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Patrícia Costa

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BRU-Iscte - Business Research Unit
Department of Human Resources and Organizational Behavior (IBS)



Contacts

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Research Interests

Team effectiveness; Virtual teams and virtuality; Consequences of technology for work; Health and Well-being at work

Academic Qualifications

University/Institution	Type	Degree	Period
ISCTE-Instituto Universitário de Lisboa	PhD	Psicologia	2014
ISCTE-Instituto Universitario de Lisboa	M.Sc.	Comportamento Organizacional	2009
Universidade de Coimbra	Licenciate	Psicologia	2008

External Professional Activities

Period	Employer	Country	Description
2019 - 2019	CRC-W	Portugal	Research and teaching
2015 - 2019	CUBE	Portugal	Research and teaching

Teaching Activities

Teaching Year	Sem.	Course Name	Degree(s)	Coord.
2026/2027	2º	Virtual Teams and E-leadership		Yes
2026/2027	1º	Dissertation in Human Resource Management and Organizational Consultancy		Yes
2026/2027	1º	Project in Human Resource Management and Organizational Consultancy		Yes
2025/2026	2º	Qualitative Analysis and Model Building in Organizational Research	Institutional Degree in ISCTE Business School;	Yes
2025/2026	2º	Leadership in Work Teams and Organizations		Yes
2025/2026	2º	Virtual Teams and E-leadership	Master Degree in Human Resource Management and Organizational Consultancy;	Yes
2025/2026	1º	Dissertation in Human Resource Management and Organizational Consultancy		Yes
2025/2026	1º	Project in Human Resource Management and Organizational Consultancy		Yes
2025/2026	1º	Seminar in Human Resource Management and Organizational Consultancy	Master Degree in Human Resource Management and Organizational Consultancy;	No
2025/2026	1º	Organizational Models		Yes
2024/2025	2º	Research Project in Human Resources and Organizational Behavior		Yes
2024/2025	2º	Qualitative Analysis and Model Building in Organizational Research	Institutional Degree in ISCTE Business School;	Yes

2024/2025	2º	Leadership in Work Teams and Organizations		Yes
2024/2025	2º	Qualitative Research Methods in Human Resources	Master Degree in Human Resources Development Policies;	Yes
2024/2025	1º	Dissertation in Human Resource Management and Organizational Consultancy		Yes
2024/2025	1º	Seminar in Human Resource Management and Organizational Consultancy	Master Degree in Human Resource Management and Organizational Consultancy;	No
2024/2025	1º	Organizational Models		No
2023/2024	2º	Qualitative Analysis and Model Building in Organizational Research	Institutional Degree in ISCTE Business School;	Yes
2023/2024	2º	Leadership in Work Teams and Organizations		Yes
2023/2024	2º	Qualitative Research Methods in Human Resources	Master Degree in Human Resources Development Policies;	Yes
2023/2024	2º	Organizational Intervention Techniques	Master Degree in Human Resource Management and Organizational Consultancy;	Yes
2023/2024	1º	Seminar in Human Resource Management and Organizational Consultancy	Master Degree in Human Resource Management and Organizational Consultancy;	No
2023/2024	1º	Organizational Models		No
2023/2024	1º	Social and Organizational Psychology		Yes
2022/2023	2º	Qualitative Analysis and Model Building in Organizational Research	Institutional Degree in ISCTE Business School;	Yes
2022/2023	2º	Leadership in Work Teams and Organizations		Yes
2022/2023	2º	Qualitative Research Methods in Human Resources	Master Degree in Human Resources Development Policies;	Yes
2022/2023	2º	Organizational Intervention Techniques	Master Degree in Human Resource Management and Organizational Consultancy;	Yes
2022/2023	2º	Leadership and Team Management in Humanitarian Action		Yes

2022/2023	1º	Current Challenges in Human Resource Management		Yes
2022/2023	1º	Organizational Models		No
2021/2022	2º	Qualitative Analysis and Model Building in Organizational Research	Institutional Degree in ISCTE Business School;	Yes
2021/2022	2º	Leadership in Work Teams and Organizations		Yes
2021/2022	2º	Organizational Intervention Techniques	Master Degree in Human Resource Management and Organizational Consultancy;	Yes
2021/2022	2º	Leadership and Team Management in Humanitarian Action		Yes
2021/2022	1º	Current Challenges in Human Resource Management		Yes
2021/2022	1º	Organizational Models		No
2020/2021	2º	Qualitative Analysis and Model Building in Organizational Research	Institutional Degree in ISCTE Business School;	Yes
2020/2021	2º	Leadership in Work Teams and Organizations		Yes
2020/2021	2º	Organizational Intervention Techniques	Master Degree in Human Resource Management and Organizational Consultancy;	Yes
2020/2021	1º	Current Challenges in Human Resource Management		Yes
2020/2021	1º	Organizational Models		No
2019/2020	2º	Research Project in Human Resources and Organizational Behavior		No
2019/2020	2º	Qualitative Analysis and Model Building in Organizational Research	Institutional Degree in ISCTE Business School;	Yes
2019/2020	2º	Leadership in Work Teams and Organizations		Yes
2019/2020	2º	Organizational Intervention Techniques		Yes
2019/2020	1º	Current Challenges in Human Resource Management		Yes

2019/2020	1º	Organizational Models		No
2015/2016	2º	Leadership in Work Teams and Organizations		No
2015/2016	2º	Team Management		No
2015/2016	1º	Qualitative Research	Doctorate Degree (PhD) in Management;	No
2015/2016	1º	Organizational Models		No

Supervisions

• Ph.D. Thesis

- Ongoing

	Student Name	Title/Topic	Language	Status	Institution
1	Chingiz Ismayilov	The impact of meditation practices on remote employees´ well-being and productivity	English	Developing	Iscte
2	Rudolfo António Ribeiro Santos	Leadership perception on Team and Individual performance measurement and objective setup on teams composed with one or more AI technologies (such as generative, agent or quantum AI)	English	Developing	Iscte

- Concluded

	Student Name	Title/Topic	Language	Institution	Concluding Year
1	Lourenço de Sales Parente Silva de Sousa	Feel it to develop it: Team Work Engagement Builds Effective Teams A contribution to the study of Team Engagement from an affective and behavioral perspective.	English	Iscte	2025
2	Narciso Emanuel Azevedo Antunes	Stakeholders over Scorched Earth: Revisiting Post disaster Dynamics and the Natural Environment as a Stakeholder	English	Iscte	2024
3	Ana Sousa Guedes Silva	How to develop your team to turn it into an active learner? The influence of internal and external team mechanisms on team adaptive transfer	English	Iscte	2024
4	Serkan Sultan Çakiroglu	The effectiveness of decision making processes of military teams with shared leadership	--	Iscte	2019

• M.Sc. Dissertations

- Ongoing

	Student Name	Title/Topic	Language	Status	Institution
1	Pedro Miguel Alves Da Silva	Lookism Throughout the Career	Portuguese	Delivered	Iscte
2	Carolina Leão De Faria	Co-location and Work Engagement in Hybrid Teams: The Role of Perceived Virtualityand Functional Leadership	Portuguese	Delivered	Iscte
3	Jada Vieira Fantin	The influence of employees' perception of their leader's emotional state on their own emotional state and individual performance: The moderating role of individualism–collectivism in Portugal and Mozambique	Portuguese	Delivered	Iscte
4	Cassandra Udelsmann Rodrigues Nosolini Pereira	Transformational Leadership, Emotional Demands and Resilience Among Healthcare Professionals in Hospital Settings	Portuguese	Delivered	Iscte
5	Maria Amundsen	AI Adoption and Psychological Ownership at Work: The Role of Autonomy and Competence	--	Developing	Iscte
6	Beatriz dos Santos Pedro	Os impactos do modelo de trabalho híbrido na dinâmica das equipas de trabalho	Portuguese	Developing	Iscte
7	Lebo Allegra Mupepe	O difícil acesso das mulheres a cargos de alta responsabilidade na Rép. Dém. do Congo : barreiras e perspectivas de mudança.	--	Developing	Iscte
8	Mariana Inês Rebelo Jaloto	Exploring the relationship between Socially Undesirable Personality Traits in Leadership and Individual Adaptive Performance	--	Developing	Iscte
9	Margarida Juvandes Bastos Santos	The Cost of Caring: Investigating how the Emotional Pressure of Decision Making may lead to Burnout in Healthcare Professionals	--	Developing	Iscte
10	Tiago Luís Azevedo de Sousa Ramos	The perception that employees have of hybrid work	--	Developing	Iscte

- Concluded

	Student Name	Title/Topic	Language	Institution	Concluding Year
1	Tiago Vinagre Ferreira	Personal Growth Experiences of Human Resources Professionals Throughout Their Careers	Portuguese	Iscte	2026
2	Lweji Preciosa Bendinha Pucuta	Leadership Differences and Their Impact on Team Performance - A Comparative Study Between Angola and Portugal	English	Iscte	2026
3	Philippe Ruppert	AI in Leadership: How Employees Anticipate AI Competence, Work Engagement and Team Conflict	English	Iscte	2026
4	Beatriz Ribeiros Lucas	Hybrid Work and Team Effectiveness: the impact of different co-location configurations	Portuguese	Iscte	2026
5	Bruna Alexandra da Silva Bailão	The Role of Human Resources in the Implementation of the Four-Day Workweek in Portugal: Perceptions, Practices, and Challenges	English	Iscte	2026
6	Mariana Pires Salvado	Quiet Quitting and Organisational Justice : The Mediating Role of Leader-Member Relationship Quality	Portuguese	Iscte	2026
7	Lena Plischke	Framing Visibility: Psychological Safety, Error Management and Leadership in Hybrid Collaboration	English	Iscte	2026
8	Margarida Marques Chaveiro	The Role of Subjective Well-Being in the Relation between Job Crafting and Counterproductive Behaviors: The Moderation of Psychological Contract	Portuguese	Iscte	2026
9	Inês Sofia Gonçalves Ferreira	"Quiet Quitting" in Leadership: Impact on Organizational Performance and Team Engagement"	Portuguese	Iscte	2025
10	Anastasiia Hontarenko	Meditation Practices and Well-Being Interventions: Fostering Positive Interpersonal Dynamics in Teams	English	Iscte	2025
11	Bárbara Branco N'Bonde	Crossed gazes: The role of the organization, leadership, and human resources in reasonable adjustments and interventions for workers with depression	Portuguese	Iscte	2025
12	Jacinta Gomes Matias Alves de Almeida	Impact of Internal Communication on Employees - Case Study at Shaken not Stirred	Portuguese	Iscte	2025

13	Wanjun Zhao	The effectiveness of shared leadership in virtual teams: Exploring Mechanisms and Contexts	English	Iscte	2025
14	Morlin Sofia Müller	The relationship between transformational leadership and belonging in hybrid work environments: Propinquity as a moderator	English	Iscte	2025
15	Ana Lúcia Azevedo dos Anjos Nascimento	Is Quiet Quitting a team-breaker?	English	Iscte	2024
16	Ricardo Manuel Simões Romão	The impact of talent recognition through social networks: management perspective and employees' perspective	Portuguese	Iscte	2024
17	Catarina Quintal Marques Caseiro	Does being a student also involve risks? Adaptation of the COPSOQ scale to the university academic context	Portuguese	Iscte	2024
18	Andreia Sofia de Sá Pires Moreira Ferreira	Factors influencing the engagement of generation z	Portuguese	Iscte	2024
19	Juliana Patrícia Balsa Gonçalves	Understanding the Emergence of Team Perceived Virtuality: The Effects of Structural Virtuality, Collectivism, and E-leadership E-communication Competence on Collectively Perceived Information Deficits	--	Iscte	2024
20	Juliana Márcia da Silva Mendes	Antecedents and Consequences of engagement: A Diagnosis on the Servers of Brazilian Federal Regional Courts	Portuguese	Iscte	2024
21	Linn Mari Misund	Employer Branding in Bane NOR: A Qualitative Study on the Impact of Employer Branding on Talent Retention	English	Iscte	2024
22	Beatriz Isabel Domingues Lemos	Effects of leadership actions on retention- The impact in the initial of professionals' careers in Portugal	English	Iscte	2024
23	Ionela Ionas	The Retention of Air Traffic Controllers in the Portuguese Air Force	Portuguese	Iscte	2024
24	Afonso de Campos Fundão	Beyond the Screens: Psychological Well-being and Extraversion Role in the Relationship between Technostress and Quality of Social Interaction	English	Iscte	2024
25	Maria João Correia Machado	Nudge your way to wellbeing: The role of nudges in promoting worker wellbeing in an office environment.	Portuguese	Iscte	2024
26	Benjamin Till Behrend	AI-leveraged Leadership: Enhancing Leadership through Artificial Intelligence.	English	Iscte	2024

27	Filipa Marnel Fialho	The impact of Positive Psychological Capitalin the relationship between Days in Teleworn and Work Engagement	Portuguese	Iscte	2023
28	Marta Marques Gorjão	Impact of Internal Communication on Employees ? A Case Study of Renault Group	English	Iscte	2023
29	Ricardo Anjo Roque	The impact of hybrid work on team viability, and team perceived virtuality as amediator	English	Iscte	2023
30	Ana Marta dos Santos Fialho	Impact of Job Characteristics on Motivation - Effects in the Initiation of Professional Careers in Portugal	English	Iscte	2023
31	João Pedro Filipe Alves	Employees' perception of a mental health climate: impact on employees' intention to leave and organizational commitment's mediating effect	English	Iscte	2023
32	Beatriz Isabel Banza Marçalo	Early Childhood is also an Organization: Organizational predictors of Children?s Autonomy Support	Portuguese	Iscte	2023
33	Inês Maria Belo Pedro	Workplace Diversity: The impact of Incivility on the formation of Diversity Beliefs and Perceived Stigma	Portuguese	Iscte	2023
34	Maria Carolina Dinis Costa	Technological Introduction to Workplaces and Workers' Difficulties: The Role of the Organizational and Work Psychologist	Portuguese	Iscte	2023
35	Ana Margarida da Silva Figueira	Development of a Leadership training program for Principal Investigators in the area of Health and Life Sciences	English	Iscte	2023
36	Sara Cristina Cardoso Santos	The Impact of Technostress on Anxiety - Exploration of the Moderating Role of Recovery Experiences	Portuguese	Iscte	2022
37	Pedro Filipe Bastos Dias	The Invisible Stigma: The Inclusion and Retention of People with Autism Spectrum Disorders in Portuguese Companies	Portuguese	Iscte	2022
38	Filipa Gonçalves Rente	The Impact of the Telework Regime on the Experience of Parenting.	Portuguese	Iscte	2022
39	Carolina dos Santos Gonçalves	New Ways of Health: Work Characteristics, Basic Psychological Needs and Mental Health, in remote work	Portuguese	Iscte	2022
40	João Miguel Serôdio Bila dos Santos e Silva	The impact of social support and need for recuperation on the relationship between off-task conversation and subjective well-being	Portuguese	Iscte	2021

41	Laura Christin Autenrieth	Organization development as Instrument to build and maintain Organizational Effectiveness in Remote mode. A qualitative inductive research.	English	Iscte	2021
42	Gonçalo Lopes Santos	The influence of Gender roles and Identity in Transformational Leadership	English	Iscte	2021
43	Isabelle Fischer	ERRORS IN ORGANIZATIONS:THE IMPACT OF ERROR ORIENTATION ON WORK-RELATED PERSONAL DEVELOPMENT	English	Iscte	2021
44	Moana König	Leader Personality and Team Adaptive Performance in Virtuality Contexts: How Extraversion and Openness to Experience Impact Virtual Teams	English	Iscte	2021
45	Mariana Sofia Laureano Santos	The impact of the leader's role on the team's perceived virtuality - Exploring the mediating role of Team Work Engagement	Portuguese	Iscte	2021
46	Patrícia de Jesus Pereira Tavares Caetano	Improving the life of sports workers: The impact of emotional laboron work engagement and well-being	English	Iscte	2020
47	Cláudia Sofia Garcia Fernandes	Abusive leadership: The influence on work engagement. The moderating role of the need for recovery and assertiveness	Portuguese	Iscte	2020
48	Mariana Malheiro Dias Mieiro	The impacts of Team Virtuality: an investigation of Team Virtuality, Team Reflexivity, and Copresence on Team Effectiveness	English	Iscte	2020
49	Marta Correia Dias	How Virtuality impacts Team Performance through its influence on Entrepreneurship Passion.	English	Iscte	2020
50	Eva Maria Botelho Catarino	Turn on and off work: the impact of intensive mobile devices on job recovery and marital satisfaction.	Portuguese	Iscte	2020
51	António Martinez	Understanding the relationship between team interaction, focused on affect regulation and motivation building, and performance through growth curve modelling	English	Iscte	2019
52	Alexandra Margarida Martins de Matos	The Effect of Leadership Functions on Team Effectiveness of Virtual Teams	English	Iscte	2018
53	Alessandra Nina Borzutzky	The effect of Leader's segmentation preferences on social norms within Teams	English	Iscte	2018

54	Isabelle Dominique Scheffler	The influence of leadership on CMC competences: The moderating role of task interdependence	English	Iscte	2018
55	Maria Cura Marcos	The Effect of Trust on the adaptability of virtual teams. The Mediator Role of Transition Processes	English	Iscte	2018
56	Maria Cura Marcos	The Effect of Trust on the adaptability of virtual teams. The Mediator Role of Transition Processes	English	Iscte	2018
57	Eva Maria Tschas	The Effect of Asynchronous Communication on the Relationship between Intragroup Conflicts and Transition Processes	English	Iscte	2018
58	Julia Erhart	The relationship between the amount of FtF-interaction and conflict in virtual teams: The moderating role of a shared identity	English	Iscte	2018
59	Benjamin Berggold	Leading Creative Teams Virtually	English	Iscte	2018
60	Alessandra Nina Borzutzky	The effect of Leader's segmentation preferences on social norms within Teams	English	Iscte	2018
61	Benjamin Berggold	Leading Creative Teams Virtually	English	Iscte	2018
62	José Nuno Oliveira Fernandes	The impact of transition processes on virtual teams' reflexivity: the role of trust and computer-mediated communication skills	English	Iscte	2018
63	Alexandra Margarida Martins de Matos	The Effect of Leadership Functions on Team Effectiveness of Virtual Teams	English	Iscte	2018
64	Nicolas Romain Jean Zanin	The Impact of Leadership on Virtual Team Satisfaction and Viability: the Role of Performance Monitoring and Team Work Engagement	English	Iscte	2018
65	Alexandra Margarida Martins de Matos	The Effect of Leadership Functions on Team Effectiveness of Virtual Teams	English	Iscte	2018
66	Nicolas Romain Jean Zanin	The Impact of Leadership on Virtual Team Satisfaction and Viability: the Role of Performance Monitoring and Team Work Engagement	English	Iscte	2018
67	Maria Cura Marcos	The Effect of Trust on the adaptability of virtual teams. The Mediator Role of Transition Processes	English	Iscte	2018
68	Isabelle Dominique Scheffler	The influence of leadership on CMC competences: The moderating role of task interdependence	English	Iscte	2018

69	José Nuno Oliveira Fernandes	The impact of transition processes on virtual teams' reflexivity: the role of trust and computer-mediated communication skills	English	Iscte	2018
70	Julia Erhart	The relationship between the amount of FtF-interaction and conflict in virtual teams: The moderating role of a shared identity	English	Iscte	2018
71	Eva Maria Tschas	The Effect of Asynchronous Communication on the Relationship between Intragroup Conflicts and Transition Processes	English	Iscte	2018
72	Tony Drescher	The role of fairness on trust and team work engagement in teams	English	Iscte	2018
73	Eva Maria Tschas	The Effect of Asynchronous Communication on the Relationship between Intragroup Conflicts and Transition Processes	English	Iscte	2018
74	Julia Erhart	The relationship between the amount of FtF-interaction and conflict in virtual teams: The moderating role of a shared identity	English	Iscte	2018
75	Alessandra Nina Borzutzky	The effect of Leader's segmentation preferences on social norms within Teams	English	Iscte	2018
76	Benjamin Berggold	Leading Creative Teams Virtually	English	Iscte	2018
77	Isabelle Dominique Scheffler	The influence of leadership on CMC competences: The moderating role of task interdependence	English	Iscte	2018
78	José Nuno Oliveira Fernandes	The impact of transition processes on virtual teams' reflexivity: the role of trust and computer-mediated communication skills	English	Iscte	2018
79	Nicolas Romain Jean Zanin	The Impact of Leadership on Virtual Team Satisfaction and Viability: the Role of Performance Monitoring and Team Work Engagement	English	Iscte	2018
80	José Nuno Oliveira Fernandes	The impact of transition processes on virtual teams' reflexivity: the role of trust and computer-mediated communication skills	English	Iscte	2018
81	Alessandra Nina Borzutzky	The effect of Leader's segmentation preferences on social norms within Teams	English	Iscte	2018
82	Alexandra Margarida Martins de Matos	The Effect of Leadership Functions on Team Effectiveness of Virtual Teams	English	Iscte	2018

83	Nicolas Romain Jean Zanin	The Impact of Leadership on Virtual Team Satisfaction and Viability: the Role of Performance Monitoring and Team Work Engagement	English	Iscte	2018
84	Mafalda Sousa Simões	The influence of Ethical Leadership on Team Effectiveness: A relationship mediated by Transactive Memory Systems	English	Iscte	2017
85	Laura Isabel Costa Bento	The impact of leader's feedback on team adaptation: the role of psychological safety	English	Iscte	2017
86	José Manuel de Sousa Portocarrero Canavarro	The impact of Age Diversity Climate on Team Effectiveness: the role of Leadership and Adaptability	English	Iscte	2017
87	Laura Isabel Costa Bento	The impact of leader's feedback on team adaptation: the role of psychological safety	English	Iscte	2017
88	Mafalda Sousa Simões	The influence of Ethical Leadership on Team Effectiveness: A relationship mediated by Transactive Memory Systems	English	Iscte	2017
89	Mafalda Sousa Simões	The influence of Ethical Leadership on Team Effectiveness: A relationship mediated by Transactive Memory Systems	English	Iscte	2017
90	José Manuel de Sousa Portocarrero Canavarro	The impact of Age Diversity Climate on Team Effectiveness: the role of Leadership and Adaptability	English	Iscte	2017
91	José Manuel de Sousa Portocarrero Canavarro	The impact of Age Diversity Climate on Team Effectiveness: the role of Leadership and Adaptability	English	Iscte	2017
92	Laura Isabel Costa Bento	The impact of leader's feedback on team adaptation: the role of psychological safety	English	Iscte	2017
93	Inês Catarina dos Santos Gomes	O impacto do uso do smartphone no conflito trabalho-família: o papel mediador da recuperação	English	Iscte	2017
94	Maria Cura Marcos	The Effect of Trust on the adaptability of virtual teams. The Mediator Role of Transition Processes	English	Iscte	2017
95	Eva Maria Tschas	The Effect of Asynchronous Communication on the Relationship between Intragroup Conflicts and Transition Processes	English	Iscte	2017
96	Mafalda Sousa Simões	The influence of Ethical Leadership on Team Effectiveness: A relationship mediated by Transactive Memory Systems	English	Iscte	2017

97	Laura Isabel Costa Bento	The impact of leader's feedback on team adaptation: the role of psychological safety	English	Iscte	2017
98	Isabelle Dominique Scheffler	The influence of leadership on CMC competences: The moderating role of task interdependence	English	Iscte	2017
99	José Manuel de Sousa Portocarrero Canavarro	The impact of Age Diversity Climate on Team Effectiveness: the role of Leadership and Adaptability	English	Iscte	2017
100	Julia Erhart	The relationship between the amount of FtF-interaction and conflict in virtual teams: The moderating role of a shared identity	English	Iscte	2017
101	Mihaela Moustakova	The effect of participative leadership style on the job satisfaction and employee commitment	English	Iscte	2017
102	Benjamin Berggold	Leading Creative Teams Virtually	English	Iscte	2017
103	Rafael Tirollo Taddei	Análise da Inserção das Praticas de Mindfulness no Contexto Organizacional Brasileiro e Português	Portuguese	Iscte	2016
104	Madalena Sofia de Jesus Lopes	Experiências de Recuperação: Que Relação com Conflitose Eficácia?	Portuguese	Iscte	2016
105	Madalena Sofia de Jesus Lopes	Experiências de Recuperação: Que Relação com Conflitose Eficácia?	English	Iscte	2016
106	Pedro Nunes Quintal	The Direct Impact of Team Leadership on Implicit Coordination of a Team and the Role of Trust as a Mediator	English	Iscte	2016
107	Raquel Costa Gaspar	The Impact of Team Work Engagement on Team Satisfaction and the Role of Psychological Safety as a Moderator	English	Iscte	2016
108	Madalena Sofia de Jesus Lopes	Experiências de Recuperação: Que Relação com Conflitose Eficácia?	English	Iscte	2016
109	Pedro Nunes Quintal	The Direct Impact of Team Leadership on Implicit Coordination of a Team and the Role of Trust as a Mediator	English	Iscte	2016
110	João Gonçalo Madeira Fraga Fernandes Simões	The impact of Ethical and Despotic Leadership on the emotions and team work engagement perceptions of individual members within work teams	English	Iscte	2016

111	João Gonçalo Madeira Fraga Fernandes Simões	The impact of Ethical and Despotic Leadership on the emotions and team work engagement perceptions of individual members within work teams	English	Iscte	2016
112	Joana da Conceição Moreira Lamarão	The Effect of the Leader's Multicultural Experience and Cultural Intelligence on Team Effectiveness	English	Iscte	2016
113	Raquel Costa Gaspar	The Impact of Team Work Engagement on Team Satisfaction and the Role of Psychological Safety as a Moderator	English	Iscte	2016
114	Joana da Conceição Moreira Lamarão	The Effect of the Leader's Multicultural Experience and Cultural Intelligence on Team Effectiveness	English	Iscte	2016
115	Nadia Mahjoub	Differences of Emotional Intelligence Between Men and Women and Its Impact on Team Leadership and Effectiveness	English	Iscte	2016
116	Nadia Mahjoub	Differences of Emotional Intelligence Between Men and Women and Its Impact on Team Leadership and Effectiveness	English	Iscte	2016
117	Pedro Nunes Quintal	The Direct Impact of Team Leadership on Implicit Coordination of a Team and the Role of Trust as a Mediator	English	Iscte	2016
118	Madalena Sofia de Jesus Lopes	Experiências de Recuperação: Que Relação com Conflitose Eficácia?	English	Iscte	2016
119	João Gonçalo Madeira Fraga Fernandes Simões	The impact of Ethical and Despotic Leadership on the emotions and team work engagement perceptions of individual members within work teams	English	Iscte	2016
120	Joana da Conceição Moreira Lamarão	The Effect of the Leader's Multicultural Experience and Cultural Intelligence on Team Effectiveness	English	Iscte	2016
121	Nadia Mahjoub	Differences of Emotional Intelligence Between Men and Women and Its Impact on Team Leadership and Effectiveness	English	Iscte	2016
122	Raquel Costa Gaspar	The Impact of Team Work Engagement on Team Satisfaction and the Role of Psychological Safety as a Moderator	English	Iscte	2016
123	João Gonçalo Madeira Fraga Fernandes Simões	The impact of Ethical and Despotic Leadership on the emotions and team work engagement perceptions of individual members within work teams	English	Iscte	2016

124	Pedro Nunes Quintal	The Direct Impact of Team Leadership on Implicit Coordination of a Team and the Role of Trust as a Mediator	English	Iscte	2016
125	Joana da Conceição Moreira Lamarão	The Effect of the Leader's Multicultural Experience and Cultural Intelligence on Team Effectivenes	English	Iscte	2016
126	Raquel Costa Gaspar	The Impact of Team Work Engagement on Team Satisfaction and the Role of Psychological Safety as a Moderator	English	Iscte	2016
127	Nadia Mahjoub	Differences of emotional intelligence between men and women and its impact on team leadership and effectiveness	English	Iscte	2016
128	Daniel Tavares	Team work engagement and team effectiveness	English	Iscte	2015

- **M.Sc. Final Projects**

- Concluded

	Student Name	Title/Topic	Language	Institution	Concluding Year
1	Catarina Isabel Romão Proença	IoT in the Portuguese Mould Industry	Portuguese	Iscte	2026
2	Carlos Manuel Lino Fernandes	Use of the Metaverse for Induction of New Employees on Remote Work	English	Iscte	2024
3	Joana Filipa André Alves	Returning to the office in a post-pandemic period: Project in company	Portuguese	Iscte	2022
4	Catarina Falcão da Palma Ferreira	Intervention Proposal in a Public Basic and Secondary School in Portugal: crucial Leadership Competencies to cope with change	English	Iscte	2021
5	Maria Leonor de Lemos de Meirelles	Attracting and retaining employees as a Small Enterprise? Case study about ManWinWin Company	English	Iscte	2021

Total Citations

Web of Science®	1082
Scopus	1369

Publications

• Scientific Journals

- Scientific journal paper

1	Caputo, A., Costa, P., Cortese, C. G. & Ferreira, A. I. (2026). “Uroboros” circle: A multilevel study on leader–follower and follower–leader crossover. Management Research Review, 49(11), 1377?1400. https://doi.org/10.1108/MRR-10-2025-0822
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5	Handke, L., Costa, P. & O'Neill, T. A. (2024). Virtual teams: Taking stock and moving forward. Small Group Research, 55(5), 671?679. https://doi.org/10.1177/10464964241274129 - Times Cited Web of Science®: 4 - Times Cited Scopus: 2 - Times Cited Google Scholar: 14
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1	Handke, L., Costa, P. & O'Neill, T. (2024). Small Group Research.
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3	Costa, P., Graça, A., Silva, P., Santos, C. M. & Santos,C.M. (2019). European Journal of Work and Organizational Psychology.

- Editorial

1	Gilson, L. , O'Neill, T. & Costa, P. (2021). Introduction to the Special Issue on Virtual Teams. Organizational Dynamics,. https://doi.org/10.1016/j.orgdyn.2021.100848 - Times Cited Web of Science®: 4 - Times Cited Scopus: 5 - Times Cited Google Scholar: 12

- Review article

1	Handke, L., Costa, P. L., Hincapie, M. X. & Johnson, M. D. (2026). Not even remotely close: How co-location imbalance affects subgroup formation in hybrid teams. Journal of Organizational Behavior, 47(2), 192?207. https://doi.org/10.1002/job.2875 - Times Cited Web of Science®: 9 - Times Cited Scopus: 10 - Times Cited Google Scholar: 20

• Books and Book Chapters

- Book chapter

1	Handke, L. & Costa, P. (2026). Virtual Teamwork. Research Handbook on Group Decision Making. Edward Elgar.
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5	Passos, A. M., Costa, P., Ramos, S., Leite, E.S. & Silva, S.A. (2018). Riscos psicossociais em profissionais de saúde: A investigação-ação enquanto abordagem de intervenção.. Manual de saúde ocupacional em hospitais (pp. 373?393). Diário Bordo.
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- Talk

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6	Costa, P. (2022). Intervention Proposal in a public basic and secondary school in Portugal: crucial leadership competences. XI Simpósio Nacional de Investigação em Psicologia.,.
7	Costa, P. (2022). Virtual Work: What has Changed, What has Stayed the Same as it has Become More of the Norm. INGroup Conference,.
8	Esperança, M. B., Elbawab, R. & Costa, P. (2022). PhD vs Pandemic: a qualitative study. VI International Forum on Management,.
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12	Costa, P. & Sousa, L. S. (2021). Team Work Engagement: studying and testing observable behaviors. INGroup Conference,.
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16	Costa, P., Patient, D. & Marques, T. (2019). Injustice anywhere is a threat to engagement everywhere. 19th European Congress of Work and Organizational Psychology,.
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32	Costa, P., Passos, A. M. & Bakker, A. (2014). Work Engagement Grid: an alternative way to measure work engagement. 1st International Meeting on Wellbeing and Performance in Clinical Practice (Well-Med),.
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39	Passos, A.M., Costa, P., Silva, S.A., Tavares, S. M. & Leite, E.S. (2013). Hospital culture and quality of care: the mediation role of job demands and work engagement. 27th Conference of the European Health Psychology Society (“Well-being, quality of llife and caregiving”),.
40	Costa, P., Passos, A. M., Barata, C. & Bakker, A. (2013). The effects of individual positive emotions and team-level work engagement in the perceptions of team viability.. I Congresso Internacional da Associação Portuguesa de Psicologia da Saúde Ocupacional,.
41	Costa, P., Passos, A. M. & Bakker, A. (2013). Team Work Engagement – apresentação e validação de um modelo teórico. VIII Simpósio Nacional de Investigação em Psicologia,.
42	Costa, P., Passos, A. M. & Bakker, A. (2013). Work Engagement Grid: an alternative measure of work engagement. 6th congress of the European Association of Work and Organizational Psychology,.

43	Costa, P., Passos, A. M. & Bakker, A. (2013). Team work engagement – Validação do constructo e do instrumento de medida. VIII Simpósio Nacional de Investigação em Psicologia,.
44	Costa, P., Passos, A. M. & Bakker, A. (2012). Team Work Engagement - different patterns over time. VII Simpósio sobre Comportamento Organizacional,.
45	Costa, P., Passos, A. M., Silva, S.A. & Tavares, S. M. (2012). Quality of care: A case study - Hospital de Santa Maria, Lisbon. Dissemination-Research Meeting "Patient Safety in Hospital Settings: the implementation of hospital organisation and physician burnout'",.
46	Costa, P., Passos, A. M., Silva, S.A., Tavares, S. M. & Leite, E. (2011). Burnout and quality of care in the health sector. 9th International Conference on Occupational Stress and Health (?Work, Stress, and Health 2011: Work and Well-Being in an Economic Context?),.
47	Costa, P., Passos, A. M., Silva, S.A., Tavares, S. M. & Leite, E.S. (2011). Burnout and quality of care and burnout in the health sector.. 5th congress of the European Association of Work and Organizational Psychology,.
48	Costa, P., Passos, A. M., Silva, S.A., Susana M. Tavares & Leite, E. (2011). Burnout and quality of care in the health sector. Poster in the 15th Conference of the European Association of Work and Organizational Psychology,.
49	Costa, P., Passos, A. M. & Bakker, A. (2011). Conceptualization of Work Engagement at the Collective Level.. 5th congress of the European Association of Work and Organizational Psychology,.
50	Costa, P., Passos, A. M. & Bakker, A. (2011). Collective Work Engagement: Level issues and construct validation. Work Stress and Health Conference,.
51	Costa, P. & Silva, S.A. (2010). Stress nas empresas: estudo exploratório sobre a perspectiva dos Recursos Humanos e Medicina do Trabalho. VII Congresso Iberoamericano de Psicologia,.

• Other Publications

- Working Papers

1	Costa, P., Passos, A. M. & Bakker, A. (2012). Team work engagement: Considering team dynamics for engagement. Working Paper Series,, 0?0. - Times Cited Google Scholar: 24

- Other publications

1	Maynard, M.T., Gilson, L. , Costa, P. & O'Neill, T. (2020). Top 10 Tips for Leading Virtual Teams from CSU College of Business. Giordano, J. (2020, 27h April). Top 10 tips for leading virtual teams from CSU College of Business. https://biz.source.colostate.edu/top-10-tips-for-leading-virtual-teams-from-csu-college-of-business-1/?utm_source=newsletter&utm_medium=Email&utm_campaign=m0427-20,.
2	Costa, P. (2014). It takes two flints to make a fire : understanding work engagement at the team level..
3	Passos, A.M., Costa, P., Silva, S.A., Tavares, S. M. & Leite, E.S. (2013). Hospital culture and quality of care: the mediation role of job demands and work engagement. 27th:Conference of the European Health Psychology Society ("Well-being, quality of llife and caregiving"), 28(1), 43. https://doi.org/10.1080/08870446.2013.810851

4	Costa, P. (2008). Diversity at the workplace. Curso de formação online,. - Times Cited Google Scholar: 5

- Report

1	Silva, S.A., Passos, A. M., Ramos, S., Costa, P. & Tavares, S. M. (2015). -Final Technical- Full Report of the Project "Participative Prevention of Psychosocial Emergent Risks in SME´S" (Project VS/2014/0053) [RR]..

Research Projects

Project Title	Role in Project	Partners	Period
Your Own Developmental Agent: Agent-led feedback for improving team interpersonal processes	Principal Researcher	BRU-Iscte (OB&HR), INESC-ID - (Portugal), Critical - Collaborative Institution (Portugal)	2025 - 2028
System approach to close the employment gap and create a more inclusive labor market for vulnerable groups	Researcher	BRU-Iscte (Management), CIES-Iscte, ISTAR-Iscte, TNO - Leader (Netherlands), ARC FUND - (Bulgaria), FIOH - (Finland), SDA - (Bulgaria), INAIL - (Italy), UvT - (Netherlands), UCC - (Ireland), AMF - (Netherlands), CENTAR - (Estonia), TERMCERTO - (Portugal), LAO - (Portugal), REDO - (Portugal), PACT - (Portugal), IEFP - (Portugal), KOK - (Finland)	2023 - 2027
MINDLIVEN - Mindfulness-in-Nature Based Training through Virtual Environments	Researcher	BRU-Iscte (OB&HR), Universita degli Studi di Verona - Leader (Italy), Fundacja "Malopolska Izba Samorzadowa" - (Poland), USE - (Spain), Virtual Campus Lda - (Portugal), Creative Thinking Development - (Greece), Unione Territoriale Sindacale CISL Vicenza - (Greece)	2020 - 2023
WELLy: Introducing the job profile of a Manager for Work Well-being to prevent and combat work related stress	Principal Researcher	BRU-Iscte (OB&HR), Sinergie Società Consortile a Responsabilità Limitata - (Italy), DRUSTVO ZA RAZVIJANJE PROSTOVOLJNEGA DELA NOVO MESTO - (Slovenia), Psychometrics srl - (Italy), EPRALIMA - (Portugal), INSTITUTE OF ENTREPRENEURSHIP DEVELOPMENT - (Greece), INSTALOFI LEVANTE SL - (Spain), FAKULTETA ZA ORGANIZACIJSKE STUDIJEV NOVEM MESTU (Slovenia) - Leader (Slovenia)	2021 - 2022
Participative Prevention of Psychosocial Emergent Risks in SMEs	Researcher	BRU-Iscte (OB&HR)	2013 - 2014

Academic Management Positions

Director (2026 - 2029)
Unit/Area: Master Degree in Human Resource Management and Organizational Consultancy

Membro (Docente) (2025 - 2029)
Unit/Area: Conselho Geral

Coordenador do 2º Ano (2024 - 2026)
Unit/Area: Bachelor Degree in Human Resources Management

Membro (2024 - 2026)
Unit/Area: Comissão Científica

Director (2024 - 2026)
Unit/Area: Master Degree in Human Resource Management and Organizational Consultancy

Coordenador do 2º Ano (2022 - 2024)
Unit/Area: Bachelor Degree in Human Resources Management

Membro (2022 - 2026)
Unit/Area: Comissão Científica

Coordenador do 2º Ano (2021 - 2022)
Unit/Area: Bachelor Degree in Human Resources Management

Coordenador (2021 - 2022)
Unit/Area: Organizational Behaviour and Human Resources Group

Awards

Scientific Prize of ISCTE-IUL (2018)

Outstanding reviewer for Team Performance Management: and International Journal (2017)

Scientific Prize of ISCTE-IUL (2017)

•Scientific Prize of ISCTE-IUL (2015)

•Scientific Prize of ISCTE-IUL (2014)

Professional Associations

•International Association of Applied Psychology (Since 2014)

Associação Portuguesa de Psicologia das Organizações e Comportamento Organizacional (Since 2014)

Associação Portuguesa de Psicologia da Saúde Ocupacional (Since 2013)

•EAWOP (Since 2011)

European Association of Work and Organizational Psychology (Since 2011)

Organizational Behavior and Human Resources Group (Since 2010)

Ordem dos Psicólogos Portugueses (Since 2009)

Organization/Coordination of Events

Type of Organization/Coordination	Event Title	Organizer	Year

Member of scientific event committee	Small Group Meeting: Teamworking Virtually: Business as usual?	EAWOP	2019
Member of scientific event's organizing committee	INGRoup Annual Conference	INGroup	2019
Coordination of scientific event (with scientific committee) outside of ISCTE-IUL	EAWOP's Small Group Meeting on Team Virtuality		Since 2019
Member of scientific event committee	•X Encontro de Psicologia Social e das Organizaçõe	ISCTE-IUL	2014
Member of scientific event committee	•Student publication prize committee of CIS-IUL	ISCTE-IUL	2014
Member of scientific event's organizing committee	•EAWOP's 4th Early Carreer Summer School,	EAWOP	2014
Member of scientific event's organizing committee	•Symposium about Organizational Behavior	ISCTE-IUL	2012
Member of scientific event's organizing committee	•3rd Annual Conference: Computer-Aided Qualitative Research Europe	ISCTE-IUL	2010

Diffusion Activities

Activity Type	Event Title	Activity Description	Year
Coordination of knowledge diffusion event	Work well-being: advantages and implementation	Multiplier Event from the Welly Project	2022
Coordination of knowledge diffusion event	Work well-being: competences and implementation tools	Multiplier Event from the Welly Project	2022

Scientific Editing/Reviewing Activities

Type of Activity	Journal Title	ISSN/Quartile	Period	Language
Member of scientific journal editing staff	Psicologia		Since 2023	Portuguese
Scientific journal editor	Organizational Dynamics		Since 2020	English
Member of scientific journal editing staff	European Journal of Work and Organizational Psychology	--	Since 2019	English
Member of scientific journal editing staff	Team Performace Management	--	Since 2018	English