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# Teresa Cardoso Grilo

**Professora Associada**
BRU-Iscte - Business Research Unit
Department of Marketing, Operation and Management (IBS)



## Contacts

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|---|---|
| **E-mail** | Teresa.Sofia.Grilo@iscte-iul.pt |
| **Office** | D4.17 |
| **Post Box** | 104 |

## 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. |
|---|---|---|---|---|
| 2026/2027 | 2º | Research Development and Publication | Doctorate Degree (PhD) in Management; | No |
| 2026/2027 | 1º | Innovation Management | | Yes |
| 2026/2027 | 1º | Dissertation in Management of Services and Technology | | Yes |
| 2026/2027 | 1º | Business Problem in Management of Services and Technology | | Yes |
| 2026/2027 | 1º | Dissertation in Technology and Supply Chain Management | | Yes |
| 2026/2027 | 1º | Project in Technology and Supply Chain Management | | Yes |
| 2026/2027 | 1º | Lean Management and Continuous Improvement | | Yes |
| 2026/2027 | 1º | Operations Management Principles and Practices | Other programme in Postgraduate in Business Management; | Yes |
| 2026/2027 | 1º | Enterprise Lean-Agile Approaches | Other programme in Postgraduate in Agile Project and Business Management; | Yes |
| 2026/2027 | 1º | Multi-Criteria Analysis in the Supply Chain | Other programme in Postgraduate in Logistics and Supply Chain Management; | Yes |
| 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 | Operations Management Principles and Practices | Other programme in Postgraduate in Business Management; | Yes |
| 2025/2026 | 2º | Multi-Criteria Analysis in the Supply Chain | Other programme in Postgraduate in Logistics and Supply Chain Management; | Yes |
| 2025/2026 | 2º | New Product Development | | Yes |
| 2025/2026 | 1º | Innovation Management | | Yes |

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| 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 | Other programme in Postgraduate in Business Management; | Yes |
| 2025/2026 | 1º | Enterprise Lean-Agile Approaches | Other programme in Postgraduate in Agile Project and Business Management; | Yes |
| 2025/2026 | 1º | Multi-Criteria Analysis in the Supply Chain | Other programme in Postgraduate in 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 | Other programme in Postgraduate in Business Management; | Yes |
| 2024/2025 | 2º | Multi-Criteria Analysis in the Supply Chain | Other programme in Postgraduate in Logistics and Supply Chain Management; | Yes |

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|---|---|---|---|---|
| 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 | Other programme in Postgraduate in Business Management; | Yes |
| 2024/2025 | 1º | Enterprise Lean-Agile Approaches | Other programme in Postgraduate in Agile Project and Business Management; | Yes |
| 2024/2025 | 1º | Multi-Criteria Analysis in the Supply Chain | Other programme in Postgraduate in 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 |

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|---|---|---|---|---|
| 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 | Other programme in Postgraduate in Business Management; | Yes |
| 2023/2024 | 2º | Multi-Criteria Analysis in the Supply Chain | Other programme in Postgraduate in 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 | Other programme in Postgraduate in Business Management; | Yes |
| 2023/2024 | 1º | Enterprise Lean-Agile Approaches | Other programme in Postgraduate in Agile Project and Business Management; | Yes |
| 2023/2024 | 1º | Multi-Criteria Analysis in the Supply Chain | Other programme in Postgraduate in Logistics and Supply Chain Management; | Yes |

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| 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 | Multi-Criteria Analysis in the Supply Chain | Other programme in Postgraduate in 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 |

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|---|---|---|---|---|
| 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 | Multi-Criteria Analysis in the Supply Chain | Other programme in Postgraduate in 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 |

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| 2021/2022 | 2º | Multi-Criteria Analysis in the Supply Chain | Other programme in Postgraduate in 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 | Multi-Criteria Analysis in the Supply Chain | Other programme in Postgraduate in 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 |

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| 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 | Multi-Criteria Analysis in the Supply Chain | Other programme in Postgraduate in 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 | Multi-Criteria Analysis in the Supply Chain | Other programme in Postgraduate in 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 |

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| 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 |

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| 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 | Liza Bonakdar | Knowns and Unknowns: Probing Supply Chain Sustainability in The AI Era | English | Developing | Iscte |
| 4 | Tânia Catarina Carvalho Patrício | Unlocking the Potential: Fostering Stakeholder involvement in Public to Achieve and Sustain Benefits | English | Developing | Iscte |
| 5 | Melan Keshishian | Developing a framework for circular economy adoption in southern european healthcare supply chains | Portuguese | Developing | Iscte |
| 6 | Carla Sofia Fonseca | Problem Finding: A New Key to Value Creation in the Font End of Projects | 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) | -- | Extended period | 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 | English | Delivered | Iscte |
| 4 | João Pedro Esteves Corbal de Azevedo | Packaging Sustentável numa ótica de Economia Circular em Transporte Logístico | English | Developing | Iscte |
| 5 | Carlos Alexandre Pinto Rodrigues | Como promover uma cultura de melhoria Contínua na Rangel (através da implementação de Kaizen)? | English | Developing | Iscte |
| 6 | 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 |

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|---|---|---|---|---|---|
| 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 | Sara Maria Teixeira e Silva | Strategies for reducing food waste - the case of a Portuguese Hospital canteen | English | Iscte | 2024 |
| 5 | 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 |
| 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 | Sofia Carolino Rodrigues Gomes | Perceived service quality and health-related quality of life in an Obstetrics Emergency Department | English | Iscte | 2022 |

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|---|---|---|---|---|---|
| 16 | Dinis Filipe Lapão Garcia | Picking Process Improvement: The case of a company in the sporting goods retail sector | English | Iscte | 2022 |
| 17 | Vasco Mendes Figueiredo Miranda Galego | Perceived Service Quality of Online Sports Supplements Retail | 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 |

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|---|---|---|---|---|---|
| 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 Veiculo 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

**- Ongoing**

| | Student Name | Title/Topic | Language | Status | Institution |
|---|---|---|---|---|---|
| 1 | Teresa Cristina Barreiros Gouveia | Implementation of RFID Technology to Improve the Consumption Recording Workflow in the Operating Room | Portuguese | Delivered | Iscte |

**- 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 |

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|---|---|---|---|---|---|
| 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 |

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| 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

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| **Web of Science®** | 179 |
| **Scopus** | 178 |

## Publications

- **Scientific Journals**

**- Scientific journal paper**

| | |
|---|---|
| 1 | Cardoso-Grilo, T., Kalakou, S. & Vicente, J. J. (2026). Dual goals, one fleet: An optimization model for balancing cost-emission trade-offs when planning mixed bus fleets. International Journal of Systems Science-Operations & Logistics, 13(1). https://doi.org/10.1080/23302674.2026.2658693 |

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|---|---|
| 2 | Kovach, J. V., Gomes, D. & Cardoso-Grilo, T. (2026). 5S in motion. Management Decision, 64(11), 4755?4767. https://doi.org/10.1108/MD-11-2023-2036<br>- Times Cited Web of Science®: 1<br>- Times Cited Scopus: 1<br>- Times Cited Google Scholar: 1 |
| 3 | 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. https://doi.org/10.1108/BPMJ-05-2023-0333<br>- Times Cited Web of Science®: 10<br>- Times Cited Scopus: 7<br>- Times Cited Google Scholar: 17 |
| 4 | 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. https://doi.org/10.1016/j.seps.2023.101552<br>- Times Cited Web of Science®: 1<br>- Times Cited Scopus: 1<br>- Times Cited Google Scholar: 2 |
| 5 | 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. https://doi.org/10.1016/j.omega.2020.102384<br>- Times Cited Scopus: 10<br>- Times Cited Google Scholar: 18 |
| 6 | 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. https://doi.org/10.1016/j.ejor.2020.09.055<br>- Times Cited Web of Science®: 5<br>- Times Cited Scopus: 5<br>- Times Cited Google Scholar: 7 |
| 7 | 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. https://doi.org/10.1016/j.ejor.2018.08.003<br>- Times Cited Web of Science®: 13<br>- Times Cited Scopus: 11<br>- Times Cited Google Scholar: 20 |
| 8 | 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. https://doi.org/10.1016/j.omega.2015.04.005<br>- Times Cited Web of Science®: 42<br>- Times Cited Scopus: 38<br>- Times Cited Google Scholar: 64 |
| 9 | 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. https://doi.org/10.1016/j.ejor.2015.05.074<br>- Times Cited Web of Science®: 54<br>- Times Cited Scopus: 48<br>- Times Cited Google Scholar: 80 |

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|---|---|
| 10 | 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. https://doi.org/10.1007/s10729-012-9204-0<br>- Times Cited Web of Science®: 48<br>- Times Cited Scopus: 44<br>- 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. Saúde Societal: Percursos de Investigação do Iscte (pp. 147?188). Iscte - Instituto Universitário de Lisboa. |

## • Conferences/Workshops and Talks

**- Publication in conference proceedings**

| | |
|---|---|
| 1 | Bonakdar L, Duarte de Almeida, I. & Cardoso-Grilo T (2026). Knowns and Unknowns: Probing Supply Chain Sustainability in the AI Era. Shaping the Future of Data, Knowledge and Innovation with AI for Global Sustainable Change. https://doi.org/XXXXXXXXX |
| 2 | 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 ICMarkTech 2024 (pp. 51?53). Springer. https://doi.org/10.1007/978-981-96-3081-3_3 |
| 3 | Capucho, F., Cardoso-Grilo, T. & Frias, A. (2025). The role and impact of environmental sustainability measures in public sector organizations: A systematic literature review. Proceedings Euroma 2025. Euroma. |
| 4 | Cardoso-Grilo T, Duarte de Almeida, I., Santana R & O'Neill, Henrique (2025). Digitalising Reverse Logistics for Operational Intelligence: A Case Study from the Automotive Sector. 29th Cambridge International Manufacturing Symposium: Reconfiguring manufacturing supply chain footprints in a new era of harsh geo-strategic competition. https://doi.org/XXXXXXX |
| 5 | Crisci P, Duarte de Almeida, I. & Cardoso-Grilo T (2025). Anchoring Resilience: How Climate-Adaptation Finance Shapes Territorial Production in West Africa and South Asia. 29th Cambridge International Manufacturing Symposium: Reconfiguring manufacturing supply chain footprints in a new era of harsh geo-strategic competition. https://doi.org/XXXXXXXX |
| 6 | 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. Associação Portuguesa de Investigação Operacional. |

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|---|---|
| 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. In Constantin Blome, Sam Roscoe (Ed.), Proceedings of 28th EurOMA Conference (pp. 1?10). EurOMA. |
| 8 | 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). Springer Cham. https://doi.org/10.1007/978-3-030-71454-3_11<br>- Times Cited Web of Science®: 2<br>- Times Cited Scopus: 3<br>- Times Cited Google Scholar: 7 |
| 9 | 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. EurOMA. |
| 10 | Cardoso-Grilo T & Espadinha D (2018). Planning the delivery of Home-Based Long-Term Care: A mathematical programming-based tool to support routes' planning. XIX Congresso da Associação Portuguesa de Investigação Operacional.<br>- Times Cited Google Scholar: 4 |
| 11 | 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). Springer. https://doi.org/10.1007/978-3-319-71583-4_6 |
| 12 | 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). University of Nottingham. |
| 13 | Paulo, H., Cardoso-Grilo, T., Relvas, S. & 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). Elsevier. https://doi.org/10.1016/B978-0-444-63965-3.50152-5<br>- Times Cited Scopus: 7<br>- Times Cited Google Scholar: 10 |
| 14 | Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A & 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). Springer International Publishing. https://doi.org/10.1007/978-3-319-24154-8_4<br>- Times Cited Scopus: 3<br>- Times Cited Google Scholar: 5 |
| 15 | Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A & Nickel S (2015). Introducing health gains in location-allocation models: A stochastic model for planning the delivery of long-term care. Mini EURO Conference on Improving Healthcare: new challenges, new approaches. IOP PUBLISHING LTD. https://doi.org/10.1088/1742-6596/616/1/012007<br>- Times Cited Web of Science®: 3<br>- Times Cited Google Scholar: 10 |

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|---|---|
| 16 | Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A & Nickel S (2013). A multi-objective and multi-period approach for planning the delivery of long-term care services. 16º Congresso da Associação Portuguesa de Investigação Operacional. |
| 17 | Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A & 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.Ormeci (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). |
| 18 | Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A & 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. |
| 19 | Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A & Nickel S (2011). Long-Term Care services: A simulation model to predict future demand and utilization. Proceedings of the European Operations Management Association conference. |
| 20 | Cardoso-Grilo T, Oliveira MD, Barbosa-Póvoa A & 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). |

**- Talk**

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|---|---|
| 1 | Bonakdar, L., Duarte de Almeida, I. & Cardoso-Grilo T (2026). Embedding Sustainability through Industry 5.0: Insights from the Textile Supply Chain Evolution. EurOMA,. |
| 2 | Bonakdar L, Duarte de Almeida, I. & Cardoso-Grilo T (2025). Knowns and unknowns: Probing supply chain sustainability in the AI era. Green Future Innovation Conference (GFIC 2025),. |
| 3 | Capucho F & 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,. |
| 4 | Bonakdar, L., Duarte de Almeida, I. & Cardoso-Grilo T (2025). Knowns and Unknowns: Probing Supply Chain Sustainability in the AI Era. GFIC / CIKI / ICKM,. |
| 5 | Sousa M, Cardoso-Grilo T & 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,. |
| 6 | Oliveira, H & Cardoso-Grilo, T. (2023). How to design S&OP process steps?: The case of global manufacturing organizations. 30th EurOMA Conference,. https://doi.org/----- |
| 7 | 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,. |
| 8 | 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,. |

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| 9 | 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,. |
| 10 | Kovach J, Martins, A., Kalakou, S. & Cardoso-Grilo T (2022). Transforming Warehouse Operations Using Lean Six Sigma Projects. PMI Houston 2022,. |
| 11 | 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,. |
| 12 | 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,. |
| 13 | 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. Informs Healthcare 2017 - Optimizing Operations and Outcomes,. |
| 14 | 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. 15th Portuguese National Conference on Health Economics,. |
| 15 | 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),. |
| 16 | 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),. |
| 17 | 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),. |
| 18 | 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),. |
| 19 | 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,. |
| 20 | 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,. |
| 21 | 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,. |
| 22 | 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,. |

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| 23 | 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. 4th ILPN International Conference on Evidence based Policy in Long-term Care,. |

**- 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. 30th EurOMA Conference: A Systems Lens on Operations,. |

## • 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,.<br>- Times Cited Google Scholar: 3 |

**- 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. Proceedings of the International Conference on Ageing – CISE 2013,. |

## Research Projects

| Project Title | Role in Project | Partners | Period |
|---|---|---|---|
| EduCation on Antimicrobial REsistance for the health workforce | Researcher | ISTAR-Iscte (RAISE ), 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 2º Ano (2026 - 2029)
Unit/Area: Bachelor Degree in Industrial Management and Logistics

Vice-Reitor (2026 - 2030)
Unit/Area: Reitoria

Coordenador do 3º Ano (2025 - 2026)
Unit/Area: Bachelor Degree in Industrial Management and Logistics

Director (2025 - 2026)
Unit/Area: Master Degree in Technology and Supply Chain Management

Director (2025 - 2026)
Unit/Area: Master Degree in Management of Services and Technology

Coordenador (2024 - 2025)
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, with the paper 'Moving towards an equitable long-term care network: A multi-objective and multi-period planning approach' (2017)

Isabel Temido 2017 Award: Honorable mention 'An integrated approach for planning a long-term care network with uncertainty, strategic policy and equity considerations' (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 |
|---|---|---|---|
| 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 |

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|---|---|---|---|
| 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 |