

# FULL-TIME MBA PROGRAM

TWO-YEAR | ONE-YEAR | MMM | JD-MBA

AT  
WHAT  
POINT

NORTHWESTERN UNIVERSITY



**Kellogg**  
School of Management



AT WHAT POINT  
DO YOU REALIZE YOUR

FULL LEADERSHIP  
POTENTIAL?

# IT'S YOUR FUTURE DEFINE IT HERE

The Kellogg Full-Time MBA Program delivers an immersive experience in business education. Here, you will learn the science of management and the art of leadership.

You will gain insights into the latest business theories and how to meet the challenges of putting those theories to practice. You will develop analytical skills and the social acumen to inspire and influence others to deliver exceptional results. You will learn to lead.

The **Full-Time Program provides four distinct paths** to earn a Kellogg MBA. Each one offers extensive options for achieving your personal, professional and educational goals. Whatever path you choose, you're guaranteed an unparalleled education taught by our world-renowned faculty and grounded in the distinctive Kellogg culture.

## FIND YOUR FIT AT KELLOGG

PAGE

**TWO-YEAR** *An immersive experience. Explore a variety of interests and disciplines while developing management and leadership skills.*

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**ONE-YEAR** *For candidates with a business education. Dive immediately into advanced studies while you build your network.*

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**MMM** *Innovative dual-degree curriculum. Graduate with a solid foundation in business and design innovation within product and service development.*

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**JD-MBA** *Accelerated and integrated. Take the same business and law classes as your single-degree counterparts. Earn both degrees in just three years.*

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# A STRONG MANAGERIAL FOUNDATION AND THE HARD SKILLS I WANTED

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“I KNOW HOW TO ASK THE RIGHT QUESTIONS, AND I HAVE THE CONFIDENCE AND TECHNICAL SKILLS TO LEAD EFFECTIVELY.”

Before grad school, I worked in pharmaceutical research and segued to sales and marketing. I knew I wanted to stay in sales, but needed a stronger marketing and managerial foundation.

Every school has a different value proposition, but I didn't find a lot of them that considered management to be the core issue. I decided I wanted a well-rounded education. Kellogg offered the best combination, including the hard skills I wanted.

I've learned about the science of collaboration and getting the right people together. The teams created in our classes are so much better than working alone. ***You learn about balancing personalities, experience levels and strengths.*** Balance is truly what gets you results. Everyone's voice is heard.

I've been exposed to so many industries and professions. Finance became my favorite course, and I will pursue that. It's a very different focus for me, but I've been given the opportunity to explore all of my talents. I know how to ask the right questions, and I have the confidence and technical skills to lead effectively.

I'm looking into emerging markets, too. I may return to Africa someday, but I'm learning now to build global partnerships. I'll leave here knowing what management means in other countries and how to effectively manage and motivate those cultures.

## FEYISAYO OSHINKANLU

**PROGRAM:**  
TWO-YEAR

**FOCUS:**  
FINANCE, EMERGING MARKETS

**HOMETOWN:**  
LAGOS, NIGERIA





# THE TRANSFORMATIVE POWER OF ORGANIZATIONS AND MARKETS

At Kellogg, we take a carefully balanced yet dynamic approach to management education, an approach that integrates the study of organizations with the study of the processes – the dynamic push and pull – that drive consumer, business and financial markets forward.

Across our entire array of majors and courses, you will find academic excellence, experiential learning and an emphasis on working in teams toward ambitious goals. With virtually unlimited choice in your course of study, ***you have the flexibility to fit your academic program precisely to your learning objectives and career goals.***

Here, you will learn from faculty members who are recognized experts and researchers in their fields, as well as seasoned practitioners and trusted advisers to corporate boards, industries and governments worldwide. Through case studies, seminars, field study, simulations and team assignments, they will prepare you to take on complex business challenges.

You will also discover how the diversity of your classmates – their educations, career aspirations, cultures and life interests – enriches your learning with new perspectives and prepares you to lead with confidence anytime, anywhere.

**THIS IS HOW WE EQUIP TOMORROW'S LEADERS TO MAKE  
MEANINGFUL DIFFERENCES WHEREVER THEY GO. THIS IS  
HOW THEY LEARN TO THINK BRAVELY.**



# THE KELLOGG EXPERIENCE

IMMERSIVE. THAT IS THE FULL-TIME MBA EXPERIENCE IN A SINGLE WORD. ANALYTICS, LEADERSHIP, BOLD THINKING, COLLABORATION AND SOCIAL INTERACTION BLEND TO CREATE THE UNIQUE KELLOGG CULTURE.

The Kellogg experience takes place around the clock, over early morning coffee and midnight pizza. It happens inside and outside the classroom. On campus, in the community and around the world. ***It all adds up to a transformative environment in which you can set the course for the rest of your professional and personal life.***

Most of your student life takes place on Northwestern University's Evanston campus. It is a hub for more than 120 clubs and organizations that range from academic, professional and industry-focused groups to sports, hobbies, the arts, and ethnic and cultural interests. Here you will form many of the relationships that will become a lifelong source of personal and professional support.

The neighboring Evanston community and the vibrant Chicago metro area offer endless possibilities for entertainment, sports, culture and community service. A center of international commerce and industry, Chicago serves as home to some of the world's most powerful enterprises, a crossroads of global business and public policy leadership and a springboard for pursuing great ideas, new ventures and successful careers worldwide.

With an eye toward your future, we encourage summer internships and experiential learning opportunities as ways to focus your career choice or expand your field of vision. As you begin your career planning, our Career Management Center will work with you to focus your interests, explore your options, identify opportunities and find the ideal fit for your future.

# BUILDING ON MANAGEMENT EXPERIENCE

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**“I’M GRATEFUL FOR THE INVALUABLE FACULTY SUPPORT THAT HAS SHAPED THE KIND OF LEADER AND BUSINESS PERSON I WILL BECOME.”**

Prior to Kellogg, I was a successful manager in a private equity firm. I managed 15 people and did a lot of hierarchical thinking. Success was all I saw. The One-Year (1Y) Program was exactly the challenge I needed. I had the business basics down, but had to decide whether to remain in the corporate world or forge a new path in my family’s business. Honestly, I left a good job with a clear career track. Could I do this? Was I going to feel like I was back at undergrad? ***Almost instantaneously, I was discovering life perspectives that would set the pace for an unforgettable experience.*** Even in an environment this intense, we can learn from one another.

I didn’t have to abandon what I’d learned from corporate life; I could actively build on it. I recognized the positive things I’d accomplished as a manager, but there were areas where I could improve, and times when I could more confidently take a risk. I’m not as limited in my thinking now. I can identify goals better and have a stronger grasp on today’s business. I’m grateful for the invaluable faculty support that has shaped the kind of leader and business person I will become. There’s even a Family Business Club here, so I can always access a global student network with similar challenges.

We’re all very smart, we work hard, yet we want to see each other succeed. I seriously doubt I’d encounter such forward thinking elsewhere in such a short time.

## MARGARET SCHULTE

**PROGRAM:**  
ONE-YEAR

**FOCUS:**  
MANAGEMENT + STRATEGY,  
MARKETING

**HOMETOWN:**  
TULSA, OKLAHOMA



**THE KELLOGG MBA IS MORE THAN AN ACADEMIC PROGRAM. IT DEMANDS THAT YOU LIVE UP TO YOUR HIGHEST EXPECTATIONS PERSONALLY AND PROFESSIONALLY — AND PROVIDES EVERYTHING YOU NEED TO RISE TO THE CHALLENGE.**

#### EVANSTON

Just a 26-minute train ride from the heart of Chicago, Evanston is a vibrant city where you can live like a local and still be connected to the forefront of the business world. Find a booming cultural and entertainment scene with an array of restaurants, boutiques, galleries and theaters. Take advantage of gorgeous beaches and lakefront parks – just steps away. And connect to a thriving business community that ranges from established corporations to tech-savvy startups.

74,000 PEOPLE, 7.8 SQUARE MILES

NAMED ONE OF AMERICA'S TOP 25 TOWNS TO LIVE WELL BY FORBES MAGAZINE IN 2009

FREE SUMMER MOVIES IN THE PARK

KAYAK AND SAILBOAT LESSONS AND RENTALS AVAILABLE

13 MILES FROM CHICAGO, 6 MUSEUMS, 2 LIBRARIES, 75 PARKS, 5 BEACHES, 1 DOG BEACH

#### SPOUSES & PARTNERS

**40%** OF KELLOGG STUDENTS ARE ACCOMPANIED BY A SPOUSE OR PARTNER

PROVIDES OPPORTUNITIES TO SIT IN ON KELLOGG CLASSES

ORGANIZES EVENTS FOR BOTH OF YOU

COORDINATES AN INFORMAL JOB NETWORK FOR SPOUSES AND PARTNERS

#### KELLOGG KIDS

PROVIDES SUPPORT FOR FAMILIES WITH IMPORTANT INFORMATION ABOUT SCHOOLS, BABYSITTERS, ACTIVITIES AND RESOURCES

PROFESSIONAL

ACADEMIC

INDUSTRY-  
FOCUSED

HOBBIES

SPORTS

ETHNIC  
& CULTURAL  
INTERESTS

THE ARTS

120+

STUDENT-LED  
CLUBS AND  
ORGANIZATIONS

### CHICAGO: A CENTER OF GLOBAL COMMERCE

PROMINENT ORGANIZATIONS  
HEADQUARTERED IN THE  
CHICAGO AREA:

ABBOTT LABORATORIES  
ALLSTATE  
AON  
BAXTER INTERNATIONAL  
BOEING  
BRUNSWICK  
CRATE & BARREL  
EXELON  
GROUPON  
HYATT  
KRAFT FOODS  
MCDONALD'S  
MILLERCOORS  
NAVISTAR  
NAVTEQ  
ORBITZ  
SARA LEE  
SEARS  
TRIBUNE COMPANY  
UNITED AIRLINES  
WALGREENS  
WRIGLEY

### CHICAGO

Bustling, world-renowned commercial, entertainment and cultural center, with endless opportunities for enriching cultural and social experiences. Easy access to both coasts and any international destination.

10,000,000 PEOPLE, 3RD LARGEST CITY IN THE U.S.

THE ART INSTITUTE OF CHICAGO, FIELD MUSEUM AND MUSEUM OF SCIENCE AND INDUSTRY ARE RENOWNED FOR THEIR WORLD-CLASS COLLECTIONS

WORLD-FAMOUS BLUES CLUBS AND LIVE MUSIC VENUES

EXTRAORDINARY ARCHITECTURE & 570 CITY PARKS

24 MILES OF LAKEFRONT, 31 BEACHES, 17 HISTORIC LAGOONS, 86 POOLS, 90 PLAYGROUNDS, 90 GARDENS, 66 FITNESS CENTERS, 9 ICE SKATING RINKS, 10 MUSEUMS AND 2 CONSERVATORIES

PROFESSIONAL SPORTS TEAMS: CHICAGO BEARS, BULLS, SKY, CUBS, WHITE SOX, BLACKHAWKS AND FIRE

COMPREHENSIVE PUBLIC TRANSPORTATION SYSTEM, INCLUDING SERVICE TO AND FROM EVANSTON



# AN EXPANDED PERSPECTIVE ON A GLOBAL ECONOMY

At Kellogg, we prepare you to thrive in the global marketplace by instilling an expansive, fully informed view of the world along multiple dimensions. Here, you will acquire the insights and thinking styles required to succeed and lead in a global economy.

International business and global issues are woven throughout the Kellogg curriculum in academic coursework and majors, experiential learning opportunities, exchange programs and the Kellogg community. Here are a few of the many ways Kellogg can help you expand your global perspective:

**INTERNATIONAL BUSINESS MAJOR.** The Kellogg International Business major builds a deep understanding of the international dimensions of business operations and management in finance, marketing, organizations and management strategy.

**GLOBAL INITIATIVES IN MANAGEMENT.** In this intensive global business leadership course, teams of classmates work with a faculty adviser in a 10-week



curriculum that culminates in a two-week international field experience. In past GIM projects, Kellogg students have explored infrastructure strategies in India and the Olympic bid in Brazil.

**STUDENT EXCHANGE PROGRAMS.** Exchange programs with 36 leading business schools on six continents immerse students in other languages and cultures while they explore regional business issues and practices.

**KELLOGG INNOVATION NETWORK.** The KIN Global Summit engages business executives, government officials and leading scholars in active dialogue to develop solutions for critical global issues. Students who work on research projects related to these challenges are invited not only to present their research but also to attend KIN Global as full delegates. Past student projects have focused on healthcare in India and creative sources of alternative energy.

**KELLOGG COMMUNITY.** Broaden your understanding by developing new relationships with diverse members of the Kellogg community. Roughly a third of Kellogg students come from outside the United States. Approximately one in four faculty members were born and educated abroad, and many others have studied or taught at universities outside the United States. Many Kellogg student organizations also have an international focus, such as the Asian Management Association, European Business Club and Hispanic Management Association.

# CAREER DEVELOPMENT

## SHAPE AND MANAGE YOUR CAREER FOR A LIFETIME

Kellogg's Career Management Center (CMC) has earned a best-in-class reputation for our personalized approach to career planning. Career coaches work with you as professional consultants, helping you to develop a solid understanding of the MBA job market and create short- and long-term plans aligned with your goals and skills.

**KELLOGG'S GLOBAL NETWORK.** Our responsive alumni network, which extends across an exceptionally diverse range of industries and functions, sets us apart and opens up career opportunities rarely found elsewhere. Through the global network of more than 55,000 Kellogg alumni, you can cast a worldwide net.

**ONE-OF-A-KIND CAREER RESEARCH SUPPORT.** Another unique CMC benefit is our dedicated librarian, specializing in career research. The librarian can equip you with career management tools and technology, help you understand hiring trends and coach you on making the most of your research and resources, including an online job board.

**LIFELONG SUPPORT.** Take advantage of CMC support and professional development after graduation. This includes free professional career coaching, self-assessment tools, résumé reviews, on-the-job success strategies, salary negotiation guidance, career development workshops and a job opportunities database.

### SEIZING OPPORTUNITIES AND OPENING DOORS

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96%

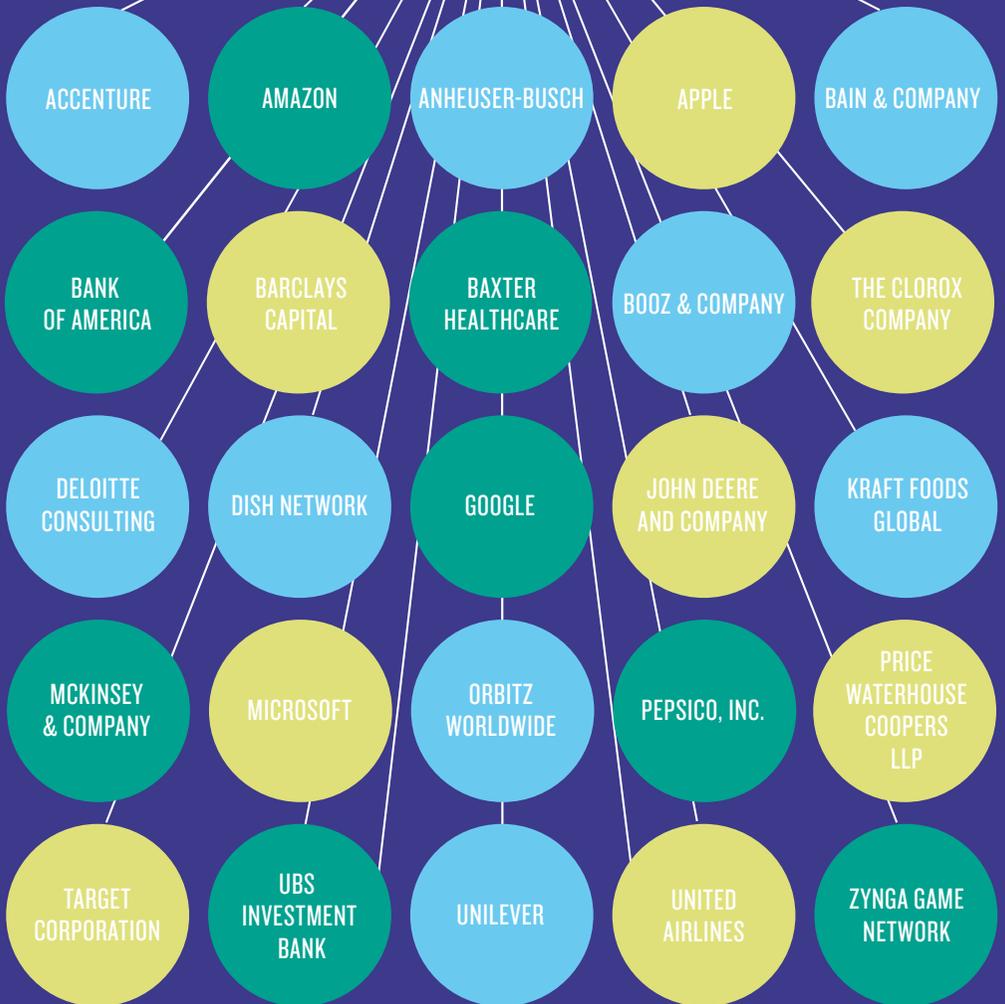
EMPLOYED  
WITHIN 3  
MONTHS OF  
GRADUATION



160+

NUMBER OF  
RECRUITERS  
ON CAMPUS

500 COMPANIES  
HIRED STUDENTS FOR  
FULL-TIME JOBS  
AND INTERNSHIPS  
IN 2012



# 4

## FULL-TIME MBA PROGRAMS

Each program takes a distinctive approach to earning the Kellogg MBA. All focus on preparing leaders of diverse backgrounds and interests to make a positive difference in the world. Which program you choose to pursue will depend largely on what you've accomplished so far in your career and the direction you'd like your life and career to take in the years ahead.

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### TWO-YEAR (2Y) MBA

Flexibility to explore a variety of interests and disciplines while developing strong management and leadership skills. Beginning in September, students complete six academic quarters and a summer internship. A minimum of 20.5 credits are required, with an average of four courses per quarter.

2.0

YEARS TO  
COMPLETE DEGREE

20.5

CREDITS  
REQUIRED

INTERNATIONAL STUDY OPTION: YES

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### ONE-YEAR (1Y) MBA

A faster program for candidates with clear academic goals, professional experience and a desire to resume their careers quickly. This integrated experience begins in June and finishes in June of the following year. Applicants must have completed requisite coursework before enrolling. Students complete a minimum of 15.5 credits (1.5 in core courses and 14 in electives) over four quarters of registration.

1.0

YEAR TO  
COMPLETE DEGREE

15.5

CREDITS  
REQUIRED

INTERNATIONAL STUDY OPTION: YES

REGARDLESS OF YOUR CHOICE, YOU'RE GUARANTEED AN UNPARALLELED EDUCATION TAUGHT BY OUR WORLD-RENOWNED FACULTY, ENRICHED BY LASTING RELATIONSHIPS AND GROUNDED IN KELLOGG'S ONE-OF-A-KIND CULTURE.

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### MMM

A dual-degree program. Students earn an MBA from Kellogg and a Master of Engineering Management (MEM) from the McCormick School of Engineering and Applied Science. Students begin in September and complete a minimum of 24.5 credits over six academic quarters. This program educates leaders in the management and design of end-to-end solutions.

2.0 YEARS TO COMPLETE DEGREE

24.5 CREDITS REQUIRED

INTERNATIONAL STUDY OPTION: YES

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### JD-MBA

An integrated three-year program including two full years of study at Northwestern University School of Law, three academic quarters at Kellogg and a summer internship in law or business. Students complete 16 managerial course units and 72 hours of law coursework and earn juris doctor (JD) and MBA degrees. Students apply only to Kellogg; both schools review the application.

3.0 YEARS TO COMPLETE DEGREE

16.0 CREDITS REQUIRED FROM KELLOGG

72.0 CREDIT HOURS REQUIRED FROM NORTHWESTERN LAW

INTERNATIONAL STUDY OPTION: YES



**EVAN  
SHARP**

PROGRAM:  
TWO-YEAR

HOMETOWN:  
DES MOINES, IOWA

“I KNOW I’M ALWAYS GOING TO HAVE TO WORK HARD, BUT BEING AT KELLOGG SET ME UP TO REMEMBER WHAT I’VE ENJOYED MOST AS A STUDENT: BE OPEN TO ANYTHING. YOU CAN EXPERIENCE EVERYTHING.”

## TWO-YEAR MBA

# IMMERSIVE, FLEXIBLE AND CHALLENGING

The Kellogg Two-Year (2Y) MBA Program provides a truly immersive experience with the greatest flexibility to explore a variety of interests and disciplines while developing management and leadership skills. Here, you will gain the confidence to lead boldly and to challenge conventional thinking in the global marketplace.

Our Two-Year students start by building core management fundamentals and then move on to advanced, specialized electives across a variety of interests. Each student may also complete an internship during the summer following the first year. We encourage internships to focus your career choice or expand your field of vision.

Both inside and outside the classroom, you will learn to lead by practicing in an environment that gives you an opportunity to try new things.

# 18 MAJOR AREAS OF STUDY 300 COURSES OFFERED

ACCOUNTING INFORMATION + MANAGEMENT 

ANALYTICAL FINANCE

DECISION SCIENCES 

**ENTREPRENEURSHIP + INNOVATION**

**FINANCE** 

HEALTH ENTERPRISE MANAGEMENT

HUMAN RESOURCES MANAGEMENT

INTERNATIONAL BUSINESS

**MANAGEMENT + ORGANIZATIONS** 

**MANAGEMENT + STRATEGY** 

MANAGERIAL ANALYTICS

MANAGERIAL ECONOMICS 

**MARKETING** 

MARKETING MANAGEMENT

MEDIA MANAGEMENT

OPERATIONS MANAGEMENT 

REAL ESTATE

**SOCIAL ENTERPRISE AT KELLOGG (SEEK)** 

THE MOST POPULAR CONCENTRATIONS OF KELLOGG FULL-TIME MBA STUDENTS ARE INDICATED IN **PURPLE**.

THE CORE CURRICULUM FOR THE TWO-YEAR MBA PROGRAM CONSISTS OF 9.5 COURSES IN THE NINE AREAS INDICATED WITH .

# DISCIPLINE AND CHOICE. A SOLID CORE. MULTIPLE CONCENTRATIONS.

## A STRONG FOUNDATION

Kellogg students become firmly grounded in the fundamentals of effective management through completion of our core MBA curriculum. This solid foundation in the essential business disciplines prepares you to lead, manage and communicate effectively wherever your career takes you. Beyond the core, you will find extraordinary flexibility in the Kellogg curriculum.

## MAJOR FLEXIBILITY

From our extensive and evolving catalog of courses and majors, you can customize a program of study that aligns with your professional aspirations and career goals. Every department and professional program offers one or more academic majors.

Students often select majors that combine complementary academic disciplines and professional and interdisciplinary programs. For example, if you have an entrepreneurial spirit, you might major in Management & Strategy, Finance, and Entrepreneurship & Innovation. A fellow student interested in historic preservation trusts might focus on Marketing, Social Enterprise at Kellogg (SEEK), and Real Estate.

Because Kellogg believes that every moment spent on coursework should engage and challenge you, we encourage students to request a waiver of core courses that closely resemble academic work previously completed. Approximately half of our students waive at least one course, which enables them to choose a more advanced elective in the same area.



# ENGAGE FEARLESSLY

## LEARN BY DOING

### AN ENVIRONMENT THAT ENCOURAGES BOLD THINKING AND RISK TAKING.

Kellogg coursework and team projects challenge you to make critical connections between academic theory and real-world practice and then put your best thinking to the test. When you engage fearlessly in this supportive environment, you can learn as much from falling short of the ideal as you can from your unqualified successes.

At Kellogg, you will work closely with faculty members and fellow students – often in collaboration with alumni and corporate partners – to explore innovative management concepts and practices and how to apply them directly to critical business issues. Such teamwork exposes you to a wide range of ideas and cross-functional approaches to problem solving.

Working in teams, you also build the strong communication and interpersonal skills essential to effective leadership. These distinctive characteristics of the Kellogg MBA are why organizations consistently give our graduates high ratings on their ability to lead, inspire and influence others.

Students can choose from more than 1,000 experiential learning opportunities that encourage you to apply your knowledge to real-world business challenges.

*Here are just a few of the wide-ranging options:*

**ASSET MANAGEMENT PRACTICUM.** The innovative, highly specialized Asset Management Practicum, in which students manage an actual portfolio, provides exposure to cutting-edge practices and direct connections to alumni professionals in the field.

**MEDICAL INNOVATION LAB.** The Medical Innovation Lab course teams Kellogg students with peers from Northwestern's medicine, law and engineering schools to develop innovative biotechnology products. Teams often incorporate to continue bringing their products to market.

Other experiential learning courses explore wide-ranging issues and interests ranging from marketing, entrepreneurship and new ventures to health services management, real estate and sustainability.

**EVENTS AND CONFERENCES.** Events and conferences organized by students attract renowned speakers and participants who engage directly with students on wide-ranging topics and emerging trends, ranging from social change, business law and technology to the economies and business environments of Africa, India, China and Latin America.

**KELLOGG CUP.** Student teams collaborate to compete in programs like the annual Kellogg Cup business plan and other case competitions in fields as diverse as healthcare, biotechnology and real estate.

**KELLOGG BOARD FELLOWS PROGRAM.** Kellogg students take on pro bono consulting assignments with local nonprofits to hone leadership skills in socially responsible endeavors. The Kellogg Board Fellows Program gives students hands-on experience by serving as nonvoting members on boards of nonprofit organizations.

# ANALYTICS AND CREATIVITY COMBINED

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“THAT FEELING OF ‘ANYTHING’S POSSIBLE’ IS WHY KELLOGG REALLY APPEALED TO ME. YOU ARRIVE ON CAMPUS AND CAN IMMEDIATELY CONTRIBUTE.”

I worked in investment banking, consumer products and Latin American capital markets. I didn’t want to stay in that world. I knew I had to expand my marketing expertise when I began looking forward to researching the companies, meeting with management teams and following product development from idea to shelf. My experience with a small startup opened my eyes to the vast marketing possibilities, especially the combination of analytics and creativity. ***Any idea I had, as long as I could prove the use of it, was not only viable, but do-able.***

That feeling of “anything’s possible” is why Kellogg really appealed to me. You arrive on campus and can immediately contribute. Professionally, co-workers noticed I was always hungry for something different. Even if the position or role was unclear, I went for it. While it was scary at times, it was invigorating to determine my path. I brought that same sense of adventure to the classroom and to my team projects. I improved my listening skills and stayed open to ideas.

I just finished a marketing research project. It was more analytical, but for this project, I actually got to use these research approaches and see them in action. I was applying data and solving real problems for real clients. That very moment, my perception became reality.

## TATIANA CORDOBA

PROGRAM:  
TWO-YEAR

FOCUS:  
MARKETING

HOMETOWN:  
FLUSHING, NEW YORK





**SANTIAGO  
LOIZAGA**

PROGRAM:  
ONE-YEAR

HOMETOWN:  
MEXICO CITY, MEXICO

“THE ONE-YEAR PROGRAM GAVE ME THE OPPORTUNITY TO LIVE THE FULL-TIME MBA EXPERIENCE, BOTH IN TERMS OF ACCESS TO GREAT CAREER OPPORTUNITIES AND INCREDIBLE PERSONAL EXPERIENCES.”

## ONE-YEAR MBA

# SHARPEN YOUR TRAJECTORY FOR THE FUTURE

The Kellogg One-Year (1Y) MBA Program is designed to build upon your business fundamentals and equip you with the tools and knowledge to accelerate your career.

If you've completed requisite coursework as an undergraduate or graduate, this program allows you to bypass core classes and immediately dive into advanced studies. This gives you virtually unlimited opportunity to focus on electives that will enhance your career path. You'll need fewer credits to graduate and will be able to finish in one year.

From June to June, you'll immerse yourself in the rigorous curriculum, learn from world-class faculty and build leadership experience.

**MORE THAN A DEGREE.  
THE COMPLETE KELLOGG EXPERIENCE.**

# IMMERSION STARTS IN JUNE

All One-Year students – about 100 each year – begin the program with an engaging and rewarding summer session. During this first quarter, you'll become accustomed to the rigorous academic pace of MBA studies and complete three to five requirements. The remainder of your schedule will be filled with electives that match your interests and enhance your career goals.

Because One-Year students are the only Full-Time MBA students on campus during the summer, you'll have extensive opportunities to meet with career coaches and map out your short- and long-term career goals. You'll form supportive relationships with classmates, attend special events together and have time to get to know the faculty.

## FLEXIBILITY AND CHOICE ACROSS DISCIPLINES

When the new academic year begins in the fall, One-Year students join their Two-Year classmates as second-year, full-time students. During the remaining terms, you'll complete your electives, choosing from more than 300 courses.

Delve into a select number of disciplines or go as broad as you like across 18 major areas of study. **Most students choose two or three majors, but pursuing more is not unusual.** The point is to customize the MBA program to your goals.

Upon completion of the 15.5 course credits required, you'll receive your degree in June, one year after you started, graduating alongside your Two-Year classmates.

# 18 MAJOR AREAS OF STUDY 300 COURSES OFFERED

ACCOUNTING INFORMATION + MANAGEMENT

ANALYTICAL FINANCE

DECISION SCIENCES

ENTREPRENEURSHIP + INNOVATION

FINANCE

HEALTH ENTERPRISE MANAGEMENT

HUMAN RESOURCES MANAGEMENT

INTERNATIONAL BUSINESS

MANAGEMENT + ORGANIZATIONS

MANAGEMENT + STRATEGY

MANAGERIAL ANALYTICS

MANAGERIAL ECONOMICS

MARKETING

MARKETING MANAGEMENT

MEDIA MANAGEMENT

OPERATIONS MANAGEMENT

REAL ESTATE

SOCIAL ENTERPRISE AT KELLOGG (SEEK)

**PREREQUISITE COURSES FOR ONE-YEAR STUDENTS // UPON ENROLLMENT,  
STUDENTS MUST HAVE COMPLETED FIVE OF THE SIX REQUIRED COURSES IN  
ACCOUNTING, FINANCE, MARKETING, STATISTICS, OPERATIONS AND ECONOMICS.**

# A CULTURE OF COLLABORATION

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**“I DECIDED ON KELLOGG BECAUSE OF THE INCREDIBLE,  
SUPPORTIVE CULTURE.”**

I'd been in consulting for about three years and wanted to broaden my horizons with an MBA. I knew the One-Year Program at Kellogg would do that in a very short period. With my business engineering degree, I could bypass the core classes, major in anything I wanted and choose the courses that appealed most to me.

Even more important than the accelerated pace, I decided on Kellogg because of the incredible, supportive culture. It's hard to imagine what that means, but once you get here, you'll find ***the way people collaborate to help you – both inside and outside the classroom – is just amazing.***

## QUENTIN JADOUL

**PROGRAM STATUS:**  
ONE-YEAR

**FOCUS:**  
MARKETING,  
MANAGEMENT + ORGANIZATIONS

**HOMETOWN:**  
BRUSSELS, BELGIUM



# EXPAND YOUR EXPERIENCES AND NETWORK

ONE-YEAR STUDENTS ALSO HAVE THE OPPORTUNITY TO PARTICIPATE IN KELLOGG'S MANY EXPERIENTIAL LEARNING PROGRAMS. THERE ARE MORE THAN 1,000 OPPORTUNITIES, INCLUDING MANY THAT OFFER INTERNATIONAL TRAVEL AND CONSULTING WITH BUSINESSES AROUND THE WORLD:

**GLOBAL INITIATIVES IN MANAGEMENT.** Learn about global business leadership in an accelerated 10-week course that includes a two-week international trip to conduct research, meet business leaders and design a business plan.

**KELLOGG INNOVATION NETWORK.** KIN brings together Kellogg faculty, corporate innovation leaders, nonprofits and government to collaborate on ideas related to building global prosperity. The program culminates at the Kellogg Global Summit, where students get the opportunity to present their research.

**GLOBAL LAB.** This class offers an intensive international consulting experience, in which students work in small teams to solve real-world challenges for overseas companies. During the course, you will collaborate with fellow students and your faculty member to find solutions to a specific problem for an international organization. At the end of the course, each team travels to the company's headquarters and works with them as consultants for two weeks.

**GLOBAL HEALTH INITIATIVE.** This partnership among private industry, nonprofit donors and academia delivers new healthcare technologies to underserved communities globally. As part of GHI, students actively participate in addressing global health concerns, such as improving treatment of malaria and HIV/AIDS in Africa.

One-Year students can also participate in exchange programs, living abroad and studying the business curriculum at one of 36 participating schools.

While the academic curriculum is the centerpiece of the One-Year MBA Program, you'll have many opportunities to participate in social and program-related activities to get to know your second-year classmates and expand your network.

You can join and take leadership roles in any of the clubs, organizations and volunteer activities created and organized by full-time students. You'll also build a network of fellow students and alumni that will be an invaluable resource throughout your professional and personal life.

# ENRICHED BY DIVERSE EXPERIENCES

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**“I NEVER IMAGINED I COULD DO SO MUCH IN A YEAR.”**

Kellogg has more than 100 clubs you can join, numerous case competitions and opportunities for unforgettable experiences. I never imagined I could do so much in a year. I served on a team that won the Kellogg Marketing Competition. I was able to meet the CEO of Coca-Cola. I listened to a lecture by Nobel Laureate Muhammad Yunus. I took a KWEST trip to the Baltics, where 25 strangers became my new best friends, and went on the ski trip to Telluride, where I saw snow and skied for the first time.

*It's been a magical experience.*

## NATALIA HERRERA

**PROGRAM STATUS:**  
ONE-YEAR

**FOCUS:**  
MARKETING MANAGEMENT,  
MEDIA MANAGEMENT,  
BUSINESS STRATEGY

**HOMETOWN:**  
MARACAIBO, VENEZUELA



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**PETER  
ECK**

PROGRAM:  
MMM

HOMETOWN:  
LAKE BLUFF, ILLINOIS

“MANY COMPANIES STRUGGLE TO UNDERSTAND WHAT A DIGITAL FUTURE LOOKS LIKE. I REALIZED THAT THE DUAL-DEGREE MMM PROGRAM COULD OPEN UP MANY OPPORTUNITIES IN THAT SPACE.”

MMM

# A DUAL-DEGREE PROGRAM IN BUSINESS AND DESIGN INNOVATION

Northwestern University's dual-degree MMM Program – Master of Business Administration and Master of Engineering Management – focuses on what managers need to know to lead product- and service-driven companies to success through technology.

Students develop a firm grounding in business leadership through the Kellogg School and complete a major in design and operations at Northwestern's McCormick School of Engineering and Applied Science, one of the country's leading engineering schools.

MMM students graduate with a solid foundation in management and design innovation, a core analytical background and an intimate knowledge of product and service development.

**THEY ARE OUR FUTURE INNOVATORS.**



# A CULTURE THAT FOSTERS INNOVATION



MMM STUDENTS LEARN THAT TRUE INNOVATION IS ABOUT SEEING THE WORLD NOT ONLY AS IT IS BUT ALSO AS IT COULD BE.

Our graduates are poised to lead the entire innovation life cycle by striking the ideal balance between big-picture approaches and detail-oriented processes for solving problems and identifying opportunities.

# THE POWER OF OUR INTEGRATED APPROACH

IN JUST TWO YEARS, IMMERSSED IN A SINGLE, INTEGRATED CURRICULUM, MMM STUDENTS CAN EARN TWO PRESTIGIOUS DEGREES: THE MASTER OF BUSINESS ADMINISTRATION (MBA) FROM KELLOGG AND THE MASTER OF ENGINEERING MANAGEMENT (MEM) FROM MCCORMICK.

## FLEXIBILITY FOR ADVANCED STUDY

As part of their MBA degree, students may choose any business major, including operations, marketing, strategy and finance. As part of their MEM degree, students major in design and operations.

Once they have mastered a diverse array of core subjects, they are free to pursue advanced electives in the areas that will best serve their interests and careers. That includes electives offered through the Segal Design Institute at McCormick. Students may also choose to study abroad.

## LEARNING FROM EXPERIENCE

All MMM students have the opportunity to apply knowledge gained in the classroom to real-world organizations, often in collaboration with students from other Northwestern programs. Kellogg and McCormick are proud participants in Northwestern's NUvention program, a university-wide partnership that emphasizes innovation and entrepreneurship. Students at both schools collaborate with students of law, medicine and other disciplines to propose solutions to some of the world's toughest problems.

MMM coursework culminates in the Integration Project. Students conceptualize and develop a business venture based on a new product or service, or team up with an innovation-driven company, such as Wrigley, Herman Miller, Harley Davidson, Audi, Mayo Clinic and Vera Bradley.

# ENGAGING COURSEWORK

MMM Program students participate in most of the same courses as their single-degree MBA and MEM student counterparts. The classroom experience is enlivened by an emphasis on interaction and collaboration and enriched by the diversity – in culture, education, life experiences and expectations – of both students and faculty.

## MMM COURSE REQUIREMENTS

Prior study in business or engineering is not a requirement for admission, but much of the coursework in the MMM curriculum requires quantitative skills. Students are encouraged to complete introductory courses in calculus and statistics prior to attending.

MMM students must complete a minimum of 24.5 credits over six quarters. They can fulfill the remaining program requirements by completing electives through Kellogg or McCormick.

### REQUIRED COURSES

\*MMM-SPECIFIC REQUIREMENTS

ACCOUNTING FOR DECISION MAKING

BUSINESS STRATEGY

DESIGN THINKING\*

DESIGNING AND MANAGING BUSINESS PROCESSES\*

FINANCE I/II

INTEGRATION PROJECT\*

LEADERSHIP IN ORGANIZATIONS (OFFERED IN THE PRE-TERM OF THE FIRST YEAR)

MANAGERIAL ACCOUNTING\*

MARKETING

MEASUREMENT AND VALUATION OF BUSINESS PROCESSES\*

MICROECONOMIC ANALYSIS

VALUES AND CRISIS DECISION MAKING (0.5 CREDITS) (OFFERED IN THE PRE-TERM OF THE SECOND YEAR)

MMM MAJORS AND ELECTIVES

[mmm.northwestern.edu/academics](http://mmm.northwestern.edu/academics)

# DEVELOPING A BROADER SKILL SET

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**“KELLOGG HAS GIVEN ME RENEWED CONFIDENCE. I’M MORE KNOWLEDGEABLE ABOUT BUSINESS AND BETTER PREPARED TO TAKE A LEADERSHIP ROLE.”**

With a background in engineering, I worried about becoming too technically specialized. To lead in an organization, I needed a broader perspective on the way business works. That led me to Kellogg, McCormick and the MMM Program.

As the world becomes increasingly complex and companies face global competition, many seek to differentiate through innovation. A real sell of the MMM Program is its emphasis on a design-thinking mindset. ***We are learning how to discover new opportunities, and then deliver strategies we can execute.***

This program has given me renewed confidence. I’m more knowledgeable about business and better prepared to take a leadership role.

## ERIN MULHOLLAND

**PROGRAM:**

MMM

**FOCUS:**

MARKETING, MANAGEMENT,  
DESIGN + INNOVATION

**HOMETOWN:**

NASHOTAH, WISCONSIN



# BEYOND THE CLASSROOM

**WHEN THE COURSEWORK IS COMPLETE, THE MMM PROGRAM TAKES STUDENTS OUT OF THE CLASSROOM AND INTO THE COMMUNITY — A VAST NETWORK OF INDUSTRY LEADERS AND PROGRAM ALUMNI WHO SERVE AND CHALLENGE EACH OTHER.**

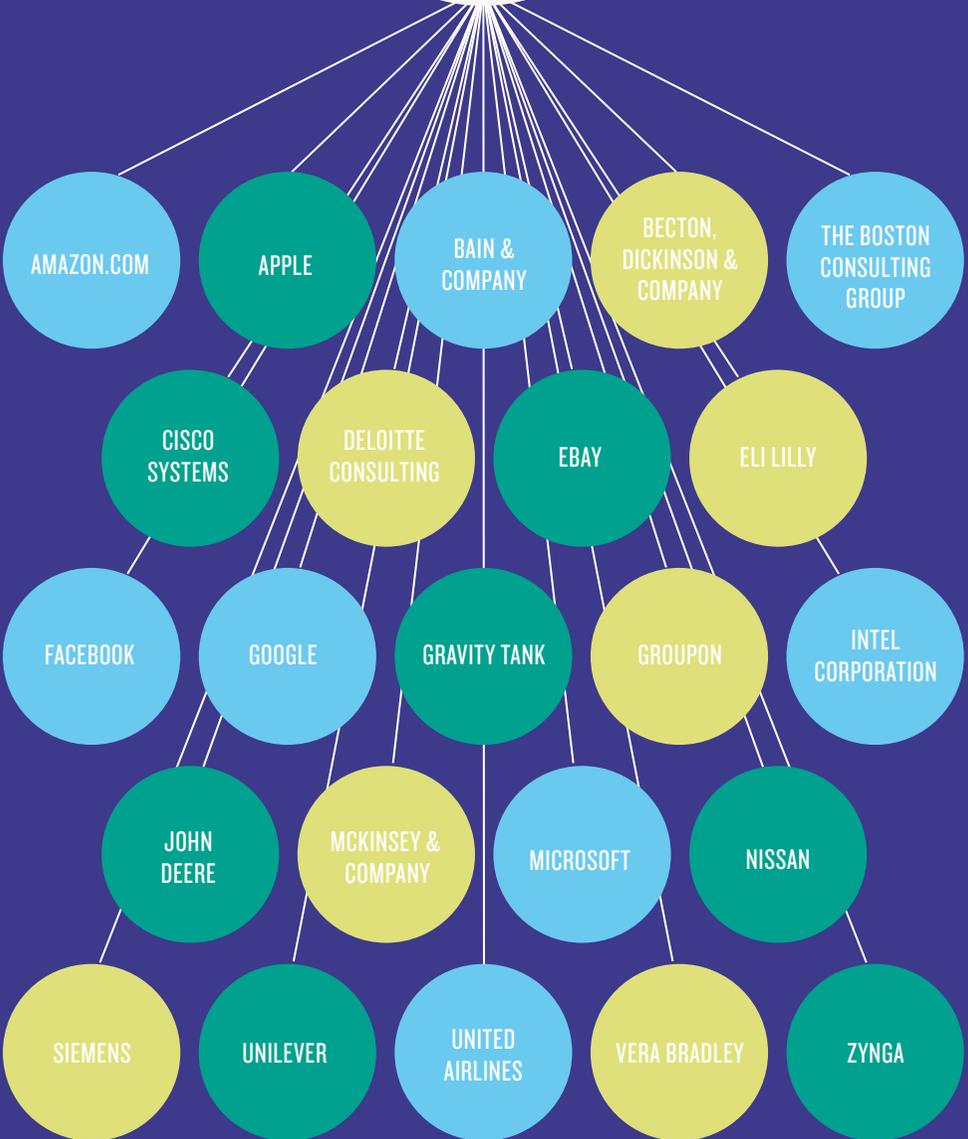
**LIFELONG CAREER AND PROFESSIONAL DEVELOPMENT.** With superior skills in design and operations management, MMM graduates are in demand around the world. Our alumni work in Europe, North and South America and across Asia. In the United States, they manage teams at East Coast financial firms, West Coast technology companies and organizations everywhere in between.

Our students have full access to all services, support and coaching offered by the career management offices at both Kellogg and McCormick, during their time here and throughout their lifetimes. Membership in the global alumni network expands opportunities for professional growth and career advancement.

**CONNECTION TO INDUSTRY LEADERS.** The MMM Advisory Board plays a vital role in the MMM community. Senior executives from innovation-driven firms around the world, such as Google, Harley-Davidson, Humana Healthcare and Continuum, sit on the board, providing insight and guidance on curricular and strategic issues. Their engagement contributes directly to the MMM Program's success, and many of their companies also hire MMM graduates, fund research and participate in integration projects and other learning experiences.

**A WORLDWIDE NETWORK.** The MMM Program has been educating leaders of innovation for more than 20 years. We boast the largest alumni network of its kind in the country, and it only grows in size and influence with each graduating class. MMM alumni around the world support the program enthusiastically, and many return to campus frequently to participate in events and to mentor students. Alumni also provide networking assistance to students seeking internships, and many hire MMM graduates for full-time positions.

COMPANIES ACROSS  
INDUSTRIES HIRE  
MMM GRADUATES





**ADINA  
LORD**

**PROGRAM:**  
JD-MBA

**HOMETOWN:**  
ANNAPOLIS, MARYLAND

**“THE PROGRAM ATTRACTS PEOPLE WHO ARE LEADERS. THEY’RE READY TO GO AND WILLING TO GET THINGS DONE.”**

## JD-MBA

# CHANGE YOUR WORLD THROUGH BUSINESS AND LAW

Northwestern University's JD-MBA Program is the first program of its kind in the nation. It equips you for success, whether you aspire to leadership in business and know the value of legal expertise, or whether you're primarily interested in a career in law but seek a solid foundation in management.

**ACCELERATED STUDY.** In the short span of three years – rather than the five required to complete both degrees separately – JD-MBA students earn a Juris Doctor from Northwestern Law and a Master of Business Administration from the Kellogg School, both top-tier programs that are highly regarded worldwide.

**ACADEMIC EXCELLENCE.** As a JD-MBA student at Northwestern, you'll study with world-class faculty renowned for thought leadership, cross-disciplinary collaboration and passion for teaching. Academics, practitioners and researchers, they help define and shape their respective disciplines.

Our carefully designed and challenging curriculum helps you develop the solid academic grounding, analytical skills and practical insights you'll need to excel in business and law. By its dual nature, the JD-MBA Program epitomizes our pioneering spirit and our distinctive collaborative culture.

# STRATEGICALLY BALANCED

ACADEMICALLY, PROFESSIONALLY AND SOCIALLY, EVERY ASPECT OF THE JD-MBA PROGRAM — FROM A SINGLE APPLICATION AND QUALIFYING EXAM TO ACADEMIC COURSEWORK AND STUDENT LIFE — HAS BEEN THOUGHTFULLY INTEGRATED.

JD-MBA students are part of an elite cohort that is merged into both Northwestern's Kellogg School and School of Law. A strong core curriculum supported by elective coursework in entrepreneurship, finance, real estate and tax law and other disciplines creates a well-balanced academic foundation. Students start the program in the fall and spend the first year at the School of Law on Northwestern's Chicago campus. The first summer and entire second year of study happen at the Kellogg campus in Evanston.

The second summer is devoted to an internship in law or business. During the third year, the School of Law in Chicago serves as home base, although students may opt to take additional electives at Kellogg.

**ENGAGING COURSEWORK.** JD-MBA students participate in the same classes and coursework as their counterparts earning solely an MBA or law degree. The classroom experience is enlivened by an emphasis on interaction and collaboration and enriched by the diversity — in culture, education, life experiences and expectations — of both students and faculty.

**LEARNING FROM EXPERIENCE.** All JD-MBA students have the opportunity to apply knowledge gained in the classroom in real-world, on-the-ground learning experiences. Some JD-MBA students, for example, provide legal and strategic consulting to small businesses through Northwestern's Entrepreneurship Law Center. Other experiential learning opportunities abound, such as Kellogg Worldwide Experiences and Service Trips (KWEST) as well as the Global Initiatives in Management (GIM) program.

**EXPANDED GLOBAL NETWORK.** As a student at both Kellogg and Northwestern Law, you become part of an expanded and prestigious global network of alumni known for their willingness to support each other professionally and personally. The structure of the JD-MBA Program offers a double advantage: You will graduate with your first-year classmates from both programs and continue those rewarding lifelong connections as alumni.

**OPPORTUNITIES TO LEAD.** Both schools offer a wealth of opportunities to practice and demonstrate your leadership skills and become a part of the inimitable Kellogg culture. For example, you can help shape your dual-degree program by participating in the JD-MBA Association, which connects students, faculty and administration at both schools, or by serving in a leadership role in the *Northwestern University Law Review*. JD-MBA students also participate in all student activities at both schools – ranging from special interest clubs and events to student-organized conferences and community service.

# BRINGING A VISION TO LIFE

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**“A LAW DEGREE WILL GIVE ME THE CREDIBILITY TO EVENTUALLY RETURN TO GOVERNMENT WORK, AND A BUSINESS DEGREE WILL GIVE ME THE TOOLS TO HELP RESHAPE THE WAY GOVERNMENT FUNCTIONS.”**

As a child of immigrants, I am so appreciative of the opportunities this country has given me. And I have always wanted to do something that helps others. So after working for nonprofits in China and New York City for several years, I was inspired to use government as a means for helping people.

After working on the 2008 presidential campaign, I joined the U.S. Department of Homeland Security the following year. During my time there, I became well aware of the management challenges in government. ***I knew I had to develop additional skills before I could return to that environment and help manage government better.***

So in 2010, I formed a seven-year plan for myself: I wanted to go to business school to learn the quantitative side of management, then go into consulting to practice it, and eventually go back into government. Northwestern's JD-MBA Program has helped me make that plan a reality. I have a summer internship lined up at McKinsey & Company, and I'm planning to work in the D.C. office after graduation. A law degree will give me the credibility to eventually return to government work, and a business degree will give me the tools to help reshape the way it functions.

## CARROL CHANG

**PROGRAM:**  
JD-MBA

**FOCUS:**  
OPERATIONS

**HOMETOWN:**  
NEW CITY, NEW YORK



# ADVANCING YOUR CAREER

Employers value the creativity, critical thinking and commitment that earning degrees from Northwestern Law and Kellogg requires. Our graduates are highly sought by law firms, corporations, government entities and nonprofit organizations. Our JD-MBA graduates serve in positions of leadership and responsibility in settings as diverse as private practice, elective office, the executive suite, venture capital, private equity and consulting.

Students enter the JD-MBA Program with several years of full-time work experience and often with well-defined career plans. The program enables them to maximize the value of the dual degree, whether in business, law or a profession that requires an equal measure of both disciplines.

As a JD-MBA student, you'll have full access to all the services, support and coaching offered by the career management offices at both Kellogg and the Law School. You'll enjoy this not only as a student but throughout your lifetime. In addition, membership in the global alumni network — and the personal and professional relationships you will form during your program — will greatly expand your opportunities for professional growth and career advancement.

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56%

OF GRADUATING STUDENTS IN THE JD-MBA CLASSES OF 2008 THROUGH 2011 SECURED POSITIONS AS LAW FIRM ASSOCIATES, JUDICIAL CLERKS AND GOVERNMENT AND CORPORATE IN-HOUSE ATTORNEYS.

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44%

SECURED POSITIONS IN BUSINESS — TYPICALLY INVESTMENT BANKS, CONSULTING FIRMS, VENTURE CAPITAL AND PRIVATE EQUITY.



# RAISING SOCIAL AND PROFESSIONAL CAPITAL

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**“BOTH OF THE WORK EXPERIENCES I’VE HAD SINCE COMING TO KELLOGG HAVE BEEN GAINED THROUGH THE ALUMNI NETWORK.”**

When I entered the JD-MBA Program, I was interested in exploring the venture capital industry. Through the Private Equity & Venture Capital Club, 12 of us traveled to the San Francisco Bay Area to visit companies and meet Kellogg alumni in the industry. *One alumnus connected us to several others who were all very willing to spend time and help us in any way they could.*

Similarly, when I was interested in working for a particular startup company last summer, I connected with a JD-MBA alumnus. He put me in contact with an attorney there, which in turn helped me land a legal position with that company for the summer. Then, in the winter, I was able to connect with another JD-MBA graduate who was a partner at a Chicago-based venture capital fund, and I was able to get a job through him.

Both of the work experiences I’ve had since coming to Kellogg have been gained through the alumni network.

## VIREN TELLIS

**PROGRAM:**  
JD-MBA

**FOCUS:**  
VENTURE CAPITAL

**HOMETOWN:**  
HACIENDA HEIGHTS, CALIFORNIA



# EXPERIENCE KELLOGG

## BEGIN YOUR VIRTUAL VISIT RIGHT NOW.

**ASK A STUDENT** Connect with student leaders eager to answer your questions:  
[kellogg.northwestern.edu/FT-AskAStudent](http://kellogg.northwestern.edu/FT-AskAStudent)

**ADMISSION EVENTS** Meet our admission officers, alumni and students at events in your city or online: [kellogg.northwestern.edu/FT-AdmissionsEvents](http://kellogg.northwestern.edu/FT-AdmissionsEvents)

**EMAIL** Please email questions about admissions and the application process to the Office of Admissions:  
[MBAadmissions@kellogg.northwestern.edu](mailto:MBAadmissions@kellogg.northwestern.edu)

**READ OUR BLOG** Learn what life is like as a Kellogg student:  
[kelloggmbastudents.wordpress.com](http://kelloggmbastudents.wordpress.com)

**SCHEDULE A VISIT** Try to schedule your visit when classes are in session:  
[kellogg.northwestern.edu/FT-OnCampus](http://kellogg.northwestern.edu/FT-OnCampus)

**APPLY** Learn about eligibility, deadlines and the application process:  
[kellogg.northwestern.edu/FT-Apply](http://kellogg.northwestern.edu/FT-Apply)

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THINK BRAVELY.  
START HERE.



**KELLOGG SCHOOL OF MANAGEMENT**

Northwestern University

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