

Annual Report BRU-IUL 2015

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Chapter I – The Unit

In year 2015 BRU-IUL has focused its efforts and investment on the same priorities as in recent years. These include: excellent quality of teaching on every academic level, scientific publications in international and national journals, and scientific research studies with national and international collaborations, including also the involvement in the society through programs of sharing the academic knowledge to the general population beyond academia.

The year 2015 has been challenging for BRU-IUL for various reasons, such as uncertain funding and regulatory environment that affected BRU-IUL in 2015. It has been a period of challenge, focused on maintaining standards of excellence amid the imposed difficulties, which BRU-IUL has successfully overcome. In favor of that speak high number of publications in international peer reviewed journals, maintained high level of educative offer to our students and established new and effective relationship with international researchers and their institutions.

BRU-IUL has maintained focus on increasing the global reach so that professors, students and both in-house and visiting researchers have access to the high quality resources and services.

BRU-IUL has been continually improving the effectiveness of organization to create a platform for future growth by applying new criteria for integrated members of the staff. These changed in a way to ensure that supporting the fulfilment of general mission of excellence in research and education by publishing in journals with highest academic merit as well as enabling public access to information regarding the research with proven record of social impact.

Strategy and vision of the Unit and future management:

The main goal of BRU-IUL/UNIDE-IUL is to promote research at the highest international standards, providing a research-rich environment to achieve excellence. In the last years BRU-IUL/UNIDE-IUL focused on 3 interweaving pillars:

- To contribute to high quality scientific knowledge;
- To provide world-class educational Ph.D. programs to both national and international students;
- To use its research capacity to develop solutions for specific corporate and industry problems.

General objectives

The main objectives of the BRU-IUL have been directed at providing and maintaining a teaching and learning environment of excellent quality offering higher education at an international standard; providing professional advanced training, further education

and other forms of education to support and complement the provision of higher education; undertaking scholarship, applied research and education of international standing and to applying those matters to the advancement of knowledge, and to the benefit of the wellbeing of the global communities; preparing students to excel in their chosen careers and to contribute to the life of the national community as well as international communities and the public interest; elevating public awareness of educational and scientific developments; promoting critical and free enquiry, informed intellectual discourse and public debate within the university and in the wider society; using its expertise and resources for the advancement of knowledge.

In order to achieve these research objectives the Unit is committed to:

- Consolidate an exciting research culture and continue to promote a vibrant research environment;
- Encourage researchers to publish in top journals and to increase the academic influence of our publications (citations);
- Disseminate research to the scientific community by encouraging the presentation of papers in the best international conferences;
- Organize seminars with leading academics;
- Encourage an increase of participation at editorial boards of academic journals; boards of European associations; committee programmes of conferences; boards of evaluation experts for the European Commission and other fund-providing institutions;
- Promote integration of our researchers in international cross disciplinary networks thereby encouraging discussion on the most recent scientific developments in research and education programmes; and specially enforce international and multidisciplinary partnerships for Horizon 2020 projects submission and other European opportunities;
- To attract high potential national and international researchers for full-time research positions, in particular postdoctoral scholars; to host younger researchers and receive more visitant professors;
- To promote a culture of internal recognition of scientific achievements through the regular dissemination of information on awards, published papers, funding secured, events organized or other relevant initiatives undertaken by BRU-IUL researchers;
- To continue working with the ISCTE-IUL Rectorate to decrease teaching load of promising and established BRU-IUL researchers in order to increase the number of researchers dedicated to at least 60% to research;
- To secure national and international grants, in addition to the structural funding obtained from FCT, thus increasing our financial autonomy from the FCT;
- To monitor the research outcomes and strategy of the unit involving the organization of regular strategic meetings;
- To increase the synergies of Doctoral and joint Programmes with other national and international universities, and attract graduate students willing to participate in world-class academic programs;
- To increase the percentage of full-time funded students (grant holders) to at least 40% of PhD students through the search for private funds for at least two PhD fellowships to be awarded by BRU;
- To integrate PhD students in the work of the research strands of the Unit;
- To increase international internships for our PhD students and also receive PhD students from other universities (e. g Erasmus PhD grants)
- To increase the incentives for PhD students publishing their work in SCOPUS and ISI-ranked journals;

- To foster internationalization of students and researchers through the organization of Summer Schools and attendance to job market conferences
- To promote the engagement in consulting projects from the industry, national and international public administrations, in particular from the European Directorate-General and decentralized agencies involved in European policy design and implementation, or from civil society organizations;
- To capitalize the fact that most of our part-time students work in the industry, thus students and their supervisors have a key role in promoting the use of research services by companies or bring in companies as partners in joint research projects;
- To disseminate research to companies and industry to increase 'BRU-IUL footprint' through publication of books, and organization of conferences;
- To disseminate and engage society in research through the participation at outreach events promoted by ISCTE-IUL, and to inform regularly ISCTE-IUL Communication Office about BRU- IUL achievements;
- To expose students very early on their academic career to scientific activities and methodology through internships for 1st cycle and 2nd cycle undergraduate students.

Attaining our objectives will allow us to have strong Academic, as well as Social, impacts.

First, we will produce excellent innovative research published in international peer-reviewed prestigious journals aiming for 80% in SCOPUS and ISI- ranked journals, in particular a significant share of Quartile 1 ISI ranked journals and highly cited papers in SCOPUS, ISI and also Google scholar. Moreover, some of our results will open new lines of research and significantly advance the Business, Economics and Finance sciences. Second, we will provide an academic training of high-quality that prepare PhD holders for today's society challenges, through the ability to undertake internationally competitive research and to benefit their professional activity by using critical thinking and analytical skills.

Third, we will contribute to reinforce the national scientific system and its institutions, by means of the dissemination and internationalization of scientific knowledge made in Portugal, and increasing the participation of Portuguese researchers at international networks.

BRU-IUL will also translate our scientific results to practitioners, influence policy-making, and contribute for the adoption of evidence-based practices at the local, national or international administration level. We will provide research-based consulting services that can help improving managerial practices of third sector organizations, public entities, SMEs and large organizations, both nationally and internationally. And finally, we will challenge society to think with us on how society works, and hopefully engage the public into the fascinating world of Business, Economics and Finance sciences.

Chapter II – The Unit Activities and Outcomes

2.1. Team

BRU-IUL is composed of following research groups: Economics, Finance, Financial and Management Accounting, Management and Strategy, Marketing, Modelling in

Business and Economics, Organizational Behavior & Human Resources and Research Methods. From 2015, according to the new applied criteria, the structure of the BRU-IUL in respect of the number of researchers has changed. Full composition of the both research and supporting staff is following: 164 members, out of which 159 researchers and 5 members of supporting administrative staff.

The Unit has five main governing bodies convoked by the Director, Sílvia Costa Agostinho da Silva. The governing bodies and their respective regime of meetings are following:

- International Scientific Advisory Board
- Scientific Council
- Scientific Committee
- Audit Committee
- Research Groups Coordinators Committee

The BRU-IUL research groups are composed of 159 research members within categories: Integrated members, Associated members and Assistants (table 1), in a following manner:

- Economics Group is composed of 23 members, out of them 14 integrated and 9 associated, with the Group Coordinator Catarina Roseta-Palma.
- Finance Group is composed of 12 members, out of them 9 integrated and 3 associated, with the Group Coordinator Luis Laureano.
- Financial and Management Accounting group is composed of 18 members, out of them 6 integrated and 12 associated, with the Group Coordinator Isabel Lourenço.
- Management and Strategy Group is composed of 33 members, out of them 11 integrated and 22 associated, with the Group Coordinator Nelson António.
- Marketing Group is composed of 13 members, out of the 5 integrated and 8 associated, with the Group Coordinator Sandra Loureiro.
- Modeling in Business and Economics is composed of 15 members, out of them 8 integrated and 7 associated, with the Group Coordinator Rui Menezes.
- Organizational Behavior & Human Resources Group is composed of 25 researchers, out of them 15 integrated and 10 associated, with the Group Coordinator Susana Tavares.
- Research Methods Group is composed of 20 members, out of them 10 integrated and 10 associated, with Group Coordinator Paula Vicente.

Research Group	Membership Category		total
	Integrated	Associated	
Economics	14	9	23
Finance	9	3	12
Financial and Management Accounting	6	12	18
Management and Strategy	11	22	33
Marketing	5	8	13
Modeling in Business and Economics	8	7	15
OB&HR	15	10	25
Research Methods	10	10	20
	78	81	159

Table 1: 2015 BRU-IUL list of Integrated and Associated researchers in all research groups.

2.2. Funding sources of research projects

BRU-IUL researchers were awarded both national and international funding for the research projects in 2015 (Table 2).

Nine projects were awarded with national funding, with following researchers as PI of the projects: Ana Passos, António Freitas Miguel, Mohamed Azzim Gulamhussen, João Costa, Mirko Antino, Helena Isidro, and two projects with shared PI responsibilities that were awarded to Paulo Parente/Luís Martins and Ana Passos/David Patient. Among national funded projects is also one with industrial funding with Francisco Nunes as PI. Two projects were awarded funding from international sources; PI of these projects are Silvia Dello Russo and Sofia Portela.

National	Project	PI
PTDC/MHC-PSO/1044/2014	Cognição de equipas, adaptação e sistemas multi-equipas em ambientes dinâmicos	Ana Passos
PTDC/IIM-FIN/1500/2014	Gestão de Fundos de investimento, cultura nacional, e integração nos mercados	António Freitas Miguel
PTDC/IIM-ECO/3097/2014	Novos métodos de inferência para dados de séries temporais baseados em esquemas de reamostragem em economia e finanças	Paulo Parente/Luís Martins
PTDC/IMM-FIN/7188/2014	Remuneração de executivos na banca no contexto da crise financeira	Mohamed Azzim Gulamhussen
PTDC/MAT-ANA/1275/2014	Propriedades globais de soluções das equações de Einstein.	João Costa
IF/01372/2014		Mirko Antino
PTDC/IIM-GES/3501/2014	A Emergência e Consequências da "Collective Psychological Ownership" nas Equipas de Trabalho	Ana Passos/David Patient - UCP
PTDC/IIM-GES/2686/2014	Divulgação de informação de instituições financeiras em tempos de crise	Helena Isidro
15N29470026	Aquisição de Serviços para a elaboração Plano Estratégico Nacional de Segurança na Estrada 2016-2020.	Francisco Nunes

<i>International</i>	<i>Project</i>	<i>PI</i>
SIOP	Experience sampling investigation of informal PM	Silvia dello Russo
000171NU2	Eat Mediterranean: A program for eliminating dietary inequality in schools	Sofia Portela

Table 2. National and international funding for the research projects awarded in 2015

In addition to this, more applications were submitted in the course of 2015, still awaiting for the response from the awarding committees and evaluation boards. In annex I presents the evolution of our evolution of competitive applications and grants between 2012-2015.

2.3. Scientific output

Scientific output - Summary table

BRU-IUL Scientific outcomes 2015		
	<i>acomplished</i>	<i>planned</i>
Nº of researchers	159	NA
Nº of integrated researchers	78	NA
Nº of administrative staff	5	NA
PhD theses supervised by BRU-IUL researchers	51	18
Masters theses supervised by BRU-IUL researchers	289	NA
Publications in international peer-reviewed journals	174	85
Publications Q1 SCImago	62	NA
Publications FT45 and ABS4*/4, ABS3	44	NA
Publications in national peer-reviewed journals	7	NA
Books* and Chapters International	27	10
Books* and Chapters national	41	NA
Conference proceedings	93	35
Edited special issues of journals	1	NA
Communications in international meetings	194	NA
Communications in national meetings	38	NA
Industry research contracts	1	3
Research contracts with national bodies	8	3
Research contracts with international bodies	2	2

* nº total (nº international); NA- Non Applicable

Table 3: Summary table of BRU-IUL scientific outcomes in 2015

2.3.1. Publications – journals

Following the established criteria of academic excellence, in 2015 BRU-IUL members have published 174 research papers in international peer review journals, from which 62 were published in other Quartil 1 Journals. The effort done for publishing in International Journals explains the reason of having only 7 national papers. Annex II includes the publication list covering the international journals.

2.3.2. Other publications:

BRU-IUL researchers have had a productive year 2015 regarding their participations in national and international conferences as well as publishing books and book chapters and other publications.

- **Communications at national and international conferences:**

In 2015 BRU-IUL researchers presented at 194 international conferences and in 38 national conferences. . Annex III and IV include the list with the communications presented in conferences.

- **Peer-reviewed Proceedings:**

In respect of these scientific conferences, BRU-IUL researchers have had 9 peer reviewed proceedings indexed in the Web of science, 3 indexed in other databases and 81 non- indexed in major databases. Annex V cover the list with the conference proceedings.

- **Books and book chapters:**

BRU-IUL researchers have published 6 books as authors, in 6 books participated as editors/organizers, and in 47 book chapters in peer reviewed, as well as 4 books as authors and 1 as editor/organizer in books without peer review.

- **BRU-IUL Working papers series:**

BRU-IUL Working Paper Series: six working papers from 2015 are available on-line at BRU's website and in [RePEc](#) with additional 5 working papers by BRU-IUL researchers.

- **Guest Editors in Special Issues of scientific journals:**

A Guest Editor in 2015 Special Issue of The European Journal of Work and Organizational Psychology (EJWOP) was Ana Passos. The European Journal of Work and Organizational Psychology is the official journal of the European Association of

Work and Organizational Psychology, published bimonthly by Routledge (Taylor & Francis Group).

- **Other publications:**

Introduction/preface was published by 2 BRU-IUL researchers, 6 annual/final reports of the scientific projects out of them 2 were for the international projects and the remaining 4 for the national projects; and 18 research papers in non-indexed peer reviewed journals.

2.4. Scientific activities

2.4.1. Visiting researchers:

In order to expand international collaborations during 2015 BRU-IUL has received 22 visiting researchers from 20 international universities as well as from 2 Portuguese universities, including 4 visiting PhD students from international universities within protocols: CAPES/FCT protocol, doctoral mobility program, Colegio Doctoral Tordesillas protocol. Out of 2 visiting Post-PhD researchers one was participant of the COST Short Term Scientific Mission protocol. It should be emphasised that BRU-IUL was visited by Michael Travis from The Maynard Management Department, College of Business, Colorado State University, USA, within the Fulbright Scholar Program. Their involvement in academic life in BRU-IUL has been directed towards scientific cooperation, teaching, research seminars, and participation in PhD program. (*Figure 9*).

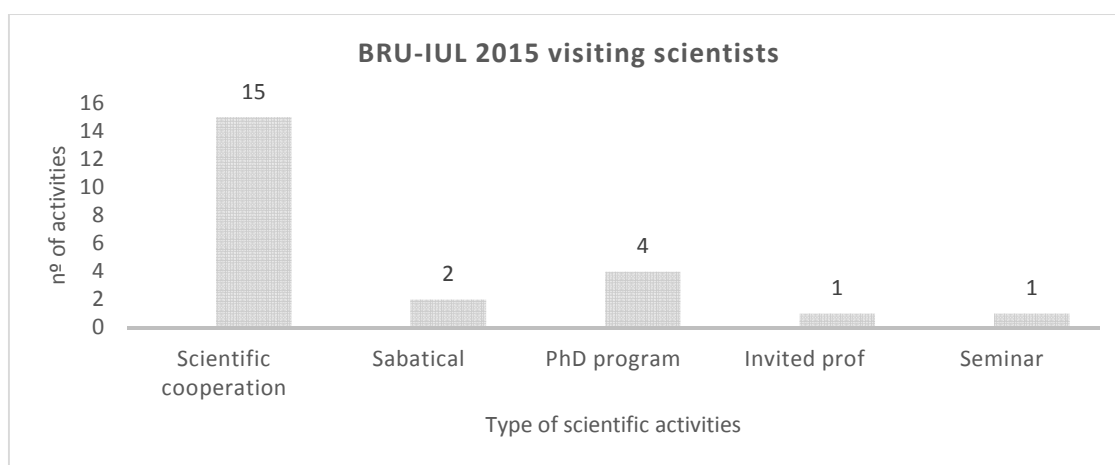


Figure 3: Visiting scientists at BRU-IUL that have participated in scientific cooperation, PhD program, research seminars or as invited professors in 2015.

List of international Universities of BRU-IUL visitors:

Bucharest Academy of Economic Studies, Romania; Universidade Salgado de Oliveira/Neterói, Universidade de Brasília, Universidade de São Paulo, Federal University of Santa Catarina, Brazil; University of Electronic Science and Technology of China, Beijing Jiaotong University, China; University of Cordoba, University of Valencia, University of Seville, University of Murcia, Spain; University of Ankara, Turkey; University of Queensland, American University Washington DC, Colorado State

University, USA; New Zealand India Research Institute, Australia; Catholic University of Sacred Heart, Italy; University of Montpellier, Université Paris-Dauphine, France;

2.4.2. Awards:

BRU-IUL researchers have been awarded for their scientific work in international and national level for their scientific achievements.

- National awards:

Luís Filipe Farias de Sousa Martins was awarded 2015 Euronext Lisbon Award for the Best Scientific Research on Portuguese Capital Markets.

- International awards:

At the international level, 11 BRU-IUL researchers were awarded at the international conferences, as follows:

Helena Oliveira Isidro was awarded with The Best paper award at the Society of Interdisciplinary Business Research Conference, Hong Kong as well as at the 9th Asian Pacific Business Research Conference; Sílvia Costa Agostinho da Silva and Silvia Dello Russo were awarded as Excellent Revisers at AOM, Division of Organizational Behaviour; Fernando Alberto Freitas Ferreira had the Best paper award at Conference BAI2015; José Gonçalves das Neves got award for the Highly Recommendable paper by Emerald Literati Network; Marjan Sara Fonseca Jalali got the best paper award at Conference BAI2015, Alexandra Maria do Nascimento Ferreira Lopes was awarded for the Best paper financed by John P. Rust, Georgetown University - 3^o place at 15th Conference EBES 2015; João Lopes Costa was awarded with Highlights of CQG 2014-2015, Sofia Maria Lopes Portela got ISERD award for the excellent paper at 7th International Conference on Economics, Management and Social Study; and Ana Patrícia Pereira Duarte Baltazar got award for the Recommended paper 2015 by Emerald Literati Award for Excellence.

2.4.3. Organization of Seminars and Conferences

During 2015 BRU-IUL actively participated in organization and/or coordination of following scientific activities, both at national and international level, as a part of the coordination and organizing committees as well as scientific committees.

Coordination and organizing committee of conferences: During 2015 researchers were involved in the coordination and organization of conferences and in the scientific committee of conferences in national and international level. BRU-IUL researchers have been involved in organization and coordination of 24 national scientific events, as well as 16 international events. (*Figure 4*)

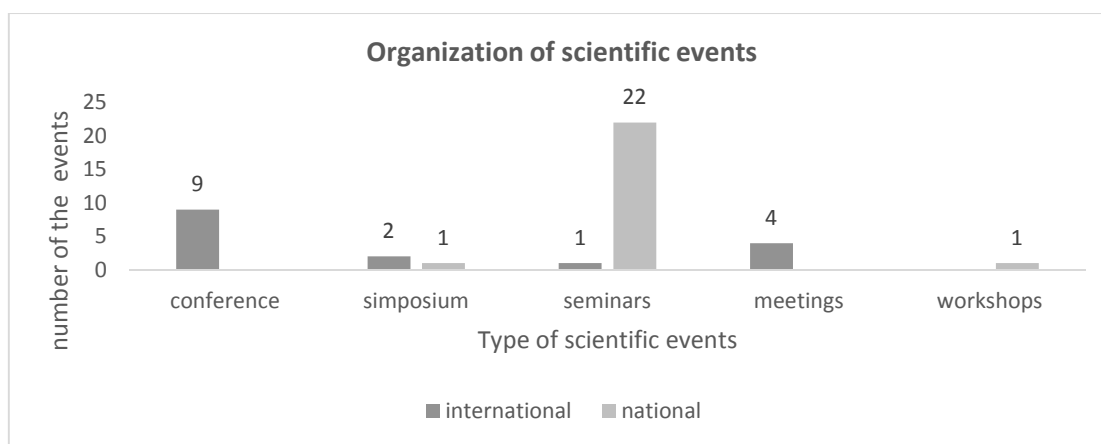


Figure 4: Organization of scientific events by BRU-IUL researchers at international and national level

At the international level, BRU-IUL researchers have conducted general coordination / scientific coordination of the 4 scientific events as well as taking part in 12 international organising committees. (Figure 5)

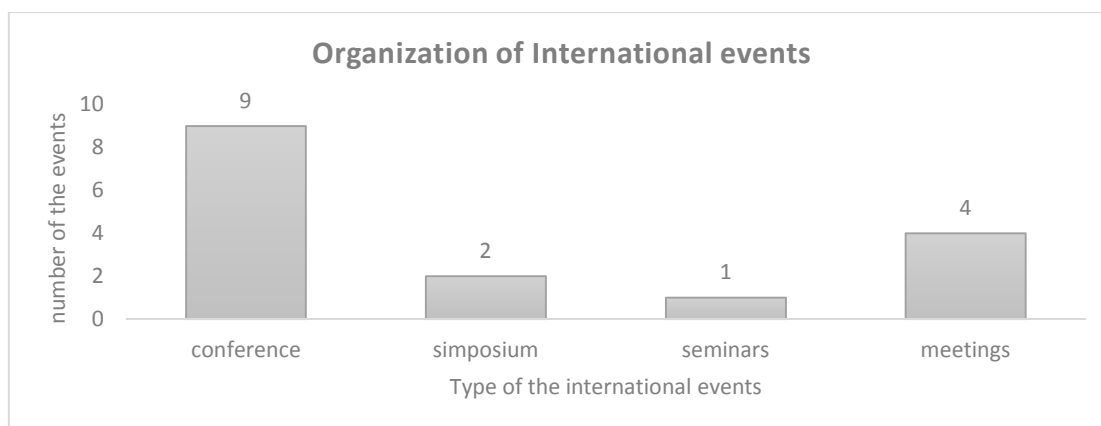


Figure 5: Type of international events organized by BRU-IUL researchers

Among the international scientific events that were organised by BRU-IUL members, are following: Mini-Forum CYTED - Desenvolvimento sustentado a partir de recursos, uma agenda de conhecimento e crescimento, Azores; III Symposium on Ethics and Social Responsibility Research, Badajoz, Spain; APLIMAT 2015, Bratislava, Check Republic; 15th EBES conference, Lisbon; AMS-EMS-SPM International Meeting 2015, Porto; Conference on Algebraic Surfaces, Lisbon; International Conference on Applied Business and Economics (ICABE), Piraeus, Greece; CEST'2015 - Current Economic and Social Topics International Colloquium CEST ic2015, Warsaw, Poland; 8th EuroMed conference academy of business research-Innovation, entrepreneurship and sustainable value chain in a dynamic environment, Verona, Italy; AOM 2015, Vancouver, Canada; Multinational Enterprises and Sustainable Development, Lisbon; Spring Meeting of Young Economists, Belgium; GRUDIS Conference - Portuguese Accounting Network, Lisbon; European Accounting Association Annual Congress 2015, Glasgow, UK. Annex VI cover the list of scientific events organised.

2.4.4. Research Seminar Series:

The Research Seminar Series provides an outlet for the formal presentation and intensive discussion of recent research by international high-profile scholars with faculty, researchers and students on a regular basis. The Seminar series is organized in two tracks:

- Track 1 - Accounting, Human Resources & Organizational Behavior, Marketing, and General Management, with Helena Isidro as scientific coordinator;
- Track 2 - Applied Statistics, Economics, Econometrics, and Finance with Paulo Parente as scientific coordinator.

Within the track 1, following international researchers presented their work: Mark Clark from Kogod School of Business, American University Washington, DC; Asad Mohsin from University of Waikato School of Management; Madan Pillutla from London Business School; Jing Zhou from Rice University School of Business, USA; and Travis Maynard from Colorado State University, USA;

Within the track 2, following national and international researchers presented their work: Pedro Brinca from Robert Schuman Centre for Advanced Studies European University Institute, Italy; Flavio M. Menezes from School of Economics, The University of Queensland, USA; Cesaltina Pires from Universidade de Évora; Alejandro Bernaldes from the Center of Applied Economics and the Finance at the Universidad de Chile; and Miguel Portela from Universidade do Minho.

2.4.5. PhD research seminar

In 2015 BRU-IUL was visited by Alfredo Marvão Pereira, the researcher from Department of Economics, College of William & Mary, who presented a PhD seminar with the title “On the economic and budgetary effects of a new carbon tax in Portugal”

2.4.6. PhD program

The PhD Program in BRU-IUL offers 3 PhD Programs in Economics, Finance and Management. Students who take the PhD in Management can choose one of the following specializations: I. Accounting, II. Human Resources and Organizational Behavior, III. Marketing, IV. Operations Management, Logistics and Supply Chain Management, V. Quantitative Methods Applied to Management, and VI. Strategy and Entrepreneurship. Additionally, BRU-IUL organizes Doctor of Business Administration (DBA) program.

In 2015 BRU-IUL students defended 51 PhD thesis in following areas: 6 PhD thesis in Economics 1 in Finance, 26 in Management, 14 DBA thesis, and additionally 4 PhD thesis in psychology supervised by BRU members. (List of PhD thesis defended in 2015 supervised by BRU-IUL researchers in Annex VII)

PhD thesis defended in 2015 supervised by BRU-IUL researchers. (*Figure 12*)

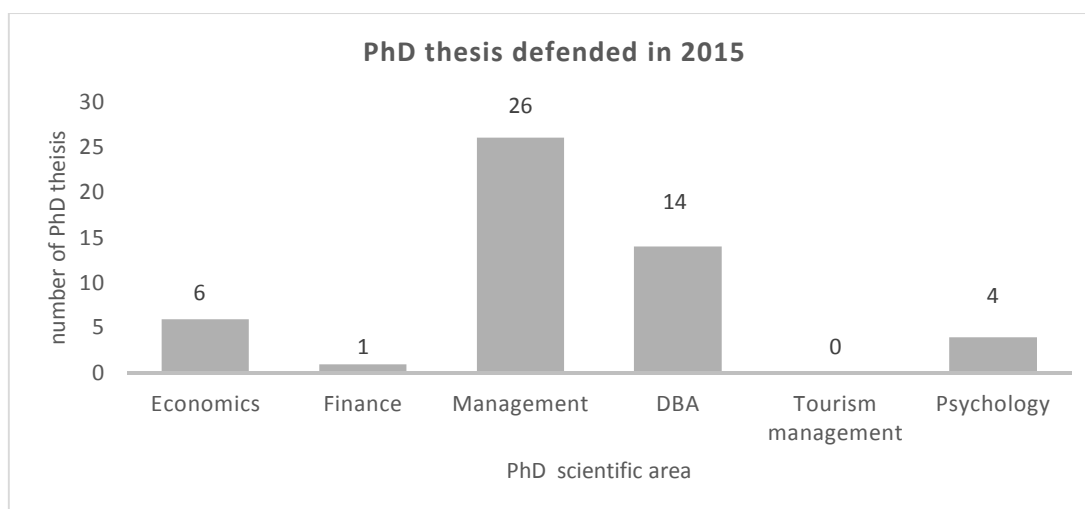


Figure 6: PhD thesis defended in 2015 with BRU-IUL researchers as supervisors.

2.4.7. Master thesis

In 2015 BRU-IUL students have defended 289 Master thesis, supervised by the BRU researchers, in following areas: Economics with 31, Financial Accounting with 32, Finance with 24 thesis, Management and Strategy with 37, Marketing with 57, Modeling with 25, OBRH with 66, and research Methods with 17 defended thesis in 2015.

2.4.8. Dissemination / Outreach / Knowledge transfer activities

BRU-IUL made a range of activities in 2015 in the terms of dissemination and outreach, in order to make more visible research accomplishments to the scientific community as well as general public.

- **Dissemination activities**

In 2015 BRU-IUL researchers have participated in R&D networks and scientific cooperation activities at both national and international level.

- At the international level:

BRU-IUL members were members of the editorial team for 107 international reviews/books, mostly as editors or/and members of the editorial team.

Also, BRU-IUL researchers Sandro Mendonça, José Gonçalves das Neves and Filomena Maria Nogueira da Silva de Almeida have communicated with international general public at 6 occasions, by participating in the events with general public or through publications directed at wide audience.

The researcher Alexandra Ferreira Lopes, a researcher from the Economics group, who was selected to act as an External Expert to evaluate Cost Action Proposals for one of the calls of 2015.

Madalena Abreu was the organizer of the event “Fundraising goes to the museum” that took part in the international event Noite Europeia dos Investigadores —

Researchers' Night in Museu Nacional de História Natural e da Ciência in October 2016. This annual event is organized by European Commission under the Marie Curie Actions, in order to celebrate and approach the science to the general public.

- At the national level

BRU-IUL members participated and coordinated public events at the national level or communicated with general public in 249 national events, mostly through journals as *Público*, *Expresso*, *Diário Económico* and public TV canals and programs. Some of the BRU researchers that were the most active in this type of activities are Sandro Mendonça, António Sarmento Gomes Mota, Susana Tavares, Francisco Caneira Madelino, Isabel Lourenço, Paulo Alexandre Bento Fernandes, Aristides Isidoro Ferreira, etc.

Four researchers of BRU-IUL, Silvia Silva (Project Coordinator), Ana Passos, Susana Tavares and Sara Ramos from Organizational Behavior & Human Resources group organized the workshop "Riscos Psicossociais - do risco à prevenção nas PME's". This workshop was directed to the stakeholders, ACT, Unions, Companies and workers, Health & Safety Professionals aiming their engagement in the development of a toolkit.

The seminar "Não-Respostas nas Sondagens com Telemóveis" took place at ISCTE-IUL on the 26th of February 2015. In this seminar, the researchers Paula Vicente, Catarina Marques and Elizabeth Reis from BRU-IUL shared with the audience the main results of the FCT funded project entitled "Erro de não-resposta nas sondagens telefónicas com telemóveis: causas, efeitos e correcções".

- **Integrative/multidisciplinary activities**

Scientific output of BRU-IUL research groups regarding the publications in the international peer reviewed journals in 2015 show a level of integrative and multidisciplinary approach and collaboration between research groups and their members. In that respect, BRU-IUL researchers have published 4 papers that illustrate scientific partnership and teamwork between various research groups in BRU-IUL and their research subjects.

Management and Strategy group published one shared research paper with Marketing group, tackling the important theme of wine producing and distributing in Portugal, with the title "Exploring the Attitudes of Bottled Wine Distributors toward Wine Producers in the Portuguese Wine Sector", by Namércio Pereira da Cunha, Sandra Loureiro (Marketing group in BRU-IUL) and Arménio Rego (Management and Strategy group in BRU-IUL), published in *Journal of International Food and Agribusiness Marketing*.

Research methods group published one shared research paper with Financial accounting group, with the title "IPSASs adoption and implications on the differences in GA-NA budgetary balances" by Maria Antónia Jorge de Jesus (Financial Accounting

group in BRU-IUL); Susana Margarida Fautino Jorge and Raul Manuel Silva Laureano (Research methods group in BRU-IUL) published in the International Journal of Public Administration.

Research methods group also published one shared research paper with Management and Strategy group, with the title “Testing the performance of rival warehousing policies through discrete event simulation” by João Manuel Vilas Boas da Silva (Management and Strategy group in BRU-IUL), Abdul Kadir Suleman (Research methods group in BRU-IUL) and Luís de Castro Moreira, published in World Academy of Science, Engineering and Technology.

Modeling group and Economics group shared one research paper with the title “Determinants of job quality evidence for European country groups” by Nádia Nogueira Simões (Economics group in BRU-IUL), Nuno Miguel Pascoal Crespo Economics group in BRU-IUL) and José Carlos de Castro Pinto (Modeling group in BRU-IUL) published in Acta Oeconomica.

- **Executive training**

BRU-IUL researchers have actively participated in the INDEG Executive Training program, within the following education areas available by INDEG: Executive Education, Training, Management Consulting, Business Planning, Digital Marketing, Management, Market Research, Financial Analysis, Entrepreneurship, Brand Management, Marketing, Finance, and Strategy.

INDEG Executive training is directed at professionals and executives interested in acquiring, extending or complementing their knowledge and skills in management in a global perspective. The program is also available to graduates in areas not related to the management. For many years this executive training program is recognized as one of the most prestigious programs for executives, suitable for those who want to expand their knowledge in the areas of management by combining an academic training with a business experience.

Specificity of the program is that it enables a choice of the area of specialization that best suits the needs and objectives of the participants, in respect of the background education diversity of the participants and career.

Participation of the BRU-IUL researchers in the teaching activities of the INDEG Executive Education program in 2015 has been based on the teaching load of the 34 BRU-IUL members.

2.4.9. Internationalization and networking

In an effort to raise BRU-IUL’s national and international reputation for excellent and impactful research, there has been a continued focus on supporting large-scale scientific cooperation research between BRU-IUL and researchers from other international institutions of higher education, as well as national ones.

- **At the international level:**

BRU-IUL researchers have participated in 18 international Research networks with scientific cooperation and 2 national ones, as follows:

Helena Isidro was principal researcher of the project Capital Market Effects of Regulation on Financial Reporting that included: ISCTE-IUL, Bocconi University and Cass Business School (2013-2015). Also Helena Isidro participated in Fulbright Research Scholar project The Impact of Social Values on Financial Reporting Quality Around the World, at University of Miami (2014-2015).

Ana Passos was at the Board of Directors 2015 - 2016 of INGRoup - Interdisciplinary Network for Group Research, Program Chair do 11th Annual INGRoup Conference that will take place in Helsinki in July 2016, and was the President of the Organizing committee for Tourism & Ageing Conference 2016 that will take place in ISCTE in October 2016.

António Caetano participated in ENOP – European Network of Psychologists.

Jose Maria Leon-Perez collaborated with Dr. Mindy Shoss at Occupational Health and Productivity Laboratory at the University of Central Florida, US, and with Dr. Gabriele Giorgi at Business and Health Laboratory at the Università Europea di Roma in Italy, and with Prof. Lourdes Munduate at the Research Unit on Human Resources and Organizational Development at the Universidad de Sevilla in Spain.

Sílvia Dello Russo participated in 5C Network, cross-cultural collaboration on contemporary career and in project DaLY, financed by FCT.

Silvia Silva, Sara Ramos, Ana Passos, Susana Tavares, Patrícia Costa participated at the project Participative Prevention of Psychosocial Emergent Risks in SMEs, submitted to a Call Vp/2013/001- Promoting Social Dialogue at Cross-Industry and Sectoral Level and funded by European Commission. Additionally, Silvia Silva participated in OPEN - Organizational Participation European Network.

Susana Santos and António Caetano participated in ESU - Entrepreneurial Summer University Network in Entrepreneurship.

Susana M. Tavares collaborated with Maria Cristina Ferreira e Luciana Mourão, from Universidade Salgado de Oliveira, Niterói, Brasil, as well as with Daan van Knippenberg, from Erasmus University from Rotterdam and Rolf van Dick from Johann Wolfgang Goethe University of Frankfurt.

Sandra Loureiro and Paulo Rita participated at Euromed Research Business Institute EMRBI in project preparation and submission of applications.

- **At the national level:**

On the national level, BRU-IUL researchers participated in several national networks of scientific cooperation, for instance:

Silvia Silva was a member in Rede Nacional sobre Segurança no Trabalho - CAPTAR and Rede de Investigação sobre Condições de Trabalho - RICOT as the member of the scientific committee;

José Carlos Gonçalves Dias was member of the editorial team for 2 national reviews Coimbra Business Review and Revista Portuguesa de Management.

Chapter III - Overview of the plan fulfilment

In year 2015 BRU-IUL has focused its efforts and investment on the same priorities as in recent years. These included: excellent quality of teaching on every academic level, scientific publications in international and national journals, and scientific research studies with national and international collaborations, including also the involvement in the society through programs of sharing the academic knowledge to the general population beyond academia.

The year 2015 was challenging for BRU-IUL for various reasons, such as uncertain funding and regulatory environment that affected BRU-IUL in 2015. It was a period of challenge, focused on maintaining standards of excellence amid the imposed difficulties, which BRU-IUL has successfully, overcome. In favor of that speak high number of publications in international peer reviewed journals, maintained high level of educative offer to our students and established new and effective relationship with international researchers and their institutions.

BRU-IUL has maintained focus on increasing the global reach so that professors, students and both in-house and visiting researchers have access to the high quality resources and services.

BRU-IUL has been continually improving the effectiveness of organization to create a platform for future growth by applying new criteria for integrated members of the teaching staff. The new criteria ensured the fulfilment of primary mission of excellence in research and education, by publishing in journals with highest academic merit, and enabling open access to information regarding the research with proven record of social impact.

The research activities were conducted according to BRU-IUL organization in eight research groups: Economics, Finance, Financial and Management Accounting, Management and Strategy, Marketing, Modelling in Business and Economics, Organizational Behavior & Human Resources and Research Methods.

In 2015, BRU-IUL did not receive any financial support from FCT. Therefore, the only possible way to develop the research plan was with the support of ISCTE-IUL. Considering this framework, some of the outlined activities were developed with certain constrains. However, some outcomes have even exceeded the previewed ones. Significant strategic activities and major outcomes are highlighted below.

Strategic Activities previewed in our 2015-2020 plan and conducted in 2015 were:

- Conclusion the revisal of the membership criteria for 2015-2017 with incremental change in the publication demands for the Integrated members and associate

members

- Establishing the Conference list that are the priority to attend, with FCT funding support
- Establishing the procedure for the proposal of the new members, and other relevant procedures
- Improvement of the BRU-IUL website, and BRU-IUL insertion website at the ISCTE domain.
- Launching and regular publishing of the Newsletter with monthly frequency on the BRU-IUL web site
- Research Seminars series (with 10 international Keynotes)
- Working paper series
- Several activities focusing scientific cooperation
- Preparation of the Societal Impact Highlight Series for publication in 2016
- Several activities aiming to achieve social impact (e.g., several dissemination activities directed to the society and for the companies)

The scientific achievements largely exceed the goals established in 2013. Overall, BRU-IUL duplicated the expected outcomes with the only exception regarding the industry research contracts that were not achieved as previewed (3). Additionally, the researchers also published 103 papers in conference proceedings and 11 researchers received international scientific Awards.

The main explanation for the Positive Achievements relies on all the strategic efforts done in the past years and specially the support given to Researchers using the preceding FCT support together with ISCTE-IUL support. The explanation for the successful outcome in respect of the projects relies in the fact that the number of applications for the International scientific projects was increased, and that in 2015 most of the Industry contracts were developed in the scope of IUL Global and Audax.

BRU-IUL research center did not receive any funding from FCT during year 2015. The contract with FCT was signed in May 2016 and funding subsequently started, corresponding to 40% of the estimated Budget for the implementation of the Research Strategy and plan for 2015 - 2020. Due to these limitations, several activities were not accomplished, as follows:

- It was not possible to invest in the Human Resources of the Research Center both in Science Management Grants and in PostDoc positions,
- The Annual Thematic Workshops and the International Summer School were not conducted.

All of the above were critical for undertaking some new activities that were planned but not fulfilled. However, there was one scientific activity that was not previewed but was conducted successfully: A new transversal research line in Tourism Management emerged, that included studies by researchers from different research groups.

Financial Execution in 2015 had several deviations. As stated before, in 2015 BRU-IUL did not receive any funding from FCT; ISCTE-IUL provided 100 000€ that allowed covering the expenses with the staff (Science and Technology Managers) and other expenses related with administration and support. Additionally, ISCTE-IUL has facilitated mechanisms to give financial support to research (e.g., awards, academic career fund) that allowed part of the researchers to attend international conferences.

The competence of administrative and financial management of BRU-IUL was very efficient: Considering the size of Research Unit, the fact that in 2015 the budget was only 100.000€, the range of the conducted activities and the achievement of the results - it can be stated that BRU-IUL managed the resources efficiently and successfully.

The level of the internationalization is now significantly high considering the diversity of activities and outcomes, for instance: Research Publications in International Journals; Communications in International Conferences; Research Seminars with international well known scholars; International students in the PhD programs; International visitors (professors, researchers, students).

The achievements are regularly assessed by the International Scientific Advisory Board and by FCT. In 2015 BRU-IUL received, from both, the assessment of the 2014 plan and activity reports. These external entities assessed positively BRU-IUL activity and outcomes.

In conclusion, year 2015 was challenging for BRU-IUL. Only part of the previewed activities were developed due to financial constraints, but at the same time some of the outcomes have exceeded the targets and goals.