GLOBAL EXECUTIVE MBA PROGRAMS
Behind every great leader, there’s a powerful network.

Our network spans six continents, connecting experts in local markets — from Hong Kong to Miami — to study and shape global business.

Local experts. Global focus. The Kellogg Executive MBA Programs.
Welcome to the Kellogg School of Management, your strategic partner in the journey to lifelong success. Whatever your leadership aspirations, Kellogg is ready to provide the tools to help you achieve your goals.

In this, our Centennial year, we continue our longstanding commitment to melding theory and practice to offer you ideas that you can put into action, right away. Since 1908, Kellogg has initiated critical discourse, strengthened managerial skill and produced influential leaders in all areas of public and commercial life. From our earliest days, Kellogg has shaped important business disciplines, including marketing, with our faculty making groundbreaking contributions that have defined their fields. Over the decades, our professors have pushed the boundaries of research — in finance, strategy, managerial economics and other subjects — and were leaders in applying game theoretic models to business problems.

In this tradition of academic excellence, Kellogg students play a central part. For a century now, Kellogg students have distinguished themselves by their unique talent, character and innovative spirit. Our students and alumni are among the brightest business professionals anywhere, but they are also the most personable. Always ready to share their knowledge, they are passionate about making a difference for their organizations while cultivating careers that make a significant social impact.

Indeed, the heart of the Kellogg Executive MBA Programs is the dynamic relationship between our renowned research-oriented faculty and our students, whose insights contribute enormously to the classroom. Executives like you bring diverse real-world knowledge that complements the analysis of our professors. Together, our students and faculty discover new ways to solve today’s most important business challenges.

Kellogg is based at Northwestern University, but our perspective and programs — including the Executive MBA Programs — have a global reach. In fact, we often say “the sun never sets on Kellogg,” because at any hour someone somewhere is pursuing a Kellogg degree. It is no surprise, then, that our 50,000 alumni live and work in dozens of countries, providing a powerful network for our community.

Our global presence is enhanced through our unparalleled curriculum and collaborative culture that draws top faculty and students from around the world to our campuses in Evanston and Miami. We also have created enduring joint-degree partnerships with other leading business schools in Asia, the Middle East, Europe and North America. As a result, Kellogg offers you an integrated portfolio of courses whose depth and breadth span the planet, creating an exciting leadership development experience that challenges you to expand your horizon and build on your achievements.

A pioneer in developing a team-based approach to business education, Kellogg has made key contributions to the science of general management, as well as in many other disciplines. These accomplishments distinguish our teaching and research, but they are only part of the reason why Kellogg is among the world’s most prestigious schools.

You will find that the Kellogg School’s focus on global perspectives is one aspect of a larger set of principles that also emphasizes intellectual depth, experiential learning, and leadership and social responsibility — the tools you need to compete in a competitive, uncertain environment. Our school’s culture is inclusive, bringing together diverse people who share the desire to enrich their lives and achieve their potential in a setting that nurtures creativity and provides the lasting skills to strengthen any organization.

With its 100th birthday, Kellogg has not merely passed an endurance test; the occasion is a testament to the lasting value created by generations who have contributed to and benefited from our school’s rich culture and knowledge.

As Kellogg begins its next century of excellence, we invite you to join us on this journey and see how the Kellogg Executive MBA Programs will enrich your life, transforming you into the leader you know you can be.

Dean Dipak C. Jain
The Sandy and Morton Goldman Professor of Entrepreneurial Studies and Professor of Marketing

Message from the Dean
Global perspective, local focus

“Our students and professors hail from nations all over the world. Our curriculum is informed by an economy that spans six continents. With campuses near Chicago and Miami, Kellogg also boasts joint-degree partnerships with top schools in Asia, North America, Europe and the Middle East. Our students learn how each local market plays a vital role in the global economy.

But our global focus is more than “international.” It is also holistic and well rounded. It means understanding how a range of academic subjects, market forces, politics and people come together to make an organization thrive. It means bridging the gap between theory and practice.

Sunil Chopra
Senior Associate Dean: Curriculum and Teaching; IBM Distinguished Professor of Operations Management and Information Systems

Charting the course

Since 1908, the Kellogg School has made strong leaders stronger. We’ve redefined how people think about management and use its tools. Our students are seasoned managers. Our alumni are senior leaders in business, government, education and other fields. You will call them your peers, your team members, your future business partners and your friends.

This year’s students will find the world very different from the one our graduating students faced 100 years ago. As we embark on our centennial year, the global economy is in constant flux. Our next great leaders will work together across time zones, cultures and continents.

With the 21st Century well underway, a strong belief in the power of teamwork continues to distinguish Kellogg — and its graduates — from other top business schools.
Long renowned for its traditional MBA programs, Kellogg was also one of the first business schools to offer rigorous executive education more than half a century ago.

Today, the Kellogg Executive MBA Programs consistently earn top marks from leading business publications, including The Economist, BusinessWeek, U.S. News and World Report and the Wall Street Journal. In its executive programs, the Kellogg School has been a pioneer in and a champion of the science of general management.

The Kellogg School believes that management skills can be taught and applied across a wide range of organizations. General managers learn how to lead across functional boundaries to produce superior results for the organization as a whole.

In every Kellogg program — from the Evanston campus to the Miami Campus — we offer you a challenging core curriculum that emphasizes teamwork and shows you how to apply classroom lessons in the wider world. Investment bankers, Fortune 500 executives, nonprofit leaders, entrepreneurs and family business stewards work side by side in study groups, forging personal and professional bonds that last a lifetime.

“Executive MBA students have seen the ‘ups and downs’ of economic cycles. They bring experience and savvy to the classroom. Even when they haven’t studied microeconomics analytically before, they become engaged in understanding the global economy and its importance for business leaders.”

Janice Eberly
John L. and Helen Kellogg Distinguished Professor of Finance

Views from our alumni

Jim Kouris

I looked for a school that allowed me to learn not only from my professors but from my peers. To me, that was Kellogg. To be in a class of senior executives from different industries and hear them interact with other students and professors discussing materials we were learning and how it is applied in the real world was truly a learning experience.

I enjoyed the fact that I could put my knowledge from weekend classes to work the following week and make a difference.

The opportunity to travel to other Kellogg campuses and see how global businesses/brands were built was a unique and invaluable learning experience. I have formed solid friendships at Kellogg with other students both domestically and internationally.

The resources I had available were limitless; the professors were always there for you — along with your study teams — to answer any questions you had about the lectures, the homework or the current economy and markets.

CIO
Madison Dearborn Partners, LLC
Kellogg MBA ’08
Choose your program.

One top-tier business education. One curriculum. Four ways to earn your executive MBA degree. Which program is right for you?

The Regional Program is ideal for students located in Chicago and the surrounding area. Classes meet one full day a week, alternating Fridays and Saturdays throughout the academic year. Study group meetings occur during the week, while tutorials are held after class on Friday or Saturday to minimize trips to campus and maximize time spent at the Allen Center. For six consecutive weeks, Regional Program participants take two courses that cut across subject areas. Twelve six-week modules are offered during the program, which begins in September and ends in June two years later. Classes break for summer between the years, and students participate in a weeklong Live-In session at the beginning of each academic year.

Michael Chachula
"I selected the Kellogg Regional Program based on the convenience of attending classes one day a week on alternating Fridays and Saturdays. This arrangement has made a smaller impact on my demanding work schedule. By attending class weekly, I kept my attention focused on completing assignments.

The school’s team-oriented approach to learning was an important part of my decision to attend Kellogg. I knew that Kellogg had an exceptional faculty, but I wanted to see lessons through varied lenses, including by sharing insights with my peers. Learning from other people’s experiences and coming to appreciate their industries has been a valuable educational bonus."

The September North American Program is an alternate-weekend offering that primarily serves students outside the Chicago area. Classes are held on alternating weekends rather than once a week. Students travel to Evanston on Friday morning, and classes are held Friday afternoon, all day Saturday and Sunday morning. Accommodations are provided at the James L. Allen Center on Friday and Saturday nights. Tutorials and study-group meetings take place during the weekend. Students in this program take four courses per 12-week quarter. There are a total of six quarters in this two-year program. The program begins in September, ends in June two years later, and includes a weeklong Live-In session at the beginning of each academic year. There is a break for summer between years.

Allison Knapp
"I selected the Kellogg North American Executive MBA Program because its three-day weekend structure was most appealing to me. The September North American Program includes only two Live-In Weeks (versus four for the January North American Program), which reduces my required time away from work — an important consideration for me professionally. This additional evening at the Allen Center turned into a valued ‘bonus’ that provided my classmates and me more time to bond as a group and develop meaningful lifelong friendships."

The January North American Program is an alternate-weekend program serving students outside the Chicago area and students who are based in Chicago but travel frequently for work. Students travel to Evanston Friday morning, and classes are held Friday afternoon and all day Saturday. Accommodations are provided at the Allen Center on Friday nights, with an option to stay Saturday night. Tutorials and study-group meetings occur throughout the weekend. Students attend three courses per quarter and complete a total of six quarters in two years. The program begins in January and ends in December of the following year. Students attend a weeklong Live-In session in January and June of each year. This program breaks for summer in both years.

Matt Kurtz
“At Texas Instruments, I’m responsible for managing a worldwide business team within our wireless semiconductor division. Because I am based at the company’s Dallas headquarters, my decision to attend Kellogg meant that I would be adding more travel to my already busy schedule. The January program’s format has been a great balance. The Friday/Saturday sessions with a one-night stay really helped me manage time away from my family. Combining this with two Live-In Weeks per year provided rich opportunities to fully connect with my classmates and the program itself. The Allen Center really becomes a home-away-from-home."

The Miami Campus Program offers U.S.- and Latin America-based managers an opportunity to learn and share best business practices with one another and to develop long-lasting professional relationships. To minimize extensive travel, students meet for one long weekend per month (midday Thursday through midday Sunday). In addition, there are two intensive Live-In Weeks per academic year. Students stay at the Hyatt Regency, Coral Gables, adjacent to the Kellogg facility. Tutorials and study-group meetings occur throughout the weekend. The program begins in January and ends the following year in December, with a summer break during both years.

Daniel Molina Wood
“My experience in the Kellogg School Executive MBA Program has been exceptional. The Kellogg Miami campus is very convenient for me, meaning less travel time — essential since we have three young children. In addition to the school’s academics and culture that include top-rated faculty, a rich curriculum and an active international alumni community, Kellogg offers me a flexible MBA program. The school’s faculty is expanding the frontier of business knowledge, while remaining dedicated teachers who are accessible to students. From my first day in the program, these professors have improved my understanding of management and leadership, and helped me connect this theory to practical skills that make an immediate difference.”
Preeminent scholars, passionate educators

Kellogg professors are experts in global business. Like the school’s student body, its faculty comprises men and women from around the world, each with a unique set of academic interests and work experience.

Faculty members in the Executive MBA Programs are among the Kellogg School’s most accomplished. In the classroom, they are dynamic educators, selected by the school’s dean to translate the latest research findings into practical management strategy for executives. Outside the classroom, they are highly respected consultants for governments and corporations. They direct research centers and literally write the books on the subjects they teach.

“As director of the Kellogg Teams and Groups Center, I am devoted to understanding how to enable leaders to reach their highest level. My research investigates how these people can best apply concepts from our classroom immediately. My colleagues and I also are interested in how the classroom can serve as a testbed for organizational challenges.”

Leigh Thompson
J. Jay Gerber Distinguished Professor of Dispute Resolution and Organizations

Learn it today. Apply it tomorrow.

Unlike traditional MBA students, executive MBAs work full time while earning their degrees. The benefits of this ambitious schedule are clear: Executive MBAs don’t have to wait until graduation to test classroom strategies on the job — they do that on Monday morning.

The Kellogg Executive MBA Programs will complement your detailed knowledge of your functional area with a solid foundation in general management. You will learn to see how different areas of a company work together to make it more than the sum of its parts.
Views from our students

Cynthia McIntyre  There comes a point in your life and your career when you look to stretch your abilities and know-how by challenging yourself to improve your skill set. I was at point when I discovered the Kellogg Executive MBA Program. Kellogg offers a rigorous MBA curriculum taught by world-class professors who are committed to providing global perspectives and forward-thinking applications to business issues that I’m able to take back to the workplace on Monday morning. The school’s emphasis on teamwork, its holistic approach to leadership and management, and the extensive global network of alums and faculty made Kellogg an obvious and exciting choice for me.

Senior Director of Advertising Careerbuilder Kellogg MBA candidate ’09

Gloria Guevara  Working in a fast-paced industry and a constantly changing environment demands that I be up-to-date on new business intelligence and successful strategies in multiple disciplines. I chose Kellogg because it offers the best experience with a complete curriculum and an extraordinary faculty. The Executive MBA Program is ideal for executives like me, who have no time for irrelevant information and welcome an intellectual, stimulating experience. The most valuable thing is that I have been able to apply the concepts to my work immediately, and see the results first hand.

The Miami campus was the best option for me. The location resulted in minimum travel, which with my two children was very important. Kellogg offers the best faculty, a flexible and perfectly organized program, and a great class who provide a good mix of experience from the United States, Latin America and several international markets. My classmates contributed excellent ideas and valuable expertise to the overall learning experience.

Vice President and General Director Sabre Travel Network – Mexico City Kellogg MBA candidate ’09
The world is your classroom.

At our partner schools around the world, experts in local markets teach courses with a global focus.

Executive MBA students may complete up to four electives at Kellogg partner schools abroad, where homegrown faculty share rare insights into local business, culture and politics. Scenery and national anthems will vary, but the same philosophy and top-tier education unites the students and faculty in all our programs in Asia, Europe, the Middle East and the Americas.
Within the school, opportunities to share practical knowledge are not confined to the classroom. Top program faculty deliver special presentations on social responsibility, board service and other topics in the Academic Enrichment Series, programming designed to complement your formal study.

Students also learn directly from the experts in the Lunchtime Speaker Series, and from each other in the Business Card Series, during which students assume the role of guest speaker, presenting their own work to their classmates.

“[The Executive MBA Program] provides a unique learning experience. It allows professors to draw on the rich background that program participants bring to class to build a sophisticated understanding of how fundamental finance techniques can create value in a modern global corporation.”

Sergio Rebelo, Tokai Bank Distinguished Professor of International Finance

Building a better tomorrow

Kellogg executive MBA students and alumni are valuable assets to their communities. Some lead nonprofit organizations and others lend their expertise to community businesses (for-profit and nonprofit) via membership on boards of directors. Others serve on their classes’ social services committees, where they help local organizations flourish. One committee recently applied the skills its members had gained from an operations management course at Kellogg to build a better business plan for the Greater Chicago Food Depository.

The future of business depends on strong communities and sustainable practices. The Kellogg School’s philosophy advocates social responsibility — a message that suffuses our curriculum, and one that our students, faculty and staff embrace. It’s also a reason the Kellogg culture is unlike any other.

The Kellogg School Executive MBA Programs offer more than a rigorous training. From first class to last, the faculty draws from real situations to demonstrate how analytic tools help frame complex business challenges and develop strategic solutions. I have found these lessons applicable in contexts well beyond the usual notion of business. They are important in government policy, scientific research, nonprofit endeavors and even daily life. Though the coursework can be demanding, all competition is friendly, and everyone associated with the program — the professors, staff, the building crew — is focused on providing an engaging, comfortable and fun learning environment. Kellogg is a wonderful experience.

Mark Fitzsimmons, Associate Director, MacArthur Fellows Program, Kellogg MBA ’05

“The Executive MBA Program provides a unique learning experience. It allows professors to draw on the rich background that program participants bring to class to build a sophisticated understanding of how fundamental finance techniques can create value in a modern global corporation.”

Sergio Rebelo, Tokai Bank Distinguished Professor of International Finance
Views from our alumni

I attended Kellogg because I wanted a first-rate business education. I received that, and more. During my time in the program, I was a corporate vice president in R&D for an international cosmetics company. The education made me a better manager and executive in real time. Using case studies as well as examples from my classmates, I learned to address a myriad of business challenges. The emphasis on teamwork was a model that I carried with me into the workplace and continue to utilize now to inspire my coworkers and maximize productivity. The friendships and business relationships that I formed while in school are as valuable as the classroom education and have endured past graduation. Ultimately, my Kellogg education provided me with the knowledge foundation, the network and the courage to pursue my entrepreneurial ambitions.

President
Dermal Insights, Inc.
Assistant Professor
Rush University Department of Dermatology
Kellogg MBA ’06

Victoria Holloway Barbosa, MD

Toshikazu Dezaki

Kellogg is one of the few top-tier programs that provides a balance within their curriculum, which prepares leaders in all facets of business. The blend of quantitative and qualitative coursework exposes students to a platform that mirrors the challenges in the business arena. The faculty is top-notch.

The choice to attend the Kellogg Miami Campus proved to be extremely valuable. The Kellogg staff does an exceptional job selecting the right blend of students, whose perspectives provided tremendous insight into the business world both domestically and abroad. This, coupled with the tremendous faculty, fostered a unique learning experience that exceeded my expectations.

Director
Navigant Consulting
Kellogg MBA ’07
A local global community

At the beginning of their second year of study, domestic executive MBA students convene with students from Kellogg partner schools at the James L. Allen Center for an intensive academic adventure known as International Live-In Week.

Live-In Week has much more to offer than a typical study-abroad program. As students complete courses in negotiations, strategy and crisis management, they build relationships with peers from all over the world. With many and varied professional backgrounds and national perspectives among them, students have much to teach and learn from one another. Lively classroom discussions spill out into the hallways and continue over dinner.

My Kellogg International Live-In experience is something I’ll never forget. Those two intensive weeks were among the most impressive I’ve ever enjoyed, filled with challenging classroom lessons and intellectual interaction with enthusiastic peers from all over the world. Live-In was both culturally enriching and a great networking opportunity.

The Kellogg staff and facilities were highly professional and every detail of the program brilliantly managed. In addition to the formal academic experience, all the social events and informal learning added great value. We even had a realistic crisis management simulation.

We left Evanston much richer than we arrived, with a deeper understanding of the Kellogg spirit and with more friends and more knowledge.

Avik Assif, DMD
Kellogg MBA candidate ‘08
A Kellogg School education prepares students to lead anywhere and everywhere.

Our most popular elective, Global Initiatives in Management, exemplifies our global curriculum. GIM is international in content and holistic in scope. The course enables students to travel to far-flung international business centers and fosters cross-cultural understanding and cooperation, and it also demands that students grasp the intricacies of the local economy and its position in the world’s economy.

During the first five weeks of the six-week course, students embark on an in-depth classroom study of the economic, political and cultural climate of their chosen region. The course culminates in a 12-day trip to the region, where students meet with senior leaders in business and government and gather the primary research to complete their projects. GIM is one of several courses that fulfills the Kellogg School’s new global curriculum requirement and encourages collaboration across diverse groups.
Beth Hayden

My journey through the Kellogg Executive MBA Program was an incredibly enriching and rewarding experience. Considered from the perspective of sheer talent, the team of Kellogg professors, staff and students is truly world class. Many people ask me for career advice, and when they do I’m quick to advocate for the Kellogg Executive MBA Program because of the value it brought to me, personally and professionally. Recruiting is a top priority for most organizations today, and candidates must differentiate themselves to succeed.

The Kellogg experience sets you apart from the pack. Kellogg prepares well-rounded leaders — those who collaborate, make sound decisions, and who are exceptionally inspired.

Senior Vice President, Human Resources
Jones Lang LaSalle
Kellogg MBA ‘05

Suzanne Martinez

I chose the Executive MBA Program at Kellogg because of its focus on the globalization of business. Working for a global firm has exposed me to a client base that is represented by both international investors and companies operating worldwide. The Kellogg program gives me a unique opportunity to learn new ways to approach strategy, growth and profitability, but also allows me to exchange ideas with classmates who are senior executives representing diverse Fortune 500 companies. These leaders face challenges similar to those I encounter in my industry, making the peer-to-peer interaction in the Kellogg classroom particularly valuable.

Senior Vice President, Jones Lang LaSalle, Kellogg MBA candidate ‘08

Sam Cirone

As a 16-year veteran of the Chicago Police Department, I decided to pursue an MBA in order to strengthen my leadership and managerial skills, as well as to best position myself for a career in business should I ever decide to leave the force. Knowing that the Executive MBA Program had never been ranked less than first, applying to Kellogg was an easy decision. In addition, the Kellogg curriculum, which stresses the importance of teamwork, leadership and business ethics particularly appealed to me. I have already been able to apply many of the managerial and decision making tools I learned at Kellogg while on the job at the CPD. I am certain that I will carry with me the lessons I have learned, and the friendships I have made, well into the future.

Senior
Chicago Police Department
Kellogg MBA candidate ‘09
Lifelong partnership with Kellogg and your peers

With 50,000 fellow alumni and 80 active alumni clubs on six continents, our graduates are never far from home, and we work hard to keep them connected.

Beyond basic services such as permanent e-mail forwarding and an extensive searchable online directory, the school offers an alumni-only lecture series — taught by distinguished faculty — on current business topics. Kellogg World, the school’s alumni magazine, explores the many ways alumni are shaping the future of business and provides yet another vehicle for networking with your peers. And with Kellogg Insight, the school’s online research digest, students and alumni have continuous access to cutting-edge knowledge produced by Kellogg faculty.

Lifelong partnership with Kellogg and your peers

My time at Kellogg was life-changing. A wonderful experience. I earned an education from the best Executive MBA program in the world and was fortunate enough to spend the two years with my study group, who are now my work associates, my advisors, my mentors, my confidants, my humorists, and most importantly, my lifelong friends.

Marlin Underwood ‘01

Class of 2001 Study Group D Reunion in 2008

Class of 2005 Study Group E Reunion in 2008
Views from our alumni

Amy Giuffre

It’s my nature to seek out a challenge — that’s why I chose the Kellogg Executive MBA experience. The curriculum and faculty lived up to my expectations of a top-notch, global program. My classmates were interesting, seasoned professionals that came from varied backgrounds and were equally up for the challenges our Kellogg experience brought to us. I was able to apply my learning directly to my work during the program and upon graduation, my Kellogg experience enabled me to transfer into a completely different area of business. The Kellogg program will push you to your limits, but it’s well worth it.

Director of Investor Relations
Harley-Davidson
Kellogg MBA ’07

Hosanna M. Johnson

Participating in Kellogg was an outstanding experience. The classes were challenging and included real-world applications. While I enjoyed the formal academic program, the collegial atmosphere and emphasis on character, integrity and teamwork was exceptional. I studied with rising stars in a variety of industries, and while we each had expertise in our field, our best times were those when we leveraged one another’s experiences.

As a career educator, enrolling in the Executive MBA Program was intimidating. I had solid leadership experiences but needed to enhance my finance and strategic skills. Kellogg was well suited for my personality and style — intense yet, personable. After graduating, I accepted a position to launch an education fund in Atlanta, using many of the skills learned during my MBA experience. I enrolled in Kellogg looking for a degree; in addition, I found an extended family.

President
Atlanta Education Fund
Kellogg MBA ’06
When you’re ready to advance your career, Kellogg is here to help. Here is a quick look at the career management services our executive MBA students enjoy.

Career coaching is available to all students. Sponsored students are eligible for coaching in the areas of self-assessment and internal career management. Self-sponsored students and students with employer approval are also eligible for coaching on a full range of topics, including job search strategies, résumé and cover letter writing, networking, interviewing and evaluating employment offers.

An online self-assessment tool is offered at no cost to all executive MBA students, and a career coach is available to discuss the results.

A select number of career management workshops on topics of general interest to all students are scheduled as part of our executive MBA programs during the academic year. Optional workshops tailored to smaller constituencies are offered throughout the year.

Kellogg maintains an active network of employers who routinely and at no cost to them post jobs on our internal Web site. Executive MBA students have free, immediate access to these postings. Students are also encouraged to post their firms’ professional opportunities on this site.

All executive MBA students have access to the Kellogg Alumni Directory, a valuable resource of networking contacts for industry and company information.

The Career Resource Center in Evanston is an on-campus library of reference materials, resource books, reports, directories and periodicals useful in conducting a job search. It is open to all students and alumni.

Applying to the Kellogg Executive MBA Programs

All candidates for admission to the Executive MBA Programs must visit kellogg.northwestern.edu/emba to apply. A complete application for admission consists of the application form, two letters of recommendation, the honor code pledge, the application fee, official transcripts from previous schools, a completed interview, and a letter of sponsorship from the appropriate officer in the applicant’s organization.

The executive MBA admissions committee considers numerous factors, including work experience, academic history, recommendations, company sponsorship, personal interview and the body of the application itself. Most important, however, is work experience, including a candidate’s work history and current role and responsibilities in his or her organization. All candidates should have a minimum of eight to 10 years of managerial experience. A majority of our students have an average of 12-15 years of work experience.

Applicants may apply to one of four programs: the Regional Program, the September North American Program, the January North American Program or the Miami Campus Program. Admissions criteria are identical for all of the Kellogg School’s Executive MBA Programs.

Sponsorship

Sponsorship is an important component of each application and consists of two elements: time away from work to attend classes and financial support. The level of financial sponsorship may vary, but every company must provide the necessary time away. A letter of sponsorship from the organization is required for every applicant and should spell out both kinds of support in detail. An organization’s sponsorship commitment also involves working with admitted students to establish a career progression plan and develop a strategy for the participant’s continued growth in the organization after graduation. The admissions committee views the level of sponsorship as an indicator of the level of investment the organization is making in the candidate’s career development.

Transfer Credit

The Kellogg School does not accept transfer credits or prior learning credits from any institution. Because the school’s executive MBA curriculum has been carefully designed to meet the same rigorous academic requirements of its full-time MBA program, all executive MBA students are expected to complete all of the program’s teaching modules.
How To Apply
Application: Visit kellogg.northwestern.edu/emba to apply online. Please remember to complete and submit your position data, resume, and essays.

Letters of recommendation: The program requires two letters of recommendation from supervisors and/or peers who know the applicant well, preferably from someone within the applicant’s current organization. Extra recommendations may be submitted at the applicant’s discretion. Requests for recommenders’ letters are integrated within the application.

Letter of sponsorship: The letter of support demonstrates the organization’s understanding of its commitment to time requirements and monetary support. The levels of support vary for each organization, so the admissions committee evaluates applications on a case-by-case basis. The level and intensity of sponsorship should reflect the level of investment the organization is making in the candidate’s career development. Applicants must submit a signed paper copy of the letter to the Executive MBA Programs office (see address on page 47).

Official transcripts: The Executive MBA Programs require official transcripts from all universities and colleges attended in the United States and abroad, whether the applicant graduated from the institution or took just one class. Each transcript should be submitted in a sealed envelope with the signature or seal of the university registrar. We do not accept copies of any kind. If transcripts are not in English, they need to be translated by an approved agency and submitted to Kellogg directly from the agency. For approved agencies, please visit naces.org/members.htm.

Honor Code: Applicants should read the honor code carefully and submit the online form as part of their application. Please be sure to indicate agreement or disagreement with the code.

Application fee: Applicants will pay online using a credit card.

Interview: Applicants must complete an in-person interview with one of the program’s directors before the application is considered complete. Interviews are an important part of the admissions process, as they add a personal dimension to each application and ensure that the Kellogg School’s well-established reputation for excellence in teamwork continues. We encourage applicants to interview at the campus for the program to which they are applying. Interviews may be scheduled by phone with the Executive MBA Programs office.

Required proficiency in English: The TOEFL (Test of English as a Foreign Language) is a required component of the admissions process for applicants who are non-native English speakers, unless the applicant previously earned an undergraduate or graduate degree from an institution where classes were conducted in English.

GMAT: Applicants may be required to take the GMAT after initial review of their transcripts, or if they do not have a formal business background.

For more information: Please direct questions and requests for further information to:
Executive MBA Programs
Kellogg School of Management
Northwestern University
James L. Allen Center
2169 Campus Drive
Evanston, IL 60208-2800
847.467.7020
emba@kellogg.northwestern.edu

Notification
The following application guidelines are recommended: Due to the competitive nature of program admissions, early application is encouraged.

For programs beginning in September (September Regional and September North American Program): Submit application by June 1
For programs beginning in January (January North American and Miami): Submit application November 1, all international students are recommended to complete the application by October 1 for visa issues.

The Executive MBA Programs have a rolling admissions policy. About 30 days after the Executive MBA Programs have received the completed application and all supporting materials, an applicant will receive, by mail, a decision regarding acceptance to the program. For detailed information on applying to the programs, please visit kellogg.northwestern.edu/emba.

Tuition And Financial Aid
Tuition and fees for the Regional Executive MBA Program in 2008-2009 were $67,500 per year for two years. For the September and January North American Programs, and the Miami Program, tuition and fees were $71,000 per year for two years. Tuition for 2009-2010 will be announced in spring 2009. Tuition includes housing and meals during Live-In Weeks, weekly lunches and all books and supplies. Tuition also covers housing and most meals for class weekends. Upon acceptance, a nonrefundable, nontransferable deposit of $5,000 is required to reserve a seat in the program. If a student defers to another class and has already submitted the deposit, an additional deposit is required. If a participant leaves the program for any reason after he or she has been accepted and enrolled, no tuition refund will be issued. Tuition is paid in two installments, due prior to the beginning of each academic year. Third-party loans may be available. For questions and details on loan programs, applicants should call the Executive MBA Programs office at 847.467.7020.

Laptop Computer
To ensure seamless integration with the Northwestern University network and among all executive MBA students, a one-time fee of roughly $1,300 will be added to the student’s first-year tuition invoice to cover the cost of a high-end, custom configured laptop computer.
I was looking for a program that would prepare me for future challenges in this fast-paced and competitive world we live in. This program consists of a top-ranking faculty and curriculum, which was a key factor for me. Having the opportunity to study alongside students from different countries and cultural backgrounds has given me the opportunity to learn from a global point of view. The highly-qualified faculty, top-of-the-line facilities, and the limited amount of required travel time made this program my No. 1 choice.

It was very important for me to make the most of my time away from my family and office. Being part of the Miami Campus program has been a wonderful experience. I have met extraordinary people with whom I have developed excellent professional and personal relationships. The program has an excellent format, which can be applied in real time while getting feedback from faculty, staff, and colleagues. I've gained a lot since I started the program.

CEO
Panamotor
Kellogg MBA candidate ’09

Joaquin Larrea
All the knowledge that I am obtaining through the Kellogg Executive MBA Program is expanding my horizon and strengthening a host of critical tools that I am actively using for business success today.

The Kellogg program is enhancing my overall managerial skills, financial planning abilities, international business and negotiation strategies, and project management aptitude. All these tools came together to help me succeed in my role as head of corporate finance at a company pursuing aggressive growth through its mining and cement division.

As the world grows so fast, I find that Kellogg is the best place to study given that its curriculum always is focused on teaching teamwork and keeping its students updated with the latest management framework. Moreover, the experience of learning from people from different countries not only enhances this education, but the global Kellogg network also increases an array of business opportunities throughout North America, Latin America and elsewhere.

Corporate Financial Head
Cementos Pacasmayo S.A.A
Kellogg MBA ’08
Executive MBA Program Courses

Students fulfill the degree requirements for the Kellogg Executive MBA Programs by satisfactorily completing 28 courses. Twelve courses are core courses required for the program. After completing the core courses, students complete advanced courses and five elective courses.

Core courses

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

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

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

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

Foundations of Strategy (1 credit) explores economic principles essential for the formulation and evaluation of strategy. Topics include industry analysis, strategic positioning, and the boundaries of the firm.

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

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

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

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

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

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

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

Advanced courses

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

Corporate Governance (1 credit) defines the duties and responsibilities of board membership. This course describes the way corporate governance operates in today’s challenging business environment, as well as what it means to be an effective board member in such a climate.

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

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

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

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

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

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

Negotiation Strategies teaches the art and science of achieving objectives in interdependent relationships, both inside and outside the company. Students practice cross-cultural negotiations, dispute resolution, coalition formation and multiparty negotiations, extremely competitive negotiations, and negotiating via information technology.

Operating Strategies for the General Manager (1 credit) explores economic principles of business strategy and develops an analytic framework for identifying and evaluating alternative strategies.

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

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

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

Elective courses

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

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

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

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

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

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

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

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

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

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

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

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

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

Wall Street, Hedge Funds and LBOs focuses on the role that investment banks, LBO funds and hedge funds play in the M&A and corporate finance markets and the influence on corporate governance. Competition between investment banks, LBO funds and hedge funds will be considered in terms of resulting threats to and opportunities for corporations.
Faculty

“IN MY CLASSES, I TRY TO CONNECT CONCEPTS WITH REAL BUSINESS SITUATIONS. THEORIES ARE INTERESTING AND IMPORTANT, OF COURSE, BUT THE CHALLENGE IS TO APPLY THEM. THE EXECUTIVE MBA PROGRAM IS PARTICULARLY VALUABLE BECAUSE STUDENTS CAN IMMEDIATELY APPLY THE THINGS WE DISCUSS IN CLASS.”

TIM CALKINS
Clinical Professor of Marketing

“I LOVE TEACHING MY CLASS, ENTREPRENEURIAL FINANCE, TO EXECUTIVE MBA STUDENTS. THEY ARE THE MOST SEASONED BUSINESSENMEN AND WOMEN THAT I TEACH AND, AS A RESULT, WE CAN COVER AN IMMENSE AMOUNT OF INFORMATION IN A VERY SHORT TIME. THEY GET IT, AND FAST!”

STEVEN ROGERS
Gordon and Luca Cunliff Family Distinguished Professor of Entrepreneurship
“Classroom discussion and students’ projects are great opportunities for me to learn jointly with my executive students how management theories can be applied and extended to build more effective and competitive organizations. As a native of Puerto Rico, I am excited by the chance to work with Latin American students and to explore with them the challenges of management in this diverse region.”

William Ocasio
John L. and Helen Kellogg Distinguished Professor of Management and Organizations
Sponsors

42

43

44
Views from our students

Sanjeev Malik

The Kellogg Executive MBA Program has been the best learning experience of my life. Many MBA programs lack expertise in teaching how to develop interpersonal, or soft skills, which are critical to business success. At Kellogg, though, students benefit from quantitative learning and leadership training, a balance that provides analytical rigor and the communications skills that best prepare graduates for real-world challenges.

In addition, the Kellogg School’s commitment to collaborative education means students gain insights from their classmates’ experiences and from their professors’ knowledge.

I recommend the Kellogg executive MBA experience for those seeking excellence in a range of areas, including general management, marketing, leadership and negotiation. But the students, faculty and staff involved in the Kellogg program have also created learning opportunities beyond the typical core MBA curriculum, including special enrichment sessions addressing topics like board governance in the nonprofit sector.

Director, Strategic Programs
Oracle Corporation
Kellogg MBA candidate ’08

Executive MBA Administration

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