

MMM Program

Process + Possibility-based thinking



MMM=MBA+MEM

The dual-degree program that integrates management, marketing, operations and design.

NORTHWESTERN UNIVERSITY

McCormick

Northwestern Engineering



Future innovators.

MMM, a Northwestern University dual-degree program integrating the renowned Master of Business Administration from the Kellogg School of Management and the Master of Engineering Management from the McCormick School of Engineering and Applied Science, educates leaders to create innovative customer experiences and solutions from system design through the finished product.

Innovation is a key differentiator in business. MMM students learn that true innovation is about seeing the world not only as it is, but as it could be.

CURRICULUM

MMM teaches interdisciplinary innovation through a curriculum based on Process + Possibility-Based thinking. Process-Based thinking is rigorous, logical, and factual; Possibility-Based thinking is human-centered, re-framed, and exploratory. The understanding of both enables students to create new and truly meaningful knowledge that leads to actionable innovation in the marketplace, improving organizations and communities around the world.

STUDENT PROFILE

Our graduates emerge from the program with a holistic foundation in leadership.

They have a core analytical background and an empathic disposition.

They have intimate knowledge of product and service development and are poised to lead the entire innovation lifecycle.

They are prepared to transform organizations and markets in a climate characterized by increasing uncertainty and complexity, to strike a balance between detail-oriented and big-picture approaches to problem solving.

They are our future innovators.

The power of two integrated degrees.

In MMM, students earn two degrees with one set of curricular requirements in just two years.

Our curriculum focuses on what managers need to know to lead product- and service-driven companies to success through technology. In addition to studying the core topics of the Kellogg School's prestigious management program, students learn central operations and design principles at McCormick, one of the nation's leading engineering schools. Students receive two degrees: the master of business administration (MBA) from Kellogg and the master of engineering management (MEM) from McCormick. Within the MBA curriculum, students can choose any business major, such as finance, marketing or strategy. All students in the MEM curriculum complete a major in design and operations.

ACCELERATED STUDY

To preserve maximum flexibility for advanced coursework, some study is accelerated to take advantage of the strong quantitative backgrounds of MMM students. For example, MMMs take a single accelerated finance course in place of Finance I and II, and advanced versions of Analytical Methods and Operations Management. More detailed information is available at mmm.northwestern.edu.

INNOVATIVE COURSEWORK

The MMM program provides unique opportunities for students to build on their classroom learning through coursework and activities that apply the key concepts to real-world organizations. MMM



“Great design is fundamentally about creating great solutions to realize great opportunities. Its role in business is paramount. For a company like Harley-Davidson, we make an emotional connection through our products, service and brand. Design plays a pivotal and central role in the melding of the art and the science that is essential in all our motorcycles and the experiences we create around them.

“The MMM Program gives students the knowledge and appreciation of the rightful place of design in leading businesses forward. Combining design thinking with the program’s strength in operations and collaborative work methods, the MMM Program gives students an edge when it comes to driving real value in business.”

MATT LEVATICH

MMM 1994

**PRESIDENT AND CHIEF OPERATING OFFICER
HARLEY-DAVIDSON MOTOR COMPANY**

“In design, you think about what’s possible. In operations, you think about tactics to help turn these ideas into products and services.

“MMM helped me bridge this gap between the abstract and the concrete. Visualizing and expressing this insight helps me lead teams and distinguish what’s important.”

AMY NG

MMM 2008

**GLOBAL SUPPLY MANAGER, ENCLOSURES
APPLE INC.**



coursework culminates in the Integration Project, which allows students to develop a business venture based on a new product or service or become consultants for leading companies. The MMM Integration Project, and the Kellogg School's experiential learning courses including the popular Global Initiatives in Management Program, are just a few examples of such opportunities available to the MMM students.

Beyond the classroom.

The MMM Program's exciting curriculum is enhanced by its vibrant relationship with the operations and design communities. Industry leaders on the MMM Advisory Board help set the program's agenda.

MMM ADVISORY BOARD

The MMM Advisory Board is a vital component of the MMM community. Senior executives from dozens of operations and design firms around the world advise us on curricular and strategic issues. Board members' companies hire MMM graduates, fund research and participate in integration projects and other classroom assignments. Their engagement has been critical to the MMM Program's success.

VISITS TO INDUSTRY

In the MMM Program, visits to domestic and overseas facilities complement the classroom experience. Many MMM students perform in-depth research around the world in the Kellogg School's Global Initiatives in Management Program, where students meet with leaders from business and government.

WORLDWIDE SCOPE

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.

THE ALUMNI NETWORK

With each graduating class, the MMM alumni network — already the largest of any operations management program in the country — grows even more influential.

MMM alumni around the world are enthusiastic supporters of the program. They return to campus frequently to participate in events and to mentor current students. They also provide networking assistance to students seeking internships and full-time employment and they support fellow alumni throughout their careers.

Our alumni continue to enjoy many of the program's benefits after graduation. These include access to services such as the Kellogg School's online alumni directory and email forwarding as well as many lifelong learning opportunities. Alumni may also take advantage of career management resources including workshops, a database of job opportunities exclusively for graduates and free one-on-one career counseling.

Required courses for the MMM Program

All courses are 1 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*

Electives are available from both Kellogg and McCormick. Students must complete a minimum of 24.5 credits over six quarters to earn the MBA and MEM degrees.

Learn more about Kellogg majors and electives at kellogg.northwestern.edu/admissions.



“Successful innovation happens when two or more disciplines come together. Product and service companies increasingly seek to combine product innovations with process and business model innovations. With the interdisciplinary curriculum of the MMM program, MMM students are best prepared to create and lead such innovation. By speaking all the languages of R&D, manufacturing and business management, they can cross functional company borders and provide the necessary glue to get companies to be innovative as one.”

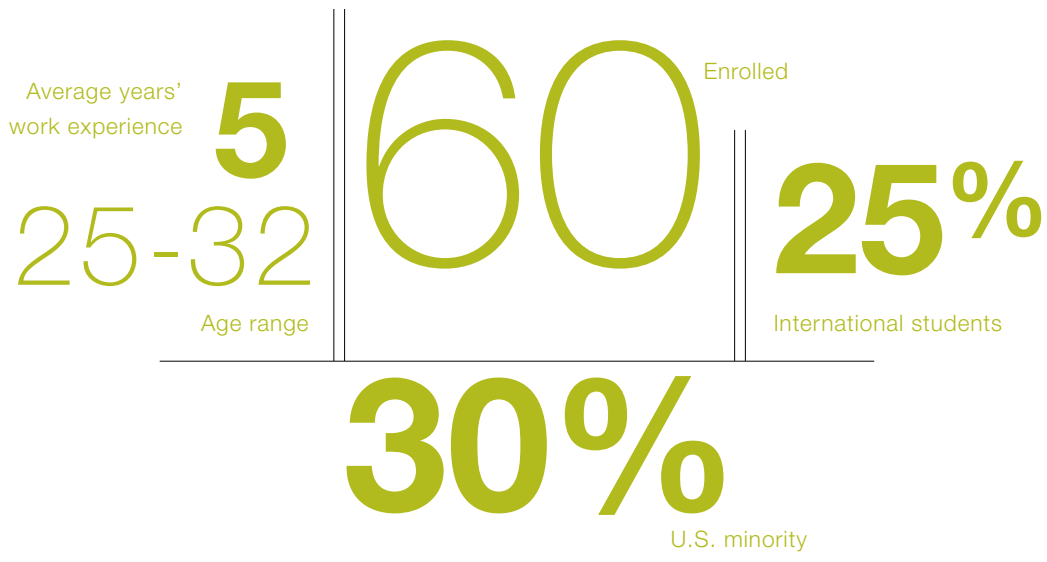
MIKKO RIEGER

MMM 2006

SENIOR PROGRAM MANAGER

NOKIA

Profile of 2011 Kellogg MMM Program Entrants*



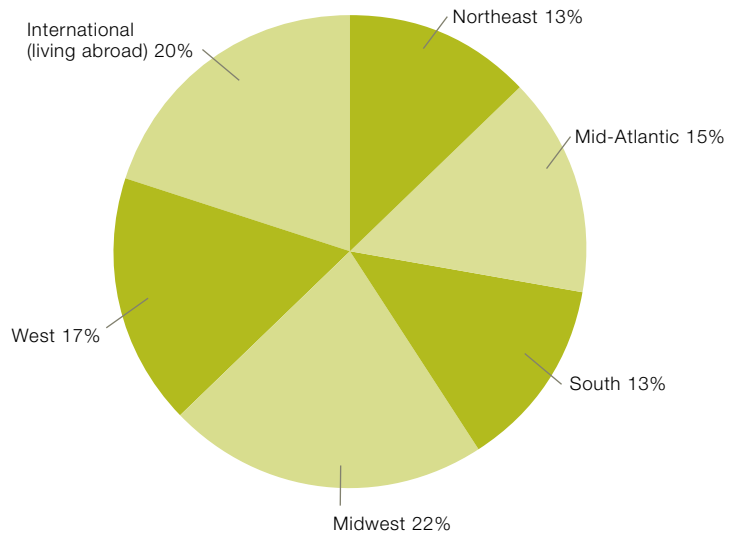
GMAT DISTRIBUTION OF ENROLLED STUDENTS

Up to 670	680-710	720-750	760-800
10%	35%	37%	18%

UNDERGRADUATE MAJORS

Engineering	58%
Business	17%
Arts & Sciences	20%
Other	13%

GEOGRAPHIC REPRESENTATION



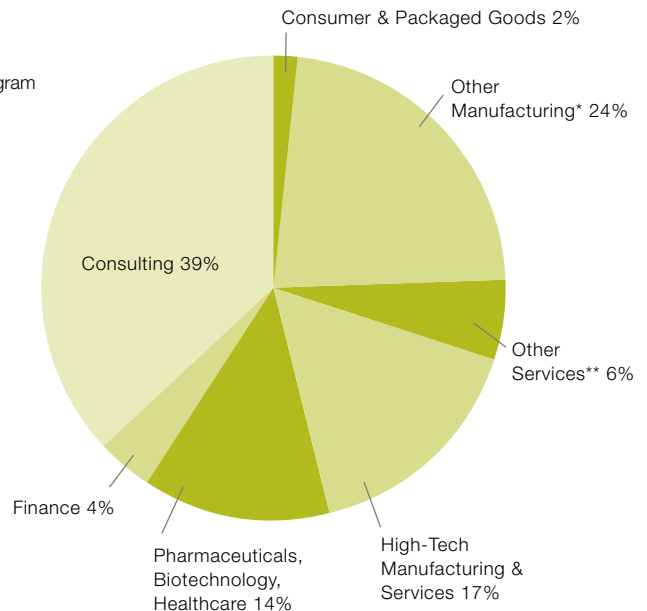
*As of August 10, 2011

MMM Employment Statistics

SAMPLE LIST OF JOBS FOR RECENT GRADUATING CLASSES

Company	Position
A.T. Kearney*	Associate
Accenture*	Consultant
Amazon.com Inc.*	Pathways (Operations Rotational Program)
Amazon.com Inc.*	Product Management
American Airlines Inc.	Strategy/Marketing Analyst
Apple Inc.*	Operations/Apple Care
Apple Inc.*	Senior Project Manager
Bain & Company*	Consultant
Becton, Dickinson and Company	Operations Business Strategy Analyst
Booz & Company*	Associate
Boston Consulting Group*	Consultant
Cambridge Group*	Consultant
Chevron*	Analyst, Finance MBA Development Program
Chevron*	GS&T MBA Development Program
Cisco Systems	Marketing Manager
Deere and Company	Strategic Management Program
Deloitte Consulting LLP*	Senior Consultant
Emerson Electric Company*	Corporate Sponsorship Program
Ford Motor Company	Manager
General Electric*	Experienced Commercial Leadership
IDEO Inc.	Business Designer
Johnson & Johnson	Product Manager
Kamada Foods International	Division Manager
L.E.K. Consulting	Consultant
McKinsey & Company*	Senior Associate
MED Surgical Imaging	Sales Representative
Microsoft Corporation	Product Marketing Manager
MillerCoors	Area Sales Manager
Monitor Group	Consultant
NewYork Presbyterian Hospital	Revenue Cycle Manager
Nissan North America Inc.*	Nissan Rotational Development Program
PepsiCo Chicago	Senior Supply Chain Finance Analyst
PG&E	MBA Leadership Program Associate
Pratt & Whitney	Leadership Development Program Associate
PricewaterhouseCoopers LLP	Advisory Senior Consultant
Prophet Brand Strategy	Senior Associate
PRTM Management Consultants	Associate — Consultant
Roland Berger Strategy Consultants*	Senior Consultant
Roll International Corporation	Roll Strategy — Consulting Manager
Samsung Electronics*	Assistant Manager
Samsung Global Strategy Group*	Global Strategist
SK Group	Vice President
Target Corporation	MBA Finance Leadership Development Program
United Airlines	Strategist, Revenue Management
W.W. Grainger Inc.	Engineering Design Manager
Wanner Engineering Inc.	Leadership Development Program
Workday Inc.	Tools Product Manager

JOB ACCEPTANCES BY INDUSTRY



*Includes Aerospace, Automotive, Energy, Heavy Equipment/Machinery, Transportation Equipment, Widely Diversified Manufacturing

**Retail, Transportation Services, Widely Diversified Services

Due to rounding, percentages may not add up to 100.

*Two or more students



Program inquiries:

The MMM Program

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Northwestern University reserves the right to change without notice any statement in this publication concerning, but not limited to, rules, policies, tuition, fees, curricula and courses. This booklet is part of a package of informational publications intended to provide information related to the Kellogg School of Management.

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Kellogg
School of Management

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