

Kellogg Executive MBA Alumni Lifelong learning opportunities 2019-20

Global Engagement Event	Course times	Course Description	Registration information
Evanston Day of Education November 2, 2019	All day	Day of lifelong learning with Kellogg faculty: Prof. Steve Franconeri and Jose Liberti	For more details and to register see: Eventbrite link
Evanston Weekend Elective: Alumni Auditing January 10-12 and February 6-9, 2020 Link to Schedule Courses take place at the Allen Center on the Evanston Campus	AM: 8:30am – 11:45am	Launching and Leading Startups AM Professor Brad Morehead Course Description: Launching and Leading Startups is a case-driven survey course that examines what it's like to be in the shoes of an entrepreneurial CEO. Students explore some of the biggest and most challenging topics facing entrepreneurial CEOs, such as how to reduce the risks that are inherent in starting a new business, determine the best go-to-market strategies to gain customer adoption, and execute with precision. The course targets not only entrepreneurs who want to start or buy their own businesses, but also entrepreneurially minded students who, in short order, will be seeking to work within early-stage startups. The course also proves beneficial for "intrapreneurs" who will be innovating inside larger firms.	10 alumni seats available To register: Alumni can bid for a seat via poll sent to all EMBA alumni 11/8/19. Please note that no PM courses available for Evanston Weekend elective.
Evanston Weekend Elective: Alumni Auditing January 10-12 and February 6-9, 2020 Link to Schedule	AM: 8:30am – 11:45am	Entrepreneurial Finance and Venture Capital AM Professor Paola Sapienza Course Description: Entrepreneurial activity has been a potent source of innovation and job generation in the global economy. In the U.S., the majority of new jobs are generated by new entrepreneurial firms. The	25 alumni seats available To register: Alumni can bid for a seat via poll sent to all EMBA alumni 11/8/19.

<p>Courses take place at the Allen Center on the Evanston Campus</p>		<p>financial issues confronting entrepreneurial firms are drastically different from those faced by established companies. The focus on this course will be on analyzing the unique financial issues faced by high growth entrepreneurial firms (think: high growth startups), including the different sources of financing and the type of contracts offered to these type of firms. We will focus on the source of financing and growth available in the US (and often absent in international setting) to early stage firms (such as Groupon, Zipcar, RightNow, etc...) as opposed to Global Corporate Restructuring (FINX448) which focuses on later stage firms in an international context. These courses could be taken in tandem and students would benefit from learning how the different context changes financial decisions and economic opportunities for firms. The course is aimed primarily at people who may be involved in an entrepreneurial venture at some point in their careers whether in a startup, a spinoff from a large organization, or a turnaround. The course is also useful for venture capital careers and students interested in Venture Capital as an asset class (Limited Partners). There are four main topics covered using case studies: (1) Evaluating Entrepreneurial Opportunities in Startups—evaluating the qualitative attractiveness of investing in a start-up. Qualitative Framework for evaluating an entrepreneurial firm; Quantitative Valuation, DCF, and the venture capital Model. Evaluating high growth startups, evaluating a spinoff opportunity. The focus will be on high growth ventures. Learning this tool would</p>	<p>Please note that no PM courses available for Evanston Weekend elective.</p>
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		<p>be useful for entrepreneurs who want to understand how to evaluate their business idea and to investors who want to decide whether to invest and at what terms.</p> <p>(2) Source of financing for startups: bootstrapping, family and friends, or professional investors. In the context of different case studies, we will study the pros and cons of analyzing these decisions.</p> <p>(3) The Structure of VC Deals – Early stage venture capital deal decision, VC investment in a capital intensive industry. Term Sheet, Valuation of the Contract and Negotiation in a VC deal. VC Term Sheets. Negotiating Term Sheets.</p> <p>(4) Exit decisions, either to IPOs, or buyouts. Different perspectives: the entrepreneur's view and the investor perspective.</p> <p>Course Requirements: This course links together finance, marketing, and strategy. Startups are very lean firms led by entrepreneurs who have to make decisions on many different aspects of the life of a company. Finance decisions will be linked to every other managerial decision. For this reason, your overall training will be used in class. Also, students who do best in class are those who have no problems with ambiguity and who are able to think creatively and innovatively. The course places a strong emphasis on class participation and discussion. It is challenging and time-consuming. You should expect to prepare an average of one case per class. Class attendance is critical to the learning process. As in all case-based classes, learning will come from class discussion</p>	
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<p>Evanston Weekend Elective January 10-12 and February 6-9, 2020</p> <p>Link to Schedule</p> <p>Courses take place at the Allen Center on the Evanston Campus</p>	<p>AM: 8:30am – 11:45am</p>	<p>U.S. Healthcare Strategy AM Professor Craig Garthwaite Course Description: The healthcare sector absorbs 17 percent of US GDP, encompassing a diverse set of industries with public, nonprofit, and for-profit buyers and sellers. It is bloated, inefficient, and ripe for innovation. How can enterprising firms develop sustainable strategies given the current and future industry structures, conduct, and government regulations? In this course, we will study and apply strategic principles in a variety of healthcare settings. In so doing, participants will become acquainted with several U.S. health sectors, regulatory oversight of these sectors, and major policy issues.</p>	<p>30 alumni seats available</p> <p>To register: Alumni can bid for a seat via poll sent to all EMBA alumni 11/8/19.</p> <p>Please note that no PM courses available for Evanston Weekend elective.</p>
<p>Global Corporate Restructuring: Miami/Vallendar</p> <p>Alumni Auditing</p> <p>January 16-19, February 13-16, 2020 Format: January 16-19 at the Kellogg campus in Coral Gables, Florida. February 13-16 at the Kellogg-WHU campus in Vallendar, Germany.</p>	<p>January 16-19, February 13-16, 2020</p>	<p>Global Corporate Restructuring: Miami/Vallendar Professor José María Liberti Course Description: This course covers ventures, family businesses, closely held firms and corporate restructuring transactions in an international context. Students analyze different corporate restructuring strategies including mergers, acquisitions, takeovers, spin-offs and leveraged buyouts. The course integrates corporate governance and agency dimensions, financial and strategic management aspects, and legal and accounting considerations into a unified framework for investigating issues in unlocking hidden values for all stakeholders involved. In addition, the course explores issues involved in negotiating deals and in formulating deal structures that enhance value. Course Requirements: (pre-requisite: Managerial</p>	<p>6 alumni seats available.</p> <p>Registration for this global elective is coming soon (expected late November 2019)</p> <p>Please note alumni must pay a conference fee to attend this elective.</p> <p>Alumni must commit to attend in BOTH Miami and in Vallendar, Germany.</p> <p>Alumni are responsible for arranging and paying for their transport and accommodation to audit this elective.</p>

		Finance II) Because we will be linking financial concepts to other business concepts your broad MBA training will also come in handy. This course places a strong emphasis on presentation and discussion skills as well as very strong financial background. This course is designed to be challenging and time-consuming. You should expect to prepare an average of one case per class. Class attendance is critical to the learning process. The learning will come from struggling together to come to a better understanding of the key issues in the case. Also, because this is a new course, your input is particularly valued as we learn together.	
Evanston Week Elective Alumni Auditing February 18-23, 2020 Courses take place at the Allen Center on the Evanston Campus Link to Schedule	AM: 8:30am – 11:45am	FinTech Strategy: Innovations in Financial Services AM Professor Sarit Markovich Course Description: Financial Technology (FinTech) firms are changing the type, frequency, and the way we use financial services. FinTech innovations have a great capacity to transform the financial system because many of these innovations are at a deeper level than traditional financial innovation. Blockchain, for example, can speed up clearing while keeping it secure, as opposed to an introduction of a new type of security which only changes small features of an existing product. While FinTech companies attract a lot of VC money, many of these initiatives will likely turn out to be not sustainable. In this course we will use economic frameworks that both new entrants and conventional financial institutions can use to differentiate the potential gold from the glitter. In addition, we will assess the	30 alumni seats available To register: Alumni can bid for a seat via poll sent to all EMBA alumni 11/8/19. Please note: Due to high demand for elective auditing and limited supply alumni will only be allocated one course each maximum.

		viability of partnerships and other win-win strategies conventional financial institutions and new non-financial institutions can employ.	
Evanston Week Elective Alumni Auditing February 18-23, 2020 Courses take place at the Allen Center on the Evanston campus Link to Schedule	AM: 8:30am – 11:45am	Recruiting and Retaining Talent in Growth Companies AM Professor Jeff Hyman Course Description: This course examines in detail the critical importance of developing and aligning an executable human capital strategy as a fundamental driver in the successful scaling of an enterprise. Using the business strategy and operating plan as a launching point, students will gain a practical understanding on how to create an enabling organizational structure that provides clarity of roles and accountabilities (individual and team), recruitment and retention strategies, performance management and incentive systems, and a range of process design tools. Examples and case studies will focus on companies from multiple industries and capital structures that are transitioning from early stage to a larger, more sustainable business. Students also will have the opportunity to apply these principles and capabilities in a group case study in a learning environment that encourages diverse dialogue and collaborative learning.	30 alumni seats available To register: Alumni can bid for a seat via poll sent to all EMBA alumni 11/8/19. Please note: Due to high demand for elective auditing and limited supply alumni will only be allocated one course each maximum.
Evanston Week Elective Alumni Auditing February 18-23, 2020 Courses take place at the Allen Center on	AM: 8:30am – 11:45am	Visualization for Persuasion AM Professor Steven Franconeri Course Description: Be persuasive in presenting your ideas. Learn to convince your clients, customers, and colleagues of the merits of your views, using the latest breakthroughs in cognitive science, computer science, and graphic design. The	16 alumni seats available To register: Alumni can bid for a seat via poll sent to all EMBA alumni 11/8/19. Please note: Due to high demand for

<p>the Evanston campus</p> <p>Link to Schedule</p>		<p>course covers the neuroscience behind the path from understanding to memory, the power of engaging an audience's visual and motor systems, and the importance of leveraging existing brain networks through stories and metaphors. Through interactive exercises, the course will provide hands-on experience and tools for presenting data-based evidence with impact, across images, graphics, and visualizations of big data. Leave this course with expertise in the principles and cutting-edge methods for effective data visualization, as well as a practical toolkit for conveying your ideas in ways that are convincing, catchy, and contagious.</p> <p>Required prerequisite knowledge: Basic data manipulation in MS Excel. You will have the option of learning advanced visualization software (Tableau), but all assignments can be completed with a combination of Excel and PowerPoint.</p>	<p>elective auditing and limited supply alumni will only be allocated one course each maximum.</p>
<p>Evanston Week Elective Alumni Auditing</p> <p>February 18-23, 2020</p> <p>Link to Schedule</p>	<p>PM: 2pm – 5:15pm</p>	<p>Human and Machine Intelligence PM Professor Adam Pah Course Description: Human and Machine Intelligence covers cutting edge research on machine-learning and artificial intelligence and its applications for business leaders. Machines help solve complex problems, lessen decision bias, scale human effort, and spot hidden patterns in big data. However, they lack the creativity and insight that top executives possess. Together, executives and machines have the potential to make powerful "thought partnerships." Using hands-on cases and applications -- including IBM's Deep Blue and Google's AlphaGo that beat Chess and Go Grand Masters --- this</p>	<p>30 alumni seats available</p> <p>To register: Alumni can bid for a seat via poll sent to all EMBA alumni 11/8/19.</p> <p>Please note: Due to high demand for elective auditing and limited supply alumni will only be allocated one course each maximum.</p>

		<p>course shows how to use a critical set of machine learning decision tools, such as natural language processing, sentiment analysis, and pattern recognition to discover new competitive strategies, turn raw numbers into convincing stories, and make less biased judgments. The overarching goal is to enable you to confidently lead data science and design teams, know the expansiveness and limits of machine-learning complex decision support tools, and be capable of applying human+machine thought partnerships to grow businesses or disrupt Grand Masters in any field.</p>	
<p>Evanston Week Elective February 18-23, 2020</p> <p>Courses take place at the Allen Center on the Evanston campus</p> <p>Link to Schedule</p>	<p>PM: 2pm – 5:15pm</p>	<p>Entrepreneurial Selling PM Professor Craig Wortmann Professor Andrew Sykes Course Description: Selling is a life skill. Revenue is a daily pursuit. Do you currently have what it takes to succeed in selling and revenue-generation? Are you willing to embrace the role as "Owner of Your Business" no matter what that means in your current context? This course is designed as an adventure of discovery. You will be pushed out of your comfort zone as we move through a series of discussions and practice that will leave no room for guessing regarding your potential for impact. Whether or not you are directly tied in to the sales function of your business, you will be taught the daily expert moves that lead to magnetic sales interactions and will leave the course with a path forward for mastering these moves and bringing them to your company. Whether you manage a multi-national company or are venturing out on your own, you can't afford</p>	<p>30 alumni seats available</p> <p>To register: Alumni can bid for a seat via poll sent to all EMBA alumni 11/8/19.</p> <p>Please note: Due to high demand for elective auditing and limited supply alumni will only be allocated one course each maximum.</p>

		<p>to waste time guessing at foundational habits. Starting at the individual level, you will begin activating high-performance habits that allow for immediate implementation and impact. The transformation will continue as you learn what it takes to widen the scope, and shift your mindset, to embed new practices within every client and team-member interaction – driving to objectively positive results.</p> <p>The work we do in Entrepreneurial Selling: Own Your Business will serve you, your clients, and your team. Andrew Sykes and Craig Wortmann built this course specifically with you in mind and they can't wait to get started and see what you do once you take it beyond the classroom.</p> <p><u>Who should be taking the course:</u> Revenue-responsible leaders, Managers of Sales Operations and Teams, Managers responsible for Growth, Entrepreneurs, Prospective Entrepreneurs</p> <p>Watch an introductory video by clicking here.</p>	
<p>Miami Global Elective Week March</p> <p>Alumni Auditing</p> <p>March 6-11, 2020</p> <p>Courses take place at the Kellogg Miami Campus in Coral Gables, Florida</p> <p>Link to Schedule</p>	<p>AM: 8:30am – 11:45am</p>	<p>Creating and Managing Strategic Alliances AM</p> <p>Professor Edward Zajac</p> <p>Course Description: In a world characterized by global competition, increased technological change, and intensified resource constraints, firms are increasingly using cooperative relationships with other organizations as an essential tool for achieving their overall strategic objectives. However, both large and small corporations are finding that successful "strategic alliances" are often difficult to achieve. Creating and Managing Strategic Alliances (CMSA) examines the theory and</p>	<p>2 alumni seats available</p> <p>To register: Alumni can bid for a seat via poll sent to all EMBA alumni 11/8/19.</p> <p>Please note: Due to high demand for elective auditing and limited supply alumni will only be allocated one course each maximum.</p>

		<p>practice of creating and managing different types of strategic alliances, such as joint ventures, licensing agreements, buyer-supplier partnerships, and consortia.</p> <p>This course will enable the student to better understand the costs and benefits of strategic alliances (and why such alliances may be preferred over other strategies such as internal development or mergers and acquisitions). In addition, the course covers how to design alliances, and how to avoid the many potential problems and complications in managing these relationships. The course also provides a framework for managing the complex but increasingly common situation in which organizations are involved in multiple alliances. CMSA should prove useful for students interested in understanding the role of strategic alliances in contemporary strategic management</p>	
<p>Miami Global Elective Week March Alumni Auditing</p> <p>March 6-11, 2020</p> <p>Courses take place at the Kellogg Miami Campus in Coral Gables, Florida</p> <p>Link to Schedule</p>	<p>AM: 8:30am – 11:45am</p>	<p>Incentives, Strategy and Organization AM Professor Niko Matouschek Course Description: People respond to incentives and they do so in predictable ways. Starting with this simple premise, this course then asks how managers can design incentives to get employees to do what they want them to do. The goal of the course is to offer a micro-economic approach to both the internal organization of firms and its relationship with the firms' overall strategies.</p> <p>Topics include the design of pay for performance contracts, which have increased labor productivity by almost 50% in some firms, but also caused significant problems in others. Another major topic is</p>	<p>7 alumni seats available</p> <p>To register: Alumni can bid for a seat via poll sent to all EMBA alumni 11/8/19.</p> <p>Please note: Due to high demand for elective auditing and limited supply alumni will only be allocated one course each maximum.</p>

		decentralization and the tools that can be used to manage the problems that often arise in decentralized firms. For instance, transfer prices can facilitate decentralization if designed appropriately, but also exacerbate problems if not. The course is structured around an equal number of lectures and case discussions. Case discussions may include classic cases such as Lincoln Electric and Arthur Andersen, and more recent cases such as Timken.	
Miami Global Elective Week March Alumni Auditing March 6-11, 2020 Courses take place at the Kellogg Miami Campus in Coral Gables, Florida Link to schedule	PM: 2pm – 5:15pm	World Economy PM Professor Sergio Rebelo Course Description: The world economy is undergoing a period of very rapid change. Understanding this change is essential to make sound investment decisions that position companies for future profitability. In this course we study the most important business regions in the world, including the U.S., Europe, Japan, China, India, Russia, Eastern Europe, Latin America, and Africa. The goal of this course is to provide students with a working knowledge of the economic drivers, challenges and opportunities that are present in these regions. The course also discusses the performance of equity and bond markets in different countries and the economic forces underlying oil and other commodity markets.	9 alumni seats available To register: Alumni can bid for a seat via poll sent to all EMBA alumni 11/8/19. Please note: Due to high demand for elective auditing and limited supply alumni will only be allocated one course each maximum.
Miami Global Elective Week April Alumni auditing April 16-21, 2020 Courses take place at the Kellogg Miami	AM: 8:30am – 11:45am	Business Strategy, Behavioral Biases, and Deep Uncertainty AM Professor Nabil Al Najjar Course Description: This course focuses on high-stakes, real-world situations when statistical tools are inapplicable or of limited value. This arises whenever you make a one-of-a-kind strategic decision that is	6 alumni seats available To register: Alumni can bid for a seat via poll sent to all EMBA alumni 11/8/19. Please note: Due to high demand for

<p>Campus in Coral Gables, Florida</p> <p>Link to Schedule</p>		<p>impacted by forces, like viral social media, herd mentality, and network effects, that are difficult to measure or quantify. In these environments of deep uncertainty, the usual tools of data analysis are inapplicable since little or no data exists.</p> <p>No use of formal statistical methods is made in this course. Instead, the course relies on tools from behavioral economics, social psychology, virality in social networks, among others, to provide a practical map for developing better decisions in these environments. We identify forces that lead to frequent and predictable forecast failures, then introduce tools to help individuals and groups to anticipate and avoid these failures.</p> <p>The course concepts are developed using real-world cases and examples illustrating consolidation strategies, herd behavior in investment decisions and in financial crises, virality in marketing strategies, pricing in network-driven markets, developing a risk-culture in high-volatility industries, and monitoring the risk of rare disasters.</p> <p>For additional information, visit the course website.</p>	<p>elective auditing and limited supply alumni will only be allocated one course each maximum.</p>
<p>Miami Global Elective Week April Alumni Auditing</p> <p>April 16-21, 2020</p> <p>Courses take place at the Kellogg Miami Campus in Coral Gables, Florida</p> <p>Link to Schedule</p>	<p>PM: 2pm – 5:15pm</p>	<p>Investment Banks, Hedge Funds and Private Equity PM Professor David Stowell</p> <p>Description: This course focuses on private equity (LBO funds) and hedge funds, their influence on corporate decision-making, and measures taken to counter threats and exploit opportunities represented by these investors. Competition and cooperation between investment banks, LBO funds and hedge funds will also be analyzed. Finally, post-financial crisis</p>	<p>23 alumni seats available</p> <p>To register: Alumni can bid for a seat via poll sent to all EMBA alumni 11/8/19.</p> <p>Please note: Due to high demand for elective auditing and limited supply alumni will only be allocated one</p>

		changes in regulations governing these institutions will be considered. The course uses six Kellogg cases to facilitate discussion regarding hedge fund and LBO fund investment strategies, and corporate initiatives to either keep these investors at bay or utilize them to enhance shareholder value.	course each maximum.
Miami Day of Education February 22, 2020 Held on Miami campus in Coral Gables, FL.	All day	A day of lifelong learning for EMBA alumni.	Registration coming soon
Kellogg Reunion May 1-2, 2020 Evanston campus		For more information or to see if you are in a reunion year, please see the Reunion website or email us at emba-alumni@kellogg.northwestern.edu	Kellogg Reunion website