

FULL-TIME MBA PROGRAM

# MMMProgram

*A dual-degree program in business and design innovation*

NORTHWESTERN UNIVERSITY



**Kellogg**  
School of Management

**McCormick**

Northwestern Engineering



WE BELIEVE THAT TRUE INNOVATION  
IS SEEING THE WORLD NOT AS IT IS

BUT AS IT  
COULD BE

# THE MMM PROGRAM

## TWO DEGREES, INFINITE POSSIBILITIES

Northwestern University's dual-degree MMM Program — Master of Business Administration and Master of Engineering Management — focuses on what managers need to know to lead product and service-driven companies to success through technology. Students develop a firm grounding in business leadership through Northwestern's renowned Kellogg School of Management and complete a major in design and operations at the McCormick School of Engineering and Applied Science, one of the country's leading engineering schools.

**DESIGNING THE FUTURE.** MMM students graduate with a solid foundation in management and design innovation, a core analytical background and an intimate knowledge of product and service development. They are poised to lead the entire innovation life cycle by striking the ideal balance between big-picture approaches and detail-oriented processes for problem solving.

**THEY ARE OUR FUTURE INNOVATORS.**





A CULTURE THAT  
FOSTERS INNOVATION





## MMM STUDENTS LEARN THAT TRUE INNOVATION IS ABOUT SEEING THE WORLD NOT ONLY AS IT IS BUT ALSO AS IT COULD BE.

Our curriculum emphasizes both process- and possibility-based thinking. Process-based thinking is rigorous, logical and factual. Possibility-based thinking is empathetic, intuitive and experimental. The integration of both ways of thinking enables students to develop innovative solutions and create new and meaningful customer experiences from system design through finished product.

# THE POWER OF OUR INTEGRATED APPROACH

IN JUST TWO YEARS, IMMERSSED IN A SINGLE, INTEGRATED CURRICULUM, MMM STUDENTS CAN EARN TWO PRESTIGIOUS DEGREES: THE MASTER OF BUSINESS ADMINISTRATION (MBA) FROM KELLOGG AND THE MASTER OF ENGINEERING MANAGEMENT (MEM) FROM MCCORMICK.

**FLEXIBILITY FOR ADVANCED STUDY.** As part of their MBA degree, students may choose any business major, including operations, marketing, strategy and finance. As part of their MEM degree, students major in design and operations.

Once they have mastered a diverse array of core subjects, they are free to pursue advanced electives in the areas that will best serve their interests and careers. That includes electives offered through the Segal Design Institute at McCormick. Students may also choose to study abroad.

**LEARNING FROM EXPERIENCE.** All MMM students have the opportunity to apply knowledge gained in the classroom to real-world organizations, often in collaboration with students from other Northwestern programs. Kellogg and McCormick are proud participants in Northwestern's NUvention program, a university-wide partnership that emphasizes innovation and entrepreneurship. Students at both schools collaborate with students of law, medicine and other disciplines to propose solutions to some of the world's toughest problems.

MMM coursework culminates in the Integration Project. Students conceptualize and develop a business venture based on a new product or service, or team up with an innovation-driven company, such as Wrigley, Herman Miller, Nissan and Vera Bradley.

# ENGAGING COURSEWORK

MMM Program students participate in most of the same courses as their single-degree MBA and MEM student counterparts. The classroom experience is enlivened by an emphasis on interaction and collaboration and enriched by the diversity – in culture, education, life experiences and expectations – of both students and faculty.

## MMM COURSE REQUIREMENTS

MMM students must complete a minimum of 24.5 credits over six quarters to earn the MBA and MEM degrees. MMM students fulfill the remaining program requirements by completing electives from those offered by Kellogg or McCormick.

THE FOLLOWING COURSES ARE REQUIRED FOR ALL MMM STUDENTS. ALL COURSES ARE ONE CREDIT, EXCEPT WHERE NOTED.

ACCOUNTING FOR DECISION MAKING

BUSINESS STRATEGY

DESIGN THINKING\*

DESIGNING AND MANAGING BUSINESS PROCESSES\*

FINANCE I/II

INTEGRATION PROJECT\*

LEADERSHIP IN ORGANIZATIONS (Offered in the pre-term of the first year)

MANAGERIAL ACCOUNTING\*

MARKETING

MEASUREMENT AND VALUATION OF BUSINESS PROCESSES\*

MICROECONOMIC ANALYSIS

VALUES AND CRISIS DECISION MAKING (0.5 credits) (Offered in the pre-term of the second year)

*\*MMM-specific requirements*

MMM MAJORS AND ELECTIVES

[mmm.northwestern.edu/academics](http://mmm.northwestern.edu/academics)

# DEVELOPING A BROADER SKILLSET

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“KELLOGG HAS GIVEN ME RENEWED CONFIDENCE. I’M MORE KNOWLEDGEABLE ABOUT BUSINESS AND BETTER PREPARED TO TAKE A LEADERSHIP ROLE.”

With a background in engineering, I worried about becoming too technically specialized. To lead in an organization, I needed a broader perspective on the way business works. That led me to Kellogg, McCormick and the MMM Program.

As the world becomes increasingly complex and companies face global competition, many seek to differentiate through innovation. A real sell of the MMM Program is its emphasis on a design-thinking mindset. ***We are learning how to discover new opportunities, and then deliver strategies we can execute.***

This program has given me renewed confidence. I’m more knowledgeable about business and better prepared to take a leadership role.



## ERIN MULHOLLAND

### PROGRAM:

MMM, CLASS OF 2012

### FOCUS:

MARKETING, MANAGEMENT,  
DESIGN + INNOVATION

### HOMETOWN:

NASHOTAH, WI



# PROFILE

## 2012 MMM PROGRAM ENTRANTS

### CLASS CHARACTERISTICS

54

ENROLLMENT

30%

U.S. MINORITY

39%

INTERNATIONAL STUDENTS

24%

WOMEN

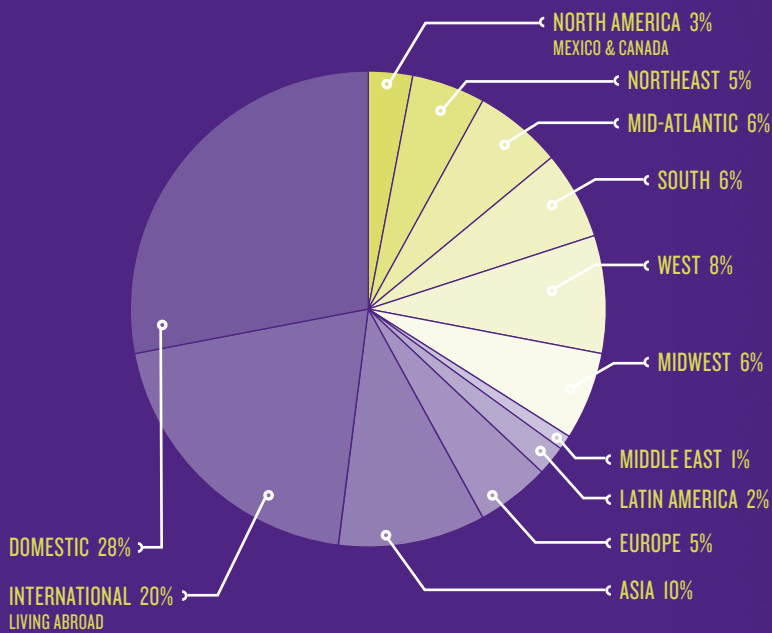
25–35 YRS

AGE RANGE

713

GMAT AVERAGE

GEOGRAPHIC REPRESENTATION



UNDERGRADUATE MAJORS

65%  
ENGINEERING

19%  
BUSINESS

1%  
ARTS & SCIENCES

11%  
OTHER

# BUILDING COMPLEMENTARY STRENGTHS

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**“MANY COMPANIES STRUGGLE TO UNDERSTAND WHAT A DIGITAL FUTURE LOOKS LIKE. I REALIZED THAT THE DUAL-DEGREE MMM PROGRAM COULD OPEN UP MANY OPPORTUNITIES IN THAT SPACE.”**

As an engineering undergraduate at Northwestern, I would envision what it takes to lead a business and be successful. I observed the Kellogg culture closely and saw that Kellogg students had the complete package for that – knowledge, engaging personalities and leadership skills.

I'm very interested in a career at the intersection of three areas: consumer products and services, digital technologies and innovation. Many companies struggle to understand what a digital future looks like. I realized that the dual-degree MMM Program could open up many opportunities in that space. ***Kellogg would provide the comprehensive business foundation I needed, and McCormick would help me solidify my functional skills and strengthen my design-innovation side.***





## PETER ECK

### PROGRAM:

MMM, CLASS OF 2012

### FOCUS:

MANAGEMENT + STRATEGY,  
MANAGEMENT + ORGANIZATIONS  
DESIGN + INNOVATION

### HOMETOWN:

LAKE BLUFF, IL

# BEYOND THE CLASSROOM

WHEN THE COURSEWORK IS COMPLETE, THE MMM PROGRAM TAKES STUDENTS OUT OF THE CLASSROOM AND INTO THE COMMUNITY — A VAST NETWORK OF INDUSTRY LEADERS AND PROGRAM ALUMNI WHO SERVE AND CHALLENGE EACH OTHER.

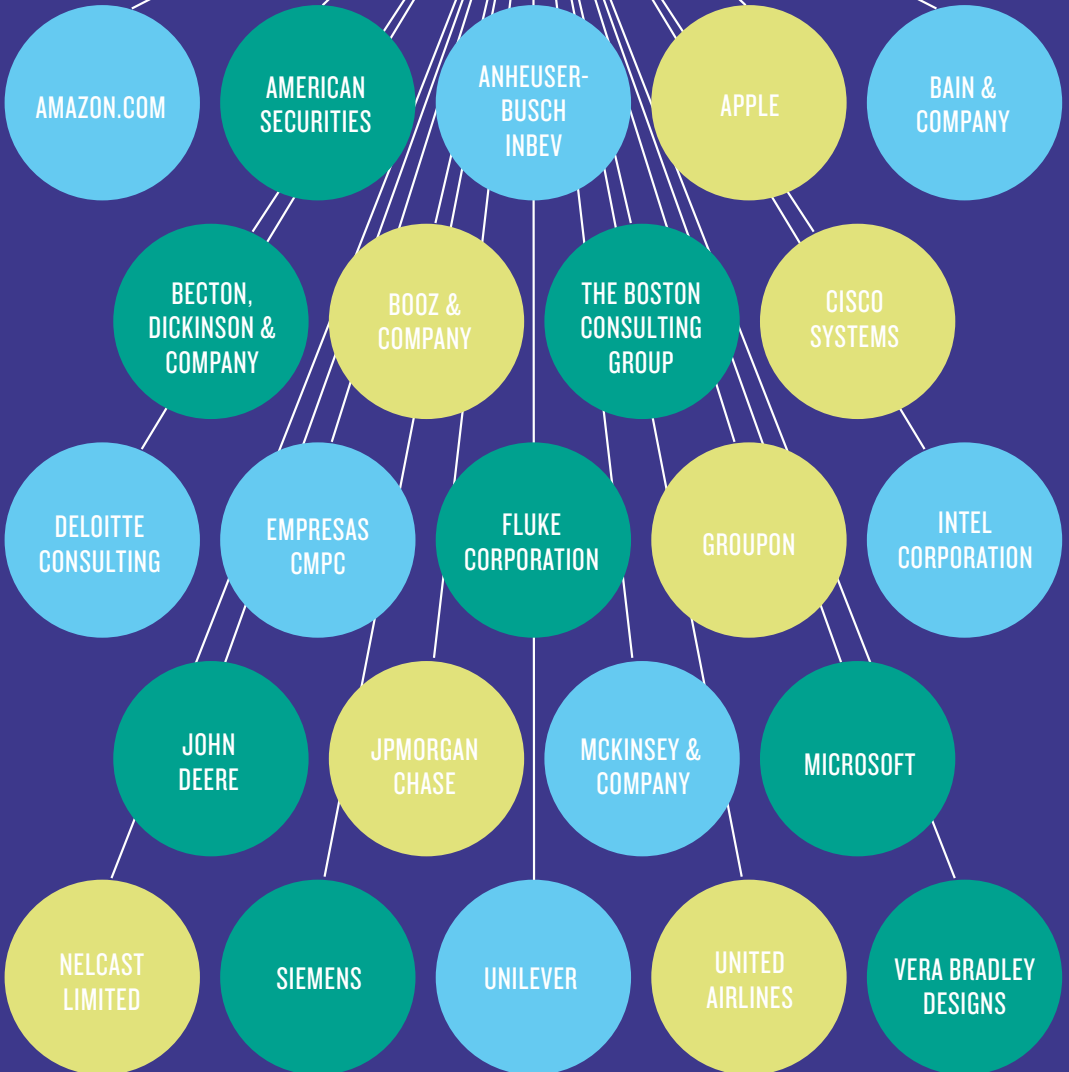
**LIFELONG CAREER AND PROFESSIONAL DEVELOPMENT.** With superior skills in design and operations management, MMM graduates are in demand around the world. Our alumni work in Europe, North and South America and across Asia. In the United States, they manage teams at East Coast financial firms, West Coast technology companies and organizations everywhere in between.

Our students have full access to all services, support and coaching offered by the career management offices at both Kellogg and McCormick, during their time here and throughout their lifetimes. Membership in the global alumni network expands opportunities for professional growth and career advancement.

**CONNECTION TO INDUSTRY LEADERS.** The MMM Advisory Board plays a vital role in the MMM community. Senior executives from innovation-driven firms around the world, such as Google, Harley-Davidson, Humana Healthcare and Continuum, sit on the board, providing insight and guidance on curricular and strategic issues. Their engagement contributes directly to the MMM Program's success, and many of their companies also hire MMM graduates, fund research and participate in integration projects and other learning experiences.

**A WORLDWIDE NETWORK.** The MMM Program has been educating leaders of innovation for more than 20 years. We boast the largest alumni network of its kind in the country, and it only grows in size and influence with each graduating class. MMM alumni around the world support the program enthusiastically, and many return to campus frequently to participate in events and to mentor students. Alumni also provide networking assistance to students seeking internships, and many hire MMM graduates for full-time positions.

COMPANIES ACROSS  
INDUSTRIES HIRE  
MMM GRADUATES



# ELIGIBILITY

## PROSPECTIVE STUDENTS HOLDING A BACHELOR'S OR EQUIVALENT DEGREE FROM AN ACCREDITED COLLEGE OR UNIVERSITY ARE ELIGIBLE TO APPLY.

Prior study in business or engineering is not a requirement for admission, but much of the coursework in the MMM curriculum requires quantitative skills, so students are encouraged to complete introductory courses in calculus and statistics prior to attending. The curriculum itself is based on a holistic foundation of leadership, which is rooted in the differentiated coupling of process-based and possibility-based thinking.

The MMM student should emerge from the program with a comprehensive knowledge that enables him or her to use the core analytical background and experience the world through an empathic design-thinking framework.

## CRITERIA FOR ADMISSION

The Admissions Committee evaluates each applicant's scholastic ability, personal character, motivation, leadership ability, interpersonal skills, career performance and management potential. The committee reviews the personal essays, academic record, GMAT score, letters of recommendation, résumé, evaluative interview report and TOEFL (if applicable) to assess each applicant's candidacy compared with the pool of applicants.

The committee also values full-time professional experience. Work experience demonstrates maturity and fosters career and self-awareness, which contribute to a student's success. The committee evaluates an applicant's potential through careful review of experience and accomplishments in work settings (including military service) and extracurricular activities.



# EXPERIENCE IT YOURSELF

The best way to decide if the MMM Program is right for you is to visit campus in person. Expect to be inspired by the creativity, scholarship, teamwork and fellowship. Try to schedule your visit when classes are in session so you can see firsthand the dynamic nature of the academic experience.

During your visit, you can meet and interact one-on-one with future fellow students over lunch, in casual chats or during a student-led campus tour. You can join an interactive information session led by an admissions officer.

To make sure that you get the most out of your stay, visit our website for campus visit schedules and other important details: [kellogg.northwestern.edu/FT-OnCampus](http://kellogg.northwestern.edu/FT-OnCampus).

To see the complete academic calendar for 2012–2013, visit: [kellogg.northwestern.edu/Academic\\_Calendar](http://kellogg.northwestern.edu/Academic_Calendar).

## WANT TO CONNECT SOONER? BEGIN YOUR VIRTUAL VISIT RIGHT NOW.

**MMM FAQs** Learn about student life, academics, recruiting and more in our frequently asked questions: [mmm.northwestern.edu/FAQ](http://mmm.northwestern.edu/FAQ)

**STUDENT PERSPECTIVES** Read about the Kellogg experience straight from our students: [mmm.northwestern.edu/blog](http://mmm.northwestern.edu/blog)

**ADMISSION EVENTS** Meet our admission officers, alumni and students at events in your city or online: [kellogg.northwestern.edu/FT-AdmissionsEvents](http://kellogg.northwestern.edu/FT-AdmissionsEvents)

**INTRODUCE YOURSELF** Sign up for a Kellogg Connection account: [kellogg.northwestern.edu/KelloggConnection](http://kellogg.northwestern.edu/KelloggConnection)

**EMAIL** Please email questions about admissions and the application process to the Office of Admissions: [MBAdmissions@kellogg.northwestern.edu](mailto:MBAdmissions@kellogg.northwestern.edu)

# APPLICATION DEADLINES AND ADMISSIONS CALENDAR

Applicants are required to submit only one application and should follow the instructions for applying to the MMM Program as outlined in Kellogg’s application at [kellogg.northwestern.edu/FT-Apply](http://kellogg.northwestern.edu/FT-Apply). A separate application to the McCormick School is not required. We strongly recommend that international applicants apply by the Round 2 application deadline to allow adequate time for relocation and visa processing. International applicants who apply in Round 3 and request an off-campus interview may be selected to interview by invitation only.

	ROUND 1	ROUND 2	ROUND 3
APPLICATION PART I	Part I must be submitted to request an off-campus interview OR to schedule an on-campus interview with the Kellogg Admissions Office. Please note the different interview deadlines.		
OFF-CAMPUS INTERVIEW REQUEST DEADLINES	Select the OFF-CAMPUS INTERVIEW REQUEST BOX and submit Part I by		
	Sept. 19, 2012	Dec. 4, 2012	April 3, 2013
	Please allow up to eight weeks after submitting Part I to receive either an interview assignment in your local area or an interview waiver in areas of high demand. Assignment priority may be given to those who have submitted Part II.		
ON-CAMPUS INTERVIEW REQUEST DEADLINES	Select the ON-CAMPUS INTERVIEW REQUEST BOX and submit Part I by		
	Oct. 16, 2012	Jan. 3, 2013	April 10, 2013
	THEN Contact the Kellogg Admissions Office to schedule and complete your interview by		
	Dec. 1, 2012	March 2, 2013	April 26, 2013
	Please allow two business days after submitting Part I to schedule your interview. Chicago-area MBA applicants must request an off-campus interview.		
APPLICATION PART II DUE BY 11:59 PM CT	Oct. 16, 2012	Jan. 3, 2013	April 10, 2013
DECISION RENDERED BY	Dec. 17, 2012	March 21, 2013	May 15, 2013

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Harassment, whether verbal, physical or visual, that is based on any of these characteristics is a form of discrimination.

This includes harassing conduct affecting tangible job benefits, interfering unreasonably with an individual’s academic or work performance or creating what a reasonable person would sense is an intimidating, hostile or offensive environment.

While Northwestern University is committed to the principles of free inquiry and free expression, the discrimination and harassment identified in this policy are neither legally protected expression nor the proper exercise of academic freedom.

For advice or assistance regarding this policy, see [northwestern.edu/hr/eo](http://northwestern.edu/hr/eo).

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Photography by Jeff Sciortino and Andrew Campbell.

THINK BRAVELY.  
START HERE.



