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## Teresa Cardoso Grilo

**Pró-Reitor**

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### Research Interests

Health Care Planning; Long-term care planning; Methods to support the planning of supply chains: optimization, simulation and multi-criteria methods; Supply Chain Management; Operations Management; Lean Operations

### Academic Qualifications

University/Institution	Type	Degree	Period
Universidade de Lisboa - Instituto Superior Tecnico	PhD	Engenharia e Gestão	2013
Universidade de Lisboa - Instituto Superior Tecnico	Integrated M.Sc.	Engenharia Biomédica	2009

Teaching Activities				
Teaching Year	Sem.	Course Name	Degree(s)	Coord
2025/2026	2º	Research Development and Publication	Doctorate Degree (PhD) in Management;	No
2025/2026	2º	Final Project in Industrial Management and Logistics		Yes
2025/2026	2º	Technology Management		Yes
2025/2026	2º	Sustainability and Work Systems		Yes
2025/2026	2º	New Product Development		Yes
2025/2026	1º	Innovation Management		Yes
2025/2026	1º	Research Seminar in Management of Services and Technology	Master Degree in Management of Services and Technology;	Yes
2025/2026	1º	Dissertation in Management of Services and Technology		Yes
2025/2026	1º	Business Problem in Management of Services and Technology		Yes
2025/2026	1º	Logistics System in Healthcare Organizations	Master Degree in Applied Management in Healthcare;	No
2025/2026	1º	Operations Management and Logistics System	Master Degree in Health Services Management;	Yes
2025/2026	1º	Phd Thesis in Management	Doctorate Degree (PhD) in Management;	No
2025/2026	1º	Introduction to Operations Management and Capital Investment Appraisal		Yes
2025/2026	1º	Operations Management Principles and Practices		Yes
2025/2026	1º	Enterprise Lean-Agile Approaches	Other programme in Applied Program in Agile Project and Business Management;	Yes
2025/2026	1º	Análise Multicritério Na Cadeia De Abastecimento	Other programme in Applied Online Post Graduate Logistics and Supply Chain Management;	Yes
2025/2026	1º	Operations Management		Yes

2024/2025	2º	Research Development and Publication	Doctorate Degree (PhD) in Management;	No
2024/2025	2º	Research Project in Operations Management, Logistics and Supply Chain Management		Yes
2024/2025	2º	Final Project in Industrial Management and Logistics		Yes
2024/2025	2º	Management Policies for Sustainability		Yes
2024/2025	2º	Technology Management		Yes
2024/2025	2º	Operations Management Principles and Practices		Yes
2024/2025	2º	Análise Multicritério Na Cadeia De Abastecimento	Other programme in Applied Online Post Graduate Logistics and Supply Chain Management;	Yes
2024/2025	2º	Systems of Work Design		Yes
2024/2025	2º	New Product Development		Yes
2024/2025	1º	Innovation Management		Yes
2024/2025	1º	Research Seminar in Management of Services and Technology	Master Degree in Management of Services and Technology;	Yes
2024/2025	1º	Dissertation in Management of Services and Technology		Yes
2024/2025	1º	Specialization Seminar in Operations Management, Logistics and Supply Chain Management		Yes
2024/2025	1º	Phd Thesis in Management: Specialization in Operations Management, Logistics and Supply Chain Management		Yes
2024/2025	1º	Logistics System in Healthcare Organizations	Master Degree in Applied Management in Healthcare;	Yes
2024/2025	1º	Operations Management and Logistics System	Master Degree in Health Services Management;	Yes
2024/2025	1º	Phd Thesis in Management	Doctorate Degree (PhD) in Management;	No
2024/2025	1º	Operations Management for Executives	Master Degree in Applied Management;	Yes

2024/2025	1º	Introduction to Operations Management and Capital Investment Appraisal		Yes
2024/2025	1º	Operations Management Principles and Practices		Yes
2024/2025	1º	Enterprise Lean-Agile Approaches	Other programme in Applied Program in Agile Project and Business Management;	Yes
2024/2025	1º	Análise Multicritério Na Cadeia De Abastecimento	Other programme in Applied Online Post Graduate Logistics and Supply Chain Management;	Yes
2024/2025	1º	Operations Management		Yes
2023/2024	2º	Advanced Topics in Management II	Doctorate Degree (PhD) in Business Administration;	No
2023/2024	2º	Research Development and Publication	Doctorate Degree (PhD) in Management;	No
2023/2024	2º	Research Project in Operations Management, Logistics and Supply Chain Management		Yes
2023/2024	2º	Final Project in Industrial Management and Logistics	Bachelor Degree in Industrial Management and Logistics;	Yes
2023/2024	2º	Management Policies for Sustainability		Yes
2023/2024	2º	Technology Management		Yes
2023/2024	2º	Operations Management Principles and Practices		Yes
2023/2024	2º	Análise Multicritério Na Cadeia De Abastecimento	Other programme in Applied Online Post Graduate Logistics and Supply Chain Management;	Yes
2023/2024	2º	Systems of Work Design		Yes
2023/2024	2º	New Product Development		Yes
2023/2024	1º	Innovation Management		Yes
2023/2024	1º	Research Seminar in Management of Services and Technology	Master Degree in Management of Services and Technology;	No
2023/2024	1º	Dissertation in Management of Services and Technology		Yes

2023/2024	1º	Specialization Seminar in Operations Management, Logistics and Supply Chain Management		Yes
2023/2024	1º	Operations Management and Logistics System	Master Degree in Health Services Management;	Yes
2023/2024	1º	Phd Thesis in Management	Doctorate Degree (PhD) in Management;	No
2023/2024	1º	Introduction to Operations Management and Capital Investment Appraisal	Institutional Degree in ISCTE Business School;	Yes
2023/2024	1º	Operations Management Principles and Practices		Yes
2023/2024	1º	Enterprise Lean-Agile Approaches	Other programme in Applied Program in Agile Project and Business Management;	Yes
2023/2024	1º	Análise Multicritério Na Cadeia De Abastecimento	Other programme in Applied Online Post Graduate Logistics and Supply Chain Management;	Yes
2023/2024	1º	Operations Management		Yes
2022/2023	2º	Advanced Topics in Management II	Doctorate Degree (PhD) in Business Administration;	No
2022/2023	2º	Research Development and Publication	Doctorate Degree (PhD) in Management;	No
2022/2023	2º	Research Project in Operations Management, Logistics and Supply Chain Management		Yes
2022/2023	2º	Dissertation in Management of Services and Technology		Yes
2022/2023	2º	Business Problem in Management of Services and Technology		Yes
2022/2023	2º	Phd Thesis in Management: Specialization in Operations Management, Logistics and Supply Chain Management		Yes
2022/2023	2º	Final Project in Industrial Management and Logistics	Bachelor Degree in Industrial Management and Logistics;	Yes
2022/2023	2º	Management Policies for Sustainability		Yes
2022/2023	2º	Technology Management		Yes

2022/2023	2º	Operations Management Principles and Practices		Yes
2022/2023	2º	Enterprise Lean-Agile Approaches		Yes
2022/2023	2º	Análise Multicritério Na Cadeia De Abastecimento	Other programme in Applied Online Post Graduate Logistics and Supply Chain Management;	Yes
2022/2023	2º	Systems of Work Design		Yes
2022/2023	2º	New Product Development		Yes
2022/2023	2º	Logistics and E-Fulfilment		No
2022/2023	1º	Innovation Management		Yes
2022/2023	1º	Research Seminar in Management of Services and Technology	Master Degree in Management of Services and Technology;	No
2022/2023	1º	Dissertation in Management of Services and Technology		Yes
2022/2023	1º	Business Problem in Management of Services and Technology		Yes
2022/2023	1º	Specialization Seminar in Operations Management, Logistics and Supply Chain Management		Yes
2022/2023	1º	Phd Thesis in Management: Specialization in Operations Management, Logistics and Supply Chain Management		Yes
2022/2023	1º	Operations Management and Logistics System	Master Degree in Health Services Management;	Yes
2022/2023	1º	Operations Management for Executives	Master Degree in Applied Management;	Yes
2022/2023	1º	Operations Management for Executives	Master Degree in Applied Management;	Yes
2022/2023	1º	Introduction to Operations Management and Capital Investment Appraisal	Institutional Degree in ISCTE Business School;	Yes
2022/2023	1º	Análise Multicritério Na Cadeia De Abastecimento	Other programme in Applied Online Post Graduate Logistics and Supply Chain Management;	Yes
2022/2023	1º	Operations Management		Yes

2021/2022	2º	Project Management Laboratory		Yes
2021/2022	2º	Advanced Topics in Management II	Doctorate Degree (PhD) in Business Administration;	No
2021/2022	2º	Research Project in Operations Management, Logistics and Supply Chain Management		Yes
2021/2022	2º	Dissertation in Management of Services and Technology		Yes
2021/2022	2º	Final Project in Industrial Management and Logistics	Bachelor Degree in Industrial Management and Logistics;	Yes
2021/2022	2º	Management Policies for Sustainability		Yes
2021/2022	2º	Technology Management		Yes
2021/2022	2º	Research Project in Management	Doctorate Degree (PhD) in Management;	No
2021/2022	2º	Análise Multicritério Na Cadeia De Abastecimento	Other programme in Applied Online Post Graduate Logistics and Supply Chain Management;	Yes
2021/2022	2º	Systems of Work Design		Yes
2021/2022	2º	New Product Development		Yes
2021/2022	2º	Logistics and Supply Chain Management	Master Degree in Management;	Yes
2021/2022	2º	Logistics and E-Fulfilment		Yes
2021/2022	1º	Innovation Management		Yes
2021/2022	1º	Research Seminar in Management of Services and Technology	Master Degree in Management of Services and Technology;	No
2021/2022	1º	Research Design I	Doctorate Degree (PhD) in Management;	No
2021/2022	1º	Specialization Seminar in Operations Management, Logistics and Supply Chain Management		Yes
2021/2022	1º	Phd Thesis in Management: Specialization in Operations Management, Logistics and Supply Chain Management		Yes
2021/2022	1º	Operations Management and Logistics System	Master Degree in Health Services Management;	Yes

2021/2022	1º	Phd Thesis in Management	Doctorate Degree (PhD) in Management;	No
2021/2022	1º	Introduction to Operations Management and Capital Investment Appraisal	Institutional Degree in ISCTE Business School;	Yes
2021/2022	1º	Análise Multicritério Na Cadeia De Abastecimento	Other programme in Applied Online Post Graduate Logistics and Supply Chain Management;	Yes
2021/2022	1º	Operations Management	Master Degree in Management of Services and Technology;	Yes
2020/2021	2º	Project Management Laboratory		Yes
2020/2021	2º	Dissertation in Management of Services and Technology		Yes
2020/2021	2º	Business Problem in Management of Services and Technology		Yes
2020/2021	2º	Phd Thesis in Management: Specialization in Operations Management, Logistics and Supply Chain Management		Yes
2020/2021	2º	Final Project in Industrial Management and Logistics	Bachelor Degree in Industrial Management and Logistics;	Yes
2020/2021	2º	Technology Management		Yes
2020/2021	2º	Phd Thesis in Management	Doctorate Degree (PhD) in Management;	No
2020/2021	2º	Research Project in Management	Doctorate Degree (PhD) in Management;	No
2020/2021	2º	Análise Multicritério Na Cadeia De Abastecimento	Other programme in Applied Online Post Graduate Logistics and Supply Chain Management;	Yes
2020/2021	2º	Systems of Work Design		Yes
2020/2021	2º	New Product Development		Yes
2020/2021	2º	Logistics and Supply Chain Management	Master Degree in Management;	No
2020/2021	1º	Innovation Management		Yes
2020/2021	1º	Dissertation in Management of Services and Technology		Yes
2020/2021	1º	Business Problem in Management of Services and Technology		Yes



2020/2021	1º	Phd Thesis in Management: Specialization in Operations Management, Logistics and Supply Chain Management		Yes
2020/2021	1º	Introduction to Operations Management		Yes
2020/2021	1º	Operations Management and Logistics System	Master Degree in Health Services Management;	Yes
2020/2021	1º	Análise Multicritério Na Cadeia De Abastecimento	Other programme in Applied Online Post Graduate Logistics and Supply Chain Management;	Yes
2020/2021	1º	Operations Management	Master Degree in Management of Services and Technology;	Yes
2019/2020	2º	Project Management Laboratory		Yes
2019/2020	2º	Research Project in Operations Management, Logistics and Supply Chain Management		Yes
2019/2020	2º	Dissertation in Management of Services and Technology		Yes
2019/2020	2º	Business Problem in Management of Services and Technology		Yes
2019/2020	2º	Final Project in Industrial Management and Logistics	Bachelor Degree in Industrial Management and Logistics;	Yes
2019/2020	2º	Management Policies for Sustainability		Yes
2019/2020	2º	Phd Thesis in Management: Specialization in Operations Management, Logistics and Supply Chain Management II		Yes
2019/2020	2º	Phd Thesis in Management: Specialization in Operations Management, Logistics and Supply Chain Management IV		Yes
2019/2020	2º	Technology Management		Yes
2019/2020	2º	Systems of Work Design		Yes
2019/2020	2º	New Product Development		Yes
2019/2020	1º	Innovation Management		Yes

2019/2020	1º	Dissertation in Management of Services and Technology		Yes
2019/2020	1º	Business Problem in Management of Services and Technology		Yes
2019/2020	1º	Specialization Seminar in Operations Management, Logistics and Supply Chain Management		Yes
2019/2020	1º	Phd Thesis in Management: Specialization in Operations Management, Logistics and Supply Chain Management		Yes
2019/2020	1º	Introduction to Operations Management		Yes
2019/2020	1º	Phd Thesis in Management: Specialization in Operations Management, Logistics and Supply Chain Management I		Yes
2019/2020	1º	Phd Thesis in Management: Specialization in Operations Management, Logistics and Supply Chain Management III		Yes
2019/2020	1º	Operations Management and Logistics System	Master Degree in Health Services Management;	Yes
2019/2020	1º	Operations Management		No
2019/2020	1º	Supply Chain Management		No
2019/2020	1º	Operations Management	Master Degree in Management of Services and Technology;	Yes

## Supervisions

### • Ph.D. Thesis - Ongoing

	Student Name	Title/Topic	Language	Status	Institution
1	Filipe Manuel Inácio Capucho	Green procurement in the defence sector	English	Developing	Iscte
2	Helder de Oliveira	S&OP in global manufacturing companies - how to support in an uncertain context?	English	Developing	Iscte

3	Tânia Catarina Carvalho Patrício	Unlocking the Potential: Fostering Stakeholder involvement in Public to Achieve and Sustain Benefits	English	Developing	Iscte
4	Melan Keshishian	Developing a framework for circular economy adoption in southern european healthcare supply chains	Portuguese	Developing	Iscte
5	Carla Sofia Fonseca	Problem Finding: A New Key to Value Creation in the Font End of Projects	English	Developing	Iscte
6	Liza Bonakdar	Knowns and Unknowns: Probing Supply Chain Sustainability in The AI Era	English	Developing	Iscte

#### - Concluded

	Student Name	Title/Topic	Language	Institution	Concluding Year
1	Zheng Guohui	Measuring and Monitoring Flexibility of High-Tech Supply Chains – The Case of COROS	English	Iscte	2025
2	Diego de Magalhães Ozorio	Financial Cognitive Biases: The Intersection of Mental Shortcuts and Investment Valuation	English	Iscte	2024
3	Xin Tong	Performance Measurement of Sustainability in High-technology Supply Chains: A Sustainability Multicriteria Index	English	Iscte	2023

#### • M.Sc. Dissertations

##### - Ongoing

	Student Name	Title/Topic	Language	Status	Institution
1	Sofia Carriço Barreto	Sales and logistics forecasting models supported by consolidated data in a Single Source of Truth (SSOT)	--	Developing	Iscte
2	Nuno Filipe Trigo Fernandes	Hospital medicine supply chain performance measurement in Portugal	--	Developing	Iscte
3	Carolina de Arez Duarte e Figueiredo Carpinteiro	Enhancing Resilience in Portugal's Public Hospital Supply Chains	--	Developing	Iscte
4	Diogo Alexandre Lopes Teixeira Gomes	Application of Lean Principles and Practices in a Small Warehouse- A case of an industrial cleaning company	--	Developing	Iscte

5	João Pedro Esteves Corbal de Azevedo	Packaging Sustentável numa ótica de Economia Circular em Transporte Logístico	English	Developing	Iscte
6	Carlos Alexandre Pinto Rodrigues	Como promover uma cultura de melhoria Contínua na Rangel (através da implementação de Kaizen)?	English	Developing	Iscte
7	Rafaela Machado Gouveia	Envelhecimento da população e o aumento da procura por serviços de saúde. O impacto na logística dos hospitais.	--	Developing	Iscte

#### - Concluded

	Student Name	Title/Topic	Language	Institution	Concluding Year
1	Joana Avó Bilro Brás Custódio	Development of a reporting automation tool for the management of supply flow for the J&J Medtech portfolio	Portuguese	Iscte	2025
2	Gilda Maria Gouveia Jardim	Business Plan for the VALORA Application: Digital Innovation and Ethics in Care for Older People in Vulnerable Territories	Portuguese	Iscte	2025
3	Matilde Nunes de Bastos	Fostering the adoption of e-grocery in Lisbon	English	Iscte	2025
4	Ana Sofia Viegas de Almeida Palaio da Silva	Potential Adoption of Technology in Queue Management in the Health Sector: Case Study in the Town of Portel, Portugal	Portuguese	Iscte	2024
5	Sara Maria Teixeira e Silva	Strategies for reducing food waste - the case of a Portuguese Hospital canteen	English	Iscte	2024
6	Madalena Brodde Rosa	Reintegration of unused medications in the medication circuit of a private hospital in Lisbon	--	Iscte	2024
7	Sofia Alexandra Sousa Crisóstomo	Management Improvement of Surgery List Registration of the General Surgery Service at the Local Health Unit of the Leiria Region.	Portuguese	Iscte	2024
8	Matilde de Lemos Cabeça	Teaming up for Sustainability: Promoting Sustainable Management and Policies in Sports Clubs. The Sport Lisboa e Benfica Case	English	Iscte	2023
9	Liang Zhishan	Evaluating the Relationships between Perceived Patient Value, Patient Satisfaction and Loyalty by Inpatients at a Tertiary Public Hospital in China	English	Iscte	2023

10	Maria Mariana de Sá Martins	Lean & Green Initiative action plan for reducing greenhouse gases in the logistics of a pharmaceutical company: The case of Perrigo Portugal	English	Iscte	2023
11	Chen Liang	The satisfaction survey of social healthcare insurance in China.	English	Iscte	2023
12	Ana Sofia Teixeira Lourenço	Improvement of the clinical consumables distribution process at Hospital Santa Maria	Portuguese	Iscte	2023
13	Pedro Filipe Teixeira da Silva	Willingness to use eHealth in the Manchester Triage System in Emergency Departments in Portugal	English	Iscte	2022
14	Beatriz Rita de Souza da Cruz Grillo Evangelista	Measuring sustainability achievements in the cleaning sector: The case of Iberlim	English	Iscte	2022
15	Vasco Mendes Figueiredo Miranda Galego	Perceived Service Quality of Online Sports Supplements Retail	English	Iscte	2022
16	Sofia Carolino Rodrigues Gomes	Perceived service quality and health-related quality of life in an Obstetrics Emergency Department	English	Iscte	2022
17	Dinis Filipe Lapão Garcia	Picking Process Improvement: The case of a company in the sporting goods retail sector	English	Iscte	2022
18	Hugo Miguel Paulo Lucas	Process improvement in a long-term unit: lean management approach	Portuguese	Iscte	2022
19	Catarina de Fátima Henriques Gouveia	Forecasting the needs for mental health care services in Portugal	English	Iscte	2021
20	Tomás de Oliveira Vargas Carolino	A case study of Sport Lisboa e Benfica	English	Iscte	2021
21	Carolina Moreira Amaral	Multicriteria analysis to support the selection of medical devices suppliers	Portuguese	Iscte	2021
22	João Ramalho Varela	Redefinition of the logistics system for the reuse of Personal Protective Equipment in health care establishments	Portuguese	Iscte	2021
23	Tiago Mendes Gomes Correia	Classification method to classify patients who suffer from cardiac insufficiency	English	Iscte	2021
24	Marta Filipa Cardoso Lourenço	Planning the delivery of Home Social Services: A Mathematical Programming-Based Approach to support Routing and Scheduling assignments	English	Iscte	2021
25	Beatriz Guedes Costa	Perceived Service Quality within the Portuguese hotel industry and its association with Customer Satisfaction	English	Iscte	2020

26	Raquel dos Santos Janeiro Pós-De-Mina	Transition to Electric Buses Networks: A Mixed-Fleet Approach	English	Iscte	2020
27	João Pedro Esteves Corbal de Azevedo	Designing Logistics Networks based on Sustainable Tertiary Transport Packaging Solutions under a Circular Economy	English	Iscte	2020
28	Miguel Salgueiro Verdasca Alves Rosa	Planning Of Mental Health Services in Portugal under Uncertain Conditions	English	Iscte	2019
29	Daniel Henrique Gomes Espadinha	Planning the delivery of Home- Based Long-Term Care: A mathematical programming- based tool to support routes? planning	English	Iscte	2018
30	Joana da Silva Freire	Perceived Service Quality and Health-Related Quality of Life in Long-Term Care	English	Iscte	2018
31	Ana Sofia Anes Leal	Measuring the Association of Perceived Service Quality and Health-related Quality of Life: The Case of a Portuguese Long-Term Care Unit	English	Iscte	2018
32	Maria Madalena Castelo Branco de Vasconcelos Dias	Reorganization of resources for a restructure of refugees in Europe	English	Iscte	2018
33	Patrícia Alexandra Marques Costa	Difficulties of public legislation for the acquisition of goods and services	English	Iscte	2018
34	Maria Leonor Sá Quental de Melo Lindo	Improving processes in long- term care	English	Iscte	2018
35	Roberto Carlos Coelho Guerra	O Distribuidor como Veículo Fidelizador da Marca: Através de Inovação e Serviços	Portuguese	Iscte	2017
36	Alexandra de Melo Medeiros	Assessment of S.A.R. Warehousing Activities: A Proposal for Improvements	English	Iscte	2017

## • M.Sc. Final Projects

### - Concluded

	Student Name	Title/Topic	Language	Institution	Concluding Year
1	Ana Rita Lima da Silveira	Redesign of the picking process in the advanced warehouse of the General Emergency Service of ULS Amadora-Sintra.	Portuguese	Iscte	2025
2	Sílvia Alexandra de Almeida Alves Brízida de Carvalho	IMPACT OF CENTRALIZATION ON ORDER AND INVENTORY MANAGEMENT: THE CASE OF THE DIAVERUM GROUP'S PILOT GROUP OF HEMODIALYSIS CLINICS	Portuguese	Iscte	2025

3	Carlos Alberto Rodrigues Gaspena Duarte Braga	Pharmaceutical Services in Transformation: Assessment and Proposal for Evolution at Hospital da Luz Oeiras	Portuguese	Iscte	2025
4	Raquel Filipe Canastreiro de Almeida	Warehouse processes improvement: The case of a pharmaceutical factory	English	Iscte	2025
5	Ana Filipa Varela Carmona	Improvement of the Procurement Process: The Case of a Portuguese Private Healthcare Provider	--	Iscte	2025
6	André Filipe Ramos Gonçalves	Study on the Optimization of Air Gas Cylinder Distribution	Portuguese	Iscte	2024
7	Marta José Aguiar de Sousa	Improvement of the in-store picking process using lean methodology: the case of Leroy Merlin.	English	Iscte	2024
8	Rafael Alhinho Santana	Improving visibility to foster more informed decision making: The case of containers Reverse Logistics at Volkswagen AutoEuropa	English	Iscte	2024
9	Pedro Miguel Loureiro Lima	Process redesign using design for six sigma - the case of inbound logistics at a pulp and paper manufacturer.	English	Iscte	2023
10	Inês Filipe Correia Silva	DFSS: An approach to improve the consignment circuit at Hospital CUF Tejo	English	Iscte	2023
11	Catarina Albarran Rosmaninho	Redesigning the picking process followed in the advanced warehouses at Hospital CUF Tejo.	English	Iscte	2023
12	Ana Mafalda de Noronha Costa Vitória Lopes	Process Improvement of the Trauma Clinical Pathway of a National Health Service Emergency Department	Portuguese	Iscte	2023
13	Mariana Ngan Meng Barbosa Zeferino	Dashboard construction to monitor and evaluate the performance of healthcare purchasing processes	Portuguese	Iscte	2023
14	Luo Weishu	Proposing solutions to improve the customer service level - a case of a Chemical Enterprise in China	English	Iscte	2023
15	Madalena Barata Cardoso	Resolving Gaps in Healthcare Using Design for Six Sigma	English	Iscte	2022
16	Maria Inês Toscano Rico Guedes Machado	Process Improvement in a Food Production Company	English	Iscte	2022
17	Inês Maria Veloso Faria	Organizational Ambidexterity in Biopharmaceuticals? Supply Chain Flexibility	English	Iscte	2022
18	Raquel Maria Fachadas Escalda	How to reduce clinical waste in an oral health clinic - Case Study at Faculty of Dental Medicine of Lisbon University	English	Iscte	2022

19	Miguel Martins Soares Marques	Expedition and Store Provisioning Model - A Worten case study	English	Iscte	2021
20	Carlos Alexandre Pinto Rodrigues	Model to assess Organizational Readiness for a Continuous Improvement Culture: The case of Rangel	English	Iscte	2020
21	Júlio Costa Neves	Information Sharing: The Pillar of Collaboration	English	Iscte	2020
22	Marta Madureira Lopes Inez	Process Improvement in the Long Term Care Setting	English	Iscte	2020
23	Teresa Patrocínio dos Reis Pereira	Process Improvement in Reverse Logistics and Reduction of Collection Requests at L'Oréal Portugal	English	Iscte	2020
24	Francisca Fortunato de Sousa	Warehousing process improvement: the case of an airline company	English	Iscte	2020
25	Artur Carvalho Alves	Proposing an alternative allocation algorithm for smartphones ? the case of Forall Phones	Portuguese	Iscte	2019
26	Simão Duarte Lobato	A Multi-Scenario Analysis to Improve Layout Efficiency	English	Iscte	2019
27	Tatiana da Costa Cabrita	Measuring Patients? Quality of Life and the Perceived Quality in Long Term Care Services	English	Iscte	2019
28	Raquel Maria Fernandes Mendes	Process Improvement In Long-Term Care Services: Lean Thinking Approach	English	Iscte	2018
29	Catarina Luís da Silva Santos	Atividades de Gestão de Inventário e Armazém na MUSA: Proposta de Melhorias	English	Iscte	2018
30	Frederico Mauro Quintela Marçal	Overcoming the current cargo terminal limitations at the Lisbon Airport,through the optimization of load flows.	English	Iscte	2018
31	João António Henriques Carrondo Beirão Seborro	Process Improvement in Groundforce Cargo.	Portuguese	Iscte	2018

## Total Citations

Web of Science®	166
Scopus	164

## Publications

### • Scientific Journals



## - Scientific journal paper

1	Kovach, J. V., Gomes, D. & Cardoso-Grilo, T. (N/A). 5S in motion. Management Decision. N/A
2	Kovach, J., Cardoso-Grilo T, Kalakou, S. & Martins, A. (2024). Advancing business process management lifecycle implementation through the integration of the design for Six Sigma method. Business Process Management Journal. 30 (2), 341-365 - Times Cited Web of Science®: 7 - Times Cited Scopus: 7 - Times Cited Google Scholar: 14
3	Gouveia, C., Kalakou, S. & Cardoso-Grilo, T. (2023). How to forecast mental healthcare needs? Distinguishing between perceived and unperceived needs and their impact on capacity requirements. Socio-Economic Planning Sciences. 87 - Times Cited Google Scholar: 1
4	Amorim-Lopes, M., Oliveira, M. D., Raposo, M., Cardoso-Grilo, T., Alvarenga, A., Barbas, M....Barbosa-Póvoa, A. (2021). Enhancing optimization planning models for health human resources management with foresight. Omega. 103 - Times Cited Scopus: 9 - Times Cited Google Scholar: 16
5	Cardoso-Grilo, T., Oliveira, M. D. & Barbosa-Póvoa, A. (2021). Fostering long-term care planning in practice: extending objectives and advancing stochastic treatment within location-allocation modelling. European Journal of Operational Research . 291 (3), 1041-1061 - Times Cited Web of Science®: 4 - Times Cited Scopus: 4 - Times Cited Google Scholar: 5
6	Cardoso-Grilo, T., Monteiro, M., Oliveira, M. D., Amorim-Lopes, M. & Barbosa-Póvoa, A. (2019). From problem structuring to optimization: a multi-methodological framework to assist the planning of medical training. European Journal of Operational Research . 273 (2), 662-683 - Times Cited Web of Science®: 10 - Times Cited Scopus: 10 - Times Cited Google Scholar: 19
7	Cardoso-Grilo, T., Oliveira, M. D., Barbosa-Póvoa, A. P. & Nickel, S. (2016). Moving towards an equitable long-term care network: a multi-objective and multi-period planning approach. Omega. 58, 69-85 - Times Cited Web of Science®: 41 - Times Cited Scopus: 37 - Times Cited Google Scholar: 64
8	Cardoso-Grilo, T., Oliveira, M. D., Barbosa-Póvoa, A. & Nickel, S. (2015). An integrated approach for planning a long-term care network with uncertainty, strategic policy and equity considerations. European Journal of Operational Research. 247 (1), 321-334 - Times Cited Web of Science®: 48 - Times Cited Scopus: 43 - Times Cited Google Scholar: 76
9	Cardoso-Grilo, T., Oliveira, M. D., Barbosa-Póvoa, A. & Nickel, S. (2012). Modeling the demand for long-term care services under uncertain information. Health Care Management Science. 15 (4), 385-412 - Times Cited Web of Science®: 48 - Times Cited Scopus: 44 - Times Cited Google Scholar: 79

## • Books and Book Chapters

## - Book chapter

1	Crespo de Carvalho, J. & Cardoso-Grilo T (2023). Reshaping Flows In Healthcare Systems? Digital Technologies Are The Perfect Ally. In Maria José Sousa, Francisco Guilherme Nunes, Generosa do Nascimento, Chinmay Chakraborty (Ed.), Future Health Scenarios: AI and Digital Technologies in Global Healthcare Systems.: Routledge Taylor & Francis Group.
2	Grilo, T. C., Oliveira, M. D., Póvoa, A. & Nikel, S. (2022). Promoção de uma oferta equitativa no setor dos cuidados continuados integrados: desenvolvimento de uma abordagem multi-período e multiobjetivo para apoio ao planeamento da oferta de cuidados. In Saúde Societal: Percursos de Investigação do Iscte. (pp. 147-188).: Iscte - Instituto Universitário de Lisboa.

## • Conferences/Workshops and Talks

### - Publication in conference proceedings

1	Vicente, J. J. & Cardoso-Grilo, T. (2025). Cost-effective and operationally sustainable supply chain inventory planning: A mathematical programming approach. In José Luís Reis, José Cascalho, Marc K. Peter, Luís Paulo Reis, Maria Teresa Tiago (Ed.), Marketing and smart technologies: Proceedings of ICMarTech 2024. (pp. 51-53). São Miguel, Açores: Springer.
2	Vicente, J. J. & Cardoso-Grilo, T. (2024). Extending inventory supply chain planning to a multi-warehouse and multi-period context: A mathematical programming approach focused on a continuous review policy. In Paula Sarabando, Joana Fialho, Manuel Reis, Suzanne Amaro, Teresa Neto, Tiago Miguel (Ed.), IO 2024: XXIII Congresso da Associação Portuguesa de Investigação Operacional: Livro de Resumos. Viseu: Associação Portuguesa de Investigação Operacional.
3	Grilo T. C., Kalakou, S. & Fernandes, J. (2020). Deployment of electric buses: Planning the fleet size and type, charging infrastructure and operations with an optimization-based model. In Martins, A. L., Ferreira, J. C., Kocian, A., and Costa, V. (Ed.), Intelligent Transport Systems, From Research and Development to the Market Uptake. Lecture Notes of the Institute for Computer Sciences, Social Informatics and Telecommunications Engineering. (pp. 175-193). Porto: Springer Cham. - Times Cited Web of Science®: 1 - Times Cited Scopus: 2 - Times Cited Google Scholar: 5
4	Martins, A., Cardoso-Grilo, T. & Lobato, S. (2019). A multi-scenario analysis to improve layout efficiency. In Markku Kuula and Gyöngyi Kovács (Ed.), Proceedings of the 26th EurOMA Conference: Operations Adding Value to Society. Helsinki: EurOMA.
5	Cardoso-Grilo T & Espadinha D (2018). Planning the delivery of Home-Based Long-Term Care: A mathematical programming-based tool to support routes' planning. In XIX Congresso da Associação Portuguesa de Investigação Operacional. Aveiro - Times Cited Google Scholar: 4
6	Faria, J., Cardoso-Grilo, T. & Gomes, C. (2018). Planning health workforce training in the detection and prevention of excessive alcohol consumption: an optimization-based approach. In Vaz A., Almeida J., Oliveira J., Pinto A. (Ed.), 18th Congress of APDIO, the Portuguese Association of Operational Research. (pp. 69-86). Valença: Springer.
7	Martins, A. L., Cardoso-Grilo, T. & Touati, H. (2017). Improving supply chain practices in a luxury fashion company in the Middle East and the Near East. In KS Pawar; A Potter; A Lisec (Ed.), 22nd International Symposium on Logistics (ISL 2017). (pp. 748-755). Liubliana: University of Nottingham.

8	<p>Paulo, H., Cardoso-Grilo, T., Relvas, S. &amp; Barbosa-Póvoa, A. P. (2017). Designing integrated biorefineries supply chain: combining stochastic programming models with scenario reduction methods. In Antonio Espuña, Moisès Graells and Luis Puigjaner (Ed.), 27th European Symposium on Computer Aided Process Engineering – ESCAPE 27. (pp. 901-906). Barcelona: Elsevier.</p> <ul style="list-style-type: none"> <li>- Times Cited Web of Science®: 4</li> <li>- Times Cited Scopus: 5</li> <li>- Times Cited Google Scholar: 5</li> </ul>
9	<p>Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A &amp; Nickel S (2015). Modeling inter-sector health policy options and health gains in a long-term care network: a location-allocation stochastic planning approach. In Ana Paula Ferreira Dias Barbosa Póvoa, Joao Luis de Miranda (Ed.), 17º Congresso da Associação Portuguesa de Investigação Operacional. (pp. 23-31). Portalegre: Springer International Publishing.</p> <ul style="list-style-type: none"> <li>- Times Cited Scopus: 3</li> <li>- Times Cited Google Scholar: 5</li> </ul>
10	<p>Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A &amp; Nickel S (2015). Introducing health gains in location-allocation models: A stochastic model for planning the delivery of long-term care. In Mini EURO Conference on Improving Healthcare: new challenges, new approaches. Coimbra: IOP PUBLISHING LTD.</p> <ul style="list-style-type: none"> <li>- Times Cited Web of Science®: 3</li> <li>- Times Cited Google Scholar: 10</li> </ul>
11	<p>Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A &amp; Nickel S (2013). A multi-objective and multi-period approach for planning the delivery of long-term care services. In 16º Congresso da Associação Portuguesa de Investigação Operacional. Bragança</p>
12	<p>Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A &amp; Nickel S (2013). Tactical Planning of an Equitable Long-Term Care System under Uncertain Conditions. In T.Cayirli, M.M.Gunal, E.D.Gunes and E.L.Ormeçi (Ed.), Proceedings of the 39th Conference of the EURO Working Group on Operational Research Applied to Health Services: OR for New Challenges in Health Care Services. (pp. 95-98). Turquia</p>
13	<p>Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A &amp; Nickel S (2012). Searching for Equity Improvements: A Multi-Objective Mathematical Programming Model for Planning the Delivery of Long-Term Care. In Hans E, Vliegen I (Ed.), Proceedings of the 38th Conference of the EURO Working Group on Operational Research Applied to Health Services: High Tech – Human Touch. Twente, Enschede</p>
14	<p>Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A &amp; Nickel S (2011). Long-Term Care services: A simulation model to predict future demand and utilization. In Proceedings of the European Operations Management Association conference. Cambridge, United Kingdom</p>
15	<p>Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A &amp; Nickel S (2011). Modelling the demand of Long-Term Care services under uncertain information. In Harper P, Knight V, Vieira I, Williams J (Ed.), Proceedings of the 37th Conference of the EURO Working Group on Operational Research Applied to Health Services: Operational Research Informing National Health Policy . (pp. 229-242). Cardiff, UK</p>

#### - Talk

1	<p>Capucho F &amp; Cardoso-Grilo T (2025). The role and impact of environmental sustainability measures in Public Sector Organizations – A systematic literature review applied to the particular context of the Defence sector. 12th EurOMA Sustainable Operations and Supply Chains Forum.</p>
2	<p>Sousa M, Cardoso-Grilo T &amp; Kovach J (2024). Improvement of the in-store picking process using lean management: The case of a retail company. 5th International Conference on Quality Innovation and Sustainability.</p>

3	Cardoso-Grilo T, Kalakou S & Vicente JJ (2023). Planning the electrification of a mixed bus fleet: accounting for environmental concerns using a multi-objective optimization model. Optimization 2023.
4	Gomes D, Kovach J & Cardoso-Grilo T (2023). Using Lean Practices to Overcome Challenges with Improving Warehouse Operations . 6th European Conference on Industrial Engineering and Operations Management: Sustainable Data Driven Supply Chain .
5	Kovach J, Martins, A., Kalakou, S. & Cardoso-Grilo T (2022). Transforming Warehouse Operations Using Lean Six Sigma Projects. PMI Houston 2022.
6	Cardoso M, Kovach J, Cardoso-Grilo T, Martins, A. & Kalakou, S. (2022). Resolving Gaps Using Design for Six Sigma in Healthcare. 5th International Conference on Quality Engineering and Management.
7	Duarte de Almeida, I., Cardoso-Grilo T & Harms, J. (2021). Shifting to Sustainable Management by implementing Blockchain technology in agri-food supply chains: hype or hope for SMEs. 28th EurOMA Conference .
8	Cardoso-Grilo T, Kalakou, S. & Fernandes, J. (2020). Deployment of electric buses planning the fleet size and type, charging infrastructure and operations with an optimization-based model. EAI INTSYS 2020 - 4th EAI International Conference on Intelligent Transport Systems.
9	Paulo H, Cardoso-Grilo T, Relvas S & Barbosa-Póvoa A (2017). Integrating stochastic programming with scenario reduction methods to support the design of biomass to bioenergy supply chains. XVIII Congress of Portuguese Association of Operational Research (APDIO).
10	Monteiro M, Cardoso-Grilo T, Oliveira MD & Barbosa-Póvoa A (2017). Planning healthcare workforce training: a multi-objective mathematical programming model. XVIII Congress of Portuguese Association of Operational Research (APDIO).
11	Cardoso-Grilo T, Oliveira MD & Barbosa-Póvoa A (2017). Planning the delivery of Long-Term Care: Improving location-allocation multi-objective stochastic models through scenario reduction techniques. XVIII Congress of Portuguese Association of Operational Research (APDIO).
12	Faria J, Cardoso-Grilo T & Gomes C (2017). Planning health workforce training in the detection and prevention of excessive alcohol consumption: an optimization-based approach. XVIII Congress of Portuguese Association of Operational Research (APDIO).
13	Martins, A., Cardoso-Grilo T & Touati H (2017). Improving supply chain practices of Hermès Parfums in Middle East and The Near East. 22nd International Symposium on Logistics – ISL 2017.
14	Paulo H, Cardoso-Grilo T, Relvas S & Barbosa-Póvoa A (2017). Designing Integrated Biorefineries Supply Chain: Combining Stochastic Programming Models with Scenario Reduction Methods. 27th European Symposium on Computer Aided Process Engineering – ESCAPE 27.
15	Cardoso-Grilo T, Oliveira MD & Barbosa-Póvoa A (2017). Tool to support the planning of Long-Term Care networks: Accounting for the impact of multiple objectives, uncertainty and policy strategies. Ageing and Independent Living Workshop.
16	Monteiro M, Cardoso-Grilo T, Oliveira M & Barbosa-Póvoa A (2017). Developing an optimization-based tool to support health workforce planning. Informs Healthcare 2017 - Optimizing Operations and; Outcomes.

17	Cardoso-Grilo T, Oliveira M & Barbosa-Póvoa A (2017). Enhancing Optimization-Based Tools To Support Long-Term Care Planning: Combining Stochastic Models With Scenario Reduction Approaches. <i>Informa Healthcare 2017 - Optimizing Operations and Outcomes</i> .
18	Monteiro M, Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A & Lopes MA (2017). Towards a balance between physicians' supply and demand, equity of physicians across specialties and cost considerations: Developing a comprehensive tool to assist health workforce training. <i>15th Portuguese National Conference on Health Economics</i> .
19	Cardoso-Grilo T, Oliveira MD & Barbosa-Póvoa A (2016). Building a tool to support the planning of Long-Term Care networks under complexity: Dealing with multiple objectives, uncertainty and policy strategies. <i>4th ILPN International Conference on Evidence based Policy in Long-term Care</i> .

#### - Conference paper not in proceedings

1	Oliveira H & Cardoso-Grilo T (2023). How to Design S&OP Process Steps? The Case of Global Manufacturing Organizations . <i>30th EurOMA Conference: A Systems Lens on Operations</i> .
2	Duarte de Almeida, I., Cardoso-Grilo T & Harms, J. (2021). Shifting to Sustainable Management by implementing Blockchain technology in agri-food supply chains: hype or hope for SMEs. <i>Proceedings of 28th EurOMA Conference</i> . 1-10

### • Other Publications

#### - Working Papers

1	Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A & Nickel S (2013). Planning a long-term care network with uncertainty, strategic policy and equity considerations: A stochastic planning approach. Working Paper CEG-IST no. 4/2013. - Times Cited Google Scholar: 3
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#### - Non-peer-reviewed papers

1	Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A & Nickel S (2013). Long-term care planning: Predicting demand and designing a network of services. <i>Proceedings of the International Conference on Ageing – CISE 2013</i> .
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## Research Projects

Project Title	Role in Project	Partners	Period
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EduCation on Antimicrobial REsistance for the health workforce	Researcher	ISTAR-Iscte (SSE), BRU-Iscte, CIS-Iscte, HEALTH CARE WITHOUT HARM EUROPE - (Belgium), AGENCIA ESPANOLA DE MEDICAMENTOS Y PRODUCTOS - (Spain), SERVICIO ANDALUZ DE SALUD - (Spain), FUNDACION PUBLICA ANDALUZA PARA LAGESTION DE LA - (Spain), INVESTIGACION EN SALUD DE SEVILL - (Spain), ECHALLIANCE COMPANY LIMITED BY GUARANTEE - (Ireland), EUROPEAN HEALTH MANAGEMENT ASSOCIATION - (Belgium), EUROPEAN SOCIETY FOR QUALITY AND PATIENTSAFETY IN GENERAL PRACTICE/FAMILY MEDICINE - (Denmark), FUNDACION PRIVADA INSTITUTO DE SALUD GLOBAL BARCELONA - (Spain), HOSPITAL CLINIC DE BARCELONA - (Spain), ETHNIKO KAI KAPODISTRIAKO PANEPISTIMIO ATHINON - (Greece), SEMMELWEIS EGYETEM - (Hungary), UNIVERSITA DEGLI STUDI DI FIRENZE - (Italy), LIETUVOS SVEIKATOS MOKSLU UNIVERSITETAS - (Lithuania)	2023 - 2025
University Goes Digital for a Sustainable Global Education	Researcher	IRU-Iscte - Leader, BRU-Iscte, ISTAR-Iscte, CIES-Iscte, DINAMIA'CET-Iscte, Webwise Inovação Lda (webwise Inovação Lda) - (Portugal), Université Gustave Eiffel (Université Gustave Eiffel) - (France), Politecnico di Milano (Polimi) - (Italy), SIGMUND FREUD PRIVATUNIVERSITAT WIEN GMBH (SIGMUND FREUD PRIVATUNIVERSITAT WIEN GMBH) - (Austria)	2021 - 2023

## Academic Management Positions

Coordenador do 3º Ano (2025 - 2026)

Unit/Area: Bachelor Degree in Industrial Management and Logistics

Director (2025 - 2027)

Unit/Area: Master Degree in Management of Services and Technology

Coordenador (2024 - 2026)

Unit/Area: Doctorate Degree (PhD) in Management

Pró-Reitor (2024 - 2026)

Unit/Area: Reitoria

Coordenador do 3º Ano (2023 - 2025)

Unit/Area: Bachelor Degree in Industrial Management and Logistics

Director (2023 - 2025)

Unit/Area: Master Degree in Management of Services and Technology

Sub-diretor (2022 - 2024)

Unit/Area: Department of Marketing, Operations and General Management

Sub-diretor (2022 - 2025)

Unit/Area: Department of Marketing, Operations and General Management

Coordenador (2022 - 2024)

Unit/Area: Doctorate Degree (PhD) in Management

Coordenador do 3º Ano (2021 - 2023)

Unit/Area: Bachelor Degree in Industrial Management and Logistics

Director (2021 - 2023)

Unit/Area: Master Degree in Management of Services and Technology

Coordenador (2020 - 2022)

Unit/Area: Doctorate Degree (PhD) in Management

Coordenador do 3º Ano (2019 - 2021) Unit/Area: Bachelor Degree in Industrial Management and Logistics
Director (2019 - 2021) Unit/Area: Master Degree in Management of Services and Technology
Coordenador do 3º Ano (2018 - 2019) Unit/Area: Bachelor Degree in Industrial Management and Logistics
Director (2018 - 2019) Unit/Area: Bachelor Degree in Industrial Management and Logistics
Coordenador (2018 - 2020) Unit/Area: Doctorate Degree (PhD) in Management

## Awards

ISCTE Research Award: 'Fostering long-term care planning in practice: extending objectives and advancing stochastic treatment within location-allocation modelling' (2021)
ISCTE Research Award: 'Enhancing optimization planning models for health human resources management with foresight' (2021)
ISCTE Research Award, with the paper 'From problem structuring to optimization: A multi-methodological framework to assist the planning of medical training' (2019)
Isabel Temido 2017 Award: Honorable mention 'An integrated approach for planning a long-term care network with uncertainty, strategic policy and equity considerations' (2017)
Isabel Temido 2017 Award: Honorable mention, with the paper 'Moving towards an equitable long-term care network: A multi-objective and multi-period planning approach' (2017)
3rd Award, EDP University Challenge 2016 with the Project 'Renascer Baixo Sabor' (2016)

## Organization/Coordination of Events

Type of Organization/Coordination	Event Title	Organizer	Year
Member of scientific event's organizing committee	Member of the Program Committee of the EAI INTSYS 2023 - 9th EAI International Conference on Industrial Networks and Intelligent Systems, 2023	EAI INTSYS	2023
Member of scientific event's organizing committee	Member of the Program Committee of the XXI Congresso da Associação Portuguesa de Investigação Operacional, IO2021 - Analytics for a better world	APDIO	2021
Coordination of scientific event (with scientific committee) at ISCTE-IUL	Member of the Program Committee of the EAI INTSYS 2020 - 4th EAI International Conference on Intelligent Transport Systems, 2020	EAI INTSYS	2020 - 2024

## Diffusion Activities

Activity Type	Event Title	Activity Description	Year
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Publication in general diffusion news outlet	Working group set up by the Offices of the Minister for Science, Technology and Higher Education and the Minister for Health, with the aim of assessing training needs in medicine for the next decade	Member of the working group set up by the Minister for Science, Technology and Higher Education and the Minister for Health, with the aim of assessing training needs in medicine for the next decade. Group set up in April 2023, with the final report planned to be delivered at the end of February 2024	2023
Coordination of knowledge diffusion event	BRU Research Seminar Series	Scientific Coordinator of the BRU Research Seminar Series, between 2021 and 2023	2023
Coordination of knowledge diffusion event	BRU Research Seminar Series	Scientific Coordinator of the BRU Research Seminar Series, between 2021 and 2023	2022
Coordination of knowledge diffusion event	BRU Research Seminar Series	Scientific Coordinator of the BRU Research Seminar Series, between 2021 and 2023	2021