

2025 Sharing Information on Progress (SIP) Report

Iscte Business School - University
Institute of Lisbon

September 2025

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About the Principles for Responsible Management Education (PRME)

The Principles for Responsible Management Education (PRME) is a United Nations-supported initiative founded in 2007 that aims to raise the profile of sustainability in their classrooms through Seven Principles focused on serving society and safeguarding our planet.

PRME engages business and management schools to ensure they provide future leaders with the skills needed to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact. Driven by its mission to transform management education, PRME equips today's business students with the understanding and ability to deliver change tomorrow. As a voluntary initiative with over 800 signatories worldwide, PRME has become the largest organized relationship between the United Nations and management-related higher education institutions.



“*The PRME initiative was launched to nurture responsible leaders of the future. Never has this task been more important. Bold leadership and innovative thinking are needed to achieve the Sustainable Development Goals (SDGs).*

Antonio Guterres

Secretary-General (2017 - Present)

United Nations

”

Principles of PRME



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.



Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.



Practice

We adopt responsible and accountable management principles in our own governance and operations.



Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.

The Sustainable Development Goals (SDGs)

In September 2015, all 193 Member States of the United Nations adopted a plan for achieving a better future for all – laying out a path over the next 15 years to end extreme poverty, fight inequality and injustice, and protect our planet. At the heart of Agenda 2030 are 17 Sustainable Development Goals (SDGs) and 169 related targets that address the most important economic, social, environmental and governance challenges of our time. The SDGs clearly define the world we want – applying to all nations and leaving no one behind. Successful implementation of the SDGs will require all players to champion this agenda; the role of higher education is critical to this.





Getting Started

This section provides foundational information about Iscte Business School - University Institute of Lisbon, including key details and basic institutional data.

Mission

Iscte Business School Mission:

To co-create societal impact by providing close-to-practice high-quality education and research that promotes responsible management.

Vision

Iscte Business School Vision:

To be internationally recognized as a business school that creates and disseminates knowledge to positively impact society.

Strategy Alignment

Alignment of Strategic Priorities with Sustainable Development, the Common Good, and Quality Education

Alignment of Strategic Priorities with Sustainable Development, the Common Good, and Quality Education

The strategic priorities outlined in the **Iscte Business School Strategic Plan 2022–2025** demonstrate a clear and deliberate alignment with the advancement of sustainable development, the promotion of the common good, and the pursuit of high-quality education.

Rooted in a mission to co-create societal impact through close-to-practice education and research, Iscte Business School positions itself as a catalyst for responsible management and positive societal transformation. The School's vision – to be internationally recognized for generating and disseminating knowledge that benefits society—underpins its strategic initiatives and operational ethos.

Commitment to Sustainable Development

Iscte Business School integrates the United Nations Sustainable Development Goals (SDGs) into its core activities, emphasizing ethics, responsibility, and sustainability across teaching, research, and community engagement. Strategic objectives related to the SDGs include:

- Enhancing the integration and mapping of SDGs in curricula and research.
- Expanding initiatives that address societal challenges in collaboration with community stakeholders.
- Promoting projects and competitions that foster social innovation and change.

Promotion of the Common Good

The School fosters an inclusive and equitable academic environment, guided by values such as diversity, integrity, and community building. It actively supports lifelong learning through continuing education programs and initiatives tailored to diverse learner profiles, including more mature students. These efforts contribute to individual empowerment and collective well-being.

Advancement of Quality Education

Iscte Business School is committed to delivering innovative and impactful education. This is reflected in:

- The modernization of curricula to meet evolving market demands, particularly in the context of digital transformation and climate change.
- The expansion of flexible learning modalities, including e-learning and blended formats.
- The promotion of international exposure for students and faculty, enhancing global competencies and intercultural understanding.
- Continuous professional development for academic and administrative staff, ensuring excellence in teaching and service delivery.

Through these strategic priorities, Iscte Business School not only responds to contemporary global challenges but also actively shapes a more sustainable, inclusive, and educated society.

Institutional History

PRME SIP REPORT 2025 - História Institucional

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Graduates & Enrollment

2024 Statistics	Number
Graduates	1264
Faculty & Staff at the University	675
Faculty & Staff at the Institution	133
Student Enrollment at the University	13230
Student Enrollment at the Institution	5482

2024 Statistics	Number
Undergraduate Attendance	2991
Masters-Level Postgraduate Attendance	2241
Doctoral Student Attendance	250

Degrees Offered

Bachelor Programs

 Bachelor of Science (B.Sc. or B.S.)  Bachelor of Business Administration (B.B.A.)








Masters Programs

 Master of Science (M.Sc. or M.S.)  Master of Business Administration (M.B.A.)

Doctoral Programs

 Doctor of Philosophy (Ph.D.)  Doctor of Business Administration (D.B.A.)

Undergraduate Degree Programmes

 BSc in Management  BSc in Economics  BSc in Human Resources Management
 BSc in Data Science  BSc in Industrial Management and Logistics  BSc in Marketing Management
 BSc in Finance and Accounting

Masters Degree Programmes

- Master in Management
- Master in International Management
- Master in Finance
- Master of Science in Business Administration
- Master in Hospitality and Tourism Management
- Master in Business Analytics
- Master in Data Science
- Master in Accounting and Management Control
- Master in Business Economics and Competition
- Master in Marketing
- Master in Health Services Management
- Master in Human Resources Management and Organizational Consulting
- Master in Economics
- Master in Management of Services and Technology
- Master in Humanitarian Action
- Master in Financial Mathematics



Purpose

We advance responsible management education to foster inclusive prosperity in a world of thriving ecosystems.

Letter of Commitment

PRME Principles for Responsible
Management Education
an initiative of the United Nations Global Compact

Purpose



Letter from the Dean

Iscte Business School is an internationally recognized institution that played a pioneering role in the development of management and business education in Portugal. With a strong legacy and institutional tradition, the Principles for Responsible Management Education (PRME) are deeply embedded in the School's identity and continue to shape its strategic direction. The School's engagement with PRME began in 2011, when it became the first Portuguese business school to adopt the Principles. This commitment has since been strengthened through its designation as an Advanced Signatory in 2018 and its inclusion in the PRME Chapter Iberia Steering Committee in 2021.

This report outlines the School's progress and initiatives in responsible management education throughout 2024.

In the 2024–2025 cycle, Iscte Business School renewed its participation as a PRME Champion, reaffirming its leadership in promoting responsible management. The School continues to advance the Impactful Five (i5) initiative, encouraging the integration of playful learning methodologies to foster holistic student development.

Aligned with PRME principles, the School maintains a strong focus on the Sustainable Development Goals (SDGs), using them as a framework to assess and enhance its teaching, research, and internal operations. This dedication is reflected in the School's mission, values, and strategic priorities.

In 2024, Iscte Business School hosted the second edition of the Sustainability Summit, a student-led event that exemplifies the institution's commitment to co-creating societal impact.

Iscte Business School remains steadfast in its mission to develop responsible leaders and to generate and disseminate knowledge with a global outlook. Its community—comprising students, staff, and faculty—continues to uphold and advance the principles of PRME.



Assinado por: **Maria João Sacadura Fonseca**
Calado de Carvalho e Cortinhal
Num. de Identificação: 06458755

Maria João Cortinhal
Iscte Business School Dean

Definition of Purpose

'Purpose principle' at Iscte Business School reflects its commitment to advancing responsible management education by integrating ethics, sustainability, and inclusivity into teaching, research, and community engagement, aiming to develop responsible leaders who foster inclusive prosperity, address societal challenges, and contribute to thriving ecosystems aligned with the UN Sustainable Development Goals.

Institutional Engagement

51% - 75% of faculty at Iscte Business School - University Institute of Lisbon actively contribute to our work with PRME, advancing responsible management education, or addressing sustainable development challenges through their work.



Values

We place organizational responsibility and accountability to society and the planet at the core of what we do.



How We Define Values

'Values principle' at Iscte Business School emphasize organizational responsibility, accountability, and ethical practices, fostering inclusivity, diversity, innovation, and social responsibility. They prioritize societal well-being, environmental sustainability, and alignment with the UN SDGs, embedding ethics, sustainability, and global responsibility into education, research, and community engagement to create positive societal and planetary impact.

Who Champions Responsible Management Education at Our Institution

- ❖ Centralized sustainability office
- ❖ Disciplinary efforts within business school
- ❖ Individual leader
- ❖ Interdisciplinary efforts across business school
- ❖ Interdisciplinary efforts across parent organization
- ❖ Research or issue group, society, or club leading sustainability efforts
- ❖ Senior leadership office
- ❖ Student contributor

Student Voices

The following narrative demonstrates how Iscte Business School - University Institute of Lisbon has influenced students' academic journey and personal growth.

Iscte Business School Students' Voices

Iscte Business School Students' Voices

Members of our Student Advisory Board share how Responsible Management Education has influenced their academic journey and personal growth:

"My name is Maria Constança O'Ramos, and I'm pursuing a master's degree in International Management at ISCTE. Experiencing Responsible Management Education has positively shaped my perspective on leadership and business. It encouraged me to reflect on the kind of impact I want to have as an upcoming manager and as an individual. I've become more aware of how our actions are linked to the world around us, and I've recognized the significance of making decisions that are not just wise, but also fair, moral, and sustainable. This experience has remained with me outside of the classroom and still shapes my perspective on contributing to positive change."

Maria Constança O'Ramos

MSc in International Management

"I had the privilege to take part in a truly transformative experience during my Master's in Business Analytics at ISCTE. In collaboration with Jerónimo Martins, our cohort was invited to compete for an exclusive award: to design and deliver a cutting-edge analytical solution for the company's Human Resources Directorate.

This challenge pushed us to apply advanced statistical modeling, machine-learning techniques, and ethical data-governance principles to a real-world business problem. Throughout the project, we benefited from hands-on mentorship by ISCTE faculty and industry experts from Jerónimo Martins, ensuring our work met the highest standards of both academic rigor and corporate relevance.

By blending practical industry collaboration with the PRME framework, ISCTE empowered us to innovate thoughtfully—delivering insights that drive better workforce planning while upholding social and ethical values. This initiative truly exemplifies how academia and business can partner to shape the next generation of responsible data leaders."

Marcel Lopes

MSc in Business Analytics

"As a student, Responsible Management Education (RME) at ISCTE Business School has had a big impact on both my academic journey and personal development. My name is Nuno Fernandes, from the Master's in management of services and technology and in this programme principles such as Partner, with the diversity of professionals whom I've had the pleasure to call professors and through initiatives such as a sustainability trip to Netherlands, which helped me become more purpose-driven and reflect more about the impact of actions; and Share, where knowledge and experience are shared with everyone to support growth not only in our academic journey but also as future professionals."

Nuno Fernandes

MSc Management of Services and Technology

"I believe that ISCTE Business School is on the right path in embracing the principles of Responsible Management Education. This commitment is clearly reflected in the school's academic and educational goals, including the design of dedicated courses, the organization of relevant conferences and workshops, and the continuous integration of student feedback to refine and evolve these initiatives. As a PhD candidate who is constantly engaged in research-oriented objectives, I can attest that ethical and sustainability-related concepts are highly visible and prioritized within the academic community. From the establishment of a modern building with smart capabilities that reduce energy consumption and enhance educational efficiency, to the school's strong support for research ethics and sustainability-focused thesis work, ISCTE actively fosters a responsible and forward-thinking academic environment. This includes access to faculty members with diverse research interests in sustainability, as well as encouragement for students to engage in funded projects supported by national and international organizations such as the European Commission. It is clear that this mindset is gaining momentum, and with Responsible Management Education now embedded in the school's strategic plan, further significant progress can be expected"

Seyed Mohammad Komejani
PhD in Management (Specialization in Marketing)

Celebrating Values

The following demonstrates a way in which our institution celebrates values in various specializations.

PRME SIP REPORT 2025 - Celebrating Values

View document  Download document 



Teach

We transform our learning environments by integrating responsible management concepts and practices into our curriculum and pedagogy.

How We Define Teach

'Teach principle' at Iscte Business School involves integrating responsible management principles into curricula and pedagogy, emphasizing ethics, sustainability, and global responsibility. Through SDG-aligned courses, experiential learning, interdisciplinary approaches, and case studies, the school fosters critical thinking, ethical leadership, and innovative solutions to societal and environmental challenges.

Educator Recognition

At Iscte Business School - University Institute of Lisbon, we recognize educators for quality of teaching in the following ways:

- ❖ Course evaluation scores
- ❖ Institutional recognition events
- ❖ Professional development opportunities

Fostering Innovation



To a great extent

Teaching and learning at our institution strongly foster innovation.

Experiential Learning



To a great extent

Teaching and learning at our institution strongly encourage experiential learning.

Learning Mindset



A lot

Our institution supports a lifelong learning mindset significantly through teaching and learning.

Method of Teaching and Learning



In person

Traditional classroom-based learning with face-to-face instruction.

Barriers to Innovative Curriculum

In 2024, Iscte Business School - University Institute of Lisbon identified the following barriers to innovating, updating, or taking risks in existing curriculum:

- ❖ Assessment challenges
- ❖ Change fatigue
- ❖ Faculty resistance
- ❖ Learning curve for faculty
- ❖ Overloaded faculty

Barriers to Innovative Pedagogy

In 2024, Iscte Business School - University Institute of Lisbon identified the following barriers to innovating, updating, or taking risks in existing pedagogy:

- ❖ Change resistance
- ❖ Institutional culture
- ❖ Learning curve for faculty
- ❖ Measurement difficulties



Research

We study people, organizations, institutions, and the state of the world to inspire responsible management and education practice.

How We Define Research

'Research principle' at Iscte Business School involves studying societal, organizational, and global challenges through SDG-aligned projects, interdisciplinary collaboration, and applied research. It fosters innovative solutions, ethical practices, and sustainability to inspire responsible management, education, and impactful contributions to academia, industry, and society.

Research vs Research for RME/Sustainable Development



Research Funding

In 2024, Iscte Business School - University Institute of Lisbon was awarded funding for research that is:



International



National



Regional



Local

Socializing Research

In 2024, Iscte Business School - University Institute of Lisbon contributed research findings to:

- ❖ Industry and business networks
- ❖ National media
- ❖ Public events and lectures
- ❖ Research collaborations
- ❖ Social media and digital outreach
- ❖ Government and policy makers
- ❖ Community organizations
- ❖ Open-access platforms
- ❖ International media
- ❖ Local media

Research Projects

In 2024, Iscte Business School - University Institute of Lisbon reported 8 research projects that implemented responsible or sustainable activities.

WISE-AI - Fostering Young Women's Employability by Promoting Sustainable Development Goals through Artificial Intelligence

Period Covering: April, 2024 - March, 2026

Department: Department of Human Resources and Organisational Behaviour

The WISE-AI project aims to address the low participation of women in AI sciences and support the implementation of the Sustainable Development Goals (SDGs). Despite the increasing importance of AI in various fields, women remain underrepresented in this sector. By combining training and educational play, the project seeks to empower young women in entrepreneurship and AI skills, bridging the gender gap and promoting inclusion and equality. The project will leverage innovative educational methods, using a game-based approach to make learning engaging and effective.



REFMAP - Reducing Environment Footprint Through Transformative Multi-scale Aviation planning

Period Covering: February, 2023 - January, 2026

Department: Department of Marketing, Operations and General Management

The mission of RefMap is to develop a digital service aimed at quantifying the environmental footprints of air mobility for airliners and unmanned aircraft systems (UAS) at a "multi-scale" level, where single-trajectories (micro) and the flow traffic of multiple vehicles (macro) are optimised to minimise their environmental impact in a wide range of communities. RefMap investigates how the aviation business models will be affected by the availability of environmental data for each type and route of air vehicle, as this will enable stricter evidence-based Green policy making in the sector. This will be achieved via the development of the RefMap analytics platform processing environmental and weather data such as wind, noise, CO2 and non-CO2 emissions for both U-space and ATM. This platform will rely on a number of technical solutions, including numerical simulation, predictive models, and deep-learning methods. The latter will be used to construct accurate non-intrusive

prediction frameworks and to optimize the trajectories of the various vehicles given the predicted flow conditions via deep reinforcement learning (DRL). These will enable the development of a new aviation business models aligned with EU's Green Agenda.

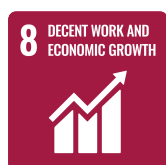


SYNCLUSIVE - System approach to close the employment gap and create a more inclusive labor market for vulnerable groups

Period Covering: March, 2023 - February, 2027

Department: Economics | Department of Marketing, Operations and General Management |
Department of Human Resources and Organisational Behaviour | Department of Political
Science and Public Policy

SYNCLUSIVE is an innovative, integral, and interdisciplinary systems' approach to stimulate inclusion of vulnerable groups in the labor market. To achieve this, our six central objectives are: 1) developing and consolidating a coalition of stakeholders in 4 regional Living Labs across Europe along the lines of the Community Coalition Action Theory, using the ENGINE approach. This approach includes an integrated package of interventions that stimulates upward and sideward mobility of vulnerable employees, hereby creating vacancies for inflow of vulnerable job seekers; 2) testing the usefulness and applicability of the ENGINE approach for different vulnerable groups identified as being discriminated against; 3) identifying drivers and barriers for mobility and inflow including discrimination; 4) assessing the impact of the implemented ENGINE approach on the labor market mobility and inclusion of vulnerable groups; 5) identifying transition pathways from the regional to the national and EU policy level; and 6) identifying interoperable and comparative indicators and standards that are relevant for the labor market inclusion of vulnerable groups taking into account the regional, national (legislative, social security) and cultural context.



EMPOWER - Design and evaluation of technological support tools to empower stakeholders in digital education

Period Covering: October, 2022 - September, 2025

Department: Department of Human Resources and Organisational Behaviour

EMPOWER will focus on education for children with neurodevelopmental disorders (NDDs). Children with NDDs can experience difficulties with language and speech, motor skills, behaviour, memory, learning, or other neurological functions. Technological solutions that can respond to such individual needs have the potential to both improve the quality and inclusiveness of the education of these children and support teachers in carrying out their educational vocation. From a technological perspective, the challenge is not only to deliver the resulting educational program but also to do so accurately and to the benefit of the child. From an ethical perspective, several challenges come together in the trade-off between the potential educational benefits and the necessity to process relevant information regarding the children via measurements and algorithms that shape the educational program. In the proposed AI regulations of the EU (Artificial Intelligence Act, EC/2021), this is a high- risk endeavour. Together, this application domain is therefore a challenging one in that it unites sensitive cases of the obstacles one is likely to encounter in digitizing education. Addressing these challenges is therefore also an opportunity to shed more light on the future of technology and AI in education as the ability to address these challenges in their extreme form will lead to insights that are relevant more generally.



TOURSUS-EU - Assessing Tourism Sustainability in the EU Region: A Quantitative Approach

Period Covering: July, 2023 - July, 2025

Department: Department of Marketing, Operations and General Management

The TOURSUS-EU proposal is designed to contribute to the definition of and the transition to a more sustainable model of tourism, which is one of the major issues of the EU. As a highly interdisciplinary project, TOURSUS-EU intends to introduce a new approach to measuring the impact of mass tourism on the economy and society, by analyzing data from important tourist destinations listed in the UNESCO World Heritage sites (Venice, Lisbon and Split). The proposal relies on the use of state-of-the-art knowledge and state-of-the-art analytical methods (Dynamic Panel Models, time series analysis, MultiCriteria Decision Analysis, and Big Data Analysis) to develop an innovative structured approach for the assessment and improvement of tourism sustainability. In particular, the project will allow for the quantitative evaluation of the effects of various factors on the negative developments in the tourism sector, as well as the assessment of the sustainable growth in tourism that will consider the negative effects that mass tourism generates. The expected results will be beneficial for both the

scientific and the local community and will have an impact on the formation of management practices within tourist destinations, potentially to be adopted in other regions and tourist destinations in Europe and worldwide.



ImAFUSA - Impact and capacity Assessment Framework for U-space Societal Acceptance

Period Covering: September, 2023 - February, 2026

Department: Department of Quantitative Methods for Management and Economics | Department of Marketing, Operations and General Management

ImAFUSA focuses on quantifying a variety of understudied factors influencing societal acceptance of UAM in urban, peri-urban and inter-urban areas, especially when these are deployed using U3 and U4 services. The Project will deliver an “Impact and capacity Assessment Framework for U-space Societal Acceptance” (ImAFUSA) to assist Local Authorities and other U-space stakeholders and users with the delivery of socially acceptable and beneficial UAM deployment in cities. The framework and its tools will provide insights into 3 major areas influencing societal acceptance: environmental impact (including noise, visual pollution and air quality), safety and socioeconomic impact (including affordability, accessibility, economic development, public space use and connectivity). In each area, innovative performance indicators will be described while mathematical formulas and algorithms will be developed to quantify them. Data on citizen noise perceptions, perceptions of visual pollution, safety perceptions and overall UAM acceptance will be collected during 3 immersive citizen experiences of UAM applications in the city of Athens, Greece. The usability of the developed indicators will be tested in a simulation environment simulating real future use cases with a varying volume and configuration of movements in U-space.

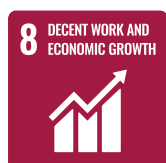


SmartVitiNet - Smart and Sustainable Drone-assisted Viticulture Excellence Network

Period Covering: December, 2022 - November, 2025

Department: Department of Marketing, Operations and General Management | Department of Human Resources and Organisational Behaviour

The aim of the SmartVitiNet project is to (a) scale-up, pilot and bring to the market an innovative holistic phytosanitary and plant protection system based on the use of unmanned aerial vehicles, new observational platforms and new ready to use sensors, and (b) establish a Competence Center for Precision Viticulture. The proposed research will utilize complementary knowledge, experiences and infrastructure of all partners to achieve the proposed innovative results. The sustainability of the undertaking will be ensured thanks to the establishment of the Competence Centre for Precision Viticulture which aims to upskill sector professionals, create expert networks, facilitate permanent flows of knowledge transfer between academia, innovative SMEs, viticulture professionals and regional authorities to increase sector competitiveness, while enacting EU environmental policies, reducing sector health impact and risks of food pollution.



SMITour - SMart Industrial Tourism in the Mediterranean

Period Covering: January, 2024 - March, 2026

Department: Department of Marketing, Operations and General Management

The project aims to exploit transnational cooperation to explore the social and economic potential of Smart Industrial Tourism (SMIT), as a sustainable economic activity that can benefit tourism actors, SMEs, the industry, CCI's, R&D centers, HEIs and technology providers, and the local communities. The project will create transnational working groups involving 4helix stakeholders to explore industrial tourism and related advanced technologies applications. It will eventually define a common strategy and Action Plan for the development of SMIT in the Med regions. The result will be a diversification of the economy and of the sector, a reduction of over-tourism and seasonalization, and a boost to social and economic growth and to technological innovation of tourism at large.



Publications Related to RME and/or Sustainability

Factors contributing to organizational happiness: Content, exploratory and confirmatory factorial analysis

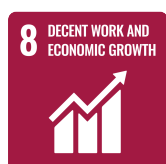
| [DOI](#)

Authors: Associate Professor with Habilitation, Álvaro Dias, Iscte Business School

Date of publication: February, 2024

Department: Department of Marketing, Operations and General Management

This study aims to identify the factors promoting organisational happiness. In recent years, research on organisational happiness has been increasing; however, the factors contributing to organisational happiness are still underexplored. Complementary qualitative-quantitative methods were conducted to obtain item cross-validation. The first method consisted of personal interviews, categorised through content analysis, aiming to identify those items and factors contributing to organisational happiness (n = 969). The second method aimed to validate the identified items and factors and to propose an organisational happiness measure. A survey was applied to a second sample (n = 1.954) of Portuguese and Spanish active professionals. Exploratory and confirmatory factor analysis was conducted. Five first-order factors were identified: (F1) Workplace Relationships; (F2) Acknowledgment & Respect; (F3) Continuous Learning and Personal Development; (F4) Sustainability & Job/Family Balance; (F5) Leadership. These five factors are explained by a second-order factor considered to be Organisational Happiness. As such, a new comprehensive and integrated Organisational Happiness framework is presented, showing how lower-level components can be used to influence higher level professionals perceptions.



Small and medium-sized enterprise financing in the manufacturing industry: Demand-side determinants of bank credit access in Mozambique

| [DOI](#)

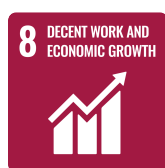
Authors: Associate Professor with Habilitation, Pedro Fontes Falcão, Iscte Business School

Date of publication: December, 2024

Department: Department of Marketing, Operations and General Management

This paper examines the demand-side factors that influence small and medium-sized enterprises' (SMEs) access to bank financing in the manufacturing industry in Mozambique. A mixed-methods sequential explanatory design was applied, starting with quantitative research on a sample of 347

SMEs followed by qualitative research on 30 SMEs. Managers' experience, firm size, gross profit, and equity were found to be the only statistically significant determinants of SMEs' access to bank credit. The most important themes identified by the qualitative research were risk tolerance, financial literacy, financial management skills, loan terms offered, service quality, lessons learned, cultural aspects, managers' beliefs, and internal aspects. This study fills a research gap by examining the demand-side factors that influence SMEs' access to bank financing in the manufacturing industry in developing economies. The results provide a deeper understanding of which determinants are crucial in order to ensure effective strategies and tools in developing countries. An important implication is that policymakers need to implement holistic approaches that prioritise demand-side factors.



Training under an extreme context: The role of organizational support and adaptability on the motivation transfer and performance after training

| [DOI](#)

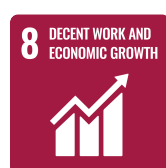
Authors: Assistant Professor, Ana Junça Silva, Iscte Business School

Date of publication: January, 2024

Department: Department of Human Resources and Organisational Behaviour

Purpose The present study used the job-demands and resources (JD-R) framework to understand how the training is transferred to an extreme working context through the analysis of job and personal resources (social support from the leader and colleagues and adaptability). Specifically, the authors tested the mediating role of motivation to transfer in the relationship (1) between the perceived support from the supervisor and colleagues and performance after training and (2) between adaptability and performance in an extreme context of the pandemic crisis – the first peak of COVID-19 in Portugal. Further, an inspection of the factors that predicted knowledge transfer and adaptability under an extreme context was carried out. **Design/methodology/approach** To do so, necessary training about the new safety rules regarding the pandemic crisis of COVID-19 was implemented in a healthcare institution as a strategy to help healthcare workers deal with the increasing uncertainty and complexity that was threatening their work. It consisted of three sessions (each with one hour of training) regarding procedures, rules and safety norms. The training occurred in May 2020. Overall, 291 healthcare workers participated in the study and answered one online questionnaire one week after training completion. **Findings** The results showed that the motivation to transfer had a significant indirect effect on the relationship between colleagues' and supervisors' support and performance and between adaptability and performance. Additionally, complementary analyses showed that the mediations depended on the levels of self-efficacy in such a way that the

indirect relationships were stronger when self-efficacy was higher. Thus, adaptability and support, both from colleagues and the supervisor, are determining factors for knowledge transfer and resultant performance in extreme contexts, such as the COVID-19 pandemic crisis. Lastly, the results showed that the most significant predictors of transference were self-efficacy and the motivation to transfer the learned knowledge. On the other hand, self-efficacy, peer support and the opportunity to use the knowledge were the most significant predictors of adaptability. Practical implications These findings provide support for the role of employee motivation to transfer as a mechanism connecting both perceived support and adaptability to performance outcomes under extreme working contexts. Originality/value This study, conducted in the middle of the COVID-19 pandemic context – an extreme and uncertain working context – shows the relevance of both job and individual factors to predict employees' adaptability to such contexts.



Metaverse for service industries: Future applications, opportunities, challenges and research directions

| [DOI](#)

Authors: Full Professor, Sandra Maria Correia Loureiro, Iscte Business School

Date of publication: November, 2023

Department: Department of Marketing, Operations and General Management

Although the metaverse is still in the early stages of development and implementation, it has the potential to revolutionize the way how businesses can interact with customers through both the virtual and real world. In particular, service industries are already exploring the opportunity to utilize the metaverse to provide more immersive, interactive and engaging customer experiences. However, the holistic overview of the future applications, opportunities, and challenges of a metaverse in the context of service industries from academic and expert perspectives is limited. By employing a multi-perspective approach, this study looks into these unexplored aspects of the metaverse in the context of service industries through informed and multifaceted narratives by leading academics and experts from cross-disciplinary backgrounds from media and communication, education, hospitality, financial services, retail, tourism and healthcare. The main opportunities identified include the development of new experiences, the introduction of novel inter-world interactions, and new business-consumer relations within the metaverse. The key challenges covered include current technological boundaries, limitations of the experiences in the metaverse, health issues, and data privacy, security, and legal issues. The paper concludes with formulating future research agendas and presenting contributions to literature and implications for practice.



Factors that contributes the willingness to stay in organisations

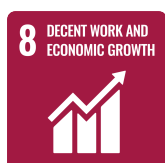
| [DOI](#)

Authors: Associate Professor with Habilitation, Álvaro Dias, Iscte Business School | Associate Professor with Habilitation, Leandro F. Pereira, Iscte Business School | Assistant Professor with Habilitation, Renato Lopes da Costa, Iscte Business School

Date of publication: December, 2024

Department: Department of Marketing, Operations and General Management

The competitive context of globalisation is arising some complex issues for companies. One of the main problems is high turnover rates, which are negatively affecting organisations' results. The willingness to stay in a company can be affected by numerous variables and, understanding these variables can be crucial for the sustainability of any business. This research aims to address and measure willingness to stay within a company, understand if and how much it is influenced by organisational culture, specifically by commitment, happiness, justice and loyalty. Using survey data from 284 active workers, the results reveal that willingness to stay is positively influenced by organisational commitment, organisational happiness and, organisational loyalty. Although organisational justice does not directly affect willingness to stay, it acts as a mediator in the other three variables, revealing an indirect relationship between organisational justice and willingness to stay established through organisational commitment, organisational happiness and, organisational loyalty.



The role of mindfulness in the relationship between uncertainty and adaptive performance via affect: A within-person approach

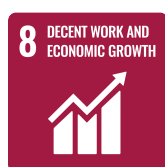
| [DOI](#)

Authors: Assistant Professor, Ana Junça Silva, Iscte Business School

Date of publication: December, 2024

Department: Department of Human Resources and Organisational Behaviour

Purpose – In the current uncertain working environment, how and when employees adapt their performance is an essential issue. Based on the integrative model of uncertainty tolerance, this study aims to investigate the relationship between uncertainty and adaptive performance by testing the mediating role of negative affect and mindfulness as a moderator. **Design/methodology/approach** – To test the model, 159 participants took part in a diary study during 10 working days ($n = 159 \times 10 = 1,590$). **Findings** – The multilevel results showed that negative affect mediated the within-person effect of uncertainty on adaptive performance. Further, mindfulness moderated the relationship between uncertainty and adaptive performance in such a way that it became stronger for individuals who scored lower on mindfulness (versus higher mindfulness). **Research limitations/implications** – Understanding what may sustain and amplify responses to uncertain working conditions may help managers to design interventions that may support their employees' responses to effectively cope with them. **Originality/value** – This study shed light on the relevance of both negative affect and mindfulness on the relationship between uncertainty and adaptive performance. In addition, the findings expand the theoretical knowledge of the mechanism underlying the relationship between uncertainty and adaptive performance, and the condition that may strengthen this relationship.



Determinants of approach behavior for ChatGPT and their configurational influence in the hospitality and tourism sector: A cumulative prospect theory

| [DOI](#)

Authors: Full Professor, Sandra Maria Correia Loureiro, Iscte Business School

Date of publication: April, 2024

Department: Department of Marketing, Operations and General Management

Purpose This research paper aims to explore the concerns and determinants of travelers' behavior toward ChatGPT in the hospitality and tourism context. It also examines the weight of risk factors versus that of motivation and innovation characteristics influencing travelers' approach behaviors toward ChatGPT. **Design/methodology/approach** A cumulative prospect theory was used to determine travelers' responses to ChatGPT. This study, using a fuzzy-set qualitative approach, explored risk, motivation and innovation factors as determinants of approach behaviors for ChatGPT. **Findings** Findings revealed that risk, motivation and innovation factors were the key triggers of approach behaviors for ChatGPT. An intricate combination effect of the perceived risk, motivation and innovation characteristics was found, and the necessary predictors were determined. **Practical implications** The findings of this study will expand our current knowledge and offer practical insights for the development of ChatGPT in the hospitality and tourism sector. **Originality/value** This study

makes a significant contribution to the existing literature by providing a nuanced understanding of the intricate interplay between the various factors that shape customer behavior in the context of technology adoption in hospitality and tourism studies.



Luxury brand at the cusp of lipstick effects: Turning brand selfies into luxury brand currency to thrive via richcession

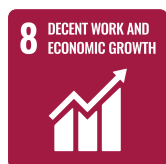
| [DOI](#)

Authors: Full Professor, Sandra Maria Correia Loureiro, Iscte Business School

Date of publication: April, 2024

Department: Department of Marketing, Operations and General Management

A fear of a richcession is on the horizon. The luxury industry must rekindle customer desires and promote brand selfies in order to survive. The narcissist and materialist affluent people upload their selfies along with luxury brand signatures, and this triggers the self-inferential process in the fellow affluent and shapes their luxury preferences. This study investigates this phenomenon, the lipstick effect, and its connection with richcession. A niche group of ultra-rich affluent people was chosen based on their spending patterns, their access to famous personalities, their choice of expensive places, their usage of luxury products, and their postings of selfies with luxury signatures. The study developed a measurement scale via a three-step survey-based approach by analyzing 468 questionnaires. The confirmatory factor analysis (CFA) proposes 27 items of a new scale. The structural analysis was then conducted in order to ensure the scale validity and stability by employing a new dataset of 356 questionnaires. We demonstrated how luxury brand selfies influence luxury signature, and how this in turn affects luxury brand currency and preference.



High-end fashion as a social phenomenon: Exploring the perceptions of designers and consumers

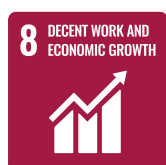
| [DOI](#)

Authors: Full Professor, Sandra Maria Correia Loureiro, Iscte Business School

Date of publication: October, 2024

Department: Department of Marketing, Operations and General Management

Purpose This article aims to systematically review the fragmented but increasingly relevant research field of customer retention management in subscription scenarios, proposing the subscriber retention management framework for retention management in subscription settings and directing future research. **Design/methodology/approach** The authors systematically reviewed 1,295 articles to offer a comprehensive, unbiased overview on customer retention management in subscription-based services. From 122 selected articles, the authors conducted a descriptive analysis, conceptualized key insights into a novel framework and recognized research gaps. **Findings** Among 122 articles, 111 focus on private customers across various service sectors, while lacking reflection on new digital industries, reactive retention and the corporate context. The conceptualization of results merges existing insights into seven dimensions, encompassing strategic and tactical aspects and the interplay of controllable and uncontrollable factors. The authors also outline 12 emerging research directions. **Research limitations/implications** Given the extensive body of literature, the authors were unable to delve into detailed explanations. The findings are limited to management science research sourced from Scopus, adhering to a rigorous filtering process. Sub-domains, such as reactive or business-to-business retention management, remain somewhat provisional due to little results. **Practical implications** A sustainable subscriber retention strategy hinges on: (1) integrating retention into business strategy, (2) adjusting acquisition and retention tactics to specific markets and (3) using a consistent retention marketing mix considering affective, calculative and habitual commitment factors. **Originality/value** The authors contribute with a first systematic review of subscription-specific retention management in a rapidly growing area. This results in a novel framework that broadens the understanding of subscriber retention and identifies research gaps.





Partner

We engage people from business, government, civil society, and academia to advance responsible and accountable management education and practice.

How We Define Partner

'Partner principle' at Iscte Business School involves collaboration with businesses, government, civil society, and academia to co-create knowledge, foster ethical leadership, and promote sustainability. These partnerships aim to advance responsible management education and practice, integrating real-world insights, driving impactful initiatives, and aligning with societal and environmental goals.

Institutional Partnerships

- ❖ AACSB (Association to Advance Collegiate Schools of Business)
- ❖ AMBA (Association of MBAs)
- ❖ CLADEA (Consejo Latinoamericano de Escuelas de Administración)
- ❖ EFMD (European Foundation for Management Development)
- ❖ Financial Times
- ❖ GRLI (Globally Responsible Leadership Initiative)
- ❖ Positive Impact Rating (PIR)
- ❖ Sulitest
- ❖ Times Higher Education (THE)
- ❖ Ministries of Education, Higher Education, or similar national bodies

Student Organization Partnerships

- ❖ None



Practice

We adopt responsible and accountable management principles in our own governance and operations.

How We Define Practice

'Practice principle' at Iscte Business School involves embedding ethics, responsibility, and sustainability into governance, strategy, and operations. This includes fostering transparency, inclusivity, and accountability, aligning with Sustainable Development Goals (SDGs), promoting sustainable campus initiatives, and ensuring responsible management principles guide decision-making, education, and societal impact.

Institutional Policies and Practices

- ❖ Buildings/real estate
- ❖ Employee equity, diversity, inclusion
- ❖ Greenhouse gas emissions
- ❖ Local staff/student/faculty transportation
- ❖ Student equity, diversity, inclusion
- ❖ Sustainability strategy or strategic plan (school or university level)
- ❖ Travel guides
- ❖ Water
- ❖ Campus operations guides
- ❖ Carbon reduction or offset commitments
- ❖ Climate action plan
- ❖ Curriculum guidelines
- ❖ Environmental stewardship policies
- ❖ Ethical data sourcing guides
- ❖ Ethical leadership or good governance policies
- ❖ Faculty hiring, tenure, and promotion guidelines
- ❖ Open-access guides
- ❖ Professional training opportunities
- ❖ Responsible procurement policies

Policy Documents Related to RME and/or Sustainability

Practice Q2_PRME SIP REPORT 2024

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Share

We share our successes and failures with each other to enable our collective learning and best live our common values and purpose.



How We Define Share

'Share principle' at Iscte Business School means openly exchanging experiences, insights, successes, and challenges with stakeholders, including academia, industry, and civil society. This fosters collective learning, strengthens collaboration, and promotes responsible management practices, aligning with shared values of sustainability, ethical leadership, and societal impact.

Engagement Opportunities

Iscte Business School - University Institute of Lisbon offers transparent engagement opportunities for members of our institution and community to contribute to our sustainability and responsibility efforts in the following ways:

- ❖ Boards and advisory committees
- ❖ Community events and consultation forums
- ❖ Feedback mechanisms (e.g., surveys, suggestion boxes)
- ❖ Open faculty and student meetings and town halls
- ❖ Partnerships with local organizations
- ❖ Public events and panel discussions
- ❖ Sustainability-focused research and collaboration Opportunities
- ❖ Annual reports

Communication Audiences

Iscte Business School - University Institute of Lisbon communicates its policies and progress on sustainable development and responsibility with:

- ❖ Accreditation bodies
- ❖ Boards and advisory committees
- ❖ Faculty and staff
- ❖ Alumni and donors
- ❖ Media and public relations channels
- ❖ Prospective and current students
- ❖ Business and industry partners



SIGNATORY

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