



**MINISTRY OF RESEARCH, TECHNOLOGY, AND HIGHER EDUCATION**  
**MULAWARMAN UNIVERSITY**

Based on the Decree of the Minister of Colleges and Science Number 130 Year 1962

Hereby certifies that

**ARIESTA HEKSARINI**

Student Number : 1201027008

Born in Samarinda on the 27<sup>th</sup> of March 1975

Has completed her study and fulfilled all the educational requirements of the Doctoral Program at the Management Study Program on the 22<sup>nd</sup> of December 2016

Thereby the following degree is conferred

**DOKTOR ILMU MANAJEMEN (Dr.)**  
 Graduation Notation : Very Satisfactory

Together with all rights and responsibilities attached to the degree, based on the Rector's Decree Number 1059/SK/2016 dated the 16<sup>th</sup> of August 2016 on the Format and Characteristics of Graduation and Profession Certificates issued by Mulawarman University

Given at Samarinda on the 20<sup>th</sup> of June 2017

**DEAN**

Faculty Of Economics and Business,

**Prof. Dr. Hj. Syarifah Hidayah, M.Si.**  
 NIP 19620513 198811 2 001



**RECTOR**

Mulawarman University,

**Prof. Dr. H. Masjaya, M.Si.**  
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