



**Europass  
Curriculum Vitae**



**Personal information**

First name(s) / Surname(s)

**Luís Valadares Tavares**

Telephone(s) +351218418305

Mobile: + 351 929 127 497

Fax(es) +351218409884

E-mail lavt@civil.ist.utl.pt

Nationality Portuguese

Date of birth 28<sup>th</sup> March 1946

**Occupational field**

1. Full Professor Emeritus of IST (Technical University of Lisbon) of Systems and Management and coordinator of research at CESUR (Center of Urban and Regional Systems, IST)
2. President of APMEP (Portuguese Society of Public Procurement)
3. President of OPET (Portuguese Technology Observatory)
4. Scientific Coordinator of eVA – European Vortal Academy – which is an interdisciplinary training program on e-public procurement (partnership universities – Vortal) – [www.vortal.pt](http://www.vortal.pt)
5. Ombudsman of EDP (Portuguese Electric Utility)
6. Non-executive member of the Board of Directors of the industrial group MARTIFER ([www.martifer.pt](http://www.martifer.pt))
7. Member of the E-Tendering Expert Group (European Commission, selected based on a competitive procedure organized by DG MARKT, 2011)
8. Senior advisor of the Portuguese Engineering Society
9. Major areas of competence:
  - A - EU Policy Making
  - B - Statistical Indicators and Market Surveys
  - C - Public Management and Project Management
  - D - Public Procurement: Directives and Legal Framework
  - E - E-business and e-Public Procurement
10. Supervisor of 16 PHD students in the areas of MANAGEMENT SCIENCES, SYSTEMS SCIENCES, OPERATIONAL RESEARCH AND PUBLIC PROCUREMENT

**Work experience**

- Lecturer of Statistics (IST, 1970 – 1973)

- Assistant Professor (IST, 1973 – 1978)
- Full Professor of Systems and Management (Since 1979)
- Invited Full Professor of the Faculty of Economics and Management Sciences of the Portuguese Catholic University (1981-2007).
- General Director of the Gabinete de Estudos e Planeamento (GEP) of the portuguese Ministry of Education (1988-1992). This bureau is responsible for the investment budget of ME (in 1991, around 400 Millions ECUs), for statistical information system of the education sector and for the development of studies to monitor, to assess and to evaluate the educational system (until July 1992).
- Vice-President of the International Federation of Operational Research (IFORS), 1988 – 1991.
- President of the Program MINERVA (Information Technologies in Schools), 1989-1992. This program covers more than 1000 schools and it includes continuous training for 5000 teachers per year as well as the development of educational software and research projects.
- Head of program of Technological Education (World Bank, 4 Millions of ECUs), 1989-1992.
- Manager of PRODEP (Programa de Desenvolvimento da Educação para Portugal) supported by the European Community (Regional Development Fund and European Social Fund) including investment and training expenses of around 1000 Millions ECUs for the period 1990-1993 (1990-1992).
- President of the Education Committee of the Council of the European Community (1st. Semester of 1992).
- President of the Education Committee of OECD (1992-1993).
- President of the Department of Civil Engineering, IST (1995-1996).
- Director of the Open Distance Learning Program on Management Sciences, DISLOGO (1997 – 2005).
- Vice-President of the Inter-University Institute of Macau (1997-2000).
- Director of the Technology Foresight Project sponsored by the National Academy of Engineers, National Society of Engineers and Portuguese Industrial Association (AIP), “Engenharia e Tecnologia 2000”.
- Member of the Steering Committee of the Business School of the University of Newcastle (UK), 2002-2003.
- President of INA, Institute of National Administration (2003-2007).
- Co-author of the new Portuguese legal framework law on Public Procurement (DL 18/2008).
- Chairman of the International Federation of Automatic Control (IFAC) Working group on Environment and Natural Resources.
- President of the European Working Group on Project Management and Scheduling (PMS).
- Advisor of the **U.S. National Research Council** - Commission on Behavioural and Social Sciences and Education.
- Member of the Policy Review and Analysis Group (PRAG) of the **OECD** project on International Education Indicators.
- Appointed by the Scientific Council of IST (University of Lisbon) to conduct with Prof. Gregory Parnell and Prof. Paulo Martins the evaluation of the Department of Engineering and Management of IST (University of Lisbon)

### Education and training

- Licenciatura in Civil Engineering, IST, Technical University of Lisbon, 1969
- Master in Operational Research, University of Lancaster (UK), 1970
- Doctor in Engineering Sciences, IST, Technical University of Lisbon, 1973
- “Agregado” in Operational Research, IST, Technical University of Lisbon, 1977
- Doctor in Management Sciences, University Lusíada, 2017

## Personal skills and competences

|                           |                      |         |                    |                   |                |
|---------------------------|----------------------|---------|--------------------|-------------------|----------------|
| Mother tongue(s)          | <b>Portuguese</b>    |         |                    |                   |                |
| Other language(s)         |                      |         |                    |                   |                |
| Self-assessment           | <b>Understanding</b> |         | <b>Speaking</b>    |                   | <b>Writing</b> |
| <i>European level (*)</i> | Listening            | Reading | Spoken interaction | Spoken production |                |
| <b>English</b>            | C2                   | C2      | C2                 | C2                | C2             |
| <b>French</b>             | C2                   | C2      | C2                 | C2                | C2             |
| <b>Spanish</b>            | C2                   | C2      | C2                 | C2                | C2             |
| <b>Italian</b>            | B2                   | B2      | B2                 | B2                | B2             |

(\*) [Common European Framework of Reference for Languages](#)

- Social skills and organizational competences
- High level soft skills on communication, iterative and interactive problem solving.
  - Networking and Negotiation.
  - Expert on “Dealing with difficult people and difficult situations” (Program on Negotiation at **Harvard Law School** – Consortium of **Harvard University**, MIT and Tufts University).
  - Expert on “Negotiation for senior executives” (University of Harvard, Program on Negotiation at **Harvard Law School** – Consortium of Harvard University, MIT and Tufts University).
  - Leadership and top management

### Awards and distinctions

- Distinguished Fellow of Public Procurement Research Center of FAU (USA, Florida)
- Golden Medal of the Municipality of Oeiras (2006)
- Distinguished by the Minister of State and Finances (2007)
- Special award by Deloitte on Innovation and Development for the Public Sector (2008)
- “Grande Oficial da Ordem do Infante” awarded by the President of Republic (2009)

### **Papers published by International Journals with peer reviews**

1. Wilkinson, J. C. e L. Valadares Tavares, 1972, "A Methodology for the synthesis of spatially distributed short-time-increment storm sequences" *International Journal of Hydrology*, 16, 307-315.
2. Tavares, L. Valadares, 1975, "Continuous hydrological time-series discretization" *Journal of the American Society of Civil Engineers (ASCE)*, 101, 49-63.
3. Tavares, L. Valadares, 1977, "The exact distribution of extremes of a non-gaussian process", *Stochastic Processes and Their Applications*, 5, 151-156.
4. Tavares, L. Valadares, 1977, "A reconsideration and a generalization of Lawrence and Fiering two-station models", *International Journal of Hydrology*, 33, 185-190.
5. Tavares, L. Valadares, 1977, "Extremes of autocorrelated load model", *Journal of the Engineering Mechanics Division, American Society of Civil Engineers*, 103, nº EM4, Agosto, 717-723.
6. Tavares, L. Valadares, 1978, "Firm outflow from multi-annual reservoirs with skew and autocorrelated inflows", *International Journal of Hydrology*, 88, 39-111.
7. Tavares, L. Valadares, 1980, "A non-gaussian markovian model to simulate hydrologic processes", *International Journal of Hydrology*, 46, 281-287.
8. Tavares, L. Valadares e J. A. Lopes 1980, "A strategic model for intervention on the portuguese olive-oil market", *Operational Research Journal*, 31, 813-823.
9. Tavares, L. Valadares 1980, "An exponential markovian stationary process", *Journal of Applied Probability*, 17, nº 4, 1117-1120.
10. Tavares, L. Valadares, 1982, "Theoretical properties of the optimal release for a Multi-purpose Reservoir with Correlated Inflows", *Journal of Hydrology*, 58, 237-250.
11. Tavares, L. Valadares e J. Evaristo da Silva, 1982, "Partial duration series method revisited", *Journal of Hydrology*, 64, 1-14.
12. Tavares, L. Valadares e L. Tadeu Almeida, 1983, "A binary decision model for the stock control of very slow moving items", *Journal of Operational Research Society*, 34, 3, 249-252.
13. Tavares, L. Valadares e J. Laginha Serafim, 1983, "Probabilistic Study on Failure of Large Dams" *ASCE, Journal of Geotechnical Div.*, 109, nº 11, 1483-1488.
14. Tavares, L. Valadares, 1985, "A contingency reserve fund to compensate the interannual variability of hydro-electric inflows for Portugal", *Journal of Operational Research Society*, 36, nº 11, 1009-1015.
15. Tavares, L. Valadares, Vitor Vieira e P. Bárçia, 1985, "A Decision Support System for power generation", *EJOR - European Journal of Operational Research (EJOR)*, 25, 373-394.
16. Tavares, L. Valadares, 1986, "The TRIDENT approach to rank alternative tenders for large engineering projects", *Foundations of Control Engineering*, 9, nº 4, 181-191.

17. Tavares, L. Valadares, 1986, "Multicriteria scheduling of a railway renewal program", *EJOR*, 25, 395-406.
18. Tavares, L. Valadares, 1987, "Optimal resource profiles for program scheduling", *EJOR*, 29, 83-90.
19. Tavares, L. Valadares, and R. C. Sousa, 1988, "A multiple distribution markovian model time-series", *Stochastic Hydrology and Hydraulics*, 2, 295-302 Springer Verlag.
20. Tavares, L. Valadares, 1988, "Generalized transitivity and preferences modelling: the concept of hyper-order", *European Journal of Operational Research*, 36, 14-26.
21. Tavares, L. Valadares, 1990, "Un nouveau systeme relationnel de préférences multi-critère a transivité généralisée: l'hyper-order", *INFOR*, 28, nº 2, 125-142.
22. Tavares, L. Valadares and J. Weglarz, 1990, "Editorial of the Special Issue on Project Management and Scheduling", *European Journal of Operational Research*, 49, 1, 1-3.
23. Tavares, L. Valadares, 1990, "A multi-stage non-deterministic model for project scheduling under resources constraints", *European Journal of Operational Research*, 49, 92-101.
24. Tavares, L. Valadares and M. Sridharan, 1991, "On the peer's effect using computer assisted instruction", *Delta Multimedia Journal*, 3, 13-26.
25. Rafael, J. F. and L. V. Tavares, 1991, "Multi-attribute decision models contribution to Open Learning Systems: prototypes evaluation", *Delta Multimedia Journal*, 3, 51-74.
26. Tavares, L. Valadares, 1993, "Educação na Europa Comunitária: prevalência do estado ou da sociedade civil", *Communio*, 10, 80-89.
27. Tavares, L. Valadares, 1994, "A stochastic model to control project duration and expenditure", *European Journal of Operational Research*, 78, 262-266.
28. Tavares, L. Valadares, 1994, "Education in OR/MS at a glance: results of the first IFORS survey", *International Transactions of Operational Research*, 1, 389-394.
29. Tavares, L. Valadares, 1994, "The strategic development of human resources: the challenge of OR", 1, 463-477, *International Transactions of Operational Research*.
30. Tavares, L. Valadares and Carlo Vercellis, 1994, "Editorial on PMS" *European Journal of Operational Research*, 78, 145-145.
31. Tavares, L. Valadares, 1995, "A review on the contribution of Operational Research to Project Management", in R. Slowinski, 1995 "OR; towards intelligent decision support", 67 - 81, *European Journal of Operational Research*.
32. Tavares, L. Valadares, 1995, "On the development of educational policies", *European Journal of Operational Research*, 82, 409-421.
33. Tavares, L. Valadares, J. A. Antunes Ferreira and J. Silva Coelho, 1997, "On the Optimal Management of Project Risk", *European Journal of Operational Research*, 107, 451-469.
34. Tavares, L. Valadares, 1999, "A review of major paradigms and models for the design of Civil Engineering Systems", *European Journal of Operational Research*, 119, 1-13.

35. Tavares, L. Valadares, J. A. Antunes Ferreira and J. S. Coelho, 1999, "The risk of delay of a project in terms of the morphology of its network", *European Journal of Operational Research*, 119, 510-537.
36. Tavares, L. Valadares, S. E. Elmaghraby, J. Antunes Ferreira, 2000, "Optimal Start Times Under Stochastic Activity Durations", *International Journal of Production Economics*, 64, 153-164.
37. Tavares, L. Valadares, J. Antunes Ferreira, J. Silva Coelho, 2001, "A General Generator of Project Networks in Terms of their Morphological Features", *Investigação Operacional*, Nº 21, 107-122
38. Tavares, L. Valadares, J. Antunes Ferreira, J. Silva Coelho, 2002, "A Comparative Morphologic analysis of Benchmark Sets of Project Networks", *International Journal of Project Management*, nº 20, 475-485.
39. Tavares, L. Valadares, 2002, "A review of the contribution of Operational Research to Project Management", *European Journal of Operational Research*, Nº 136, 1-18.
40. Tavares, L. Valadares, 2002, "Development Policies in European Union and Technology Foresight: An experiment in Portugal", *Foresight*, Vol. 4, nº 2, 33-45.
41. Tavares, L. Valadares, 2003, "Foresight and Governance: a problem-oriented methodology (GOVSIGHT)", *International Journal in Operational Research*, Nº 10, 169-190.
42. Tavares, L.V., 2003, "A multi-attribute motivational model of consumer choice based on a new outranking relation" *International Transactions in Operational Research*, 10, 365-379
43. Tavares, L.V., 2004, "A Model to Support the Search for Consensus with Conflicting Rankings: Multitrident", *International Transactions in Operational Research*, Vol.11, nº.1, pp.107-115.
44. Tavares, L.V., 2004, José Álvaro Antunes Ferreira, José S. Coelho, "A surrogate indicator of criticality for stochastic project networks", *International Transactions in Operational Research*, Vol.11, pp.193-202.
45. Tavares, L. Valadares, 2004, "Un nuevo modelo de formación para directivos de la administración pública portuguesa", *RAP. Revista de Administración Pública*. - I-V.39, n.1 (Ene-Abr 2004), p.53-56.
46. Tavares, L. Valadares, João Figueiredo, 2006, "Por uma carta latino-ibero-americana de competências comuns para dirigentes públicos: a proposta de Portugal", *Revista do Serviço Público*, vol. 57, nº1 Jan/Mar.
47. Tavares, L. Valadares, André Alves, 2006, "The Future of Portuguese Public Administration and a New Agenda for Public Administration Sciences in The 21st Century", *Public Administration* Vol. 84, No. 2, (389-406).
48. Vanhoucke, M., Coelho, J., Debels, D., Maenhout, B., Tavares, L., 2008, "An evaluation of the adequacy of project network generators with systematically sampled networks", *European Journal of Operational Research* Vol. 187, Nº 2, (511-524).

49. Tavares, L. Valadares, 2008, "A Avaliação das Propostas Segundo as Directivas 2004/17/CE e 2004/18/CE e o Código dos Contratos Públicos", Revista do Tribunal de Contas nº 50.
50. Valadares Tavares, L., 2011, "An acyclic outranking model to support group decision making within organizations", Omega, vol. 40(6), p.782 -790.
51. Tavares, L.V., 2011, "A Melhoria da Contratação Pública e o Memorando de Entendimento: O Desafio da Competitividade", Revista do Tribunal de Contas nº 55/56.
52. Tavares, L. Valadares, 2012, A melhoria da contratação pública e o memorando de entendimento: o desafio da competitividade", Revista do Tribunal de Contas, n.º 55/56, ISSN: 0871-3065, pp.21-48.
53. Costa, A. A., Tavares, L. V., 2012, "Social e-Business and the Satellite Network model: Innovative concepts to improve collaboration in construction", Automation in Construction, vol. 22, pp. 387-397.
54. Costa, A. A., Tavares, L. V., 2012, "Advanced multicriteria models to promote quality and reputation in public construction e-marketplaces", Automation in Construction, vol. 30, pp. 205-215.
55. Costa, A. A., Arantes, A., Tavares, L. V., 2013, "Evidence of the impacts of public e-procurement: The Portuguese experience", Journal of Purchasing and Supply Management, 19 (4), pp. 238-246.
56. Costa, A.A.; Tavares, L.V., 2014, "Social e-business as support for construction e-procurement: e-procurement network dynamics", Automation in Construction, 43, pp.180-186,
57. Tavares, L.V., 2016, A Transposição da Nova Diretiva 2014/24/EU Relativa aos Processos de Aquisição de Bens, Serviços e Obras Baseados em Contratos Públicos: Concorrência e Inovação, Revista do Tribunal de Contas, nº63/64 , Janeiro/Dezembro 2015
58. Tavares, L.V., 2017, "Mercados públicos: evaluar o no evaluar el rendimiento de los operadores económicos, esa es la cuestión!" accepted for publication in Gabilex, C.L.M., Espanha.

#### **Books, Chapters and Monographies**

1. Tavares, L.V., 1982, "1º Congresso Nacional sobre Investigação Operacional e as suas aplicações à gestão", APDIO
2. Tavares, L. V., 1991, "Desenvolvimento de Sistemas Educativos: Modelos e Perspectivas", GEP, Lisboa.
3. Tavares, L. V., 1995, "Desenvolvimento dos Sistemas Educativos", GEP, Lisboa.
4. Tavares, L. V., Oliveira, R., Themido, I., Correia, F.N., 1996, "Investigação Operacional", McGraw-Hill.
5. Tavares, L.V., 1998, "Advanced Models on Project Management", Boston, Kluwer Academic Publishers
6. Tavares, L.V., 1999, "Quem é Quem: 1978-1998", APDIO

7. Tavares, L. Valadares, Nunes Correia, F., 1999, "Optimização Linear e Não Linear" Calouste Gulbenkian Foundation, Lisbon, 2<sup>nd</sup> edition.
8. Tavares, L. Valadares, "A Engenharia e a Tecnologia ao Serviço do Desenvolvimento de Portugal: Prospectiva e Estratégia 2000 – 2020", Verbo, 2000.
9. Tavares, L. V., Antunes, C.H., 2000, "Casos de Aplicação de Investigação Operacional", Mc Graw-Hill.
10. Tavares, L. Valadares, Mateus, Abel, Cabral, F. Sarsfield, 2002, "Reformar Portugal", co-editor with A. Mateus and F. Cabral, Oficina do Livro.
11. Tavares, L.V., Pereira, M.J., 2002, E-Portugal, ACEP, OPET
12. Tavares, L.V., 2004, "A Administração Pública da Suécia", Colecção: Cadernos INA 14,
13. Tavares, L. Valadares , J. Monteiro e P. Swatman, 2003, "Towards the Knowledge Society: E-Commerce, E-Business and E-Government", IFIP, Kluwer.
14. Tavares, L. V., 2003, "Sistema de Apoio à Gestão dos Recursos Petrolíferos em Contexto de Emergência (SAGE)", Revista Planeamento Civil de Emergência, Nº.: 16, pp. 28-29
15. Tavares, L.V., Manuel João Pereira et al, 2004, "Changing Cultural Paradigms and Mind-set of Employees in the Public Sector: the TAP - Air Portugal Case Study", Colecção: Cadernos INA 16,
16. Tavares, L.V., Manuel João Pereira et al, 2004, "Melhoria de Serviços Telefónicos e de Dados com Redução de Custos no Sector Público - Caso de Estudo", Colecção: Cadernos INA 17,
17. Tavares, L.V., 2004, "O Novo Quadro Legal da Administração Pública: Inovação e Mudança Cultural", Editado por INA - Instituto Nacional de Administração,
18. Tavares, L.V., 2004, Amílcar Arantes et al, "Modelo de Custeio da Cadeia de Abastecimento - Aplicação à Indústria Automóvel Portuguesa", Publicação em CD "Fifth International Congress of Logistics Research (RIRL), Fortaleza, Brasil, 23-25 Agosto.
19. Tavares, L.V. et al, 2004, "Acidentes nas Obras Modelo Causal e Recomendações" 4th International Symposium on Occupational Safety and Hygiene, pp.203-208, Ordem dos Engenheiros, Porto.
20. Tavares, L.V., José Coelho, et al, 2004, "Incerteza, Risco e Gestão de Empreendimentos Geotécnicos: O Modelo Multimpact" 9º. Congresso Nacional de Geotecnia, Vol.II, "Modelação e Segurança", Aveiro.
21. Tavares, L.V. et al, 2004, "Acidentes nas Obras Modelo Causal e Recomendações", 9º. Congresso Nacional de Geotecnia, Vol.II, "Modelação e Segurança",
22. Tavares, L.V. et al, 2004, "Contratualização de Empreitadas de Obras Públicas: Assimetria e Equilíbrio", 2º. Congresso Nacional da Construção "Construção 2004, Repensar a Construção", Vol. 1,
23. Tavares, L.V. et al, 2004, "A engenharia: decisão e prospectiva" Momentos de Inovação e Engenharia em Portugal no Século XX, Vol. III,, pp.501-505.



24. Tavares, L. Valadares, 2004, "O Novo Quadro Legal da Administração Pública: Inovação e Mudança Cultural", Editado por INA - Instituto Nacional de Administração,.
25. Tavares, L. Valadares, 2004, "A Administração Pública da Suécia", Colecção: Cadernos INA 14,.
26. Tavares, L. Valadares, 2005 "O Instituto Nacional de Administração 2003/2005", INA
27. Tavares, L. Valadares, Manuel João Pereira, 2005, "A Administração Pública da Finlândia", Cadernos INA.
28. Tavares, L. Valadares, João Figueiredo, André Azevedo Alves, 2005, "Processos de Mudança na Administração Pública: Cultura de Direcção, Novos Modelos de Formação e o Futuro das Ciências da Administração", Cadernos INA,, Nr.23.
29. Tavares, L. Valadares et al, 2005, "O Estado no Século XXI: Redefinição das suas Funções?", INA,
30. Tavares, L.V, 2005, "O Instituto Nacional de Administração Pública 2003/2005", INA
31. Tavares, L. Valadares, 2006, "Complexity and reform of public administration: the case of Portugal", Comunicação apresentada na conferência anual do EGPA, "Public manager under pressure: between politics, professionalism and civil society", Universidade de Bocconi, Milão, 6 a 9 de Setembro
32. Tavares. L. V., 2006, "A Procura do Ensino da Engenharia em Portugal", Academia de Engenharia, 136p.
33. Tavares, L.V., Rato, H. e Martins, O., 2006, Avaliação Prospectiva de Competências para Quadros e Dirigentes da Administração Pública Portuguesa, INA
34. Grilo, A., Tavares, L.V., 2008, "O Building Information Model e a Competitividade do Sector da Construção", OPET,
35. Tavares, L. Valadares, 2008, "O Modelo e o Software SIAP 2008 para avaliação de propostas e candidaturas segundo o Código dos Contratos Públicos (DL18/2008)", OPET
36. Tavares, L. Valadares, 2008, "A Gestão das Aquisições Públicas, Guia de Aplicação do Código dos Contratos Públicos (DL 18/2008), Empreitadas, Bens e Serviços", OPET
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39. Tavares, L.V., 2010, "Public eTendering in European Union – Trust eVolution", eVA – European Vortal Academy, April, pp.27.
40. Tavares, L.V. 2010, "Investigação Operacional em Portugal: os próximos anos" Boletim APDIO 42, pp.3.
41. Tavares, L. V., 2011, "A strategy to reduce public expenditure based on e-tendering and Procurement Business intelligence: the case of Portugal", eVA

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45. Tavares, L.V., 2013, "An Essay on the Future of e-Public Procurement in Europe: 2015 – 2025" in Tavares, L.V., ed., 2013, *Proceedings of the 1st European Conference on e-Public Procurement (ECPP): E-Public Procurement in Europe : Public Management , Technologies and Processes of Change*, OPET
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49. Tavares, L.V., 2014, "The New Directive 2014/24/EU on Public Procurement: Policy Issues and Next Steps" in Tavares, L.V., ed., 2014, *Proceedings of the 2nd European Conference on e-Public Procurement (ECPP): New Developments on E-Public Procurement*, OPET
50. Tavares, L.V., Medeiros, R., Coelho, D., 2014, "A Nova Diretiva 2014/24/UE sobre os processos de aquisição de bens, serviços e obras baseados em contratos públicos", OPET
51. Tavares, L.V., Medeiros, R., Coelho, D., 2014, "The New Directive on 2014/24/UE on Public Procurement", OPET
52. Tavares, L.V., Costa, A.A., 2015, "A Networked Society", OPET
53. Tavares, L.V., 2015, "Interoperability for e-public procurement across EU : a tale and a road map" , Vortal Spring Paper
54. Tavares, L.V., 2015, "Webcities and their New Urban Centres " , , INTA39 Congress , Paris
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