Kellogg
part-time mba
The Managers’ Program
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Welcome to the Kellogg School of Management at Northwestern University.
Perhaps you've already visited our vibrant Chicago campus and our timely Web site — or perhaps this is your first glimpse at all our program has to offer. These pages will help you learn more about the Kellogg School’s outstanding faculty and rigorous core curriculum, its diverse and talented student body, and the network of committed alumni, advisers and corporate partners who assist us in many of our endeavors.

You will find that the Kellogg School is a unique and diverse academic community. Our faculty are thought leaders in their disciplines, crafting the ideas and writing many of the texts that shape their respective fields. Faculty carefully balance their dedication to research with their commitment to teaching and mentoring students, recognizing that both contribute to the quality of education students receive.

Our students are equally accomplished both inside and outside of the classroom. Kellogg School students are leaders with a broad range of work experience, interests, talents and cultural backgrounds. They are known for their sense of teamwork and their spirit of giving, contributing their time to a variety of charitable organizations throughout the community. Kellogg students have an established reputation for working well together, and with faculty and staff, to continuously innovate.

The Kellogg School’s alumni community is some 50,000 strong, forming an invaluable network for career advice and a source of insights about challenges in the working world. The distinguished members of the Dean’s Advisory Board and the Kellogg Alumni Advisory Board also make a significant contribution to our success by sharing their knowledge on issues faced by leaders of global organizations.

The Kellogg School’s academic programs have a strong reputation internationally, yet it is the school’s atmosphere of inclusiveness, caring, mutual respect and trust that truly sets it apart from all others. This culture is shared by the Kellogg faculty, staff, students, corporate partners, recruiters and alumni. It is the hallmark of the Kellogg School of Management.

If you believe that the Kellogg School is a good match for you, I invite you to learn more by visiting us. Working together, the Kellogg community and I ensure you of the best management and leadership education available.

Sincerely,

Dipak C. Jain
Dean
The Managers’ Program

A new type of leader is required for the tremendous financial and social volatility of today’s global economy. Business school graduates who have strong values and superior leadership skills will guide others to success in an ever-changing marketplace.
The Kellogg School of Management educates leaders to take on key roles in business, nonprofit organizations and government. Kellogg students have the unique opportunity to learn the best management theory and practice in a setting characterized by mutual respect among students, faculty, alumni and staff. Our community of bright, talented and caring professionals shares a belief in four fundamental principles:

- The vision that the theoretical underpinnings of business can be used to tackle any management problem;
- The conviction that those techniques are most effective only when used in a spirit of partnership;
- The commitment to community and leadership; and
- The dedication to a superior, globally focused and rigorous, yet flexible, education.
A HISTORY OF INNOVATION

The Kellogg School of Management at Northwestern University is one of the foremost management schools in the nation, characterized by academic excellence and constant innovation since its founding in 1908. In the 1970s, the Kellogg School redefined management education, developing a team-based, hands-on learning approach that continues to set it apart from its peers today. The school fosters an atmosphere of openness to change and engages in ongoing dialogue with students and companies to identify emerging strategic issues, all the while linking current issues with the school’s core values.

BUILDING ON THE FUNDAMENTALS

All students receive a thorough grounding in the concepts and basic skills of management. These are presented in the required courses of the core curriculum that every student masters before going on to major in an academic or professional field — for example, Management and Strategy, Finance, Marketing, International Business and Markets, or Real Estate.

THE KELLOGG MANAGEMENT CONCEPT

Productive and creative management is the common element in all successful enterprises. No matter what the organization or institution, management fundamentals can be analyzed and managerial purposes achieved by means of these steps:

• Identifying opportunities
• Selecting and motivating people
• Solving problems
• Making decisions
• Using resources wisely
• Defining objectives
• Managing processes
• Evaluating results
• Adapting to change

The Kellogg School’s MBA programs concentrate on the concepts and skills necessary to accomplish these steps, and guide students in applying them to different types of organizations.

GOALS OF THE MANAGERS’ PROGRAM

The Managers’ Program (TMP) at Kellogg offers students an educational experience that is a critical part of their career development as they progress in their professions. The faculty, curriculum, teaching methods, facilities and environment combine to provide knowledge, develop skills and foster attitudes applicable to management experience and individual development.

TMP students benefit from their interactions with the School’s outstanding faculty, who have a reputation for scholarly achievement and consulting expertise, and from their involvement with fellow students, who have a variety of management backgrounds. These relationships, combined with the academic curriculum, help students develop the insight and capacity to make on-the-job contributions that lead to executive responsibility.
It is very easy to get caught up in the details of the daily work routine. What I liked best about The Managers’ Program at Kellogg was that it offered me an opportunity to step back from my work and get a broader perspective on business. The program is flexible enough that I was able to take courses that had a bearing on the challenges I faced at work. The unique perspectives that my peers and professors brought to these challenges from all walks of industry added tremendous depth to the learning experience.”

Hank Adams
MBA Kellogg ’99
BA History, BS Science, University of Colorado
CEO, Sportvision, Inc.
The most memorable Kellogg experiences are those that provide students with opportunities to challenge their intellect and enhance their leadership abilities inside and outside the classroom. One of the highlights of my Kellogg experience has been my participation in the Global Initiatives in Management course, which allows students to design a 10-week curriculum around their own business interests focused on countries outside of the United States. The course culminates with a two-week research trip to the study country where students can experience first-hand the history, culture and changing business dynamics facing a country competing in a global economy.

Vieven Chen
MBA Candidate
Kellogg '06
BS Real Estate Finance, Cornell University
Senior Executive Compensation Consultant, Hewitt Associates

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PART-TIME PROGRAM, FULL-TIME EXPERIENCE

Two-and-a-half to five years is a big investment in your future. Kellogg gives a high return on your investment.

The Kellogg School administration has gone to great lengths to make sure that students in The Managers’ Program have full-time academic and extracurricular MBA experiences.

The Managers’ Program offers the same top-quality academics, faculty, networking opportunities, student academic caliber and sense of community that exist in the Kellogg School’s full-time MBA program, and it offers a schedule designed to meet the needs of working professionals. Indeed, many students say they were drawn to The Managers’ Program because the class material is directly applicable to their job, and they can earn a Kellogg MBA without forgoing two years of work experience and advancement.

To expand students’ understanding of different business cultures, Kellogg offers specialized courses in the full-time and part-time MBA programs. These include Global Initiatives in Management courses, which are offered two times a year.

Our faculty and academic programs are superb. Our new facilities are excellent. And the Kellogg spirit, a unique atmosphere of fellowship, openness and individuality, distinguishes the school from all others. A flexible curriculum, a broadly diverse student body, and a faculty and administration willing to embrace new ideas all ensure that Kellogg provides the techniques and tools students need to lead in the organizations of today — and tomorrow.

AN EXTRAORDINARY FACULTY AND CURRICULUM

Whether enrolled in the part-time or full-time program, students learn from the same respected faculty, complete an identical curriculum and earn the same degree — the Master of Business Administration.

Every Kellogg School faculty member teaches. New faculty members quickly learn to communicate the excitement of their fields effectively in the classroom, drawing on the guidance of their more experienced peers. All students benefit from Kellogg’s emphasis on promptly moving its faculty members’ research into the hands of practicing managers.

A DIVERSE STUDENT BODY

Diversity of backgrounds and interests characterizes students in The Managers’ Program. The 1,200 students currently enrolled are rising leaders at more than 600 business, government and service organizations in the Chicago area, and they represent more than 40 different countries. Students in the program vary in age, management experience and prior education. Their areas of undergraduate study include the social sciences, engineering, business administration, the physical sciences, the humanities and government. Many students have advanced degrees in engineering, law or the sciences. Their diversity is a valuable aspect of the program, providing a basis for stimulating classroom discussion as students share their individual expertise.
Kellogg courses combine theory and practice. Teaching methods include case study, field study, seminars, simulations and independent work. Faculty members choose the method most appropriate to the material and their teaching styles.
All Kellogg students receive a solid foundation in the concepts and basic skills of management. A rigorous core curriculum, made up of nine courses in fundamental areas such as accounting, organization behavior, marketing and finance, provides the foundation for advanced, specialized work in academic majors or professional fields.

**CORE CURRICULUM**

In core courses, students study the functional activities of organizations and learn basic skills and analytical tools for decision making.

The nine core courses are:
- Accounting for Decision Making
- Business Strategy
- Finance
- Leadership in Organizations
- Marketing Management
- Microeconomic Analysis
- Operations Management
- Statistical Methods for Management Decisions
- Mathematical Methods for Management Decisions
“The reason I selected The Managers’ Program at Kellogg is its offering of world-class academics for working professionals and the extensive network of faculty and students. The spirit of the ‘Kellogg Experience’ I’ve witnessed during my time in the program has validated my decision. Kellogg embodies an atmosphere of fellowship and excellence and sets a very high standard for any top business program to follow. I’m proud to be a part of that community.”

Richard Bynum
MBA Candidate Kellogg ’05
BA Political Science, The Florida State University
Managing Director, Disaster Services, American Red Cross of Greater Chicago
As part of the Kellogg School’s commitment to provide students with a thorough, balanced and innovative curriculum, our faculty committee has added the half-credit course Values and Crisis Decision Making. Students in The Managers’ Program participate in this class after completing the nine core classes and before taking classes to complete their chosen majors. This course explores how corporations have increasingly become the dominant source for political and social change. The class, which takes place over two consecutive weekends, culminates in a crisis management simulation. There is no tuition charge for the course and completion is noted on the Northwestern University transcript.

CUSTOMIZED CURRICULUM

In The Managers’ Program, students experience a flexible, innovative curriculum. After completing the nine core courses that serve as a foundation for the majors, students chart the remaining half of their MBA curriculum, providing them the opportunity to combine fields of study within the degree and “personalize” their education to suit their goals.

Almost all Kellogg students complete an MBA with at least two majors. This combination of majors can be within academic fields, professional programs or interdisciplinary majors. For example, a student in the consulting field might major in Finance, Management and Strategy, and Entrepreneurship and Innovation; a student interested in nonprofit management might major in Public/Nonprofit Management, Marketing and Finance; while a student working in banking might opt for Finance, Management and Strategy, and International Business and Markets.

The most frequently chosen major at the Kellogg School is Management and Strategy, followed closely by both Finance and Marketing.


The Master of Business Administration degree is conferred upon satisfactory completion of 20.5 units of credit.
LEARNING BY DOING

Learning at the Kellogg School is a unique experience. It is a shared endeavor in which a community of scholars — a widely diverse group of faculty, students, alumni, corporate partners and others — come together to explore and define the best and most innovative management concepts and practices.

Kellogg understands that business management is an applied body of knowledge. It is not enough to simply know the theory; one must know how to relate it to practical applications. It is not enough to understand best practices; one must learn how to engage others to make them a reality. Here, cutting-edge academic theory is fused with hands-on, real-world education.

At Kellogg, learning is “real-time,” drawing on the input of stakeholders — students and faculty — as they focus on the most relevant and critical topics of business today. Therefore, the curriculum is adaptable to meet the management challenges resulting from technological advances and changes in the geopolitical climate.

Kellogg coursework combines theory with practice. Because students have significant work experience and continue in their career-enhancing jobs while in the program, students are eager to apply management theory to the marketplace; the school provides them with ample opportunities to test their learning in other real-world situations.

Experiences such as the Analytical Finance Practicum and the Global Initiatives in Management program connect students to additional management issues and problems, both in the United States and abroad. In addition, student-led conferences and club-sponsored speaker series provide students with numerous opportunities to learn from today’s leaders.

Students participate in team projects in almost every class, and grades are partially dependent upon how well students work within groups. Since TMP does not have a cohort system, students work in different teams in each class project. It is through this diversity of group work that students learn as much from their Kellogg peers as they do from the textbook, professor and case studies. The dedication to teamwork in the curriculum also hones students’ interpersonal and cooperative skills and serves as a mirror to the corporate world. Organizations consistently give Kellogg graduates high marks for their ability to work with others.

COURSE SCHEDULES

Classes are offered Monday through Thursday. TMP students take the majority of their classes on the downtown Chicago campus. However, many newly developed and professional program classes are held on the Evanston campus so that both TMP and full-time Kellogg students can attend.

Courses offered on the downtown Chicago campus meet one evening per week, from 6:00 to 9:00 p.m. Evanston-campus courses meet one evening per week, Monday through Thursday, from 6:30 to 9:30 p.m. (hours subject to change).
“When I’m teaching, all my creative energy is devoted to my classroom. I find my interactions with students have benefited my research; students have changed my tastebuds for what is an interesting research question.”

—Professor Kathryn Spier
FACULTY AND TEACHING METHODS

The Kellogg School faculty is an esteemed group of scholars and practitioners who provide a rich source of international experience in professional management and practices. Faculty members combine real-world and academic knowledge of management challenges to augment their training in theory. Senior faculty members teach courses to senior executives through the Kellogg executive programs, reinforcing research by keeping faculty members abreast of changes in corporate practices through their classroom interactions. All students benefit from this shared knowledge.

Professors are held to the highest standards in the classroom. Each new faculty member attends an orientation, is assigned a mentor, and participates in a session on teaching techniques designed specifically for Kellogg. New faculty do not teach in their first quarter so that they may observe best practices of more senior colleagues and become familiar with the unique Kellogg culture. At the end of each course, students are given the opportunity to evaluate the professor. These evaluations are posted publicly and the feedback is considered in faculty evaluation, tenure and promotion decisions.

The Kellogg faculty’s commitment to excellence in sharing knowledge with students is evident: nearly half of all Kellogg faculty members have earned a teaching award during their careers. In 2004, 84 faculty members were nominated by students for the L.G. Lavengood Professor of the Year Award, the School’s highest teaching honor. To maintain and constantly improve the level of teaching at Kellogg, the school conducts workshops and mentoring programs for new faculty, as well as best practices workshops for all faculty members.

The faculty maintain offices on the Evanston campus. When professors teach evening courses, they usually arrive on the Chicago campus an hour before classes to meet with and advise students. Professors are also available in Evanston for all students during scheduled office hours. Students are invited to meet with faculty members during office hours or by appointment.

THE KELLOGG HONOR CODE PHILOSOPHY STATEMENT

Kellogg students 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 Kellogg Honor Code violate the agreement and must accept the sanction imposed by the Kellogg community.

The Kellogg Honor Code governs student conduct pertaining to all academic, placement and extracurricular activities associated with Kellogg. Under the code, 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 School community
4. To uphold the Kellogg Honor Code by reporting all material violations and by fully cooperating with any Honor Code proceedings

The Kellogg Honor Code is posted in every classroom.
“Obtaining an MBA through The Managers’ Program is one of the best investments I made in my career. The faculty challenged me to think through problems from every angle and would often share their own business experiences as a way to further enhance the classroom discussion. The combination of the faculty, curriculum and teamwork at Kellogg prepares you to go out, put what you have learned into action and be a business leader.”

Marla Gottschalk
MBA Kellogg ’93
BS Business, Indiana University
President & Chief Operating Officer, The Pampered Chef
“Prior to joining Kellogg, I had recently switched careers, and a Kellogg MBA was the perfect complement to my transition from a corporate attorney to a private equity investor. Taking classes in finance and venture capital was certainly helpful and instructive, but the true Kellogg experience came primarily outside the classroom. While at Kellogg I had the opportunity to meet new friends and contacts in the investment world, attend seminars and conferences on private equity, give guest lectures to the entrepreneurship club at the full-time program and a business law class at the law school, and take courses with professors who actually invest their own money in venture capital deals.”
International Learning Opportunities

At the Kellogg School of Management, diversity is more than a buzzword. It’s a fact of life, as students, faculty and staff weave a rich tapestry of different and often contrasting cultural and educational experiences. The Managers’ Program has students from 40 countries, whose diversity enhances group projects and class discussions. A majority of faculty members have studied or taught at universities outside the United States. About one-quarter of the faculty were raised and educated abroad.

Differing perspectives in the classroom contribute to lively conversations and debates that help students expand and refine their thinking on a variety of topics. Connections forged internationally allow Kellogg School scholars to share their research with global leaders, as well as to benefit from the latest international research findings.

International Business and Markets Major

The Kellogg International Business and Markets major provides students with specialized tools in accounting, finance, marketing, organizations, management and strategy to help them understand the international dimensions of business. The major is designed to be helpful to both U.S.-based and international students by supplying them with frameworks that can be applied in different countries. Some of the key courses for the major include International Business Strategy, International Healthcare Systems, International Accounting, International Marketing, International Finance, International Business Strategy in Nonmarket Environments, Global Initiatives in Management and Cross-Cultural Negotiation.

Global Initiatives in Management

For many students, one of the highlights of the Kellogg School experience is participation in the Global Initiatives in Management (GIM) program. Through GIM, students learn about global business environments within a flexible framework that combines traditional classroom learning with structured research projects conducted abroad. Classroom instruction is followed by an intensive two-week field research excursion in the chosen country or countries. While abroad, students meet with high-level government officials and business executives to complete the research needed for their final projects.

In 2004, approximately 300 Kellogg students took part in GIM. TMP students led classes to Chile/Argentina/Brazil and China/Hong Kong.
Fields of Study

Kellogg School faculty are renowned thought leaders in their fields and dedicated teachers and mentors to their students. Research is a critical element of the Kellogg program, since it is through research that faculty members stay at the forefront of knowledge and bring to the classroom exciting new developments in their respective fields.

ACCOUNTING INFORMATION AND MANAGEMENT

The role of accounting in the proper functioning of capital markets and governance of corporations has drawn renewed attention. A solid understanding of accounting is critical to those pursuing a career in management, as it increases the effectiveness of analysts, investors, creditors, senior managers and others involved with evaluating a firm’s performance.

The Kellogg School’s accounting courses improve students’ understanding of the relationship between a firm’s underlying economic performance and its accounting reports. Classes prepare managers to become sophisticated interpreters of internal and external accounting reports, as well as excellent communicators of financial information about their own firm’s performance.

Accounting majors choose from one of two curriculum tracks: Financial Accounting or Managerial Accounting. Financial accounting teaches the skills needed for careers involving the evaluation of other firms’ published financial data, while the managerial track is more suitable for students interested in evaluating or improving the accounting processes internal to a firm.

Accounting faculty members at the Kellogg School are prominent within the field. They serve on the editorial boards of the leading accounting research journals, have occupied advisory positions for major accounting standard-setting boards, and are actively involved in advising firms about the latest accounting developments.

BIOTECHNOLOGY

Those working in or aspiring to a career in biotechnology must understand the interplay of technology, entrepreneurship and the regulatory environment that defines the field. A series of cross-curriculum courses provides tools needed to work in biotechnology — the skills to market technology, raise capital, perform valuations, identify strategic alliances, and effectively manage both research and development and intellectual property.

The program, supported by the Kellogg Center for Biotechnology, offers independent research projects with industry mentors, and many students complete (Bio)Tech Venture, an industry survey course that includes a research trip to a biotechnology cluster in the United States.

Because the field demands knowledgeable managers able to understand both the world of business and the world of science, the program offers basic science training sessions, as well as comprehensive “boot camps” a few times a year to supplement the technical discussion in the classroom.
The Biotechnology major is well suited to careers in business development, marketing and finance in biotech and pharmaceutical companies, as well as life science-driven consulting, banking and venture capital.

**ENTREPRENEURSHIP AND INNOVATION**

Kellogg is committed to providing its students with the best entrepreneurship education available. The highest caliber professors, a wide range of course offerings and the program’s emphasis on experiential learning provide the financial and management skills necessary to enhance future success.

Professors are traditional academicians, as well as former entrepreneurs, venture capitalists and bankers. These faculty strengths give students the benefits of both the theoretical and practical knowledge so valuable to becoming a successful entrepreneur.

The Kellogg School’s Heizer Center, created in 1988 through an endowment by Mr. and Mrs. Edgar F. Heizer Jr., supports research projects and a seminar series. The Levy Institute, established in 2003 with a gift from Larry ’67 and Carol Levy, focuses on curriculum development in entrepreneurial studies and entrepreneurial practice, imparting the practical skills needed to succeed as an entrepreneur. Eleven faculty members teach a rich and comprehensive portfolio of courses that exceeds the average number of courses taught at most business schools, as reported by the Kauffman Foundation.

Kellogg students learn the intricacies of business plan development in the required course for the Entrepreneurship major, *How to Develop a Business Plan: Entrepreneurship and New Venture Formulation*. On the final day of class, teams of students present their formal business plans to experts — entrepreneurs, bankers, venture capitalists and angel investors — who serve as judges.

First-hand learning opportunities are also plentiful outside the classroom. The Private Equity and Entrepreneurship Club is one of the largest and most active student clubs on the Kellogg School campus, with a full portfolio of activities that includes speakers, projects and company visits. The Social Enterprise and Private Equity conferences provide students with many additional opportunities to explore new ventures.

This combination of experiential and classroom learning has helped many Kellogg School alums become successful entrepreneurs. These dynamic leaders include recent graduates Noah Robinson ’01, who owns several GNC stores; Hank Adams ’99, CEO of Sportvision, Inc.; Jim Dugan ’97, the founder of OCA Ventures, an early stage venture capital company, and Doug Cook ’98, the owner of Feldco window replacement company.

**FINANCE**

The outstanding quality of the Finance Department faculty is well known to corporations who find some of their top talent here. Finance is among the most popular majors at the Kellogg School.

Many corporations and organizations turn to Kellogg finance faculty for custom programs and consultation. Finance faculty also have filled prestigious editorial positions at journals and have won numerous research awards, including a large number of Smith Breeden prizes, awarded for the best paper published in the *Journal of Finance*. 
“You often hear about Kellogg opening doors for people — I witnessed it.

“During a Kellogg course, my classmates and I performed a marketing audit for my employer, USG. This came at a critical point in my career, while I was transitioning from finance to marketing. After the audit, we returned to USG and presented our findings and recommendations. This sparked a lively and constructive discussion amongst the marketing group. Subsequently, I was invited to join their team.”
The finance curriculum provides both a working understanding of the financial decision-making process in organizations as well as insight into how financial markets function. Students will find the Kellogg finance major particularly suited for those working in commercial and investment banking, real estate, corporate control and treasury functions, and insurance organizations. In addition, finance is important for generalists working in management consulting, organization planning, general line management, and small business management.

Students working in the financial sector typically select one of two majors: Finance or Analytical Finance. A Finance major provides an excellent background for a variety of financial career paths, while Analytical Finance provides a more technical background in financial modeling for students interested in specialized finance positions.

HEALTH INDUSTRY MANAGEMENT
The Kellogg School’s Health Industry Management Program (HIM), which celebrated its 60th anniversary in 2003, is the oldest program of its kind in the country and is consistently ranked among the top health administration programs by U.S. News and World Report.

Over the next decade, the United States is predicted to double its health-care spending to more than $2 trillion per year. At the same time, an explosion of technology demands that managers acquire a new set of skills, coupled with knowledge of traditional health-care organizations.

To meet the educational challenges of this rapidly evolving field, the Health Industry Management program provides students with a managerial and technical foundation as they work in consulting, medical products, pharmaceuticals, biotechnology, financial services, venture capital, health-care systems, health plan management and insurance, associations and government.

The HIM faculty have national and international reputations in their areas of expertise and play an active role as consultants and advisers to many national firms, government agencies and professional organizations. In addition, program faculty are involved in three cutting-edge research centers: the Center for Health Industry Market Economics, the Kellogg Center for Research on Strategic Alliances and Northwestern University's Institute for Health Services Research and Policy Studies.

HUMAN RESOURCES MANAGEMENT
The Kellogg School has combined strengths in management and organizations and industrial relations to offer a major that is grounded in both economics and the behavioral sciences. The combination of fields goes beyond the traditional definition of the personnel function. The coursework covers various topics in human resources management, including organizational and strategic change, and dealing with gender, group and workforce diversity issues.

INTERNATIONAL BUSINESS AND MARKETS
An International Business and Markets major provides students with the specialized tools in accounting, finance, marketing, organizations management and management strategy necessary to understand the international dimension of business. The major also allows students to combine a grounding in international business strategy with
real-world research experience abroad, through the popular Global Initiatives in Management course.

Students get thorough training in a wide range of international fields of study, including management strategy, finance, accounting, marketing and management of organizations. The required course for the major is International Business Strategy, which is taken along with three electives chosen from a set list.

*For more information about the Kellogg School’s international programs, see page 19.*

**MANAGERIAL ECONOMICS AND DECISION SCIENCES**

The Kellogg School’s Managerial Economics and Decision Sciences (MEDS) faculty is world-renowned for its work in game theory; department courses concentrate on probability, decision theory, statistics and microeconomics. The department offers majors in Analytical Consulting, Business and its Social Environment (BASE), Decision Sciences, Managerial Economics and Operations Management.

Courses for the major in Analytical Consulting have a substantial quantitative and analytical component and are focused on problems relevant to typical strategic and managerial consulting.

The Operations Management major equips students to understand, plan and control large processing systems that form the core technologies of manufacturing and service organizations. Efficient, effective and economical operation of manufacturing and service firms requires planning and control of product quality and process capability, materials management, capacity planning, operations scheduling, productivity improvement, facilities location and physical distribution. The Operations Management curriculum involves development of concepts and methods for analyzing these problem areas.

The BASE major offers students opportunities to pursue detailed study of the role of the private corporation within broader social environments. An important component of the major investigates how socially responsible strategies affect market leadership, and how firms thrive or fail as a function of how well they grasp the nuances of international regulations and policy.

Managerial Economics develops students’ capacity to analyze the economic environment in which an organization operates, to understand the constraints this environment places on an organization’s pursuit of its goals, to predict how these constraints may change over time, and to apply economic reasoning to an organization’s internal decision making. All courses have more of a managerial emphasis than traditional economics courses.

The Decision Sciences curriculum provides students with skills and understanding that will increase their capabilities as managers. The program enables them to synthesize the various factors of management planning, implementation and control into appropriate mathematical models that guide optimal decisions and can be used to conduct sensitivity analysis on the resulting decisions.
Attending the Kellogg evening MBA program was a perfect complement to my work life. It enabled me to immediately integrate theories and concepts introduced in the classroom into my job. There is no doubt in my mind that this real-time learning and application enhanced my performance at work and helped build a solid foundation for my career.

“The teamwork required in Kellogg’s program also was a great way to prepare for work experiences. Learning from different perspectives and areas of expertise on a team enriched my educational experience and crystallized the ‘real world’ value of cross-functional teamwork for me.”

Diana S. Ferguson
MBA Kellogg ’92
BA Psychology, Yale University
Senior Vice President Corporate Development & Treasurer, Sara Lee Corporation
MANAGEMENT AND ORGANIZATIONS
Management and Organizations (MORS) focuses on the behavior of people and groups in organizations and how firms interact with their environments. It is an interdisciplinary field drawing on sociology, psychology, anthropology and political science, as well as on knowledge from institutional settings such as business, government and health services. The curriculum provides students with the knowledge of how to motivate people, design organizations, improve problem-solving and decision-making capabilities, introduce and manage change processes and form corporate networks and alliances.

In addition to lectures and case discussions, the department uses group simulations to enhance student learning. Opportunities for field projects exist as part of the course work. Management and Organizations is an appropriate major for students working in marketing, consulting, accounting, production and international business.

MANAGEMENT AND STRATEGY
The Kellogg School’s Management and Strategy curriculum examines the structures and programs inside an organization that induce behavioral incentives. Students learn to think creatively about an organization’s strategic focus and direction, to position a firm competitively and to implement strategic change.

Effective strategic management includes a global external orientation, clear business segmentation, an intimate understanding of strategic marketing and competitor analysis, a focus on appropriate measures of performance, systematic resource allocation and a supporting organizational structure.

Four broad issues are central to the Management and Strategy curriculum: coordination of the organization’s administration, line operations, strategies and decision making. Kellogg School faculty have particular expertise in competitive marketing, strategic differentiation, technology, competitor analysis, shareholder approach to measuring performance, and implementing strategic change. In addition, the General Motors Strategy Research Center supports research that addresses strategy formulation and implementation.

MARKETING
The Kellogg School Marketing curriculum provides students with the insights needed to identify marketing opportunities and develop appropriate strategies to put them into action.

A variety of teaching methods assures a balanced exposure to theoretical problems and actual managerial situations, addressing issues in consumer and business products and services. Courses assess or analyze behavioral concepts and quantitative methods and provide opportunities for applying knowledge in a wide range of situations.

The Marketing Department offers two majors: Marketing and Marketing Management. The Marketing major is designed for students seeking a broad understanding of marketing. It is appropriate for students working in or planning careers in areas such as management consulting and general management.
The Marketing Management major is aimed at students who work in or are planning careers in marketing. As with the Marketing major, courses expose students to the major concepts and tools that serve as the foundation for the theory and practice of modern marketing. The Marketing Management major requires a greater breadth of understanding of the concepts and tools and a greater depth of understanding of their application. This major is particularly suited for careers in industries such as packaged goods, high tech, e-commerce, entrepreneurship, business marketing, consulting, retailing, sales management and marketing research.

The Marketing Department, rated at the top in all the national and international ranking surveys conducted during the past 15 years, has produced textbooks in three key areas of marketing — marketing management, channels of distribution and sales promotions. Kellogg marketing faculty also hold significant positions with professional organizations and publications. Past editors of the Journal of Consumer Research, the premier marketing journal for behavioral research, are members of the Marketing Department. The Kellogg School faculty includes two former presidents of the Association of Consumer Research and a recipient of the prestigious Marketing Educator of the Year Award from the American Marketing Association. Many marketing educators at the company’s top business and management schools earned their PhD at the Kellogg School.

MEDIA MANAGEMENT

Students in the Media Management major study the transformation of media industries. As convergence and fragmentation continue, the coursework examines strategies across media platforms, as well as key components of developing synergies with content, marketing and technology. Classes include lectures by the core faculty, case analysis, presentations by visiting media leaders and projects with media companies.

The major is for students who work in media firms and wish to anchor their Kellogg education with new insights about managing the media in the future. It is also for entrepreneurial thinkers who desire a foundation in media strategy and development, or those students who want to join media firms, perform consulting work or be a vendor to the media.

PUBLIC/NONPROFIT MANAGEMENT

The Public/Nonprofit Management Program (PNP) enables students to develop competencies and skills tailored to their career interests, whether in government, nonprofits or firms where knowledge of these sectors is critical. Graduates work in every nonprofit subfield — from arts and education to nongovernmental organizations (NGOs), as well as in the private sector.

A distinguished faculty of teachers, practitioners and scholars who have been active in government and who have managed nonprofits, support the program. The Kellogg School’s Center for Nonprofit Management offers executive management education, conducts research, and provides outreach services for nonprofit organizations and their leaders.

Whether they work in or will ultimately join the nonprofit sector or a for-profit company, the PNP program equips all students with important skills and relevant experience. Most Kellogg School alumni say public service continues to be an important part
“I felt a part-time program gave me the best of both worlds. I could get the benefits of an MBA, including an educational background, exposure to management techniques and networking contacts, while continuing to grow professionally. Most importantly, I could implement what I was learning on a real-time basis.

“I specifically chose Kellogg because of the students and faculty. The students are the type of people I want to spend three years with as a colleague, and a lifetime with as a friend. I am also impressed with the faculty’s reputation and willingness to take a personal interest in students’ performance and success.”

Nathan Flynn
MBA Candidate Kellogg ’06
BA Economics, Northwestern University
Director of Financial Structuring, William Blair & Company
of their lives after graduation. A recent alumni survey illustrates this: 81 percent of graduates said they volunteered with nonprofits and nearly 60 percent reported they served on nonprofit boards.

**REAL ESTATE MANAGEMENT**

The last decade of the 20th century had a significant impact on the real estate industry. In particular, three themes emerged: increasing financial sophistication, remarkable growth in securitization, and the globalization of real estate markets. These changes have dramatically increased the need for well-trained real estate practitioners. The study of real estate at Kellogg is enhanced by the school’s proximity to Chicago, home to some of the nation’s most innovative and successful real estate entrepreneurs.

Kellogg faculty members from several disciplines are involved in the real estate curriculum. This enables the program to offer a variety of teaching and research and interdisciplinary course options. These courses include Real Estate Finance, Investments, Law, Real Estate Marketing Analysis and Assessment, and Development. In addition, the Guthrie Center for Real Estate Research, established with a gift from William ’59 and Kathryn “Lou” Guthrie ’86, engages Kellogg faculty and students in research projects involving real estate markets, public and private finance, project management and the development process. A board of prominent real estate practitioners gives the center input on real-world challenges.

Among other industry-oriented activities, students organize the annual Kellogg Real Estate Conference. The conference examines current industry issues with panel discussions comprised of leaders in the real estate field and key Kellogg faculty. The Real Estate Conference also explores trends in the industry and identifies employment opportunities. Students also participate in two real estate case-based challenges against other real estate programs at top business schools around the country. The competitions provide students with a practical application of the challenges that face real estate professionals.

**TECHNOLOGY INDUSTRY MANAGEMENT**

In the past several years, the Kellogg School has extensively developed its course offerings in Technology Management, Information Management, E-Business and Entrepreneurship and Technology Marketing. These offerings, in addition to new course offerings, comprise the Technology Industry Management Program.

The Kellogg School’s technology faculty is at the forefront of research and pedagogy in the application of technology to improve business performance, promote organization effectiveness, drive innovation and create competitive advantage. The technology faculty’s scope is much broader than a single area, such as the Internet. They collectively approach technology from a general management viewpoint, synthesizing diverse functional perspectives in their teaching and research.

The faculty believe every Kellogg student needs to develop strategic fluency in the enabling technologies that are creating the network economy and that power all major enterprises. Therefore, the scope of the Technology Industry Management (TIM) major includes the antecedents of change (enabling technologies), as well as the consequences of change (e-business and enterprise technology).
The TIM major is useful for students who are technology specialists, consultants or entrepreneurs and for future general managers who will sponsor initiatives involving technology. The courses in the major are eclectic and cross-functional because business innovation requires a deep understanding of the relationships among technology, marketing, organization and entrepreneurship. The major also includes courses offered by practitioners who can combine rigor with relevance, as well as courses offered by faculty from other schools in the university.

The Center for Research in Technology and Innovation (CRTI) conducts research, teaching and outreach regarding strategic management in technology-based industries and managing innovation within global corporations. The Kellogg Innovation Network (KIN), founded in 2003 by center director Mohan Sawhney, Robert C. Wolcott and James G. Conley, provides the cornerstone of the CRTI program. KIN membership includes an invitation-only set of senior executives of global firms collaboratively addressing innovation management and strategy challenges. Member firms include Motorola, eBay, ConocoPhillips, Chamberlain Group, DuPont, AGA Linde and Herman Miller. The KIN research agenda leverages the knowledge, network and experience of the KIN membership to invent, develop and disseminate leading-edge innovation management practices across industries.

TRANSPORTATION AND LOGISTICS MANAGEMENT
The field of transportation and logistics management is dynamic. It is also an area that has been tested by recent global events, as transportation modes and vehicles have become critical elements in security concerns. Future managers will need to determine how to minimize disruptions and stoppages in the flow of goods.

Students in the program work in transportation industries, in the logistics and supply chain functions of manufacturing and retailing businesses or with consulting firms practicing in related fields. Many alumni have achieved prominent positions within the industry.

A Business Advisory Committee made up of CEOs and chief transportation and logistics officers from top companies provides the program with a link to the business world and advise on research priorities.

For complete information on academic departments and majors, please visit kellogg.northwestern.edu/academics.
“Our BASE (Business and its Social Environment) major starts from the premise that businesses are more and more the engine of social change. This has created challenges for businesses and managers, but also opportunities.”

— Professor Daniel Diermeier
Jerry Long  
MBA Kellogg ’04  
BA Philosophy,  
Loras College  
Associate,  
McKinsey & Company  

“The Managers’ Program enabled me to make the leap from high technology to management consulting. Kellogg helped to develop my top management perspective and hone my analytical and leadership skills while providing me the opportunity to demonstrate these skills to top firms in the industry. I feel the part-time nature of the program gave me a competitive advantage during the interview process, as I could demonstrate how I immediately applied the skills and knowledge from the classroom in a real-world environment.”
CORE COURSES

Accounting for Decision Making
This course is designed to acquaint students with the process used to construct financial reports of organizations. The objective is to understand the decisions that must be made in financial reporting and to develop the ability to evaluate and use accounting data. Emphasis is placed on understanding the breadth of accounting measurement practices and on being able to make the adjustments necessary for careful analysis. The course highlights the links between accounting information and management planning, decision-making and control.

Business Strategy
Strategy is the set of objectives, policies and resource commitments that collectively determine how a business positions itself to create wealth for its owners. This course introduces students to principles and conceptual frameworks for evaluating and formulating business strategy. Topics covered in the course include the boundaries of the firm, analysis of industry economics, strategic positioning and competitive advantage, and the role of resources and capabilities in shaping and sustaining competitive advantages.

Finance I
This course studies the effects of time and uncertainty on decision making. Topics include basic discounting techniques, stock and bond valuation, capital budgeting under certainty and uncertainty, asset pricing models and efficient markets.

Leadership in Organizations
This course provides students with the tools needed to solve organizational problems and influence the actions of individuals, groups and organizations. It prepares managers to understand how to best organize and motivate the human capital of the firm, manage social networks and alliances, and execute strategic change. The course emphasizes the importance of ethics in leading organizations. The course goals are accomplished through knowledge of competitive decision-making, reward system design, team building, strategic negotiation, political dynamics, corporate culture and strategic organizational design.

Marketing Management
This course takes an analytical approach to the study of marketing problems of business firms and other types of organizations. Attention focuses on the influence of the marketplace and the marketing environment on marketing decision making; the determination of the organization’s products, prices, channels and communication strategies; and the organization’s system for planning and controlling its marketing effort.

Mathematical Methods for Management Decisions
The basic concepts and tools of probability, statistics and decision theory, used throughout the Kellogg School program, are introduced in this course. The first part covers sample spaces, elementary probability laws, probability revision and decision trees. Probability distributions, measures of central tendency and dispersion and correlation are addressed in the second part. The last part introduces statistical notions of point and interval estimation, decision trees and value of information.

Microeconomic Analysis
Among the topics this core course addresses are economic analysis and optimal decisions, consumer choice and the demand for products, production functions and cost curves, market structures, pricing and nonprice concepts. Cases and problems are used for an understanding of the economic tools and their potential for solving real-world challenges.
“My teaching philosophy can be summed up through my classroom motto: ‘Verbalize, Visualize, Mathematize.’ I try to teach concepts from three different perspectives: words, pictures and equations. By simultaneously understanding all three perspectives, students then have a fighting chance at true understanding.”

— Professor Scott McKeon, 2004 Lavengood Professor of the Year
CORE COURSES (continued)

Operations Management
Managing operations is about managing business processes, the pervasive activity of most managers. This course provides a framework for understanding how to gain competitive advantage through operations by establishing a link between business strategy, operational capabilities and operations structure. The course develops a process view of operations to analyze key operational decisions in the management of capacity, response time, supply chain and quality. The course also covers developments such as lean operations, managing product variety and time-based competition.

Statistical Methods for Management Decisions
This sequel to Mathematical Methods for Management Decisions extends the statistical techniques learned in that course to explore relationships between variables. Topics include two population hypothesis testing, correlation, simple and multiple regression analysis and qualitative variables. Extensive use of statistical analysis software is required. This course will cover applications of the material, as well as several case studies requiring the techniques of both courses.

Values and Crisis Decision Making
This course explores how corporations have increasingly become the dominant source for political and social change. Businesses are now held accountable by standards other than legal compliance or financial performance. Successful business leaders have recognized that these challenges are best mastered by a commitment to value-based management. Organizations must be prepared to handle rapidly changing environments and anticipate potential threats. This requires a deep understanding of the strategic complexities in managing various stakeholders and constituencies. To confront students with these challenges in a realistic fashion, the class is structured around a rich set of challenging case studies and crisis simulation exercises. The class, which takes place over two consecutive weekends, culminates in a crisis management simulation. This 1/2 unit class is taken after the nine core courses. There is no tuition charge for the course and completion is noted on the Northwestern University transcript.

For a complete list of courses, go to kellogg.northwestern.edu/academics and choose Course Catalog.
Christopher Polk (left) and Todd Pulvino (right) received first place awards for “best paper,” and Professor of Finance Costis Skiadas (center) earned a runner-up award for best paper from what are considered the nation’s three premier journals of finance: The Journal of Finance Economics, The Journal of Finance and The Review of Financial Studies.
Research and Academic Scholarship

Research forms a vital component of the Kellogg School’s program, and faculty members have developed groundbreaking theories in many academic fields such as marketing, banking, strategy and game theory. Kellogg professors’ research frequently is sponsored by private and government foundations, and faculty regularly receive industry awards for their contributions to business research.

Twelve formally recognized research centers conduct research at the Kellogg School, focusing on topics ranging from ethics to banking. In addition, four scholarly journals are edited at Kellogg, three of which — the *Journal of Economics and Management Strategy*, *Games and Economic Behavior* and *Journal of Management Inquiry* — were founded here. Many faculty members are editors of other academic journals.

Kellogg professors continuously publish compelling and often industry-defining research across a wide arena of business disciplines. In 2003 alone, the intellectual output for the Kellogg School included 108 articles, 10 cases, 21 book chapters and 11 books. Furthermore, the high number of citations that Kellogg professors receive for their papers demonstrates the influence of the research and scholarship.

The following are some of the books that have been written or edited by Kellogg’s faculty in the past few years: *Microeconomics: An Integrated Approach Economics of Strategy* (2nd Edition); *Negotiating Globally: How to Negotiate Deals, Resolve Disputes, and Make Decisions Across Cultural Boundaries; Supply Chain Management: Strategy, Planning, and Operations; Marketing Channels* (6th Edition); *Marketing Management* (11th Edition); *Marketing Moves: A New Approach to Profits, Growth, and Renewal; Financial Reporting and Analysis* (2nd Edition); *Derivatives Markets; The Seven Steps to Nirvana: Strategic Insights into eBusiness Transformation; and The Mind and Heart of the Negotiator* (2nd Edition).

As an example of academic activity at Kellogg, the Marketing department has been responsible for some of the most important early texts in marketing and advertising, as well as recent benchmarks. Combining a breadth of expertise that draws upon such fields as psychology, anthropology, economics and statistics, among others, the Marketing department is one of the most eclectic and rigorous of its kind — and its research reflects this fact.

The Kellogg faculty is committed to using their research and expertise to provide students with a rich, innovative curriculum that serves as a solid foundation for a career in management.

For a complete list of publications by Kellogg faculty, please visit *www1.kellogg.northwestern.edu/fps/selectpub.asp*.
The Kellogg MBA Experience

While Kellogg students excel in the classroom, they also shine in a great variety of endeavors outside of it. Kellogg students are conference organizers, club leaders, accomplished athletes, talented musicians and dedicated volunteers who reach out to others in the Chicago area and beyond.
What sets this School apart is the Kellogg spirit, embodied in the diverse composition of the unique students who attend the Kellogg School. Kellogg is dedicated to admitting students with a broad range of cultural and ethnic backgrounds, career experiences, interests and talents.

Because each applicant is required to interview, the admissions committee is able to meet the person behind every application. As a result, the student body is a rich mix of people, from consultants and bankers to teachers and sales executives. In fact, one of the greatest assets of The Managers’ Program is its student body, because the personal and professional bonds students form while in the program are the heart of the network they will maintain for life.

The composition of the class is especially important because of the school’s emphasis on teamwork and connections. Students who attend The Managers’ Program do not feel like they are in a night school; instead they participate in a vigorous academic and social community that includes working in teams. Since TMP students take most of their courses on the Kellogg School’s downtown campus, they have a consistent educational base from which they form ties with the school, fellow students and extracurricular activities.
THE EVENING MANAGEMENT ASSOCIATION

One of the key attributes of any MBA program is the network participants establish and maintain throughout their careers. The Kellogg School is dedicated to providing students in The Managers’ Program with the same supplementary MBA experiences in which full-time students participate. The Evening Management Association (EMA), TMP’s student government organization, is a student-elected board that serves in two functional areas. First, it is a liaison between TMP students and the Kellogg administration to provide feedback on academic, programming and student services-related issues. Second, the EMA is a student activities organization, with the key goal of fostering student interaction. The EMA plans career and alumni networking events, community service events, social events, speaker events and serves as a link to the Kellogg Alumni Association and the full-time program’s Kellogg Student Association (KSA).

As members of the TMP student community, all students belong to EMA and are encouraged to participate in EMA-sponsored activities or serve as a committee member or vice president. Events sponsored by the EMA include Career Day, The Managers’ Ball, cultural outings to area plays and concerts, the B-School Olympics, food and clothing drives, and networking events with alumni.

TMP CLUBS AND ASSOCIATIONS

In addition to the EMA, TMP students lead an array of clubs. These groups sponsor quarterly networking and speaker events for TMP and full-time students, thus providing an avenue to learn about the latest industry trends and events from leaders working within those respective industries. To support TMP activities, all new students are required to pay a one-time student activity fee.

Professional clubs include Business Leadership, Consulting, Entrepreneurial/Venture Capital, Hedge Fund, High Tech, International Business, Investment Banking and Finance, Marketing, and Real Estate. Associations offer all students an opportunity to focus on areas of special interest, including Asia Business, Evening Black Management, Kellogg DineNets, Latin Management, and Women’s Business. Learn more about student organizations at kellogg.northwestern.edu/tmp/student/studentlife.

TMP students also are invited to join the many full-time student clubs listed at kellogg.northwestern.edu/difference/culture/clubs.htm.

LEADERSHIP DEVELOPMENT

New students become familiar with the Kellogg School’s academics and culture through several programs. All new students attend an orientation that provides an opportunity to meet fellow new students and learn more about the school’s academic programs. In addition to orientation, students participate in Conceptual Issues for the Manager, a series of workshops that create a foundation for students as they begin their studies.
“The field of entrepreneurship is ideally taught by those who’ve been entrepreneurs, and/or those who’ve had a close, direct relationship with entrepreneurship as an investor or adviser. The ideal is to have a combination of the practical and theoretical.”

—Professor Steven Rogers
“The Kellogg student body represents a diversity of work experience, talent and culture. This diversity provides a global, multifaceted perspective in classroom discussions and is an enormous source of enrichment in team interactions. My Kellogg experience is uniquely rewarding because it allows me to develop business skills to complement my background as an engineer and scientist. I continue to be inspired every day by the talent and commitment of the faculty.”

Ghada Trotabas
MBA Candidate Kellogg ’05
MS Electrical Engineering, ENSEA (France), Ph.D. Medical Image Processing, Darmstadt University of Technology (Germany)
Project Manager, Siemens Medical Solutions
Conceptual Issues for the Manager

Conceptual Issues for the Manager builds on students’ initial leadership training, providing interactive workshops and seminars in the first three quarters of enrollment. Through this series of academic workshops, discussion and feedback sessions, and a leadership self-assessment, students formulate a plan to continue to develop leadership qualities throughout their academic career. Conceptual Issues for the Manager begins the first quarter of enrollment with a day of academic workshops. In High Performance Teamwork, students learn about types of high-performing teams, team performance evaluation, the key challenges and threats to effective teamwork, and how to overcome these challenges. Cross-cultural Negotiations covers the fundamental concepts for planning negotiations, managing the negotiation process, and evaluating the quality of negotiation outcomes. This workshop includes a simulation exercise that highlights the concepts that underlie negotiation strategy with cultural implications.

Students return the next quarter for the second installment, which focuses on leadership as a Kellogg student and as a professional. The 360-Degree Leadership Self Assessment tool queries students on several aspects of leadership and ultimately provides concrete feedback for the development of a leadership plan. The third installment takes place during the third quarter of enrollment and includes a session for students to receive individual performance reports from the 360-Degree Leadership Self-Assessment. Using a matrix of coursework and programs, students design an action plan to continue leadership growth and development.

Symposium on Managerial Leadership

The Symposium on Managerial Leadership builds on students’ initial leadership training, providing interactive workshops and seminars through exposure to leading faculty and local business leaders.

The faculty sessions are interactive and feature topics on Servant Leadership, Crisis Management, and the Role of the Leader. The sessions with local business leaders focus on major current or recent business decisions their organization has made.

Colloquium on Thought Leadership

The Colloquium on Thought Leadership is a capstone program of optional lectures that students complete during their final year of study. The lectures, taught by the Kellogg School’s leading faculty members, discuss advanced concepts in marketing, finance, strategy, globalization and other management topics.

Degree Enhancement Program

Part of the Kellogg School philosophy is the notion that education and professional development are part of a life-long learning process that does not end when students graduate. The Degree Enhancement Program enables recent TMP graduates to register for up to three courses during the academic year following their graduation without any tuition charge. In addition to augmenting their educational and professional development after graduation from Kellogg, the Degree Enhancement Program will allow recent graduates the opportunity to supplement their Kellogg MBA with additional majors or take extra classes within an area of personal or professional interest.
PROFESSIONAL DEVELOPMENT
From the moment students begin their MBA program, they have access to career guidance and development. The Professional Development Series helps students build their career development skills during their time at Kellogg. This series of workshops is designed specifically to provide students with a variety of essential professional skills taught beyond the classroom and to increase students’ success and advancement within their careers. The areas of focus for the Professional Development Series include:

- Career Development
- Self-Assessment with CareerLeader™
- Skills for Interviewing
- Résumé Writing and Critique

Beyond the Professional Development Series, students in The Managers’ Program have access to a career coach, the Kellogg online job board, the Kellogg alumni directory, and other online career resources.

The Kellogg School does provide access for some TMP students to enroll in the formal career management process during their final year at Kellogg. These students are eligible for the same career development assistance as the Kellogg full-time students, including individual career counseling, access to the Career Management Center and participation in on-campus recruiting.

To qualify to use Career Management Center services, a student must be graduating during the current academic year, remain working full-time, and not have received any tuition reimbursement from his or her present employer. Exceptions are made for those students who have written authorization from their employers.

Because The Managers’ Program is designed for fully employed students who intend to pursue the MBA degree while they continue their careers in the Chicago area, the program has a policy related to formal job placement services for current TMP students. The policy was developed because many TMP students receive some tuition benefits and other forms of financial assistance from their employers and it would raise ethical problems for Kellogg to provide direct career management services to students in these circumstances.

The policy on the use of Career Management Center services is continually under review by the faculty, students and administration, and is subject to change without notice.
I thoroughly enjoyed my time and experience at Kellogg. Although it was a challenge to balance a full-time position with the Chicago Cubs with the demands of attending class and completing the course work, I found it both exciting and exhausting at the same time. It was an important part of my professional development as it enabled me to apply many of the skills to my everyday work environment at the ball park. I also made many lasting connections and friendships through my Kellogg experience.”
The Downtown Campus

The Kellogg School of Management is one of the 13 academic divisions of Northwestern University, a private, nonsectarian university chartered as an institution of higher learning in 1851.

Northwestern has two campuses, one along the shore of Lake Michigan in Evanston, the other along the lakefront on Chicago’s near north side. The university’s enrollment totals approximately 16,000 full- and part-time students. They are served by more than 3,200 faculty members and 4,800 administrative, clerical and service personnel.

Northwestern’s Chicago campus is a series of several buildings occupying a 20-acre lakefront site near the business and financial center of the city. On this campus are the School of Law, the Medical School, the McGaw Medical Center of Northwestern University, the School of Continuing Studies and the Kellogg Managers’ Program.

The main offices of The Managers’ Program are on the second floor mezzanine of 340 E. Superior St., in Chicago, Ill.

The Managers’ Program facility houses 17 classrooms and 20 rooms for group study, as well as faculty and administrative offices.
LIBRARIES
The Schaffner Library, on the second floor of 340 East Superior, was established as a special library in economics and business in memory of Joseph Schaffner, a Chicago businessman, Northwestern University trustee, and strong supporter of continuing education.

The library contains approximately 110,000 volumes and pamphlets. More than 1,000 periodicals and serial publications are currently received. The library tries to acquire all materials needed in connection with the courses offered and, although it is not considered a research library, it facilitates research by providing available bibliographic aids.

A student identification card is issued to each student shortly after registration. This card entitles the student to library privileges at the Schaffner Library and at the University Library on the Evanston campus, one of the largest university libraries in the United States. Students also have access to libraries in the Chicago area and to specialized materials throughout the world through the Interlibrary Loan Program.

INFORMATION TECHNOLOGY SERVICES
A robust and constantly expanding infrastructure gives students the technological tools they need to complete their course work and participate in extracurricular activities. Students with laptops can access the Kellogg network via both wireless and wired Internet connections throughout the building. The Kellogg School’s computing lab at 340 E. Superior St. provides students with computers, printers, scanners and other specialized resources, and the school’s intranet site offers a wealth of resources for classroom work as well as club and extracurricular activities.

Incoming students can take advantage of Web-based preparatory courses in math, accounting, microeconomics and statistics. The TeamNet system provides students working in study groups with confidential peer evaluations of their team skills, and mailing lists and discussion groups enable clubs to communicate among members.

Kellogg requires all TMP students to have access to a computer with Internet capability. Students are expected to register for courses and access course work online. To help students make effective use of the necessary computing applications, TMP offers a required technology workshop for all new students. Beyond this introductory class, workshops are offered throughout the year. These sessions focus on the applications used at the Kellogg School.
For entering students, graduation often seems part of the distant future. Most are surprised at how quickly their time here passes when it's filled with new ideas, new friends and new opportunities.

Yet soon enough, Kellogg School students become Kellogg graduates who are part of the vast alumni network — a tight web of nearly 50,000 graduates who live in more than 90 countries and all 50 states. Kellogg alumni are known for their strong allegiance to the school and to each other, returning to campus to speak at conferences, serve as mentors to current students and help fellow alumni with networking and employment leads.

Imagine the potential when you share a link with fellow alumni such as Doug Conant ’76, president and CEO of Campbell Soup; Scott C. Smith ’76, president and publisher of the Chicago Tribune; J. Stephen Simon ’67, president of ExxonMobil Refining and Supply Co.; Lawrence Levy ’67, chairman, Levy Restaurants; Scott Evans ’85, chief investment officer, TIAA-CREF; Bob P. Wayman, ’69, executive vice president of Hewlett-Packard Co.; Betsy Holden ’82, president, global marketing and category development, Kraft Foods Inc.; Yoshi Inaba ’76, CEO of Toyota Motor Sales USA; Rick Lenny ’77, chairman, president and CEO of Hershey Foods Corp.; Bernard Fornas ’72, president and CEO of Cartier International; Bob Eckert ’77 CEO of Mattel; Colleen Goggin ’79, worldwide chairman, Johnson & Johnson; Cassian Cheung ’78, president of Wal-Mart China; Marla Gottschalk ’93, president and COO, The Pampered Chef; Martha Coolidge Boudos ’02, CFO, Morningstar; Wendy Lewis ’95, vice president of Major League Baseball; Brian Wesbury ’89, chief economist, Griffin, Kubik, Stephens & Thompson, Inc.; Gregory P. Josepowicz ’79, president and CEO of Borders Group, Inc.; Haruo Naito ’74, president and CEO of Eisai Pharmaceuticals; and Gregg Steinhafel ’79, president of Target Stores. As a Kellogg alum, you will share a common bond with these top executives and many others.

Kellogg alumni also continue to enjoy many benefits from the school. The new Kellogg Alumni Network online system (alumni.kellogg.northwestern.edu), launched in January 2004, features a searchable alumni directory, faculty videos, information on regional and special-interest discussion groups, real-time profile updates, email forwarding and a network of job postings. And whether alumni are changing careers or looking for a new opportunity, Kellogg's Career Management Center is always available to help with workshops, a database of job opportunities exclusively for graduates and free, one-on-one career counseling. Many alumni also return to campus to attend executive education classes at the James L. Allen Center. Kellogg World magazine, published three times a year (see kellogg.northwestern.edu/kwo), is the alumni link to classmates and the latest research developments on campus.

Through a network of more than 80 active alumni clubs, graduates connect with each other in their own communities. Alumni clubs, found on six continents in countries big and small, coordinate visits from faculty and administrators, lifelong learning and volunteer opportunities, as well as a variety of social and networking events that link former classmates and allow alums to build new bonds across class years. The MBA Update series brings Kellogg professors face to face with alumni in cities across the United States and the world to present the latest leadership insights in management education.
Distinguished alumni and guest speakers...

Glenn F. Tilton, president and CEO of UAL Corp.

Dean Dipak C. Jain and Chicago Mayor Richard M. Daley

Wendy Lewis '95, vice president of Major League Baseball

Dusty Baker, manager of the Chicago Cubs

Sam Zell, chairman of Equity Group Investments LLC

Brian Wesbury '89, chief economist, Griffin, Kubik, Stephens & Thompson, Inc.

Cassian Cheung '78, president of Wal-Mart China

Larry Levy ‘67, founder of Levy Restaurants

W. James McNerney, chairman and CEO of 3M

Dean Dipak C. Jain and Chicago Mayor Richard M. Daley

Larry Levy ‘67, founder of Levy Restaurants

Cassian Cheung ‘78, president of Wal-Mart China

Dusty Baker, manager of the Chicago Cubs

Sam Zell, chairman of Equity Group Investments LLC

W. James McNerney, chairman and CEO of 3M

Dean Dipak C. Jain and Chicago Mayor Richard M. Daley
“I knew that pursuing an MBA at Kellogg, while holding a full-time management position and keeping a meaningful family life, would be a delicate balancing act. But I soon discovered that I was managing time better than I ever imagined and that I was not alone in this — but supported by faculty and fellow students. Today, I look forward to every class and I keep growing as a manager and as a husband and father.”
Full-Time Study

No provision for full-time study exists through The Managers’ Program. A student ordinarily is not permitted to enroll for more than two courses per quarter or to complete the degree requirements in fewer than 10 quarters of study. Applicants who are interested in full-time study should apply for admission to the full-time day program, provided on the Evanston campus.

Students holding a bachelor’s degree from an accredited college or university enter the traditional full-time MBA program in September and complete the degree requirements in 21 months; in the accelerated program, students enter in June and complete the degree requirements in 12 months. Detailed information concerning the full-time MBA program may be obtained from:

Director of Admissions
Kellogg School of Management
Donald P. Jacobs Center
2001 Sheridan Road
Evanston, IL 60208-2001
847.491.3308
MBAadmissions@kellogg.northwestern.edu
kellogg.northwestern.edu

Executive MBA Program

The Kellogg School’s Executive MBA Program appeals to mid-career executives preparing for senior management positions. The two-year general management program leads to an MBA degree and is designed to enhance the skills and effectiveness of senior executives.

The Executive MBA Program offers three different program calendars. All meet on the weekend to allow senior executives to complete their degrees without interrupting their careers. Schedules also are available to accommodate those who travel frequently or who commute to the Evanston campus. In October 2005, the Kellogg School will open the EMBA-Latin America program in Miami to serve Mexico, Central and South America, and the surrounding regions.

The Kellogg School also operates four International Executive MBA (IEMBA) programs with the Leon Recanati Graduate School of Management at Tel Aviv University in Israel; WHU-Otto Beisheim Graduate School of Management in Vallendar, Germany; the School of Business and Management at the Hong Kong University of Science and Technology; and the Schulich School of Business at York University in Toronto. Kellogg faculty and host university faculty jointly teach the programs, intended for mid-level international executives.

Senior Kellogg School faculty teach EMBA classes, which meet in the nearby James L. Allen Center, a specially designed facility on the shores of Lake Michigan that boasts state-of-the-art academic facilities, comfortable overnight accommodations and full meal service. For more information, please visit kellogg.northwestern.edu/emp or call 847.467.7020.
Admission

A student who wishes to register for any Kellogg School course must first be admitted to the program. Admission may be granted for a student to begin studies in all academic quarters.

The application and all supporting documents should be submitted by the application deadline for the quarter for which admission is requested. Deadline dates are listed inside the back cover of this publication. A mandatory personal interview with a representative of The Managers’ Program should also be arranged at least six weeks prior to the application deadline.

Admission is granted on the assumption that a bachelor’s degree or equivalent will have been conferred by the time the student enters the school.

The application for The Managers’ Program is located online at kellogg.northwestern.edu/tmp/apply/Viewbook/Application.htm.

ELIGIBILITY

Men and women holding a bachelor’s degree (or equivalent in the case of foreign institutions) from an accredited college or university are eligible for consideration. Prior study in business or economics is not a requirement for admission.

The Managers’ Program is specifically designed to coordinate with the student’s career path; therefore, applicants must be employed full-time in a career-enhancing position and residing in the Chicago area (this can include areas of Wisconsin and Indiana) to be eligible for application and enrollment in the program. Once accepted into the program, students should maintain full-time employment in a career-enhancing path during all quarters in which they are enrolled. Applicants living outside the Chicago area need to provide documentation related to job transfer or an employment offer in Chicago, with the application materials, to be eligible for consideration.

ROLLING ADMISSION

The Managers’ Program has a rolling admission process. Applications are accepted up to one year in advance of a candidate’s desired start at Kellogg. This allows candidates the opportunity to complete their application and know of the admissions committee’s decision in advance, should they need to make advance preparations such as relocating or reducing travel at work. Chances of acceptance do not decrease as the deadline approaches; a candidate has the same opportunity for admittance if the application is submitted on the deadline or months in advance.

The Admissions staff reads all completed applications as they arrive. Candidates are informed of the committee’s decision approximately three to six weeks after receipt of a complete application.

CRITERIA FOR ADMISSION

In the selection process, the Admissions Committee assesses the applicant’s scholastic ability, qualities of character and motivation, evidence of leadership, and managerial promise. Both the applicant and the school are best served by an admission policy
that seeks reasonable assurance of scholastic success and potential for effective management performance. The Admissions Committee carefully appraises the following:

**Academic Record**
Official transcripts of all colleges and universities previously attended are examined for the overall grade average, grade trends, and areas of particular scholastic strength. The committee recognizes both differences in the scholastic maturity of the applicants and variations in the level of difficulty in subject matter. A final official transcript of total undergraduate credit and any advanced study is required of all applicants.

**Graduate Management Admissions Test (GMAT)**
All applicants, domestic and international, are required to take the GMAT. The application is complete only after the Admissions Office receives the applicant’s test scores. The Graduate Record Examination (GRE) is not accepted.

Officially, applicants to The Managers’ Program at Kellogg have up to the deadline date of the quarter in which they apply to take the GMAT. However, since it takes approximately three weeks for the scores to arrive at the Kellogg School, we recommend that applicants take the test well before the deadline to ensure that the file is evaluated shortly after submission to the school.

It is the responsibility of applicants to obtain information related to taking the GMAT. Information and application forms for the test can be obtained from Educational Testing Service at 800.GMAT-NOW or mba.com. The GMAT code for all Kellogg School master’s programs is 1565.

The TOEFL exam is not required for TMP applicants.

**Letters of Recommendation**
Reference letters (two are required) should come from those able to evaluate on-the-job performance and the applicant’s potential for a successful management career. At least one of the letters must be from a current supervisor.

**Career Progress**
The committee carefully reviews experience, accomplishments and career progress in full-time work settings, military service and extracurricular activities. The committee seeks indications of an applicant’s promise and career focus.

**Evaluative Interview**
A personal interview with a representative of The Managers’ Program is required. The interview is used to provide additional insight into the applicant’s ability and desire to complete the Master of Business Administration program. It may also answer any questions about the application procedure and provide an opportunity to discuss the program of study offered by Kellogg. Since limited time slots are available, applicants should call to schedule the interview at least six weeks prior to the application deadline.

Arrangements for an interview can be made by telephoning The Managers’ Program, 312.503.8385. Applicants should bring a current résumé to the interview.

**VISITING GRADUATE STUDENT**
Applicants who have already obtained an MBA or an equivalent degree are not eligible to receive an MBA degree from Kellogg; however, it is possible to enroll in classes as a visiting graduate student.
“Knowing the time and monetary commitment of an MBA, I was looking for a strong return on investment. I found it at Kellogg. With its commitment to development both inside and outside the classroom, Kellogg offered an invigorating and challenging environment to test and explore my business acumen. The emphasis on students teaching students through joint projects, the Global Initiatives in Management, and the exchanging of ideas has paid itself back in opportunities and will continue to have an impact throughout my career.”

Gretchen Peters
MBA Kellogg ’04
BS Ancient Near Eastern History, Human Geography, Illinois State University
Manager, Market Planning & Research, Walgreen Co.
Chin Park
MBA Candidate
Kellogg ’06
BS Accounting,
University of Illinois
National Customer
Marketing Manager,
Wrigley Sales
Company

“Since starting Kellogg, I started a new job with a new company. Although balancing work, school and personal life can be stressful at times, pursuing my MBA at Kellogg has been extremely rewarding. I chose Kellogg for the same reasons as everyone else — its academic reputation, award-winning faculty and diverse student body. I chose The Managers’ Program because I firmly believe my career will progress faster by combining work experience with classroom knowledge. So far, I’ve been amazed how much I’ve been able to link school with work. In my current role, I work in cross-functional teams with many departments in my organization — marketing, supply chain, finance, customer service, research and sales. The MBA program provides a framework for a richer understanding of these various functions and how each interacts together to create sustainable competitive advantages. By understanding the big picture and learning the details, I’m in a better position to add more value to my team, to my organization and to my classmates.”
In The Managers’ Program, provision is made for visiting graduate student status in one of these two categories:
1. An individual possessing an MBA degree requesting permission to enroll in additional courses to supplement the degree.
2. A student enrolled in an MBA program at another institution wishing to complete courses at Northwestern University for transfer of credit to his or her school for completion of that MBA.

Visiting graduate students may complete up to three courses as special students. In all cases, visiting students will be accommodated only after regular Kellogg MBA degree candidates are registered.

TRANSFER OF CREDIT
Students who have completed coursework at an AACSB-accredited graduate school of management or business are eligible to receive credit toward their degree for up to four courses. Eligibility to transfer courses only applies to newly admitted students and is subject to review by a faculty committee. Transfer courses must have been recently completed with a grade of B or higher, may not have been used toward completion of another degree and must be similar in content to courses offered at the Kellogg School. Transfer credit is not included in the cumulative grade-point average.

Request for transfer credit must be submitted as early as possible after acceptance into the program and must include an official copy of the transcript, catalog description and course syllabus.

WAIVERS
To ensure that students can individualize their course of study, the dean may waive a student from courses that are comparable to classes they have taken before. Approximately half of all students waive one or more courses. If a student is granted a waiver, he or she usually takes a more advanced course in the same area. A waiver does not reduce the number of courses required for the degree. Waivers are granted when a student first enrolls at Kellogg.

ACADEMIC COUNSELING
In general, responsibility for planning the specific content of the academic program rests with the student. Thorough familiarity with and understanding of the degree requirements are essential for sound planning.

All students are encouraged to take advantage of academic counseling whenever necessary. The TMP director and staff are available to answer student inquiries regarding course requirements, academic status and course prerequisites. An appointment is encouraged to arrange counseling discussions. Office hours are scheduled from 9:00 a.m. to 6:00 p.m., Monday through Thursday, and 9:00 a.m. to 5:00 p.m. on Friday.

Faculty advice is also available, and students should seek counsel when planning programs. Students are invited to talk with any member of the faculty in his or her office during faculty office hours, or at a time arranged in advance by telephoning the professor's office.
HONORS

Degree with Distinction
The faculty may confer the MBA degree with distinction upon those candidates who complete their studies with outstanding academic records.

Beta Gamma Sigma
Election to Beta Gamma Sigma, the honorary scholastic society for business students, is based on scholarship, character and the promise of leadership. Elections are made from the list of degree candidates each spring.

Dean's List
The Dean's List includes the names of students who complete six or more courses with a grade point average of 3.75 or higher in a period of 12 consecutive months beginning in September each year.

J. Lester Cunningham Scholar
Selected by the dean, the outstanding student in the graduating class of The Managers' Program receives this designation of honor for scholastic achievements and contributions to The Managers' Program.

Jane Robertson Memorial Award for Academic Excellence
This award was established in memory of Jane Robertson to recognize students who achieve academic excellence in The Managers' Program. The honor is awarded to students maintaining a 4.0 grade point average at the midpoint of their Kellogg academic career.

REGISTRATION
Registration for new students is held approximately four weeks prior to the start of the quarter in which they will begin the program. Continuing students ordinarily preregister late in the preceding quarter on a schedule announced by the registrar. A $10 fee is charged whenever a student changes a course or section after the registration period has ended. No course additions or section changes may take place after the first class meeting.

TUITION AND FEES
The following tuition fees apply to the 2004–2005 academic year. The rates are subject to change without notice, and increases should be expected in subsequent years.

<table>
<thead>
<tr>
<th>Fee Description</th>
<th>Amount</th>
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<tr>
<td>Tuition (one unit course)</td>
<td>$3,637</td>
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<tr>
<td>Late tuition payment fee</td>
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<td>Application fee (nonrefundable)</td>
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<td>Activity fee</td>
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<td>Duplicate/changed diploma</td>
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<td>Transcript of record</td>
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<td>Examination fee</td>
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<td>Change of registration fee</td>
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<tr>
<td>Identification card replacement</td>
<td>20</td>
</tr>
<tr>
<td>Nameplate replacement</td>
<td>7</td>
</tr>
</tbody>
</table>
Molly McShane
MBA Candidate
Kellogg ’07
BS Marketing, Boston College
Project Engineer,
McShane Construction Corporation

“I chose The Managers’ Program at Kellogg because of its outstanding reputation for academic excellence, the strength of its relationships within the Chicago business community and its remarkably warm and welcoming environment. The team-based approach to learning is pervasive, and I feel that the students and faculty help you get the most out of your education and career. The support of this community and the diversity of experiences in the classroom add exponentially to my business school experience.”
Faculty

Philipp Afèche, PhD Stanford University; Assistant Professor of Managerial Economics and Decision Sciences

Marcus Alexis, PhD University of Minnesota; Board of Trustees Professor of Economics; Professor of Management and Strategy

Nabil Al-Najjar, PhD University of Minnesota; Associate Professor of Managerial Economics and Decision Sciences

Torben Andersen, PhD Yale University; Nathan S. and Mary P. Sharp Professor of Finance

Eric Anderson, PhD Massachusetts Institute of Technology; Associate Professor of Marketing

James Anderson, PhD Michigan State University; William L. Ford Distinguished Professor of Marketing and Wholesale Distribution; Professor of Behavioral Science in Management

Baris Ata, PhD Stanford University; Assistant Professor of Managerial Economics and Decision Sciences

Alp Atakan, PhD Columbia University; Assistant Professor of Managerial Economics and Decision Sciences

David Austen-Smith, PhD University of Cambridge; Earl Dean Howard Distinguished Professor of Political Economy; Professor of Managerial Economics and Decision Sciences

Michael Bakalis, PhD Northwestern University; Clinical Professor of Public Management

Bala Balachandran, PhD Carnegie Mellon University; John L. and Helen Kellogg Distinguished Professor of Accounting Information and Management and Decision Sciences; Director of the Accounting Research Center

Sandeep Baliga, PhD Harvard University; Associate Professor of Managerial Economics and Decision Sciences

Haskel Benishay, PhD University of Chicago; Professor of Managerial Economics and Decision Sciences

David Besanko, PhD Northwestern University; Alvin J. Huss Distinguished Professor of Management and Strategy

Henry S. Bienen, PhD University of Chicago; President, Northwestern University; Professor of Management and Strategy

Robert Blattberg, PhD Carnegie Mellon University; Polk Brothers Professor of Retailing; Professor of Marketing; Director of the Center for Retail Management

Peter Bouman, PhD University of Chicago; Assistant Professor of Marketing

Jeanne Brett, PhD University of Illinois; DeWitt W. Buchanan, Jr. Distinguished Professor of Dispute Resolution and Organizations; Professor of Management and Organizations; Director of the Dispute Resolution Research Center

Michelle Buck, PhD Princeton University; Clinical Associate Professor of Management and Organizations; Associate Director of Executive Education

Stephen Burnett, DBA Indiana University; Professor of Management and Strategy; Associate Dean of Executive Education

Bobby Calder, PhD University of North Carolina; Charles H. Kellstadt Distinguished Professor of Marketing

Steven Callander, PhD California Institute of Technology; Assistant Professor of Managerial Economics and Decision Sciences

Gregory Carpenter, PhD Columbia University; James B. Farley/Booz, Allen & Hamilton Professor of Marketing Strategy; Director of the Center for Market Leadership

Alexander Chernev, PhD Duke University; Associate Professor of Marketing

Sunil Chopra, PhD SUNY at Stony Brook; IBM Distinguished Professor of Operations Management and Information Systems; Professor of Managerial Economics and Decision Sciences; Co-director of MMM Program

Derrick Collins, MBA University of Chicago; Clinical Assistant Professor of Finance

James G. Conley, PhD Northwestern University; Clinical Professor of Technology

Anne Coughlan, PhD Stanford University; Associate Professor of Marketing

Leemore Dafny, PhD Massachusetts Institute of Technology; Assistant Professor of Management and Strategy
James Dana, PhD Massachusetts Institute of Technology; Associate Professor of Management and Strategy

Kent Daniel, PhD University of California, Los Angeles; John L. and Helen Kellogg Distinguished Professor of Finance

Linda Darragh, MSc University of Toronto; Clinical Assistant Professor of Finance

Sudhakar Deshmukh, PhD University of California, Berkeley; Charles E. and Emma H. Morrison Distinguished Professor of Decision Sciences; Professor of Managerial Economics and Decision Sciences

Robert Dewar, PhD University of Wisconsin; Associate Professor of Management and Organizations

Daniel Diemer, PhD University of Rochester; IBM Distinguished Professor of Regulation and Competitive Practice; Professor of Managerial Economics and Decision Sciences; Director of the Center for Business, Government and Society

David Dranove, PhD Stanford University; Walter J. McNerney Distinguished Professor of Health Industry Management; Professor of Management and Strategy; Director of the Center for Health Industry Market Economics

Allan Drebin, PhD University of Michigan; Professor of Accounting Information and Management

Ronald Dye, PhD Carnegie Mellon University; Leonard Spacek Professor of Accounting Information and Management; Chair of Accounting Information and Management Department

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

Andrea L. Eisfeldt, PhD University of Chicago; Assistant Professor of Finance

Brenda Ellington-Booth, PhD Northwestern University; Clinical Assistant Professor of Management and Organizations; Associate Director of Executive Education
“We have a faculty with many diverse gifts. They have brilliant minds and they are outstanding scholars. But one of the key things that makes Kellogg special is that we have a faculty who truly are dedicated to their craft, who are willing to go great lengths to figure out ways to help our students learn.”

— Professor David Besanko
Péter Esö, PhD Harvard University; Assistant Professor of Managerial Economics and Decision Sciences

Timothy Feddersen, PhD University of Rochester; H. Wendell Hobbs Professor of Managerial Politics; Chair of Managerial Economics and Decision Sciences Department

Mark Finn, PhD Cornell University; Clinical Professor of Accounting and International Business; Director of Global Initiatives in Management Program

Michael Fishman, PhD University of Chicago; Norman Strunk Professor of Financial Institutions; Chair of Finance Department

Yuk-fai Fong, PhD Boston University; Assistant Professor of Management and Strategy

Adam Galinsky, PhD Princeton University; Associate Professor of Management and Organizations

Kent Grayson, PhD Northwestern University; Associate Professor of Marketing

Shane Greenstein, PhD Stanford University; Elinor and H. Wendell Hobbs Distinguished Professor of Management and Strategy; Chair of Management and Strategy Department

Anne Gron, PhD Massachusetts Institute of Technology; Assistant Professor of Management and Strategy

Ranjay Gulati, PhD Harvard University; Michael Ludwig Nemmers Distinguished Professor of Management and Organizations

Kathleen Hagerty, PhD Stanford University; First Chicago Distinguished Professor of Finance; Co-director of the Center for Financial Institutions and Markets

Donald Haider, PhD Columbia University; Professor of Public Management; Director of the Program in Nonprofit Management

Karsten Hansen, PhD Brown University; Assistant Professor of Marketing

Bård Harstad, PhD Stockholm University; Donald P. Jacobs Scholar in Managerial Economics and Decision Sciences

Julie Hennessy, MBA Northwestern University; Clinical Associate Professor of Marketing

Andrew Hertzberg, PhD Massachusetts Institute of Technology; Donald P. Jacobs Scholar in Finance

Stephen Hildegeist, PhD University of California, Berkeley; Assistant Professor of Accounting Information and Management

Paul Hirsch, PhD University of Michigan; James L. Allen Distinguished Professor of Strategy and Management and Organizations; Chair of Management and Organizations Department

Johannes Horner, PhD University of Pennsylvania; Associate Professor of Managerial Economics and Decision Sciences

Edward Hughes, MD Harvard Medical School; MPH Columbia University; Professor of Health Industry Management; Professor of Management and Strategy; Professor of Preventive Medicine

Albert Isenman, PhD Northwestern University; Professor of Management and Strategy; Director of Custom Education for Executive Programs

Mark Israel, PhD Stanford University; Assistant Professor of Management and Strategy

Donald Jacobs, PhD Columbia University; Gaylord Freeman Distinguished Professor of Banking; Dean Emeritus, Kellogg School of Management; Director of the Zell Center for Risk Research

Ravi Jagannathan, PhD Carnegie Mellon University; John F. Sandner/Chicago Mercantile Exchange Distinguished Professor of Finance; Co-director of the Center for Financial Institutions and Markets

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

Mark Jeffery, PhD Drexel University; Clinical Associate Professor of Technology

Benjamin Jones, PhD Massachusetts Institute of Technology; Assistant Professor of Management and Strategy

Ehud Kalai, PhD Cornell University; James J. O’Connor Distinguished Professor of Decision and Game Sciences; Professor of Managerial Economics and Decision Sciences; Director, Center for Strategic Decision-Making
Morton Kamien, PhD Purdue University; Joseph and Carole Levy Distinguished Professor of Entrepreneurship; Professor of Managerial Economics and Decision Sciences; Director of the Heizer Center for Entrepreneurial Studies

Peter Klibanoff, PhD Massachusetts Institute of Technology; Associate Professor of Managerial Economics and Decision Sciences

Robert Korajczyk, PhD University of Chicago; Senior Associate Dean: Curriculum and Teaching; Harry G. Guthmann Distinguished Professor of Finance

Philip Kotler, PhD Massachusetts Institute of Technology; S.C. Johnson and Son Distinguished Professor of International Marketing

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

Arvind Krishnamurthy, PhD Massachusetts Institute of Technology; Assistant Professor of Finance

Christoph Kuzmics, PhD University of Cambridge; Assistant Professor of Managerial Economics and Decision Sciences

Martin A. Lariviere, PhD Stanford University; Associate Professor of Managerial Economics and Decision Sciences

Angela Lee, PhD University of Toronto; Associate Professor of Marketing

Alicia Löffler, PhD University of Massachusetts; Clinical Professor of Biotechnology; Director, Center for Biotechnology

Deborah Lucas, PhD University of Chicago; Donald C. Clark/Household International Distinguished Professor of Finance

Thomas Lys, PhD University of Rochester; Gary A. Rosenberg Distinguished Professor of Real Estate Management; Professor of Accounting Information and Management; Director of the Guthrie Center for Real Estate Research; Director of the Real Estate Management Program
Robert Magee, PhD Cornell University; Senior Associate Dean: Faculty and Research; Keith I. DeLashmutt Distinguished Professor of Accounting Information and Management

Niko Matouschek, PhD London School of Economics; Assistant Professor of Management and Strategy

Michael Mazzeo, PhD Stanford University; Assistant Professor of Management and Strategy

Mark McCareins, J D Washington University; Adjunct Professor in Business Law

Robert McDonald, PhD Massachusetts Institute of Technology; Erwin Plein Nemmers Distinguished Professor of Finance

Therese McGuire, PhD Princeton University; Professor of Management and Strategy

Scott McKeon, PhD Stanford University; Senior Lecturer in Managerial Economics and Decision Sciences

Victoria Medvec, PhD Cornell University; Adeline Barry Davee Professor of Management and Organizations; Executive Director of the Center for Executive Women

Barry Merkin, MBA Harvard University; Clinical Professor of Entrepreneurship

David Messick, PhD University of North Carolina; Morris and Alice Kaplan Professor of Ethics and Decision in Management; Co-director of the Ford Motor Company Center for Global Citizenship

Stuart Meyer, PhD Princeton University; Associate Professor of Management and Strategy

Johannes Moenius, PhD University of California at San Diego; Assistant Professor of Management and Strategy

Johann Peter Murmann, PhD Columbia University; Assistant Professor of Management and Organizations

Keith Murmihan, PhD Purdue University; Harold H. Hines, Jr. Distinguished Professor of Risk Management; Professor of Management and Organizations

Vincent Nijs, PhD Catholic University of Leuven, Belgium; Assistant Professor of Marketing

Sharon Novak, PhD Massachusetts Institute of Technology; Assistant Professor of Managerial Economics and Decision Sciences

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

Joseph Pagliari, MBA DePaul University; Clinical Assistant Professor; Associate Director of the Real Estate Program

Anthony Paoni, MBA Northwestern University; Clinical Professor of Technology

Mitchell Petersen, PhD Massachusetts Institute of Technology; Glen Vasel Associate Professor of Finance

Katherine W. Phillips, PhD Stanford University; Assistant Professor of Management and Organizations

Christopher Polk, PhD University of Chicago; Assistant Professor of Finance

Stephen Presser, J D Harvard University; Professor of Business Law; Professor of Law

Thomas Prince, PhD University of Illinois; Professor of Accounting Information and Management; Professor of Health Industry Management

Todd Pulvino, PhD Harvard University; Associate Professor of Finance

Michael Radnor, PhD Northwestern University; Professor of Management and Organizations

Adriano Rampini, PhD University of Chicago; Assistant Professor of Finance

Hayagreeva Rao, PhD Case Western Reserve University; Richard L. Thomas Distinguished Professor of Leadership and Organizational Change; Professor of Management and Organizations

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

Stanley Reiter, PhD University of Chicago; Charles E. and Emma H. Morrison Professor of Economics and Mathematics in the Weinberg College of Arts and Sciences and of Managerial Economics and Decision Sciences in the Kellogg School of Management; Director of the Center for Mathematical Studies in Economics and Management Science
Lawrence Revsine, PhD Northwestern University; John and Norma Darling Distinguished Professor of Financial Accounting

Steven Rogers, MBA Harvard University; Gordon and Llura Gund Family Distinguished Clinical Professor of Entrepreneurship; Director of the Larry and Carol Levy Institute for Entrepreneurial Practice; Clinical Professor of Management and Finance

Lawrence Rothenberg, PhD Stanford University; Max McGraw Professor of Management and the Environment; Professor of Management and Strategy; Co-director of the Ford Motor Company Center for Global Citizenship

Alvaro Sandroni, PhD University of Pennsylvania; Mechthild Esser Nemmers Professor of Managerial Economics and Decisions Sciences

Paola Sapienza, PhD Harvard University; Assistant Professor of Finance

Mark Satterthwaite, PhD University of Wisconsin; A.C. Buehler Professor of Hospital and Health Services Management; Professor of Management and Strategy; Director of the General Motors Research Center for Strategy in Management

R. Canan Savaskan, PhD INSEAD; Assistant Professor of Managerial Economics and Decision Sciences

Mohanbir Sawhney, PhD University of Pennsylvania; McCormick Tribune Professor of Technology; Director of the Technology Industry Management Program; Director of the Center for Research in Technology and Innovation

Scott Schaefer, PhD Stanford University; Richard M. Page Associate Professor of Management Policy; Associate Professor of Management and Strategy

Ernst Schaumburg, PhD Princeton University; Assistant Professor of Finance

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

Walter Scott, MS Columbia University; Clinical Professor of Management and Senior Austin Fellow

Joel Shalowitz, MD Brown University; MBA Northwestern University; Professor of Health Industry Management; Director of the Program in Health Industry Management; Professor of Medicine; Professor of Preventive Medicine

Lloyd Shefsky, JD University of Chicago; Clinical Professor of Entrepreneurship and Family Enterprise; Co-director of the Kellogg Center for Family Enterprise

John Sherry, PhD University of Illinois; Professor of Marketing

Constantinos Skiadas, PhD Stanford University; Harold L. Stuart Distinguished Professor of Finance

Eilon Solan, PhD Hebrew University, Israel; Associate Professor of Managerial Economics and Decision Sciences

Kathryn Spier, PhD Massachusetts Institute of Technology; Professor of Management and Strategy

Daniel Spulber, PhD Northwestern University; Elinor Hobbs Distinguished Professor of International Business; Professor of Management and Strategy; Director of The International Business and Markets Research Program and Center

Swaminathan Sridharan, PhD University of Pittsburgh; Professor of Accounting Information and Management

Scott Stern, PhD Stanford University; Associate Professor of Management and Strategy

Brian Sternthal, PhD Ohio State University; Kraft Foods Professor of Marketing

Jayanthi Sunder, PhD New York University; Assistant Professor of Accounting Information and Management

Shyam V. Sunder, PhD New York University; Assistant Professor of Accounting Information and Management

Leigh Thompson, PhD Northwestern University; J. Jay Gerber Distinguished Professor of Dispute Resolution and Organizations; Professor of Management and Organizations; Director of the Kellogg Teams and Groups Center

Timothy Thompson, MBA University of Chicago; Senior Lecturer in Finance
Alice Tybout, PhD Northwestern University; Harold T. Martin Professor of Marketing; Chair of Marketing Department

Brian Uzzi, PhD SUNY at Stony Brook; Associate Professor of Management and Organizations

Karen Van Camp, PhD Northwestern University; Clinical Associate Professor of Management and Organizations

Jan Van Mieghem, PhD Stanford University; Harold L. Stuart Distinguished Professor of Operations Management; Professor of Managerial Economics and Decision Sciences

Linda Vincent, PhD Northwestern University; Associate Professor of Accounting Information and Management

Annette Vissing-Jorgensen, PhD Massachusetts Institute of Technology; Assistant Professor of Finance

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

Beverly Walther, PhD University of Chicago; Associate Professor of Accounting Information and Management

John Ward, PhD Stanford University; Clinical Professor of Family Enterprise; Co-director of the Kellogg Center for Family Enterprise

Klaus Weber, PhD University of Michigan; Assistant Professor of Management and Organizations

Robert Weber, PhD Cornell University; Frederick Esser Nemmers Distinguished Professor of Decision Sciences; Professor of Managerial Economics and Decision Sciences

Sevin Yeltekin, PhD Stanford University; Assistant Professor of Managerial Economics and Decision Sciences

Edward Zajac, PhD University of Pennsylvania; James F. Beré Distinguished Professor of Management and Organizations; Director of the Center for Research on Strategic Alliances

Andris Zoltners, PhD Carnegie Mellon University; Professor of Marketing
### Dean’s Advisory Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Company</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mr. William F. Aldinger</strong></td>
<td>Chairman and CEO Household International, Inc.</td>
</tr>
<tr>
<td><strong>Mr. Charles F. Allison III</strong></td>
<td>Partner of Counsel Booz Allen Hamilton, Inc.</td>
</tr>
<tr>
<td><strong>Mr. James G. Andress</strong></td>
<td>Retired Chairman and CEO Warner Chilcott, plc.</td>
</tr>
<tr>
<td><strong>Mr. Alan B. Anixter</strong></td>
<td>Chairman Alanburt, Inc.</td>
</tr>
<tr>
<td><strong>Dr. Teruaki Aoki</strong></td>
<td>Senior Executive Vice President, Executive Officer Sony Corporation</td>
</tr>
<tr>
<td><strong>Mr. Adolfo I. Autrey</strong></td>
<td>President Papelera General</td>
</tr>
<tr>
<td><strong>Mr. Thomas G. Ayers</strong></td>
<td>Retired Chairman Commonwealth Edison Company</td>
</tr>
<tr>
<td><strong>Mr. Richard E. Bailey</strong></td>
<td>Senior Vice President Total Logistics Control</td>
</tr>
<tr>
<td><strong>Mr. Charles H. Barrow</strong></td>
<td>Senior Advisor Howe Barnes Investments, Inc.</td>
</tr>
<tr>
<td><strong>Mr. Robert H. Beeby</strong></td>
<td>Retired CEO Frito-Lay, Inc.</td>
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<tr>
<td><strong>Ms. Charlotte Beers</strong></td>
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<tr>
<td><strong>Mr. Melvyn Bergstein</strong></td>
<td>Chairman and CEO DiamondCluster International</td>
</tr>
<tr>
<td><strong>Ms. Carol L. Bernick</strong></td>
<td>Vice-Chairman Alberto-Culver Co.</td>
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<tr>
<td><strong>Dr. Henry Bienen</strong></td>
<td>President Northwestern University</td>
</tr>
<tr>
<td><strong>Mr. Norman Bobins</strong></td>
<td>President and CEO LaSalle Bank Corporation</td>
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<tr>
<td><strong>Mr. Larry D. Brady</strong></td>
<td>Chairman and CEO UNOVA, Inc.</td>
</tr>
<tr>
<td><strong>Mr. Leland C. Brendsel</strong></td>
<td>Former Chairman and CEO Freddie Mac</td>
</tr>
<tr>
<td><strong>Mr. James J. Brice</strong></td>
<td>Retired Senior Partner Arthur Andersen &amp; Co.</td>
</tr>
<tr>
<td><strong>Mr. William J. Brodsky</strong></td>
<td>Chairman and CEO Chicago Board Options Exchange</td>
</tr>
<tr>
<td><strong>Mr. K. Dane Brooksher</strong></td>
<td>Chairman and CEO ProLogis</td>
</tr>
<tr>
<td><strong>Mr. Charles T. Brumback</strong></td>
<td>Retired Chairman and CEO Tribune Company</td>
</tr>
<tr>
<td><strong>Mr. Dean L. Buntrock</strong></td>
<td>Chairman of the Board - Emeritus WMX, Inc.</td>
</tr>
<tr>
<td><strong>Mr. Patrick M. Byrne</strong></td>
<td>Global Managing Partner, SCM Accenture</td>
</tr>
<tr>
<td><strong>Ms. Patricia A. Cafferata</strong></td>
<td>Retired President Young &amp; Rubicam Chicago</td>
</tr>
<tr>
<td><strong>Mr. Wiley N. Caldwell</strong></td>
<td>Retired President W. W. Grainger, Inc.</td>
</tr>
<tr>
<td><strong>Mr. Jerry D. Choate</strong></td>
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<td>Retired Chairman and CEO CNA Insurance Cos.</td>
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<td>Professor Emeritus, Former Associate Dean Medill and Kellogg Northwestern University</td>
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<td>Retired Chairman and CEO Nalco Chemical Co.</td>
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<td>Retired CEO and Chairman The Boeing Company</td>
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<td>Chairman EDB Holdings Inc.</td>
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<td><strong>Mr. Eugene B. Connolly</strong></td>
<td>Chairman Emeritus USG Corporation</td>
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<td>Chairman Emeritus S&amp;C Electric Company</td>
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<td>Chairman, President and CEO, Retired R.R. Donnelley</td>
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<td>Managing Director Chicago/Minneapolis McKinsey &amp; Company</td>
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<td><strong>Mr. Arne Duncan</strong></td>
<td>CEO Chicago Public Schools</td>
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<td><strong>Mr. Robert A. Eckert</strong></td>
<td>Chairman and CEO Mattel, Inc.</td>
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<tr>
<td><strong>Mr. William C. Egan</strong></td>
<td>Eganvale Enterprises</td>
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Chief Investment Officer  
TIAA-CREF

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Retired President and CEO  
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Mr. W. James Farrell  
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Academic Calendars

2005

Winter Quarter, 2005

October 22 Fri Application Deadline for Winter Quarter 2005 Admission

January 3 Mon Winter quarter classes begin
March 11 Fri Winter quarter classes end
14 Mon Winter quarter exams begin
18 Fri Winter quarter exams end

Spring Quarter, 2005

January 21 Fri Application Deadline for Spring Quarter 2005 Admission
March 29 Tue Spring quarter classes begin
May 30 Mon Memorial Day; no classes
June 3 Fri Spring quarter classes end
6 Mon Spring quarter exams begin
10 Fri Spring quarter exams end
18 Sat Kellogg Commencement

Summer Quarter, 2005

April 22 Fri Application Deadline for Summer Quarter 2005 Admission
June 20 Mon Classes begin for first 5-week and 10-week sessions
July 4 Mon Independence Day; no classes
25 Mon Last day of class for first 5-week session
28 Thu Classes begin for second 5-week session
August 29 Mon Summer quarter exams begin for second 5-week and 10-week sessions
Sept 2 Fri Exams end for second 5-week and 10-week sessions

Fall Quarter, 2005

July 15 Fri Application Deadline for Fall Quarter 2005 Admission
Sept 21 Wed Fall quarter classes begin
Nov to 27 Sun Thanksgiving holiday; no classes
Dec 2 Fri Fall quarter classes end
5 Mon Fall quarter exams begin
9 Fri Fall quarter exams end

2006

Winter Quarter, 2006

October 21 Fri Application Deadline for Winter Quarter 2006 Admission

January 3 Tues Winter quarter classes begin
March 10 Fri Winter quarter classes end
13 Mon Winter quarter exams begin
17 Fri Winter quarter exams end

Spring Quarter, 2006

January 20 Fri Application Deadline for Spring Quarter 2006 Admission
March 27 Mon Spring quarter classes begin
May 29 Mon Memorial Day; no classes
June 2 Fri Spring quarter classes end
5 Mon Spring quarter exams begin
9 Fri Spring quarter exams end
17 Sat Kellogg Commencement

Summer Quarter, 2006

April 21 Fri Application Deadline for Summer Quarter 2006 Admission
June 20 Mon Classes begin for first 5-week and 10-week sessions
July 4 Mon Independence Day; no classes
25 Mon Last day of class for first 5-week session
28 Thu Classes begin for second 5-week session
August 28 Mon Summer quarter exams begin for second 5-week and 10-week sessions
Sept 1 Fri Exams end for second 5-week and 10-week sessions

Fall Quarter, 2006

July 21 Fri Application Deadline for Fall Quarter 2006 Admission
Sept 20 Wed Fall quarter classes begin
Nov 22 Wed Thanksgiving holiday; no classes
26 Sun to Dec 1 Fri Fall quarter classes end
4 Mon Fall quarter exams begin
8 Fri Fall quarter exams end
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