The Kellogg School of Management at Northwestern University was founded in 1908 and is widely recognized as a global leader in graduate business education. The Evanston campus, located outside of Chicago, is home to a renowned, research-focused faculty and MBA students from around the globe. The Kellogg School includes the Full-Time, Part-Time and Executive MBA Programs and the non-degree Executive Education Program. The school offers three joint-degree programs: the JD-MBA, MD-MBA and MEM-MBA. Additionally, the Kellogg School of Management has alliances with business schools throughout Europe, Asia and North America.

KELLOGG EXECUTIVE MBA PROGRAMS

Executive MBA students complete two years of study in general management to earn an MBA degree. The program serves mid-career executives preparing for the next level, as well as senior executives who wish to enhance their skills and leadership effectiveness.

With campuses in Evanston and Miami, the Executive MBA Programs are designed for executives with substantial experience in management. The typical class has representatives from firms of various sizes — from Fortune 500 companies to small businesses — as well as from public and nonprofit organizations.

Kellogg Executive MBA Program — Miami Campus

The Kellogg Executive MBA Program Miami Campus recognizes the growing importance of Miami as a commercial and financial center and gateway to Latin America. The program is designed for mid-career international and domestic executives who aspire to senior leadership responsibilities within their organizations. The Kellogg Executive MBA Programs Miami Campus offers U.S.- and Latin American-based managers an opportunity to learn and share best business practices with each other and to develop lasting global relationships in a world-class business school.

Located outside of downtown Miami in Coral Gables, a short distance from Miami International Airport, classes meet once a month on average, following a traditional October through June academic calendar. Class meetings are a combination of long weekends (mid-day Thursday through mid-day Sunday) and two intensive Live-In weeks per academic year. Participants stay and attend class at the Kellogg School's Miami-area campus at the Hyatt Regency Coral Gables.

Joint Executive MBA Programs

The Kellogg School partners with institutions abroad that share its commitment to academic rigor and a global understanding of management. Kellogg partner institutions are leaders in business education in Asia, Europe, the Middle East and Canada.

Beginning in 1996, Kellogg established joint Executive MBA Programs with the Recanati Graduate School of Management at Tel Aviv University in Israel; WHU-Otto Beisheim Graduate School of Management in Frankfurt, Germany; the School of Business and Management at the Hong Kong University of Science and Technology in China; and the Schulich School of Management at York University in Toronto. These partnerships have allowed the school to build an international network of MBA students, all fluent in the common Kellogg language of academic excellence, team leadership and the power of diversity.

United States-based students derive many benefits from being part of this global network of premier business schools. Students from Kellogg partner schools come together at the James L. Allen Center to share an international live-in week with Kellogg Executive MBA students at the beginning of their second year. During this week, students together complete classes in negotiations and strategic crisis management, collaborating with their counterparts from around the world. Participants learn first-hand the multinational facets of business, while creating close, personal contacts with other members of the international community.

To further increase their understanding of global business issues, the Kellogg Executive MBA Programs offers students a unique opportunity to complete elective courses during a live-in week at one of the school’s partner institutions in Tel Aviv, Frankfurt, Hong Kong or Toronto.
RESIDENTIAL LIFE

Kellogg has developed numerous executive programs that respond to the demands of management today. Nearly 4,000 executives and managers from several hundred organizations take part each year in these programs, held at the James L. Allen Center and Kellogg Executive MBA Programs Miami Campus classroom. The center has classrooms, seminar rooms, study areas with computer facilities, dining rooms, lounges, exercise facilities and sleeping accommodations for participants.

Attire for Executive MBA Programs

Students spend a great deal of time in class; comfortable, informal attire is generally the rule among Executive MBA students.

Dining

Breakfast is included in the cost of an overnight stay and is provided on class days. Lunch is also provided on class days. Dinner is available for all students who spend the evening at the Allen Center for a class weekend. Please arrive on time as this is occasionally a served dinner.

Evanston Campus

Allen Center Visitor Guidelines

The James L. Allen Center accommodates numerous groups; to avoid confusion, we ask that students follow a few guidelines. Many of our guests have private cocktail parties, coffees or other social gatherings. When students are at the Allen Center, please respect the privacy of other groups’ catered events. The kitchen, executive program offices and supply cabinets are not for student use. If a student needs something not in view, please ask one of the Executive MBA Programs or dining room staff members. They are here to serve the students and appreciate this courtesy.

Phone, Mail and Fax

In an emergency, a family member or business associate may call the Executive MBA office directly so that we can convey the message to a student. During class weekends and Live-In Week, students may prefer to make and receive calls in their room; be aware, however, that outgoing calls from room phones are more expensive than those made from pay and credit card phones.

There is a fax machine at the front desk. The front desk will notify you of any faxes received. The Allen Center’s fax number is 847.491.4323.

Resource Room

Located on the second floor near the Executive MBA office, the student resource room is equipped with computers, printers, and a copier. Additional computers and printers are located in the hallway outside of room 221.

Overnight Stays on the Evanston Campus

Allen Center accommodations are subject to availability on non-class evenings. If students plan to arrive on Thursday for a Friday class or stay in addition to class days, they should reserve a room during the previous seven days. Students can make reservations by e-mailing: fdm@kellogg.northwestern.edu with requests. The special Executive MBA rate includes breakfast the next morning. To accommodate other groups, please plan to check in after 3 p.m. and to vacate the room by 10 a.m.

The following overnight stays at the Allen Center are included in the cost of tuition:

Regional/Weekly Program: Residential Live-In weeks

September North American/Bi-weekly Program: Friday and Saturday nights of class weekends and residential Live-In weeks

January North American Bi-weekly Program: Friday and Saturday nights of class weekends and residential Live-In weeks

*Evening accommodations are provided for students if the following day requires a 10:15am or earlier start or if the required class day extends until 6 p.m.

If rooms at the Allen Center are not available the night before a session, several area hotels provide discount accommodations to those affiliated with Kellogg. The following hotels are near campus.

Hotel Orrington
847.866.8700
1710 Orrington Ave.
Evanston, IL 60201
Reservations: 888.677.4648
Miami Campus

Students in the Kellogg Executive MBA programs Miami Campus attend classes adjacent to the Hyatt Regency Coral Gables in newly designed state-of-the-art classrooms complete with private study areas. Students enjoy in-room Internet access and a variety of services helpful to the business traveler. Miami students can contact the program director at 305.442.7780 to make additional night reservations. Reservations may be available at a discounted student rate for additional nights.

Miami International Airport, which connects travelers with cities around the world, is just four miles away.

Phone, Mail and Fax

Fax services are available through the Hyatt Regency Coral Gables for a nominal charge. The Hyatt fax number is 305.441.0520. Additionally, students on the Miami campus receive high-speed wireless internet access and parking provided with their tuition costs. Copy services are available in the Kellogg Executive MBA Program Miami Campus office.

CAMPUS FACILITIES CODE OF CONDUCT

The James L. Allen Center and Kellogg Executive MBA Programs Miami Campus classrooms are academic building facilities that support the executive offerings of the Kellogg School, as well as a variety of highly visible School and University events. Moreover, because our students and guests reside in these buildings, they powerfully communicate the Kellogg School brand and culture. While the Allen Center facility contains sleeping rooms and dining facilities, it is not a hotel or even a conference center; rather, it is an academic facility with the primary mission of creating a special environment for learning with food, beverage, and entertainment services being supportive of this principal objective. To ensure that the facilities achieve this mission, policies have been developed regarding appropriate behaviors for the building generally and specifically regarding the serving of alcoholic beverages. These policies are also important for managing the legal liability of the University and ensuring the safety and security of students, guests, faculty, and staff.

Classroom Decorum

The Kellogg Code of Classroom Etiquette has been established to assist student and faculty alike to foster appreciation for a classroom environment that enhances the learning experience for all students. Attention to the code will add value to the course by creating a more meaningful and constructive discussion. Students, therefore, are expected to demonstrate classroom etiquette based on the following principles:

Punctuality

Students are expected to arrive for class on time so that the professor may start and end the class according to schedule.

Exiting and Entering

Students are expected to remain in the classroom for the duration of the class. If a student must depart early due to unavoidable circumstances, the student should inform the instructor before class. Leaving and re-entering the class is not permitted except in the event of an emergency.

Disruptive Behavior

Students should demonstrate respect for the professor and fellow students during class. Students, therefore, should refrain from distracting behavior such as disruptive
eating, using laptops to surf the Web, using instant messenger, checking email, PDAs and holding side conversations. Faculty may have a “laptop-down” policy. Those students using laptops for note-taking should be seated in the back row of the classroom.

Respect the Facilities

Students are expected to help maintain the appearance of the classroom. After class students should discard all trash. If students eat outside of dining areas (group rooms or lounge areas), they should clear dishes to bus tubs. In essence, the Code emphasizes respectful behavior in the classroom and building that contributes to the enhancement of the learning experience at Kellogg.

Security

Students, guests and staff are required to wear their name badges at all times when in the common areas of the building. This is necessary to ensure that they can be reached quickly in case of an emergency and that only authorized people are in the building. Students, guests, faculty and staff should not leave valuable personal articles such as cell phones, laptops, purses, etc., unattended in the common areas of the building. Guests are required to register with the front desk.

An Environment Conducive to Study

In addition to the daytime hours, classes and small group sessions at the Allen Center often run late into the evening. Students may also be studying in their bedrooms at all hours of the day and night. Consequently, it is important that students, guests, and staff be sensitive to their surroundings and the impact of noise on others. In particular, care should be taken to limit noise on the bedroom floors, the terraces/patio at night, and when passing occupied classrooms and study group rooms.

Appropriate Dining Areas. There will be times when it is necessary for students to take meals in classrooms to accommodate various academic activities (for example, box lunches during a guest speaker’s presentation). In general, however, students, faculty, and staff are strongly encouraged to take meals in their assigned dining rooms, rather than in offices, study group rooms and lounge areas. Having food taken throughout the building adversely affects the building’s appearance, health code compliance, and maintenance/dining services costs.

Building Operations Staff. Many building operations staff members (front desk, maintenance, housekeeping, dining services) are not Northwestern employees. However, they are valued members of the Kellogg School Community and should be treated respectfully at all times.

Alcoholic Beverages:

• Alcoholic beverages in the Allen Center and Miami campus may only be served by licensed and insured bartenders under contract to the School. Students and guests are prohibited from serving themselves and bringing alcoholic beverages into the Allen Center and Miami campus. In addition, alcoholic beverages served by Allen Center and Miami campus bartenders may not be taken from the building.

• Alcoholic beverages are not permitted on buses and vans that have been chartered by the School for transporting students and guests to off-campus events.

• Changes in the scheduled starting and stopping times for serving alcoholic beverages and entertainment events may only be made by senior administrative staff members, which include Assistant Deans of Executive Education, the Associate Dean of Executive Education, and the Dean and Senior Associate Deans of the School. Note: building operations staff members may adjust these times based on circumstances such as a class running late, large groups that require more time to serve than originally planned, etc.

• Allen Center and Miami campus operations staff members are required to refuse service to students and guests who appear to be intoxicated. Bartenders are also prohibited after last call is announced from serving more than one alcoholic beverage to a student or guest.

• Students and guests should not ask building operations staff members for access to alcoholic beverages after hours. It is grounds for dismissal for building operations employees to grant such requests.

• Private functions/events are limited to the guests.
THE KELLOGG COMMUNITY

Career Management

Career management services and workshops are available to all Executive MBA students to assist them in leveraging their MBA degrees and advancing their careers within their sponsoring organization. Self-sponsored, unemployed and sponsored Executive MBA students with employer approval are also eligible for external job search assistance.

It is our policy to provide job search career management services only to Kellogg Executive MBA students who fall into one of these three categories: fully self-sponsored; corporate-sponsored but have received their employer’s permission to seek career opportunities outside of the sponsoring firm; or students who have become unemployed or displaced during the course of the program.

Students are bound by the Kellogg Honor Code to utilize only those services for which they qualify and for which they have been approved. Regardless of sponsorship status, Executive MBA students will not be able to take part in the MBA on-campus recruiting process.

Social Events

Throughout the year, the Executive MBA staff and group representatives also plan extracurricular events for students and their significant others, from tailgate parties and golf outings to picnics and group dinners. All the events are announced well in advance, and we encourage all students to attend and get to know each other better. Additional charges may apply for event tickets.

Partners’ and Sponsors’ Events

In recognition of the people whose support makes the Executive MBA experience possible, the Executive MBA office hosts annual Partners’ and Sponsors’ events.

On Partners’ Day, husbands, wives and significant others join students for lunch, attend classes, take a coffee break with students and then return to classes. The day ends with a reception. Classes are taught by Kellogg faculty. Spouses and companions who participate come away with a better understanding of what the Executive MBA experience entails.

Sponsors’ events are held each year. We invite sponsors or a person from one’s company who was most responsible for a student enrolling in the program, to join the student for an enrichment opportunity on campus and a taste of the Kellogg experience. It’s our way of thanking your sponsor.

Northwestern Sporting Events

The Northwestern Wildcats football team plays home games at Ryan Field; admission is reduced with the student ID card. Students may purchase additional tickets at the game for family and friends at regular price. Tickets can be purchased at: 847.491.CATS or on Northwestern’s Web site at nusports.cstv.com/tickets/nw-tickets.html.

Northwestern’s men’s and women’s basketball teams play their home games at the Welsh-Ryan Arena in McGaw Memorial Hall. Individual tickets and season passes are available at the athletic ticket office at Ryan Field and at the Norris University Center.

NORTHWESTERN UNIVERSITY SERVICES

Student IDs

Northwestern IDs, called WildCARDs, will be issued to all students. The WildCARD allows use of the sports and aquatics center, discounts at participating shops, restaurants and hotels, library privileges and entrance to sporting events. The Executive MBA office provides one WildCARD. If students should need a replacement card, they must go to the WildCARD office at Norris Center to purchase a new card. For more information, please visit univscs.northwestern.edu/WildCard.

Parking

Parking Office, 1819 Hinman Ave.
847.491.3319

If a student plans on parking a car on campus, you will need a parking permit. Parking regulations are strictly enforced by the Department of Public Safety and fines for violations of the permit requirement are substantial. Executive MBA students are issued one hang tag which allows them to park in any “C” (commuter) parking lot on the Evanston campus. Please note that the parking lot in front of the Allen Center is limited to “F” permits only during regular business hours.

Students will be given a list of parking rules and regulations when they get their permit. Please read them. Note that cars are not to be backed into stalls and may park only
in designated spaces. Though the program will provide a parking permit, students are responsible for any parking violation fines incurred on campus. Should a student drive a car without a permit, he or she can purchase a one-day visitor pass at the Allen Center front desk or at the parking office located at 1819 Hinman Avenue.

**Public Safety**
1819 Hinman Ave. 847.491.3254
Emergencies:
(from campus phones) 4-5-6
847.491.3456
Safety Division: 847.491.3253

Emergency phones are located at strategic locations on campus. They are painted yellow and are marked with blue lights.

The Department of Public Safety is responsible for crime prevention, law enforcement, parking control, fire protection, general safety and emergency management. Campus police officers are on patrol 24 hours a day, seven days a week. All are police academy graduates with full law enforcement authority. Northwestern police officers will direct students and other members of the community to sources of assistance. The police division also provides a number of services directly, including crime prevention programs, speaking engagements, vehicle unlocks, some medical transports and the loan of battery jumper cables at 1819 Hinman Ave. and at the Norris University Center. Special or individual circumstances or concerns should be brought to the attention of the supervisor on duty at the Department of Public Safety.

**Counseling and Psychological Services (CAPS)**
CAPS has a team of highly trained professionals who provide counseling, workshops and outreach programs for students. See northwestern.edu/counseling. CAPS provides these services in a manner that is appreciative of the individual within a diverse and multicultural context as well as confidential.

Students are encouraged to contact Student Affairs or CAPS for counsel or advice.

**University Hearing and Appeals Systems (UHAS)**
The University Hearing and Appeals System is Northwestern University’s formal campus judicial process for conduct violation. The Northwestern University Student Handbook, available at northwestern.edu/handbook/handbook.pdf, describes the system in detail. The Student Handbook also describes the informal, administrative resolution process for conduct violations.

**Services for Students with Disabilities**
Students who need assistance due to any disability should notify:

Services for Students with Disabilities Office
Room 40
601 University Place
Evanston, IL 60208
Phone: 847.467.5530
TTY: 847.467.5532
Fax: 847.467.5538
Email: ssd@northwestern.edu
www.northwestern.edu/disability

Students who have difficulty using or accessing University facilities should contact the disability services coordinator. A brochure, “Library Access for Users with Disabilities,” is available at the University Library. Further information is available at: library.northwestern.edu/policy/disabilities.html

**University Library and Online Services**
Northwestern University libraries are a rich and valuable resource for the Kellogg community. Library services are available to assist with research. The collections include more than three million books, journals, online services and other media in management, the social sciences and the humanities.

The student WildCARD serves as a library card; it is required to enter the library on weekends and after 5 p.m. during the week. Current library schedules are posted at: library.northwestern.edu/hours. The library information desk can be reached at 847.491.7658. Students may access the Northwestern Library’s extensive online services at nuCAT. library.northwestern.edu, using their NetID and password.
RECREATION

Evanston Campus

The Norris University Center

norris.northwestern.edu/hours.php

Store: 847.491.3990

Information desk: 847.491.2300

Norris, across the lagoon from the Allen Center, combines dining and recreational facilities with a variety of services. Cash stations are located inside the Norris Center and outside of the Sports & Aquatic Center. Please see the front desk for further assistance.

The Norris Center Store is open during the school year from 8:30 a.m. to 6:30 p.m. Monday through Thursday, until 5 p.m. on Friday, and 11 a.m. to 4 p.m. on Saturday, with additional hours at the beginning of each quarter and for Sunday events. The store carries academic and trade books, school supplies, magazines, foreign newspapers, greeting cards and Northwestern souvenirs and clothing. The Norris Information Desk provides current information about University and Chicago-area events.

Henry Crown Sports Pavilion and Dellora A. and Lester J. Norris Aquatics Center

The Crown Sports Pavilion and Norris Aquatics Center is a multipurpose sports complex on the lakefront north of the Allen Center, with seven racquetball courts, four multipurpose courts for tennis or basketball, and an Olympic-size swimming pool as well as conditioning rooms, an outdoor sun deck and a pro shop. Students with valid WildCARDs can use the facility. Building hours are subject to change, so phone the center at 847.491.4300.

Vandy Christie Tennis Center

Evanston, IL 60208-3610

847.491.3310

This facility is open for play on a first-come, first-served basis beginning in late spring, typically around mid May, depending on the weather. It closes for the season in early September. During tennis season when weather permits outdoor play, these courts are sometimes used by the Northwestern Men’s and Women’s Tennis teams. Varsity teams and camps have first priority in use of the courts.

Combe Tennis Center

Indoor tennis courts
847.491.4312

Beaches

Information: 847.491.4300

To use the Northwestern beach, students must present a valid WildCARD. All others must purchase a beach pass, available at the beach entrance 9 a.m. to 6 p.m. daily or at the Sports and Aquatics Center 9 a.m. to 5 p.m., Monday through Friday. Lifeguards are on duty 9 a.m. to 6 a.m. daily. The City of Evanston also maintains beaches; call 847.866.2910 for more information.

Miami Campus

The Hyatt Regency Coral Gables fitness center features an outdoor heated pool, exercise cycles, stair climbers, Nautilus and locker rooms with saunas. Other recreational areas include a nearby jogging path, the 18-hole Biltmore golf course and Key Biscayne Beach. Students also receive an art guide and literature about additional attractions and community services.
ADMISSIONS

All candidates for admission to the Executive MBA Programs must visit kellogg.northwestern.edu/emba to apply. A complete application for admission consists of the application form, two letters of recommendation, the honor code pledge, the application fee, official transcripts from previous schools, a completed interview, and a letter of sponsorship from the appropriate officer in the applicant’s organization. The Executive MBA admissions committee considers numerous factors, including work experience, academic history, recommendations, company sponsorship, personal interview and the body of the application itself. Most important, however, is work experience, including a candidate’s work history and current role and responsibilities in his or her organization. All candidates should have a minimum of eight to 10 years of managerial experience. A majority of our students have an average of 12 to 15 years of work experience.

Applicants may apply to one of four programs: the Regional Program, the September North American Program, the January North American Program or the Miami Campus Program.

Admissions criteria are identical for all of the Kellogg School’s Executive MBA Programs.

TRANSFER CREDIT

The Kellogg School does not accept transfer credits or prior learning credits from any institution. Because the school’s executive MBA curriculum has been carefully designed to meet the same rigorous academic requirements of its full-time MBA program, all executive MBA students are expected to complete all of the program’s teaching modules.

RE-APPLICATION

Applicants who are not admitted to the Executive MBA Program have the opportunity to reapply to the program at a future date. Students are not permitted to reapply to a class from which they have already been denied. Applicants wishing to reapply will be required to contact the Executive MBA Program office at 847.467.7020 to receive a reapplication packet.

REGISTRATION AND ACADEMICS

TUITION AND FINANCIAL RESOURCES

Tuition Payment

Tuition includes housing and most meals during live-in weeks, weekly lunches, and all books and supplies. For the North American and Miami programs, tuition also covers housing and most meals for class weekends.

Tuition is billed quarterly, prior to the beginning of each academic term. Students or sponsors may opt to pay annual tuition in advance of each academic year.

Upon acceptance, a nonrefundable, nontransferable deposit of $5,000 is required to reserve a seat in the program.

Withdrawals & Refunds

The Executive MBA Program Director must be notified in person or in writing of a student's withdrawal. The reason for withdrawal must be approved by the Office of the Registrar. Simply ceasing to attend class does not constitute official withdrawal.

All tuition adjustments are computed as of the date on which the official withdrawal notice is received. Adjustments are not made on the basis of attendance in class. In all cases of withdrawal from the School, after the beginning of a course, adjustments on tuition charges are made in accordance with following schedule:

• Students whose withdrawal notices are filed before the first week of classes for the quarter will be refunded full tuition.
• Students whose withdrawal notices are filed on or before the end of the second week of class are charged one half the tuition.
• Students whose withdrawal notices are filed beginning with the third week of class are charged full tuition.

Deposits for confirmation of enrollment are non-refundable.
Financial Aid

Federal and alternative loans are available but the Executive MBA office cannot make specific recommendations about which lender a student should borrow from. For the most current information, visit the tuition and financial aid site at kellogg.northwestern.edu/emp/intranet/tuition.

Financial Aid is available to federally qualified admitted students in the form of student loans. We are authorized to certify federal student loans (Stafford and Grad PLUS through the FFEL Program) as well as alternative or supplemental loans through private lending institutions. Students are required to complete the Free Application for Federal Student Aid (FAFSA) and an internal request for student loans form before they will be considered for Federal Aid. Alternative or private loans are available through outside lending institutions and the fees and interest rates are set by those entities.

We have a single grant program for those students who are currently working in the nonprofit sector. This grant covers 30% of the annual tuition for the program — this is a need-based and not a merit-based program. We do not discount tuition or fees for any reason.

Federal Regulations and Northwestern University require that before each student can borrow through the federal student aid programs, they must participate in an online entrance counseling program which fully explains the rights and responsibilities of the specific student loans — Stafford and Graduate PLUS. Students are informed through the entrance interview process and through personal counseling with the Financial Aid officer and are aware that they are taking student loans with specific interest and payback terms. Upon completion or separation from the program students are required to complete exit counseling sessions which further emphasize the repayment options and requirements. We hold exit interviews in person, and an online option is available to students as well.

Our entrance counseling page on our Web site clearly states the anticipated repayment amounts and total number of payments with a breakdown of interest paid over the payback terms. In addition to the payback amounts, we disclose the average student loan indebtedness of our graduating classes. Students are led through this information before the entrance interview link on bottom of the Web page.

Financial Sponsorship

Students are ultimately responsible for coordinating payments and timing with their company. If an organization cannot adhere to the usual one payment per quarter schedule, the student should contact the Program Director.

Account Delinquency

The Executive MBA office will work with students who encounter unforeseen circumstances that may delay a payment.

Laptop Computer

An optional one-time fee of approximately $1,350 can be added to the student’s first year tuition invoice to cover the cost of a high-end, custom-configured laptop computer.

ACADEMIC ENRICHMENT

Study Groups

When students arrive on campus for their first Live-In Week, they receive their study group assignment. Diversity of skills, educational background, functional role and type of organization are factors in forming groups. For the Regional Program, although the geographic location of participants is a primary consideration in forming groups, diversity of skills is also a factor. We try to ensure that each study group is well-rounded. For this reason, Executive MBA students from the same company will be assigned to different study groups. Study group issues should be brought to the attention of the Associate Director of Student Affairs before alternate arrangements are pursued. If students wish to make a change of group, it is their responsibility to look for another group, request admittance to that group and then formally resign from the original group. Each study group develops its own schedule for meetings and chooses its own location. The North American and Miami groups meet on campus on class weekends. Study groups may augment their meetings by using online collaboration tools and conference calls between class sessions. Occasionally, groups are called upon to add additional members to their team. This may cause a change in the composition of the study group during the 2 year academic progression that meets with the overall needs of the co-hort.
Tutorials

Tutorials are regularly offered for specific courses, particularly those involving quantitative skills such as statistics and accounting. Tutorials are held in either an in-person classroom setting on class weekends or in a secure and interactive on-line format on mid week evenings. Weekend tutorials are not recorded. All tutorials are optional. Tutorials are occasionally recorded based on need and faculty discretion.

Group Representative Luncheons

A representative chosen by each study group meets quarterly with Executive MBA administration; these meetings provide an opportunity for students to give feedback about the program and to plan extracurricular activities. Study groups may choose one representative to serve the entire school year or may assign the position on a rotating basis. In either case, attendance at these luncheon meetings is expected. One “rep” is chosen as academic representative of the class. The academic rep acts as the liaison between the students and the faculty if issues arise. Classes often elect a treasurer, a webmaster, and social and social service rep. These delegates are always welcome at the group rep meetings.

ACADEMIC STANDARDS

Degree Requirements

To receive the Master of Business Administration degree through the Executive MBA Program, students must have successfully completed a minimum of 28 units of credit. Additional coursework or units of credit up to a maximum of 30 may require approval of administration. For further details, please refer to the Northwestern University Handbook in the Executive MBA Office.

Auditing Elective Courses

If a Year 2 student enrolls in global elective courses, they may wish to audit electives offered at their home campus (domestic electives) or take additional courses for credit, beyond the requirement. To be eligible to enroll in global electives or to audit domestic courses, a student must maintain average to above average progress* in the Executive MBA Program. Additional coursework may also require the approval of the administration.

Upon review of academic progress, a student may be advised to participate in additional coursework as audit courses based on the discretion of the administration. For further clarification or guidance, please see the Associate Director, Director or Assistant Dean.

* A student maintaining average to above average progress will have no incomplete course grades and no pending honor code or academic issues.

Grading

Grading System

One of the following grades will be given for each instructional unit:

- HP Pass with Distinction
- P Pass
- LP Low Pass (Low Pass (LP) grades are monitored internally* and will be shown on your official university transcript as a Pass (P).)
- U Unsatisfactory, or No Pass
- Y Incomplete

Grades are typically based on examinations, papers and exercises. In all cases, grading criteria and standards are determined by the instructor.

* Please see Satisfactory Progress and Termination from the Degree Program

Incompletes

An Incomplete (Y) grade will be given if a student fails to complete all the course requirements within the time allotted by the instructor — typically, at the end of a course. Note, however, that the consent of the instructor, requested and received prior to the course requirement’s due date, is necessary for an Incomplete to be given. If a student requests and receives an Incomplete, that person must consult with the faculty member for an approved length of extension. The student must complete the course requirements no more than 10 weeks following the end of the term in which the Incomplete was received.

Failure to take a final exam at the scheduled time without prior permission is grounds for failure of the course.
No Pass

If a student fails to demonstrate proficiency in the subject matter according to standards deemed acceptable by the instructor, he or she will be given a grade of “U” (Unsatisfactory). A student will also earn an Unsatisfactory grade by failing to take a final exam, or by failing to turn in a final project or exam by the due date without prior approval from the faculty.

To earn credit in a course which was initially graded Unsatisfactory, a student will consult with the faculty to develop a plan either to retake the final exam after additional preparation and study or to retake the course. The highest grade attainable after an initial Unsatisfactory mark is Low Pass.

Re-grading

Any student who wishes to contest a grade given for work completed at Kellogg should adhere to the following procedure:

1. Students shall have up to 10 working days after written work has been graded and returned to them to submit it for re-grading. If the work is returned to students at the end of the term, they have 10 days in the next registered term to resubmit the work for re-grading. In contesting a grade, students should be informed that the entire work may be reviewed, not only the sections in question, and the final grade adjusted accordingly.

2. Submissions for re-grading must be made in writing, with the student outlining the specific areas of the work which s/he feels were incorrectly graded. All submissions should be signed and dated by the student.

3. Professors should re-grade the work that is being contested and return a written response to the student within 20 working days after the initial returning of the paper, explaining the results of the review and indicating whether the student’s grade has changed. Oral or written responses may be provided. Written confirmation of the decision should be submitted by the professors.

If a student remains dissatisfied with the grading process, s/he shall have up to five working days after receiving the re-graded work to submit it a second time for re-grading, as outlined in Step 2 above.

Professors should re-grade the work within five working days of receiving it, as outlined in Step 3. This concludes the grading appeal process.

Professors’ judgments on second submissions of written work will be final. There are no provisions for student appeal to outside parties in resolving grading disputes.

Notification of Grades

Once received from the faculty, grades will be posted to student records via CAESAR (Computer Assisted Electronic Student Access Route). Students will receive email notification from the Executive MBA office when new grades are posted. In addition, you will receive paper grades in your mailbox in the Executive MBA office at the end of each term.

The link to the CAESAR Web site is northwestern.edu/caesar, and can also be found on the Executive MBA Student Intranet. If a student has received a grade of Low Pass or Unsatisfactory, she or he will be alerted by the director or associate director prior to returning to class. (A grade of Low Pass will not be reflected in the CAESAR grade reporting system.) We ask that students do not call to check grades. If a student requires a written grade report (for reimbursement, for example), s/he should send an e-mail request to the program registrar.

Class Attendance

Students are expected to attend all sessions of courses for which they are registered. Absence from class sessions can be cause for a reduced grade in a course. Excessive absence can be cause for failure in a class or requirement to retake a course to obtain credit. Half-unit courses require attendance at all sessions to obtain course credit.

When unable to attend, the student should notify the professor, the Executive MBA office, and their study group in advance. Students should review the course syllabus prior to the start of the term for specific policies enforced by the professor.

Attendance sign-in sheets may be used to document attendance. Signing in for another student is a breach of the Honor Code.
Leaves of Absence
You may be granted a leave of absence for academic or personal reasons with approval from the assistant dean for Executive MBA programs. Individual circumstances determine justification and duration, although typically you may take leave for a short time only. Students in good standing have up to five years to complete degree requirements.

When a student is ready to resume studies, they must contact the Assistant Dean for Executive MBA Programs, in writing. The program will then work directly with the returning student to determine the timeframe for re-entry, based on academic standing, timing in the academic calendar and other classroom considerations. Students are generally required to resume studies at the point of progression where their leave of absence was granted.

Grievance Procedure
If you wish to express a grievance about another student or a faculty or staff member, you should first visit the associate dean for master’s degree programs and student affairs or a member of the dean’s staff and obtain a grievance form. Grievances are ordinarily channeled through the chain of administrative command and may be reviewed by a special committee or the dean.

Academic Integrity and the Kellogg Honor Principle
Pursuant to University statutes, in 1992 the faculty of the Kellogg School of Management established rules and regulations concerning the discipline of students in academic matters, based on the concept of student peer review. Delegation of such authority to the students does not preclude a student’s right of appeal to the provost and president of the University.

The complete Honor Code begins on page 20 of this handbook, and a copy of the procedures used to adjudicate violations of the code is available in the Executive MBA office.

All members of the Kellogg community, students, faculty and staff, have a duty to enforce this code, to report violations of it and to cooperate in the investigation and adjudication of alleged violations of this code.

It goes without saying that we do not anticipate violation of the Honor Code; however, all students registered in the school are bound by this code as part of the application process. All scholastic assignments are evaluated under the code; any work not otherwise attributed is assumed to be the student’s own work or, in the case of study group projects, the work of group members. Infractions of this code also include the unauthorized giving or receiving of information or any other act of collusion during an examination, as well as the giving of false testimony.

By enrolling in the Executive MBA Programs, students accept personal responsibility to uphold the Honor Code. In the event that a student is terminated from the program because of an infraction of the code, that person has the option of a written appeal.

Honor Code Violations
A student who is guilty of dishonesty in academic work is subject to penalties — ranging from failure in a course to suspension or expulsion from the University. Students are not permitted to drop any course when a charge of academic dishonesty is pending. It is the responsibility of the faculty to review all cases of academic dishonesty, including the following:

Plagiarism. Submitting material that in part or whole is not entirely one’s work without attributing those same portions to their correct source.

Cheating. Using unauthorized notes, study aids or information from the paper of another student or alumnus on an examination; altering graded work after it has been returned, then submitting the work to be re-graded; allowing another person to do the work and submitting that work under one’s name; or submitting identical or similar papers for credit in more than one course without getting prior permission from the course instructors.

Fabrication. Presenting data in a piece of work that was not gathered in accordance with guidelines defining the appropriate methods for collecting or generating data and failing to include a substantially accurate account of the method by which the data was gathered or collected.

Aiding and abetting dishonesty. Providing material or information to another person with knowledge that this material or information would be used improperly. Falsification of records and official documents. Altering documents affecting academic records; forging signature of authorization or falsifying information on an official aca-
Satisfactory Progress & Termination from the Degree Program

To maintain satisfactory progress, each Executive MBA student is required to achieve a minimum of a “Pass” status in accordance with their course schedule. The minimum full-time course load is dictated by the chosen program. For Regional Program, students are required to complete two courses per module. September North American requires 4 courses per term, January North American requires 3 courses per term and Kellogg-Miami operates on 4 courses per term as well.*

Candidacy for the Master of Business Administration degree will be terminated under any of the following conditions:

1. Receipt of three initial one-unit course grades of “U” or the equivalent.
2. Failure of a second effort to pass any course for which one received a “U.”
3. Accumulation of five grades of “LP” (or a combination of three LPs and a “U”).
4. Accumulation of more than two incompletes at any given time.

Following dismissal and 1 year of non-attendance, students can appeal to be reinstated into the program. A student may submit a written appeal that is specific and document any unusual or mitigating circumstances such as illness, family hardship, or a death in the family. Students returning to the University after academic dismissal are eligible only for federal assistance during the first quarter of full-time study, when satisfactory academic progress is being reestablished. After completing a full-time quarter with no low passes, students are considered to be making satisfactory academic progress and become eligible for federal and institutional financial assistance in subsequent quarters.

5. Being found guilty of violating the Kellogg Honor Code.

THE KELLOGG HONOR CODE

All students enrolled in a course offered by the Kellogg School of Management agree to abide by the Kellogg Honor Code.

The Kellogg Honor Code governs student conduct pertaining to all academic, placement, and extracurricular activities associated with the Kellogg School of Management.

Each student agrees:

1. Not to seek an unfair advantage over other students, including but not limited to giving or receiving unauthorized aid during completion of academic requirements.
2. To truthfully represent fact and self at all times.
3. To respect the property and personal rights of all members of the Kellogg community.
4. To uphold the Kellogg Honor Code by reporting all material violations and by fully cooperating with any Honor Code proceedings.

The students of the Kellogg School of Management regard honesty and integrity as qualities essential to the practice and profession of management. The purpose of the Kellogg Honor Code is to promote these qualities so that each student can fully develop his or her potential. Upon admission, each student makes an agreement with fellow students to abide by the Kellogg Honor Code. Students who violate the code violate this agreement and must accept the sanction imposed by the Kellogg community.

The Kellogg Honor Code is administered by students and is based on the concept of self-government. The efficacy of such a student-administered honor code is dependent upon a high degree of dedication to the ideals of honesty, integrity and equal opportunity reflected by the code. The Kellogg Honor Code requires that each student acts with integrity in all Kellogg activities and that each student holds peers to the same standard. In agreeing to abide by the code, Kellogg students also agree to report sus-

*Students in the second year of the Executive MBA program may take up to four elective credits (global electives) on a partner campus. These electives may be taken at various pre-determined times during year two. Because each set of these particular electives is only offered once during each academic year, a student may be registered for one credit or less during one term or module and more than 4 credits in another. Full-time status is considered not less than 13 units per academic year.
pected violations. By not tolerating lapses in honesty and integrity, the Kellogg community affirms the importance of these values.

The intent of the Kellogg Honor Code is to express the ethical standards of the Kellogg community. It does not attempt to be a list of rules and sanctions.

HONOR CODE PROCEDURES (DOMESTIC EMBA)

The Executive MBA Programs (EMBA) Honor Code Chair and Vice Chair

The Executive MBA Programs Honor Code Chair and Vice Chair, selected from among students subject to the Honor Code, are responsible for promoting the values of the Kellogg Honor code and for administering Executive MBA Programs Honor Code proceedings. They are responsible for ensuring that the Honor Code remains an important aspect of the Kellogg environment.

The selection will take place at the beginning of the academic year (fall quarter) or when a new Chair/Vice Chair is needed. The Chair and Vice Chair will come from the current Executive MBA Programs Academic Reps. The Chair of the Honor Code committee will be selected from amongst the second year academic reps. The Vice Chair will be selected from amongst the first year student body.

If the Assistant Dean for the Executive MBA Programs determines that in a particular case the Chair is unable to perform his or her duties, the Assistant Dean will excuse the Chair from the case and all responsibilities of the Chair will be assumed by the Vice Chair.

The Executive MBA Programs (EMBA) Honor Code Committee

The Honor Code Committee is responsible for interpreting the Honor Code. This responsibility includes interpreting possible violations of the Honor Code and assessing the materiality of possible violations. Interpretations are the opinions of the Committee only and will not prejudice the investigation or the hearing of suspected violations of the Honor Code. Final determination of violations may be made only by a Hearing Panel.

The Honor Code Committee will include the Chair and the academic representatives from each domestic Executive MBA Programs class.

If the Assistant Dean for Executive MBA Programs determines that in a particular case a member of the honor code Committee is unable to perform his or her duties, the Assistant Dean will excuse the member and his or her responsibilities will be assumed by another student appointed jointly by the Chair and the group representatives of that particular class.

Suspected Violations

1. Reporting Suspected Violations

Reports of suspected violations of the Honor Code should be presented promptly to either a member of the Honor Code Committee or the Assistant Dean for Executive MBA Programs. As soon as possible, the recipient of the charge will notify the Chair, the Assistant Dean for EMBA, and the Associate Dean for Academic Affairs.

2. Notification

The Assistant Dean will notify the charged person of the charge and inform him or her that an investigation is being undertaken. In addition, the Assistant Dean and Chair will provide him or her a copy of the Honor Code and answer questions about the investigation and hearing procedures.

3. Investigation

The Vice Chair, under the supervision of the Chair and the Assistant Dean for Executive MBA Programs will conduct an investigation of the suspected violation, which may include interviews with persons believed to have information relevant to the incident. Random members of the ExMA (Executive Management Association – consisting of the combined Group Reps) may assist the Vice Chair in the investigation.

Upon completion of the investigation, the Vice Chair will report the investigation’s findings to the Honor Code Committee and the Assistant Dean. The Committee will determine by majority vote whether a hearing is warranted. The Committee’s decision will be based on the results of the investigation, the letter and spirit of the Honor Code, and the materiality of the suspected violation. The Assistant Dean, along with the Associate Dean for Academics and a faculty member will serve in an advisory capacity to the Committee. If the Committee determines there are not sufficient grounds to warrant
a hearing, the Chair will so notify the charged person and the person who filed the charge. No further investigation will be made.

If the Assistant Dean for Executive MBA Programs determines that in a particular case the Vice Chair for the Honor Code is unable to perform his or her duties, the Assistant Dean will excuse that person from the case and all responsibilities of the excused person will be assumed by another officer of the ExMA selected by the Assistant Dean.

4. Admission of guilt
At the sole option of the charged person, he or she may admit guilt to the alleged Honor Code violation and waive his or her right to a hearing. In such an event, a Hearing Panel will be convened, as described below, to recommend a sanction.

5. Confidentiality
All parties involved will keep charges, and all subsequent steps pertaining thereto, confidential, to the extent possible. The charged person, however, may choose to waive his or her right to confidentiality at any time during the investigation or hearing.

Hearing Procedures

1. Notification and Preparation
Within two days of deciding to hold a hearing, the Chair will provide written notification by registered mail to the local address of the charged person. The notification will include the date of the notice; the name of the charged person; the name of the charging person; a description of the suspected violation; the date, time, and place of the hearing; the names of persons appearing as witnesses; and contact information for the Chair.

The charged person will be encouraged to obtain an advisor, who may not be a lawyer, to assist him or her in preparing for the hearing. The Chair and the Assistant Dean for EMBA will be available to discuss hearing procedures, but may not serve as an adviser to the charged person.

All information to be presented in the hearing will be made available to the charged person by the Vice Chair at least two weeks prior to the hearing. The charged person will be allowed to conduct his or her own investigation of the circumstances surrounding the reported violation. The charged person will be allowed to interview any persons believed to have information relevant to the incident. Any interviews involving persons expected to provide evidence against the charged person during the hearing must be conducted in the presence of at least one member of the Honor Code Committee. The Chair will not convene the hearing until the charged person has had a reasonable amount of time to complete his or her investigation.

2. Hearing Panel
For each hearing, the Chair and the Assistant Dean for Executive MBA Programs will create a Hearing Panel. The purpose of the Panel is to provide the Dean of the Kellogg School with a determination as to the veracity of the charge and a recommended sanction, if any. The panel will include the Chair, six student members (one from each EMBA class) and two faculty members. One of the student members will be chosen by the Chair to be the secretary of the Panel. The secretary will take minutes of the Panel’s meetings and prepare the Panel’s decision.

3. Appointing Panel Members
The office of the Assistant Dean for Executive MBA Programs will prepare a random listing of all students enrolled in the Executive MBA Programs, by class. The first six students will be selected in the order that their names appear on the list (ideally, one per current EMBA class). Students will serve for only one hearing. All students have a duty to serve on a Panel when selected, but the Chair and the Assistant Dean will excuse a student if he or she has cause for not serving.

The Associate Dean for Academic Affairs will appoint the faculty members for each hearing.

The names of the Panel’s members shall be provided to the charged person, who may challenge for cause. Challenges must be made in writing and delivered promptly to the Chair. Those challenged may be removed by decision of the Chair and the Assistant Dean for Executive MBA Programs. Challenged Panel members will be replaced. The charged person has a right to challenge replacements for cause.
4. **The Hearing**

The hearing will be held in a place and time that will protect the confidentiality of the matter and be convenient to all parties involved. The hearing will not be held on a class day. The hearing will be closed.

The Chair will direct the hearing. The hearing will not be conducted according to strict rules of evidence or the procedures used in a court of law. The Vice Chair will present to the Panel the findings of the investigation and may ask persons to give testimony in the case.

The charged person will be given the opportunity to respond to the charges with information, physical evidence, the testimony of witnesses, and questions of the witnesses called by the Vice Chair.

Charged persons are not permitted a spokesperson at the hearing, but an adviser, who is not a lawyer, will be permitted to attend the hearing.

Panel members may question evidence and testimony presented by both the Vice Chair and the charged person.

5. **Decisions**

At the conclusion of the hearing, the Panel members and the Assistant Dean for Executive MBA Programs will meet privately to discuss the hearing. Thereafter, the six student Panel members will convene in private and vote to determine whether the charged person is or is not guilty of violating the Honor Code. If the student is found guilty, the Panel will also recommend a sanction. The Chair, the faculty Panel members and the Assistant Dean for Executive MBA Programs will not vote.

For a decision of guilty to be rendered, at least four of the voting Panel members must conclude that the material presented during the hearing supports such a decision on the grounds of clear and convincing evidence.

The sanction must be agreed to by a majority of the Panel members. Sanctions may include, but are not limited to, the following: loss of rights and privileges for a specified period; required service; reduced or failing grade; probation; suspension for a definite or indefinite period; and expulsion. Any sanction involving a reduced or failing grade will be advisory to the faculty.

6. **Recommendations and Report**

Within two calendar days of the Panel's decision, the Chair and secretary will provide the charged person written notice of the panel's decision and recommended sanction. The Panel's decision will also recommend to the Assistant Dean for Executive MBA Programs whether a record of the charges and sanction should be made a part of the student's permanent file.

At the same time, a copy of the Panel's decision and explanation thereof will be given to the Dean of the Kellogg School, along with a file containing the documents and physical evidence needed to evaluate the case. The decision of the Panel is a recommendation to the Dean.

7. **Appeals**

Within five business day of receiving the Panel's decision, the charged person may appeal the decision or sanction (or both) to the Dean of the Kellogg School. All appeals must be in writing and include the following information:

a. The date the appeal is filed
b. The name, address, and telephone number of the person making the appeal
c. The basis for the appeal

8. **Dean's Decision**

The Dean of the Kellogg School may accept the recommendation of the Panel in whole or in part or fashion a decision he or she feels is more appropriate. The Dean may also instruct the Panel to reconsider the original evidence or hear additional evidence in the case.

The Dean will notify the charged party of his or her decision in writing within 10 business days following the last day to appeal.

The charged person may appeal the Dean's decision to the University as prescribed by University policies.
9. Records and Probation

Minutes of meetings of the Panel and all documents associated with the investigation and hearing deemed relevant by the Assistant Dean for Executive MBA Programs will be maintained by the Office of the Associate Dean for Student Affairs. If the charge is not upheld, no record of any kind will be kept in the person’s file or appear on the person’s transcript. If the charge is upheld, the Assistant Dean may retain such records in the charged person’s permanent file (if so recommended by the hearing panel), but no record of the Honor Code violation will be placed on the transcript of the charged person, except in cases that result in the exclusion of the student from Northwestern University. In such cases, the exclusion is indicated on the student’s transcript with the phrase: Excluded for Academic Dishonesty.

Chair’s Report

Annual Report

The chair will be responsible for submitting an annual report to the Kellogg community. This report should address the operation of the Honor Code in the Kellogg community. It is recommended that the report be made available to the school prior to the election of the incoming chair, and that copies are distributed to incoming students.

Amendments

Periodic amendments to the Kellogg Honor Code may be necessary to clarify or amend provisions. The Honor Code chair, the Associate Dean for MBA degree programs and student affairs, the Honor Code Committee faculty representative, the associate Dean for Academic Affairs and the Dean of Kellogg will make a determination by majority vote whether any proposed change requires a clarification of provisions or an amended provision.


If there is any provision in the Honor Code that requires clarification, but does not materially change the procedures or the spirit of the Honor Code, then such clarification may be made by the majority vote of the Honor Code chair, the Associate Dean for Master’s Degree Programs and Student Affairs, the Honor Code committee faculty representative, the Associate Dean for Academic Affairs and the Dean of Kellogg. The clarifications of provisions must then be ratified by the Kellogg Student Association.


If any proposed change to the Honor Code materially changes a procedure or the spirit of the Honor Code, then the Honor Code can be amended for such material change upon the majority vote of all students enrolled in Kellogg subject to the Honor Code and a majority of all faculty members.
Students fulfill the degree requirements for the Kellogg Executive MBA Programs by satisfactorily completing 28 courses. Twelve courses are core courses required for the program. After completing the core courses, students complete 11 advanced courses and five elective courses. Courses and/or faculty are subject to change.

CORE COURSES

Analytical Approach to Uncertainty introduces elementary probability theory as a tool for modeling uncertainty in business, with illustrations from decision theory and statistics.

Capstone Course brings together disciplines students have encountered in the Kellogg Executive MBA Programs. Students develop an integrated understanding of business planning and strategy, using a computer-based management simulation (Capstone®Business Simulation) to plan and test strategies in a competitive environment.

Ethics and Leadership examines the anatomy of leadership in modern organizations, highlighting the ethical challenges facing corporate leaders in the rapidly changing business environment.

Financial Reporting Systems introduces generally accepted accounting principles and concepts and trains students to analyze financial statements.

Foundations of Strategy (½ credit) explores economic principles essential for the formulation and evaluation of strategy. Topics include industry analysis, strategic positioning and the boundaries of the firm.

Leadership and Organizations focuses on the efficient use of information and resources for making decisions in organizations. Topics include getting the best from teams and creating principled workplaces.

Managerial Economics explores the nature and determinants (including market forces) of decisions about profit-maximizing production and pricing.

Managerial Finance I introduces the basic techniques of finance. Topics include discounting techniques and applications; evaluation of capital expenditures; and estimating cost of capital and bond and stock valuation.

Managerial Finance II analyzes corporate financial decisions. Topics include market efficiency, capital structure, dividend and stock repurchase policy, and firms’ use of options and convertible securities.

Marketing Management addresses the importance of companies being market-driven and customer-focused and presents current theories and practices of marketing management.

Operations Management examines the basic principles of managing the production and distribution of goods and services. The course approaches operations as a managerial integration function and provides frameworks and tools to target and implement improvements in business processes.

Statistical Decision Analysis explores the use of sample data for estimating, predicting, forecasting and making business decisions.

ADVANCED COURSES

Accounting for Management Planning and Control details the use of financial information in management. Topics include profitability and performance measurement and activity-based management and decision support.

Corporate Governance (½ credit) defines the duties and responsibilities of board membership. This course describes the way corporate governance operates in today’s challenging business environment, as well as what it means to be an effective board member in such a climate.

Creating and Managing Strategic Alliances examines the theory and practice of strategic alliances such as joint ventures, licensing agreements, buyer-supplier partnerships and consortia.

Economics of Competition prepares students to diagnose the determinants of an industry’s structure and formulate rational, competitive strategies for coping with that structure.

Law and the Corporate Manager concerns U.S. business law (state and federal). Topics include shareholders’ rights; director’s and officer’s liability and fiduciary responsibility; mergers, acquisitions and takeovers; and securities regulation.

Macroeconomics studies national and global economic activity. The course focuses on the effects of fiscal and monetary policies on GNP, interest rates, unemployment and inflation.

Management of Organizational Change provides knowledge that will help students diagnose and implement organizational change.

Marketing Strategy examines strategies over the product lifecycle including growth strategies, strategies for mature and declining markets, and defensive strategies.

Negotiation Strategies teaches the art and science of achieving objectives in interdependent relationships, both inside and outside the company. Students practice cross-cultural negotiation, dispute resolution, coalition formation and multiparty negotiations, extremely competitive negotiations, and negotiating via information technology.
Operating Strategies for the General Manager (½ credit) explores economic principles of business strategy and develops an analytic framework for identifying and evaluating alternative strategies.

Special Topics in Marketing addresses three key areas: the future of marketing, sales force management and marketing services to “nanosecond customers.” The course focuses on customer-centricity, creating innovative frameworks, developing strategic perspectives toward the company’s sales force, and implementing effective marketing programs in service sectors.

Strategic Crisis Management provides conceptual tools for managers in high-pressure, complex crisis situations. Topics include management and media, dealing with activists and interest groups, and surviving legal, legislative and regulatory challenges.

Strategic Financial Management examines financial management theory and cases. Students use valuation skills to determine the cost of capital, financing and operating issues faced by the firm.

**ELECTIVE COURSES**

Executive MBA students have selected from among the following sample electives:

Advertising Strategy examines approaches to developing, evaluating and managing advertising strategy. The course follows the structure of an advertising campaign, beginning with targeting and positioning, followed by media analysis and creative strategy implementation. The course concludes with a discussion of strategies for managing client-agency relations.

Analytical Decision Modeling focuses on structuring, analyzing and solving decision-problems spreadsheets. Problems involving optimal resource allocation and risk analysis are studied through applications in operations, finance and marketing. Some decision analysis, data analysis and forecasting is also covered. The course assumes working knowledge of Microsoft Excel.

Business Marketing focuses on the marketing of products and services to firms, institutions and governments, with special emphasis on assessing customer value in business markets and how to build and sustain working relationships with reseller firms and customer firms.

Entrepreneurial Finance teaches prospective entrepreneurs the fundamentals of entrepreneurship with a focus on finance. Topics include pro forma development and review, business valuation models, cash flow analysis and raising capital.

Game Theory studies strategic interaction and conflict resolution in competitive and cooperative environments. Principles of strategic reasoning and related mathematical formulas are taught through real-life examples and in-class games, giving students an edge in external business competition and in internal organization management.

Global Initiatives in Management combines classroom study with a 12-day research trip abroad to observe overseas business operations firsthand and to meet with industry executives and political leaders. (More details on page 26.)

International Finance studies international financial instruments, markets and institutions. Topics include the nature of foreign-exchange risk, determination of exchange and interest rates, management of foreign-exchange risk with forwards and options, evaluation of international investments, exchange rate forecasting, the anatomy of currency crises, and current issues in international finance.

Investment Tools focuses on key concepts related to capital markets. The course covers basic portfolio theory and its implications for security pricing (CAPM), mutual fund performance evaluation and asset allocation, derivative securities and risk management.

Managing Price and Value Perceptions provides an integrated framework for studying pricing and customer value from both a theoretical and empirical perspective. Analysis of several field experiments will provide students with a deeper understanding of both consumer behavior and managerial strategies.

Marketing Channels analyzes marketing channels from economic, social and political viewpoints. Topics include the management of relationships within and among organizations in a distribution system, the formation of channel systems and methods of channel coordination, power and conflict among channel members, and the management of certain channel system forms.

Securities Analysis combines economic analysis and institutional knowledge (i.e. accounting, taxes) to estimate the value of securities. Topics include valuation consequences of corporate earnings and analyst earnings forecasts, valuation of target and bidder corporations in corporate mergers, and bankruptcy.

Strategic Issues in Commodity Industries introduces students to state-of-the-art models for the analysis of commodity markets. These include powerful frameworks for forecasting price trends, incorporating real options and herd behaviors in pricing models, and economic drivers of public policies and regulations.

Wall Street, Hedge Funds and LBO Funds focuses on the role that investment banks, LBO funds and hedge funds play in the M&A and corporate finance markets and their influence on corporate governance. Competition between investment banks, LBO funds and hedge funds will be considered in terms of resulting threats to and opportunities for corporations.
This is a comprehensive list of all senior faculty for the program. A selected group will teach in our Miami Program.

Anne Coughlan
PhD Stanford University
Professor of Marketing

Sudhakar Deshmukh
PhD University of California Berkeley
Charles E. and Emma Morrison Distinguished Professor of Decision Sciences

Daniel Diermeier
PhD University of Rochester
IBM Distinguished Professor of Regulation and Competitive Practice

David Dranove
PhD Stanford University
Walter J. Mc Nerney Professor of Health Industry Management

Ronald Dye
PhD Carnegie Mellon University
Leonard Spacek Professor of Accounting Information and Management

Janice Eberly
PhD Massachusetts Institute of Technology
John L. and Helen Kellogg Distinguished Professor of Finance

Martin Eichenbaum
PhD University of Minnesota
Ethel and John Lindgren Professor of Economics

Timothy Feddersen
PhD University of Rochester
H. Wendell Hobbs Professor of Managerial Politics

Mark W. Finn
PhD Cornell University
Clinical Professor of Accounting and International Business

Michael Fishman
PhD University of Chicago
Norman Strunk Professor of Financial Institution

Adam Galinsky
PhD Princeton University
Morris and Alice Kaplan Professor of Ethics and Decision in Management

Stuart Greenbaum
PhD The Johns Hopkins University
Visiting Professor of Corporate Governance

Kathleen Hagerty
PhD Stanford University
Senior Associate Dean: Faculty and Research; First Chicago Professorship in Finance
Paul Hirsch  
PhD University of Michigan  
James L. Allen Professor of Strategy & Management & Organizations

Richard Honack  
MBA Kellogg School of Management  
Senior Lecturer of Marketing

Thomas Hubbard  
PhD Stanford University  
John L. and Helen Kellogg Professor of Management and Strategy

Albert Isenman  
PhD Northwestern University  
Professor of Management and Strategy

Dipak C. Jain  
PhD University of Texas, Dallas  
Dean, Kellogg School of Management; Sandy and Morton Goldman Professor of Entrepreneurial Studies

Mark Jeffery  
PhD Drexel University  
Clinical Associate Professor Senior Lecturer of Technology Industry Management

Ehud Kalai  
PhD Cornell University  
James J. O’Connor Distinguished Professor of Decision and Game Sciences

Peter Kibanooff  
PhD Massachusetts Institute of Technology  
Associate Professor of Managerial Economics and Decision Sciences

Harry M. Kraemer Jr.  
MBA Northwestern University  
Clinical Professor of Management and Strategy

Lakshman Krishnamurthi  
PhD Stanford University  
A. Montgomery Ward Professor of Marketing

Martin Lariviere  
PhD Stanford University  
Professor of Managerial Economics and Decision Sciences

Deborah Lucas  
PhD University of Chicago  
The Donald C. Clark/Household International Professor in Consumer Finance Fund

Thomas Lys  
PhD University of Rochester  
Eric L. Kohler Chair in Accounting

Robert Magee  
PhD Cornell University  
Keith I. DeLashmutt Distinguished Professor of Accounting Information and Management

Michael Mazzeo  
PhD Stanford University  
Associate Professor of Management & Strategy

Victoria Medvec  
PhD Cornell University  
Adeline Barry Davee Professor of Management and Organizations

Keith Murnighan  
PhD Purdue University  
Harold H. Hines Jr. Distinguished Professor of Risk Management

William Ocasio  
PhD Stanford University  
John L. and Helen Kellogg Distinguished Professor of Management and Organizations

Mitchell A. Petersen  
PhD Massachusetts Institute of Technology  
Glen Vasel Professor of Finance

Stephen Presser  
JD Harvard University  
Professor of Business Law

Artur Raviv  
PhD Northwestern University  
Alan E. Peterson Distinguished Professor of Finance

Sergio Rebelo  
PhD University of Rochester  
Tokai Bank Distinguished Professor of International Finance

Steven Rogers  
MBA Harvard University  
Gordon and Llura Gund Family Distinguished Professor of Entrepreneurship; Clinical Professor of Management & Finance

Robert Schieffer  
MBA University of Wisconsin  
Senior Lecturer of Marketing

Karl Schmedders  
PhD Stanford University  
Associate Professor of Managerial Economics and Decision Sciences
James Schummer  
*PhD University of Rochester*  
Associate Professor of Managerial Economics and Decision Sciences

Swaminathan Sridharan  
*PhD University of Pittsburgh*  
John L. and Helen Kellogg Distinguished Professor of Accounting Information & Management

Brian Sternthal  
*PhD Ohio State University*  
Kraft Foods Chair in Marketing; Professor of Marketing

David Stowell  
*MBA Columbia University*  
Clinical Associate Professor of Finance

Leigh Thompson  
*PhD Northwestern University*  
J. Jay Gerber Distinguished Professor of Dispute Resolution and Organizations

Timothy Thompson  
*MBA University of Chicago*  
Senior Lecturer in of Finance

Alice Tybout  
*PhD Northwestern University*  
Harold T. Martin Professor of Marketing

Brian Uzzi  
*PhD SUNY at Stony Brook*  
Richard L. Thomas Professor of Leadership and Organizational Change

Jan A. Van Mieghem  
*PhD Stanford University*  
Harold L. Stuart Distinguished Professor of Operations Management

Rakesh Vohra  
*PhD University of Maryland*  
John L. and Helen Kellogg Professor of Managerial Economics and Decision Sciences

Russell Walker  
*PhD Cornell University*  
Visiting Clinical Assistant Professor; Senior Lecturer of Managerial Economics and Decision Sciences

Robert Weber  
*PhD Cornell University*  
Frederick Esser Nemmers Distinguished Professor of Decision Sciences

Richard E. Wilson  
*MBA Kellogg School of Management*  
Adjunct Assistant Professor Lecturer of Marketing

Robert Wolcott  
*PhD Northwestern University*  
Adjunct Assistant Professor Lecturer of Entrepreneurship & Innovation of Entrepreneurship

Edward Zajac  
*PhD University of Pennsylvania*  
James F. Beré Distinguished Professor of Management and Organizations
UNIVERSITY EQUAL OPPORTUNITY POLICIES

Affirmative Action Education
Northwestern is an equal opportunity, affirmative action educator and employer.

Nondiscrimination
Northwestern University does not discriminate or permit discrimination by any member of its community against any individual on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, parental status, marital status, age, disability, citizenship or veteran status in matters of admissions, employment, housing or services or in the educational programs or activities it operates.

Harassment
Harassment, whether verbal, physical, or visual, that is based on any of these characteristics is a form of discrimination. This includes harassing conduct affecting tangible job benefits, interfering unreasonably with an individual’s academic or work performance, or creating what a reasonable person would sense is an intimidating, hostile, or offensive environment.

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

Policy on Drugs and Alcohol
Substance abuse is not acceptable and is not an excuse for unacceptable behavior. The University policy on drugs and alcohol is described in the Northwestern University Student Handbook, available at northwestern.edu/handbook/handbook.pdf. Students in need of assistance should contact Counseling and Psychological Services (see above).

University Policy on Sexual Harassment
Northwestern University is committed to maintaining an environment free of discrimination and all forms of coercion that impede the academic freedom or diminish the dignity of any member of the University community. The University emphasizes this policy specifically as it pertains to the prevention of sexual harassment and to the obligations of male and female students, faculty, administrators, and staff. It is the policy of Northwestern University that no male or female member of the Northwestern community — students, faculty, administrators, or staff may sexually harass any other member of the community. Sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute harassment when:

- submission to such conduct is made or threatened to be made, either explicitly or implicitly, a term or condition of an individual’s employment or education; or
- submission to or rejection of such conduct is used or threatened to be used as the basis for academic or employment decisions affecting that individual; or
- such conduct has the purpose or effect of substantially interfering with an individual’s academic or professional performance or creating what a reasonable person would sense as an intimidating, hostile, or offensive environment.

Sexual Assault Hearing and Appeals System
The Northwestern University Student Handbook, available in the Executive MBA Office and the Kellogg Student Affairs Office, describes the policy on sexual assault hearings.

Hazing
The University forbids hazing and all other activities that interfere with the personal liberty of an individual. The University defines hazing as any action taken or situation created, whether on or off University premises, to produce mental or physical discomfort, embarrassment, harassment, or ridicule for the purpose of initiation into, affiliation with, or admission to, or as a condition for continued membership in, a group, team, club, or other organization. Such activities and situations may include, but are not limited to, the following:

- paddling in any form;
- creation of excessive fatigue;
- physical and psychological shocks;
- quests, treasure hunts, scavenger hunts, road trips or any other such activities carried on outside the confines of the University;
• wearing apparel that is conspicuous and not normally in good taste;
• engaging in stunts and buffoonery;
• requiring sleep-overs or morally degrading or humiliating games and activities;
• late work sessions or activities that interfere with scholastic activities and/or normal sleeping hours;
• forced consumption of alcohol;
• falsely leading an individual or individuals to believe that they will be inducted/initiated by participating in particular activities;
• removing public or private property; and
• forcing individuals to participate in activities that are not consistent with the University’s mission, rules, regulations, and policies, or federal, state, or local law.

Acceptance of an activity on the part of a new member or individual does not justify participation in or sponsorship of the activity. Any violation of this policy should be reported to the dean of students or the Office of Judicial Affairs.

Hazing activities may also violate the Illinois Hazing Act 720 ILCS § 120/0.01 et seq.

Policy Guidance
For advice or assistance regarding this policy, see northwestern.edu/eeo.

ACCREDITATION
The Kellogg School is accredited by The Association to Advance Collegiate Schools of Business (AACSB). The Kellogg School’s Miami Campus is licensed by the Commission for Independent Education, Florida Department of Education. Additional Information regarding this institution may be obtained by contacting the Commission at 325 West Gaines Street, Suite 1414, Tallahassee, FL 32399-0400, toll-free telephone number (888) 224-6684.

NORTHERN UNIVERSITY
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Kathleen Hagerty, Senior Associate Dean
Jan Van Mieghem, Senior Associate Dean
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Carolina Pina, Associate Director, Miami Campus
Suzanne T. Waller, Associate Director, Student Affairs
Deanna Segil, Assistant Director, Academic Scheduling
Paul Dodds, Assistant Director, Financial Aid
Michael Bates, Assistant Director, Admissions
After reviewing the information in this handbook,

PLEASE RETURN THIS FORM TO THE EXECUTIVE MBA OFFICE

I, ________________________________, confirm that I have read and reviewed the information contained in this handbook.

________________________________________
Signature

________________________________________    __________________________
Printed Name                      Date

PLEASE RETURN THIS FORM TO THE EXECUTIVE MBA OFFICE