

## NONPROFIT MANAGEMENT

This certificate requires the completion of five executive programs within a 5-year period. Four must be completed at the Center for Nonprofit Management and the last program must be completed at the Allen Center.

**Choose four of the following executive programs offered at the Center for Nonprofit Management:**

- Collective Impact: Strategies and Solutions for Community Change
- Developing High-Performing People
- Essentials of Fundraising and Marketing
- Faith & Leadership Week
- Innovation in Nonprofit Organizations
- Leading for the Future
- Leading Successful Schools
- Major Gift Solicitation Strategies
- Nonprofit Finance
- Selling Your Impact
- Strategic Leadership
- Successful Fundraising Strategies
- Winning Strategies

**Choose one of the following programs offered at the Allen Center:**

- Constructive Collaboration
- Competitive Strategy
- Creating and Leading a Culture of Innovation
- Creating and Managing Strategic Alliances
- Customer Insight Tools
- Energizing People for Performance
- Finance for Executives
- Kellogg on Branding
- Kellogg on Consumer Marketing Strategy
- Leading High Impact Teams
- Leading Into the Future
- Negotiation Strategies for Managers
- Reinventing Leadership
- Strategic Data-Driven Marketing
- Strategic Marketing Communications
- The Customer Focused Organization

**NOTES:**



**KELLOGG SCHOOL OF MANAGEMENT**

Northwestern University  
James L. Allen Center  
2169 Campus Drive | Evanston, IL 60208-2800

phone: 847.467.6018

fax: 847.491.8002

email: [scholars@kellogg.northwestern.edu](mailto:scholars@kellogg.northwestern.edu)

**[WWW.KELL.GG/KXSCHOLARS](http://WWW.KELL.GG/KXSCHOLARS)**

© 2016 Northwestern University. All Rights Reserved.

Northwestern University reserves the right to change without notice any statement in this bulletin concerning, but not limited to, rules, policies, tuition, fees, curricula, and courses.

EXECUTIVE EDUCATION

## KELLOGG EXECUTIVE SCHOLARS CERTIFICATE

# CURRICULUM GUIDE

*Certificate of  
Professional Achievement for  
Open Enrollment and  
Custom Programs*



# CURRICULUM GUIDE

Participants are awarded **Certificates of Professional Achievement** after successful completion of four to five open-enrollment programs at the Kellogg School of Management. The programs must include one required program and three electives for a **minimum of 13 full days of in-classroom instruction within a 5-year timeframe**.\* For more information: [execscholars.kellogg.northwestern.edu](http://execscholars.kellogg.northwestern.edu)

\* *The Certificate of Professional Achievement in Nonprofit Management has separate criteria.*

\* *One Custom Program qualifies towards any certificate and one elective can be substituted from another track.*

## GENERAL MANAGEMENT

### OPTION ONE:

Any one of the **Marketing and Sales** programs.

One of these **Finance** programs:

- Corporate Finance
- Finance for Executives
- Merger Week

Any one of the **Leadership** programs.

One of these **Operations and Technology** programs:

- Creating Strategic Value Through IT
- Operations Strategy
- The Science of Lean Operations
- Strategic Data-Driven Marketing
- Supply Chain Management

### OPTION TWO:

Combine **Advanced Management Program, Executive Development Program** or **Women's Senior Leadership Program** with any 2-5 day program.

### OPTION THREE:

It is also possible to design a Certificate in General Management to meet the professional and executive education needs of an individual, or the particular needs of an organization, based upon approval of the Kellogg Executive Scholars Program Advisor.

## FINANCE

### One required program:

- Corporate Finance
- Finance for Executives
- Merger Week

### Plus 3-4 electives:

- Competitive Strategy
- Corporate Governance
- Creating and Managing Strategic Alliances
- Creating Strategic Value Through IT
- High-Impact Sales Strategy
- Operations Strategy

## OPERATIONS AND TECHNOLOGY

### One required program:

- Operations Management Week (Includes both The Science of Lean Operations and Supply Chain Management)

### Plus 3-4 electives:

- Creating and Managing Strategic Alliances
- Creating Strategic Value Through IT
- Distribution Channel Management
- Innovating New Products and Services
- Leading with Big Data and Analytics
- Operations Strategy
- Strategic Data-Driven Marketing

## MARKETING AND SALES

### One required program:

- Accelerating Sales Force Performance
- Business Marketing Strategy
- Kellogg on Branding
- Kellogg on Consumer Marketing Strategy

### Plus 3-4 electives:

- Competitive Strategy
- Creating and Leading a Culture of Innovation
- The Customer-Focused Organization
- Customer Insight Tools
- Delivering Business Growth
- Distribution Channel Management
- Driving Organic Growth Through Innovation
- High-Impact Sales Strategy
- Innovating New Products and Services
- Leading with Big Data and Analytics
- Strategic Data-Driven Marketing
- Strategic Marketing Communications

## INNOVATION

### One required program:

- Growth and Innovation Week (Includes both Driving Organic Growth Through Innovation and Creating and Leading a Culture of Innovation)

### Plus 3-4 electives:

- Competitive Strategy
- Creating and Managing Strategic Alliances
- The Customer-Focused Organization
- Delivering Business Growth
- Driving Organizational Change
- Innovating New Products and Services
- Leading with Big Data and Analytics
- Negotiation Strategies for Managers
- Strategic Marketing Communications
- The Soul of Leadership
- The Strategy of Leadership

## LEADERSHIP

### One required program:

- Leading into the Future\*
- Competitive Strategy
- The Sphere of Leadership

### Plus 3-4 electives:

- Business for Scientists and Engineers
- Constructive Collaboration
- Corporate Governance
- Creating and Leading a Culture of Innovation
- Creating and Managing Strategic Alliances
- The Customer-Focused Organization
- Driving Organic Growth Through Innovation
- Driving Organizational Change
- Energizing People for Performance
- Governing Family Enterprises
- Leading Family Enterprises
- Leading High-Impact Teams
- Leading with Big Data and Analytics
- Negotiation Strategies for Managers
- Operations Strategy
- Reinventing Leadership
- The Soul of Leadership
- The Strategy of Leadership
- Women's Director Development Program

\* Formerly 21st Century Management

*If Energizing People for Performance was completed prior to 2012, it may count as a required leadership program.*

(Continues on the other side)