

DEGREE CERTIFICATE

The Director of the Academic Services of the ISEG Lisbon School of Economics & Management (Instituto Superior de Economia e Gestão), Universidade de Lisboa, certifies that **BERNARD FRANCIS MARCHAL**, Belgian nationality, identification document N.º 592442963921 (Identity Card of Origin Country), was approved in the following course units of the **Master in Management and Industrial Strategy (Mestrado em Gestão e Estratégia Industrial)**, completed on November 28, 2024, with a final grade of **15 (Fifteen)** and the rank C in the ECTS grading scale.

Course Unit	Academic year	Grade (1)	ECTS (2)	ECTS Grade (3)	Obs.
Company Internationalization Strategies	2022/2023	14	6.0	D	
Financial Management	2022/2023	13	3.0	C	
Industrial Marketing	2022/2023	14	6.0	C	
Industrial Organization	2022/2023	15	6.0	B	
Industrial Policy and Competitiveness	2022/2023	13	6.0	D	
Logistics and Supply Chain Management	2022/2023	12	3.0	C	
Management of Innovation	2022/2023	15	6.0	B	
Management Strategy	2022/2023	13	6.0	D	
Marketing for Innovation and New Products	2022/2023	14	6.0	D	
Planning, Control and Integration of Production	2022/2023	12	6.0	E	
Quality Management	2022/2023	13	6.0	D	
Seminar	2022/2023	15	6.0	C	
Advanced Topics of Production Management	2023/2024	17	6.0	-	a)
Internship 1	2023/2024	16	12.0	B	
Internship 2	2023/2024	16	30.0	B	
Research Seminar	2023/2024	13	6.0	-	a)
Statistical Methods	2023/2024	15	6.0	-	a)
		TOTAL UCs:	17	TOTAL ECTS:	126.0

a) Erasmus

- Grade** - The final grade is expressed in the range 10-20 on a numerical scale from 0 to 20.
The lowest passing grade is 10.
(10 to 13 - Satisfactory; 14 to 15 - Good; 16 to 17 - Very Good; 18 to 20 - Excellent; AP - Approved)
- ECTS** - European Credit Transfer System
- EECC** - ECTS grading scale
(A - Excellent; B - Very Good; C - Good, D - Satisfactory; E - Sufficient)

ISEG, Lisbon School of Economics & Management, February 5, 2025

Dra. Sónia Maria Pessoa Costa Domingues
The Director of the Academic Services