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The Kellogg PhD program is designed for candidates with outstanding intellectual abilities and a strong commitment to research. Doctoral study at Kellogg is highly individualized, reflecting each student’s unique background, abilities and interests. Of the approximately 25 new doctoral students entering each year, more than half already have a master’s degree. Previous graduate study may include any field; currently represented are economics, engineering, the humanities, mathematics, natural sciences, operations research, psychology and sociology. Undergraduate majors span an even broader array of disciplines.

Successful completion of the doctoral program typically requires a commitment of four to five years and a high order of dedication and self-discipline. Most graduates pursue academic careers, but some achieve distinction in fields such as consulting, government service and management.

Kellogg and the Faculty

The Kellogg Graduate School of Management, established in 1908 as Northwestern University’s School of Commerce, is an educational leader and innovator. The school has a full-time faculty of 149, of whom 52 hold endowed chairs. The Kellogg faculty includes path-breaking scholars whose research has redefined the study of management. The faculty’s commitment to scholarly inquiry is indicated by the school’s many research centers, as well as by sustained scholarly output.

Some 30 members of the faculty serve as editors, associate editors, advisory editors or members of journal editorial boards. Many have multiple editorial relationships. Scholarly journals such as Games and Economic Behavior, the Journal of Economics and Management Strategy, Journal of Consumer Psychology, and Management Science (accounting and marketing areas) are edited at Kellogg.

Faculty-Student Collaboration

The doctoral program has long been an integral part of the school’s ongoing research. With approximately 100 doctoral students, the faculty-student ratio promotes close working rela-
Kellogg provides its doctoral students with the necessary tools (computer hardware, software, datasets) and technical support that they need for their coursework and research. Here a Finance doctoral student is receiving instruction on the use of a Bloomberg terminal from a member of the research computing staff.

**Research Computing Resources**

Learning to effectively use research computing resources for empirical data analysis and computational exercises is an integral part of the doctoral program. Kellogg students have access to a broad spectrum of research datasets and the most advanced information technology resources. Kellogg provides access to specialized computer hardware, software, datasets and subscription services for business research. Projects that demand a high-end computing environment can be carried out using Kellogg’s UNIX server. Doctoral students have access to software such as Gauss, Mathematica, Matlab, RATS, SAS, Scientific Workplace, SPSS and Stata. They also have access to datasets such as Standard & Poor’s Compustat, Center for Research in Security Prices data, and Datastream Research Services. The University Library’s Social Science Data Services unit manages institutional subscriptions to some of the most important data repositories in the world.

Kellogg’s Research Computing group offers consultative services and training on statistical and mathematical applications, as well as on the use of business research datasets.

**Information Technology Services**

Kellogg continually invests in facilities and systems to meet the technological needs and interests of students. All students are provided with an e-mail account, network access, and many online resources specific to Kellogg and Northwestern University. Students access the Kellogg network with their computers via direct network connections on-campus and the modem pool off-campus.

Each department at Kellogg allocates desktop computer hardware and software for the use of its doctoral students. PhD carrels have network connections, so students can connect their own laptop at Kellogg. Kellogg’s computing labs are designed to provide students with specialized statistical and mathematical software applications and supplemental data resources, such as a Bloomberg terminal. Classrooms are equipped with a network connection, laptop plug-in and computer projection equipment.

Kellogg faculty members integrate technology with the learning experience throughout the curriculum. To help students make effective use of the necessary computing applications available at Kellogg, the school hosts a technology training program for new doctoral students during orientation.
Kellogg is organized into six academic departments. Accounting Information & Management, Finance, Management & Organizations, and Marketing offer individual doctoral programs. The Management & Strategy and Managerial Economics & Decision Sciences departments offer a joint program: Managerial Economics & Strategy. Additionally, the Management & Organizations program has a joint doctoral program with the Sociology Department in the Weinberg College of Arts and Sciences. Details about each department’s program, typical courses of study and current research are listed in the section on departmental programs beginning on page 7. A complete list and description of courses may be found in The Graduate School Bulletin (www.northwestern.edu/graduate).

All doctoral students must meet a set of introductory and advanced requirements, pass a preliminary written examination, take an oral qualifying examination and complete a dissertation.

The academic year at Northwestern is made up of three quarters – fall, winter and spring – of 10 weeks each. Students who enter with a master’s degree normally can meet minimum residency (coursework) requirements for the PhD in six quarters, with three quarters of transfer credit awarded to them due to their previously earned master's degree. Transfer credit recommendations are made at the time of admission. Students take four courses each quarter; all classes are taken for grades; pass/no pass is not permitted. Most students, however, take more than three quarters of coursework and devote more than the required three quarters to their dissertation.

Students enrolling with a bachelor’s degree follow similar study plans, but they usually need several additional quarters of coursework to acquire the necessary general background. Their minimum residency requirement is nine quarters – six quarters to complete 24 courses plus another three quarters for the dissertation. Students usually complete the degree requirements in four to five years.

### Requirements for the PhD

Although a PhD education is highly individualized based upon a student’s particular research interests, it is also a cooperative effort. There is a whole network of professors, students and staff at Kellogg to assist students with academic issues. Each entering student is assigned a departmental adviser who helps plan coursework that will give the student broad knowledge in the fundamental scholarly disciplines used in management research and in the functional areas of management. There is also a doctoral student in each department who serves as the student representative and also advises students on courses and procedures within the department. In addition to the director, the manager of the doctoral program assists doctoral students with issues such as registration procedures, financial aid, clarification of degree requirements and deadlines.

### Introductory Requirements

The following introductory requirements may be satisfied by appropriate prior coursework at another university, by coursework at Northwestern University or within Kellogg. These requirements should be completed as early as possible.

#### Quantitative Methods

All students are expected to be familiar with differential and integral calculus and linear algebra. Students are strongly urged to acquire this competency before entering the program. Those with a deficiency must take undergraduate mathematics (without graduate credit) or a noncredit mathematics course given by Kellogg.

#### Economics

Students are required to have one course in either microeconomic theory or macroeconomic theory at an intermediate or introductory graduate level. Examples are Economics 310 and 311, Managerial Economics 430 and 450.

#### Behavioral Science

Students must have taken one course in either organizational theory or one of the classical behavioral science disciplines (e.g., psychology).

#### Functional Areas

A student with an MBA or the equivalent has met the minimum requirements of the functional areas. Others must take a course in at least two functional areas outside the major department, selected from either management strategy or operations management; accounting; finance; or marketing.

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### Profiles of the Entering PhD Class

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<td>Minority</td>
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<td>Students Already Holding</td>
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<td>Graduate Degrees</td>
<td>16</td>
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<td>Average Age</td>
<td>27</td>
<td>26</td>
<td>26</td>
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</tbody>
</table>
Advanced Requirements
The following coursework at Northwestern University or within Kellogg provides students with the necessary structure, depth, and breadth of preparation for scholarly research.

Quantitative Methods
Students must have solid grounding in probability and statistics, attained from at least a two-course, graduate-level sequence. Economics 480-1 and 480-2 are strongly recommended.

Economics or Behavioral Science
All students must achieve advanced understanding of economics or of the behavioral sciences by completing two advanced graduate courses in economics, psychology, sociology or organization behavior. In economics, the courses are Economics 410-1,2 or Managerial Economics & Strategy 469-1; Economics 411-1,2; or in behavioral science, the courses are Management & Organizations 424-1,2; Management & Organizations 425-1,2; or relevant 5-level seminars in psychology or sociology.

Major Field
The major field requirements are determined by each department. They consist of departmental PhD courses and seminars and any additional courses needed to develop competence for scholarly research.

Minor Field
The minor field consists of three advanced courses in a subject area related to, but different from, the major. These courses are in addition to those used to satisfy all other requirements. While no official minor will appear on formal transcripts or diplomas, the minor area will be noted in the department files.

Teaching/Research Assistance
Each student is required to show satisfactory performance in both teaching and research assistance responsibilities as assigned by the departmental adviser. Teaching or research duties ordinarily require eight to 12 hours per week in three out of every four quarters during the first three years of the student's program. The adviser seeks to provide each student with a mix of teaching and research assignments with a progression of responsibilities.

Foreign Language
None is required.

Preliminary Examination
A written preliminary examination in the major field is required. This frequently takes place at the end of the first year, but the time may vary from department to department.

Oral Qualifying Examination
After completing most of the coursework and the written preliminary examination, a student takes an oral qualifying examination in which he or she proposes either a dissertation topic or any other substantive piece of research, discusses its significance to the development of knowledge, and explains the research methods to be used and any preliminary results. Kellogg doctoral students must propose their dissertation (take their qualifying exam) before the start of their fourth year so that they can be admitted into candidacy and register for 599 (“Post Candidacy Research”) in the fall quarter.

The oral qualifying examination is usually held about three weeks after a request is made at the Kellogg doctoral office for the appointment of a committee. When the student’s record has been reviewed, the associate dean of The Graduate School appoints the committee on the recommendation of the director of Kellogg’s doctoral program. After the examination, the committee chairperson or the doctoral student must submit a copy of the signed examination form (committee’s report) to Kellogg’s Office of Doctoral Studies. After passing the qualifying exam, the student is then admitted into candidacy.
The Oral Qualifying Examination Committee

The committee includes at least four faculty members, no less than three of whom are on the Kellogg faculty. At least one member of the committee must be from outside the department. The chairperson and at least one other member must be from The Graduate School faculty, and the chairperson of the committee is expected to hold an appointment in the student’s department. Usually one member of the committee represents the student’s minor field.

Below are listed the criteria when choosing a committee member from outside the student’s department/program:

1. a faculty member from outside the department/program or outside of Kellogg, but within Northwestern;
2. a faculty member from outside Northwestern who has a permanent appointment at another university and who supervises doctoral students as they complete their dissertations.

Please note: A faculty member with a joint appointment spanning two Kellogg departments, one of which is within the student’s own program, cannot be used as someone from outside the student’s department/program.

Students enrolled in Managerial Economics & Strategy and the joint program in Management & Organizations and Sociology should pay careful attention to the above criteria. Students in the Managerial Economics & Strategy program can choose faculty from both the Managerial Economics & Decision Sciences and Management & Strategy departments to serve on their committees. However, the fourth committee member cannot be from either of the two departments, even if the students’ research interests lie more in one department than another.

For doctoral students in the joint program in Management & Organizations and Sociology to meet the guidelines outlined above, they will be required to have five faculty members serve on their committee: three Kellogg faculty members and two faculty members approved by the Sociology Department. One of the committee members must be outside Management & Organizations and Sociology.

Dissertation

Each candidate must complete a dissertation demonstrating original and significant research. A final oral examination on the dissertation satisfies the requirements.

The calendar of The Graduate School provides the final dates for a student to submit to The Graduate School the appropriate documents that will entitle him or her to receive the PhD degree in June or December. The calendar is listed in The Graduate School Bulletin, available online at www.northwestern.edu/graduate.

The Dissertation Examination

The final examination is usually held about three weeks after a request is made at the Kellogg doctoral office for the appointment of a committee. When the candidate’s records have been reviewed, the associate dean of The Graduate School appoints the committee on the recommendation of the director of Kellogg’s doctoral program. Following the examination, the committee chairperson or doctoral student must submit a copy of the signed examination form (committee’s report) to Kellogg’s Office of Doctoral Studies.

The Dissertation Examination Committee follows the same guidelines that are listed for the qualifying exam. Please refer to “The Oral Qualifying Examination Committee,” for more information.

The Graduate School

At Northwestern University, The Graduate School supervises all work leading to the PhD. The rules and regulations of The Graduate School, to which all doctoral students are subject, are given in The Graduate School Bulletin. A copy is available by written request from the Office of The Graduate School, Rebecca Crown Center, Northwestern University, Evanston, IL 60208.

The entire Bulletin is available on The Graduate School’s Web site: www.northwestern.edu/graduate.
The Department of Accounting Information & Management trains doctoral students both to analyze contemporary accounting problems by employing the latest research techniques and to teach graduate level courses effectively. The PhD program is designed to prepare students for faculty positions at leading business schools in the United States.

Prior training in accounting is not required for admission, although students are expected to have developed an interest in accounting problems before entering the program. During their course of study at Kellogg, students acquire PhD-level expertise in economics, finance, mathematics and statistics in preparation for studying accounting issues at frontier levels of research.

Faculty research interests range widely and include the study of the information content of accounting numbers, the causes and consequences of changes in firms’ disclosure policies and practices, the study of auditors’ attitudes toward accounting standards and the effects of changes in accounting methods on management behavior.

**Program of Study**

PhD students must demonstrate outstanding ability in prior academic studies and must have the desire to make significant contributions in research and teaching in accounting. A background in management studies is not necessary.

The program includes seminars in various areas of accounting research plus coursework selected from each of the three fields that support accounting information and management: economics, quantitative methods and the behavioral sciences.

The Accounting program is tailored to individual requirements, reflecting each student’s academic background and research interests. The accounting seminar series constitutes the major field. It includes:

- 520-1, Seminar in Security Price Research in Accounting;
- 520-2, Seminar in Positive Research in Accounting;
- 520-3, Seminar in Information Economics and Accounting;
- 520-5, Seminar in Analytical Accounting Research

Prerequisites for the above sequence are master’s level courses or the equivalent in accounting: 430, Accounting for Decision Making; 431, Managerial Accounting; 451, Financial Reporting and Analysis; and 912, Topics in Global Financial Reporting.

In addition, students complete an advanced sequence in economics, finance, mathematics and statistics to develop in-depth knowledge of research methods that will support research for the doctoral dissertation and subsequent research activity. A sequence of three or more courses in one of these fields meets the department’s minor field requirements.

“Mini-seminars” reflecting current faculty/student interests are offered on an ongoing basis. Recent mini-seminars include accounting applications of game theory and a retrospective on accounting theory.

Students get an early exposure to accounting research by initiating their own research projects under faculty supervision at the end of their first year of study. This research is presented to the Accounting Information & Management faculty at the end of the student’s first year of study.

Students are expected to hone their teaching skills by assisting faculty in preparing and grading cases and other homework during their first three years in the program. In their fourth year of study, students may assume complete responsibility for teaching a MBA course depending on the faculty’s assessment of the student’s skills set.

One of the major objectives of the Accounting Research Center at Kellogg is to assist students in their training and research processes. Further, for a student who wishes to pursue research topics in a particular area, access to important institutions in Chicago is available through Northwestern University’s Institute for Policy Research, the Transportation Center and Kellogg’s programs in Public & Nonprofit Management and Health Industry Management.
A series of research workshops on Wednesday afternoons provides an important supplement to each student’s program. Papers by faculty from leading schools of business, the business community, department faculty and students are presented and discussed. The workshops help to generate new research ideas, critique current ones and communicate research interests among faculty and students.

Coursework Requirements

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<tr>
<td>ACCT 520-1 Seminar in Security Price Research in Accounting</td>
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<tr>
<td>ACCT 520-2 Seminar in Positive Research in Accounting</td>
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<tr>
<td>ACCT 520-3 Seminar in Information Economics and Accounting</td>
<td>1</td>
</tr>
<tr>
<td>ACCT 520-5 Seminar in Analytical Accounting Research</td>
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<tr>
<td>ECON 410-1,2,3 Microeconomics</td>
<td>3</td>
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<tr>
<td>ECON 480-1,2,3, Introduction to Econometrics</td>
<td>3</td>
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<td>Total Required Units:</td>
<td>10</td>
</tr>
</tbody>
</table>

(Students will be asked to take additional graduate level courses in probability, statistics, economics, mathematics and accounting.)

Faculty

Bala V. Balachandran

Allen R. Drebin

Ronald A. Dye

Mark Finn

Frank Gigler

Stephen Hillegoist
Assistant Professor of Accounting Information & Management. AB 1990, Economics, Princeton University; MS 1997, PhD 1998, Accounting, University of California, Berkeley. Research: Managerial accounting, managerial performance evaluation, compensation, and decision making, auditors’ liability and financial reporting.

Elizabeth K. Keating

Thomas Lys
Gary A. Rosenberg Professor of Real Estate Management, Professor of Accounting Information & Management, Director of the Real Estate Management Program. Lic. rer. Pol 1976, Economics, University of Bern, Switzerland; MS 1980, PhD 1982, Accounting, University of Rochester. Research: Stock price consequences of financial reporting standards, changes in capital structure, money supply, and corporate disclosures. Also, risk arbitrage, labor participation in corporate decisions, auditors’ liability, earnings forecasts.

Robert P. Magee
Keith I. DeLashmutt Distinguished Professor of Accounting Information & Management, Chair of Accounting Information & Management Department. AB 1969, M atheematics, MS 1972, Quantitative M ethods for M anagement Decision M anaging, PhD 1974, Accounting, Cornell University. Research: Accounting information in decision-making, in regulation of the audit market. How managers can identify product costing systems that are most effective.

Thomas R. Prince
Professor of Accounting Information & Management, Professor of Health Industry Management. BS 1956, MS 1957, Accounting, Mississippi State University; PhD 1962, Accounting and Economics, University of Illinois, Urbana-Champaign; CPA 1957. Research: Financial management of health-care with emphasis on joint ventures, affiliations, consolidations, related parties. Also, bonds, debt insurance, standby letters of credit, line of credit, hospital and healthcare systems.
Lawrence Revsine

Swaminathan Sridharan
Associate Professor of Accounting Information & Management. BCom 1976, University of Madras, India; PGDBM 1979, Indian Institute of Management, Ahmedabad, India; PhD 1990, Business Administration, University of Pittsburgh. Research: Interaction of different factor markets on characteristics of accounting information and management of a firm. Significance of disclosing or signaling data related to managerial accounting systems; managerial incentives in the adoption of accounting.

Linda Vincent
Associate Professor of Accounting Information & Management. BA 1970, M BA 1977, PhD 1994, Northwestern University. Research: Corporate restructuring including mergers, acquisitions, and divestitures; role of accounting information in firm valuation; securitization of investment real estate via REITs.

Beverly Walther
Associate Professor of Accounting Information & Management. BS 1990, Vanderbilt University; MBA 1990, Owen Graduate School of Business, Vanderbilt University; PhD 1995, University of Chicago. Research: The factors affecting investors’ use of accounting information, the relation between financial analysts’ earnings forecasts and stock prices, and the market’s interpretation of discretionary and nondiscretionary accounting disclosures.

A sampling of recent graduates’ dissertation topics and positions after Kellogg


Elizabeth Eccher: “The Value Relevance of Capitalized Software Development Costs,” 1996; Massachusetts Institute of Technology.


Roby Lehavy: “Reliability of Fresh Start Financial Statements and the Association Between Firms’ Values and Accounting Numbers After Adoption of Fresh Start Reporting,” 1997; University of California, Berkeley.


The Finance doctoral program provides students with a rigorous background in finance, both theoretical and empirical; economics; mathematics; and statistics. These tools, plus opportunities for supervised independent research, enable students to make their own contributions to the understanding of financial markets and institutions.

Current theoretical and empirical research in the Department of Finance spans the areas of asset pricing, corporate finance, financial institutions, international finance, market microstructure, regulation, and related economic theory and econometrics. Moreover, PhD candidates have the opportunity to interact with the broader research community at Kellogg and the adjacent Economics Department of Northwestern University.

Program of Study
The emphasis of the Finance PhD program is on research. To facilitate significant research findings, the required program includes coursework, seminars and supervised and independent research.

During their first two years, students are required to take six one-quarter seminars in Finance in the areas of asset pricing and portfolio theory, corporate finance, empirical methods, and other advanced topics that vary from year to year. Recent seminars have examined international finance, market microstructure, empirical finance, and advanced topics in asset pricing theory. These seminars provide a solid foundation in finance. They also introduce students to research methods and the latest developments in finance.

Quality research in finance requires a firm grasp of economics, statistics and mathematics. One year of microeconomics and econometrics at the PhD level are required to be taken in the first year. Required coursework includes further advanced courses in economics, such as macroeconomics, industrial organization, and information economics, depending on the student's specific interests. Students are also required to take advanced courses in mathematics, probability theory, and statistics, tailored to their background and research objectives.

Formal coursework is only part of the student's education. Department seminars, in which faculty members and outside speakers present and discuss their current research, provide students with opportunities to learn about the most current and controversial areas of finance. In addition, students present their current research during a PhD student seminar.

Independent Study
Second- and third-year students with superior records who wish to study some aspect of finance in greater depth than is offered in regular courses may register for independent study with a particular instructor. Independent study often leads to more precise formulation of dissertation topics.

Examinations
To demonstrate knowledge of the required PhD courses, students must pass two preliminary examinations. The first one, at the end of the first year, focuses on microeconomics and econometrics. The second one, at the end of the second year, focuses on the content of the six finance seminars. A research paper is also required and must be completed during the summer following the second year. Students typically take the oral qualifying exam sometime in their third year, at which time a formal dissertation proposal is presented. Students must be prepared to discuss the intended dissertation topic, its significance in the development of new theory, and the research methodology that will be employed.

Dissertation
The most important requirement of the PhD program is a dissertation demonstrating original and significant research. A dissertation topic should be selected in the second year or the beginning of the third year, in collaboration with the student's adviser or advisers. In addition to taking the oral qualifying exam, the student will present his or her preliminary results at a department seminar during the third year. The dissertation and final examination on the dissertation complete the degree requirements.
Coursework Requirements

<table>
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<td>Major Field:</td>
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<td>FIN C 485 Introduction to Finance</td>
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<td>FIN C 486 Seminar in Corporate Finance</td>
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<td>FIN C 487 Dynamic Asset Pricing Theory</td>
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<td>FIN C 488 The Econometrics of Financial Markets</td>
<td>2</td>
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<tr>
<td>FIN C 520 Seminar in Finance (2 registrations)</td>
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<td>ECON 410-1,2,3 Microeconomics</td>
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<td>ECON 480-1,2,3 Introduction to Econometrics</td>
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<td>Total Required Units:</td>
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</table>

(Students will be asked to take additional graduate-level courses in economics and mathematics based on their background and research objectives.)

Faculty

Torben G. Andersen

Philip Bond
Assistant Professor of Finance. BA 1993, Mathematics, Oxford University; PhD 1999, University of Chicago. Research: Economic theory, financial intermediation, informal financial arrangements.

William J. Breen
Professor of Finance. BA 1959, Economics and Mathematics, Ripon College; PhD 1965, Econometrics, Cornell University. Research: Applied asset pricing models, influences of firm characteristics on risk and liquidity profiles, impact of time varying risk premia on asset allocation theories and practices, both between major asset classes and among equity subclasses.

Kent Daniel
Associate Professor of Finance. BS 1981, Physics, California Institute of Technology; MA 1987, Finance, PhD 1992, University of California, Los Angeles. Research: Behavior of asset prices and interactions with macroeconomy; corporate finance. Currently investigating the characteristics of the predictability of common stock returns and the effects of this predictability on efficient portfolio information and performance measurement.

Janice C. Eberly
Associate Professor of Finance. BS 1986, University of California, Davis; PhD 1991, Economics, Massachusetts Institute of Technology. Research: Capital theory and practice, capital accumulation by households, in the form of consumer durable goods. Implications for asset pricing and macroeconomics. Costs of changing capital stocks and portfolios; the effects of such costs on capital allocation.

Andrea L. Eisfeldt
Assistant Professor of Finance. BS 1994, Economics, University of Illinois, Urbana-Champaign; MA 2000, PhD 2000, University of Chicago. Research: Liquidity, financial markets, risk sharing and the macroeconomy, portfolio choice and maturity structure.

Michael J. Fishman
John L. and Helen Kellogg Distinguished Professor of Finance, Acting Director of the Banking Research Center. BA 1979, Economics, University of Illinois, Urbana-Champaign; MA 1982, PhD 1986, Economics, University of Chicago. Research: Effects of financial market regulations. Recently, insider trading and disclosure regulations, the role of dual trading in futures markets.

Kathleen M. Hagerty

Donald P. Jacobs
Dean, Kellogg Graduate School of Management, Gaylord Freeman Distinguished Professor of Banking. BA 1949, Economics, Roosevelt University; MA 1951, PhD 1956, Economics, Columbia University. Research: Banking, capital markets, monetary policy, corporate finance, international finance.

Ravi Jagannathan

Robert A. Korajczyk

Arvind Krishnamurthy
Assistant Professor of Finance. BS/BSE 1990, Economics, Electrical Engineering, University of Pennsylvania; PhD 1998, Financial Economics, Massachusetts Institute of Technology. Research: Interactions between corporate finance and macroeconomics. Financial market imperfections and how they may lead to or amplify financial crises.

Robert L. McDonald

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Ravi Jagannathan

Robert A. Korajczyk

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Assistant Professor of Finance. BS/BSE 1990, Economics, Electrical Engineering, University of Pennsylvania; PhD 1998, Financial Economics, Massachusetts Institute of Technology. Research: Interactions between corporate finance and macroeconomics. Financial market imperfections and how they may lead to or amplify financial crises.

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Associate Professor of Finance. BS 1986, University of California, Davis; PhD 1991, Economics, Massachusetts Institute of Technology. Research: Capital theory and practice, capital accumulation by households, in the form of consumer durable goods. Implications for asset pricing and macroeconomics. Costs of changing capital stocks and portfolios; the effects of such costs on capital allocation.

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Assistant Professor of Finance. BS 1994, Economics, University of Illinois, Urbana-Champaign; MA 2000, PhD 2000, University of Chicago. Research: Liquidity, financial markets, risk sharing and the macroeconomy, portfolio choice and maturity structure.

Michael J. Fishman
John L. and Helen Kellogg Distinguished Professor of Finance, Acting Director of the Banking Research Center. BA 1979, Economics, University of Illinois, Urbana-Champaign; MA 1982, PhD 1986, Economics, University of Chicago. Research: Effects of financial market regulations. Recently, insider trading and disclosure regulations, the role of dual trading in futures markets.

Kathleen M. Hagerty

Donald P. Jacobs
Dean, Kellogg Graduate School of Management, Gaylord Freeman Distinguished Professor of Banking. BA 1949, Economics, Roosevelt University; MA 1951, PhD 1956, Economics, Columbia University. Research: Banking, capital markets, monetary policy, corporate finance, international finance.

Ravi Jagannathan

Robert A. Korajczyk

Arvind Krishnamurthy
Assistant Professor of Finance. BS/BSE 1990, Economics, Electrical Engineering, University of Pennsylvania; PhD 1998, Financial Economics, Massachusetts Institute of Technology. Research: Interactions between corporate finance and macroeconomics. Financial market imperfections and how they may lead to or amplify financial crises.

Robert L. McDonald
Mitchell A. Petersen
Associate Professor of Finance. AB 1986, Economics, Princeton University; PhD 1990, Economics, Massachusetts Institute of Technology. Research: Empirical corporate finance including small firm finance, pension finance, and financial market microstructure.

Christopher Polk
Assistant Professor of Finance. BS 1990, Economics, Duke University; PhD 1998, Finance, University of Chicago. Research: Asset pricing, empirical finance, international finance, interactions between asset prices and the macroeconomy.

Todd C. Pulvino
Assistant Professor of Finance. BS 1984, Mechanical Engineering, University of Wisconsin, Madison; MS 1986, Mechanical Engineering, California Institute of Technology; AM 1995, PhD 1996, Business Economics, Harvard University. Research: Corporate finance and industrial organization. Currently investigating strategic interactions in imperfect capital markets, costs of financial distress, and effects of bankruptcy law on cost of capital.

Adriano Rampini

Artur Raviv
Alan E. Peterson Distinguished Professor of Finance. BSc 1967, Mathematics and Physics, BA 1968, Economics and Statistics, The Hebrew University; MSc 1971, Operations Research, Technion-Israel Institute of Technology; PhD 1975, Managerial Economics, Northwestern University. Research: Corporate finance, economics of uncertainty, information economics, industrial organization.

Sergio Rebelo

Paola Sapienza
Assistant Professor of Finance. Laurea 1983, Economics, Bocconi University, Italy; AM 1993, PhD 1998, Economics, Harvard University. Research: Corporate finance, financial institutions, industrial organization.

Constantinos N. Skiadis

A sampling of recent graduates’ dissertation topics and positions after Kellogg


The PhD program in Management & Organizations (MORS) integrates psychological, sociological and economic perspectives on the study of organizations and their members. Faculty and students pursue research on the behavior of individuals, groups, organizations and groups of organizations, with the goal of advancing theoretical understanding of these phenomena.

The program of study in Management & Organizations emphasizes the interplay between theory development and empirical research. The program is designed to develop the content knowledge and methodological skills necessary to become a successful and productive scholar. Students are expected to engage in research projects throughout the course of graduate study and to complete a series of coursework.

Program of Study
Kellogg’s PhD program in Management & Organizations centers on research. The goal of the program is to develop students’ theoretical knowledge and methodological skills so that they can be successful and productive researchers. Students are expected to actively engage in research projects throughout their entire graduate program. In addition, there is a required set of courses to help students build their theoretical knowledge base.

The First Year
In the first year students choose a faculty adviser and work on research under his or her supervision. Faculty advisers provide opportunities to get involved in research. They also help students choose courses. In addition to their coursework, students are expected to work on research projects with their advisers and, possibly, with other faculty members. They can also initiate their own research projects, but this is not expected in the first year.

First-year students take courses in the fall, winter and spring quarters. Of the 12 courses they take, six are required departmental seminars: the Individual in the Organization, Social Processes, Organizational Design, Organizations and their Environments, and two research methods courses (lab and field methods). A seventh “course” is in the General Research Seminar (GRS), a bi-weekly colloquium series within the department featuring talks by graduate students. Students are expected to participate actively in the GRS. If desired, they can register for a course unit with the PhD coordinator for the GRS. Students choose the remaining courses in consultation with their faculty advisers. The full list of course requirements follows (see “Course Requirements”).

In August of the first year, students take preliminary exams which cover the content of the core curriculum. The format of the exam is open-book and open-notes and the answers are written. The exam tests students’ knowledge of basic principles of organization behavior theory and their ability to use that knowledge to develop testable research ideas.

The Second Year
In September/October of the second year, students make a 30-minute oral presentation to the department, in which they
report on the research they conducted with a faculty member during their first year.

During the second year, students conduct an independent research project supervised by a faculty adviser. A draft paper reporting the findings of the research is due by June 1, at the end of the second year. The final version is due August 1. It must be read and formally approved by the student’s faculty adviser and two additional department faculty members.

In addition to these research activities, students continue to participate in the GRS and use the second year to complete their other course requirements. One of the primary goals of the second year is for students to develop expertise in their own areas of interest. They also maintain involvement in faculty and other research projects.

The second year also offers students the opportunity to begin serving as course assistants for the core Management & Organizations course, Strategies for Managing Organizations. This provides students with valuable exposure to the material in the core Management & Organizations master’s class. It also allows students to observe teaching techniques in this environment and to develop pedagogical skills.

The Third Year

Early in the third year, students present a formal talk during the GRS; typically highlighting the final version of the student’s second-year paper. Other collaborative work or individual work may also be presented during this session. Third year students are expected to continue to actively participate in the GRS.

During the third year students begin to develop a dissertation project. This planning involves intensive reading in relevant literatures, investigating options for collecting data, and developing a research design, all under the guidance of a faculty adviser who will be the dissertation chair. Students also continue to work on other research projects during this time.

Kellogg expects that students will defend their dissertation proposal by the end of their third year. The oral defense is attended by a committee of three faculty in addition to the dissertation chair. Students spend the fourth and sometimes fifth year conducting their dissertation research. After the data are collected and analyzed, students write a thesis reporting on the findings, and present the findings orally to the dissertation committee and other interested attendees. A student receives the PhD upon successful completion of all coursework and department requirements.

As the senior students in the department, fourth- and fifth-year students play a leadership role in the GRS. While there is no requirement to present in the GRS during this time, students are expected to continue to participate actively and may use this seminar to present a practice job talk or a conference presentation if they desire.

Students often teach one to two master’s level courses during this time (unless they have an outside source of funding). This opportunity provides invaluable teaching experience.

Course Requirements

For students to complete the doctoral program successfully, the following courses must be taken:

1. Four content seminars: MORS 424-1, MORS 424-2, MORS 425-1, and MORS 425-2 (see course titles listed in “first-year” section above).
2. Three method seminars: MORS 426 (laboratory methods), MORS 427 (field methods), and a third methods course to be determined in consultation with the faculty adviser.
3. Four statistics courses. Basic descriptive and inferential statistics; linear and non-linear regression, and two additional courses selected in consultation with the faculty adviser.
4. General Research Seminar: A year-long, bi-weekly seminar highlighting graduate student presentations. Faculty members and post-docs also occasionally speak as a part of this seminar series. Students are required to participate in this seminar throughout their graduate study at Kellogg.

In addition to the requirements above, PhD students must take three graduate courses in a minor field area, such as psychology, sociology, anthropology, or economics.
The Joint Program in Management & Organizations and Sociology

In a partnership that links Kellogg and the Weinberg School of Arts and Sciences, faculty from Management & Organizations co-direct a joint PhD program in Management & Organizations and Sociology with the Sociology Department. The program combines the Management & Organizations Department's research expertise in business organizations and the Sociology Department's strengths in economic and cultural sociology. The joint program is especially suited for students who want to study organizations from a sociological perspective on markets, institutions, firms, or stratification and do research on topics that bridge issues of strategy, management and economic sociology. Students apply separately to the joint program. Information about the application process and course requirements is described in The Graduate School Bulletin.

Coursework Requirements

<table>
<thead>
<tr>
<th>Courses</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>MORS 424-1 The Individual and the Organization</td>
<td>1</td>
</tr>
<tr>
<td>MORS 424-2 Social Processes in Organizations</td>
<td>1</td>
</tr>
<tr>
<td>MORS 425-1 Behavior in Organization Systems</td>
<td>1</td>
</tr>
<tr>
<td>MORS 425-2 Organizations in Their Environments</td>
<td>1</td>
</tr>
<tr>
<td>MORS 426 Empirical Research in Organization Behavior: Methods and Practice</td>
<td>1</td>
</tr>
<tr>
<td>MORS 427 Laboratory Experimentation with Organizations</td>
<td>1</td>
</tr>
<tr>
<td>Methods (additional; to be determined in consultation with faculty adviser)</td>
<td>1</td>
</tr>
<tr>
<td>Statistics (basic principles of descriptive and inferential statistics, linear and nonlinear regression; taken during first year)</td>
<td>2</td>
</tr>
<tr>
<td>Statistics (additional approved courses)</td>
<td>2</td>
</tr>
<tr>
<td>Minor field (psychology, sociology, anthropology, or economics; beyond those used to satisfy any above requirements)</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Required Units: 14

(Students will also participate in the Management & Organizations Department General Research Seminar.)

Faculty

Jeanne M. Brett
DeWitt W. Buchanan, Jr. Distinguished Professor of Dispute Resolution and Organizations, Director of the Dispute Resolution Research Center, Chair of Management & Organizations Department. BA 1967, History, Southern Methodist University; AM 1969, PhD 1972, Industrial/Organizational Psychology, University of Illinois. Research: Dispute resolution, negotiation, cross-cultural negotiation, work and family, gender and management, employee relocation.

Robert Dewar
Associate Professor of Management & Organizations. BA 1969, History and Philosophy, Fordham University; MS 1971, PhD 1976, Sociology, University of Wisconsin, Madison. Research: Implementation of strategy through design of organizational and managerial systems for professional employees. Currently, manufacturers' response to wholesale and retail trade concentration and national account management systems.

Robert B. Duncan

Ranjay Gulati
Michael L. Nemmers Associate Professor of Technology & E-Commerce. BA 1983, Economics, St. Stephen's College, India; BS 1985, Computer Science, Washington State University; SM 1987, Mangement, Massachusetts Institute of Technology; PhD 1993, Organizational Behavior, Harvard University. Research: Role of emergent social structure in guiding alliance formation activity, contractual choice in alliances, the role of transaction costs and embeddedness.

Paul M. Hirsch

Victoria Medvec
Adeline Barry Davee Associate Professor of Management & Organizations. BA 1986, Bucknell University; PhD 1995, Cornell University. Research: Focuses on judgment and decision-making, with a particular emphasis on how people feel about the decisions they have made. Current research in both independent decision-making and interdependent decisions within the context of negotiations.

David M. Messick
M coris and Alice Kaplan Professor of Ethics and Decision in Management. Professor of Marketing. Director of the Center for the Study of Ethical Issues in Business, Acting Director of the Kellogg Environmental Research Center. BA 1961, Psychology, University of Delaware; MA 1964, PhD 1965, Psychology, University of North Carolina. Research: Ethical and social aspects of decision-making and information processing.

Johann Peter Murmann
Assistant Professor of Management & Organizations. BA 1990, Philosophy, University of California, Berkeley; M Phil 1997, PhD 1997, Management of Organizations, Columbia University. Research: Coevolution of national institutions and firm strategies, technology management, international business from a comparative perspective, business-government interaction.

J. Keith Murnighan
A sampling of recent graduates’ dissertation topics and positions after Kellogg


Nicole Dubbs: “Strategic Linkage Consistency and Organizational Performance in the Health Care Industry,” 1999; Columbia University.


Claus Langfred: “The Importance of Cross-Level Analysis and Contextual Contingencies When Granting Autonomy to Groups and Individuals in Organizations,” 1998; Washington University, St. Louis.

Daniel Levin: “Transferring Knowledge within the Organization in the R&D Arena,” 1999; Rutgers University.


Edward J. Zajac

James F. Beré Professor of Management & Organizations, Professor of Health Industry Management, Director, Center for Research on Strategic Alliances. BS 1979, Accounting and German, LaSalle College; M BA 1984, Management/Strategic Planning, M A 1985, PhD 1986, Organization and Strategy, University of Pennsylvania. Research: Study of strategic management issues, particularly strategic alliances, corporate governance (CEO/board relations and CEO succession and compensation), and organizational adaptation to changing business environments.
The PhD program in Managerial Economics & Strategy (M ECS) is devoted to the study of individual and firm decision making in economic environments. The program is characterized by its rigorous analytic approach based on a combination of methods and insights drawn from economic theory, the theory of the firm and game theory. The program, which spans two departments at Kellogg and draws on several others, emphasizes the use of mathematical models and analytic reasoning to solve theoretical and empirical problems in management and economics. It should appeal to those interested in studying individual decision makers and firms, and to students with an aptitude for analytical thinking, mathematical modeling and formal analysis. The program is small, selective, and prepares students for research careers in economics, management science, and strategy.

The program is offered jointly by the departments of Managerial Economics & Decision Sciences (M EDS) and Management & Strategy (M & S). These departments are widely recognized as two of the outstanding intellectual centers of their types in the world. The M EDS faculty consists of economic theorists, game and decision theorists, and operations researchers, with broad research interests that include the nature and impact of strategic behavior in competitive environments; dynamic economic models; the role of time and uncertainty in economic decision making; and the theory of auctions. The M & S faculty consists of applied microeconomists whose interests include the industrial organization of healthcare, law and economics, pricing strategies, regulation and the economics of organizations.

**Program of Study**

While differences in backgrounds and interests mean that each student's program is unique, typically there are four basic stages in the doctoral program: core curriculum, advanced coursework, research proposal and dissertation completion. Each stage requires about one year of study.

During the first stage, courses deal with the fundamental disciplines of microeconomics, optimization, probability, statistics and econometrics, decision theory and game theory. Preliminary examinations are taken at the end of the student’s first year. The examinations are in three fields: (i) microeconomics; (ii) game theory and optimization; and (iii) (a) Bayesian decision theory, (b) empirical methods in strategy, or (c) econometrics. In addition, in their first year, students are encouraged to take another year-long sequence according to their individual background and needs. This sequence may be mathematical analysis at the undergraduate or graduate level, MBA classes in economics and finance, and so forth.

In the second year, students must take three sequences (each sequence is at least two courses) in advanced fields. Normally one of these fields is the sequence on competitive strategy and the structure of firms (M ECS 449-1, 2). Other fields may be selected from the doctoral course sequences offered by the Department of Economics or other departments at Kellogg. (Field courses can also be counted toward the functional area requirement of Kellogg.)

In at least two of the fields (the major fields), the student must also write and present a paper in an appropriate seminar following the successful completion of the two courses. The paper will be supervised by the professor responsible for the seminar. The two research papers must be completed before the student can be admitted to candidacy.

The third year of the program involves independent study leading to a dissertation proposal and research. Important resources for doctoral students during this stage are the research seminars, workshops and visiting speaker series sponsored by the Center for Mathematical Studies in Economics, the Center for Strategic Decision Making, and the two departments. These provide opportunities for students to learn the latest results in their area of interest and to present their own work.

By the end of the third year, each student is examined on his or her proposed dissertation topic and in his or her background and ability to complete the proposed research successfully.

The final dissertation stage remains the most important part of the program, wherein the student develops and demonstrates the ability to carry out independent research.

**Mark Satterthwaite, Chair of the Management & Strategy Department**

**Sunil Chopra, Chair of the Managerial Economics & Decision Sciences Department**
Coursework Requirements

<table>
<thead>
<tr>
<th>Courses</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year:</td>
<td></td>
</tr>
<tr>
<td>ECON 410-1 M microeconomics or M ECS 469-1 Advanced Applied M microeconomics</td>
<td>1</td>
</tr>
<tr>
<td>ECON 410-2,3 M microeconomics</td>
<td>2</td>
</tr>
<tr>
<td>M ECS 460-1 Foundations of Managerial Economics I: Static Decision Models</td>
<td>1</td>
</tr>
<tr>
<td>M ECS 460-2 Foundations of Managerial Economics II: Dynamic Decision Models</td>
<td>1</td>
</tr>
<tr>
<td>M ECS 460-3 Foundations of Managerial Economics III: Game Theory</td>
<td>1</td>
</tr>
<tr>
<td>ECON 480-1,2 Introduction to Econometrics</td>
<td>2</td>
</tr>
<tr>
<td>M ECS 485 Empirical Issues in Business Strategy (or)</td>
<td>1</td>
</tr>
<tr>
<td>Electives (M &amp; S or M EDS)</td>
<td>3</td>
</tr>
<tr>
<td>Total First-Year Units Required:</td>
<td>12</td>
</tr>
<tr>
<td>Second Year:</td>
<td></td>
</tr>
<tr>
<td>M ECS 449-1,2 Competitive Strategy, and Organizational Strategy and Structure (or other field sequence)</td>
<td>2</td>
</tr>
<tr>
<td>M ECS 520 Applications Seminar in Strategy (or other)</td>
<td>1</td>
</tr>
<tr>
<td>ECON 450-1,2 Industrial Organization and Prices</td>
<td>2</td>
</tr>
<tr>
<td>ECON 414-1,2 Economics of Information</td>
<td>2</td>
</tr>
<tr>
<td>Field sequence or seminar</td>
<td>1</td>
</tr>
<tr>
<td>Electives (M &amp; S or M EDS)</td>
<td>4</td>
</tr>
<tr>
<td>Total Second-Year Units Required:</td>
<td>12</td>
</tr>
</tbody>
</table>

Faculty

Philipp Aféche
Assistant Professor of Managerial Economics & Decision Sciences. BA 1989, University of St. Gallen, Switzerland; MS 1995, PhD 1998, Stanford University. Research: Economics of information systems and data communications networks.

Nabil Al-Najjar
Associate Professor of Managerial Economics. BA 1979, Al-Mustansiriah University, Baghdad; MA 1983, University of Ottawa; PhD 1989, University of Minnesota. Research: Mathematical economics, game theory, contract theory, and their applications to the study of management strategy and the firm’s business environment. Issues of contracting in large teams with the arbitrage pricing of financial assets.

Marcus Alexis
Board of Trustees Professor of Economics, Professor of Management & Strategy. AB 1953, Economics, Brooklyn College; MA 1954, Economics, Michigan State University; PhD 1959, Economics, University of Minnesota; Ford Foundation Faculty Study Fellow 1961-62, Harvard University and the Massachusetts Institute of Technology. Research: Strategy and implementation, political economy, urban economics, economic regulation, economics of minorities.

Bala V. Balachandran

Sandep Baliga
Associate Professor of Managerial Economics & Decision Sciences. BA 1988, Cambridge University; PhD 1993, Economics, Harvard University. Research: Game theory, mechanism design, contract theory.

Haskel Benishay

David Besanko
Alvin J. Huss Distinguished Professor of Management & Strategy. AB 1977, Political Science, Ohio University; MS 1980, PhD 1982, Managerial Economics & Decision Sciences, Northwestern University. Research: Economics of organizations and information, regulation.

Henry S. Bienen
President, Northwestern University, Professor of Management & Strategy. BA (honors) 1960, Cornell University; MA 1961, PhD 1966, University of Chicago. Research: Political science with interests in political and economic development, comparative politics, civil-military relations, and U.S. foreign policy. Particularly concerned with economic and political conditions in the nations of Africa.

Shane Greenstein, PhD Coordinator for the Management & Strategy Department

Peter Klibanoff, PhD Coordinator for the Managerial Economics & Decision Sciences Department
Sunil Chopra  

James D. Dana Jr.  
Associate Professor of Management & Strategy. BA 1982, Economics, Yale University; PhD 1988, Economics, Massachusetts Institute of Technology. Research: Price theory, industrial organization, regulation, price dispersion, and strategic responses to demand uncertainty.

Sudhakar D. Deshmukh  
Professor of Decision Sciences. BE 1964, Mechanical Engineering, Poona University, India; M S 1966, Industrial Engineering, Purdue University; PhD 1971, Business Administration, University of California, Berkeley. Research: Applied probability and stochastic optimization models of decisions involving time and uncertainty, with applications in management science and economics.

Daniel Diermeier  
IBM Professor of Regulation and Competitive Practice. AM 1989, University of Southern California; MA 1990, University of Munich; PhD 1994, University of Rochester; PhD (expected 2002) Philosophy, Duisburg University, Germany. Research: Political economy, comparative political institutions, legislative politics, explanations in the social sciences, ethics.

David Dranove  
Walter J. M Chernen Distinguished Professor of Health Industry Management, Professor of Management & Strategy. BA 1977, Biology, MA 1979, Cornell University; PhD 1983, Economics, Stanford University. Research: Industrial organization and the economics of information, business strategy, medical economics, and health services policy analysis.

Péter Esö  
Assistant Professor of Managerial Economics & Decision Sciences. BA 1993, Budapest University of Economics, PhD 2000, Economics, Harvard University. Research: Auction theory, contract theory, mechanism design.

Tim Fedderson  
Wendell Hobbs Professor of Managerial Politics. BA 1985, Indiana University; PhD 1993, University of Rochester. Research: Political economy with a specific interest in democratic institutions and voting systems.

Shane Greenstein  
Associate Professor of Management & Strategy. BA 1983, University of California, Berkeley; PhD 1989, Stanford University. Research: Technical change, high-technology markets, computing and communications markets, industrial economics.

Anne Gron  
Assistant Professor of Management & Strategy. BA 1984, Economics and Computer Science, Williams College; PhD 1990, Economics, Massachusetts Institute of Technology. Research: Industrial organization and regulation with applications to firm competition and distribution systems in the insurance industry, capacity and information in insurance markets, and production and pricing decisions in the automobile industry.

Donald H. Haider  
Professor of Public Management, Director of the Program in Nonprofit Management. BA 1964, Stanford University; MA 1967, PhD 1973, Political Science, Columbia University. Research: Management of nonprofit organizations, public finance, economic development, business-government relations.

Wallace J. Hopp  

Johannes Horner  
Assistant Professor of Managerial Economics & Decision Sciences. Diploma 1994, Ecole HEC, France; DEA (French MA) 1995, Economics, Delta, France; PhD 2000, University of Pennsylvania. Research: Game theory, economics of information.

Edward F.X. Hughes, MD  

Mark Israel  

Julian Jamison  
Assistant Professor of Managerial Economics & Decision Sciences. BS 1994, MS 1994, California Institute of Technology; PhD 1998, Massachusetts Institute of Technology. Research: Game theory, especially behavioral issues and other non-traditional topics, experimental economics, and health economics.

Larry E. Jones  
Ehud Kalai  

Morton I. Kamien  
Joseph and Carole Levy Distinguished Professor of Entrepreneurship, Director of the Heizer Center for Entrepreneurial Studies, BA 1960, City College of New York; PhD 1964, Purdue University. Research: Economic theory, industrial organization, optimization techniques, entrepreneurship.

Peter Kilianoff  

Martin Lariviere  
Associate Professor of Managerial Economics & Decision Sciences, BA 1988, Economics, Yale University; PhD 1995, Business, Stanford University. Research: Economics of operations management, incentives in operations, supply chain management and contracting, and the marketing-manufacturing interface.

Michael Mazzeo  

Stuart L. Meyer  
Associate Professor of Management & Strategy. AB 1957, Physics, Columbia University; PhD 1962, Physics, Princeton University. Research: Analyzing new ventures in independent and corporate settings, infusing entrepreneurial energy into larger organizations. Management of professional services organizations. Problems of family businesses, integrating legal and strategic issues, middle-market manufacturing and high-technology firms, venture capital.

Johannes Moenius  
Assistant Professor of Management & Strategy. MA (Dipl.kfm.) 1992, Management Science, Bamberg University, Germany; MA 1995, Economics, Queen’s University, Kingston, Canada; PhD 2000, Economics, University of California at San Diego. Research: Trade effects of product standards, network externalities, and legal systems.

Roger B. Myerson  
Harold L. Stuart Professor of Decision Sciences, Professor of Economics, AB, SM 1973, PhD 1976, Applied Mathematics, Harvard University. Research: Game theory, economics of information, analysis of voting systems.

Sharon Novak  

Stanley Reiter  
Morrison Professor of Economics and Mathematics in the Weinberg College of Arts and Sciences and of Managerial Economics & Decision Sciences in the Kellogg Graduate School of Management. Director of the Center for Mathematical Studies in Economics and Management Science. AB 1947, Economics, Queens College; MA 1950, PhD 1955, Economics, University of Chicago. Research: Informational aspects of the theory of economic organization.

Alvaro Sandroni  

Mark A. Satterthwaite  
Earl Dean Howard Professor of Managerial Economics, Professor of Strategic Management, Director of the General Motors Research Center for Strategy in Management, Chair of Management & Strategy Department. BS 1967, Economics, California Institute of Technology; MS 1969, PhD 1973, Economics, University of Wisconsin, Madison. Research: Market and voting situations information in healthcare.

Canan R. Savaskan  
Assistant Professor of Managerial Economics & Decision Sciences, MS 1995, Industrial Engineering, Bogazici University, Turkey; MS 1997, PhD 2000 INSEAD, France. Research: Supply chain management, marketing/operations interface, reverse logistics, product recovery and environmental management.

Karl Schmedders  
Assistant Professor of Managerial Economics & Decision Sciences, Vordiplom (German BA) 1989, Business Engineering, Universität Karlsruhe, Germany; MS 1992, PhD 1996, Operations Research, Stanford University. Research: Behavioral economics, in particular general equilibrium models involving time and uncertainty, asset pricing; mathematical programming.

Scott Schaefer  

James Schummer  
Assistant Professor of Managerial Economics & Decision Sciences, BS 1992, Finance, Pennsylvania State University; PhD 1997, Economics, University of Rochester. Research: Collective decision-making, mechanism design, game theory.

Eilon Solan  
Assistant Professor of Managerial Economics & Decision Sciences, BS 1989, Mathematics and Computer Sciences, Hebrew University; MS 1993, Mathematics, Tel Aviv University; PhD 1998, Mathematics, Hebrew University. Research: Game theory, stochastic games.
A sampling of recent graduates’ dissertation topics and positions after Kellogg


Emre Ozdenoren: “Essays on Uncertainty with Applications to Economics,” 2000; University of Michigan, Ann Arbor.


Kathryn E. Spier
Associate Professor of Management & Strategy. BA 1985, Mathematics and Economics, Yale University; PhD 1989, Economics, Massachusetts Institute of Technology. Research: Applied game theory, the economic analysis of law, industrial organization.

Daniel F. Spulber

Jan Van Mieghem

Rakesh Vohra
John L. and Helen Kellogg Professor of Managerial Economics & Decision Sciences. BS 1980, Mathematics, University College, London; MS 1981, Operational Research, London School of Economics; PhD 1985, University of Maryland. Research: Game theory, combinatorial optimization and decision-making.

Robert J. Weber

Sevin Yetekin
Assistant Professor of Managerial Economics & Decision Sciences. BA 1993, Wellesley College; PhD 1999, Stanford University. Research: Study of computational economics and labor economics.

Office space and access to computers is provided to Kellogg doctoral students. Students and faculty are housed together by department, which fosters a collegial environment and greater collaboration.
Kellogg’s Marketing Department, renowned for its ground-breaking research, is regarded as one of the finest marketing programs in the world. Doctoral graduates are expected to continue this tradition of scholarship.

The Marketing program is interdisciplinary. This is best illustrated by the range of faculty backgrounds and interests; for example:

- Anthropological studies of cultural meaning
- Applied econometrics
- Behavioral decision theory
- Cognitive science
- Decision support systems and operations research models
- Economic theory testing
- International studies
- Mathematical modeling
- Nonprofit organizations and social marketing
- Organizational analysis and channels of distribution
- Psychometrics and causal modeling
- Psychological theory testing
- Survey analysis and methodological research

The hallmark of the program is that students acquire both a broad background across a variety of underlying disciplines and a commitment to a specific research specialty such as one of those above. No specific background is required, but candidates should have developed a serious interest in marketing or one of its closely allied underlying disciplines, such as economics, psychology, or management science. A previous master’s degree is not required, nor is business experience.

The program seeks full-time students with a commitment to academic excellence. Students should aspire to be leading scholars in the field of marketing.

Program of Study
The first two years of the program center around a series of seminars taught by the marketing faculty. Students are also encouraged to take courses outside the department in fields such as economics, psychology and statistics. These courses are followed by comprehensive examinations at the end of the first year. By the end of the second year, students should have achieved a broad background in marketing capable of serving as a foundation for specific research interests and future teaching.

During the third year, students concentrate less on coursework and more on their specific research interests. They are expected to develop a close, mentoring relationship with one or two faculty members. Out of this relationship comes the student’s dissertation research, which is the most crucial aspect of the program. Many dissertations produced in the department have won the American Marketing Association’s best dissertation award.

Coursework Requirements

<table>
<thead>
<tr>
<th>Courses</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>MKTG 450 Research Methods in Marketing</td>
<td>1</td>
</tr>
<tr>
<td>MKTG 451 Policies in Marketing Channels</td>
<td>1</td>
</tr>
<tr>
<td>MKTG 454 Advertising Policies and Management</td>
<td>1</td>
</tr>
<tr>
<td>MKTG 465 Introduction of New Products and Services</td>
<td>1</td>
</tr>
<tr>
<td>MKTG 466 Marketing Strategy</td>
<td>1</td>
</tr>
<tr>
<td>Major-field, minor-field, other relevant courses</td>
<td>31</td>
</tr>
<tr>
<td>Total Required Units:</td>
<td>36</td>
</tr>
</tbody>
</table>

Lakshman Krishnamurthi, Chair of the Marketing Department
Bobby Calder, PhD Coordinator for the Marketing Department
Faculty

James C. Anderson

Robert Blattberg
Polk Brothers Distinguished Professor of Retailing, Professor of Marketing, Director of the Center for Retail Management. BA 1964, Mathematics, Northwestern University; MS 1966, PhD 1971, Industrial Administration, Carnegie Mellon University. Research: Database marketing. Use of statistical models to make marketing decisions in areas of new product forecasting, direct marketing, promotional and price elasticity estimation.

Anand Bodapati

Bobby J. Calder
Charles H. Kellstadt Distinguished Professor of Marketing, Professor of Psychology, Director of the Center for Cultural Marketing. AB 1966, Psychology and Economics, MA 1970, PhD 1970, Social Psychology, University of North Carolina, Chapel Hill. Research: New approaches to marketing research, studies of consumer behavior, advertising effectiveness, cultural marketing.

Gregory S. Carpenter

Alexander Chernov
Assistant Professor of Marketing. MA 1986, PhD 1990, Psychology, Sofia University; PhD 1997, Business Administration, Duke University. Research: Consumer behavior: preference formation, decision processes, and brand choice.

Anne T. Coughlan
Associate Professor of Marketing. BA 1977, PhD 1982, Economics, Stanford University. Research: Channels of distribution, sales force management and compensation, competitive strategy, international applications of research in these areas.

Dawn Iacobucci
Professor of Marketing, Professor of Health Industry Management. BS 1982, Psychology, MA 1985, Quantitative Psychology, MS 1985, Statistics, PhD 1987, Quantitative Psychology, University of Illinois, Urbana-Champaign. Research: Customer satisfaction and service quality, services marketing, statistical models for dyadic interactions and social networks exchanges, with applications to professional services and relationship management.

Dipak Jain
Associate Dean for Academic Affairs; Director, Doctoral Program; Sandy & Morton Goldman Professor of Entrepreneurial Studies and Professor of Marketing. BS 1976, Mathematics and Statistics, MS 1978, Mathematical Statistics, Gauhati University, India; MS 1986, Management Science, PhD 1987, Marketing, University of Texas, Dallas. Research: Market segmentation and competitive market structure analysis, new product diffusion, forecasting models, pricing models, analyzing the impact of marketing mix variables on consumer purchase behavior.

Philip Kotler
S.C. Johnson & Son Distinguished Professor of International Marketing. MA 1953, Economics, University of Chicago; PhD 1956, Economics, Massachusetts Institute of Technology. Research: Development of marketing principles and new products, strategy, promotional planning, marketing for nonprofit organizations, international marketing.

Robert V. Kozinets
Assistant Professor of Marketing. BBA 1987; MA 1988, Marketing and Organizational Behavior, York University; PhD 1997, Marketing, Queen's University. Research: Consumer behavior, advertising effectiveness, consumer resistance, entertainment consumption.

A. Montgomery Ward Professor of Marketing, Chair of Marketing Department. BS 1975, Electrical Engineering, Indian Institute of Technology, Madras, India; MA 1977, Louisiana State University, Baton Rouge; MS 1980, Statistics, PhD 1981, Marketing, Stanford University. Research: Impact of price and advertising on consumer purchase decisions, new product strategy, competitive strategy, and application of conjoint analysis.

Angela Lee
Assistant Professor of Marketing. BBA 1981, University of Hawaii; MA 1990, University of Hong Kong; PhD 1995, University of Toronto. Research: Effects of advertising exposure on memory, judgment and choice.

Christie Nordhielm
Assistant Professor of Marketing. BA 1981, MBA 1984, PhD 1998, Marketing, University of Chicago. Research: How businesses and individuals perceive and judge advertising. What internal and external factors are important in determining the effectiveness of advertising appeals.

John F. Sherry Jr.
Professor of Marketing. BA 1974, English and Anthropology, University of Notre Dame; MA 1978, PhD 1983, Anthropology, University of Illinois, Champaign-Urbana. Research: Experiential and dysfunctional consumption, alternative marketing systems, symbolic communication. Also, subcultural and multicultural dimensions of marketplace behavior.
A sampling of recent graduates’ dissertation topics and positions after Kellogg

Ursula Alvarado: “Horizontal Distribution Alliances: Their Formation and Success,” 1999; Texas A&M University.


Kellogg's full-time program is housed in the Jacobs Center, a modern, six-story complex on Northwestern University's Evanston campus. The Jacobs Center has 17 classrooms, more than 50 group study rooms, conference rooms, a quiet study area, student lounge and all administrative, faculty and PhD student offices. Its centerpiece is the glass-topped atrium where students gather to study and socialize. The atrium and study rooms feature wireless Internet connections for students' laptop computers.

Libraries
Northwestern University Library, with more than 3.5 million volumes, is one of the largest university libraries in the United States. Other libraries on the Evanston campus often used by management students are the Mathematics Library and the Seeley G. Mudd Science and Engineering Library. Students also have access to other excellent libraries in the Chicago area through the Reference Department and to specialized materials throughout the world through the Interlibrary Loan Department.

Research Centers
A variety of research centers foster and support collaborative research among faculty members and graduate students in various disciplines, both within Kellogg and throughout Northwestern University.

The centers sponsor workshops, seminars and visiting lectureships that attract distinguished scholars from around the world. They are also an important avenue for interaction among Kellogg faculty, doctoral students and management practitioners. Associated with many of the research centers are advisory groups that include leaders in the relevant fields.

In addition, Kellogg faculty and doctoral students are closely involved with the work of departments in other schools (such as Psychology, Political Science, Sociology, Statistics, and Economics) and with interdisciplinary research centers at Northwestern, including the Institute for Health Services Research and Policy Studies, the Center for Mathematical Studies in Economics and Management Science, the Institute for Policy Research, the Newspaper Management Center, and the Integrated Marketing Communications Program at the Medill School of Journalism.

Committee on Institutional Cooperation
Northwestern University is affiliated with the Traveling Scholar Program, sponsored by the Committee on Institutional Cooperation, a consortium of the Big Ten universities and the University of Chicago. The program enables doctoral students to take classes at other schools for credit at Northwestern. Students who wish to participate in this program may obtain the appropriate forms and information regarding deadlines and specific conditions of enrollment at the office of The Graduate School in Rebecca Crown Center.

Behavioral Laboratory
Equipped with extensive audio-visual recording equipment and computer hardware and software, the Behavioral Laboratory is reserved for Kellogg faculty and students. It consists of a large central room, adjoining rooms for small-group experiments and a special room for recording, control and observation. It is commonly used by Kellogg doctoral students in their research.
Applicants for admission to the doctoral program must hold a four-year bachelor’s degree from an accredited institution before entry into Kellogg. Selection is based on evidence of outstanding intellectual ability, mature interest in understanding the basic operations of the economy and the individual organizations and institutions that constitute it, and a strong commitment to a career in research.

Entry is in the fall quarter only, with about 25 new students chosen from more than 500 applicants. The program is full time on the Evanston campus; part-time or distance-learning study is not available.

Application Procedures

Application for admission to doctoral programs at Kellogg must be submitted on the paper application forms provided by The Graduate School or using the online application form available on The Graduate School's Web site: www.northwestern.edu/graduate. Only one application, in one format, will be accepted. Submitting both formats can cause serious delays. The application must be accompanied by the following:

1. A statement of purpose outlining the applicant's interests and reasons for seeking a PhD degree at Kellogg.
2. Two copies of official transcripts documenting each course taken beyond high-school level, whether or not within a degree program. Transcripts must bear the registrar’s signature and/or the institution's seal to be official and acceptable.
3. Two confidential letters of recommendation from professors who are familiar with the applicant’s work at an advanced level and who can provide information about the applicant’s promise for success as a doctoral student.
4. Scores on either the Graduate Management Admission Test (GMAT) or Graduate Record Examination (GRE).
5. Test of English as a Foreign Language (TOEFL) scores for all applicants whose native language is not English. More detailed information on this requirement is provided below.
6. Application fee.

Information about the GMAT can be found online at www.gmac.com, or write to the Educational Testing Service, GMAT, CN6103, Princeton, NJ 08541-6103. The GMAT institutional code for reporting GRE scores is 1546.

All applicants whose native language is not English must certify their proficiency in the English language on the Test of English as a Foreign Language (TOEFL). Northwestern University requires TOEFL scores from all international applicants. The exception is if all four undergraduate years have been in a U.S., British, Australian, or New Zealand institution, or in an English-speaking institution in Canada or South Africa. Masters degrees from institutions in the countries listed above do not count toward this waiver. To be considered for financial aid, applicants must score 600 or higher (paper-based exam) or 250 or higher (computer-based exam) on the TOEFL. The scores are valid for two years. Kellogg does not require the Test of Spoken English (TSE).

Information on the TOEFL, administered by the Educational Testing Service, can be found online at www.toefl.org, or write TOEFL, Box 6151, Princeton, NJ 08541-6151, USA. The institutional code for reporting TOEFL scores is 1565, Northwestern's Graduate School.

For fall 2001 admission, the application fee for U.S. citizens and permanent residents of the United States is $50. The application fee for all international applicants is $55. Fees must be paid by check or money order and must accompany the paper application. If the application is submitted online, credit card payments are accepted. Please note that credit card payments are accepted with the online application only. This fee is not refundable and cannot be waived. If applicants do not submit the required fee, their applications will not be processed or reviewed by Kellogg.

Application files should be completed by December 31. It is the applicant's responsibility to ensure that delayed documents do not prevent review of the application file. Evaluative interviews are not required for admission to doctoral study.

After the December 31 deadline, Kellogg department faculty review completed application files thoroughly. Kellogg may recommend that a student be admitted or denied admission whenever it believes it has sufficient basis for the decision. Their recommendation is then conveyed to The Graduate School for final evaluation and decision. The Graduate School notifies applicants of the decision on admission, usually in March.
Further application information may be obtained from the following sources:

Office of Doctoral Studies
Kellogg Graduate School of Management
Northwestern University
2001 Sheridan Road
Evanston, IL 60208-2001
Telephone: 847.491.2832
Fax: 847.467.6717
Web: www.kellogg.nwu.edu
E-mail: kellogg-phd@northwestern.edu

or

Admissions
The Graduate School
Northwestern University
Rebecca Crown Center
633 Clark Street
Evanston, IL 60208-1113
Telephone: 847.491.7264
Fax: 847.491.5070
Web: www.northwestern.edu/graduate
E-mail: gradapp@northwestern.edu

Cost and Financial Aid
Tuition for the 2000-2001 academic year was $23,301. Increases should be anticipated in subsequent years. Financial aid is available to admitted students, including international students, in the form of tuition scholarships, fellowship stipends, and health insurance coverage, providing the students enroll in Northwestern’s health insurance plan. Tuition scholarships are furnished by The Graduate School. Fellowship stipends and health insurance payments are furnished by Kellogg. Doctoral students who receive financial assistance during the first year of study and maintain a high level of scholastic promise and performance may expect to receive financial aid awards for the second and third years. Qualified students may be invited to teach courses in the fourth year and their tuition and health insurance will be paid as part of their teaching package.

Applicants who wish to be considered for any type of financial aid must check the appropriate box on the Supplemental Application for Admission and Financial Aid submitted to The Graduate School.

No separate application for financial support is required by any department at Kellogg. Either GMAT or GRE scores are acceptable for financial aid consideration. An application file must be completed no later than December 31 to assure full consideration for financial aid. Notification of the financial aid decision is generally mailed in March.

Federal student loans are available for qualified U.S. citizens and permanent residents with financial need. Applicants for federal student loan funds must submit the Free Application for Federal Student Aid (FAFSA) on an annual basis. The FAFSA may be obtained on the Internet at www.fafsa.ed.gov, in The Graduate School office, or in financial aid offices at other colleges and universities. The FAFSA should be submitted to the address provided in the form. Applicants for federal student loans should schedule an appointment with a financial aid adviser in The Graduate School to obtain the other necessary applications and supporting materials. Should applicants be unable to schedule an appointment, the forms will be mailed upon request.
Northwestern University operates Engelhart Hall on the Evanston campus for students from all graduate disciplines. Accommodations range from twin-studio, shared apartments for single students to two-bedroom apartments for families. University apartments are furnished except for linens, kitchen utensils, dishes and silverware. Rental rates are comparable to those for off-campus accommodations. Address inquiries to:

Manager
Graduate Housing
1915 Maple Ave.
Evanston, IL 60201
Telephone: 847.491.5127
Fax: 847.467.2748
Web: www.stuaff.northwestern.edu/grad_and_off/GOCH/Front_Porch.html
E-mail: grad-housing@northwestern.edu

The Off-Campus Housing Office maintains listings of rooms and apartments to rent, including apartments to share with other students, as well as work-exchange situations in which a student may receive room and board in exchange for household help. Most housing available for September occupancy is listed in early August, so a trip to Evanston at that time may be advisable. While there are some apartments near the campus, an excellent public transportation network makes it practical for students to live in Chicago or neighboring suburbs. A pamphlet outlining the services of the Off-Campus Housing Office is available from:

Manager
Off-Campus Housing Office
1915 Maple Ave.
Evanston, IL 60201
Telephone: 847.491.3015
Fax: 847.467.2748
Northwestern University is a dominant presence in Evanston, and many of the commercial establishments are built around service to students. Northwestern was chartered as an independent institution in 1851; today it ranks as one of the nation’s major private research universities.

The university has 7,400 undergraduate students and 4,200 graduate students on its Evanston campus and 1,600 graduate students on its Chicago campus. The Evanston campus covers 230 acres, stretched along a half-mile of Lake Michigan shore. Full-time Kellogg students enjoy access to a private beach, extensive sports and aquatic facilities, bike paths, playing fields and a boating center.

One end of the Evanston campus is dominated by a performing arts complex that includes a concert hall and a number of small theaters. Northwestern’s prestigious music and speech schools provide a steady stream of concerts and dramatic presentations throughout the year.

Evanston, home to the university and Kellogg, and Chicago, the nation’s third largest metropolitan area, are adjoining cities located along the shores of Lake Michigan. The residential nature of Evanston and the city life of Chicago complement one another to form an ideal setting for Northwestern students.

Evanston

Evanston, which borders Chicago, is the first in a string of North Shore suburbs reaching toward the Wisconsin border. With 74,000 people, Evanston is Illinois’ sixth largest city. It supports museums, music and theater productions, art galleries, businesses and shopping districts of its own.

There are more than 200 shops in Evanston, scattered across different neighborhoods. Evanston has a fine array of ethnic and gourmet restaurants.

Evanston maintains 263 acres of parks that include five Lake Michigan beaches, running and biking trails, an indoor ice rink and 34 tennis courts.

With seven stops in Evanston, the elevated train provides convenient transportation within the city. The “El” and another commuter rail line, Metra, also make it easy to reach downtown Chicago. Four bus lines provide service to within four blocks of nearly every residence in the city.

Evanston features charming avenues of shops and restaurants alternating with gracious residential areas of tree-lined streets and parks.

Chicago

Chicago is a thriving economic powerhouse, the country’s second largest financial center and headquarters to some of the nation’s largest banks, brokerage and consulting houses, and commodity firms. It is the transportation hub of the United States, a business and industrial giant and a world-famous center for medicine and healthcare.

Chicago-area organizations include Motorola, Amoco, Leo Burnett, the American Medical Association, Arthur Andersen, McDonald’s, Booz•Allen & Hamilton, Divine Interventions, and Kraft Foods. Chicago architecture is unique: baroque, turn-of-the-century stone buildings sit comfortably beside extraordinary skyscrapers.

Chicago boasts a dynamic cultural scene that includes the Chicago Symphony Orchestra, the Art Institute and many other fine museums, including the Museum of Science and Industry, the Field Museum of Natural History and the Shedd Aquarium. Broadway shows play in Chicago theaters, and other nationally renowned theaters are scattered throughout the city and suburbs. Chicago is also famous throughout the world for its blues clubs.

Chicago is a city that loves sports. Six professional athletic teams are located here: the National Basketball Association’s Chicago Bulls, hockey’s Blackhawks, the National Football League’s Bears, baseball’s White Sox and Cubs, and the Chicago Fire soccer club.

Dining out is another Chicago treat. The city has countless superb restaurants to fit every ethnic taste and budget.

A lakefront of parks, beaches and harbors is the city’s pride. Throughout the spring, summer and fall people enjoy swimming, sunbathing, running, biking, softball, volleyball and in-line skating along the well-maintained lakeshore.

The quiet neighborhoods surrounding the Evanston campus offer students a respite from the fast-paced Kellogg environment.
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Associate Dean and Director of The M anager’s Program
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Associate Director of the Career Management Center
Kristen Piaget Hesby BA
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Julie Israel MA
Assistant Director of Financial Aid
Susan Jackman M A
Manager of the Doctoral Program Office
Kathy Koh-Gigante M SE d
Associate Director of Admissions
Wendy M etter M SW
Assistant Director of Student Affairs
Lida Miller M A
Manager, Student Tech Support
Katharine Mott BPhil
Coordinator of Joint Degree Programs
Charles M unro BA
Associate Director of Financial Aid
Julie Schmidt M BA
Associate Director of Admissions

The Graduate School

Richard I. Morimoto PhD
Dean and Associate Provost of Graduate Education
Leila S. Edwards PhD
Senior Associate Dean
Michelle Ciron PhD
Associate Dean
Lawrence J. Henschel PhD
Associate Dean
Eric W. Marsh PhD
Associate Dean
Patricia K. Mann BA, CPA
Assistant Dean

Downtown Chicago, a short drive from Evanston, is one of the world’s leading financial centers.
### Academic Year 2001–2002

**FALL**
- Labor Day: Mon Sept 3, 2001
- New Student Orientation Week: Sun Sept 16
- Rosh Hashanah: Tue Sept 18
- Fall classes begin: Mon Sept 24
- Yom Kippur: Fri Sept 27
- Thanksgiving vacation begins: Wed Nov 21
- Classes resume: Mon Nov 26
- Fall classes end: Sat Dec 8
- Fall exams begin: Mon Dec 10
- Fall exams end: Fri Dec 14

**WINTER**
- Registration; winter classes begin: Mon Jan 7, 2002
- Martin Luther King Jr Day: Mon Jan. 21
- Winter classes end: Sat Mar 16
- Winter exams begin: Mon Mar 18
- Winter exams end: Fri Mar 22

**SPRING**
- Easter: Sun Mar 31, 2002
- Registration; spring classes begin: Tue Apr 2
- Passover begins: Wed Apr 17
- Memorial Day (no classes): M on May 27
- Spring classes end: Sat June 8
- Spring exams begin: M on June 10
- Spring exams end: Fri June 14
- Commencement: Fri June 21

**SUMMER**
- Registration; classes begin: M on June 24, 2002
- Independence Day (no classes): Thu July 4
- Six-week exams: Fri Aug 2
- Six-week session ends: Sat Aug 3
- Eight-week exams: Fri Aug 16
- Eight-week session ends: Sat Aug 17

### Academic Year 2002–2003

**FALL**
- Labor Day: Mon Sept 2, 2002
- Rosh Hashanah: Sat Sept 7
- Yom Kippur: Mon Sept 16
- New Student Orientation Week: Fri Sept 20
- Fall classes begin: Wed Sept 25
- Thanksgiving vacation begins: Wed Nov 27
- Classes resume: Mon Dec 2
- Fall classes end: Sat Dec 7
- Fall exams begin: Mon Dec 9
- Fall exams end: Fri Dec 13

**WINTER**
- Registration; winter classes begin: Mon Jan 6, 2003
- Martin Luther King Jr Day: Mon Jan 20
- Winter classes end: Sat Mar 15
- Winter exams begin: Mon Mar 17
- Winter exams end: Fri Mar 21

**SPRING**
- Easter: Sun Mar 31, 2003
- Registration; spring classes begin: M on Mar 31, 2003
- Passover begins: Tue Apr 8
- Memorial Day (no classes): M on May 26
- Spring classes end: Sat June 7
- Spring exams begin: M on June 9
- Spring exams end: Fri June 13
- Commencement: Fri June 20

**SUMMER**
- Registration; classes begin: M on June 23, 2003
- Independence Day (no classes): Thu July 4
- Six-week exams: Fri Aug 1
- Six-week session ends: Sat Aug 2
- Eight-week exams: Fri Aug 15
- Eight-week session ends: Sat Aug 16

### Academic Year 2003–2004

**FALL**
- Labor Day: Mon Sept 1, 2003
- New Student Orientation Week: Fri Sept 19
- Fall classes begin: Wed Sept 24
- Rosh Hashanah: Sat Sept 27
- Yom Kippur: Mon Oct 6
- Thanksgiving vacation begins: Wed Nov 26
- Classes resume: Mon Dec 1
- Fall classes end: Sat Dec 6
- Fall exams begin: Mon Dec 8
- Fall exams end: Fri Dec 12

**WINTER**
- Registration; winter classes begin: Mon Jan 5, 2004
- Martin Luther King Jr Day: Mon Jan 19
- Winter classes end: Sat Mar 13
- Winter exams begin: Mon Mar 15
- Winter exams end: Fri Mar 19

**SPRING**
- Easter: Sun Mar 29, 2004
- Registration; spring classes begin: M on Mar 29, 2004
- Passover begins: Tue Apr 6
- Memorial Day (no classes): M on May 31
- Spring classes end: Sat June 5
- Spring exams begin: M on June 7
- Spring exams end: Fri June 11
- Commencement: Fri June 18

**SUMMER**
- Registration; classes begin: M on June 21, 2004
- Independence Day (no classes): M on July 5
- Six-week exams: Fri July 30
- Six-week session ends: Sat July 31
- Eight-week exams: Fri Aug 13
- Eight-week session ends: Sat Aug 14

*(all dates subject to change)*
Contact Information

Accounting Information & Management
Phone: 847.491.3427
Fax: 847.467.1202

Finance
Phone: 847.491.3562
Fax: 847.491.5719
E-mail: kellogg-finance@northwestern.edu

Management & Organizations
Phone: 847.491.3470
Fax: 847.491.8896

Managerial Economics & Strategy
Managerial Economics & Decision Sciences
Phone: 847.491.3603
Fax: 847.467.1220
E-mail: meds@northwestern.edu

Management & Strategy
Phone: 847.491.3465
Fax: 847.467.1777

Marketing
Phone: 847.491.3522
Fax: 847.491.2498

For further information, please contact the following offices:

Office of Doctoral Studies
Kellogg Graduate School of Management
Northwestern University
2001 Sheridan Road
Evanston, IL 60208-2001
Phone: 847.491.2832
Fax: 847.467.6717
E-mail: kellogg-phd@northwestern.edu
Web: www.kellogg.nwu.edu

The Graduate School
Office of Admissions
Northwestern University
Rebecca Crown Center
633 Clark Street
Evanston, IL 60208-1113
Phone: 847.491.7264
Fax: 847.491.5070
E-mail: gradapp@northwestern.edu
Web: www.northwestern.edu/graduate

Go to www.kellogg.nwu.edu/faculty/index.htm for a listing of all departmental Web sites.

It is the policy of Northwestern University not to discriminate against any individual on the basis of race, color, religion, national origin, sex, sexual orientation, marital status, age, disability or veteran status in matters of admissions, employment, housing or services, or in the educational programs or activities it operates, in accordance with civil rights legislation and University commitment.

Any alleged violations of this policy or questions regarding the law with respect to nondiscrimination should be directed to the Director of Equal Employment Opportunity, Affirmative Action and Disability Services, 720 University Place, Evanston IL 60208-1147, phone 847.491.7458; Office of the Provost, Rebecca Crown Center, Evanston IL, 60208-1101, phone 847.491.5117.

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The Jacobs Center provides up-to-date facilities in the heart of Northwestern's Evanston campus.