HONOR CODE CERTIFICATE

Otto Scharmer
Senior Lecturer, Sloan School of Management
Massachusetts Institute of Technology

Sanjay Sarma
Director of Digital Learning
Massachusetts Institute of Technology

Anne-Béatrice Duparc

successfully completed and received a passing grade in

15.S23x: U.Lab: Transforming Business, Society, and Self

a course of study offered by MITx, an online learning
initiative of The Massachusetts Institute of Technology through edX.

HONOR CODE CERTIFICATE
Issued March 5th, 2015

Verify the authenticity of this certificate at
https://verify.edx.org/cert/13ffdc8a442540658b2d692a4547abd5