to applicants, ensuring that differences in the quality of applications cannot explain the results. The effects are more pronounced when group membership is salient, such as in periods of high racial conflict and for examiners from Jim Crow Law states. Biased examiner decisions lower the quality of patents startup formation and firms’ likelihood of raising venture capital and going public. In sum, these findings suggest that biases of individual regulators might distort the allocation of economically important property rights such as patents.



Butler, A. W., Demirci, I., Gurun, U. G., Tellez, Y. (2021). Hand to Mouth: Financial Stress and Food Insecurity
[Read more](#)

Abstract
We link consumer credit bureau data to data on household demographics and consumption choices. We show that financial stress not only changes how and where consumers shop but also affects the types and quality of food they buy. Consumers exhibit a dramatic shift toward purchasing cheap, high-calorie foods during times of high financial stress, which we interpret as a manifestation of food insecurity. Households that are distant from a food bank and families with children are especially sensitive and respond more sharply to financial stress. Our results offer policy implications for targeted interventions.



OTHER PROJECTS

FINANCE TALKS

Monthly seminars are organized for students within a partnership between the Nova SBE Finance Knowledge Center and Nova Investment Club. Speakers are invited following a survey amongst students about the subjects that would be of greater interest to them.

FINANCE SEMINARS

Hosted weekly for Faculty and PhD students; external speakers are invited to present a paper, and a whole day schedule is set up with various one-to-one meetings with the Finance Faculty.

Nova SBE Health Economics & Management Knowledge Center



The Nova SBE Health Economics & Management Knowledge Center research is conceptual (theory) or data-driven, and it aims to provide answers that can be integrated into public policy and used by the health care sector. They wish for a society that ensures healthy lives and promotes well-being for all ages.

MISSION
Their mission is to help people live longer and better lives.

“The Nova SBE Health Economics & Management Knowledge Center is an interdisciplinary group composed of researchers from different health and health services areas. Together we produce high-level research, crucial to inform public policy at the national and international level. This center not only provided me with tireless support during the PhD but also gave me the opportunity to engage in new and challenging projects, always with a great team spirit.”

SARA ALMEIDA
PhD Student in Economics and Finance



For more information, please visit our website.

RESEARCH PROJECTS

DETECT: HEALTH ECONOMICS ANALYSIS IN PEDIATRIC ICU



The economic burden among carers of children who had a critical deterioration at a tertiary children’s hospital is a consequence of several factors, including the financial and economic impact associated with the admission, from direct out-of-pocket expenditures and indirect costs reflecting productivity losses. The work aims at determining the economic burden imposed on families caring for hospitalized children that experience critical deterioration events, using a quantitative approach. The results show that among missed workdays, travels, and admission costs, expenditures amount on average £166 per week, adding to weekly productivity losses, for working carers, of £195. The overall impact on carers remains high and imposes a substantial financial burden moreover, productivity losses imply a subsequent cost to society. Interventions aiming at reducing emergency critical care admissions or their length can be crucial to further contribute to reducing this burden.

Who is participating:
Researchers: Eduardo Costa, Céu Mateus¹, Enitan D Carrol², Gerri Sefton², Bernie Carter³, Sarah Siner², Dawn Jones², Leah Evans², Jenny Preston², Jason Dean², Michael Barnes², Caroline Lambert², and Bruce Hollingsworth¹.

¹Lancaster University, UK; ²Alder Hey Children’s NHS Foundation Trust, Liverpool, UK; ³Edge Hill University, and Ormskirk, UK.

MEASURING PSYCHOLOGICAL SAFETY IN THE EMERGENCY ROOM



Psychological safety means an absence of interpersonal fear. When psychological safety is present, people are able to speak up with work-relevant content. For many people during the pandemic, the explicitness of the physical lack of safety has been experienced as a shared fear, which has allowed them to be more open and intimate and more able to voice their thoughts and concerns with colleagues. This work measured the psychological safety in the emergency room, applying a descriptive, correlational study using a cross-sectional survey methodology. The collected data show very interesting comparisons between the public and private healthcare professionals, also allowing an analysis by gender and specific profession. This study identifies the level of teamwork psychological safety and provides basic data for the development of a psychological safety enhancement program for ER teams after COVID-19.

Who is participating:
Coordinators: Filipa Breia da Fonseca.
Researchers: Ana Prado¹, Hugo Vizinha Silva², Patrícia Jorge³, and Patricia Soares⁴

¹CCIO Lusíadas Saúde; ²GFBB; ³NLP Executive Coaching, and ⁴NOVA University Lisbon.



EUROPEAN COVID SURVEY (ECOS)



ECOS project investigates the concerns and attitudes of people in the corona pandemic, for example, how the population is dealing with the threat of the coronavirus and to what extent they follow political decisions such as the ban on contact and willingness to vaccinate.

More than 7,000 people in 7 European countries are surveyed every two months, making the study extremely representative. The aim is to measure the attitudes and concerns of people in Europe about the course of the pandemic. One focus is the topic of vaccination. About half of the respondents have already taken part several times. Some of the questions always remain the same and thus reflect changes over time. In addition, new questions are added that pick up on current events. In the meantime, eight survey waves have taken place; in the last survey in July, Spain was added as a further country. Thus, the number of respondents increased to 8,000.

Full result analysis, including evolution over several survey waves. [Read more](#)

Partners: ECOS is a joint project of the Nova SBE (Portugal), Bocconi University (Italy), Erasmus University Rotterdam (Netherlands), and the University of Hamburg (with funding from the Excellence Strategy) and receives funding from the German Research Foundation.

CHALLENGES AND OPPORTUNITIES OF THE PORTUGUESE HEALTH SYSTEM



The Portuguese health system ensures the provision of healthcare to its population through a network of public hospitals and primary care centers complemented by private healthcare providers and a long-term care network. Overall, compared to other countries, the health care system seems to perform relatively well in terms of quality delivered and financial indicators. However, significant challenges persist, particularly within the National Health Service. Still, several reforms have been implemented over the last decades to modernize the health system and contribute to its financial sustainability. In fact, Portugal has a relatively old and unhealthy population, leading to a high prevalence of chronic diseases and an increasing burden associated with aging. It is expected that these effects will generate additional pressure in an already-constrained health system. Furthermore, the modest economic growth recorded over the last years and the related financial constraints have limited the capacity of the health system to meet the increasing demand. Surgical waiting lists, excess demand for long-term care, and patients with unassigned GPs are some of the signs of a pressured health system. Some of these historical problems have been amplified by the Covid-19 pandemic, which disrupted healthcare provision. This work provides a discussion on the main challenges faced by the Portuguese Health System and provides an analysis of the main opportunities that should be pursued.

Who is participating:
Researchers: Vincenzo Atella¹, and Eduardo Costa.

¹University of Rome "Tor Vergata".

CONSULTING PROJECTS

VALORIZAÇÃO DO DESEMPENHO DO FARMACÊUTICO HOSPITALAR [VALUATION OF HOSPITAL PHARMACY ACTIVITIES]



Hospital pharmacies play a decisive role in the quality of health services, managing the second-largest budget item in hospitals. In addition, their activity impacts the general population, given the effects of their actions on health costs, and their responsibilities have evolved over the past six decades with considerable expansion in the range of activities performed, moving from medicine-centered to patient results-oriented. The results show that the review/validation and reconciliation of treatment, the education of the prescribing physician, participation in medical visits, the evaluation of therapeutic alternatives, and the monitoring/pharmacovigilance of the use of (new) drugs, among other interventions, prevent medication errors, promote treatment adherence and ensure direct savings in purchasing drugs.

Who is participating:
Team: João Marques Gomes, Judite Gonçalves, Vera Gouveia Barros¹, and Gláucia Possas Motta.

¹Consultant, Unidade Técnica de Avaliação de Impacto Legislativo.

Partners: Associação Portuguesa de Farmacêuticos Hospitalares.

Funding organization: Ordem dos Farmacêuticos
[Read more](#)

HEALTHTECH CITY SANTARÉM



The team analyzed the development of a health and technology cluster as an infrastructure to bring together major sector players, including SMEs, universities, suppliers, and healthcare units. The study clearly defined the value chain, identifying several partners of interest and their significant contributions. As a result, it was possible to predict outcomes in the topics of qualified workers retention, development of sustainable and scalable solutions, development of the region and its impact, and general healthcare improvement. Overall, the project designed a highly innovative model focused on innovation, research, and development of solutions, presenting high-ranking predictable impact and added value to the health sector.

Who is participating:
Project Team: Eduardo Costa, Pedro Pita Barros, Diogo Nogueira Leite¹, Vitor Leitão, Filipa Fonseca, and Céu Mateus²

¹Faculdade de Medicina da Universidade do Porto, and ²Lancaster University, UK.



EDUCATION

HIV360



With growing understanding and healthcare access to HIV patients, care is now focused on survival and quality of life. Likewise, best practices for measuring the success of routine HIV care must also include data on patient-reported quality of life. The work involved a vast international team, and resources will be available for free on HIV360 ([Read More](#)). We are hoping this community can be ever-growing, connecting providers and advocacy groups to ultimately build a meaningful use and comparison of outcomes for all patients.

Who is participating:
Project team: João Marques-Gomes, Matthew J. Salt¹, Rita Pereira-Neto², Franca S. Barteldes, and Vera Gouveia-Barros¹

¹JPMG, Paris, France; ²Nova Medical School, and NOVA University Lisbon.

Funding organization: Gilead Sciences.
[Read More](#)

- Teaching, Eduardo Costa, Health Systems Sustainability for Nova SBE Executive & Business Transformation.
- Teaching, Filipa Breia Fonseca, Operations Management in Healthcare for Nova SBE Executive & Business Transformation.
- Teaching, Filipa Breia Fonseca, Organizational Safety in Healthcare Systems for Nova SBE Executive & Business Transformation.
- Teaching, Filipa Fonseca, Scientific coordination of Healthcare Management, Postgraduate Course, Nova SBE Executive & Business Transformation.
- Teaching, Filipa Fonseca, Managing Healthcare Deliver, Executive Program Roche Farmacêutica, Nova SBE Executive & Business Transformation.
- Teaching (Nova SBE Executive & Business Transformation), Judite Gonçalves, Health systems (lecturer), Global MBA, King Faisal University.

EVENTS

- **National Conference of the Portuguese Health Economics Association**
Judite Gonçalves - Head of scientific committee
Eduardo Costa – Chair of the organizing committee
Bernardo Forbes da Costa – Volunteer
- **EuHEA Seminar Series (2021/2022)**
Pedro Pita Barros – Co-chair of the scientific committee
- **Monthly Research Meetings**
Together with Escola Nacional de Saúde Pública and Nova Medical School, our Knowledge Center monthly organizes multidisciplinary research meetings.

HIGHLIGHTS

PUBLISHED ARTICLES



(Book chapter) Pedro Pita Barros, Eduardo Costa. "The economic impact of Human Resources in health systems". In Gilles Dussault, Inês Fronteira and James Buchan (eds.) *Rethinking Human Resources for Health: on the edge of the post-modern era* (pp. 87-102). Almedina (2021). ISBN: 978-97-2408-941-6



(Paper) Judite Gonçalves, Francisco von Hafe, Luís Filipe. *Formal home care use and spousal health outcomes. Social Science & Medicine* 287 (2021). doi: 10.1016/j.socscimed.2021.114373

Authors from outside Nova SBE:
Francisco vonHafe - Value for Health CoLAB, Comprehensive Health Research Centre (CHRC), NOVA Medical School.
Luís Filipe - Division of Health Research, Lancaster University



(Book chapter) Eduardo Costa, Rita Santos, Pedro Pita Barros. "The Financial Sustainability of the Portuguese NHS". In Badi H Baltagi and Francesco Moscone (eds.) *The Sustainability of Health Care Systems in Europe (Contributions to Economic Analysis, Vol 295)*. Emerald Publishing Limited, pp. 209-229. (2021)

ISBN: 978-1-83909-499-6

Authors from outside Nova SBE:
Rita Santos - School of Business and Management, Queen Mary, University of London, UK

MASTER THESES



From product supplier to integral partner for resilient health system development —Designing a meaningful business model and approach towards governments in the wake of the COVID-19 pandemic
—Business Project for Siemens Healthineers.
• Students: Csaba Péterfi, Csilla Anna Dóka, Julia Marcella Schock, Péter Wrhovina, and Stine Hagen Saetre. CEMS Master’s in International Management, Nova SBE.
• Advisor from the Knowledge Center: Judite Gonçalves



How does lab automation facilitate testing for SARS-CoV-2?
• Student: Federico Sangalli
• Advisor from Knowledge Center: Judite Gonçalves



An exploration of the attitudes and views of physicians on the use of video consultations
• Advisor from Knowledge Center: Filipa Breia Fonseca



Health care: what is ahead of us?
• Student: Maria Margarida Menezes
• Advisor from Knowledge Center: João Marques Gomes



Outcomes in HIV Patients. What matters.

- Student: Franca Sophie Barteldes
- Advisor from Knowledge Center: João Marques Gomes



Roadmap to Generalize Home Hospitalization Across The Portuguese National Health Service

- Student: Vitor Leitão
- Advisor from Knowledge Center: Pedro Pita Barros



Did Foreign aid help developing countries response to COVID-19?

- Student: Alice Carvalho
- Advisor from Knowledge Center: Pedro Pita Barros



Behavioural Insights on COVID-19 in Portugal: An Analysis of the Determinants of the Probability of Perceiving a High Risk Regarding the New Coronavirus

- Student: Diogo Conceição
- Advisor from Knowledge Center: Pedro Pita Barros



Population Ageing and the growth in Health Care Expenditures : A Steepening Study for the Portuguese Case

- Student: Joana Mansinho



• Advisor from Knowledge Center: Pedro Pita Barros

The Impact of Social Health Determinants on Health Expenditure

- Student: Vincenz Zinsinger
- Advisor from Knowledge Center: Pedro Pita Barros



Motherhood pay gap and Employment

- Student: Paulina Otto
- Advisor from Knowledge Center: Pedro Pita Barros



Population What to expect when you're expecting? - A Probit analysis of Childbirth in Portugal

- Student: Anna Ditter
- Advisor from Knowledge Center: Pedro Pita Barros



Poverty, health status and healthcare utilization: Is wealth imperative for a healthy society?

- Student: Tom Himmelreich
- Advisor from Knowledge Center: Pedro Pita Barros

Who is leaving? - An investigation of the European research landscape

- Student: Giovanni Zanon
- Advisor from Knowledge Center: Pedro Pita Barros

NEW WORKING PAPERS



Co-payments and equity in care: enhancing hospitalization policy for Palestine refugees in Lebanon (Sara Valente de Almeida, Gloria Paolucci, Akihiro Seita and Hala Ghattas) accepted for publication in *BMC Health Services Research*.

Pharmaceutical pricing dynamics in an internal reference pricing system: Evidence from changing drugs' reimbursements (Carolina Santos and Eduardo Costa) accepted for publication in *The European Journal of Health Economics*.

Uncovering Competitive Forces in Prescription Drug Markets – Evidence from Statins (Carolina Santos, Eduardo Costa, and Sara Machado).



The impact of the economic crisis on primary care utilization, expenses, and quality: The case of Portugal (Joana Pestana and Pedro Pita Barros).

Cost of osteoporosis-related fractures in postmenopausal women in Portugal (Gonçalves J, Rodrigues A, Barcelos A, Mateus C, and Canhão H.).

Impacts of an intersectoral intervention on adolescent consumption of alcohol, tobacco, and cannabis. Results from a randomized controlled multicentric pilot study (Almeida S, Corrêa R, and Gonçalves J.).

Nova SBE Leadership for Impact Knowledge Center



As social and environmental problems become more evident, we feel the urge to put a stop to this and challenge the way of doing things and doing business. We envision a safer, more socially inclusive, and eco-friendlier world. Our mission is to contribute to societal progress and organizational performance by pairing on-the-ground projects and academic understanding.

“I joined the Nova SBE Leadership for Impact Knowledge Center one year ago, and it was an intense journey, but with many achievements made possible due to a wonderful team of faculty and practitioners, plus the support of our partners and other colleagues within the school.

As a Nova SBE PhD student and a Project Manager for education and research projects, it contributes deeply to both my personal and professional growth since ‘pairing action and academic understanding’ is part of my day-to-day. Also, I am fortunate to know the school – plus the higher education sector – through different perspectives.

For more information, please visit our website.

I have learned how to combine these roles in the best way to help advance one another, being that my PhD (in sustainability) and the projects I currently manage (both in social innovation) are related.

It is amazing to have the opportunity to collaborate with different internal and external stakeholders, work within a team of facilitators committed to societal impact, and contribute to the school’s mission of tackling grand challenges and creating real change.”

RITA NASCIMENTO

Project Manager of the SocialinNOVA-HUB and Coordinator of the Master’s in Impact Entrepreneurship & Innovation & PhD Student in Management

RESEARCH PROJECTS

PEER-TO-PEER FOR INCLUSION RESEARCH PROJECT



This research project connected to the **Inclusive Community Forum (Nova SBE)** aims at understanding the role of a peer-to-peer model in creating a truly inclusive employment experience for all participants and the possibility to create long-term change in organizations by engaging them in the process from the start.

It will officially start in January 2022 (exploratory data collection started in November 2021);

Members involved: Anne-Laure Fayard, and Filipa Lancastre.

WELL-BEING LITERACY AT THE WORKPLACE



The project aims to measure well-being literacy among HR professionals, middle management, and employees to determine its relationship with employee wellbeing. Wellbeing literacy is defined as the level of formal knowledge of scientific evidence on well-being basics, including its definition, determinants, and outcomes.

Who is participating: Sofia Kousi, and Samantha Sim



WORKING PROJECTS

BUSINESS MEMORY INITIATIVE

On the offset of a 3-year long project which aimed at classifying the business archives of the Grupo CUF – one of the largest Portuguese industrial groups to date – on November 2, 2021, there was a round table on the theme "Knowing History to Lead the Future". Our members Miguel Pina e Cunha, Álvaro Ferreira da Silva, and Liliana Dinis participated in this event that launched a collection of biographies of great Portuguese corporate leaders entitled "Leadership Stories", and Nova SBE's Business Memory Initiative with our long-standing partner Fundação Amélia de Mello.

Who is participating: Miguel Pina e Cunha, Álvaro Ferreira da Silva, and Liliana Dinis.

Partner: Fundação Amélia de Mello.

EDUCATION

SOCIAL LEADERSHIP FOR MANAGERS



This executive education program aims to develop management skills within the social sector and contribute to its progress. It is aimed at executives with vast experience in the private sector and who have the will to initiate their contribution to the social sector by taking on non-executive roles. The program addresses topics such as the context of the sector, governance models, legal and fiscal frameworks, reports and impact measurement, and business models. It offers executives with strong management skills, the much-needed social sector context, and basic knowledge that will allow them to initiate their contribution.

Special indicator: 25 advisors placed in 8 social organizations

Who is participating: 47 participants; 10 faculty members, including from Vieira de Almeida and NOVA School of Law.

Partner: BPI and "la Caixa" Foundation.

EVENTS

WEBINAR - PARADOXICAL MANAGEMENT CHALLENGES (JANUARY 22, 2021)



This webinar, organized by EUFORPP, presents the work developed by the Nova SBE Leadership & Wellbeing Observatory in partnership with the Haddad Foundation. The report explores the challenges (e.g., business & society challenges, talent management challenges, digital challenges, and work-life balance) of 25 top Portuguese leaders and how they have managed them.

Partner: European Comission, and Fundação Amélia de Mello.

MARKETING WITH PURPOSE INTERNATIONAL COLLOQUIUM (MARCH 15, 2021)



This online colloquium brought together marketing scholars, practitioners, and society, to discuss the role of consumers and companies in humankind's efforts to achieve important societal goals, including responsible production and consumption, public health, consumer welfare, and equality. Together they discussed the role Marketing plays in improving the welfare of all stakeholders and benefit the world and brought evidence forward of how marketing practices are moving towards a greater purpose.

Partner: A co-organization between Nova SBE and Fundação Amélia de Mello.

Who is participating: 700 online participants, 2000 online views, 3 academic guest speakers: Michael Norton, Harvard Business School, Nicole Mead, Schulich School of Business and Margaret C. Campbell, Leeds School of Business, 6 guest practitioners.

Members involved: Carmen Lages, Irene Consiglio, and Sofia Kousi.



PARADOX AND PLURALITY MEETING: THE CHANGING NATURE OF WORK (MAY 21, 2021)



Professor Luca Giustiniano (Luiss University; EUFORPP partner) hosted a webinar entitled: "Paradox life and liminality at the boundary of organizing".

In a traditional scientific approach, the emergence of organizational design can be considered an anomaly. Nonetheless, a growing number of organizations are open to interacting with and relying upon other actors that may be stand-alone entities as well as representatives of other organizations. These actors operate “betwixt and between” the organizational core and its external environment(s). The interplay between the organizational core and actors populating such a liminal, interstitial, crowd-based space leads to the creation of hybrid organizational forms. Hybridity gives some organizations the possibility of achieving unthinkable results on a logic of organizing based on hierarchy, employment, or property.

Partner: European Comission, and Fundação Amélia de Mello.

Coordinator: Center of Paradox & Pluralism.

SPECIAL PARADOX AND PLURALITY MEETING: "ORGANIZATIONS IN TIME" - PARADOX AND HISTORY (NOVEMBER 24, 2021)

Paradox theory has developed in management studies over the last 25 years as an analytical lens with which to understand tensions and conflicting objectives persisting in organizations’ life over time. However, historical organization studies have yet to join the conversation. The theoretical definition of paradoxes as interdependent contradictions enduring for an extended period is grist for the mill of historical organization studies’ scholarship. The study of paradoxes in business history is a promising research avenue. A special issue on history and paradoxes would be the first opportunity to start a dialogue between paradox theory and historical research on organizations.

Partner: European Comission, and Fundação Amélia de Mello.

Coordinator: Center of Paradox & Pluralism.

SEMINAR ANNE-CLAIRE PACHE (NOVEMBER 24, 2021)



Professor Anne-Claire Pache, from ESSEC Business School, was at Nova SBE for a Management Seminar to present *Attention Allocation in the Context of Institutional Pluralism: How Boards Manage Attentional Challenges in Hybrid Organizations*.

SEMINAR DIRK VAN DIERENDONCK (SEPTEMBER 03, 2021)



Professor Dirk Van Dierendonck, from Rotterdam School of Management, Erasmus University, spoke with our Faculty and management researchers at Nova SBE about the challenges of Servant Leadership and its paradoxes.

Partner: European Comission.

HIGHLIGHTS

PUBLISHED ARTICLES



Neves, P., Pires, D & Costa, S. Empowering to Reduce Intentions to Resist Future Change: Organization-Based Self-esteem as a Boundary Condition. *British Journal of Management*, 32 (3), 872-891.

[Read More](#)



Gaim, M., Clegg, S & Cunha, M. Managing impressions rather than emissions: Volkswagen and the false mastery of paradox. *Organization Studies*, 42 (6), 949-970.

[Read More](#)



TC Masters-Waage, J Nai, J Reb, S Sim, J Narayanan, N Tan. Going far together by being here now: Mindfulness increases cooperation in negotiations. *Organizational Behavior and Human Decision Processes* 167, 189-205

[Read More](#)



MASTER THESES

Master Theses: 12
#Students Involved: 54



The **Impact Field Lab** aims to be the focal point for all master thesis related to the area of Social Impact at the Nova SBE Leadership for Impact Knowledge Center. Students, divided into groups, have the opportunity to experience a consulting approach to concrete challenges faced by real clients, either for- or not-for-profit organizations, related to social impact.

The Leadership and Well-being Observatory aims to develop evidence-based research to inform organizational leaders and policymakers. In line with the area of research the observatory team was dedicated to in 2021 – technostress and identity leadership - several master thesis projects were conducted under the supervision of the academic team for the Observatory, where students had the opportunity to develop applied knowledge in the field.

Can ARIA adjust its strategy in order to create impact for its beneficiaries, while being financially sustainable?

Team: Guilherme Pereira Gonçalves, Tomás Burmester Martins De Castro Lopes, João Francisco Gouveia De Lima Rodrigues, Bahaeddine Snoussi, and Karolin Kaufmann.

Portfolio Revision: How can CECD structure itself in order to improve its financial sustainability?

Team: Sophie Noire, Inês Raquel Cardoso Rama, Maria Beatriz Vila Real Assis Pereira, and Taniya Bhargava.

ARCIL: Strategic Reflection

Team: Carlota Maria Alves DAndrade Vaz Portugal, Alexandra Isabel Xavier Mariz, Teresa De Oliveira Delgado Alves Dos Santos, Maria Júlia Damiani Osório, and Giada Vernarelli.

MASTER THESES

Master Theses: 12
#Students Involved: 54



Strategic Reflection & Focus on Re-veste business plan and elderly unit
Team: Maria Freixa, Rita Barros, Sofia Rodrigues, and Pedro Cortes.

Replication Model Analysis for Semear
Team: Maria Teresa Franco, Diogo Mourão, Maria do Carmo Azenhas, Justus Pankow, and Catarina Pimenta.

Rethinking the Biovilla’s HR Structure
Team: Cecilia Gonzalez, Mariana Martins Pacheco, Selina Heyn, Marta Rocha, and Ana Sofia Vilaça Duarte.

The New Quota Law of Employment for People with disabilities: Associação Salvador’s Opportunity to Increase Social Impact While Ensuring Financial Sustainability
Team: Beatriz correia, Francisco Custódio, Nuno Moreira Pires, and Lourenço Sá Nogueira.

A Strategic plan to promote the consolidation of Café Joyeux taking into account general recommendations and possible financial implications of the project
Team: Madalena Fotunato, Vera Pujol, Eva Martins, and Martin Fourgs.

How to monetize services for mothers who are non-beneficiaries of Ajuda de Mãe?
Team: Filipa Silva, Luísa Xara-Brasil, Inês Oliveira, and Cláudia Pinhal.

Growth in Renewable Energy cooperatives: a case on the consequences concerning members’ self-identification
Team: Alessandra Guerreiro.

The (social initiative) MIMO program
Mimo: Portuguese word expressing affection, fondness, or a kind gesture
Team: Laura Spitz, Frederica Musso, Sara Quartel, and Cuny Eugénie.

NEW WORKING PAPERS

A TALE OF 2 CONTINENTS AND MULTIPLE SECTORS: SPANNING BOUNDARIES FOR CROSS-SECTOR COLLABORATION.



In collaboration between Anne-Laure Fayard and Beth Bechky, this working paper presents a longitudinal study of a cross-sectoral collaboration between a student organization based in the US, a non-profit based in Nepal, and the non-profit arm of an international design consultancy. This is a case of a new form of organizing for social innovation using open innovation platforms to invite diverse actors to collaborate on complex social issues.

Members involved: Anne-Laure Fayard.

TEMPORAL BRICOLAGE: TIME AS A RESOURCE TO NURTURE IDEA GENERATION AND CREATE SOCIAL IMPACT.



R&R at Organization Science this working paper developed by Anne-Laure Fayard draws on a forty-month ethnographic study of OpenIDEO, an open innovation platform for social innovation, this paper examines how an organization combined different temporalities to nurture collaborative innovation and create social impact.

Who is participating: Anne-Laure Fayard.

CORPORATE WELL-BEING PROGRAMS AND ORGANIZATIONAL SUPPORT: THE ROLE OF PROGRAM VARIETY



In collaboration with Samantha Sim and Sophie Rabel, this paper examines how variations in the wellbeing programs offered by a company impact the employees’ perceptions of organizational support.

Who is participating: Sofia Kousi, and Samantha Sim.

FRAMING OF A NEW RESEARCH PROJECT ON THE INCLUSIVE COMMUNITY FORUM (NOVA SBE), A SOCIAL INNOVATION PROJECT FOCUSING ON A PEER-TO-PEER MODEL TO HELP CREATE INCLUSIVE EMPLOYMENT PRACTICES. IT WILL OFFICIALLY START IN JANUARY 2022 (EXPLORATORY DATA COLLECTION STARTED IN NOVEMBER 2021).



Who is participating: Anne-Laure Fayard.

WHEN DOING GOOD MAY BACKFIRE: SMALLHOLDER-FARMER SELECTION INTO YIELD-IMPROVEMENT PROGRAMS.



This paper, authored by Utku Serhatli and Guillaume Roles (INSEAD), analyzes the impact of extreme weather events on supply chains that manufacture hybrid seeds. Paper submitted to Manufacturing and Service Operations Management Journal.

Who is participating: Utku Serhatli.

OPTIMAL AGRICULTURAL SUPPLY PLANNING UNDER CLIMATE CHANGE: THE IMPACT OF EXTREME WEATHER EVENTS.



In this paper, Utku Serhatli, Enver Yucesan (INSEAD), and Andre Calmon (Georgia Tech) analyze the implications of yield-improvement programs on market prices and smallholder farmers' individual and aggregate well-being and identify farmer selection strategies into those programs that mitigate the potential conflict among those objectives.

Who is participating: Utku Serhatli.



OTHER PROJECTS

The Nova SBE Leadership for Impact Knowledge Center is a space for investigation and experimentation, contributing to the school's entrepreneurship and innovation spirit. Some of the projects that represent that spirit are:

INCLUSIVE COMMUNITY FORUM



An initiative dedicated to the lives of people with disabilities, with the goal of promoting a more inclusive community. Read more about it on section 4.3.2.

SOCIAL LEAPFROG PROGRAM



Pioneer reflection and capacitation program that aims to promote a space for reflection and knowledge transfer for hybrid organizations over the course of three years. In 2021 the second edition of the program started their experience stage, with nine organizations joining the first cohort of seven organizations in this development journey,

It counts on the support of Nova SBE's wider community (students, Alumni, faculty, and partners). It includes a varied range of activities, such as the traditional educational format (Master's courses and executive education programs), mentoring and coaching programs, projects with students (Master's theses, student clubs, and *pro bono* internships), workshops with faculty from the school, among others.

The program's ultimate goal is to make these organizations leapfrog in terms of impact (i.e., reach more beneficiaries or better the current ones) and financial sustainability (i.e., being more self-sustainable).

Program results:

- More than 1100 hours of capacitation, including executive education, Master's classes, workshops, and others.
- 22 consulting projects with students, developed through student clubs, Master's theses, and CEMS business projects.
- More than 500 people involved in the program.

INCLUSIVE COMMUNITY FORUM



European-based hub with the view of becoming the center of excellence for social innovation research. It was established in 2021 and had as initial outputs:

Podcast

The Design Thinking Roundtable is podcast series created in a collaboration between the SocialinNOVA Hub at NOVA SBE and the Design Lab @ NYU MakerSpace. Since Professor Anne-Laure Fayard joined Nova SBE as ERA Chair Holder three episodes were already released:

- Designing in the Anthropocene with Ben Reason
- Designing for more holistic healthcare experiences with Javiera Arenas
- Civic Design and Urban Innovation: Designing Human-Centered Neighborhoods with Eric Ho.

SocialinNOVA Hub DESIS Lab.

Application and approval to become a member of the international network DESIS (Design for Sustainability and Social Innovation)

This project is part of the ERA Chair.

LEADERSHIP AND WELL-BEING OBSERVATORY



Aims to develop evidence-based research to inform organization leaders and policymakers. More information is available on its 2020 Leadership Report.

CENTER OF PARADOX & PLURALISM



The mission of the Center is to advance and transfer paradox and plurality knowledge, not only to organizations but to society at large, in order to protect pluralism, diversity, and democracy against divisive forces that polarize and impede dialogue. This project has received funding from the European Union's Horizon 2020 research and innovation program.

[Read More](#)

NOVA SBE LEADERSHIP FOR IMPACT STUDENT CLUB



The Nova SBE Leadership for Impact Student Club is a group of multidisciplinary students, powered by the Nova SBE Leadership for Impact Knowledge Center, and focused on creating impact on the civil society sector through the knowledge and skills developed at Nova SBE.

If you wish to know more about the activities of our center you can read our latest report [here](#).



Nova SBE NOVAFRICA Knowledge Center

NOVA SBE NOVAFRICA

Nova SBE NOVAFRICA Knowledge Center uses pioneering social experimentation methods with data collection on the field and in proximity with local communities to assess the impact of policies that promote sustainable development in Africa and around the world. A particular focus is on the Portuguese-speaking African countries, i.e, Angola, Cape Verde, Guinea-Bissau, Mozambique, and Sao Tome and Principe.

“The Nova SBE NOVAFRICA Knowledge Center is a dynamic research community, united by the desire to better understand and accompany development processes. To achieve this, the group combines intellectual rigor and a focus on issues at the heart of the SDGs.

On a daily basis, I particularly appreciate the seminars led by the group, which allow us to research and discover new high-level research projects and to exchange with their authors. We also have regular working group meetings that are great to discuss our ongoing research in a benevolent but also intellectually challenging atmosphere.”

VICTOIRE GIRARD

Alumna, PhD in Economics | Finance

For more information, please visit our website.

ACTIVE RESEARCH PROJECTS

THE GAMBIA

Information Gaps and Irregular Migration to Europe



Nova SBE NOVAFRICA Knowledge Center’s research project Information Gaps and Irregular Migration to Europe developed in The Gambia, with funding from the European Union, was concluded in 2021. The project conducted a randomized impact evaluation of providing alternatives to irregular migration from Africa to Europe, in addition to information about the risk of the "backway" journey. The project was generously supported by a grant from the European Union.

Who is participating:

- **Research team:** Tijan L. Bah (U.Navarra and U.Gambia), Cátia Batista (Nova SBE), Flore Gubert (IRD Paris), and David McKenzie (World Bank).
- **Funding:** European Union.



GUINEA BISSAU
Reducing maternal and infant mortality in Guinea-Bissau



With the aim of combating maternal and infant mortality, in this project we will work directly with both modern health workers and traditional healers. By integrating traditional beliefs in health campaigns instead of ignoring or repudiating them, our intervention will make gradual but real progress in increasing health knowledge, shifting behavior towards the modern health sector, and reducing maternal and child deaths and morbidity.

Who is participating:

- **Research team:** Alexander Coutts (Schulich School of Business), Teresa Molina-Millán (University of Alicante), Brais Alvarez Pereira (Nova SBE), and Pedro Vicente (Nova SBE).
- **Funding:** Aga Khan Development Network.

MOZAMBIQUE
Integrating Rural Migrants in Cities – A Field Experiment in Mozambique



Working with the municipality, we propose to evaluate an intervention with several components aiming at integrating rural migrants arriving in the coastal city of Mozambique, Quelimane. We will follow this sample of recent migrants as well as a sample of long-term residents. This experiment can set the stage for the design of urbanization in developing countries from the perspective of cities, such that urban migration may be controlled, well managed, and acceptable to existing residents.

Who is participating:

- **Research team:** Alex Armand (Nova SBE), Wayne Sandholtz (Nova SBE), and Pedro C. Vicente (Nova SBE).
- **Project Coordinator:** Frederica Mendonça.
- **Funding:** Fundação para a Ciência e Tecnologia (Science & Technology Foundation).

COUNTERING ISMALIC RADICALIZATION IN NORTHERN MOZAMBIQUE: RADIO CAMPAIGNING AND ADOLESCENT SENSITIZATION IN RELIGIOUS SCHOOLS



In this study, we look at the impact of different strategies to reduce support of extremists by the local population and to demobilize potential insurgents. Our setting is Northern Mozambique, where a substantial discovery of natural gas took place in recent years. Since 2017, a series of violent attacks, mainly targeting civilians, has been happening in this region, resulting in over 2000 deaths and more than 600.000 internally displaced people (ACLED and OCHA). In this context, we study two policy interventions: (i) a religious radio campaign supporting peace and broadcasted to the general population in the province, and; (ii) an adolescent sensitization campaign in religious schools.

Who is participating:

- **Research team:** Alex Armand (Nova SBE), Flavio Cunha (Rice University and NBER), Pedro C. Vicente (Nova SBE), and Inês Vilela (Royal Holloway-University of London).
- **Project Coordinator:** Frederica Mendonça.
- **Funding:** International Growth Center, and World Institute for Development Economics Research (UNU-WIDER).

SALIENCE AND ACCESSIBILITY OF DISASTER RISK INFORMATION IN MOZAMBIQUE



The Mozambican coast is vulnerable to natural disasters and climate change. This project aims to understand the role of information for the resilience of urban households to disaster shocks in the context of Quelimane. Quantitative and qualitative data will be collected to obtain a meaningful understanding of the current risk attitudes, exposure and action-taking of households living in poor socio-economic conditions. This data will also be used to identify disaster risk management related information gaps and cover the role of context specific framing.

Who is participating:

- **Research team:** Stefan Leefers (Nova SBE).
- **Partner:** Municipality of Quelimane.
- **Funding:** International Growth Center.

INTEGRATION OF REFUGEES IN NORTHERN MOZAMBIQUE



Globally, nearly one in every 100 humans has been forcibly displaced. Over 95% of the refugee population is concentrated in the developing world, 60% in fragile states. The ability for refugees to integrate into host economies is often severely constrained by labor market frictions that prevent them from being matched to jobs and by a lack of assets for self-employment. This project conducts a randomized impact evaluation of an intervention providing employment and consumption support to both ultra-poor refugees and host communities located in the refugee camp of Maratane in Northern Mozambique and within a 7 km radius of the camp.

Who is participating:

- **Research team:** Cátia Batista (Nova SBE), Sandra Sequeira (LSE), and Theresa Beltramo (UNHCR).
- **Funding:** United Nations High Commissioner for Refugees (UNHCR).

LET’S CALL! USING THE PHONE TO INCREASE ACCEPTANCE OF COVID-19 VACCINES



Vaccinating against COVID-19 is the main hope to end the current pandemic.

We develop and test experimentally three phone-based cumulative interventions to increase COVID-19 vaccine acceptance in Mozambique. First, the provision of a simple positive message informing about these vaccines. Second, the activation of social memory on the country’s success in eradicating wild polio. Finally, the inoculation against fake news by developing among participants a critical view towards misleading information. We find that the combination of the three interventions increases COVID-19 vaccine acceptance and trust in institutions.

Who is participating:

- **Research team:** Pedro C. Vicente (Nova SBE), Alex Armand (Nova SBE), and Mattia Fracchia (Nova SBE).
- **Field Coordinators:** Frederica Mendonça, and Simão Paiva
- **Funding:** International Growth Centre.

PORTUGAL
Entrepreneurship as a Social Mobility and Inclusion Strategy



Our project will conduct an experimental impact evaluation of an accelerated management training program targeting small businesses in Portugal. The program includes training in various areas of management that may be hampering firm performance, which will allow comparing the effectiveness of different training programs.

Our project will provide insights to policymakers to design policies and training programs that can improve the prospects of small businesses, and hence job creation, social mobility, and inclusion. This training program can be a cost-effective strategy to promote sustainable development that is worthy of large-scale replication.

Who is participating:

- **Research team:** Cátia Batista (Nova SBE), Miguel A. Ferreira (Nova SBE), and Francisco Queiró (Nova SBE).
- **Project Coordinator:** Maria Inês Gonçalves.
- **Funding:** La Caixa Foundation.

CONSULTING PROJECTS



Procurement Contract for Services Provision of Services for the Impact Assessment of Infrastructure Financed by Credit Lines in Cape Verde, for Instituto Camões.



Social Impact Evaluation of Prémios BPI/ La Caixa Foundation



Fintech in Africa Report for La Caixa Foundation, in partnership with the Nova SBE Finance Knowledge Center.



Behavioral Economics to Prevent Corruption in International Trade, for The World Bank

EDUCATION EVENTS



The Nova SBE NOVAFRICA Knowledge Center aims to support the African leaders of tomorrow! The **NOVAFRICA Merit Scholarship** is a way to contribute to this goal. In 2021 we awarded one of these scholarships to a brilliant Nigerian student, Nwabueze Prince Okenna.



The Nova SBE NOVAFRICA Knowledge Center developed and implemented a **Leadership Training Program** for promising young managers of Millennium BIM in Mozambique.



NOVAFRICA research Internships - In 2021 four students were integrated into several ongoing Nova SBE NOVAFRICA Knowledge Center field research projects. Most of these projects consist of randomized impact evaluations of interventions in Mozambique and Guinea Bissau.

In 2021 we continued to share knowledge through our **webinars, seminars** (16), and **special lectures** (2).

Although COVID-19 prevented us from hosting some of our speakers in person, several development economists based at top universities and international organizations worldwide shared of their research with the Nova SBE NOVAFRICA Knowledge Center **community**. Our work was featured in many renowned national and international media outlets such as **The Economist, Financial Times, or Forbes** in 2021. The COVID-19 Pandemic, irregular migrations, the conflict in Cabo Delgado were some of the topics of the Nova SBE NOVAFRICA Knowledge Center research projects that were in the spotlight.



HIGHLIGHTS

PUBLISHED ARTICLES



Information, get-out-the-vote messages, and peer influence: Causal effects on political behavior in Mozambique, Matilde Grácio, Pedro C. Vicente in *Journal of Development Economics*.

MASTER THESES



The effect of source country characteristics on the labor market assimilation of female migrants
Professor - Cátia Batista
Student - Anastasiya Levina



Employment Polarization informative about Wage Inequality and is Employment really Polarizing? Evidence from Portugal
Professor - Cátia Batista
Student - João Miguel Baptista Ribeiro



Innovation & Conflict - The Impact of Increasingly Demanded Cobalt on Conflict in the Democratic Republic of the Congo
Professor - Pedro Vicente
Student - Andrej Meye



Cousins From Overseas: The Labour Market Impact of Half a Million Portuguese Repatriates
Professor - Susana Peralta
Student - Lara Bohnet



Philanthropic motivation: analysing motivational factors of non-profit leaders in sub-saharan Africa
Professor - Miguel Alves Martins
Student - Leon Vornholt

NEW WORKING PAPERS



Armand, Alex, Coutts, Alexander, Vicente, P. C., Vilela, Inês, (2021). *Measuring Corruption in the Field Using Behavioral Games*, NOVAFRICA Working Paper No 2112



Armand, Alex, Augsburg, Britta, Bancalari, Antonella, (2021). *Coordination and the Poor Maintenance Trap: an Experiment on Public Infrastructure in India*. NOVAFRICA Working Paper No 2110



Bah, Tijan L., Batista, Catia, Gubert, Flore, McKenzie, David (2021). *How Has COVID-19 Affected the Intention to Migrate via the Backway to Europe and to a Neighboring African Country? Survey Evidence and a Salience Experiment in the Gambia*. NOVAFRICA Working Paper No 2107



Batista, Catia, McKenzie, David, (2021). *Testing Classic Theories of Migration in the Lab*. NOVAFRICA Working Paper No 2111



Batista, Catia, Sequeira, Sandra, Vicente P.C., (2021). *Closing the Gender Profit Gap*. NOVAFRICA Working Paper No 2104



Cardim, Joana, Molina-Millán, Teresa, Vicente, P. C., (2021). *Can Technology Improve the Classroom Experience in Primary Education? An African Experiment on a Worldwide Program*. NOVAFRICA Working Paper No 2101



Custódio, Cláudia, Mendes, Bernardo, Mendes Diogo, (2021). *Firm Responses to Violent Conflicts*. NOVAFRICA Working Paper No 2021



Custódio, Cláudia, Mendes, Diogo, Metzger, Daniel (2021). *The Impact of Financial Education of Executives on Financial Practices of Medium and Large*. NOVAFRICA Working Paper No 2105



Fracchia, Mattia, Molina-Millán, Teresa, Vicente, P. C., (2021). *Motivating Volunteer Health Workers in an African Capital City*. NOVAFRICA Working Paper No 2109



Fourati, Maleki, Girard, Victoire, Laurent-Lucchetti, Jeremy, (2021). *Sexual Violence as a Weapon of War*. NOVAFRICA Working Paper No 2103



Gazeaud, Jules, Ricard, Claire, (2021). *Conditional Cash Transfers and the Learning Crisis: Evidence from Tayssir Scale-up in Morocco*. NOVAFRICA Working Paper No 2102



Seither, Julia, (2021). *Keeping Up With the Joneses: Economic Impacts of Overconfidence in Micro-Entrepreneurs*. NOVAFRICA Working Paper No 2108

OTHER HIGHLIGHTS

NOVAFRICA'S SUSTAINABLE DEVELOPMENT TALKS

A series of podcasts about development in Africa that brings together experts from a wide range of institutions.

- Season 1
- Season 2
- Season 3

NOVAFRICA'S STUDENT GROUP

This group of students is actively involved in the research that the center produces. Several students support field projects including experimental work and surveys of local populations in several African countries and in Portugal.



3.8. Research Labs

Nova SBE empowers academics and practitioners' activity dedicating their time among knowledge centers, labs and hubs, aiming to concentrate efforts in aggregating, developing and activating the community to the support of top-quality research production impactful multi-stakeholder partnerships. Underpinning Nova SBE's mission, labs and hubs are fundamental to continue Nova SBE's scientific and innovation ecosystem, with relevant contributions to the most pressing challenges of our times.



Nova SBE Behavioral Lab



The Nova SBE Behavioral Lab is an innovative interdisciplinary research facility focused on understanding human behavior in organizations (managers and employees) and markets (consumers and societies) through cutting-edge scientific methods. Lab users produce studies on a wide range of topics in management, marketing, and economics, with a particular emphasis on individuals’ well-being and policy recommendations.

Our mission is to advance innovative behavioral science in management and economics. The lab is run by Professor Irene Consiglio and Professor Samantha Sim.

“I am an ardent user of the Behavioral Lab at Nova SBE. I use the services of the Lab for my experimental research. The Lab is very well-equipped in terms of technical infrastructure and extremely conducive to an apt experimental atmosphere. The Lab also provides ample student support who carry out lab duties with due diligence. Additional provision from the IT team helps in the smooth running of the experiments. My experience with the Lab has been very good both with simple and with complex experimental designs. Kudos to the Lab team for being so supportive and for doing such a great job at facilitating our research.”

SREYAA GUHA
Assistant Professor

For more information, please visit our website.

RESEARCH PROJECTS

TRANSFORMATIVE MAKEUP BREAKS SOCIAL NORMS

Make-up can significantly alter the way a person looks: We find that wearing more make-up than a person would normally do is transformative: it alters a person’s perceived self-concept, with a series of interesting downstream consequences. In particular, we find that people who wear make-up that significantly alters their natural features (transformative makeup) violate social norms more, as compared to people who wear more natural makeup. We hypothesize and demonstrate that this happens because transformative makeup makes us feel different, almost as someone else therefore our actions feel less diagnostic of whom we are. Thus, doing something socially inappropriate does not feel as bad. We study this phenomenon using a series of experiments examining different forms of norm deviation, and we will expand this research by exploring the positive and negative consequences of breaking social norms. This research has practical importance for companies in the beauty industry that want to position their products as transgressive.

Who is participating: Irene Consiglio, and Natalie Truong Faust.

MEDITATION AFFECTS INTERPERSONAL INTERACTIONS



Mindfulness has been found to reduce stress and improve emotion regulation. We try to understand how this might also impact interpersonal interactions, such as how it might affect social perceptions, shape how two people negotiate, or even how it can affect followership or leadership behaviors. We hypothesize that when people practice mindfulness, they can put psychological distance between them and their internal reactions, and this should also have positive effects on social interactions with others. Using the lab and experimental paradigms, the causality and efficacy of utilizing meditations to improve social interactions are investigated.

Who is participating: Samantha Sim

CREATIVES' BRAND ATTITUDES AFFECT THE TYPE OF ADS THEY PRODUCE

We investigate how brand attitudes of ad creatives alter the output they produce as well as their ability to predict consumers' liking for their work. We found that individuals are more likely to include functional elements in their ad and less likely to include emotional elements when they have negative (vs. positive) attitudes toward the brand. We propose that this occurs because creatives who dislike a brand try to stay rational and suppress their emotions to correct a perceived bias. As an extension of this finding, we also observed that creatives with negative brand attitudes accurately predict consumers' responses to their advertisements for that brand. In this work, we provide new theoretical insights and demonstrate a silver lining to working on disliked projects.

In another stream of research, we study the impact of discrete contextual emotions on advertising memorability. we conducted three studies (two at Nova Behavioural Lab and one at Erasmus Behavioural Lab), and we provide evidence that disgusting contexts (vs. happy, sad, fear) are particularly harmful to the recall of subsequent commercials. We propose that disgusting content (e.g., Fear-Factor) persists in consumers' minds even after the emotional content disappears, which hampers the encoding of a subsequent commercial, reducing its memorability. In this work, we are the first to show this negative consequence of disgust to advertising, and we give useful recommendations for media agencies.

Who is participating: Cátia Alves.

THE POWER OF CONTROVERSY

We investigate consumers' perceptions and reactions towards controversial brands. Controversial brands are brands (e.g., Nike) that take a stand on partisan socio-political issues (e.g., Black Lives Matter Movement) and that spark strong disagreements among consumers with their stand. We have conducted various studies both exploratory, as well as confirmatory to test our hypotheses – 3 exploratory and 1 confirmatory in the Nova Behavioral Lab. In these studies, We find that controversial brands exude dominant leadership qualities: power and aggression. While consumers are attracted to the positive quality of power, they are put off by the negative quality of aggression. We further find that consumers, irrespective of whether they agree or disagree with the brand's stand, do not display higher purchase intentions towards the brand but can, in fact, display the opposite. In this work, we challenge the existing notion that consumers are ready to reward brands that publicly align with consumers' values and ideologies on a partisan socio-political issue. We further give a useful recommendation to brands on how to address this problem and reap the benefits from speaking up.

Who is participating: Lucas Franieck.

HIGHLIGHTS

PUBLISHED ARTICLES



Masters-Waage, T. C.*, Nai, J.*, Reb, J.*, Sim, S.*, Narayanan, J., & Tan, N. (2021). Going far together by being here now: Mindfulness increases cooperation in negotiations. *Organizational Behavior and Human Decision Processes*, 167, 189-205.

[Read more](#)

*First four authors in alphabetical order and have shared the first authorship.

MASTERS THESES



Silva, M. (2021). *Compassion at work and employee motivation in the context of Portuguese trainee lawyers*. Master's in Management (Nova SBE; Adviser: Samantha Sim).



Kubelt, K. (2021). *The Impact of Sustainability Related Imagination on Consumer Well-Being*. International Master's in Management (Nova SBE; Adviser: Sofia Kousi).

EDUCATION

EXPERIMENTAL METHODS AND ANALYSIS BY PROF. IRENE CONSIGLIO AND PROF. NATALIE TRUONG

Offered to: Master's students at Nova SBE participating in Consumer Behavior Field Labs

BEST PRACTICES IN CONSUMER BEHAVIOR BY PROF. IOANNIS EVANGELIDIS AND PROF. JOACHIM VOSGERAU.

Offered to: Mediterranean Consumer Research Symposium participants

EVENTS

ELDERLY FRAUD RESEARCH

- 1. 7th Mediterranean Consumer Research Symposium, 3 December 2021 at Nova SBE, Lisbon. This yearly event connects the brightest minds in Southern Europe in the field of Consumer Behavior (CB) to foster the development of the discipline and create a network of CB researchers in Southern European schools. Participating schools: Nova SBE, Catolica, IE, IESE, ESADE, ESCP, UPF, Carlos III de Madrid, HEC, and Bocconi.
- 2. **Conference:** Kousi, Sofia Gaetano Naselli. “Digital Technology in the Retail Environment and Consumer Emotions”, EMAC, Warsaw, September 2021.
- 3. **Conference:** Bae, S. Faust, N.T. Ng, S. (2021). It is still someone else’s! The effect of implicit theories on the consumption of pre-owned goods. Association of Consumer Research, Seattle, October 2021.
- 4. **Conference:** Cátia Alves, Irene Consiglio, Luis Martinez (2021). Creatives’ brand attitudes affect the type of ads they produce. Association of Consumer Research Online Conference, Seattle, October 2021.

OTHER PROJECTS

UNIGENS



The Behavioral Lab at Nova SBE is proud to collaborate with UniGens to research vulnerability to financial fraud in adulthood and advanced age. The study is led by Dr. Irene Consiglio, Dr. Margaret C. Campbell (Colorado Boulder University), and Dr. Stijn M.J. van Osselaer (Cornell University). [Read more.](#)



Nova SBE Social Sciences Data Lab



The Nova SBE Social Sciences DataLab is a research infrastructure integrated into the Portuguese Roadmap of Research Infrastructures (RNIE). It provides free access to a set of administrative microdata, which is relevant for researching Social Sciences and robust structures for data analysis.

DataLab Safe Center, the Nova SBE Social Sciences DataLab's physical infrastructure, is located in room D138 and provides support to global researchers and students and public and private institutions that can use it to host their data, making it broadly available to the scientific community.

The Nova SBE Social Sciences DataLab is co-funded by Foundation for Science and Technology (FCT), the European Intra-Communitarian Funds, OP Norte, and OP Lisboa-Vale-do-Tejo.

[For more information, please visit our website.](#)

“The Datalab infrastructure has allowed me to investigate intricate consumer behaviors, a task that requires long-term access to a high-end, on-demand infrastructure. No matter how optimized, the complex, highly-parallelized data crunching required for my data analysis tasks would have been prohibitively expensive using any of the available commercial alternatives. The Datalab infrastructure is an oasis in the national computational landscape, and compares well with the resources provided by leading institutions around the world”.

PEDRO GARDETE
Full Professor

RESEARCH PROJECTS

In 2021 the Nova SBE Social Sciences DataLab contributed to the development of 121 published articles, 918 Master's theses, and 16 PhD theses, as it provided access to its datasets and data analysis infrastructure. Some of the research projects supported by the Nova SBE Social Sciences DataLab in 2021 include:

CHARACTERIZATION OF THE PORTUGUESE LONG-TERM CARE WORKFORCE



The project aims to characterize the long-term care providers in Portugal according to their labor force arrangements, the number of employees, worker profiles, wages, including changes over time since 2002. The project also aims to explore the determinants of multiple jobs holding among long-term care workers and investigate the impacts of minimum wages on economic outcomes, such as employment, work turnover, profitability, and firm closure.

This research project uses microdata from the Quadros de Pessoal database, provided by Gabinete de Estratégia e Planeamento do Ministério do Trabalho, Solidariedade e Segurança Social (GEP-MTSSS), Portugal .

Who is participating: Judite Gonçalves and Master's Students Sara Cal, Theresa Thomas and Raffaele Turazzo.

THE EFFECT OF SCHOOL RECONSTRUCTION PROGRAMS ON STUDENTS' ACHIEVEMENTS IN PORTUGAL



The paper aims to look at the reconstruction programs of schools in Portugal. In the years between 2007 and 2011, government spending was directed to the improvement of public schools' infrastructures. Through a difference-in-difference approach, the project aims to investigate whether these investments may influence students' achievements. Further, the research team expects to assess the potential effect reconstructed public school infrastructure may have on the movement of students from private to public schools.

This research project uses microdata from the MISE database, provided by Direção-Geral de Estatísticas da Educação e Ciência do Ministério da Educação (DGEEC), Portugal.

Who is participating: Susana Peralta, PhD Student Pedro Luís de Freitas, and Master's Student Greta Schnaak.

EVENTS

PRESENTING THE NOVA SBE SOCIAL SCIENCES DATALAB

Luís Catela Nunes, Pedro Gardete, and the Nova SBE Social Sciences DataLab Project Manager, Alice Caetano, conducted, throughout the year of 2021, 14 presentation sessions about the Nova SBE Social Sciences DataLab. In these sessions, attendees were invited to learn how to leverage their scientific research using the Nova SBE Social Sciences DataLab's data, storage, and computing capacity. Additionally, the Nova SBE Social Sciences DataLab's research infrastructure means of access and overall resources were presented to the 1.087 researchers who attended the sessions.

HIGHLIGHTS

PUBLISHED ARTICLES

The following constitute examples of published articles that have been developed with the support of the Nova SBE Social Sciences DataLab and which have expressed acknowledgment to the Nova SBE Social Sciences DataLab on their bibliographical notes:



Gardete, P.M., Guo, L. (2021). Prepurchase information acquisition and credible advertising. *Management Science*, Volume 67, Issue number 3, Pages (1696-1717), Mar 2021.
[Available here.](#)



Girard, V. (2021). Stabbed in the back? *Social Choice and Welfare*, Volume 56, Issue number 4, Pages (595-634), May 2021.
[Available here.](#)



SDG 8, 16, 17 Silva, A.C.; Adão, B. (2021). Government financing, inflation, and the financial sector. *Economic Theory*, Volume 71, Issue number 6, Pages (1357-1396), Jun 2021.
[Available here.](#)

MASTER THESES

The Nova SBE Social Sciences Data Lab supports the development of master thesis under development of Nova SBE Knowledge Centers, such as those referred by the Nova SBE Economics of Education Knowledge Center.



3.9. Recognition & Awards

AWARDS



Nova SBE Data Science Knowledge Center project “Predicting the risk of developing Diabetic Nephropathy” developed in collaboration with the APDP Diabetes - Associação Protectora dos Diabéticos de Portugal, was among the winners of the first SAS Curiosity Data Science Iberian Awards. The project won Gold in the Data4Good category! This project is part of the Data for Change program from the Social Equity Initiative.



Miguel Ferreira, with Cláudia Custódio and Adrian Lam, both from the Imperial College Business School, and Emilia Garcia-Appendini, from the University of Zurich, won the EFIC2021 (5th EFIC Conference in Banking and Corporate Finance - Essex Business School) Best Paper Award with their paper *Economic costs of climate change*. Many congratulations to the winners.



Pedro Freitas and **Afonso Leme**, from Nova SBE Economics of Education Knowledge Center, saw their publications receive the *María Jesús San Segundo Award* (for the best papers presented by young authors) at the Meeting of the Economics of Education Association, of the Economics of Education Association (AEDE). Pedro Freitas won the first award for his paper “High-stake exams change teacher grading standards: evidence from a policy reform” and Afonso Leme the second award for his paper “The effect of a compulsory schooling leaving age increase on students’ educational paths”.



Miguel Pina e Cunha, Arménio Rego, Ace Volkmann Simpson and Eduardo Oliveira were awarded the “Professor Gisela Alves Best Conference Paper Award” in the 14th Annual Conference of the EuroMed Academy of Business (EMAB). The title of the paper is “Compassionate love in leaders and team performance”.

Miguel Pinha e Cunha (International MBA 2020) and **Luís Almeida Costa** (Executive MBA 2018/2020) won the Best Professor Award in the scope of the Lisbon MBA Católica | Nova Best Professor award is a distinction based on the vote of students.



Patient Innovation was awarded the Caixa Social Award 2021 for the *Patient Innovation for COVID-19* project. The Caixa Social Awards are an initiative of Caixa Geral de Depósitos to distinguish and financially support the work carried out by third sector entities, focused on valuing people

The Louis-André Gérard-Varet prize for the best paper by a young researcher was awarded to **Daniele D'ariento**, Assistant Professor at Nova SBE, with the paper *Learning, Over-reaction and the Wisdom of the Crowd*, at the 2021 ASSET conference in Marseille.

Eduardo Costa was nominated Vice-president of the Portuguese Association for Health Economics (APES) (2021 - 2023).

Joana Pestana was nominated board member of the Portuguese Association for Health Economics (APES) (2021 - 2023).

Judite Gonçalves was nominated treasurer of the Portuguese Association for Health Economics (APES) (2021 - 2023).

Teaching Excellence Award, Nova SBE – **Eduardo Costa**.

Best paper presentation Award, 17CNES – **Eduardo Costa**.

Honorable Mention for Best Oral Presentation at the 17th Portuguese National Conference on Health Economics – **Carolina Santos**.

Fiscal Council Member of the Portuguese Association for Health Economics (APES) (04/2021-present) – **Carolina Santos**.

Judite Gonçalves is “Health Champion” for the NOVA-Lancaster Partnership (Representative of the Health group on the NOVA University Lisbon side),

Judite Gonçalves was a member of the winning team of the Alfredo da Silva Health Systems Sustainability Prize. Project: Hereditary Breast Ovarian Cancer — HBOC: optimizing hereditary cancer pathways (saving costs and lives). PI: Carla Oliveira.





3.10. Teresa e Alexandre Soares dos Santos Library



OPEN SCIENCE SUPPORT

Open science is a policy priority for the European Commission and the standard for its research and innovation funding programs. Universality and reproducibility are fundamental science principles and the main goals of open science and open access to research outputs. In addition, open access to publication improves research quality, efficiency, and responsiveness as it increases distribution, discussion, and collaboration.

The library can help researchers manage through topics such as open access publication, article processing costs (APC's), preprints, and more. The library can support you with open access related questions, how to comply with funding agency mandates through Green Open Access and how to avoid high costs with publication fees.

The library's website has a set of tools to help with these questions, but the team is also available to aid with specific information regarding Open Science and its pillars such as open access to data, open research and open publication (preprints).

NOVA'S INSTITUTIONAL REPOSITORY

Open access mandates are achieved by publication in repositories and the library manages and curates the Nova SBE collection in Nova's Institutional Repository – RUN. By ensuring that the school's research outputs added to Pure are complemented by a publisher's approved version for open access, the library contributes to the compliance of funding mandates.

Green open access is the recommended form of open access. It results in immediate availability at no additional costs for authors and institutions. Therefore, authors are encouraged to submit accepted versions of their works to be deposited in institutional repositories, guaranteeing open access to research and compliance with funding agencies.

COLLECTION

In its efforts to support researchers and students, the library provides access to the collection and resources on campus and off-campus, always improving discoverability.

Via NOVA Discovery the user has access to all the resources subscribed by Nova SBE and a set of collections shared by other organizational units of NOVA University Lisbon. It works as a centralized access point for all the information provided by Teresa e Alexandre Soares dos Santos Library. New possibilities to narrow results, a conceptual map to navigate between search terms, the dynamics of social media likes embedded in the search results, a new e-book viewer, are some of the features of the new interface.

SDG-RELATED BOOK SUGGESTIONS

The Teresa e Alexandre Soares dos Santos Library is taking one step further in the SDG Journey that Nova SBE embraced and is now making its book suggestions by curating them according to the SDGs and their agenda in Economics, Management, and Finance. By embracing the SDGs and associating them with the vast collection it has, the Teresa e Alexandre Soares dos Santos Library is helping the Nova SBE community broaden their knowledge while learning how to map the SDGs, thus allowing create meaningful impact.



4. Societal Transformation

PRME Principle 5 – Partnerships

We will interact with managers of corporations to extend our knowledge of their challenges in meeting social and environmental responsibilities and to explore jointly effective approaches to meeting these challenges.

PRME Principle 6 - Dialogue

We will facilitate and support dialog and debate among educators, students, business, government, consumers, media, civil society organisations and other interested groups and stakeholders on critical issues related to global social responsibility and sustainability.

4.1. Students clubs

Our talent in the field

Nova SBE is in a unique position to reach thousands of learners in different stages of their lives. Thus, it is our duty to support as many learners within our sphere of influence the knowledge, skills, and mindsets to address the SDG through their current or future roles. In parallel, students at Nova SBE often go beyond their traditional role to boost student involvement and campus interaction.

Clubs emerge when students mobilize around a professional goal, a common interest, or an innovative idea. These groups can foster networking and create experiences that go way beyond the walls of the classrooms. Today, there are more than 30 student clubs at Nova SBE, ranging from specialized fields to cultural and sports-oriented.

Nova SBE will continue to support such efforts in any way possible, as we are true believers that these enact a number of rewarding benefits. For the students, it acts as a catalyst for deeper engagement experiences. For the local community, the opportunity to welcome highly motivated students, keen to explore their fields of interest and add effective societal value.

In fact, we have a long tradition of delivering students who showcase active citizenship through volunteering a Certificate that demonstrates the number of hours and organizations they have worked at during their studies. In this academic year, we awarded the Certificate of Active Citizenship to 60+ Bachelor's students and 145+ Master's students.

As a matter of an aggregated case study, we showcase below a few examples of initiatives promoted by some student clubs.

NOVAFRICA STUDENT'S GROUP

EVENT "AFRICA DAY AND THE SDGS"



The **Africa Day & SDGs** is an event in which experts from different areas can debate and contribute with ideas to implement and achieve the SDGs in Africa. The mission is to contribute to a roadmap for the continent to build prosperity and be ready for the future.

We look at a global view of Africa and insights into how the Agenda 2030 has responded to the African continent's challenges. It is also instrumental in understanding and evaluating the actions taken by the African governments and other non-government agencies organizations to address the SDGs, and assess how the pursuit of these objectives can be financed in a sustainable way.

End Poverty (SDG1) and Decent Work and Economic Growth (SDG8) are among the top priorities for everyday Africans and are goals in which the international community and African governments can do more and better.

The SDGs provide opportunities as well as challenges for developing countries since the cost of its implementation can be high but still bring benefits that persist in the long term. This event organized by the NOVAFRICA Student Group, with the support of the Nova SBE NOVAFRICA Knowledge Center and Nova SBE, analyzed the implementation of the SDGs in Africa with the focus on two goals: End Poverty and Decent Work and Economic Growth.

The event gathered a myriad of players involved in the global debate on Africa & SDGs, including experts on economic development in Africa, policymakers, private sector, students, and non-governmental organizations with a presence in Africa.

- Opening talk by Professor Cátia Batista
- Introduction by Stephen Karingi, Director, Regional Integration and Trade Division of the Economic Commission for Africa.
- Panel I: End poverty in all forms, everywhere

KEYNOTE SPEAKERS

Paco Moreno, Founder and President of ADS (Acción, Desarrollo Sostenibilidad) ONG

Jessica Matavele, Changemaker Lab Local Management in Girl MOVE Academy

Tijan L. Bah, Resident Fellow at the Navarra Center for International Development

TOPIC OF DISCUSSION

Creation of service hubs in rural Africa

How to help women to be more independent in such a way that indirectly reduces poverty?

Role of Migration and Remittances in Promoting Economic Development



• Panel II: Decent Work and Economic Growth (Goal 8)

KEYNOTE SPEAKERS	TOPIC OF DISCUSSION
William K. Kingi, Mombasa County Deputy Governor, Kenya	Informal and casual employment: is it productive? Can the government step in?
Duarte Pinto, CEO Sumol + Compal	The importance of local production in developing markets: everybody wins?
Fahiz Baba Yara, Nova SBE PhD alumnus & Assistant Professor of Finance at Kelley School of Business at Indiana University	Capital Markets in Africa

• Closing: Elsa de Morais Sarmento and Paul Herman

Moderation: Vítor Cavalcante, Research Assistant at NOVAFRICA, and Matilde Grácio, PhD Student at Nova SBE and Researcher at NOVAFRICA

NOVA CREATIVE HUB



Creativity is the skill that fosters resilience and innovative problem solving: the foundation that keeps today’s world moving forward. Hence, creativity has become part of the essential skill set for future business leaders. However, its power is not always understood – “I’m not a creative person” is not an uncommon sentence to be heard. That mindset had to change, and after hours of brainstorming, Nova Creative Hub was born. With the motto: “Everyone has the potential to be creative”, Nova Creative Hub pushes students out of their comfort zone to get new perspectives and broaden their horizons.

PROJECTS

ACNE: CREATIVITY IN BUSINESS



Description: Nova Creative Hub organized an event with ACNE Lisbon, a Deloitte Consulting Company. They are an entrepreneurial collective of thinkers and makers: designers, writers, strategists, film directors, photographers, art directors, and producers. We invited Creative Director Tiago Cruz for a session about everyday work at the company. He shared creative methodologies and processes as well as how business is intertwined with creativity and resilience.

IN THE MAKING: PODCAST

Description: In the Making is a podcast created by Nova Creative Hub. Series 1 was broadcast during the Fall Semester of 2021/22, with 4 episodes, with 30 min each. In each segment, guests from a broad range of creative industries were invited: We talked to multimedia creators, pianists, filmmakers, and designers about all things creative in the professional world. We explored how they found their way to become who they are and what paves the path for inspiration.

[Learn more.](#)

NOVA SBE FOOD STUDENT CLUB



The Nova SBE Food Student Club is a student initiative that aims to give Nova's community a sense of enjoyment and differentiation with a wide range of food-related experiences. The club is mainly event-focused, with a strong emphasis on empowering students' abilities to organize events, provide creative insights, create corporate relationships while also working towards a positive social impact.

PROJECTS

SUPERHERO MEALS

Date: January – June 2021
Description: The Nova SBE Food Student Club prepared an initiative to deliver meals to Santa Maria’s Hospital staff – which we called Super Hero Meals. This initiative is aimed at showing our community’s appreciation for the front-line heroes, doctors, and nurses, fighting the COVID-19 pandemic. These meals were carefully prepared by two restaurants around the hospital – Mr. Papas and XicoRolo. The Nova SBE Food Student Club also printed a big “thank you note” with all donators’ names on it to deliver to the medical staff. We raised a total of 513€, which translated to 60 full-course meals, and delivered them on June 16, 2021.

CONSULTING PROJECT WITH “A MURALHA”



Date: March - July 2021
Description: Partnering with Zomato, the Nova SBE Food Student Club devised a marketing-focused and pro-bono consulting project, structuring a digital and media strategy for the restaurant A Muralha – Tasca Típica. Its implementation period objective was during the government's removal of COVID-19 restrictions.

MAGUSTO SOLIDÁRIO



Date: November 11, 2021
Description: Together with Lar da Boa Vontade, in Carcavelos, the Nova SBE Food Student Club raised 79€ in donations in a Charitable Magusto. Furthermore, due to the great relationship established with the institution, the Nova SBE Food Student Club also advertised three volunteering opportunities on its social media.

ADVENT CALENDAR



Date: December 16, 2021
The Advent Calendar was a Christmas event developed by the Nova SBE Food Student Club. We wanted to bring the Christmas spirit to Nova SBE but do it in a way that we can add value to our community. As our scope of action is related to food, we wanted to educate our fellow students on a topic that is important to us - Sustainable Nutrition. As such, with a “Have Yourself a Greener Christmas” motto, the Nova SBE Food Student Club invited three companies that fight for Sustainable Nutrition to gift their products and help spread awareness on this topic - they were Iswari, WhyNotSoda and Miolo Organic Food. The Nova SBE Food Student Club set up a stand at Nova SBE’s Main Deck to distribute the gifted products - we created games on our social media related with facts and important information around Sustainable Nutrition, gave a happy hour to the invited companies to speak about their impact and we also shared the message on Nova SBE Role to Play.

NOVA SBE HOSPITALITY STUDENT CLUB



The Nova SBE Hospitality Student Club is Nova SBE's new addition to our community. It was founded in 2020 by students from the Master's in Management who have different backgrounds and common interests. It aims to promote the industry's sustainable growth by placing Hospitality as a key strategic tool for any business plan. The club also promotes its members' development of individual skills so that they can be prepared to add value to any organization in service-oriented industries while bridging the gap between Nova SBE's academic community and the industry players.

EVENTS

COVID-19 AND THE IMPACT ON THE CAREERS OF YOUNG TALENTS IN THE HOSPITALITY INDUSTRY



This event's main purpose was to discuss how the current pandemic may have influenced the outlook on career perspectives for young talent in hospitality. Additionally, it also intended to explore what skills future graduate students should acquire to positively contribute to the industry's growth once the pandemic is over.

For this event, the Nova SBE Hospitality Student Club had the pleasure of welcoming three distinguished guests from different companies in the hospitality industry:

Chitra Stern, owner, founder and CMO of Martinhal Family Resort & Hotels, who described 2020 as a rollercoaster; Veronica Soares Franco, an executive committee member at Pestana Hotel and a Nova SBE alumna, optimistic about the future and proud to have hired Nova SBE graduates amidst the pandemics. Furthermore, Pestana's action on social responsibility was outlined, having the group open its doors to medical staff in moments of need. Lastly, Filipe Santiago, Senior Partner and Managing Director at Blueshift Consulting and a former BCG consultant, shed light on how operating in different business fields, they experienced their worst performance within hotel management and ownership but experienced their best year ever in their consulting business, rather focused on advising investors.

This successful online event joined roughly 70 people in the virtual room, between students, Nova SBE staff, and the experienced guests from the hospitality industry joining in the panel for discussion, concluding that change is part of the DNA of the industry and therefore the outlook on the future is only a positive one.

HOSPITALITY WINNING THE GAME IN SPORTS EVENTS

Our main goal was to showcase how hospitality can be applied in several industries, specifically within the sports sector. The Hospitality industry evolved, and the ticketing landscape has become part of the main sources of revenue in sports. As such, exploring the role of the hospitality industry in sports, raising awareness on the importance of this partnership, and understanding the future outlook of hospitality in the different major sports events was sought after during an event that was everything but a standard one.

Counting with an initial seminar by Guilherme Pinto, former Head of Sales in Manchester City Hospitality Wonderment Experiences, who presented the audience some numbers to back up the recent trends around the relevance of actively engaging and promoting memorable fan experiences, the event was then followed by an Interactive debate in which the audience was involved by launching polls to be answered and commented live.

Moreover, Keith Bruce, President of Formula 1 experiences contributed to the high recognition of the event and raised awareness and brought several fellow students from Nova SBE to this event. As a result, around 50 people were present in another successful event organized by the Nova SBE Hospitality Student Club, adapted to the reality of the current moment.

Promotional video.

CUSTOMER EXPERIENCE WINE NOT?

This partnership between the Nova SBE Startup Student Club and the Nova SBE Hospitality Student Club gave students the chance to get to know more about Entrepreneurship in the beverage industry. The CMO of Gutsy Captain Company and Founder of Fernweh Liquor told the story of both companies and their journey of creating a successful company. Gutsy produces Kombucha drinks that rely on the use of high quality, natural and organic ingredients and their own culture of bacteria. and they currently serve over 30 markets. The second company, Fernweh Liquour, operates in e-commerce and sells Gin online. The founder of this company studies at Nova SBE and advises on how to set up a company while studying. After all, the 35 attendees at this event got a good impression of what it is like to be an entrepreneur in the beverage industry.

MINAUGURATION NOVA SBE WESTMONT INSTITUTE OF TOURISM & HOSPITALITY



This was the final event that celebrated the opening of the Nova SBE Westmont Institute of Tourism & Hospitality with various important guests. Among these were the President of Portugal, as well as Prince Aymn Aga Khan, and Majid Mangalji (founder and President of the Westmont Hospitality Group). After months of collaboration between the management of the Nova SBE Westmont Institute of Tourism & Hospitality and the Nova SBE Hospitality Student Club, this event gave students of Nova SBE the chance to meet hospitality industry titans and network during the celebrations. Moreover, Several speeches were made by the invited dignitaries in the Hovione Atrium, and a campus Tour led by the students was facilitated. Finally, this resulted in a successful event where the Nova SBE Hospitality Student Club gladly engaged in with over 150 other attendees and introduced the Nova SBE Westmont Institute of Tourism & Hospitality as a new space at Nova SBE for students to collaborate at.

SKILLS SEMINAR & WINE TASTING

This was a combined event of a skills seminar and a wine tasting. The skill seminar was provided by executives of BMW, P&G and Ikea. The wine tasting was conducted by Sogrape. During the first event, students were given a presentation by the respective companies and a challenge in the end with an award for the winners of the challenges. The second event featured a wine tasting where students and speakers were educated on various wines and their origins. This resulted in an afternoon where the 35 students and 4 companies created an inspiring afternoon.

NOVA INVESTMENT CLUB



The goal of the Nova Investment Club is to allow students to engage in on and off-campus activities, to connect academics to the professional environment. Taking into account each one's preferences, the club allocates its members across two core divisions: Financial Markets and Investment Banking. Both groups interact in regular meetings to enable broader and comprehensive analyses, development of critical thinking, and debates of ongoing macroeconomic events. Above all, promoting the students' financial knowledge through various events is one of the key drivers that keep Nova Investment Club's members passionate.

Nova Investment Club 's members are the club's greatest asset, meaning that they are the ones who turn the club into something unique, being well-known for helping each other in any situation, even when all are competing for the same professional positions. By fostering a relationship with the extensive Nova SBE Alumni network and corporate partners, all members aspire to enhance Nova SBE's overall impact during the recruitment processes.

PROJECTS

NOVA INVESTMENT CLUB MONTHLY NEWSLETTER

Goal: In the Financial Markets Division, we screen recent market trends across all asset classes and publish investment proposals for a virtual portfolio monthly. The Investment Banking Division covers current M&A deals and sheds light on fundamentals, valuation issues, and the latest industry news.

Value-added: Our newsletter provides readers with the latest insights into the financial markets and the investment banking industry. We also show the performance of our virtual fund here.

Target: All students and other individuals with an interest in finance.

Online/in-person: Online, published on our website and social media monthly.

Partners: Bloomberg, KPMG, Jornal de Negócios, Atrium, Nordea Asset Management, Activo Bank, Academic Partners – Careers @ Nova SBE, and Nova SBE Finance Knowledge Center.

LONDON FIELD TRIP



Goal: Each year the Nova Investment Club organises a field trip (in the latest years has taken place online) to London in September with its most promising members to visit the leading financial institutions, so its members can better understand the specifics of each company.

Value-added: This trip provides relevant contacts and increases the network of the members so that they are better prepared to enter the job market.

Target: Nova Investment Club's members with interest in a career in Banking (open to Nova Investment Club's members only).

Partners: BlackRock, NatWest Markets, Morgan Stanley, Credit Suisse, Schroders, Nordea Asset Management.

NOVA FINANCE TALKS IN PARTNERSHIP WITH THE NOVA SBE FINANCE KNOWLEDGE CENTER



Goal: Finding a relevant topic for the current environment where students can discuss informally with a speaker with relevant experience in the topic.

Value-added: This trip provides relevant contacts and increases the network of the members so that they are better prepared to enter the job market.

Target: Individuals with interest in finance-related topics (external - open to the community).

Partners: Nova SBE Finance Knowledge Center and external invited speakers.

NOVA FINANCE WEEK



Goal: The Nova Finance Week aims to promote, create and share financial knowledge among Nova SBE's community.

Value-added: It is an event that aims to shrink the gap between what students learn inside the classroom and the real financial world by mobilizing the most brilliant minds in the industry, as speakers.

Target: The Nova SBE community, being it the students, Alumni and professors (external - open to the community).

Partners: Iberis Capital, BNP Paribas, Carlsquare, Banco de Investimento Global, Academic Partner – Nova SBE.

NIC ASSET MANAGEMENT COMPETITION



Goal: Event dedicated to every university student with a passion for financial markets to apply and develop their portfolio management skills by building their virtual portfolio. The winner wins a prize to be confirmed and will be mentioned on Nova Investment Club's website and social media.

Value-added: Spread the word of the club, engage with the external community, provide the participants with an opportunity to improve their knowledge in financial markets and portfolio management.

Target: University students (external - open to the community).

Partners: Nordea Asset Management, HSBC, and Deutsche Bank.

NOVA JUNIOR CONSULTING



Nova Junior Consulting (NJC) is Nova School of Business and Economics' student-run consulting firm. We specialize in providing strategic, financial and management consulting services by offering our clients the knowledge and skills we develop at Nova SBE, Portugal's top Business School.

PRO BONO CONSULTING PROJECTS

DIAGNOSTICS OF ASSOCIAÇÃO PÃO-A-PÃO



Holistic organization diagnosis and recommendations and action plan across 13 areas of interest. The report was required by Fundação Gulbenkian to proceed with a funding process. The project was done in collaboration with the Nova SBE Leadership for Impact Knowledge Center.

NEW SERVICE FOR CECD

Determination of a service that would fit a space in the organization. Creation of a business plan for the recommended service. The project was done in collaboration with the Nova SBE Leadership for Impact Knowledge Center.

MARKET RESEARCH FOR ICF



Determine how an institution whose purpose is to promote inclusiveness in a university context could maximize the impact it has on people with disabilities. Based on best practices of several benchmarks, research, and an interview with a specialist in the area, Nova Junior Consulting provided recommendations in 3 areas - college experience, academic performance, and career goals - aiming to improve the inclusiveness of the students with disabilities. The project was done in collaboration with Inclusive Community Forum.

CONSULTING PROJECTS

STRATEGIC PLAN OF EVENTS OF NOVA SBE

Develop a strategy for the Events at Nova SBE as well as how to better engage the community. Creation of a business and action plan for the next 3 years. Interviewing key stakeholders such as students, Nova SBE clients, members of the Quinta de São Gonçalo community, and Nova SBE staff and faculty.

INTERNATIONALIZATION OF FRENCH ONG



Market study of Portuguese Active Ageing, Social and Sports sector. Support and recommendations on location, service offering, pricing, and possible partnerships regarding funding.

STUDY OF NOVA SBE & NOVA SOL'S MLM

Internal analysis of current Nova SBE and SoL MLM and student's perspectives. Study of MLM's across 6 different universities. Development of in-depth case studies on 2 universities' MLM, interviewing students or creating questionnaires.

ACADEMIC DRIVEN INITIATIVES



NJC CONSULTING DAYS 2021

The 3-day event (Strategic Consulting (MBB), Management Consulting (Big4), Other Types of Consulting) to create a bridge to close the gap between the academic community and the consulting industry.

Stakeholders involved: Nova SBE (Careers @ Novas SBE, Corporate Engagement & Fundraising, Events, Professors Ana Balcão Reis, Constança Casquinho and Susana Peralta), Cascais Municipality, McKinsey, Deloitte, KPMG, PwC, EY, Teleperformance, Nestlè, L'Oréal, BNP Paribas, Mastercard Advisors, Kaizen, and RBB. One talk was in collaboration with the Nova Women in Business Club and the Nova SBE LGBTQI+ Student Club.

Attendees: +300 Nova SBE students and Alumni

NJC SCHOLARSHIP



The Nova Junior Consulting Scholarship is aimed at providing accreditation to first-year students that early in their Bachelor's program can demonstrate excellent academic and extracurricular performance, as well as professional ambition. Such students will not only benefit from financial aid (33% reduction of tuition fee) during their first year but also from valuable learning experiences and networking opportunities.

Collaboration with Corporate Engagment & Fundraising, Careers @ Nova SBE, Brand, Communication & Marketing departments at Nova SBE.

This semester Nova Junior Consulting's Board of Directors (7 members) have defined the scholarship's scope, regulation, and communication strategy. 10 scholarships will be given in the next semester. Applications opened on December 11, 2021.

NOVA SBE LEADERSHIP FOR IMPACT STUDENT CLUB



Nova SBE Leadership for Impact Student Club

The Nova SBE Leadership for Impact Student Club was born out of the will to create opportunities for sustainable impact through leadership while always promoting cooperation among members of the Nova SBE community, such as students, NGOs, enterprises, and more. While working in close partnership with the Nova SBE Leadership for Impact Knowledge Center, the club's focus is to promote the sustainable development of knowledge and reduce social inequity by stimulating initiatives that inspire the creation of more articulated and efficient responses to societal issues.

In 2021 49 students were involved in 11 projects. Some examples are Impact measurement for U.Dream, The study of the impact of COVID-19 on the not-for profit sector, and Contributing to publishing research on System Change and System Mapping.

PROJECTS

INDIVIDUAL TRANSITION PLAN (PIT PLATFORM)



The Inclusive Community Forum – an initiative from Nova SBE focused on the lives of people with disabilities, is developing a platform to promote internships for students with disabilities within the scope of the Individual Transition Plan – PIT. The team PIT platform is providing help to the organization with the image and communication of the platform.

Project main proposals/recommendations:

- 1. Define the name and image for the project;
- 2. Consolidate the value proposition;
- 3. Set up a LinkedIn page through which they will work.

Engagement: Inclusive Community Forum

"This semester's project, CompIT, taught me way beyond what I could have expected at the beginning. I met wonderful, knowledgeable people that guided me, but also challenged me to look at the world of inclusion and diversity differently. As a team leader, I learned how to look at leadership as a partnership and how to empower my team member to get the best out of them and give them the confidence to showcase their potential. I loved working for this valuable project and hope to see it keep gaining strength in the future!"

CATARINA COSTA
Team Leader

COST TRAINING SESSIONS



One of the main management challenges identified by the core team of Ajuda de Mãe was the need to have a Finance Training Session for the whole team to learn basic concepts and dynamics such as: “How much do things cost?” “How is the allocation of costs done?” “What are cost centres?” “How is a budget built?” “How to read and understand annual reports?” etc. The Nova SBE Leadership for Impact Student Club ‘s members contributed a major help in tackling this issue by providing this session to Ajuda de Mãe's members.

- Project main proposal/recommendations:**
- 1. Define the main area of lack of financial knowledge.
 - 2. Built a whole training session for Ajuda de Mãe’s team
 - 3. Train the team.

Engagement: Ajuda de Mãe and Social Leapfrog Program

“Having joined the Nova SBE Leadership for Impact Student Club has taught me two things: first, that a team is not a group of people who simply work together. It is rather a group of people who trust each other and therefore help each other perform at their highest standard. Second, that offering professional support to Portuguese NGOs is fulfilling. It brings meaning and purpose to your sometimes monotonous and boring studies. The project was the perfect combination of using the theoretical knowledge from university whilst creating an impact in the social sector. I loved working for the project and have - due to the incredible experience at the Nova SBE Leadership for Impact Student Club - decided to continue working in the social sector to create an impact in the future.”

CHRISTINA NEUMAYER
Member testimonial

U.DREAM PROJECT



U.Dream needs support in its impact measurement. The methodology and questionnaires are already developed. The goal is to help the team analyze the data and develop the reports. Impact measurement target: beneficiaries (university students) and customers (companies).

Project main proposal/recommendations:
Restructuring and organization of data: preparation of U.Dream’s dataset to measure impact.

Engagement: U.Dream

IMPACT OF COVID-19 ON THE NFP SECTOR



The project aims to support Nova SBE's academic and partners community by providing a diversity of academic resources on what is the Impact of COVID-19 for NFPO worldwide, how they are responding to it and what are the new trends in the sector (investment priorities, strategic responses, management models, mindsets, etc.) The goal is to support academic and research purposes and provide useful knowledge for Nova SBE larger partners community.

Project main proposal/recommendations: 1. To research the impact of COVID-19 on the Non-for-Profit sector? 2. To understand why NFP is impacted in such a way and how are they responding 3. What are the new trends that are emerging for the NFP sector to overcome future challenges?

Engagement: Professor Silvia Herrero

N° of students: 4

SOCIAL SECTOR OVERVIEW SDG TRANSVERSAL



The Social Equity Initiative is an executive training program for managers about the social sector – a leadership course. During the project, the participants prepared a presentation with an overview of the social sector in Portugal.

Project main proposal/recommendations:
1. Historical Context 2. Characterization 3. Legal Framework 4. Challenges 5. Social Entrepreneurship Movement.

Engagement: Social Equity Initiative

FIA-TE



FIA-TE intends to fill one of the main obstacles to migrants' access to housing: finding a sponsor. The requirement of a sponsor can be difficult to fulfill for most Portuguese, but for migrants, it is practically impossible. They do not have a family or friendship network to turn to present a sponsor. In addition, they still must face the layers of distrust due to their origin. As a result, many homeowners refuse to rent homes to immigrants/refugees. In view of this, FIA-TE intends to be a platform that guarantees a level of trust to landlords, creating a fund that will cover the eventual defaults of tenant migrants. The idea is to be sustainable but not for profit. Seed capital will be needed to create the fund, but as the project grows, with the fees paid by the beneficiaries, that fund will no longer require capital inflows. Similar solutions already exist on the market, created by insurance companies, but with very demanding requirements, which migrants are unable to satisfy.

Project main proposal/recommendations: Design the program and its execution (HR, Finance, etc.). If families default what to do, etc.

Engagement: JRS, Lisbon Project, Associação Pão a Pão, Crescer

INTEGRATION OF REFUGEES



Business plan for a pilot project with the Alenquer Municipality. Alenquer does construction work in houses that need some renewal and JRS wants to partner up with an organization to do this work. They should have funding for this, and in exchange for doing the construction work, the refugees could live in this house for a certain time. So, the team should evaluate the possibilities and how this project could work, how they can have funding, who would do the construction work (just a change?), how long the refugees would live there, and so on.

Project main proposal/recommendations: 1. Create from 0 a new creative program to create bridges in the community (refugees + society)

Engagement: JRS

SOCIAL IDEATION BOOTCAMP



Social Ideation Bootcamp is a project which aims to connect social organizations and Nova SBE students thanks to a social consulting boot camp. The 3-day boot camp doesn't stop showing the social world to students but also a The exchange is mutual, indeed also social organizations will have the opportunity to see some of their main issues solved by students thanks to creative ideas.

Project main proposal/recommendations (if applicable): still on board – “Which are the main challenges social organizations face every day?” “How can students help social organizations solve their problems?”

SYSTEM MAPPING



System Change is an increasable popular domain of action and research that is gathering the interests of non-for-profits, governments, companies, and academia alike due to its promise to be the most efficient way to achieve sustainability. System Mapping is the most popular tool in the large toolbox to apply a system change approach to a project. This collaboration project offers the opportunity to students (2) to learn how to use these tools while contributing to publishing research in this domain.

Project main proposal/recommendations (if applicable): Support the professor to translate some field-work data into two of the most popular tools of system mapping.

Engagement: Professor Siliva Herrero

“This project helped me develop my academic writing skills as well as learn about complex systems and how their inherent interactions can lead to meaningful and relevant social impact. It was amazing to see not only how those complex systems were created, but also to understand what made them successful in generating sustained impact.”

SÍLVIA MATOS
Team Member

NOVA SBE LEADERSHIP FOR IMPACT KNOWLEDGE CENTER GUIDEBOOK



Project main proposal/recommendations. The Guidebook is intended help students and interested people find accurate guidelines for starting a social initiative or venture - steer leadership to social innovation. It should include several chapters covering topics such as Funding, Steps-to-Take, Institutions to consider, Sources to be used, Training, Awards, etc.

Engagement: Nova SBE Leadership for Impact Knowledge Center

INCLUSIVE COMMUNITY FORUM



Project main proposal/recommendations. It is crucial to show how people with disabilities have been impacting the companies that have signed the commitment of inclusion. The goal of the Inclusive Community Forum is to show the advantages of employing people with disabilities, which is possible by analyzing the general positive impact of having employees with disabilities working in companies.

Project main proposal/recommendations (if applicable): The project consists of the collection of data and the interpretation of several variables (for instance, retention and turnover rate) of different stakeholders.

EVENTS

EXTERNAL

- **March 26: B Impact Assessment Workshop**
Speaker: Luís Amado, Executive Director of B Corp Portugal
Number of attendees: 60
- **April 9: B Corp Roundtable**
Speakers: Joana Dias da Cunha, Fair Bazaar; Helder Delgado, Hovione; Carolina Almeida, C-More
Moderator: Fernanda Freitas, Journalist
Number of attendees: 18
- **April 22: CSR with Jerónimo Martins**
Speaker: Susana Correia de Campos, Head of Internal Social Responsibility at Jerónimo Martins
Number of attendees: 30
- **August 30 and 31: Participation in Discovery Week**

INTERNAL

- **April 28: Communication, Leadership and Networking**
Speaker: Terry Hamill, a teacher at Nova SBE and SingularityU Portugal expert
- **May 4: Case study - Corporate Social Responsibility**
Speaker: Milton de Sousa, professor at Nova SBE
- **May 10: Working and Volunteering opportunities in NFP organizations**
Speaker: Joana Ribeiro, Country Manager of Sea Shepherd Portugal

INITIATIVES

- **Monthly Newsletter**
- **SDGs – Post in our social media of 17 short videos on each SDG**

NOVA SBE LGBTQI+ STUDENT CLUB



As studies show, LGBTQI+ inclusion/diversity remains a controversial topic in education, the workplace, and everyday life. For that reason, the Nova SBE LGBTQI+ Student Club wants to end stigmata and tabus and educate its peers on the importance of being aware of such. The student club mainly focuses on the areas of community building, career development, and student affairs. Their purpose is to raise awareness of LGBTQI+ subjects in higher education, career development, opportunities, and beyond. By creating this club, the members showed how colorful Nova SBE is and how much color it can have through its efforts.

"The NOVA SBE LGBTQI+ Club advocates for the inclusion of the LGBTQIA+ community at the school by pursuing educational and social projects. We aim to provide a space for Queer people and our allies to connect, celebrate and create. We conduct research-based workshops offered to the entire Nova SBE community to demystify and inspire dialogue around LGBTQIA+ issues. We have a robust External Affairs pillar which is dedicated to career-building activities such as corporate-sponsored workshops, alumni panels, and mentorship opportunities. Our Student Affairs pillar prioritizes community bonding by organizing social events. The project that I am most excited about, admittedly, is our Podcast 'Color Coded', which is a platform for people within the Nova SBE community and beyond to talk around themes connected to our experience as Queer people and allies. Take a listen! We are a young club, but our momentum and presence are ever-growing, and I am excited to see the ways the club's ethos can further permeate the Nova SBE community in the upcoming semester. "

EMERY KASH (HE/HIM/HIS)
President of the Nova SBE LGBTQI+ Club



PROJECTS

ALLYSHIP WORKSHOP

The Nova SBE LGBTQI+ Student Club's Allyship Workshop was offered this semester for anyone from the Nova SBE community and beyond who believes in the importance of standing up and being there for each other. We define an ally as someone who supports and takes action for equality across issues of race, gender identity, sexuality, and disability. The goal of this workshop is to invite participants into a dialogue around what it means to be a proactive ally. During the workshop, we collectively unpack the systemic environments that result in privilege and oppression, and we practice what allyship can look like in different scenarios. We were most surprised by the openness of our participants and their generous offering of personal experiences and suggestions for solutions.

Link (Workshop Slides):

https://www.canva.com/design/DAEsKd9cDUU/BT9aGuP16nN2WA6JdrTRrA/view?utm_content=DAEsKd9cDUU&utm_campaign=designshare&utm_medium=link&utm_source=sharebutton

LANGUAGE INCLUSIVITY WORKSHOP

The Nova SBE LGBTQI+ Student Club hosted an Inclusive Language Workshop this semester to highlight and create a conversation around the importance and power of adopting inclusive language habits. We define inclusive language as speaking and writing in a way that does not discriminate against particular gender identity, sexuality, race, disability, and that does not perpetuate stereotypes. The goal of the workshop is to locate inclusive language in the scope of diversity, equity and inclusion and to provide tools for participants to take away with them into their everyday lives. Given the key role of language in shaping cultural and social attitudes, using inclusive language is a powerful way to promote gender equality and eradicate gender bias. Participants of the workshop included students, faculty, and staff.

[Workshop Slides.](#)

LGBTQI+ CLUB COMMUNITY

The LGBTQI+ Club Community is an initiative of the Nova SBE LGBTQI+ Student Club, which now has more than 100 members within the Nova SBE community. This includes students and Alumni, as well as Faculty and Staff members. Anyone who is either LGBTQI+ or is supportive of LGBTQI+ issues and wants to learn more is welcome to join the club community. Members get access to exclusive events, workshops, and networking opportunities. All this with the mission of giving members from the LGBTQI+ community and allies the opportunity to build friendships and have a shared safe space where everyone is wanted, respected, and accepted - a place to feel at home. In keeping with Nova SBE's Pioneer spirit, the Nova SBE LGBTQI+ Student Club is also a Pioneer here - in proactively creating this inclusive network.

[Link for registration.](#)

BUDDY INITIATIVE

Offered to the entire Nova SBE community, The "Buddy" Initiative is an opportunity to meet people outside of your usual sphere. Participants offer information about themselves and are able to connect with others who may share similar interests. It is a great way to network and go outside your comfort zone. The Fall 2012 semester is the first operating season for the initiative, and so far, participant feedback has been very positive. Moving forward, we will work to engage more participants across different interests by building a more robust marketing campaign, and we will maintain our current participant base by hosting formalized networking events.

COLOR CODED PODCAST

Learning together, sharing, growing together - to maximize the Nova SBE LGBTQI+ Student Club's added value to the Nova SBE community, we mobilize various media outlets to spread awareness and enact our mission "to turn LGBTQI+ inclusion into a no-brainer." In the Fall of 2021, we launched the Color Coded podcast on Spotify and YouTube. The podcast explores LGBTQI+ topics and aims to deepen the listener's understanding of the queer community not only through the lens of their struggles but through the lens of their triumph and celebrations. Color Coded has released three episodes by the end of 2021, covering topics from Transgender awareness to how queer experiences differ across the world. Set up conversationally, we hope this podcast can invite people into a dialogue they perhaps wouldn't have been otherwise. By including various LGBTQI+ related topics, the club seeks to demystify certain concepts, raise awareness within the Nova SBE community, and most importantly, make the LGBTQI+ community of Nova SBE feel seen.

[Link to the Podcast on Spotify.](#)

CAREER EVENTS

Career Events are initiatives of the Nova SBE LGBTQI+ Student Club, aimed to inspire and ignite confidence in all Nova SBE students, especially members of the LGBTQI+ community. The club aims to provide students with the means to strive for their dream career, no matter their gender identity, sexual orientation or cultural background. While counting as MYC/BYC credits, helping to grow their academic career, the events are for students and for the faculty, a way to make connections on a corporate level using unconventional points of entry. This way, the Nova SBE LGBTQI+ Student Club creates a more colorful and inclusive Nova SBE. This semester, the Nova SBE LGBTQI+ Student Club partnered with the global healthcare company Merck to host a session on career opportunities and diversity at Merck, which more than 200 students eagerly attended.

TRUST INBOX

We believe we should support each other so that we can grow together as a Nova SBE Community and do better: as people, professionals, leaders and as citizens. Solidarity in action - this is what the Nova SBE Community stands for and also the Nova SBE LGBTQI+ Student Club, which offers possibilities for support with the so-called "Trust Inbox".The Trust Inbox is an initiative of the Nova SBE LGBTQI+ Student Club, which aims to support the Nova SBE community with everything that might arise in connection to LGBTQI+ issues. Be it that Nova SBE affiliates are questioning their sexuality or gender identity - or even, unfortunately, experience anti LGBTQI+ behavior or abuse. The Nova SBE LGBTQI+ Student Club is committed to being there for everyone who is seeking help. Through the Trust Inbox, anyone can receive 100% confidential support from one of three dedicated club members.

[Link to the Trust Inbox.](#)

EDUCATIONAL POSTS FOR THE COMMUNITY

The mission of the Nova SBE LGBTQI+ Student Club is "to turn LGBTQI+ inclusion into a no-brainer." Accordingly, education and informative content via different media outlets play a big role in spreading our message. One of our most reached platforms is our social media presence which reaches (combined) more than 800 Nova affiliates. Our twice a week educational posts highlight topics concerning the LGBTQI+ community globally. We are dedicated to using social media as a tool for change as we strive to increase awareness and make diversity-related resources available for those who need it – to prepare the leaders of tomorrow to contribute to an open and more inclusive world.

[Link to our various social media channels.](#)

NOMA MARKETING CONSULTING STUDENT CLUB



The NOMA Marketing Consulting Student Club, previously known as the Nova Marketing Club, was founded in 2015. What started as an internal club for students with a passion for Marketing is today a professional consulting club focused on strategic marketing for companies in Portugal. From national companies like Wheel – Frozen Yogurt to multinationals like Vodafone, Uber, and Google, the NOMA Marketing Consulting Student Club has a lot of amazing projects going on. However, that is by far not everything that the NOMA Marketing Consulting Student Club has to offer. Workshops about current Marketing topics and breakfasts with interesting companies make this club an amazing opportunity for all students who seek a professional career in this area.

PRO BONO CONSULTING PROJECTS

AntElement's Training Program
Development of a full marketing strategy



EDUPA (Associação para o Desenvolvimento Pessoal)
Development of a business plan for the launch of a new subscription service, Mindbox



Zero Desperdício
Development of a full, actionable communications plan for the launch of Zero Desperdício's new online platform

Fundação O Século
Development of a communications plan



Just a Change
Assessment of best fundraising practices



Associação Alzheimer Portugal
Assessment of best fundraising practices



MOVE
Development of a digital strategy



CRESCER
Development of a marketing and communication strategy



NOVA SBE MINDSPACE STUDENT CLUB



The Nova SBE Mindspace Student Club aims to create a safe and inclusive community of students that fosters self-acceptance, resilience, mental well-being, and meaningful relationships. The club wants to enable its members to try out new experiences and expand their knowledge on topics that are too often forgotten in day-to-day life. The Nova SBE Mindspace Student Club members can join weekly online meditation sessions as well as regular outside workouts, yoga sessions, workshops, and much more.

Nº of students: 29

Nº of members: 250



“Together with five girls from different Master’s programs, we started the Nova Mindspace Club in January 2021 intending to create an inclusive community around the topics of mental and physical health and well-being. I have been interested in this field for a few years now, especially, since I did yoga teacher training in Costa Rica between my Bachelor’s and Master’s studies. With the Nova SBE Mindspace Student Club, we aim to bring together people who share these interests and are curious to learn more about them as well as to participate in activities that give them the chance to take a break, reflect, recharge, and connect. One of our main values is the openness of the Club. All members of the Nova SBE community, regardless of their level of experience in the field are invited to join.

Overall, I am beyond proud of what we have achieved during less than one year and extremely grateful for the wonderful people I was able to meet during the process, my amazing Nova SBE Mindspace Student Club team colleagues, inspiring partners and all members who joined our activities or even participated actively by organizing their projects and sharing their knowledge and thoughts. I am very happy to know the Club is in good hands for the coming semester and super curious how it is going to develop in the future – for sure, there is so much amazing work left to do around this increasingly important topic!”

HANNAH HOEHNKE
Co-founder of the Nova SBE Mindspace Student Club

PROJECTS/EVENTS

MINDSPACE RETREAT OCTOBER 2021

Organized by Laura Egger, Hannah Hoehnke, Julia Grassow, Carla Jordis, Pauline Schudrowitsch, Marlene Knöbig

Disconnect to reconnect - In our ever-changing world, where it is constantly crucial to be up to date - take the time to go on a digital detox once in a while.

Our Mindspace retreat this semester was all about reconnecting with yourself. Slowing down and being inquisitive about what’s going on inside your mind.

24 students participated in the 1-day event held in the wonderful countryside at Gaia Meco in Setubal.

MINDSPACE ART WORKSHOPS

3 Creative Art Workshops at the book shop / gallery Tinta Nos Nervos in Lisbon

Guided by Portuguese Artist Inês Córias

24 students participated in total

The sessions were based on portrait and dialogue games between all participants, using both collage and drawing, using pencil, graphite and pastels (incredibly colourful). Overall - a really fun process!

MINDSPACE POTTERY WORKSHOPS

4 Professional Pottery Workshops at Cecilie Melestan in Lisbon

30 students participated in total

WEEKLY MINDSPACE MEDITATIONS

The Nova SBE Mindspace Student Club's weekly Nova SBE meditation gatherings are a weekly opportunity for students, staff, and faculty to disconnect, re-connect and meet like-minded people.

13 Sessions were held and guided by PhD student Radek Oros outdoors and indoors

STRESS-RELIEF HIIT WORKOUTS

We had about 20 workout sessions at the Rio Tejo in Lisbon as well as Park Estrela

Given for free by Julia Grassow, Carla Jordis, and Laura Kürschner

Free to join for members as well as non-members

OUTDOOR YOGA

We held 5 beginner-friendly outdoor yoga sessions in Lisbon as well as on the beach in Carcavelos at the Nova Surf Contest.

They were free to join for members as well as non-members.

DAY TRIP: HIKE & HERBS

1 Day trip to the forests of Sintra to learn about the wonders of nature. Marcela from Projeto Folha (<https://www.instagram.com/projeto.folha/>) took us for a walk and shared with us the wonders of medicinal plants.

11 participants

COLLABORATION WITH CEMS CLUB CSR: CONSCIOUS GUIDE LISBON

Organized by Pauline Schudrowitsch, Hannah Hoehnke

2 x 4 Instagram Posts

Together with @cemsclublison we have collected some of our favorite conscious spots, places, and activities around the beautiful city of Lisbon and shared them on our Instagram account. There were four categories: Vegetarian & Vegan restaurants, sustainable activities, conscious shopping, and local markets.

PARTICIPATION AT THE NOVA SBE CHRISTMAS

Market with a “Give and Take” Activity

We offered a Nova SBE Mindspace Student Club stand at the Nova SBE Christmas market with a small activity about the benefits of giving. Students were invited to share a positive message and place it in a box as well as to make one for themselves.

OIKOS LISBON



The club was originally founded as “CleanerNova” and, step by step, turned into the students’ club for environment and sustainability known as "GreenNova" and now it has a whole new name. Their goal is tough: Nova SBE shall become Portugal's greenest school. This describes the club at its best: the open-minded and visionary members are highly engaged in sustainability and environmental issues at Nova SBE and truly want to have an impact.

The next steps are clear: sustainability must be a focus at the new campus from the beginning. From a composting station to the implementation of water fountains and reusable water bottles, the club is working on several projects to reach its goal. Who would not want to help them and turn Nova SBE into a role model for Portugal or, who knows, even Europe and the world?

PROJECTS

E-BOOK SDG 12



Adopting a plant-based diet can be a daunting task. As such, we set out to create a guide that would cover everything one would need to know, going from grocery shopping to recipes to restaurants. This ebook was launched in September and promoted across the semester.

Project main proposal/recommendations:
An e-book with a said guide, set to be distributed to Nova SBE students.

Number of participants: 5

“Being a Content Marketer of the oikos Marketing team allows me to work together with international students to promote my passion for a sustainable lifestyle and motivate people to become more sustainable in their daily life.”

Team Member

OIKTIONARY



No. of students involved:

- #1 - Big companies’ impact and greenwashing: 9
- #2 - What do you know about the impact of fashion: 24
- #3 - Veganism and impact on big brands: 17
- #4 - COVID-19: positive and negative impacts on the environment: 9
- #5 - Global warming: 3
- #6 - How markets and firms are reacting to the increase in demand for vegan products? : 25
- #7 - The Green Recovery: 25
- #8 - Avocado Sustainability: 10
- #9 - How to Compost at home: 8

The project consists of a brief online quiz open to Nova SBE students. Each edition addressed a different topic related to sustainability to raise awareness for multiple subjects interactively and engagingly. Participants competed with each other, and the winner got to receive a prize from our partners.

Project main proposal/recommendations: The main proposal was for students to engage in a brief and interactive event that allowed them to discover more about key topics in the field of sustainability.

Members' testimonies: “The project made me discover and deepen the topics of sustainability I am interested in and enlarge my knowledge about it.” - event organizer

“The project made me discover and deepen the topics of sustainability I am interested in and enlarge my knowledge about it.”

Event Organizer

SEASPIRACY QUIZ NIGHT



Number of participants: 10

Seaspiracy is a documentary film that addresses the social, moral and environmental impact of the fishing industry. It was released on Netflix on March 24, and since then, it has gained attention around the globe. This live Quiz Night promoted the discussion of this theme, covering some issues such as the environmental and social impact of the fishing industry, the sustainability of economic activities as they are being currently developed, and what possible solutions there might be for the existent problems.

Project main proposal/recommendations: The main proposal was for students to engage in an interactive event that allowed them to discover more about key topics in the field of sustainability.

“By contributing to the project, I felt I could transmit and share my passions to other people and increase the awareness about life underwater.”

Event Organizer

MEATLESS MONDAY



Meatless Mondays aim to share vegan recipes with the community to promote the diet while also educating people about its benefits.

Number of shared meals: 24

“Through the role of a content marketer, I have been able to develop my skills while managing the club's social media, by creating and promoting creative content to share its activities and initiatives.” – Member

ZERO DESPERDÍCIO AMBASSADOR PROGRAM



Client's name: Zero Desperdício

Number of participants: 4

Collaborating with Zero Desperdício to raise awareness for textile waste and promote donations for the container on campus. The scope of the content targets the students of Nova SBE as future managers and economics, highlighting how they can make an impact when they enter the job market/in a company.

Project main proposal/recommendations: For the project, multiple interviews, articles, and podcasts were conducted with the underlying message that textile waste is a serious problem that should be addressed holistically and we should take action as soon as possible.

“It is always a pleasure to work with Nova SBE students.”

Testimony of the client

“As Content Marketer at oikos I have the opportunity to make a positive impact by creating awareness of relevant environmental issues and inspiring students to incorporate an increased sustainable lifestyle.”

Members' testimonies

NOVA SBE SUSTAINABILITY AMBASSADOR



Collaborating with Nova SBE and CEMS club to make posts about the SDGs.

Members' testimonies: “Being a member of oikos Lisbon, in particular of the Marketing department allows me to meet amazing people with different backgrounds that are inspired to improve sustainability such as me.”

NOVA SECOND HAND COLLECTION



Number of participants: 2

An Instagram page that works as a second-hand platform where the community can swap or sell different items. Although the initial scope was clothes, it has expanded to all items.

Project main proposal/recommendations: Buying second-hand is more sustainable, decreasing the impact on our environment and also overall waste.

“I've been working on Nova's Second Hand Collection's management since the last semester. Sustainability in fashion is often an overlooked topic yet of extreme importance. Launching this project has been challenging, yet it has allowed me to keep expanding my knowledge about such a topic in the first place. Thanks to the amazing team, the work is fun and creative, and our exchange of ideas from different cultures gives birth to innovative solutions!”

Members' testimonies

NOVA SBE SOCIAL MEDIA SUSTAINABILITY NEWS



An Instagram series that aimed to get the Nova SBE community aware of what is happening in the world of sustainability.

Project main proposal/recommendations: In being aware of what is going on in the world, the community is better equipped and more willing to make a change.

OPINION ARTICLES

Number of participants: 4

The articles that are published by the content creation department of oikos Lisbon explore subjects that are connected to business, entrepreneurship, and sustainability. Through the knowledge, backgrounds and interests of the authors, the articles create value to the community that is interested in the respective subjects. In addition, the articles aim to complement the efforts of the podcast team in terms of topic finding. Furthermore, contemporary subjects related to the addressed fields are dealt with.

Project main proposal/recommendations: We did a total of 7 articles. Articles made: How to compost at home? Providing a second-chance to organic waste SDG 12; The impact of ghosts in the ocean and the importance of finding solutions SDG 14; Food Waste SDG 12; Sustainable fashion SDG 12; The negative impact of urbanization on our environment and what can be done to prevent the worsening of this issue SDG 11, 13; Ecolabels and certifications of food and consumer goods SDG 12; GMO SDG 2

PODCAST GREEN IS THE NEW BLACK



Number of participants: 3

Green is the new Black is a podcast that explores subjects that are connected to business, entrepreneurship, and sustainability. Through the podcast hosts' knowledge, backgrounds, and interests, the podcast creates value to the community that is interested in the respective subjects. In addition, the podcast features guest speakers that are experts in fields such as certification, veganism or zero waste, which adds additional value. The podcast is produced by oikos Lisbon, the content creation department.

Project main proposal/recommendations: The podcast educates by conversing about the b corp movement with the host and the executive lead of b lab Portugal. This education is the red thread that can be found in each of the episodes, whether it is about greenwashing, biodiversity loss, zero waste, veganism, etc.

The episode made: Sustainable Diets

In this episode, we talked about different types of diets. "How to eat more sustainably?" "Which diet is more sustainable for Portuguese people?" "Which vegetables and fruit are in season right now in Portugal?"

It was interesting to analyze the perspectives of different diets, vegan, flexitarian, vegetarian, and the focus on the Mediterranean diet, specifically in Portugal.

OIKOS TIPS



Every week, a sustainable tip was posted on oikos Instagram with a total of 9 tips. Examples: How to be sustainable in our kitchen; on food waste; on female products; bathroom; energy and others

Project main proposal/recommendations: The main purpose is to give small, easy things people can do to feel they are contributing to a healthier planet. even if those things don't have a big impact, they are the beginning of a more responsible behavior.

OIKOS NEWSLETTER



Newsletter going over all the activities done by oikos in a certain month to make it more accessible for the community to understand what we do.

Project main proposal/recommendations: The main proposal is to inform the community of ongoing activities.

CASE COMPETITIONS



CASE COMPETITION WITH OIKOS BARCELONA



Number of participants: 35

Together with oikos Barcelona, we developed a case competition where the participants discussed and analyzed the strategic plan of The Body Shop that covered cosmetics, CSR, and greenwashing. At the end of the day, the teams presented a 5 min pitch explaining the results they found to our jury.

Project main proposal/recommendations: Critical thinking development about the impact that some companies are having on the sustainable field and analyze if it is only for marketing reasons or intrinsic ones.

"Thank you for the kindness from everyone involved :) Everything ran smoothly."

Testimony of the client

"Working with an international team and two good universities as Nova SBE and ESADE was challenging however very interesting and insightful"

Members' testimonies

CASE COMPETITION WITH NESTLÉ



Partner: Nestlé Portugal

Number of participants: 10

Description: 2 teams were given the challenge to identify an issue related to sustainability from the consumer perspective Nestlé is currently facing. The teams then explored consumer perception and possibilities to improve the customer experience.

Project main proposal/recommendations: The 2 teams followed a similar approach and recommended raising more awareness of sustainable practices and Nestle’s sustainability commitment.

“The project allowed me to address my concerns in regards to the sustainability of Nestle and directly get insights into what a large company does to be more sustainable.”

Members' testimonies

CONSULTING PROJECTS



FOREST NATION SDGS 13, 15



Client name: Forest Nation

Number of participants: 4

The goal of the project was to create an expansion strategy for the NGO Forest Nation, whose mission is to reforest our planet and motivate people and organizations to plant and grow trees. Further, the project aimed at contributing to sustainable livelihoods in developing countries. The team created strategies to engage existing customers and generate new customers by considering company strategy, communication plan, product development, and partnerships.

Project main proposal/recommendations: The team recommended Forest Nation to become a B-Corp to increase credibility and enable access to new networks. Further, Forest Nation should invest more in Human Resources and improve its communication plan. The team also recommended implementing a social impact calculator, a carbon footprint calculator, and improving payment methods. The NGO should further leverage partnerships with carbon analytic companies, student clubs, or green banks.

“I learned a lot during the project, and it was fun working with external clients and having a sustainable impact on the future of Forest Nation.”

Members' testimonies

WIDEUM



Client name: Wideum

Number of participants: 1

The goal of the project was to conduct a competitor analysis for Wideum, a company offering smart glasses, and explore the business environment, as well as understand opportunities and threats.

Project main proposal/recommendations: The team provided a comprehensive competitor analysis to Wideum by contacting competitors directly and interviewing them as potential clients. The team also analyzed the business environment successfully so that the client can use the knowledge gained to develop new products and services.

“It was interesting to explore a new business environment and to help a company to successfully leverage their resources.”

Members' testimonies

SILVIA MANZANA



Client name: Silvia Manzana

Number of participants: 1

The goal of the project was to advise the Spanish fashion brand Silvia Manzana with a new marketing plan after it experienced some difficulties due to the covid-19 pandemic.

Project main proposal/recommendations: The team created a new website design and a new social media strategy and improved the whole e-commerce presence of the brand. The team also gave suggestions for the brand’s advertising campaign and helped to run it. Overall the team found out that the brand should be more transparent with its production process, increase the presence on social media, implement paid advertising, and should be careful with the changed consumer behavior. The brand’s physical store should become an experience, and the focus should be on customer retention and an improved online presence.

“By contributing to the project, I was able to follow my passion for marketing and support a sustainable fashion brand to become more successful with their marketing strategy.”

Members' testimonies

KONUNDRUM GROUP GMBH



Client’s name: Konundrum Group GmbH

Number of participants: 2

Repair and Recycling Strategy: The task is to research the intricacies of cradle-to-cradle textile product flows and develop strategic advice on implementing a C2C business setup soon. In detail, this entails clothing repair services, existing recycling strategies, their related partners, and emerging economic benefits.

MUKA CHEESE



Client’s name: Muka

Number of participants: 2

Life cycle assessment framework: Comparison of vegan cheese with conventional cheese in terms of the impact of using cashew nuts/ almonds versus milk per cheese (e.g. CO2 emission, water consumption, soil, and land use).

TOO GOOD TO GO



Client’s name: Too Good To Go

Number of participants: 2

Marketing: Explore the current user base of Too Good To Go and potentially (re-)define the target group.

WORKING PROJECTS

UGLY FRUIT AND VEGETABLE PROJECT



Partner: Nova SBE

Number of participants: 2

Tackling food waster by selling these products that are too ugly to be sold at more affordable prices in our university. By taking advantage of the large consumer segment found between students and staff, we have the chance to combat this issue, positively impacting our community. How would the supply chain venture look? What suppliers could we bring to work with us? Concluding, how can we do this? The first step is to answer these questions by designing a plausible business plan, followed by an efficient and well-prepared implementation.

REUSABLE COFFEE CUPS AND CONTAINERS SDG 12



Partner: Nova SBE

Number of participants: 2

Implementation of a deposit system for coffee cups and dishes. Find suppliers and create an information deck. This project was in collaboration with students from Impact Entrepreneurship & Innovation.

EVENTS

WEBINARS



Partner: Veolia

Number of participants: 30

The webinar’s goal was to raise awareness of waste management and go through the company’s common practices when it comes to recycling. Further, Veolia talked about everyday recommendations for recycling and career opportunities for recent graduates.

“The webinar was super interesting and a perfect addition to our recycling guide.”

Webinar participant

EARTH HOUR SDG 13



Number of participants: 10

The Earth Hour is a movement created by the NGO WWF (World Wide Fund for Nature) to raise awareness about global warming. It is a 60-minute period celebrated on the last Saturday of March in which everyone around the world is invited to turn off the lights.

This webinar addressed the history and importance of this movement and counted with the presence of the executive director of ANP | WWF PORTUGAL - Ângela Morgado.

"A webinar in which we proudly conclude that Portuguese public and private institutions are willing to participate in the earth hour movement raising awareness about environmental issues"

Webinar organizer

LABELS



Number of participants: 16

Governments and companies have been trying to reduce the impact that product manufacturing has on the environment in the past few years. Their main idea was “How can the general public distinguish between an eco-friendly product and a standard one?” The answer is Green Labels!

Although this idea sounded genius, some problems have been rising:

Which entities are responsible for giving this type of certification?

Are there trustworthy labels?

Are eco-friendly labels just a marketing strategy for companies?

oikos Lisbon and DECO PROTESTE, the Portuguese Consumer Defense Association, addressed this topic in this webinar.

"A webinar that surprised everyone due to the lack of trustworthiness of a great number of green labels and enhanced the importance of nourishing a critical thinking"

Webinar organizer

B-CORP



Number of participants: 9

In this webinar, oikos Lisbon invited B Lab and Too Good To Go to share how they were originated, how they relate to the concept of Corporate Social Responsibility, and how they contribute every single day to a more sustainable world. Moreover, attendees were able to learn all about B corporations and how these companies get this certification.

“This was an extremely informative webinar which allowed attendees to better understand how to combine their degree in business/economics with a strong social responsibility drive.”

Webinar Attendee

CARBON NEUTRALITY WEBINAR



Number of participants: 20

How can businesses have zero impact on the environment? This event was organized to inform students about carbon neutrality and the different methods companies can use to achieve it. oikos Lisbon invited On A Mission and Nicholas Kirkwood representatives. On A Mission is an organization that does consult projects to diminish the carbon footprint of companies through tree plantation and NK is a British shoe company that is following a plan to offset the carbon emissions of their operations.

“Amazing speakers, very informative, one of the best webinars I have attended.”

Members' testimonies

NOVA SKILLS ASSOCIATION



The Nova Skills Association is one of the first Nova SBE clubs, founded on the belief that soft skills are the most powerful catalyzers of talent and drivers of success. The Nova Skills Association is committed to offering students an annual Soft Skills Training Program, providing their members with a real management experience. Some of the workshops include oral communication, interview preparation, personal branding, emotional intelligence, and creativity. One important aspect of the Nova Skills Association is that they help develop their own members' soft skills. The program has proven to be a success as the Nova Skills Association network is growing all over Europe and in different industries – from finance, tech, and consulting to international institutions.

PROJECTS

LEADERS OF TOMORROW



Leaders are made, not born. Leaders of Tomorrow is a 9 session, 25-hour immersive, transformational leadership training program for Nova SBE students. Each semester, around 20 participants (leaders) get to learn from professionals in the area about themes such as public speaking, networking, mediating conflict, feedback, strategic culture, entrepreneurship, and more. The program is prepared to be a perfect fit for the participants' needs and includes team-building moments to foster a good program culture. This semester, we held the third edition of this program.

FIELD LAB WORKSHOP



The workshop in team dynamics was elaborated by Nova Skills Association for the master’s students doing the Field Lab program. This workshop had two sessions to develop their best team player characteristics and create a better and healthier work environment within their group. In the first session, we approached the importance of group work, exploring team-building activities as the key to a successful team. In the second session, we discussed what improvements were made and what still needs to be developed. During this last session, the participants strengthened their team relationship through a bingo activity. At the end of each session, there was a self-evaluation part, where each person evaluated themselves and their teammates. Comparing their self-evaluation with the others made everyone realize that they were often underrating their performances and capabilities. In addition, our Human Lab team gave a conflict mediation session for one of the groups that were having trouble working together. Through team activities and exercises, we created an environment where the group could discuss their differences and reach solutions by themselves in order to improve their dynamic as a team.

ALUMNI KNOW BEST

“Alumni Know Best” is Nova Skills Association's new weekly social media rubric. With this rubric, we intend to give Nova SBE Alumni and NSA Alumni a space to share their stories and experiences. More than ever, we recognize the importance of relatability for students of all ages. As so, we want to create a space where Nova SBE students can get to know people who once were in our shoes and can hear about how power skills influenced their lives. These videos feature interesting stories, advice and do’s & don’ts shared by our guests.

Alumni Know Best Live is an extension of our Alumni Know Best program in a podcast format. With this podcast, we aim to give Nova SBE students a different perspective on their TAs. To do so, we host live interviews (with an audience of 10 to 20 people) with the most well-known TAs, where we foster conversations about their lives, their path, and how power skills have influence that. These interviews are then posted on Spotify, for the general Nova SBE audience.

NOVA SOCIAL CONSULTING



Nova Social Consulting has been providing pro-bono consulting services for actors of the Portuguese social & environmental sector for over a decade, powered by a dedicated community of high-profile students from Nova SBE.

Students involved in Nova Social Consulting work closely during for approximately 12 weeks with NGO and not-for-profit initiatives to support their challenges: bringing in the business skills and acumen from their academic and professional experience, consultants aim to upskill the members of the organization, and provide them with actionable tools to scale their impact.



73
Students

129 11
Projects Clients

BUSINESS MODEL INNOVATION

- Market research
- For Bios, a startup in the sustainability sector, Nova Social Consultants conducted an in-depth market research and a potential analysis on further product line extensions. This focused on creating new sales channel options for the general market landscape and identifying customer personas in the market for leafy greens.
- Strategy plan
- Nova Social Consulting consultants supported organizations that needed to evolve their business model - ranging from redefining and validating to extending and strengthening their current one. DragonFly and Zero Desperdício benefited from a project in this scope.

FUNDRAISING STRATEGY

- Nova Social Consulting consultants analyzed the financial situation and business models of several clients - No Bully, Aria - and developed diversified funding plans and materials (pitch decks) to provide their clients with a strong base to approach identified leads (investors, sponsors, other revenue streams).

IMPACT MEASUREMENT

- Projects: Happy Pad, Eu Sou Digital
- For clients, such as Eu Sou Digital and Happy Pad, Nova Social Consultants identified impact measuring tools based on fundamental KPIs of the social sector. They include measuring market trends, competition and the customer landscape to help receiving a profound insight into the industry.

MARKETING COMMUNICATION STRATEGIES

- Projects: Re.para, Academia Dos Champs, Boa Vontade, CERCICA
- For the projects, Re.para, Academia dos Champs, Boa Vontade and CERCICA Nova Social Consulting consultants designed internal and external communication and social media strategies to create awareness for companies within their local surroundings. It focused on understanding the customer characteristics more profoundly to tailor their operations to the imminent environment

NOVA TECH CLUB



Nova Tech Club was founded in October 2015 to bridge the gap between business and technology and engage students in a diverse array of challenges in the digital world. Not only do they organize workshops in software, such as Javascript and Python, but they also arrange company visits to partners such as Google and cool startups such as Uniplaces. The Nova Tech Club recognizes the importance of technology in the future, especially for business students, given the importance of understanding how technology influences contemporary business models. In total, the following projects/events engaged 41 students from Nova Tech Club.

PROJECTS

IT CONSULTING AND WEB DEVELOPMENT



During 2 semesters, teams of 5 to 7 students develop IT consulting, design and prototyping, and finally web development projects pro bono. The goal is to carefully review the current websites and optimize how the organizations display the information as well as the accessibility of the design. We chose to work with nonprofit associations such as Cadin and Ajuda de Mãe along with a small school, Florinda Leal, to help them update their digital platforms.

BATTLE4CAUSE

In the first edition of B4C, we paired with 7 non-profit associations, 11 Alumni, 38 students and developed several ideas to answer the prompt “How to improve the daily lives of people with disabilities through technology?”

At the end of this 2-month long project, the teams had the opportunity to pitch their ideas to investors receive feedback and tools on how to implement their ideas. In total 5000€ was donated to the participating teams and the associations they worked with.

“B4c allowed us to have contact and develop a project alongside an NGO. This project allowed us to put the theory learned in classes into practice as well as acquire soft skills. The Nova Tech Club gave us a lot of support through its members and mentors throughout the project to ensure a good learning experience for us. We found ourselves working on an idea that very much motivates us and teaches us continuously even after the end of the competition. This has been an amazing learning experience and it has truly marked our experience at Nova SBE.”

Members' testimonies

EVENTS

DEL X NTC EVENTS



During the lockdown at the beginning of 2021, Digital Experience Lab and the Nova Tech Club joined forces to bring a series of online Meet&Greet and Workshops from prevalent players in the tech industry. In total, there were a total of 30 events with companies such as Microsoft, IBM, Outsystems, which engaged with students and faculty in interesting discussions and challenges such as *Cyberterrorism and the importance of Cybersecurity* and *How to build your Outstagram* (an Instagram built with Outsystems lowcode).

TUNA FORTUNA

Tuna ForTuna was created on February 15th of 1993 by a group of Nova SBE friends that wanted to be connected with music while studying. They can be found at their weekly rehearsals and at their festival, which usually takes place at the beginning of the second semester. They can also be seen in other events: ForTuna has been invited to several festivals all throughout the country, from Braga to Faro, and not forgetting the beautiful islands of the Azores, and some of them even abroad. At ForTuna, a wide scope of instruments are played and can be learned, including traditional Portuguese ones, such as mandolin and cavaquinho.



PROJECTS

PROJETO CAIXAS SOLIDÁRIAS / SOLIDARITY BOXES



During the past year and a half, ForTuna participated in the Cascais municipal project Caixas Solidárias. Aiming to help families less financially stable and most affected by covid-19, our members helped with collecting goods and creating baskets, as well as with the delivery.

This project was developed with the help of several volunteers and groups from Cascais, such as Cascais' Divisão da Juventude and Movimento Associativo Juvenil do Concelho. Around 45 ForTuna members participated in the initiative.

[Read more.](#)

TUNA & PLAY

ForTuna developed this project in order to symbolize the festival that is carried out annually. Due to the pandemic, unfortunately, the usual festival was not able to occur, so to mark the occasion 4 music videos were prepared to represent the different pillars of our festival: ForTuna, competing tunas, the local community, and the spectacle.

We counted with the participation of around 65 members, 23 of whom are Alumni, along with two members of Nova SBE's faculty, three members of Nova SBE's staff, and seven other students.

- [Watch Video 1](#)
- [Watch Video 2](#)
- [Watch Video 3](#)
- [Watch Video 4](#)



4.2. Institutes

NOVA SBE HADDAD ENTREPRENEURSHIP INSTITUTE

NOVA SBE | HADDAD
ENTREPRENEURSHIP
INSTITUTE



The Nova SBE Haddad Entrepreneurship Institute is the result of a partnership between Nova SBE and Haddad Foundation, to further develop education, research, and support to the whole entrepreneurial ecosystem from Nova SBE, from Portugal, and from abroad.

The Institute represents a key resource for the Nova SBE community that is interested in exploring entrepreneurship. The team provides the tools, the network, and the support so that entrepreneurs can thrive.

Mission: Embed Entrepreneurship in the DNA of a new generation - work towards building the ecosystem that all students and school community need to feel enough confidence and support so that the ones that are willing to start their own business or work in a start-up do so.

PROJECTS

MAKERS IN THE MAKING YEAR 2

Makers in the Making is the community of all early-stage entrepreneurs in the school. It offers the tools, the network and the support needed for the first steps until starting to develop the MVP. This support comes in the shape of workshops, mentoring, advisory, networking events, and Pitching opportunities beyond a supportive and diverse community that motivates and inspires entrepreneurs.

During the year 2021, the community has supported more than 140 entrepreneurs (students from Bachelor's, Master's and MBA), with very diverse challenges and solutions to make the world a better place.

N° of students: 140 (both Bachelor's, Master's and MBA)



MADEIRA STARTUP RETREAT 4TH EDITION

Startup Madeira, Turismo de Portugal and NovaSBE have partnered for the 4th time to organize the fourth edition of Madeira Startup Retreat, which took place in Funchal from 6th October to the 17th November.

This is a unique program that takes startups out of their daily routines and brings them for 6 weeks in Madeira to review their business strategies while enjoying the beauty of Madeira and benefiting from the close connections with the thrilling tourism sector on the island.

10 startups from around the world took part in the program, and more than 12 guests and mentors visited the program to challenge and support startups to review their strategy on different important components of the business: from the product to marketing, from sales to recruitment, KPI's and investment strategy.

To leverage the experience, each team has a local host, a local citizen, either student, recent graduate, or unemployed, that guarantees a full cultural and business experience while in Madeira.

STARTUP VIRTUAL INCUBATION

The community of startups connected to Nova SBE actively want to build synergies with the different stakeholders of the school (students, professors, alumni, corporate partners, and other schools).

The community has startups on the 5 strategic verticals of the school (Fintech & Data, Smart Cities & Communities, Health & Well-being, Space, green & Blue economy and Hospitality & Customer Journeys), allowing for an enriching diversity that not only benefits, students, faculty, and the Nova SBE community, but also the startups by sharing and learning from each other.

We've had over 80 students directly engaged with our community of startups, in a set of different initiatives.

From 2020 to 2021 the community has grown around 47% from 28 to 60 startups virtual incubated.

Nº of students: 80 (Bachelor's and Master's)

Nº of startups: 60

GIVE BACK MENTORING PROGRAM

By 2021 the team has designed and implemented a pilot mentoring program to support entrepreneurs on several different topics and stages of development. The experience started with 6 mentors, top professionals with international experience, that spent around 40 hours supporting startups on their challenges.

With the learnings from 2021, the goal for 2022 is to grow the number and diversity of the mentors' profiles.

CHECK-IN OPEN INNOVATION

An Open Innovation program for B2B startups that can transform the tourism sector by co-developing solutions with SME's from the sector. The first edition occurred from January to June. In partnership with Turismo de Portugal, 20 startups co-developed 20 pilot projects with 17 partner SME's.

The impact on the SME's was visible, with more than 85% of the SME's willing to repeat the program in 2022.

STARTUP SUMMER EXPERIENCE:

A Summer Program designed for students who want to have an early-stage startup experience. During 6 weeks, in June and July, students work in groups side by side with startups to support them on specific challenges and/or goals to achieve. This represents a hands-on learning experience that was much valued by both the students and startups.

Nº of students: 32 (Bachelor's and Master's)

Nº of startups: 14

ENTREPRENEURSHIP WORKPROJECTS

During the year 2021, 30 students developed workprojects on Entrepreneurship related topics with the guidance of NovaSBE Haddad Entrepreneurship Institute. The projects went from supporting startups in a specific challenge, to developing a business idea or even investigating a specific industry or developing a startup case study.

Nº of Students: 30 (all Master's)

ENTREPRENEURSHIP AREA OF EXPERTISE

Students enrolled in the Master's in Management can decide to follow a path on a specific topic. The Entrepreneurship Area of Expertise is specially dedicated to the ones that want to start their own business or work in a startup or tech company. Besides specially dedicated courses, these students also receive mentoring support from the Institute to get information and network for their future choices. During the school year of 2020/21, we have had 29 students enrolled, whereas, for the school year 2021/2022, 31 students enrolled.

Nº of Students: 60 students

WESTMONT INSTITUTE OF TOURISM & HOSPITALITY MANAGEMENT

NOVA SBE | WESTMONT
INSTITUTE OF
TOURISM & HOSPITALITY



The Nova SBE Westmont Institute of Tourism & Hospitality is a partnership between Nova SBE and the Westmont Hospitality Group, a world leader in hospitality and real estate, to create a leading international institute in Tourism & Hospitality.

The Nova SBE Westmont Institute of Tourism & Hospitality aims to develop and promote advanced management education in hospitality, tourism, and all service management-based industries.

As one of the world's leading industry, tourism is going through a time of disruption struggling to recover from the massive impacts of COVID-19, looking into the digital transition, the sustainability challenges, and the changing consumption patterns.

To that extent, THE Nova SBE Westmont Institute of Tourism & Hospitality positions itself as a partner in this process of business transformation.

At the same time, the concept of hospitality as a function is increasingly present in the business world, which needs leaders capable of promoting this transformation in organizations.

27

students

selected to start their area of expertise in Hospitality and Service Management, Master's in Management

For more information, please visit our website.

The Nova SBE Westmont Institute of Tourism & Hospitality mission is to inspire and prepare current and future leaders in all industries by using hospitality principles and mindset to provide service excellence and drive innovative and sustainable customer-centric organizations.

After defining its strategic plan, the year 2021 is marked by the launch of the Westmont Hospitality Hall, the "home" of the Nova SBE Westmont Institute of Tourism & Hospitality. This new space represents an important milestone in the Nova SBE Westmont Institute of Tourism & Hospitality project, which will act as an incubator for new ideas and transform the tourism and hospitality industry, at the same time, as the ideal place for the community to meet and share the challenges ahead.

The Nova SBE Westmont Institute of Tourism & Hospitality's activity has three main pillars. In the pre-experience area, a specialty area in Hospitality and Customer Experience was developed in the Master's in Management, which almost tripled the number of students in 2021.

In terms of Executive Education, an advanced training program dedicated to the hospitality area was developed, which includes the key elements of the industry's transformation process for the future at this time of disruption: leadership, innovation, digital, analytics and sustainability.

Finally, an impact pillar, which consists of the creation of a knowledge management platform to support sustainable tourism development in Africa, which was developed throughout the year and will be launched in the first quarter of 2022. The creation and promotion of a community was one of the priorities in 2021- 10 Nova SBE Westmont Institute of Tourism & Hospitality talks with experts in hospitality, customer experience and technology, amongst other engagement events with industry leaders and human resources managers.





4.3. Academic Partnerships

CALOUSTE GULBENKIAN FOUNDATION



Through an established partnership in the impact economy field, Calouste Gulbenkian Foundation and Nova SBE aim to create long-term organizational transformation and mindset change.

With the support from the Calouste Gulbenkian Foundation, we have been able to strengthen our research capacity and develop problem-based and action-oriented programs in the social impact and entrepreneurship fields, with impact in both organizations and individuals.

Pedro Oliveira, founder of the award-winning Patient Innovation, and Full Professor (Adjunct) at Nova SBE, is the holder of the Gulbenkian Chair in Impact Economy, working closely with the Nova SBE Leadership for Impact Knowledge Center.

In this 3-year connection, Professor Pedro Oliveira, with the support from several people within the school and the involvement of different external stakeholders, made possible to:

- Offer 2 editions of an executive education program that aims to encourage leaders from different activity sectors to bring sustainability to the core of organizational dialogue and action – Paradigm Shift. The 3rd edition is planned for Summer 2022.

- Launch the first edition of the Master’s in Impact Entrepreneurship & Innovation (the first in Portugal) for students that have either an entrepreneurial or intrapreneurial mindset and want to tackle grand challenges. Our 2021/22 cohort had a total of 89 students, 49% female and 51% male, from 17 different nationalities. During the 1st semester, students were challenged to develop a small pilot or prototype that could help to validate the main premises of their project value proposition. We held a 1st pitch day where they had the opportunity to present their projects to the program’s partners future potential investors. Applications for the 2nd edition (2022/23) are now open!

- Develop research and invest in knowledge dissemination of new academic content in fields such as leadership for impact, social and user innovation, and entrepreneurship. The research has resulted in many publications, including 4 papers in referred journals, one paper under review at a top journal, one book chapter, and one book under progress.

Additionally, the Foundation believes that everyone should have access to education, regardless of whether they have the financial means. For this reason, the Foundation offers scholarships to students that are selected to do the Master’s program in Impact Entrepreneurship & Innovation and to SME and social organizations for their participation in the Paradigm Shift Program.

INCLUSIVE COMMUNITY FORUM



The Inclusive Community Forum (ICF) is an initiative, led by the Nova SBE Leadership for Impact Knowledge Center, dedicated to the lives of people with disabilities, with the goal of promoting a more inclusive community, that calls for an active participation of the community for the development of solutions. It is focused on two main topics: the employability and education of people with disabilities.



MAIN MILESTONES OF EMPLOYABILITY IN 2021

JOURNEY TO INCLUSION

- 10 new companies have signed the Commitment to Inclusion, being now a total of 44.
- ICF organized awareness-raising sessions for HR teams and for Leaders, in 10 of these companies;
- 5 new Inclusive Future videos were recorded, with the goal of raising community awareness about the employability of people with disabilities.

INCLUSIVE RECRUITMENT

- Your People has joined Argo Partners, Michael Page, and Randstad, offering inclusive recruitment services.

PEER2PEER

- 2 National Coordinators were nominated for Peer2Peer, with the responsibility of expanding the project to new Higher Education Institutions;
- 12 project managers were nominated to implement the project in 2022: 2 at Nova SBE and 10 at 5 other Higher Education Institutions.

MAIN MILESTONES OF EDUCATION IN 2021

COLABORATION WITH THE STUDENT DEVELOPMENT AND WELL-BEING TEAM (SWD), FROM NOVA SBE.

- 18 faculty members (Professors and Teaching Assistants) participated in the Teach to Include workshop first edition.
- A *Well-being and Inclusive Specialist* (WIS) was created and integrated in the SWD team.

JOURNEY TO EMPOWERMENT
The pilot projects came to an end:

- Learning While Teaching (Ensinar Aprendendo) - One school embraced this project of teachers' empowerment to better prepare their students with disabilities for an active life.
- ComPIT - 20 students with Individual Transition Plan (PIT) are now willing to have vocational experiences in 3 companies that also joined the project.
- Empowering in Higher Education (Capacitar no Ensino Superior) - +250 higher education professors and teaching assistants participated in this clarification and awareness-raising sessions that aims to help them give students with disabilities a better learning experience.
- Empower to Employ (Capacitar para Empregar) - +100 people with disabilities and social organization technicians have benefited from social skills training taught by Accenture and Millennium BCP.

IN 2021 ICF GOT INVOLVED WITH THE COMMUNITY

- +400 participants on Inclusive Talks Annual Edition
- +30 participants on Inclusive Talks Specific Edition
- +180 participants on Council of Families and Council of Institutions

IN 2021, IN TERMS OF RESEARCH, ICF WAS:

CO-CREATING:

- A Paper on the role of Business Schools in addressing SDGs – Communities of Practice with Ricardo Zózimo;
- A Case Study Building a Systemic Agenda: the Inclusive Community Forum with Silvia Herrero;

PARTICIPATING IN:

- A social innovation project focusing on the peer2peer model to help create inclusive employment practices, with Anne-Lare Fayard and Filipa Lancaster.

SOCIAL EQUITY INITIATIVE



In 2019, “la Caixa” Foundation, BPI and Nova SBE joined forces to launch the Social Equity Initiative, a partnership that aims to promote the social sector in Portugal in the long run, sketching a portrait of the sector and developing research and empowerment programs to support Portuguese social organizations.

Below, is an updated list of the projects developed under this initiative.

PROJECT	KEY OUTPUTS 2021	KNOWLEDGE CENTER
Social Balance Portugal	1. Interim note - The pandemic and the job market: What we know a year later. 2. Social Balance 2021 Link https://www.novasbe.unl.pt/en/about-us/projects-for-a-better-future/social-equity-initiative/social-balance	Nova SBE Economics for Policy Knowledge Center
Database of the Social Sector in Portugal	1. https://basededadosocial.pt/ - public database of social impact organizations 2. Newsletter for subscribers 3. Facebook page https://www.facebook.com/basededadosocial 4. Free data workshops	Nova SBE Data Science Knowledge Center
Data for Change	1. Closed project – Identifying Deviant Behaviour Patterns on the First Sale of Seafood, with ANP/ WWF and Docapesca https://www.youtube.com/watch?v=axp8fwbswCE – video in Portuguese ad English and public report available 2. Ongoing project “Identifying Students at Risk of Failing at the End of the 9thGrade”, with Associação Tempos Brilhantes (ATB) 3. Applications open for the 4th edition – “Data for Change 2022”	Nova SBE Data Science Knowledge Center
Social Leadership Intensive Course	2 new classes in April and October, 43 participants and 8 new advisory board created in social organizations	Nova SBE Leadership for Impact Knowledge Center
Social Leapfrog Program	1. On-going – 2 editions with 17 organizations in total 2. Applications for 3rd edition in December 2021	Nova SBE Leadership for Impact Knowledge Center
Evaluation of the 9 years of Prémios BPI	1. On-going Impact Measurement Program, output expected in December 2022	Nova SBE NOVAFRICA Knowledge Center
Chair in Health Economics	Report – Access to healthcare in 2020 Video: https://www.novasbe.unl.pt/pt/sobre-nos/projetos-para-um-futuro-melhor/social-equity-initiative/economia-da-saude	Nova SBE Health Economics & Management Knowledge Center
Chair in Responsible Finance	Video https://www.novasbe.unl.pt/pt/sobre-nos/projetos-para-um-futuro-melhor/social-equity-initiative/responsible-finance	Nova SBE Finance Knowledge Center
Fintech Initiative	1. Paper The Real Effects of FinTech Lending on SMEs: Evidence from Loan Applications 2. Yearly Report – presented in February 2022	Nova SBE Finance Knowledge Center

4.4. Nova SBE Innovation Ecosystem



A COMMUNITY OF INNOVATORS FOR THE FUTURE

The Nova SBE Innovation Ecosystem is an innovation meeting point to forge partnerships with a shared vision, blending generations, industries, cultures, and perspectives to breed new business models, products, and solutions. As a school of curious minds, here you will be able to explore, fail, learn, improve and turn ideas into solutions, and solutions into results either by being a member of the resident corporate innovation team or by joining as an innovation circle partner.

An open ground where innovation, entrepreneurship, education, and research live and grow together to promote sustainable development.

We aim to develop groundbreaking collaboration that:

- Ideates novel processes, products, and services;
- Accelerates and incubates start-ups;
- Generates insights, facts, and data for academic research;
- Develops future-proofed soft skills for students through project-based learning.

It's all about collaborative teaching, learning & networking, and, of course, it's a great place to be.

OUR VISION

[Short video](#)
[Article](#)

Rui Coutinho, Executive Director of the Nova SBE Innovation Ecosystem
Collaborate. Innovate. Transform.

The Innovation Ecosystem empowers Nova SBE's vision of being an increasingly involved school committed to building a more sustainable and better future for all. Three years after the inauguration of the new Carcavelos Campus, this challenge has been translated into a new ambition: to transform Nova SBE into a platform for collaboration, co-creation, and crossing of different ideas, visions, and cultures that, through innovation and impact, will enable to build new solutions to the great existential challenges that are posed to companies and individuals.

The size and diversity of the new Nova SBE have enabled, over the years, the emergence of multiple initiatives and different instruments of innovation and impact. Whether on the side of students and teachers, in the context of educational activities and the consolidation of project-based learning, as a very relevant pedagogical methodology; whether on the research side, where knowledge centers have played a crucial role in the production of knowledge; whether on the business side, where work close to the real problems of society and business has allowed collaborative solutions to generate shared value. The truth is that Nova SBE is today an unavoidable hub of innovation, impact, and construction of a new generation of responsible professionals, entrepreneurs and innovators, and a new generation of organizations, aware of their role in business, but also of society as a whole.

The Nova SBE Innovation Ecosystem now aims to take this work to a new level of impact and excellence. The Nova SBE Innovation Ecosystem will be an orchestrator of these initiatives and processes, capable of giving them greater robustness and capacity to generate positive impact for all. We will thus connect several existing devices - such as the Nova SBE Westmont Institute for Tourism & Hospitality, the Nova SBE Haddad Entrepreneurship Institute, the Nova SBE Co-Innovation Lab, the Nova SBE Digital Experience Lab, or the Nova SBE Social Sciences Data Lab - with new approaches and forms of collaborative work.

We will now have resident corporate innovation teams from companies such as Ageas, CEiiA, CyberGym, INCM Lab, Morais Leitão, Oceano Fresco, Schröder, and SIBS, who will "dwell" on our campus and actively collaborate with Nova SBE reference business partners, student clubs, Alumni, teachers, researchers, knowledge centers and laboratories, or even with our start-ups.

RESIDENT CORPORATE INNOVATION TEAMS



We will also work around the concept of Innovation Circles – an active collaborative innovation network focused on five major verticals: Financial Services & Sustainable Finance; Smart Cities & Communities; Health & Well-being; Space, Green & Blue Economy; and Hospitality & Customer Journeys.

This collaborative work will focus on large research and acceleration programs, project work with students, and the activation of the community that is part of each Innovation Circle.

We believe that this new ambition will significantly increase the impact of the different outputs of the Innovation Ecosystem. Our ultimate goal is that Nova SBE is recognized, nationally and internationally, as the most vibrant, important, and impactful ecosystem of innovation in Portugal, as well as one of the most ambitious in Europe.

THE INNOVATION CIRCLES

The Innovation Circles are active networks of corporate teams, startups, and innovation hubs, engaged with the specialized expertise of Nova SBE's students, faculty, and alumni aimed at creating an agenda of leading-edge collaboration and serendipity that fosters disruptive innovation in five main areas:

Financial Services & Sustainable Finance



- FinTech
- InsureTech
- ESG governance

Nova SBE's European-leading finance faculty, along with the extraordinary students from its top-ranked Master's in Finance, provide a unique pool of resources to generate new, disruptive ideas.

Smart Cities & Communities



- Smart Cities
- Mobility
- Smart Governance

As one of Europe's leading municipalities regarding the management of Smart-Cities, Cascais provides a unique lab to test the future. In addition, Nova SBE's partnership with CEiiA offers a unique academic footing for the effort.

Health & Well-Being



- Smart Health
- Ageing
- Lifestyle

Nova SBE's expert faculty in Health Economics and Entrepreneurship, including one Nova SBE Knowledge Center and the award-winning Patient Innovation initiative, set the scene for supporting the transformation of an industry that will redefine the 21st century.

Space, Green & Blue Economy



- Renewable Energy
- Oceans and fisheries
- Space

Nova SBE's innovative "Space for Business" program alongside the Nova SBE Environmental Economics Knowledge Center, alongside the rising interest of its international students, is the perfect ecosystem to look into the sustainable recourse exploiting industries of the future: energy, oceans, and space.

Hospitality & Customer Journeys



- 3. Hospitality
- 4. Tourism
- 5. Retail

The unique expertise provided by the Nova SBE Westmont Institute of Tourism & Hospitality allows leveraging the insights from the Hospitality industry to create extraordinary online and offline customer journeys that will create opportunities for innovation.

4.5. Dialogue

At Nova SBE, we understand the importance of fostering collaboration and conversation on and off-campus and developing global meetings and events where our community members, especially students, can connect with experts, academics, practitioners, policymakers, and global leaders. Only by exchanging points of view, discussing ideas, and brainstorming together with all the different agents of society can we advance in understanding today's most pressing challenges.

COMMUNITY ENGAGEMENT AND RECOGNITION WITH THE OUTER WORLD

Nova SBE is proud of the community members who inform knowledge and voice their scientific-based opinions to society. We are also proud of those who are recognized for their work and those who are behind the curtain allowing others to strive. This is a recap of some of those to whom we are proud.



OCTOBER 2020

NOMINATIONS & AWARDS



Daniel Traça was invited to the recently created think tank on the combat to fraud with European funds. This was an initiative of the Attorney General's Office that aims to identify areas of high risk of fraudulent behavior, provide guidelines for preventing fraud in the management and control of European funds and develop methodologies to identify fraudulent behavior”.



Susana Peralta is part of a group of four researchers who prepared a reflection paper - Portugal 2030 - Um Sociedade Ética - on the future of Portugal, with a focus on respect for human rights and trust and ethics as social and economic assets.



Miguel Ferreira and Susana Peralta were invited by the Prime Minister to meet, next October 9, with a group of Portuguese economists, with the objective of debating the Recovery and Resilience Plan, currently in preparation, and whose draft will be sent to the European Commission on October 15th.

PARTICIPATION IN RELEVANT EVENTS



Antonieta Cunha e Sá, Co-Scientific Director of the Nova SBE Environmental Economics Knowledge Center, participated on the sustainability panel of the third edition of the NOVA Science Day. This event aims at bringing together the NOVA scientific community and present the research that is being produced.



In an online workshop promoted by The Global Fund to Fight AIDS, Tuberculosis and Malaria, in close collaboration with UNICEF, Pedro Vicente, scientific director of Nova SBE NOVAFRICA Knowledge Center, presented an impact assessment of non-financial incentive systems for community health workers. Read here the main conclusions.



Pedro Brinca, participated in the B2Talk panel under the theme “The Future of Work - (Re) Qualification”, at B2Run powered by Lusíadas Saúde. With the support of Great Place to Work® Portugal, B2Talks discuss themes pertinent to society and national companies.



Daniel Traça, at the AgroGlobal 2020 conference, stressed that “the great challenge is to support the sustainability, income and productivity of agriculture. The only way to achieve this is through innovation.” He also participated in the presentation of the survey "Management, Innovation and Digital Transformation: The challenges of Portuguese companies", made by PHC with the support of Expresso, where he underlined that "the change that organizations will have to make is not only technological, it is also a change in strategy and culture.”



Daniel Traça, Pedro Oliveira, Rodrigo Tavares, and António Miguel, from Nova SBE, joined Helen Duphorn, Country Retail Manager and CSO at Ikea, and Carlos Moedas, Trustee at the Calouste Gulbenkian Foundation, in the “Paradigm Shift: Sustainable Transformation” online conference. Nova SBE and the Calouste Gulbenkian Foundation organized this free roundtable webinar to talk with leaders from organizations that are already succeeding in their sustainable transformation journeys.



João Duarte participated in the cycle of seminars GPEARl - Ministry of Finance in partnership with the Studies and Strategy Offices of the Ministry of Economy, now in online format and under the theme “Measuring Labor Supply and Demand Shocks during COVID-19”, based on a paper authored by the professor and Pedro Brinca and Miguel Faria-e-Castro, from the Federal Reserve Bank of St. Louis



Filipe Costa, PhD student and member of the Nova SBE Health Economics & Management Knowledge Center, participated in the Health Parliament Portugal's plenary as part of the Oncology Commission, where he presented the commission's diagnosis of oncology problems in Portugal.

NOVEMBER 2020

NOMINATIONS & AWARDS



Pedro Gardete won the 2020 Dick Wittink Prize for the best paper - Dynamic effects of price promotions: field evidence, consumer search, and supply-side implications - published in the Quantitative Marketing and Economics journal.



We are happy to announce that Patient Innovation, of which professor Pedro Oliveira is Founder and President, won the Planetiers World Gathering Award 2020 for non-governmental organizations & associations.



Pedro Oliveira, holder of the Calouste Gulbenkian Foundation chair, was commissioner of Encontro Ciência 2020. Pedro Pita Barros and Leid Zejnilovic also participated in this event in the panels Horizon Europe and the Concept of Mission and Applied Artificial Intelligence, respectively.



Two of our students in the Master of Economics had their thesis chosen as finalists for the José da Silva Lopes Award from Banco de Portugal. The Impact of Highway Tolls on Business Sector Performance - Evidence from a Natural Experiment, by Catarina Ferreira Lebre Branco, and Routinization and Covid-19: a comparison between United States and Portugal, by Piero De Dominicis, are excellent testimonies of the contribution of our students to produce research with impact on the public policies.

PARTICIPATION IN RELEVANT EVENTS



Susana Peralta participated in the XXX Encontros de Lisboa, which brought together the governors of the central banks of Portuguese-speaking countries in an online meeting. Susana Peralta defended that the Portuguese speaking African countries should focus on public services and a safety net to help the most vulnerable population.



Daniel Traça participated at the launch of the 2nd edition of Promova, a partnership between CIP – Confederação Empresarial de Portugal and Nova SBE to develop female talent with leadership potential, with the objective of helping its promotion to management functions in top companies. Given the current context, “it is essential to inspire talent”, stressed the dean highlighting that “as much as we try to do it in universities, this is a challenge that companies leaders have to know how to respond to”.



Nova SBE Finance Knowledge Center and BPI - Fundação “la Caixa” organized the Online FinTech Conference. The program covered new and emerging topics in FinTech and included the presentation of the FinTech Report. This conference is part of the Social Equity Initiative – a partnership between BPI Fundação “la Caixa” and Nova SBE that aims to promote the social sector in Portugal in the long run, drawing a portrait of the sector and developing research and empowerment programs to support Portuguese social organizations.



Cátia Batista participated in the first Warm Up session of Encontro Ciência 2020 on the panel dedicated to the theme Recovering Portugal with additional knowledge, jobs and digital transformation. She also participated at a webinar from CERDI Université Clermont Auvergne CNRS about The Economics of Migration. Cátia Batista, NOVAFRICA, and David McKenzie The World Bank discussed their paper Testing Classic Theories of Migration in the Lab.

DECEMBER 2020

NOMINATIONS & AWARDS



The **Global Centre of Paradox & Organization** was launched. It is an international center based at Nova SBE, created under the framework of the Twinning project EUFORPP, a consortium between Nova SBE, City University of London, Université de Genève, LUISS Guido Carli, and Erasmus University of Rotterdam, that is funded by the European Commission.



Patient Innovation won the EIT Health Pitch Competition, held in November in Delft, Netherlands, with the project Biel Glasses. Out of 60 projects that participated in 5 bootcamps (more than 250 European candidates), this project was considered to provide the most impactful technology and business case.



The results of the FCT Call SR&TD Project Grants 2020 were out and Nova SBE was awarded four research projects as coordinator: Pedro Brinca – Economics Structural transformation, Inequality and Macroeconomy; Pedro Oliveira – Management Innovation and Entrepreneurship for Health Impact: Creating a Resilient System; Pedro Portugal – Economics Labor market sorting, social connections, and peer effects; and Pedro Vicente – Economics Integrating Rural Migrants in Cities - A Field Experiment in Mozambique.



Alexandre Dias da Cunha, Miguel Pina e Cunha and Salvador Cunha, a Nova SBE alumnus, won the first place in the 2020 FAE/CGD case study competition, with their case Spring and Port Wine.



A team of researchers from Nova SBE will receive financial support from the Social Observatory of "la Caixa" to carry out a study on Teaching and distance learning in Portugal in times of COVID-19. This project was one out of five selected for funding from a total of 158 applications for the competition to support original and quantitative research projects on the social impact of COVID-19 in Portugal.



Rodrigo Tavares, Professor of sustainable finance at Nova School of Business and Economics, was selected as UK's choice to lead the process that will be the basis for an ISO standardization of funds.



Jo Dietrich, a CEMS MIM student at Nova SBE and founder of ZEAM, a hybrid management consultancy and communication agency, made it into the "30 Under 30" on the DACH Forbes list.



CEMS MIM Master's students Geyue Fang, Dinis Tarré, Mikolaj Rejterowski, Pedro Bio, Vittorio Robiglio, and Simon Rödder were among the Top 3 Finalists of the CEMS Best Business Project of the Year with the business project they produced for McKinsey & Company entitled "Perceptual Mapping of the Football Market Worldwide."



The Francisco Manuel dos Santos Foundation (FFMS) published the study Portuguese Companies in International Trade, a work coordinated by João Amador. This study aims to characterize the companies that operate in the international trade of goods and services, dealing with various dimensions, such as the sector of activity, age, size, productivity and profitability.



The MarES project, coordinated by Antonieta Cunha and Sá, from Nova SBE Environmental Economics Knowledge Center, was nominated for the 2020 Atlantic Project Awards. As a nominee Nova SBE Environmental Economics Knowledge Center gained access to the 7th Atlantic Stakeholders Platform Conference (ASPC2020).



Catarina Branco's Master thesis in Economics - The Impact of Highway Tolls on Business Sector Performance – Evidence from a Natural Experiment – was distinguished with the Banco de Portugal Silva Lopes award during the Portuguese Economic Development in the European Context Conference held in November.

PARTICIPATION IN RELEVANT EVENTS



Nova SBE was represented at the "Noite Europeia dos Investigadores" (NEI), on November 27, 2020, with the participation of the Nova SBE Environmental Economics Knowledge Center. At this event, which involved 1750 researchers in Portugal with more than 200 online and in-person activities in Braga, Coimbra, Lisbon and Évora, Nova SBE presented the podcasts ABC on Environmental Economics - Sustainability in every day life. The goal was, while talking about environmental economics, also communicating global environmental and nature issues in ways that can lead to better public understanding of academic research. This set of podcasts aims to explain concepts related to environmental economics and spread contents and values related to various Sustainable Development Goals promoted by the United Nations.



Miguel Pina e Cunha participated in the event Leading People - International HR Conference, held online on November 25, with the theme Paradoxes of Organizational Leadership. "New leaders, new workers, new life" was the main theme of the international event, focused on People Management, with national and international speakers, lectures, debates, and networking.



Filipe Costa, from Nova SBE Health Economics and Management Knowledge Center da Nova SBE was part of the jury of the 2nd edition of the Prize Investing in Health 2020, which intends to distinguish the best scientific and non-scientific works in order to recognize and reward good practices in the health area. Projects in the management of operating theaters, online monitoring of patients with breast cancer and a call center for covid-19 patients were awarded in this year's edition.



JANUARY 2021

NOMINATIONS & AWARDS



Miguel Pina e Cunha, in co-authorship with Marco Berti and Stewart Clegg from University of Technology Sydney, won The European Academy of Management – EURAM 2020 Best Paper award for the study From theory to theorizing: framing and assessing the vitality of management and organization studies.



Carlos Oliveira, Master's Economics student at Nova SBE, wrote an article on the importance of the Social Integration Income to reduce poverty for Jornal Económico.



Patient Innovation is now an EIT Health Associate Partner. With this achievement it becomes part of the most powerful network of healthcare innovators in Europe and a consortium of over 150 leading organizations. Through this partnership, Patient Innovation hopes to boost groundbreaking entrepreneurial and educational projects like the Patient Innovation Bootcamp.

PARTICIPATION IN RELEVANT EVENTS



Daniel Traça participated in the Recover our Economy meeting that took place in December at the Ministry of Economy, in Lisbon. Promoted by the Association of Family Businesses (AEF), in partnership with Expresso, the topic discussed was the recovery of the economy, the relaunch of companies in the post-covid period and the urgency in the allocation of funds.



Alexandre Lourenço, Ph.D. candidate from Nova SBE Health Economics & Management Knowledge Center, participated in the annual retreat of the European aging doctoral school "EIT Health Aging PhD School", coordinated by the University of Coimbra, from November 30 to December 4. The initiative brought together students and partners to discuss collaborative ideas and doctoral research plans. Also included courses in Innovation and Entrepreneurship and career development workshops. Alexandre Lourenço presented Innovation in Healthcare, one of the four main presentations.



Building the Future is an event exclusively dedicated to education and technology. It aims to bring those who teach, learn, decide, research, and support this ecosystem together. Seize this opportunity and learn from world-class experts who are changing the way we interact with reality and attend hands-on sessions. Mafalda Barbosa, Nova SBE's CTO, and Professor Constança Casquinho were speakers.

FEBRUARY 2021

NOMINATIONS & AWARDS



Sofia Kousi and Samantha Sim are co-authors of an article published in the latest edition of the Harvard Deusto about corporate wellbeing programs: the different programs, how they benefit companies performance, and how they should evolve. The meaning of employee's wellbeing is mature, and ready to evolve into a new era – Wellbeing 2.0 – where companies embed wellbeing in their values, culture and operation as a strategic priority. Science-based knowledge on wellbeing can help this transition happens.



Master's in Finance student Sofia Geraldo won Portugal's local competition of EY Corporate Finance Woman of the Year. This is a global competition that recognizes talented women interested in a future in Corporate Finance, currently studying, and inspires them to open their minds to new possibilities.



IREC| Inovar a Reciclagem is a new pilot project run by Cascais Ambiente and Nova SBE Environmental Economics Knowledge Center that addresses existing barriers to recycling. The Municipality of Cascais is awarding prizes to those who use the City Points Cascais App and recycle beverage containers. Our school will test the effectiveness of this incentive system in the selective collection rate and study environmental behaviors, creating knowledge to inform decision-making on the transition to the new mandatory recycling system (2022).

PARTICIPATION IN RELEVANT EVENTS



Nova SBE participated in the American Finance Association 2021 Annual Meeting. Our school was represented by Fahiz Baba-Yara, PhD candidate in Finance, that presented New and Old Sorts: Implications for Asset Pricing, Emanuele Rizzo that presented Do Shareholders Gain from Their Right to Sue? Evidence from Federal Judge Turnover and Irem Demirci with How Global is Your Mutual Fund? International Diversification from Multinationals.

MARCH 2021

NOMINATIONS & AWARDS



We congratulate Wayne Sandholtz for winning a Horizon 2020 Widening Fellowship with the project Integrating Rural Migrants in Cities - A Field Experiment in Mozambique. These fellowships are awarded to excellent researchers moving from abroad, to proceed their research in a Widening Country. With this fellowship Nova SBE secures 160 k €.



Cátia Batista co-edited the newest VoxDevLits, the well-known platform for economists, policymakers, and others interested in key policy issues. The issue focused on mobile money.

PARTICIPATION IN RELEVANT EVENTS



Pedro Neves was a panelist in an event celebrating the 50th year of the Organization Development and Change Division of the Academy of Management. The event happened on the February 11th and was a virtual dialogue on the research and practices that build healthy, vibrant, and humane organizations and communities.

APRIL 2021

NOMINATIONS & AWARDS



Cátia Batista was one of the 101 portraits of women re-searchers from different areas of expertise of the Women in Science book, from photographers Clara Azevedo, José Carlos Carvalho, Luís Filipe Catarino and Rita Carmo. The book was launched in the International Women’s Day (08.03).



It is with great pride that we congratulate our alumna Madale-na Godinho Ramos for being in the 30 under 30 – Europe – Finance list.

PARTICIPATION IN RELEVANT EVENTS



Catarina Frazão Santos, visiting researcher at **Nova SBE Environmental Economics Knowledge Center**, was guest speaker in the "Ocean Planning in the Age of Climate Change" webinar. She is currently leading a team of international scientists under project OCEANPLAN, on how marine spatial planning can be affected by and adapt to global climate change.



Daniel Traça participated in Observador Lab's "PHC Software's Unlock Digital Evolution" event where he discussed digital evolution. In the Marketing With Purpose Colloquium he debated pressing issues that organizations and brands face. He also participated in the MatchMaking Check-In that gathered 20 startups and 16 tourism SMEs to promote successful partnerships and in the first edition of Conversas APAN, an initiative that talks about changes, future and consumers.



Steffen Hoernig participated on the webinar “What will change in European Digital Markets after DMA and DSA?”, organized by the Institute of Public Policy – Thomas Jefferson-Correia da Serra. This webinar brought together members of the Portuguese government, European Parliament, European Commission, academics and representatives of the industry. The professor gave an introductory speech contextualizing the DMA (Digital Markets Act) and DSA (Digital Services Act).



Sofia Kousi and **Irene Consiglio** participated in the 2nd Science Europe–National Natural Science Foundation Scientists' Networking Workshop on “COVID-19: Social consequences, social behaviors, impact on care systems and society at large”. This workshop's goal was to promote scientific exchange, engage in scientific discussions with peers and establish contacts for future collaborations

MAY 2021

NOMINATIONS & AWARDS



Luis Martinez recently joined the Editorial Board of the Electronic Commerce Research (Springer journal) as an Associate Editor and the Editorial Board of the International Journal of Human Resource Management (Taylor & Francis).



Machine Learning Informed Decision-Making: A Field Intervention in Public Employment Service a paper by Leid Zejnilovic, Susana Lavado, Andrew Bell and other researchers was listed as one of the best papers accepted by the 81st Annual Meeting of the Academy of Management program. This entitles the paper to be published in the 2021 Academy of Management Meeting Proceedings.



Francisco Santos, alumnus and Marketing & Communications Team Leader at Nova SBE Executive Education, and Mariana Coimbra, former master student of Nova SBE and former staff of Nova SBE Executive Education, won in the Marketing category of the 25th edition of the Young Lions Portugal competition and will represent Portugal in the International Young Lions’ competition, part of the International Festival of Creativity Cannes Lions.



Nova SBE students Clara Melissa Gamerdinger, Victoria Morgaine Reinecke, and Andy Yuy, were the big winners of the Portuguese final of L'Oréal Brandstorm 2021, the innovative challenge of the renowned French brand aimed at higher education students.

PARTICIPATION IN RELEVANT EVENTS



Inês Vilela, member of the Nova SBE NOVAFRICA Knowledge Center, presented the paper "Security, Terrorism and Humanitarian Intervention" in the online congress Beyond the West: Politics of the Global South. Matilde Grácio, Nova SBE PhD candidate and also from NOVAFRICA, moderated the panel of experts in this congress.



João Duarte participated in the webinar "In & Out: Como vai mudar o emprego?", organized by VISÃO, where he mentioned that “to increase the chances of success in the job market one should not be afraid to take risks and change." He recommended looking at the priorities of the Recovery and Resilience Plan to see what are the major areas that will be privileged by European funds. "Health, the climate transition and the digital transition are good bets", he concluded.



Daniel Traça was speaker at the digital conference “Travel Guide to a Competitive Economy”, organized by the Ministry of Economy and Digital Transition and IAPMEI, where he showed some examples of Portuguese companies that innovate and manufacture products efficiently. For Daniel Traça, “resilience goes hand in hand with society and with a sense of common purpose that should be able to make us reinvent ourselves.”



Filipe Costa, researcher at Nova SBE Health Economics & Management Knowledge Center, participated in the digital conference “Science & Innovation in Combating Cancer: the people behind the numbers”, organized by Expresso. The European efforts that are being developed with the aim of improving the fight against cancer and the difficulties that countries like Portugal face were topics discussed.



Ricardo Zózimo participated in a webinar promoted by the Marquês de Valle Flor Institute on which new economic models are more viable to the environment. The debate sought to answer questions such as: Is there a viable alternative? Is it possible to imagine another economy that serves people and the planet? A model that guarantees quality of life instead of an economy focused on profit? And how many people are needed to take on this change?



JUNE 2021

NOMINATIONS & AWARDS



André Silva recently contributed to a post on FRED Blog on how the regulations of savings have affected “M1 money”. M1 describes the most liquid and widely accepted assets used to easily settle transactions: currency, demand deposits, and highly liquid accounts. FRED Blog is a communication channel for the Federal Reserve Bank of St. Louis. Rarely an economist outside the Federal Reserve System contributes to these publications. Congratulations!



Miguel Pinha e Cunha (International MBA 2020) and Luís Almeida Costa (Executive MBA 2018/2020) won the Best Professor Award in the scope of the Lisbon MBA Católica | Nova. Best Professor award is a distinction based on the vote of students.



The “Economia de Francisco” arrived to Algarve. The session included a presentation and debate on this initiative that was born out of a letter addressed to young people by Pope Francis, challenging them to participate in an event with the purpose of thinking on a “different economy”. The online session counted with the participation of Joana Castro e Costa, Executive Director from Nova SBE Leadership for Impact and Ricardo Zózimo.



Joao Amador participated in the round table of the conference “Specialization and diversification of the Portuguese economy: what perspectives in post-covid?”, organized by the Núcleo de Investigação em Políticas Económicas e Empresariais (NIPE) from Universidade do Minho and the Conselho das Finanças Públicas (CFP). This initiative opened the CFP's 2021 conference cycle, which has the partnership of a national higher education institution at each session.

PARTICIPATION IN RELEVANT EVENTS



Daniel Traça made an assessment of what has been done and what remains to be done for the national economy to converge with the European one in the webinar “Structural Funds: the context, results and challenges of the next cycle”. The event was organized by the European Commission Representation in Portugal, in partnership with the Agency for Development and Cohesion (AD&C).



The IV Paradox & Plurality Meeting took place to discuss the paradoxes of stability/change that permeate the changing nature of work. The Paradox & Plurality Meeting is an annual event organized by the Amélia de Mello Foundation and the Center of Paradox and Organization, under the the Twinning project EUFORPP, to discuss organizational and societal problems from a paradox perspective. Miguel Pina e Cunha and Anibal Lopez were on the organization committee.



Susana Peralta e Catarina Neves (MSc Alumna e TA) participated in the webinar “Unconditional Basic Income (UBI): Can we afford it?” The event started with a discussion on the paper by Karl Widerquist and Georg Arndt: “The Cost of Basic Income in the United Kingdom: A Microsimulation Analysis” (2021). It was followed by a brief presentation of how this paper’s presented model could be adapted to the Portuguese context, a roundtable discussion on how much could a UBI cost in Portugal and how could it be financed. The video of the event is available on our Role to Play Platform.



Francesco Franco participated in the panel on “Banking, NPLs and the post-pandemic” at the 4th edition of Advocatus Summit Lisbon, an event that links business law to business and economic agents. Francesco Franco spoke about the expected increase in the NPL, but he said that what matters is how much this increase will be and when it will happen.

NOMINATIONS & AWARDS



Nova SBEhad a 100% success rate in the projects submitted to the competitive 2nd joint call of the Fundação para a Ciência e a Tecnologia (FCT) and the Aga Khan Foundation (overall success rate was 10%). We were granted three projects as coordinator and will participate in a fourth project as partner institution. These projects are coordinated by Pedro Vicente – Infant and Maternal Health: Reducing maternal and infant mortality in Guinea-Bissau; Ana Balcão Reis –Mentoring for success: Experimental Evidence on Migrant College Students; and Antonieta Cunha e Sá –Payments for mangrove ecosystem services in Mozambique. Antonieta also participates in the project The importance of shark populations and sustainable ocean use for human well-being in Cape Verde and São Tomé and Príncipe, West Africa, coordinated by Fciências.ID - Associação para a Investigação e Desenvolvimento de Ciência, da Faculdade de Ciências da Universidade de Lisboa. In total, Nova SBE secured about 650 k € in this call.



Patient Innovation has been nominated by the United Nations as an example of Sustainable Development Goals (SDG) Good Practice. Patient Innovation is honored to be considered as one of the breakthroughs that are having a global impact. Its inclusion in the SDG Good Practices was justified by its contribution to two of the UN’s SDGs: #3 (Good health and Well-Being) and #9 (Industry, Innovation, and Infrastructure). Back in 2016, Patient Innovation was recognized by UN Secretary-General Ban Ki-moon as one out of five projects selected as examples of "Commitments to Collective Action" at a Summit in New York City. Read more about the nomination here <https://sdgs.un.org/partnerships/patient-innovation>. Pedro Oliveira’s work regarding Patient Innovation was also the subject of the study From ‘Publish or Perish’ to Societal Impact: Organizational Repurposing Towards Responsible Innovation through Creating a Medical Platform, by Madeleine Rauch (Copenhagen Business School). The paper published in the Journal of Management Studies addresses the development of Patient Innovation, which is today a global platform that started from a small research project.



Nova Junior Consulting won a prestigious junior consulting award for the second consecutive time, being considered the “The Most Promising Junior Enterprise” by Junior Enterprises Portugal. Congratulations, Pioneers!



Congratulations to Pedro Freitas and Afonso Leme, PhD candidates and researchers at Nova SBE Economics of Education Knowledge Center for winning the María Jesús San Segundo Award, from the Spanish Association of the Economy of Education.

PARTICIPATION IN RELEVANT EVENTS



Ana Balcão Reis participated in the celebration of the Fundação José Neves first anniversary, in Porto, to launch the report “Estado da Nação: Educação, Emprego e Competências em Portugal”. The Professor highlighted two outcomes of the report: “the first is that it is still worth studying, although it is no longer a guarantee of employment and better salaries; the second is that numbers show that we have been losing male students throughout the education system. For girls school the dropout rate is around 5% while that for boys it is 12.6%, a figure higher than the European target of under 10%.



Judite Gonçalves, from Nova SBE Health Economics Knowledge Center, participated in the roundtable of the conference "Envelhecimento – Respostas séniores do futuro", organized by the União das Misericórdias Portuguesas. She spoke about the importance of academia and research as a basis for intervention, and the need to plan and execute strategies, based on assessment and research, that the State’s public policies should adopt in the face of aging .



Leid Zejnilovic and Bruna Riboldi,from the Nova SBE Data Science Knowledge Center, presented the project "Predicting the Risk of developing Diabetic Nephropathy," developed in partnership with Associação Protectora dos Diabéticos de Portugal (APDP), at the event series organized by Le Wagon Portugal.



João Amador participated as speaker at the third webinar of the seminar cycle dedicated to the results and challenges of European funds organized by the European Commission Representation in Portugal and the Agency for Development and Cohesion. He spoke about structural funds, modernization of the production system, and internationalization.



Several Nova SBE professors were invited as speakers at a conference organized by Expresso and Fundação Amélia de Mello, which marked the 150th anniversary of the birth of Alfredo da Silva. More than a tribute to a figure who marked the national economic history of the 20th century, this conference was intended to motivate debate on the country’s present and future. The themes focused on issues related to industrialization, business leadership, health, and mobility.



Tobias R. Reichert, a MSc in Management student at Nova SBE, got the unique chance to participate in the 2021 EURAM Conference to discuss and find actionable solutions for re-shaping capitalism.



“Universities want to be partners with tourism in its renewal, innovation and disruption.” This was one of the messages left by Daniel Traça at the roundtable of the Demo Day of the Check-In program. The event, organized by the of Nova SBE’s Haddad Entrepreneurship Institute and the Westmont Institute of Tourism & Hospitality, with the support of Turismo de Portugal, was focused on “The role of universities in innovation ecosystems”. He was also part of the PRME Deans Dialogue webinar series where he shared the school’s ambition in shaping responsible students and the way Nova SBE measures itself – by the impact it creates.

AUGUST 2021

NOMINATIONS & AWARDS



Nova SBE secured funding for four projects at the 2021 SI&DT Project Competition run by the Foundation for Science & Technology (FCT). Congratulations to our researchers for the achievement!

Scientific research and technological development (S&TD) – funding for each 250.000€:

- The impact of different assessment methods on academic achievement and inequality by Ana Balcão Reis (Principal Investigator) and Luís Catela Nunes (Co-Principal Investigator).
- Raising Educational Aspirations - An Experimental Evaluation by Cátia Batista (Principal Investigator) and José Tavares (Co-Principal Investigator).
- Financial Constraints, Public Policies and Firm Outcomes by Miguel Ferreira (Principal Investigator) and Francisco Queiró (Co-Principal Investigator).

Exploratory research projects (PeX) – funding 50.000€:

- Choosing a business model in the social entrepreneurship context: typology of current practices and the influence of the social entrepreneur's background by Carmen Lages (Principal Investigator) and Luís Lages (Co-Principal Investigator).



Pedro Freitas and Afonso Leme, from Nova SBE Economics of Education Knowledge Center, saw their publications receive the María Jesús San Segundo Award (for the best papers presented by young authors) at the Meeting of the Economics of Education Association, of the Economics of Education Association (AEDE). Pedro Freitas won the first award for his paper “High-stake exams change teacher grading standards: evidence from a policy reform” and Afonso Leme the second award for his paper “The effect of a compulsory schooling leaving age increase on students’ educational paths”.



Miguel Ferreira, with Cláudia Custódio and Adrian Lam, both from the Imperial College Business School, and Emilia Garcia-Appendini, from the University of Zurich, won the EFIC2021 (5th EFIC Conference in Banking and Corporate Finance - Essex Business School) Best Paper Award with their paper Economic costs of climate change. Many congratulations to the winners.



NOVA SBE Data Science Knowledge Center project “Predicting the risk of developing Diabetic Nephropathy” developed in collaboration with the APDP Diabetes - Associação Protectora dos Diabéticos de Portugal, was among the winners of the first SAS Curiosity Data Science Iberian Awards. The project won Gold in the Data4Good category! This project is part of the Data for Change program from the Social Equity Initiative.



Jorge Fresta Homem de Gouveia, Nova SBE Master’s student in Finance, wrote an article for Observador on the importance given to food and nutrition in schools in Portugal.



Gonçalo Ferreira da Silva, Nova SBE Economics student and member of Nova Economics Club, wrote an article for Jornal Económico on Portugal's presidency of the European Union Council.



Nuno Couto, The Lisbon MBA Católica | Nova Alumni, shared his top secrets to succeed in a VUCA world (Volatile, Uncertain, Complex, Ambiguous) in Jornal Económico.

PARTICIPATION IN RELEVANT EVENTS



The first virtual Nova SBE PhD Summer School successfully took place July 5-9. The school was attended by 50 participants with a mix international PhD students (66%), representatives of national banks and national organizations (18%) and European master students (16%).



Daniel Traça was a speaker at a conference on sustainability, in the scope of Retomar Portugal program. In his speech, he stressed that there is "no choice between the economy and sustainability. In the long run, a stronger economy is a sustainable one because any other type of economy cannot survive", he guaranteed. He also assured that the sustainable sphere is a big bet for the future for companies: "In 10 years, we will look at this as we look at the digital. In the digital, those who moved early conquered the world. With sustainability, it will be exactly the same thing," he said.



The 2021 edition of the Patient Innovation Bootcamp takes place from 30 August to 3 September, at Nova SBE. This year the Patient Innovation Bootcamp will continue as an international consortium - constituted by European universities (Nova SBE, Copenhagen Business School, IESE, University Copenhagen), companies (Glintt), technology centers (Biocat - Barcelona) and Patient Innovation, being the project supported again by EIT Health. The bootcamp includes 3 weeks of work: the first in Lisbon focused on validation, the second online focused on developing a business model, and the last in Copenhagen focused on implementation.



Milton de Sousa presented “People-centered leadership in a remote context”, a talk within the “Leading People – International HR Conference”. “From Sapiens to Digital - How Far?” was the theme of the 3rd edition of this event. Milton de Sousa explained some of the constraints of the remote work, such as the difficulty in safeguarding the organizational culture in the creation of social capital and trust in the leader, among others. He also mentioned some of the challenges and opportunities of remote work like communication being more democratic and having a better balance between personal and professional life.



Pedro Freitas, from the Nova SBE Economics of Education Knowledge Center participated in the parallel session “Mathematics, pandemic and teaching” and presented his views on “The learning recovery path after COVID” at the National Meeting of Sociedade Portuguesa de Matemática 2021. Ricardo Colaço, also from this Knowledge Center, presented his paper: “Measuring school quality in Portugal: A value-added approach” at the 14th Annual Meeting of the Portuguese Economic Journal taking place in Porto.

SEPTEMBER 2021

NOMINATIONS & AWARDS



The 2021 edition of the Patient Innovation Bootcamp has started. The first of the three-weeks program took place at Nova SBE and Pedro Oliveira and Daniel Traça welcomed the participating teams. Miguel Pina e Cunha talked about leadership and its challenges and Leid Zejnilovic encouraged a debate on evidence-based validation and the role of data analysis bringing examples from medicine and other practi- es. On the last day, Pedro Pita Barros talked about Portugal's Healthcare system. At the end of this first week, each team gave an updated pitch based on the feedbacks received throughout the week. The second week happens online and is focused on developing a business model, and the last in Copenhagen focused on implementation.



Nova SBE's Alumna, CEMSie and founder of a coding startup called codary, Antonia Schein, was interviewed by the Finan- cial Times.



Mafalda Pires de Lima, a Bachelor's student at Nova SBE, be- came the national kitesurf champion, an extreme water sport with an increasing dimension in Portugal.



The Nova SBE Rowing Student Club achieves the second place of the national circuit of coastal rowing and becomes national champion in two boat classes.



Luís Veiga Martins, Chief Sustainability Officer at Nova SBE, was part of the panelists of the Greenfest. This is the largest sustainability movement in the country and this year the theme "Regenerate" is celebrated in the environmental, social, and economic aspects.

PARTICIPATION IN RELEVANT EVENTS



Cátia Batista was part of the group of commentators at the launch of the book by Jorge Moreira da Silva. The former minister of Environment and Energy and director at the OECD launched "Direito ao Futuro", a book about global challenges, the post-pandemic and the profile of the "server leader". The book brings together 90 articles published between 2016 and 2021 in the national and foreign press. In the introduction, the author goes through the most urgent international issues, from climate change, biodiversity, the Paris Agreements, to the rise of populism, as well as post-pandemic policies to development models in the world, but also in Portugal.

OCTOBER 2021

NOMINATIONS & AWARDS



Rui Silva was awarded with the Haddad Chair in Entrepreneur- ship, under the scope of the Nova SBE Haddad Entrepreneur- ship Institute, co-created by the Fundação Haddad, Fundação Alfredo de Sousa and Nova SBE. The Haddad Foundation Chair in Entrepreneurship's research is oriented towards the international scientific community and its academic activities will cover an annual conference on Entrepreneurship and Inno- vation, Master Thesis and a Certification in Entrepreneurship. It will also connect the Haddad Institute with Undergraduate, Masters, and PhD teaching through integrating the current offerings of courses in areas related to entrepreneurship with the activities of the Haddad Institute. In addition, it will develop executive education programs in entrepreneurship to be ready to launch as soon as demand resumes.



Luis Martinez took another step in his academic career by obtaining his aggregation in the Management area. He is now also on the Editorial Boards of the Electronic Commerce Research, The International Journal of Human Resource Man- agement and Frontiers in Psychology. The professor is also participating on the Generation Z Comparative Study, which aims to bring together researchers from around the world to uncover characteristics, outlooks, and behavioral preferences of Little Zs (college-aged students born 2002 and 2003).



Nova SBE secured funding for two EEA Grants Portugal - Direção-Geral de Política do Mar projects lead by Antonieta Cunha e Sá. "OceanSchool" was awarded in the Education Call and is coordinated by Nova SBE. In the Research Project "Sea- forests for blue carbon - natural capital from nature-based solutions" we are partners, and the coordinator is CCMAR. With this two EEA Grants Portugal Nova SBE secured € 279,571.27.



Pedro Pita Barros participated in the webinar "Protegiendo a los niños y a las personas mayores: El papel de la familia y del estado del bienestar a lo largo de la historia", organized by CENIE - Centro Internacional sobre o Envelhecimento.



Congratulations to Student Catarina Adegas Ferreira, from the Nova SBE International Master's in Management, the big winner of the 17th edition of the Primus Inter Pares award.



Alberto Quinaz Carvalho, current student of the International Master's in Finance and CEMS MIM from Nova SBE, was one of the big winners of the Global Management Challenge, one of the most prominent strategy and management internation- al competitions.



The VCW Lab at Nova SBE, headed by Luis Filipe Lages, has just initiated its second European Horizon 2020 project in the fields of Innovation, Sustainability, Space Business, Earth Observation, Oceans, Fishing, Aquaculture, Forestry and Agriculture. The Next Ocean project is coordinated by Elec- nor Deimos, and involves 11 European partners. Similarly to the NextLand project initiated in 2020, Nova SBE will be responsible for coordinating the "Innovation Management Board" of the consortium and the Workpackage on "Technol- ogy-Market Transfer, Commercialization and Sustainability" during a 3-year period. Both projects will be supported by the VCW-Value Creation Wheel framework. The NextOcean has a total budget of EUR 3.7M, of which EUR 3M are funded by the European Commission. Overall, our school has been awarded over EUR 1.1M for both NextLand and NextOcean European Horizon 2020 Projects.

NOVEMBER 2021

PARTICIPATION IN RELEVANT EVENTS



The Nova SBE NOVAFRICA Knowledge Center organized a session with the Guinean economist Carlos Lopes to launch the Portuguese version of the book “África em Transformação. Desenvolvimento Económico na Idade da Dúvida”. The former director of the UN Economic Commission for Africa stressed that the central idea of the book is trying to show that “Africa is dependent on three great megatrends: climate, demographic and technological.”



João Marques Gomes, researcher at Nova SBE Health Economics & Management Knowledge Center, participated in the cycle of debates “O Presente e Futuro dos Cuidados Respiratórios Domiciliários em Portugal”, organized by pela APCSD – Associação Portuguesa dos Cuidados de Saúde ao Domicílio, and the OPET – Observatório da Prospetiva da Engenharia e da Tecnologia. His intervention was on The good practices of value-based medicine: what national and international perspectives?



Daniel Traça participated in the Digital Lab, organized in the context of the sixth edition of the Portugal Digital Awards. In this sharing of ideas and perspectives on the future of education in Portugal, he considered that we will have to start dealing with "many different trends" in education and "we need space to try out many different things." He argued that “education is one of the pillars to create again a more stable world and, therefore, the type of skills and the way in which education can help form citizens who are more able to dialogue, to find solutions and more able to look forward with optimism”.

NOMINATIONS & AWARDS



The research project “Entrepreneurship as a Strategy for Social Mobility and Inclusion”, by Miguel Ferreira, Cátia Batista and Francisco Queiró, has just secured funding from the Social Research Call (SRC) 2021 promoted by the Fundação “la Caixa”. This is the first time that Nova SBE is distinguished in an SRC of this institution. The project will receive around EUR 100,000, which will be used to continue the promotion of scientific research in the field of economics and management, in favour of an increasingly effective response to the challenges of sustainable development.



Fundação Francisco Manuel dos Santos has published “Do made in ao created in: um novo paradigma para a economia portuguesa”, a study coordinated by Fernando Alexandre (Universidade do Minho) that identifies opportunities and obstacles to growth in Portugal in the next decade. This study had the participation of many researchers, including Pedro Brinca, Renato Rosa, Antonieta Cunha e Sá, Carina Silva, Catarina Frazão Santos (invited Researcher at Nova SBE Environmental Economics Knowledge Center), Til Dietrich and Flora Marchioro (both Research Assistant at Nova SBE Environmental Economics Knowledge Center).



Pedro Pita Barros introduced "Supporting mental health of the health workforce: recommendations from an EC Expert Panel" at the European Public Health Conference.



Pedro Pita Barros, Debate "Política baseada na evidência: o papel da academia" Tomada de posse dos órgãos sociais da Alumni FFUP.



Pedro Neves was on the cover of Psychology Now – Revista Psicologia na Atualidade. The professor signed an article on the challenges of Applied Psychology in the latest edition of the publication.

PARTICIPATION IN RELEVANT EVENTS



Pedro Neves participated in the Early Career Marathon: Integrating Research and Practice 24 hours of Applied Psychology from around the world, an event organized by the International Association of Applied Psychology. Mildred Chioma and Pedro Neves explained Mildred's research on COVID anxiety. The professor was also member of the Scientific Committee of the event.



NOVAFRICA was represented in a EurAfrica Forum session on Digital Education during pandemic times, by Vitor Cavalcante (Project Manager at NOVAFRICA) and by Nwabueze Prince Okenna, a Nigerian student attending the Master's in International Development and Public Policy and a NOVAFRICA fellow. They both discussed the challenges and opportunities that the pandemic brought to education in Africa.



Pedro Vicente, scientific director of NOVAFRICA, presented his work on "Motivating Volunteer Health Workers in an African Capital City" in the International Food Policy Research Institute (IFPRI) Applied Microeconomics & Development seminar series.



Patient Innovation, represented by Maria João Jacinto, participated in a panel at the FIC.A - Festival Internacional de Ciência, an event that has assumed itself as a national and world example of the celebration of science and knowledge with society. The panel was an open discussion between researchers from NOVA Medical School - Faculdade de Ciências Médicas on the role of the citizen in Health Sciences, namely in clinical research and for healthy aging.



The Nova SBE Health Economics Knowledge Center was represented at the 17th National Conference on Health Economics. Pedro Pita Barros, Eduardo Costa, Judite Gonçalves (members of the scientific committee of the event), Carolina Santos, Sara Almeida, and Diogo Pereira, among others, participated in scientific papers presentation sessions and in the three plenary sessions on the future and contribution of health economics to society.



Daniel Traça was moderator at the “PPR, Impact and accountability” panel at the event “Think Tank - Accountability and democratization of institutions - Fraud prevention.” This Initiative took place at Nova SBE. In this event Lénia Mestrinho, executive director of the Nova SBE Data Science Knowledge Center, also participated in the panel AI study for fraud detection, and Susana Peralta, in the panel Accountability and Democratization of Institutions - Fraud Prevention.



Ana Balcão Reis participated in the Webinar: "The teacher and the teaching quality", organized by the Conselho Nacional de Educação. The webinar was an instrument for critical reflection on the quality of teaching in Portugal, which also allowed for the prospect of evolution paths for teachers’ training.



André Silva participated in the round table on Innovation in the Post-Pandemia: How Companies Can Re-Innovate After COVID-19 at the Brazilian meeting of the National Association of Production Engineering.



Ricardo Zózimo, member of the Nova SBE Leadership for Impact Knowledge Center, participated in the first Green Savers conference on sustainability at Nova SBE with a presentation on “Develop talent for a sustainable future. The role of the Nova SBE ecosystem”.

EVENTS ON CAMPUS

INCLUSIVE TALKS 2021: INCLUSIVE COMMUNITY FORUM PRESENTED THE LATEST ADVANCEMENTS ON EMPLOYABILITY AND EDUCATION



In the third edition of the Inclusive Community Forum's (ICF) annual event, Inclusive Talks, companies, social organizations, and partners shared the role they have been playing and what has been accomplished so far on employability and education of people with disabilities. The ICF also presented the significant advancements reached in 2020 and 2021 on the employability and education of people with disabilities.

Inclusive Talks are an important event in which all those who play a role in the co-creation of solutions for people with disabilities get together and publicly share all the work they have been developing on the topics at hand.

THE 2021 NOVA SBE WELL-BEING



From March 1 to March 5, the 2021 Nova SBE Well-being Week helped the Nova SBE community and society, in general, cope with the newfound significant changes to our daily lives and the overwhelming feelings that the pandemic may have caused. This edition took place online, and each day of the week was dedicated to a different central topic – Well-being at Home, Mental Health, Body & Mind, Food & Nutrition, and Well-being at Work.

Proving how it's possible to grow boldly, most activities involved part of the Nova SBE community – staff, faculty, and students – in informative and guided sessions. These focused on cultivating our peace of mind, nurturing relationships, reducing stress, and dynamic talks on being active and eating nutritious food every day.

BOOTCAMP PATIENT INNOVATION 2021TH EDITION



It is an acceleration program aimed at supporting patients, informal caregivers, and collaborators to implement and scale up the innovative solutions key developed to help them cope with a need imposed by their health condition.

The 2021 edition of the Patient Innovation Bootcamp takes place from August 30 to September 3, at Nova SBE. This year the Patient Innovation Bootcamp will continue with as an international consortium - constituted by European universities (Nova SBE, Copenhagen Business School, IESE, University Copenhagen), companies (Glintt), technology centers (Biocat - Barcelona) and Patient Innovation, being the project supported again by EIT Health.

The Bootcamp includes 3 weeks of work: the first in Lisbon focused on validation, the second online focused on developing a business model, and the last in Copenhagen focused on implementation.

DATA SCIENCE FOR SOCIAL GOOD SUMMIT



The Data Science for Social Good Summit featured a series of panels and hands-on workshops taking place twice a week throughout October for free. It aimed to empower our community by showcasing impactful projects, learning first-hand from global leaders, and offering workshops for NGOs, Government, and tech-savvies. There were different sessions and also a competition for Data Science projects. Confirmed speakers included Rayid Ghani, Katherine Townsend, and Warwick University, New York University, and Microsoft Portugal representatives.

2020 CONFERENCE CYCLE | ECONOMIC INEQUALITY AND REDISTRIBUTION IN PORTUGAL



The Portuguese Public Finance Council held a webinar on "Desigualdades Económicas e Redistribuição em Portugal" [Economic Inequality and Redistribution in Portugal]. The debate first focused on examples of inequality in Portugal and the second on the importance of microdata. This conference was part of the 2020 Conference Cycle, which aimed to address some of the most pressing issues about Portuguese economic growth.

MARKETING WITH PURPOSE INTERNATIONAL COLLOQUIUM



This colloquium discussed consumers' and companies' roles in humankind's efforts to achieve important societal goals through purpose-driven marketing actions. We challenged consumers and companies to explore their sense of purpose.

Keynote speakers included Michael Norton, Harold M. Bierley Professor of Business Administration, Harvard Business School; Nicole Mead, Associate Professor of Marketing, Schulich School of Business, York University; Irene Consiglio, Assistant Professor of Marketing, Nova SBE; Gabe Davies, Ocean Category Marketing Manager, Patagonia Outdoor Clothing & Gear; João Macedo, Patagonia Ambassador Professional Big Wave Surfer; Margaret C. Campbell, Editor of the Journal of Consumer Research, Provost Professor of Marketing, Leeds School of Business, U Colorado Boulder; António Casanova CEO Univel FIMA; Catarina Marques Rocha Gouveia, Member of CUF Executive Board; Ludovic Reysset, CEO Danone Portugal; Marta Sousa Uva, Member of BRISA Executive Board, Catherine da Silveira, Assistant Professor of Nova Marketing, Nova SBE; Eduardo Cintra Torres, Assistant Professor, Faculty of Human Sciences, Catholic University, and Carlos Moedas, Gulbenkian Gulbenkian Foundation Trustee.

[More about it here](#)



TEDXNOVA WORKSHOP



TEDxNOVA is an independent event, fully organized by open-minded and passionate Nova students who aim to unleash unique insights and ideas worth spreading by welcoming inspiring speakers from all around the globe. The on-site event is exclusive to NOVA University Lisbon students and faculty, but the live stream is available for anyone who wants to purchase it. The first TEDxNOVA edition took place at the Nova SBE campus on September 24, 2021.

Speakers: Will Burrard-Lucas, Wildlife Photographer and entrepreneur; John B.Arden, Psychologist & Mental health expert; Miguel Herdade, Educational Disadvantage and Social Itengration; Mariana Carreira, CEO of MAKE A WISH Portugal, Janne Muller Wieland, Olympian Hockey Captain; Susana Soares, Designer and Researcher; Nuno Prego Ramos, Early Cancer Diagnosis and Tretment

CLIMES TO GO – A RACE FOR OUR PLANET



The Climes to Go initiative translates into a sustainability competition between three teams of four people who, starting on the 22nd of October, will be the protagonists of a trip between Cascais and Glasgow in the most sustainable way possible with the greatest positive impact on the communities.

Throughout the trip, the teams will have to monitor both their water footprint and their carbon footprint and respond to previously defined challenges. Each team will also have a budget in “climates” (a fictitious currency that evaluates their choices) that they lose or gain according to the different options along the trip (water consumption, means of transport used, food, accommodation, and performance throughout the trip). The winning team will be the one that finishes the competition with the highest balance.

This initiative counted with the partnership network of Calouste Gulbenkian Foundation, Get2C, Nova SBE, and Cascais Municipality.

GLOBAL SUMMIT OF WOMEN



The 2021 Legacies of Women Forum brought together on stage one moderator, Irene Natividad, and four Portuguese CEO women in a lively talk where they will share their experiences, expertise, challenges, and knowledge as successful businesswomen in Portugal. This forum is an introductory event to the Global Summit of Women taking in Lisbon for the first time.



5. Organizational Sustainability

PRME Principle 2 – Values

We will incorporate into our academic activities, curricula, and organizational practices the values of global social responsibility portrayed in international initiatives such as the United Nations Global Compact.

5. Organizational Sustainability



The United Nations Sustainable Development Goals are our world's call to action on the most pressing challenges and opportunities facing humanity and the natural world. As one of Portugal's leading high education institutions, we're tackling the SDGs in four inter-related ways: our research, learning, students, public engagement activity, and operations. During this pandemic year, we worked hard to enhance our community's health, productivity, and quality of life by maintaining and reinforcing our well-being programs designed for students, faculty, and staff. In addition, we worked on best

LEONOR COLAÇO
Executive Administrator

practices in sustainable operations that conserve resources and reduce pollution while enhancing health and well-being. Our focus is to lead in both climate change and community well-being and inclusivity, grounded on transparency and accountability. To make it happen, we continue to forge global networks and partnerships that will help us amplify our sustainability efforts and global problem-solving. Nova SBE is a fast-paced, growing school, and we are and will continue to work hard to integrate the SDG as a language that is embedded in our institutional policies and practices.

5.1. Strong Governance

THE BEGINNING OF OUR MATERIALITY MATRIX



Accountability for the impact of Nova SBE on society and the environment is critical in achieving sustainable development. That is why rigor in the approach to identifying material impacts, and their governance oversight, is required for sustainability reporting that meets the needs of all audiences. Consequently, Nova SBE has decided on implementing the GRI materiality assessment. It has been chosen to identify and prioritize those material issues that are most important to Nova SBE and its stakeholders. It intends to help our organization to be transparent and take responsibility for our impacts so that we can create a sustainable future.

What does materiality mean? Nova SBE is faced with a wide range of topics it could report. Relevant topics, which potentially merit inclusion in the report, can reasonably be considered important for reflecting our organization's economic, environmental, and social impacts or influencing the decisions of our stakeholders. In this context, 'impact' refers to an organization's (positive or negative) effect on the economy, the environment, and/or society. A topic can be relevant and potentially material based on only one of these dimensions.

This Road to Impact Report introduces the methodology below. From the next report onwards, the results of the analysis will be presented.





1. As a first step, a set of potential sustainability issues for Nova SBE were identified. Based on the three core pillars of sustainable development, GRI Standards, and SDG Framework, the following global challenges for humanity were defined:

Prosperity	Planet	People
Governance	Blue Economy	Poverty & Hunger
Leadership	Climate Change	Social Justice, Diversity & Inclusion
Ethical Business Conduct	Smart & Sustainable Cities	Safety, Health & Well-Being
Regional & International Development	Circular Economy & Waste Management	Social Innovation
Economic Prosperity	Renewable Energies	Workforce & Employment Generation
Entrepreneurship & Innovation	Supply Chain Sustainability & Responsible Sourcing	Education & Skills
Digitalization & Technology	Future of Food and Agriculture	Responsible Labour Practices

2. Stakeholder engagement remains key for sustainability management. Hence, we have decided to include the following stakeholder groups in the materiality assessment:

STAFF

CORPORATE PARTNERS

GOVERNMENT & MUNICIPALITY

FACULTY & RESEARCH

CIVIL SOCIETY ORGANIZATION

ALUMNI

STUDENTS

INTERGOVERNMENTAL ORGANIZATION RELATED TO BUSINESS SCHOOLS

NOVE SBE GOVERNANCE

Through a survey, each individual was requested to prioritize in which global challenges Nova SBE should focus its Sustainable Development strategy as a Higher Education Institution to achieve its vision of a School for the (Better and Sustainable) Future. Therefore, they had to rank each global challenge per sustainability pillar described in (1).

3. The relative importance of the global challenges for the different stakeholders will be compared and visualized in a materiality matrix. Therefore, each challenge gets assigned a score following the chosen rank (i.e. challenge with the highest priority for the respondent, score 7/7). After assigning scores in each individual survey, the scores for each global challenge are summed and averaged across all respondents within the same stakeholder group. The prioritization of each individual stakeholder group will always be compared with the executive committee's prioritization. Placing the factors within the matrix by their average score for the specific stakeholder group (x-axis) and the executive committee (y-axis) will ultimately show which global challenges are most important to be addressed by Nova SBE to achieve its vision of a School for a Better and More Sustainable Future.

EMBEDDING THE SDG LANGUAGE IN OUR COMMUNICATION

INTERNAL COMMUNICATION

NEWSLETTERS

By making the 17 Sustainable Development Goals Nova SBE's official language and by putting sustainability at the center of our impact model, we are making sure we deliver meaningful positive impact and that all pioneers have a significant contribution. That's why Brand & Communication's newsletter – What's Up – lists all events and opportunities according to SDG. These are listed by the event owner, which is usually a stakeholder of the Nova SBE community.

INTERNAL AND EXTERNAL COMMUNICATION

SUSTAINABILITY SEGMENT ON SOCIAL MEDIA

By making the 17 Sustainable Development Goals Nova SBE's official language and by putting sustainability at the center of our impact model, we are making sure we deliver meaningful positive impact and that all pioneers have a significant contribution. That's why Brand & Communication developed a sustainability segment on social media alongside two Nova SBE student clubs: oikos Lisbon and CEMS Club Lisbon.

The subjects were worked on to be an amalgam of the 17 SDGs and are the following:

- Environmental Protection
- Social Development
- Reducing inequalities and economic development
- Health, safety, and well-being
- Quality education
- Sustainable cities, communities, and solutions
- Justice, peace, and inclusivity

The segment takes place each semester of the academic year, and the content is published each Wednesday.

WEBSITE

Sustainability-related content published as news articles to communicate initiatives and projects:

- Nova SBE is home to the Innovative Project Bios Urban Farm
- The Teresa e Alexandre Soares dos Santos Library Has Brand New SDG-Related Book Suggestions
- Nova SBE Gathers Students, Companies, and Experts to Create Innovative Solutions
- Nova SBE Student Club Creates Scholarship for Bachelor's Students
- Kearney awards Nova SBE's academic merit
- Nova SBE and the Ageas Foundation Promote Internships in Impact-Driven and Environmental Organizations
- The 2021 Nova SBE Well-being
- Nova SBE and AMBA Launch the AMBA Leadership Award for Bachelor's Students
- Master's in Impact Entrepreneurship & Innovation Was Officially Launched
- Nova SBE Promotes CFA Society Portugal Ethics and ESG Award
- Nova SBE launched the Space for Business Program
- Inclusive Talks 2021: Inclusive Community Forum Presented the Latest Advancements on Employability and Education
- The 2021/22 Edition of the Nova SBE Fellowship for Excellence
- Nova SBE Fellowship for Excellence Organizes Social Ideation Bootcamps

Some of the above referred news will help inform the contribution of Nova SBE and its community members on the following sections “Our People” and “Our Planet”, in more detail.

PRESS RELEASES

Aligned with the school's mission to adopt the SDGs as its language of impact, our external communication made sure it also reflected that.

Nova SBE sent around 75 Press Releases to national and international media between September 2020 and December 2021. From February 2021, all Press Releases had a graphic representation of one or more SDGs that applied to the topic at hand. Thus, contributing to other organizations possibly also adopting the SDGs as their language of impact, or at least being well-versed and understanding it.

SOCIAL MEDIA POSTS

Aligned with the school's mission to adopt the SDGs as its language of impact, our Social media channels made sure it also reflected that. Nova SBE has a Social media presence in 4 main channels: Facebook, Instagram, Linkedin and Twitter. During the period of September 2020 and December 2021 Nova SBE posts a total of 1107 posts. From the many content created to the SDG journey, we highlight the number of published posts that mentioned or informed about the SDG: a total of 993.

Some examples below:

[Video](#)

[Twitter](#)

AWARDS

Prémio Marketeer 2021

Nova SBE won the Prémio Marketeer 2021 in the Universities and Education Institutions category. Every year, Marketeer magazine makes a list of all the notable brands and professionals in Portugal and recognizes their importance by awarding them a prize. In total, 34 cover prominent areas such as Art and Culture, Fashion and Accessories, Telecommunications, or Education, and the nominees’ list is a crossing of the evaluation that both the newsroom and the magazine’s editorial board did. In 2021, Nova SBE was the bigger winner in the Universities and Education Institutions category of its 12th edition.

Highest Emotional Reputation Award 2021

Nova SBE is the higher education institution with the most significant emotional reputation in Portugal, according to the results of RepScore, an annual study by the consulting firm OnStrategy that analyses the positioning and the emotional and rational level of over 2000 brands in Portugal. This distinction is awarded every three years to the brands and personas that stood out consistently. Its methodology is based on notoriety, relevance, trust, products and services, innovation, well-being, social responsibility, leadership, and vision.

Superbrands 2021

Superbrands is an international organization that distinguishes the most relevant brands in each country from the consumers’ perspective. In 2021, the organization held a gala to award the most “top of mind” brands in the market. Nova SBE was among the 31 distinguished companies, being the only higher education institution to receive such an award.

THE DEVELOPMENT OF A DIVERSITY & INCLUSION POLICY AT NOVA SBE

THE DEVELOPMENT OF A DIVERSITY & INCLUSION POLICY AT NOVA SBE

NEWSLETTERS

As committed in the last edition’s Road to Impact Report, Nova SBE kicked off its process of launching a Diversity & Inclusion Policy and Action Plan. This process consisted of four main stages, currently in its last stage:

1. Kick-off

- Assigned team to work on the project
- An in-depth benchmark to other Higher Education Institutions and organizations, considered to undertake best practices in this area;
- Alignment with NOVA University Lisbon guidelines;

Output: development of the first Policy draft

2. Internal consultation

- The team invited a few members from the community, representatives of the different stakeholders (faculty, staff, and students), as well as specialists in the area of Diversity & Inclusion

Output: a second version of the draft has been created, after reviewing it according to the internal consultation main insights

3. Public consultation

- Considering that the Policy has a great impact on the personal and professional lives of all those who are part of our community, the team launched a Public Consultation format, the opportunity for all interested parties to share their perspectives on what should be considered when drafting this Policy.

- Exploration and inspiration from the published UNL Gender Equality Plan

Output: a third version of the draft has been created, after reviewing it according to the public consultation main insights

4. Validation (current stage)

- Shared the third draft with the Dean for feedback and further revision
- Validation from Executive Committee & Scientific Council

Output: Final version of the Policy

The development of the Action Plan has already begun on stage 3, awaiting the final revisions to the Policy’s commitments.

NEW PARTNERSHIPS & RECOGNITIONS



PRME CHAPTER IBERIA

Nova SBE has become the Chair of PRME Chapter Iberia, reengaging the network that has been dormant. Together with other Portuguese and Spanish signatories – UPF, IPVC, ISEG and ISCTE –has been formed a Steering Committee that has been working in the past semester on a Strategic Plan to be implemented in 2022. The preparation of this Strategic Plan included already an open survey to all existing signatories on their perceptions of why engaging with PRME and PRME Chapter Iberia, their status point in integrating, mapping, and reporting the PRME’s six principles and the SDG, and their perspective on how PRME Chapter Iberia could be of benefit for them in the future.

GRACE

Nova SBE took a step further in its commitment to the United Nation’s Sustainable Development Goals (SDGs) and joined the Responsible Companies Movement, which gathers national companies that thus commit to incorporate sustainability and corporate social responsibility principles in their governance towards a healthier entrepreneurial network and a social economy.

GRACE – Responsible Companies is a non-profit business association acting in social responsibility and sustainability to promote a sustainable entrepreneurial culture through its association with national companies in their respective sector. It, therefore, develops several initiatives, projects, and clusters that foster synergies among companies in social corporate responsibility and sustainability.

The partnership will be focused on the stronger participation of Nova SBE’s Faculty in its thematic clusters and the development of a more structured offering, aiming for long-impact, of the school’s volunteering program.

ELLEN MCARTHUR FOUNDATION

After signing, in 2019, the “New Plastics Economy Global Commitment,” Nova SBE officially became part of the Ellen MacArthur Foundation community of profiled universities, recognizing all the projects and initiatives it has launched, its commitment with the Sustainable Development Goals (SDGs), and the way it intends to participate in rebuilding the future alongside national and international stakeholders when it comes to a circular economy.

The Ellen MacArthur Foundation has been identifying the higher education institutions worldwide that are making noteworthy contributions to rethink and rebuild the future through a circular economy, thus acknowledging the fundamental role universities play in creating synergies and pushing the boundaries of knowledge towards a more just and sustainable world.

Nova SBE thus integrates a list of profiled universities that stand out for the great work they have been doing in five key driver areas of a circular economy – teaching, research, campus management, student-led projects, and influence and leadership.

QUALITY AT NOVA SBE



1. Nova SBE has achieved 5 national accreditations by A3ES in 2021 – unique degree programs that last one year (60 ECTS) (In collaboration with Executive Education)

New degree programs: Master’s in Leadership - Executive, Master’s in Marketing & Strategy - Executive, Master’s in Innovation & Entrepreneurship - Executive, Master’s in Management – Advanced Executive, Master’s in Finance & Financial Markets - Executive

A3ES accredited all 5 programs for the maximum time period permitted – 6 years

Curricular component of program: 6 months; Dissertation: 6 months. Evening classes compatible with professional practice

Close connection to the business community/ network: Dissertation supervision carried out in the corporate environment

Nova SBE is the only school in Portugal to achieve five one-year Master’s programs directed at participants with at least 5 years of professional experience.

2. Nova SBE now has Numbers at a Glance (NAAG)

Link: <https://novasbe365.sharepoint.com/sites/NOVASTAT>

- New self-service interactive data catalog (sharepoint) with several data collections using Power bi through pre-built dashboards
- Happy to introduce the first four data dashboards: Candidates, Students, Mobilities, and Graduates
- Institutional data that can be viewed interactively, with filterable dashboards - updated periodically
- Possible to compare data across years
- Each dashboard includes a collection of charts on relevant topics
- Currently working with Corporate Engagment & Fundraising, and Alumni Relations to extend the data catalog

3. Nova SBE now has a Policies & Procedure Library

Link: <https://novasbe365.sharepoint.com/sites/Procedimentos>

- Part of the school's ongoing efforts to update official school policies and procedures that govern the daily activities of our faculty, staff, and school community.
- These can be searched by topic or keyword. The website also provides templates and reference guides for creating or revising policies or procedures.

4. Nova SBE’s Annual Student Survey

(In collaboration with Pre-Experience Student Affairs – see some of the results in section 5.2.3)

- The Annual Student Survey is important to collect valuable data and is administered once a year to students. The purpose of the survey is to obtain information regarding the students' educational experiences and expectations across several dimensions, including application stage, arrival, program experience, extended experience, services, and facilities.

- Rather than reporting results onto a static document (though still produced in a pdf format), results can be accessed on sharepoint using Power BI by Coordinators, Academic Directors, Program Managers, etc.
- Can be viewed interactively, with drill down into visualizations.
- Now possible to compare across years

5. New website - Quality

<https://www.novasbe.unl.pt/en/about-us/quality>

- Information on all accreditations (national and international) as well as Specific Regulations

OUR COMMITMENTS



PRME CHAPTER IBERIA

Publish Nova SBE’s Materiality Matrix

Establish a D&I Area to implement the Action Plan and ensure D&I Policy’s accountability

Launch Nova SBE’s Carbon Neutrality Roadmap



5.2. Our People



OUR APPROACH

Nova SBE exists due to all community members that contribute towards and take part in its activity every day. From our faculty, staff, students, and researchers to representatives of a myriad of organizations that continuously engage with us. We strive to enhance a purpose-driven culture where all community members find their role to live up to the school’s impactful mission. In parallel, Nova SBE aims to lead by example in its mission and thus offers a plethora of initiatives that raise SDG-awareness, drive well-being, diagnose motivational index towards the school, and continuously plans what shall be the soon-to-be-launched activities that will drive forward the aimed culture and our vision, starting in our community.

RESPONDING TO COVID-19

Summary of events in Nova SBE’s response to COVID:

March until September 2020:

- Creation of the Covid Crisis Committee to permanently monitor the situation, make the necessary adjustments to the School’s operations and support the community.
- The campus closed after the first confirmed positive case among students. All activities moved online for the remainder of the semester. Faculty, students, and staff adapted to online learning / working with incredible speed, using collaborative platforms—special assistance to international students.

September 2020 until June 2021:

- Return to campus on Sep 20, with reduced capacity and strict health and safety rules, which proved effective in controlling contagion throughout the year. The campus was open all year, except during lockdowns, and in-person classes were privileged.
- Distance learning solutions were created for students in isolation, and online alternatives were created for various activities. Concerns about mental health arose during 2nd lockdown. Massive testing operation is done to return in Apr 21.

September 2021:

- 2021-22 took off smoothly with using full capacity of classrooms. In-person classes, activities, and events are happening, and the campus is gradually recovering its normal life 24/7. Support with vaccination for international students and testing on-campus. Legal constraints slow down further easing of restrictions (ex. Masks).
- Future: ease restrictions, reduce enforcement and open up the campus.

MEASURES IMPLEMENTED

Campus Rules and recommendations:

- 5 Golden Rules, cleaning and disinfection protocols, reduced capacity.
- Strict invigilance by the security team ensured the correct adoption of the rules.
- Campus exclusive to Nova SBE Community, reduction of opening hours.

Community Support:

- Personalized support by focal points to all positive cases and high-risk contacts.
- Mental health support to students who struggled during lockdowns.
- Support with vaccination, EU Certificate equivalence, and testing protocols with favorable conditions for Nova SBE Community.

Incorporation of technology and distance learning:

- Online classes, streaming of live classes, blended model as a new methodology, and alternative formats for online exams.
- Remote work for staff.
- Events and non-academic activities delivered online (Career Fairs, Graduation, etc.).

Communication:

- COVID-19 dedicated webpage with all relevant information.
- Mandatory e-learning exam about campus Rules.
- Regular Dean's Communication.

SOME FIGURES

- 89% Satisfaction with the school response to COVID-19.
- Over 65% Satisfaction with the COVID-19 solutions for classes and exams.
- 150 Students Asked for mental health support during 2nd lockdown.



OUR STAFF



HIGHLIGHTS

1. Voice Survey

Launch of an annual survey to measure the level of employee engagement (staff only) and Action Plan to address the least favorable points. The drivers analyzed were:

- Meaning
- Career
- Role Fit
- Resources & Rewards
- Strategy & Leadership
- Energy

In a nutshell, here are some of the conclusions that will drive further actions:

- The voice survey had a response rate of 86% quite above the market average of 68%.
- 77% of employees consider Nova SBE as a good place to work, lower than the market average of 89%.
- 86% of employees at Nova SBE perceive their work as meaningful and 81% enjoy their work.
- 80% of employees answered they “Strongly Agree” and “Agree” that Nova SBE has a clear vision for the future, above the market average of 64% (Strategy and Leadership driver).

2. Volunteering Policy

As committed in the last edition’s Road to Impact Report, Nova SBE is committed to promoting active citizenship and volunteering throughout its community. With an already integrated volunteer program for students, we want to expand it to all Nova SBE employees, defining and approving a Policy for this purpose, which allows any employee to dedicate sixteen hours a year (per calendar year), during labor hours, to carry out volunteer activities in support of relevant causes with an impact on the community and for the SDGs.

COVID-19 RESPONSE

INTERNATIONAL MOBILITY

Due to COVID-19, we have 23 scholarships on standby: 5 non-teaching staff have been on standby since 2020; 7 non-teaching staff and 3 professors have an approved scholarship and will have to do the mobility until July 31, 2022; 8 non-teaching staff have an approved grant and will have to do the mobility until July 31, 2022.

TRAINING AND DEVELOPMENT

Breakfast with the Dean: 4 editions with 38 participants

Themes: Sharing my vision about Nova SBE’s Leadership Culture; Well-being strategies; Coming back to normality; The Leadership Culture at Nova SBE.

- Welcoming and integration sessions/welcome presentations to new employees: 45
- A collective moment at the end of the academic year with all the staff and faculty: Christmas Party 2020

Nova SBE GOT Talent, with the participation of about 160 employees, including Staff and Faculty.

Training sessions and number of students per session

- Advanced negotiation: 1
 - Applied Project Management: 1
 - Connect, Communication and Network with Purpose: 3
 - Corporate English: 116
 - Corporate Governance: A Liderança de Boards: 1
 - Dashboards: 3
 - Effective leadership, Agility, and Adaptability: 3
 - Finance for non-finance professionals: 3
 - Knowledge and competencies at work: 164
 - Leader as a Coach: 1
 - Leadership training program for senior managers: 45
 - LEGO® Serious Play: 4
-
- Moodle: 5
 - Portuguese for foreigners: 3
 - Post-graduation: 3
 - Project budgeting and management: 2
 - Salesforce: 40
 - Social Leadership for Managers: 1
 - Strategic branding: 3

Inner purpose:

1. Cultural immersion of foreign workers: 1
2. SDG Workshops: 26

Governance procedures:

- SINGAP, public hiring, purchase: 79
- Related corruption and infringement risk plan: 24

Two online training sessions: 80 staff

- Time Management, led by Pedro Brito, Associate Dean Executive & Business Transformation
- Effective Management of Meetings and E-mails, led by Joana Castro Costa, Executive Director of the Nova SBE Leadership for Impact Knowledge Center

HEALTH AND SAFETY

The People & Culture area strived to organize socialization initiatives to combat isolation in the 2021 confinement periods, namely online concerts and Nova Wheel of Life (driven by Nova SBE Staff). The team also organized Catch-Up Calls: 15 min phone calls from the People & Culture team with each employee to see how they were doing.

Moreover, the remaining activities are in line with everything that has been done so far, namely offering of Medicine and Nursing Service for all employees, Psychological Support Service, and specialized training:

Posture & Heath:

- Emergency Plan of Nova SBE: 83
- Evacuation of Buildings: 15
- First aid: 6
- First intervention Teams: 8
- People Lifting Platforms Operation (PEMP Portuguese): 6

In addition, it has been offered a **Work-life Balance Workshop**, led by Professors Pedro Neves and Filipa Castanheira with the participation of Team Leaders of several areas of Nova SBE. Here, we found out the major 3 challenges of Nova SBE employees, from leaders’ perspectives, and worked around a few initiatives on how to promote a higher work-life balance.

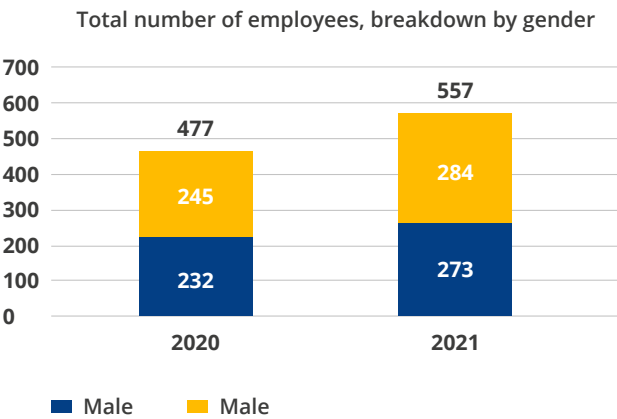
COMPLIANT WITH GRI STANDARDS

Through organizations’ activities and business relationships, they can affect the economy, environment, and people and make negative or positive contributions to sustainable development. Sustainable development refers to development which meets the needs of the present without compromising the ability of future generations to meet their own needs. The objective of sustainability reporting using the GRI Sustainability Reporting Standards (GRI Standards) is to provide transparency on how an organization contributes or aims to contribute to sustainable development.

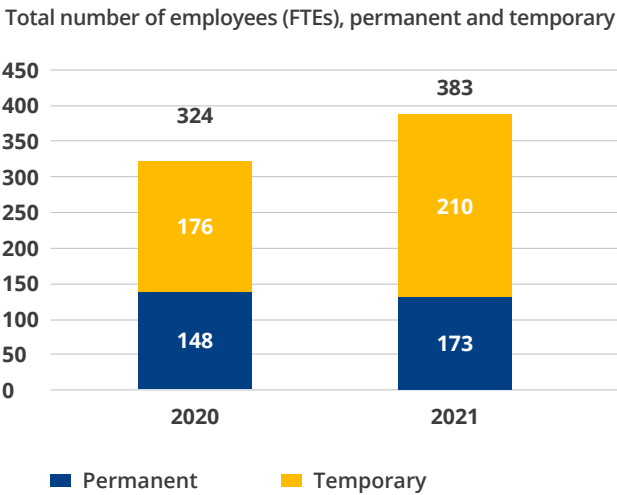
Nova SBE adopts the GRI Standards in the quest of reporting information about its impacts consistently and credibly. To that end, we analyzed the GRI Standards 2021 and considered what can be applied to Nova SBE as a higher education institution. Each department then completed the reporting information.

This sub-chapter presents some employment-related impacts.

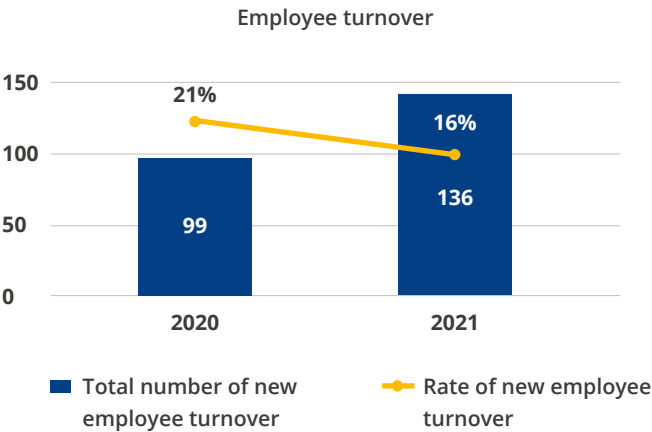
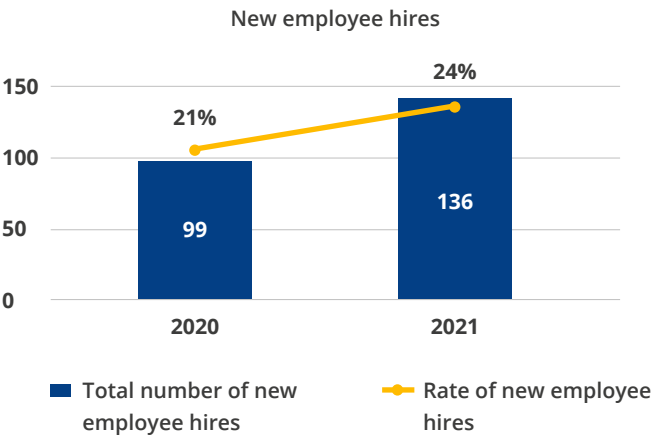
EVOLUTION OF EMPLOYEES TOTAL AND GENDER DISTRIBUTION



EVOLUTION OF EMPLOYEES, PERMANENT AND TEMPORARY

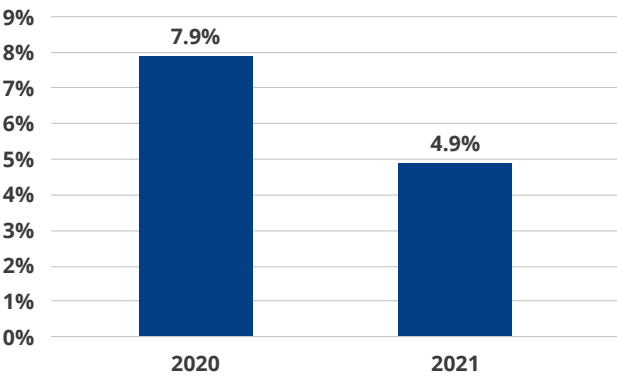


NUMBER OF NEW HIRES AND TURNOVER REDUCTION



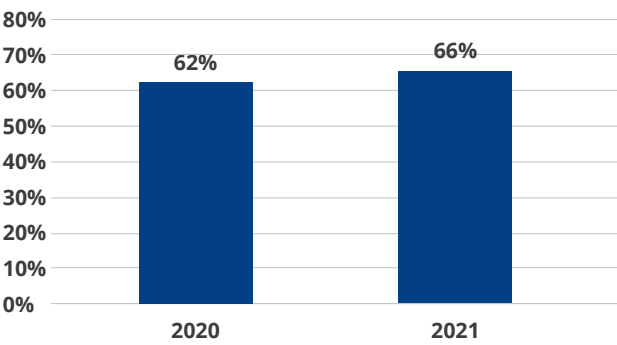
NUMBER OF TRAINING HOURS

Average hours of training that the organization's employees have undertaken during the reporting period

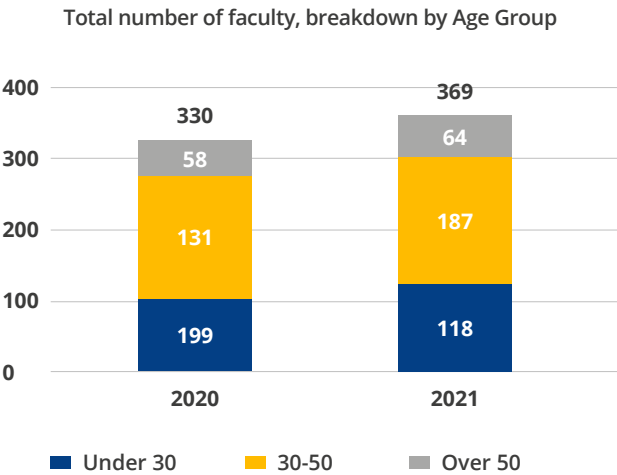
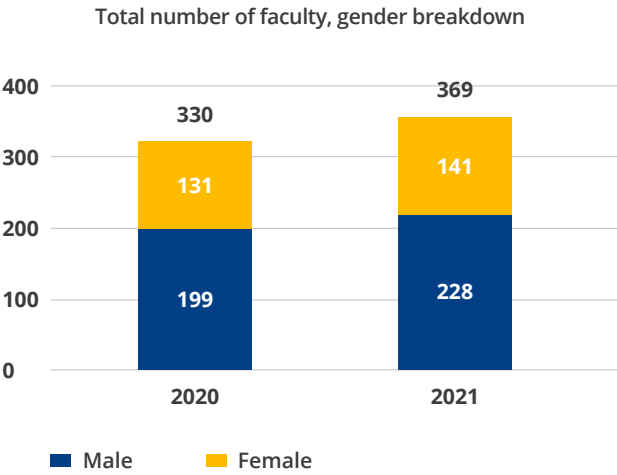


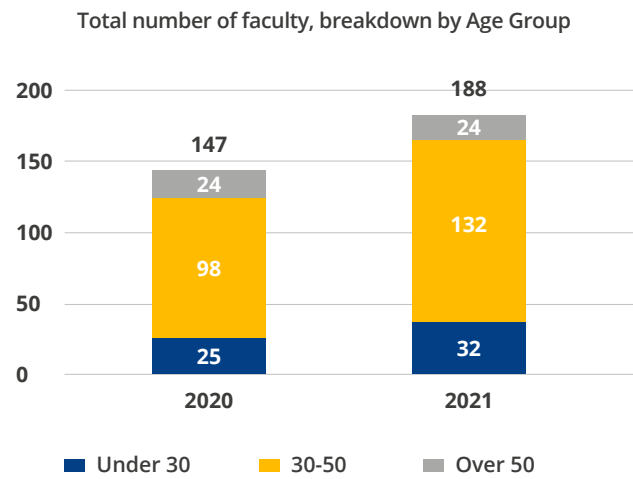
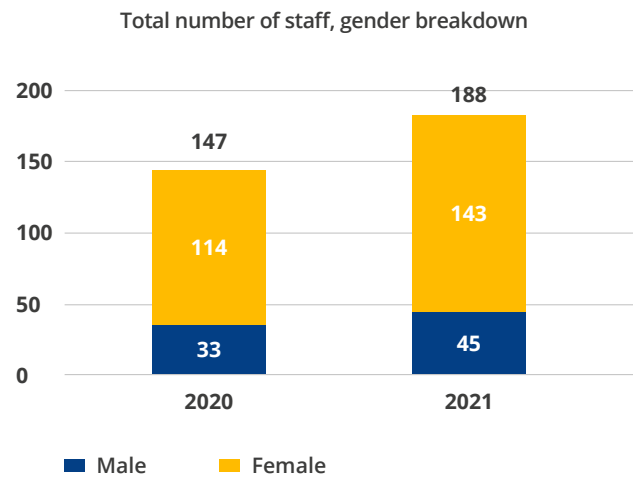
PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

Percentage of employees receiving regular performance and care development reviews

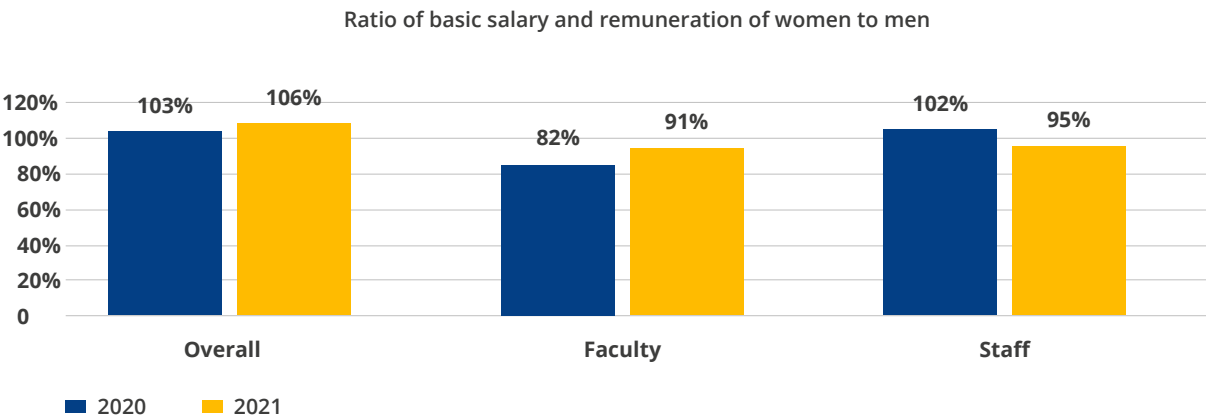


GENDER/AGE BREAKDOWN PER STAFF/FACULTY





EVOLUTION OF RATIO BASIC SALARY AND REMUNERATION OF WOMEN TO MEN



OUR COMMITMENTS

- Integrate explicitly Diversity & Inclusion related questions on Voice Survey, covering all the diversity dimensions explored in the soon-to-be-launched Diversity & Inclusion Policy
- Integrate Volunteering activities as a component of staff's yearly objectives

OUR STUDENTS



ANNUAL STUDENT SURVEY

Overall student satisfaction with the Bachelor's and Master's Programs and the Nova SBE experience is measured annually by a survey launched to all active students and graduates in January of the same year.

- The survey covers the various dimensions of the student's experience from his first contact, as a candidate, to the admission and integration phase, covering the entire academic component (satisfaction with the compulsory and optional subjects, with the forms of evaluation, the quality of teachers or theses...), as well as satisfaction with the services and facilities;
- The analysis of the results is segmented based on different attributes to allow for finer conclusions, producing specific reports for different stakeholders to hold teachers and services accountable and involve them in the improvement plan that may arise. The global results are communicated with the entire School – students, staff, and teachers;
- Based on the results, a plan of improvement initiatives is outlined with priorities for action. As improvements are implemented, they are communicated to the community through a newsletter in the “We Hear You” section.
- All members of the student services teams have the Bachelor's and Master's student satisfaction indicator as the objective of their performance evaluation – a transversal to all global satisfaction teams and a specific one for the program/service to which they are dedicated. In this way, it is intended to align individual and team motivations and incentives with this strategic objective of improving the student experience;

85% (vs 86,5% in 2020)
Satisfaction with Overall Experience at Nova SBE

90% (vs 91% in 2020)
Likelihood to recommend a Nova SBE Program

ANNUAL SURVEY - INCLUSION

Regarding the question “I felt welcome and integrated”, 80% answered favorably

ANNUAL SURVEY – SCHOOL ENVIRONMENT

Regarding students’ perception of the relationship among students, and with instructors & staff, the results show that there is generally a sense of collaboration, friendship and openness, despite demanding.

ANNUAL SURVEY - SUSTAINABILITY PERCEPTION OF SCHOOL'S EFFORTS

89% of students are overall satisfied with environmental concerns and practices
77% are aware of the UN Sustainable Development Goals when finishing the degree

- Sustainable development is something which Nova SBE should actively incorporate and promote: 91%
- Nova SBE has a greater responsibility to promote education on sustainable development: 91%
- Nova SBE helped me to learn how to make changes to my lifestyle to help the environment: 53%
- I would have liked to learn more about sustainable development: 74%

WIS | WELL-BEING AND INCLUSION SPECIALIST

Creation of a central figure to articulate questions of students with special needs, allowing for a personalized support.

The Well-being & Inclusion Specialist’s mission is to guarantee adequate conditions so that each person can make the most of their experience at Nova SBE. It does so by supporting and sharing information with all students, staff, faculty, or visitors who need any reasonable accommodation* throughout their journey at Nova SBE.

* A reasonable accommodation is an adjustment made in a system to accommodate or make fair the same system for an individual based on a proven need.

70% of students are satisfied with overall student development and well-being support

5.3. Our Planet



ECOCAMPUS

EcoCampus is a concept that translates the adaptation of the Eco-Schools methodology in higher education institutions. In addition to acting at the level of environmental management of the campus and of the various institutions that comprise it, an EcoCampus actively promotes the change of behavior and attitudes in the academic and local communities. That is, not only in a nucleus or course, but progressively involving all the different valences of the campus and the nearby community (ex: neighborhood), or articulated in networks (ex: the university or the polytechnic).

Nova SBE has been awarded the EcoCampus Flagship!

ECOCAMPUS COUNCIL

Luís Veiga Martins Associate Dean, Community Engagement & Sustainable Impact	Rogério Marchante Head of Facilities & Services	Marta Sousa Project Manager, <i>Facilities & Services</i>	Antonieta Cunha e Sá Economics Professor and Researcher, Nova SBE Environmental for Politics Knowledge Center
Ana Rodrigues Executive Director, Nova SBE Environmental for Politics Knowledge Center	Ana Carina Vieira da Silva Researcher, Nova SBE Environmental for Politics Knowledge Center	Renato Nunes Rosa Researcher, Nova SBE Environmental for Politics Knowledge Center	Judite Gonçalves Professor and Researcher, Nova SBE Health Economics and Management Knowledge Center
Ângela Morgado Executive Director, Nature Association Portugal/World Wide Fund for Nature Portugal (ANP/WWF)	Cátia Nunes Educational Program Director, ANP/ WWF Portugal	Soraia Carvalho Director, Cascais Municipality Environment and Ocean Department	Mariana Cabral Nova SBE's alumna, and former Role to Play Project Manager and EcoCampus coordinator at Nova SBE
Joana Monteiro Master's student and member, oikos Lisbon (Student club)	Isabel Gouveia Bachelor's student and member, oikos Lisbon (Student club)	Catarina Peres Bachelor's student and member, Nova SBE Students' Union	
Charlotte Both Master's student and member, CEMS Club Lisbon	Cecilia Gonzalez Master's student	Luísa Garcia Bachelor's student and member, Thirst Project	

ACTION PLAN

Here will cover in brief what has happened within the time frame of the report and which has not been referred to previously.

- ENERGY**
Cascais Smart Pole
Planet Hour Webinar
- WATER**
Eco-Reefs Webinar
Thirst Project
Residuals Management - Webinar with Veolia
- FOOD**
Meatless Mondays
Too Good to Go Meal Project
Food Waste Donations

- RESIDUALS**
Recycling Kits
Recycling Cups of Coffee
TOMRA: Packaging Deposit
Recycling Guide A-Z
Second Hand Clothing Market
Zero Desperdício - Ambassadors Program
- OUTDOOR**
Mindfulness & Yoga Session on Exterior
Oxygen Project

WASTE

A. STUDENT REUSABLE KITS



Nova SBE communication team created reusable kits to be delivered when welcoming new Bachelor’s and Master’S students, aiming that these accompany students throughout their academic journey in Nova SBE. These included:

- Cloth Bag: Cotton.
- Notebook: Card and paper.
- Pencil: Wood and Graphite.
- Bottle: Glass, Aluminum Cap.
- Lunchbox: 50% bamboo fiber, 50% PP.

In addition to creating brand awareness, this measure aims to improve the sustainability of the campus and its community through the reduction of waste products as it encourages more environmentally friendly practices such as filling the glass bottle in the dispensers that exist in the aisles, instead of buying plastic bottles, or bringing food from home instead of buying disposable packaging at the supermarket.

Number of kits delivered until December 2021: 5340



RECYCLING GUIDE



In the 2020/21 academic year, oikos Lisbon was responsible for the project to promote the A-Z Recycling Guide, created by the student club with the support of Nova SBE's Sustainability Hub. The objective of this campaign was to educate and inform the Nova SBE community about good recycling practices and clarify where each item should be placed in the trash to promote cleaner and more pleasant outdoor spaces.

The Recycling Guide was launched in the first half of 2020/21 and was accompanied by a promotional video made by students and published on social media. Additionally, in the second half of the year, the guide was continuously promoted in Nova SBE's weekly newsletter. Feedback from students, staff, and faculty has been very positive.

[Link for video: Recycling Guide: How to properly recycle at Nova SBE – YouTube](#)

[Link to Recycling Guide](#)

Dicas Para uma Nova Sustainable Way of Life

Formas de Fazer a Diferença

Make your coffee breaks sustainable: use reusable coffee cups!

Make washing your hands less wasteful: you only need two sheets of paper to dry your hands!

Help us reach a more sustainable world: please, don't litter as it may end up in our oceans.

Do it with fashion or not at all. Extend your clothes' life cycle by opting for swapping, second-hand purchases, or donating your old clothing goods and leaving them in the on-campus clothing containers.

Make your meals eco-friendly. Avoid unnecessary packaging and seek plant-based meals more often.

Tech is the new black. Make recycling more technological and interactive by using TOMRA's reverse vending machines and recycle plastic, metal, and glass beverage containers.

Life in plastic? It's not fantastic! Make plastic your last option and use reusable water bottles and grocery bags. Today's alternatives to plastic are numerous.

Save energy, save the world. Switch off all lights and electronic equipment when they are not being used.

Live the clean way of life. If you smoke, put out your cigarettes in the outdoor ashtrays.

Make sure you recycle properly: check the A-Z Waste Guide (inside the Nova SBE Green Guide) and learn how to recycle all types of waste, especially the trickiest materials.

Creativity is just intelligence having fun, so tickle your brain by thinking of ways to make creative transformations to avoid waste – create meals out of food leftovers or turn an old t-shirt into a cleaning cloth or a scarf. The world is your creative oyster!

Houston, we have mobility options! Reduce your carbon emissions during your commuting journey by making an affordable and environment-friendly decision and take the bus or the train to campus.

Keep calm and take care of the environment. Act responsibly and be mindful of your impact. Make the Earth proud!

SECOND-HAND CLOTHING MARKET



In the 2020/21 school year, Nova SBE's Food Club established a partnership with Zero Desperdício, a civil society organization focused on fighting waste and promoting a circular economy, and with the Carcavelos Community Center, to collect of the food surplus from the Padaria do Bairro and the ICA cafeteria on campus and later delivery to needy people and families.

WATER

THIRST PROJECT



The Thirst Project supports the vision of ending the global water crisis by contributing to the construction of drinking water wells in developing communities in order to provide health and sanitation development. The student initiative has 2 goals:

- 1. Raise awareness of Thirst and educate students about the problem of the global clean water crisis.
- 2. Organize fundraising events so that resources can be 100% converted to the construction of wells.

Activities include Runnings, Music Nights, Crowdfunding events, Group games, and raffles.

Indicators:

- Total funds raised: 5500€
- Number of volunteers: 24
- Number of partner companies: target 20
- Instagram followers: 867
- Number of beneficiaries: 220
- Average funds per beneficiary: 25€

ECO-REEFS WEBINARS



On March 30, the Nova SBE Surf Club organized a webinar in partnership with the startup Blue Oasis Technology, a B Corporation that builds eco-reefs. The objective of this webinar was to raise awareness of the Nova SBE community about pollution in the oceans and, at the same time make known the solution that the company has been developing to address the problem. This event demonstrates to management, finance, and economics students how companies can combine their social and environmental mission with the economic dimension of a financially sustainable business model.

Number of participants: 28

OUTDOOR

OXYGEN PROJECT



Nova SBE and the Students’ Union have joined the Cascais Oxygen Program. A program that promotes defends nature and biodiversity in the Municipality of Cascais, carried out through voluntary actions. Participation involves the adoption of a plot in the Natural Park of Sintra-Cascais that is taken care of by the members of the Student Association over 5 years.

The group's responsibilities include planting, eradicating invasive species, manually cleaning the vegetation in the caldera and mounding, watering, planting, and controlling invasive species.

In 2021, Nova SBE's Students’ Union opened the actions to the wider community, including staff and faculty (beyond students).

Number of volunteering sessions: 7

Number of involved volunteers: 88

Planted species: Sobreiros, medronheiros, lentiscos, sanguinho das sebes, murtas

FOOD

TOO GOOD TO GO MEAL PROJECT

One of the challenges of the Social Impact department of the Nova SBE Student Association, launched weekly, focused on the issue of food waste. The objective of the *Too Good to Go* Meal project was to influence the Nova SBE community to reduce food waste through the promotion of stories focused on the theme of waste. Members of the organizing department also held a lunch with products from the *Too Good To Go* app to serve as an example, give students tools to directly fight food waste, and make community members aware of the need for action.

Number of students participating in the meal initiative: 54

TRANSVERSAL

GREENFEST X NOVA SBE 2020

Greenfest is the largest sustainability festival in the country and celebrates the best economic, social, and environmental practices. It is a platform where ideas and experiences can be shared, and citizens who care about the future have space to speak. In 2019, GreenFest allied with Nova SBE, and in 2020, given the challenges imposed by the pandemic, it had its first 100% online edition, broadcast from Nova SBE's facilities. The event is still available at [GreenFest 2020 | TVI Player \(iol.pt\)](#).

The event's themes covered climate action, the circular economy, green health and food, sustainable entrepreneurship, and green communities, among others.

Partners involved: Over 1500

Number of days on campus: 3

CAMPUS INFRASTRUCTURE: CURRENT PRACTICES BEYOND ECOCAMPUS

RESOURCES: WATER AND ENERGY

WATER

CIRCULAR IRRIGATION SYSTEMS
Water cisterns for capturing, store and conserve water. This allows reuse rainwater for irrigation purposes, thus, reducing water consumption.

Besides, the School has holes for capturing water from the soil to prevent infiltrations and use also for irrigation.

ENERGY

SOLAR PANELS & OTHER RENEWABLE ENERGIES
924 solar panels of 270 kW produce 20% of consumed energy on the rooftops to ensure a degree of energy self-sufficiency

LED ILLUMINATION
Favoured LED lighting or any other type of low consumption, across the building

RESPONSIBLE CONSUMPTION
Implement monitoring strategies so that all non-essential systems are switched off outside working hours

MOBILITY (GET 2 C SURVEY)

Through Cascais Municipality, Nova SBE is able to provide a variety of green mobility options for community members to use.

SOFT

CIRCULAR IRRIGATION SYSTEMS
Carcavelos provides a bike sharing initiative that includes a station nearby Carcavelos station for students to use.

PUBLIC TRANSPORT NETWORK

BUSCAS
Availability of MOBI Cascais bus that includes Nova SBE as a destination point.

TRAIN
Special discounts for Nova SBE students

WASTE DIVERSION & PLASTIC

Materials and packaging – Collected by Cascais Municipality and sent to TRATOLIXO treatment plant.

- Beverage containers: TOMRA Refund Deposit Scheme
- Other packaging: Collected through traditional recycling bins

Electric & Electronic waste – Deposited at Nova SBE and delivered to ERP for recycling purposes.

Textil and food waste – Delivered to Centro Paroquial de Carcavelos, distributed among local institutions and beneficiaries. These are student clubs involved in the process: oikos Lisbon and Nova SBE Food Student Club.

• Food waste indicators:
Economic value generated (estimated 2.5 €/meal): 1230 €
Number of families supported: 7124
Number of beneficiaries: 28859

Organic waste – Collection from restaurants and the supermarket on campus and delivered to TRATOLIXO to produce organic compost.

LIVING LAB

PROJECT BIOS URBAN FARM

Nova SBE collaborates with the Portuguese startup Bios to develop the Bios Urban Farm, an innovative project using the waste energy generated by buildings to grow fresh, locally produced food. In addition to supplying plants to service providers and businesses on campus, the urban farm works closely with Nova SBE students, staff, and other community members on a brand-new community-owned social food enterprise that offers learning and developmental experiences.

IMPACT INDICATORS

- **Number of students involved in the Urban Farm consultancy and market study project:** 6 students from the Nova Social Consulting club.
- **Number of articles in the media:** 8.
- **Production volume:** n.d. (monitoring starts next school year).
- **Volume of CO2 emissions avoided:** n.d. (monitoring starts in the next school year).
- **Number of academic projects in collaboration with Bios Urban Farm:** n.d. (monitoring starts next academic year).

CASCAIS SMART POLE BY NOVA SBE

Cascais Smart Pole by Nova SBE will be a living lab resulting from the partnership between the Alfredo de Sousa Foundation, Nova SBE, Cascais City Hall, Cascais Ambiente, Get2C, CEiiA, PRIO BIO, Veolia, and Avfallsteknisk Montasje AS (Norway). Located in Cascais, the living lab will lead the generation of change-makers on the path of innovation combined with carbon neutrality, following the municipality's goals for decarbonization and the national goals defined for 2050. It will be implemented in a multifunctional area that integrates housing, commerce, equipment, and public areas, acquiring local identity through the socio-cultural interaction between residents, students and visitors and covering an area of 4.2ha of green areas. With a duration of 36 months, it will be developed through 9 interconnected activities.

The ambition to achieve carbon neutrality with the contribution of all stakeholders is the driver of this living lab.

The project will start with the definition of a **Roadmap for Carbon Neutrality (1)**, through the determination of the baseline, in terms of GHG emissions, and the effort to achieve the final goal of the living lab.

In order to guarantee everyone's participation, the creation of the **Smart Pole Platform (2)** is foreseen, which is assumed as a core instrument of the project, being a virtual platform (App and website) that will allow the aggregation and availability of data generated and collected in the living lab, encourage everybody's involvement, and submit innovative ideas and projects in order to enhance the lab and the municipality as a whole, within a framework of a broad collaboration between the municipality of Cascais, Nova SBE, companies, civil society and national institutes and international standards.

Specific projects will also be developed, namely, the **Smart Pole Community (3)** where 3 main communities are designed: Sharing Community that intends to instill the concept of circular economy and reuse of goods, **MicroGreen Community** that explores the concept of community farmers, and a **Energy Community** contributing to the production and development of renewable energy consumption, **Sustainable mobility (4)** which intends to encourage stakeholders in the Living Lab area to adopt sustainable mobility behaviors, **Energy Efficiency (5)** with the aim of monitoring Indoor Air Quality through online supervision of the main indoor air pollutants, with this information and data on energy consumption available in a single application, accessible in real time, **Circular economy in waste (6)** a solution associated with sustainable waste management , through the implementation of a PAYT (Pay as You Throw) system based on gamification that incorporates the various streams of domestic waste and that is accompanied by a new optimized scheme for door-to-door collection of Used Cooking Oil (OAU), the **Green Living (7)** which provides for the integration of green spaces in an approach to promote measures to adapt to climate change in urban areas, and **Smart Pole Market (8)**, a mechanism for generating and exchanging carbon credits that aims to hold stakeholders accountable for their CO2 emissions or to compensate them for avoided emissions resulting from sustainable behavior.

The **Cascais Smart Pole World Activity (9)** is an activity that promotes all previous activities and the participatory involvement of all key actors. Cascais Smart Pole World will guarantee a citizen-centered laboratory on people, decarbonized, resilient to climate change, promoting a sustainable urban environment. It seeks community involvement in identifying decarbonization solutions, resulting in an innovative approach for replicating living lab solutions to other communities. A co-creation approach based on bottom-up logic throughout the laboratory will create simple materials and content that can be integrated into actions in which everyone actively participates.



6. A call to action

6.

A call to action

As Rebecca Henderson (2020) sums it up: “Massive environmental degradation, economic inequality, and institutional collapse. The world is on fire.” And we all have a role to play in stopping it from burning:

We as human beings possess a mind – it’s on us to use it. We must break conditional boundaries, question the status quo, and examine our own biases. In fact, oftentimes, we are caught in our biased thinking, get overwhelmed by the negative events, and see the world in black or white rather than in its nuances. We can only change our external future if we change from within.

We as individuals have the privilege of choice – it’s our responsibility to use it. Unfortunately, capitalistic thinking puts self-interest at the top, believing that wealth means power and power means survival. However, there will come a time when people realize that they cannot eat money. We, therefore, need to make choices that reflect that we see our planet as our home rather than a means to maximize our monetary wealth.

We, the Nova SBE community, have power – it’s on us to use it. Together we possess tremendous knowledge while sharing the drive to get things done. We should use this energetic environment to challenge and motivate each other to thrive and take meaningful action.



To learn more about Nova SBE, go to:
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