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Author Unknown: Lastly, one other possible message, Author Unknown, can have two possible meanings: the certificate is a self-signed certificate or has been issued by an unknown or untrusted certificate authority and therefore has not been trusted; or the revocation check could not be completed. If you receive this message, make sure that you are properly connected to the Internet. If you have a connection and you still cannot validate the digital certificate online, reject this document.

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STANFORD UNIVERSITY

Stanford Center for Professional Development

496 Lomita Mall, Durand Bdg., Stanford CA 94305

Record of Completion

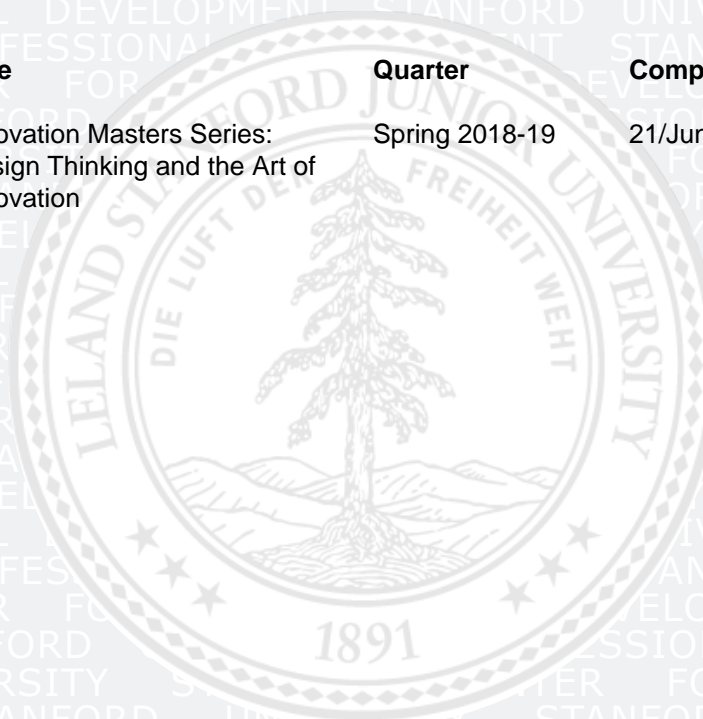
24/Jun/2019

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Kris Harikrishnan
140 S. Avalon Dr
Los Altos, CA
94022 United States

Account Number: X475530

Course No.	Title	Quarter	Completion Date	Grade	CEU(s)
XDES400 - 023	Innovation Masters Series: Design Thinking and the Art of Innovation	Spring 2018-19	21/Jun/2019	S	2.0



Paul Marca
Executive Director
Stanford Center For Professional Development
Stanford University

Stanford Center for Professional Development
 STANFORD UNIVERSITY
 496 Lomita Mall, Durand Building
 Stanford, CA 94305-4036
 Phone: 650 725-3016 Fax: 650 725-2868
 Web: <http://scpd.stanford.edu> Email: scpd-customerservice@stanford.edu

KEY TO STANFORD CENTER FOR PROFESSIONAL DEVELOPMENT RECORD OF COMPLETION

Key:

S	Satisfactory – A or B equivalent	This Record of Completion does not represent Stanford University Units.
A	Excellent	
B	Good	
See Axxess	Grade recorded by Stanford University, available at http://axess.stanford.edu	Alteration or forgery of this document is a criminal offense. A black and white document is not an original and should not be accepted as an official institutional document.
Audited Course	Enrolled for video access only	
Grade Unmarked	Course requirements not yet completed	
Note: The P (Pass) notation was used prior to Summer 2009-10. The notation was changed to S (Satisfactory) as of Jul 01, 2010.		Pursuant to the Family Education Rights and Privacy ACT of 1974 this information cannot be released to a third party without written consent of the student.

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The Stanford Center for Professional Development is a registered education provider of the Project Management Institute (Provider #1963). Professional Development Units (PDUs) may be earned for each course taken as part of the Stanford Advanced Project Management Program and the Strategic Decision and Risk Management Program to maintain certification as a Project Management Professional (PMP®).

Please use the Project Management Institute activities numbers below to claim PDUs at <http://www.pmi.org> for eligible completed courses:

Adaptive Execution of Strategy	XAPM223	Advanced Decision Analysis at Stanford	XSDR320C
Bridging Discipline and Agility Online	XAPM223B	Advanced Decision Analysis Online	XSDR320E
Converting Strategy into Action at Stanford	XAPM110C2	Biases In Decision-Making Online	XSDR220E
Converting Strategy into Action Online	XAPM110E2	Biases In Decision-Making at Stanford	XSDR220C
Executing Complex Programs at Stanford	XAPM221C2	Collaborative Decision-Making and Negotiation Online	XSDR225E
Executing Complex Programs Online	XAPM221E2	Collaborative Decision-Making and Negotiation at Stanford	XSDR225C
Financial Mastery for Projects Online	XAPM212E	Decision Analysis at Stanford	XSDR122C
Leading Change from the Middle at Stanford	XAPM220C	Decision Analysis Online	XSDR122E

Leading Change from the Middle Online	XAPM220E	Decision Quality at Stanford	XSDR120C
Leading Effective Teams at Stanford	XAPM216C	Decision Quality Online	XSDR120E
Leading Effective Teams Online	XAPM216E	Decision Quality Practicum at Stanford	XSDR420C
Leadership for Strategic Execution at Stanford	XAPM111C	Leading Strategic-Decision Making at Stanford	XSDR322C
Leadership for Strategic Execution Online	XAPM111E	Leading Strategic-Decision Making Online	XSDR322E
Leveraging the Customer Relationship	XAPM213E	Managing Risk in Healthcare Organizations	XSDR123
Managing Without Authority at Stanford	XAPM214C	Modeling for Strategic Insight at Stanford	XSDR321C
Managing Without Authority Online	XAPM214E	Modeling for Strategic Insight Online	XSDR321E
Mastering the Project Portfolio Online	XAPM112E	Scenarios and Effective Forecasting at Stanford	XSDR226C
Project Innovation Through Design Thinking at Stanford	XAPM230C	Scenarios and Effective Forecasting Online	XSDR226E
Project Innovation Through Design Thinking Online	XAPM230E	Strategic Innovation and Design Thinking at Stanford	XSDR221C
Project Management Mastery Online	XAPM001E	Strategic Innovation and Design Thinking Online	XSDR221E
Project Risk Management Online	XAPM215E	Strategic Portfolio Decisions Online	XSDR224E
The Strategic Project Management Office: Projects to Enterprise Online	XAPM211E	Strategic Portfolio Decisions at Stanford	XSDR224C
Building Business Models	XINE249		
Cultivating the Entrepreneurial Mindset	XINE257		
Demand Creation: The Secrets of Driving Growth	XINE235		
Empathize and Prototype: A Hands on Dive into the Key Tools of Design	XINE214		
Financing Innovation: Valuing Projects and Firms	XINE251		
Innovating Through Value Chains	XINE241		
Leading Collaborative Teams (Teaming Across Boundaries)	XINE226E		
Leading Innovation	XINE229E		
Negotiation: How to Get (More of) What You Want	XINE260E		
Power of Stories to Fuel Innovation	XINE217E		
Scaling Excellence: How You Can Help Make it Happen	XINE232E		
Simple Rules for Strategy Driven Innovation	XINE246E		

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Document Validity

Valid Signature: The document's contents have not been changed or altered in any way. Also, when the pop-up screen displays a message that the digital signature is valid it means that the author of the document is known to the certification authority and the person or institution represented by the digital signature is true and authentic.

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Author Unknown: There are two possible meanings: the digital signature cannot be validated due to a disconnection to the internet, or the digital signature cannot be instantly validated via the internet. If this message is received make sure there is proper connection to the internet. If there is connection and the digital signature cannot be validated, reject this document.

Additional Information

A document that contains a digital signature can be instantly validated and will display a blue ribbon on the notification bar across the top of the Adobe Reader. On older versions of the Adobe reader, the blue ribbon will be displayed on a pop-up screen and in the lower left corner of the frame of the application. The blue ribbon symbol is your assurance that the digital signature is valid, authentic, and the contents of the document have not been altered.

Note on Pop-up Screens

To activate the pop-up screens in either Adobe Reader or Adobe Acrobat to view the status a document that has a digital signature (described above) open the application first, then open the document. Sometimes browsers will trigger Adobe Reader or Adobe Acrobat as a helper application, failing to activate the application's full functionality.

For More Information

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 B – Good
 See Axxess – Grade available at <http://axess.stanford.edu>
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 Grade Unmarked – Course requirements not yet completed

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