Contents

2 Welcome from Dean Dipak C. Jain
4 The Kellogg School Community
8 Academics
11 Curriculum and Teaching Methods
19 Academic Departments and Majors
27 Professional Programs
41 One-Year MBA Program
45 Master of Management and Manufacturing Program
49 International Learning Opportunities
55 Dual-Degree and Doctoral Programs
56 Part-Time Program
57 Executive MBA Program
58 The Kellogg School Experience
65 Career Management
69 Student Clubs
71 The Kellogg Alumni Network
73 Location
77 Resources
81 Admissions and Financial Aid
84 Faculty
90 Dean’s Advisory Board
94 Administration
97 Academic Calendars
Welcome to the Kellogg School of Management at Northwestern University. You may have already visited our vibrant Evanston campus and explored our Web site — or perhaps this publication is your first glimpse at the richness of our program and the culture that creates one of the most esteemed, valuable and exciting leadership experiences in the world. These pages offer an overview of the Kellogg School’s outstanding faculty and rigorous core curriculum, its diverse and talented student body, and the network of committed alumni, advisers and corporate partners who collaborate with us in many of our endeavors.

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

Our students are equally accomplished inside and outside of the classroom — leaders with a diverse range of work experience, interests, talents and cultural backgrounds. They are known for their sense of teamwork, ethics and their spirit of giving, contributing their expertise to a variety of charitable organizations. Kellogg students have established a reputation for working well together, and with faculty and staff, to continuously innovate as they extend the boundaries of knowledge. These collaborative discoveries bring about important new frameworks that enhance both management theory and practice.

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

The Kellogg School’s academic programs are internationally renowned: recruiters know that Kellogg graduates have the breadth and depth of knowledge to lead across functional areas. Yet it is the school’s culture of inclusiveness, caring and mutual respect that truly sets it apart from all others. This is the hallmark of the Kellogg School of Management.

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

Sincerely,

Dipak C. Jain
Dean
Dean Dipak C. Jain
The Sandy & Morton Goldman Professor of Entrepreneurial Studies and Professor of Marketing
Our global economy demands a new kind of leader. As a Kellogg School MBA graduate, your strong values will redefine success, and your superior leadership skills will guide organizations to greater achievements in an ever-changing marketplace.
Graduates of the **Kellogg School of Management** are esteemed for their collaborative leadership style, enabling them to take on key roles in business, nonprofit organizations and government. The Kellogg School offers you the unique opportunity to undertake an in-depth study of management theory in a curriculum that ensures a rigorous education in business fundamentals and allows you the flexibility to customize your education to match your career goals. Along the way, you will build lifelong bonds with students, faculty, alumni and staff as you apply your knowledge in practical leadership roles throughout the Kellogg community.
THE “INTRAPRENEURIAL” SPIRIT

Academic excellence and constant innovation have characterized the Kellogg School’s history since it was founded in 1908 as one of the nation’s first business education programs. The Kellogg School reconceived management education, developing a team-based, hands-on learning approach that continues to set it apart from its peers. The school fosters an atmosphere that embraces change, as students, faculty and companies collaborate to identify emerging strategic issues that support the school’s core values of developing socially responsible global leaders. The result is an academic experience that is as rich as you want to make it.

The Kellogg School will make a difference in your world, so you can make a difference in the world.

A CULTURE OF DIVERSITY AND INCLUSIVENESS

Race • Ethnicity • Culture • Gender • Socioeconomic Background • Work Experience
Sexual Orientation • Religion • Nationality • Marital Status

Five Kellogg MBA students recently conducted a study, “Diversity and Inclusion at Kellogg,” with Management and Organizations Professor Katherine Phillips. Their research concluded that no matter how you define diversity, diversity of thought is the result of bringing a broad range of perspectives into any community. At the Kellogg School, students learn to innovate through immersion in academic and practical experiences that encourage inclusive thinking. They graduate uniquely positioned to redefine leadership at the corporate, nonprofit and governmental level. Recruiters recognize Kellogg School graduates for their ability to work with and lead others, a fact reflected by the demand for their skills in all industries.

A REPUTATION FOR EXCELLENCE

At the core of this academic institution, the Kellogg faculty are scholars who have a gift for conveying the practical application of their expertise. Their collaborative spirit and research-based approach to academics are the foundation upon which the Kellogg School has established itself as the premier global resource for management leadership education. By drawing on its fundamental principles, the school is committed to producing leaders who are able to direct some of the world’s foremost organizations.
“At Kellogg, ‘leadership opportunities’ is not just a slogan, it’s embedded in the culture. Throughout my two years at Kellogg I’ve had the opportunity to take on a number of leadership positions. No doubt my greatest experience was serving as president of the Kellogg Student Association, where I learned that to be an effective leader you must trust yourself and the decisions you make. Most significantly, Kellogg taught me the importance of surrounding yourself with the brightest and most talented people around — because as a leader, you cannot expect to achieve your goals alone.”
Kellogg School courses have long combined theory and practice. Teaching methods include case study, field study, seminars, simulations and independent work. Faculty members choose the method most appropriate to the material and their teaching styles.
“My focus is connecting theory and application. Theory is important, but it is of little value if students don’t know the practical application. In my courses, I cover key concepts and then show how they play out in the market, often using a breaking story that illustrates the material we are discussing in class.”

— Professor Tim Calkins
2006 Lavengood Professor of the Year
“As director of the Kellogg Teams and Groups Center, I am devoted to understanding how to develop leaders and teams to reach their highest level of performance. My research investigates how managers and executives can best apply concepts from the classroom in their real-world business situations. In a complementary fashion, we are interested in how the classroom can be used as a testbed for organizational challenges.”

— Professor Leigh Thompson
Curriculum and Teaching Methods

FACULTY AND TEACHING METHODS
The Kellogg School faculty is an esteemed group of scholars and practitioners who provide a rich source of international experience in professional management and practices. Faculty members combine real-world and academic knowledge of management challenges to augment their training in theory. Senior faculty members also teach courses to senior executives through the Kellogg School’s executive programs; those classroom interactions reinforce their research by keeping faculty members abreast of changes in corporate practices globally, and they apply that practical knowledge to their MBA courses.

To create the optimal classroom experience, professors prepare extensively throughout their careers. Each new faculty member is assigned a mentor and learns teaching techniques designed specifically for the Kellogg curriculum. New faculty generally do not teach in their first quarter so they may observe best practices of more senior colleagues and become familiar with the unique Kellogg culture. At the end of each course, students are given the opportunity to evaluate the professor. These evaluations are posted publicly and the feedback is considered in faculty evaluation, tenure and promotion decisions.

Research is a vital component of the Kellogg program, and faculty members have developed groundbreaking theories in many academic fields such as marketing, finance, negotiations, strategy and game theory. Kellogg houses more than a dozen research centers focusing on topics that range from global citizenship to women in management. Several scholarly journals are edited at Kellogg; the Journal of Economics and Management Strategy and Games and Economic Behavior were founded here.

CURRICULUM
Operating on the quarter system, the Kellogg School offers three full-time programs leading to a master’s degree: the traditional Two-Year (2Y) MBA Program, the accelerated One-Year (1Y) MBA Program, and the Master of Management and Manufacturing (MMM) Program. Information on Dual-Degree Programs can be found on page 55. The 1Y Program, which begins in June and finishes the following June, is designed for those students who have acquired strong management knowledge through education in business and professional experience (see page 41 for eligibility requirements). Students in the 2Y and MMM programs attend classes for three quarters (fall, winter, and spring) during two consecutive academic years. Each student is expected to pursue an internship during the summer following the first year. The MMM Program is a joint-degree program with Northwestern University’s McCormick School of Engineering and Applied Science.
“CIM Week set the tone for my Kellogg experience — incredible, intense and inspirational. In that first week, I met people from all over the world, pursuing every career path. CIM not only introduced me to the extraordinary breadth of activities available at Kellogg, but also to the depth and diversity of talent among my classmates.

As a second-year student on the CIM Executive Committee, I organized and led a community service day in Chicago for the incoming class. Introducing the new students to the Kellogg experience and values was as rewarding to me as my own CIM Week.”
All MBA students receive a solid foundation in the concepts and skills of management. A rigorous core curriculum provides the background for advanced, specialized work in academic majors or professional fields. The core curriculum for the Two-Year Program consists of nine courses in fundamental areas, including Accounting, Decision Sciences, Finance, Management and Organizations, Management and Strategy, Managerial Economics, Marketing and Operations. In the second year, 2Y students complete the required Values and Crisis Decision Making course.

A minimum of 24.5 course units and six quarters of registration are required for graduation from the Two-Year Program. Students typically take four to five courses in each of the six quarters they are enrolled.

**PRE-TERM AND ORIENTATION**

Pre-term at Kellogg is a program that embraces three components: the Complete Immersion in Management (CIM) orientation for new students; the required core class, Leadership in Organizations; and the technology training program, Technology Education @Kellogg, known as TEKcamp. Designed primarily to introduce first-year students to each other and to the Kellogg School’s cooperative culture, the CIM orientation program features presentations on leadership, diversity and global issues, as well as social events. Leadership in Organizations is a full-credit course that consists of 10 three-hour class sessions, plus a final examination; the course highlights issues relating to leadership, teamwork, ethics and competitive advantage through allocation of human resources and how people are organized. TEKcamp introduces students to the technology environment at Kellogg and offers a variety of sessions that build students’ skills in quantitative applications. Pre-term is a mandatory program for all students.

**TWO-YEAR PROGRAM CORE CURRICULUM**

The challenging core curriculum fills much of the first two quarters of the Two-Year Program. In these core courses, students study the functional activities of organizations and learn the fundamental frameworks, skills and analytical tools for successful decision-making.

In addition to Leadership in Organizations described above, the Kellogg School’s required core courses are: Accounting for Decision Making, Business Strategy, Finance I, Marketing Management, Mathematical Methods for Management Decisions, Microeconomic Analysis, Operations Management and Statistical Methods for Management Decisions. As noted above, the Leadership in Organizations course is taken during an intensive 10-day experience just prior to the beginning of the first-year fall quarter.

All required core courses are taken during the first year of the program. The final required course is Values, Ethics and Strategic Crisis Management, which is completed in mid-September of the second year.

**ONE-YEAR PROGRAM**

Approximately 70 One-Year (1Y) students enter the program each June and must complete 15.5 course units during four quarters of registration to earn their degrees. They may major in any of the areas available to students in the Two-Year Program. During the summer quarter, students take courses designed to complement their undergraduate business studies. In mid-September, they join the second-year class for the required Pre-term course, Values, Ethics and Strategic Crisis Management, and complete their electives. See page 41 for more information about the 1Y Program.
CLASS SECTIONS
Typically 635 students enroll in the Kellogg School’s full-time programs. Entering students are assigned to sections, most with approximately 70 students. The sections are comprised of students from a wide variety of cultural, educational and professional backgrounds. Section assignments are made randomly in an effort to maximize the learning experience for all students; One-Year students, who begin classes during the summer, form their own section. Friendships form quickly, as section mates take most of their first-quarter core courses together. Section assignments enable the faculty to integrate learning across the core courses. During succeeding terms, students customize their curricula by choosing elective courses that meet their specific needs.

To ensure academic flexibility and to give students the opportunity to meet people throughout the Kellogg community, section classroom assignments exist only for the first- and second-year Pre-terms, and the fall of the first year. MMM students are integrated into one of the eight sections during the Pre-term and are then assigned to their own section for fall-quarter courses.

BEYOND THE CORE
The Kellogg curriculum is flexible and broad and gives students the opportunity to develop an academic program that is tailored to their ambitions and interests.

The Kellogg School is divided into six academic departments: Accounting Information and Management, Finance, Management and Organizations, Management and Strategy, Managerial Economics and Decision Sciences, and Marketing. Kellogg also has a number of professional programs, including Biotechnology, Entrepreneurship and Innovation, Health Industry Management, International Business and Markets, Media Management, Real Estate Management, and Technology Industry Management. In addition, Kellogg offers a number of interdisciplinary majors including Analytical Consulting, and Social Enterprise at Kellogg.

Kellogg students often select their major(s) in a combination of academic fields, professional programs and one or more interdisciplinary areas. More than 95 percent of Kellogg students complete more than one major. In recent years, the most frequently chosen majors have been Finance, Management & Strategy, and Marketing.
“The field of entrepreneurship is best taught by those who have been entrepreneurs, and/or those who have had a close, direct relationship with entrepreneurship as an investor or adviser. The ideal is to have a combination of the practical and theoretical.”

— Professor Steven Rogers
“We have a faculty with many diverse gifts. They have brilliant minds and they are outstanding scholars. But one of the key things that makes Kellogg special is that we have a faculty who truly are dedicated to their craft, who are willing to go great lengths to figure out ways to help our students learn.”

— Professor David Besanko
LEARNING BY DOING
Because Kellogg students have work experience, they are eager to explore the ways management theory applies to the business environment. Kellogg provides students with ample opportunities to test their learning in real-world corporate and nonprofit settings.

In the Learning through Experience and Action Program (LEAP) course, students are matched with outside organizations that have specific management questions or problems. The students form groups and each group spends about 90 hours per quarter, including time on site, on the project. In recent projects, students have worked on activity-based cost accounting for a hospital, business process re-engineering for a packaging company and a marketing segmentation study for a telecommunications company.

In-depth courses, such as the Advanced Marketing Practicum (AMP), allow students to deepen their understanding of key concepts and put the tools they have learned into action. The focus of the AMP is a single, integrative, challenging marketing problem. Students devote an entire academic quarter to working on the problem, in conjunction with faculty and other students. Teams then present their results to senior managers of the sponsoring company. Its purpose is to give students the opportunity to work with data and real-life problems outside the bounds of a particular course.

The Global Initiatives in Management (GIM) course enables students to perform academic projects abroad. Recent projects have included a marketing research project for the National Basketball Association in China and ecotourism in Ecuador. GIM projects have formed the basis of several books.

Students also have a chance to use their skills to impact the community. In Mission, Strategy and Finance in the Nonprofit Sector, for example, students work with local nonprofits to address concerns ranging from fundraising to strategic planning. Students further gain hands-on work experience through the Neighborhood Business Initiative, a student-run club that provides pro-bono consulting services to nonprofits in the Chicago area. These projects give students valuable exposure to real clients with real business challenges.

To maximize opportunities for students to individualize their programs, Kellogg offers independent study projects, designed jointly by students and faculty members. These projects typically involve research on original topics in a variety of academic fields such as marketing, strategy and finance.

TUTORING
For occasions where additional support is needed, Kellogg offers peer tutoring in small groups for core courses. Weekly group tutorial sessions in accounting and decision sciences are taught by doctoral students during the fall and winter quarters. Specialized assistance in writing is available through noncredit workshops held during the academic year.
“Through the Kellogg School’s finance program, I have developed an acute understanding of the finance field and, more importantly, the intellectual agility to navigate this ever-changing field. The foundational finance classes and extensive offering of electives piqued my interests, and in each of these courses, I was motivated to excel. My learning seamlessly continued outside the classroom in frequent interactions with leading finance practitioners who attended Kellogg’s finance conferences and served as guest speakers. Kellogg’s finance program is indeed a very comprehensive learning experience.”
Academic Departments

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

Kellogg faculty balance their enthusiasm for research with their commitment to sharing knowledge with students. Nearly half of all Kellogg faculty members have earned a teaching award during their careers; in 2006, students nominated more than 100 faculty members for the L.G. Lavengood Professor of the Year Award, Kellogg’s highest teaching honor. To maintain and constantly improve the level of teaching at Kellogg, the school conducts workshops and mentoring programs for new faculty, as well as best practices workshops for all faculty members.

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

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

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

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

FINANCE
The Kellogg Finance faculty are renowned in a broad range of specialties, from technical asset pricing to corporate financial policies and capital market dynamics. Their research is recognized by award-winning publications in flagship finance journals. The Finance faculty also serve as editors of leading professional publications, setting the standards for new ideas in finance. The Finance major, among the most popular at Kellogg, takes full advantage of this expertise in a broad set of courses taught by faculty at the forefront of the field.
The finance curriculum provides both a working understanding of the financial decision-making process in organizations as well as insight into how financial markets function. Students interested in a finance career choose one of two majors: the Finance major or the Analytical Finance major. The Finance major provides an excellent background for a variety of financial career paths, including investment banking, money management, venture capital, real estate, insurance, and corporate control and treasury functions. In addition, finance is important for generalists seeking careers in management consulting, organization planning and strategy, general management, and small business and entrepreneurial management. The Analytical Finance major provides a more technical background in financial markets and modeling for students interested in specialized finance positions.

Whether a student intends to be a finance specialist or a management generalist, corporate finance and financial markets are an integral part of the vocabulary of business. The Finance major provides a foundation in corporate finance and financial markets that supports every business function. For specialists, the broad range of electives in the finance major, offered by faculty who are themselves continually advancing the frontiers of thought, gives structure and intensity to training and preparation for a finance career.

MANAGERIAL ECONOMICS AND DECISION SCIENCES

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

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

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

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

Social Enterprise at Kellogg (SEEK) develops students’ abilities to lead and manage within a social enterprise organization. Students take a variety of classes across several disciplines to develop this expertise. For more on the SEEK program, see page 33.

The Decision Sciences curriculum provides students with skills and understanding that will increase their capabilities as managers. The program enables them to synthesize
“The business environment is inherently uncertain. Finance and economics give us forward-looking tools to assess and manage these risks. Nimble managers react to the unexpected, but leaders step forward and anticipate — knowing that the unexpected will happen.”

— Professor Janice Eberly, Chair of Finance department
“One of my primary research areas is to investigate the reporting behavior and evaluation of equity research analysts. As sophisticated users of accounting data, these individuals provide many insights that help me prepare my students to appropriately interpret external and internal financial reports in making decisions.”
— Professor Beverly Walther
the various factors of management planning, implementation and control into appropriate mathematical models that guide optimal decisions and can be used to conduct sensitivity analysis on the resulting decisions.

MANAGEMENT AND ORGANIZATIONS
Management and Organizations (MORS) focuses on the behavior of people and groups in organizations and how firms interact with their environments. It is an interdisciplinary field drawing on sociology, psychology, anthropology and political science, as well as on knowledge from institutional settings such as business, government and health services. The curriculum provides students with the knowledge of how to motivate people, design organizations, improve problem-solving and decision-making capabilities, introduce and manage change processes and form corporate networks and alliances.

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

MANAGEMENT AND STRATEGY
The Kellogg School’s Management and Strategy curriculum examines the internal and external economic forces that affect a firm’s ability to sustain successful performance. Through lectures, cases and real-world projects, students learn to think creatively about an organization’s strategic position and how to compete effectively.

Effective strategic management requires a clear understanding of the business and political environment, incorporating global issues when appropriate. Four broad issues are central to Management and Strategy: strategic positioning, including identifying broad target segments as well as niche strategies; industry analysis, including diagnosing competition and developing tactics for thriving in difficult markets; organizational economics, including developing measures of individual and firm performance, systematic resource allocation, and supporting organizational structure; and firm dynamics, including research and development and learning strategies. Management and Strategy courses develop all of these skills through a combination of lectures based on foundational economics research as well as case analysis and discussion of contemporary industry phenomena.

The Management and Strategy major is appropriate for students pursuing a wide range of private and public sector career paths, including general management, consulting, planning, and investment banking.

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

A variety of teaching methods assures a balanced exposure to theoretical problems and actual managerial situations, addressing issues in consumer and business products and services. Courses assess or analyze behavioral concepts and quantitative methods and provide opportunities for applying knowledge in a wide range of situations.
“As a professor, I’m continually learning. The validation comes when I deduce how something is going to work in theory and I am then able to observe it working in practice.”

— Professor Brian Sternthal
The Marketing Department offers two majors: Marketing and Marketing Management. The Marketing major is designed for students seeking a broad understanding of marketing. It is appropriate for students planning careers in areas such as management consulting and general management.

The Marketing Management major is aimed at students planning careers in marketing. As with the Marketing major, courses expose students to the major concepts and tools that serve as the foundation for the theory and practice of modern marketing. The Marketing Management major requires a greater breadth of understanding of the concepts and tools and a greater depth of understanding of their application. This major is particularly suited for careers in industries such as packaged goods, high tech, e-commerce, entrepreneurship, business marketing, consulting, retailing, sales management and marketing research.

The Marketing Department, rated at the top in all national and international ranking surveys conducted during the past 15 years, has produced leading textbooks in three key areas of marketing — marketing management, channels of distribution and sales promotions. Kellogg marketing faculty also have received many awards for outstanding articles in leading academic journals and they have held significant positions with professional organizations and publications, including as editors of academic journals. The Kellogg School faculty includes a former president of the Association of Consumer Research, a recipient of the prestigious Marketing Educator of the Year Award from the American Marketing Association, and the 2006 L.G. Lavengood Professor of the Year. In 2005 the Financial Times rated one member, who is the recipient of numerous honorary degrees from other institutions, as the fourth most influential person in shaping business thought. Additionally, many marketing educators at other top business schools earned their PhD at the Kellogg School.

For complete information on academic departments and majors, please visit kellogg.northwestern.edu/academics.
“As chair of the 2006 Kellogg Private Equity Conference, I was responsible for delivering the continued success of one of the Kellogg School’s premiere conferences, uniting more than 300 alumni, students and representatives from venture capital and private equity firms for networking and discussion of the latest industry trends.

It was an excellent learning opportunity, further developing my leadership, motivational and organizational skills. I gained valuable insights through leading my student colleagues, and ensuring speakers, budgeting, logistics and marketing were effectively addressed, in an ideal test of my project management ability.”
Professional Programs

General management and strong business leadership require a deep understanding of the relationships between academic disciplines and professional functions. The following professional programs address both organizational and student needs.

BIOTECHNOLOGY
Those aspiring to become leaders in biotechnology must understand the interplay of technology, innovation, finance, management, regulatory and public issues that define the life science industry.

The program, supported by the Kellogg Center for Biotechnology, offers a balance of hands-on experience through projects with top biotechnology, pharmaceutical and medical device companies, as well as traditional classroom learning with Kellogg faculty and industry executives. Courses provide the tools, frameworks and practical experience needed to become leaders in the biotechnology, pharmaceutical and medical device industry, such as marketing of biomedical products, marketing of technology, valuations, intellectual property management, strategic alliances, venture capital, and effective management of commercialization, regulatory and public issues. The program is complemented by extracurricular activities such as weekly science basics sessions, cutting-edge biomedical “boot camps,” and workshops on innovative leadership for the biomedical industry.

The Biotechnology major provides a strong and broad foundation to excel in a broad range of leadership positions in the life science industry, including business development, marketing, product development, corporate development, consulting, banking and venture capital.

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

Professors are traditional academicians, as well as former entrepreneurs, venture capitalists and bankers. Two of them have earned the prestigious Ernst & Young Entrepreneur of the Year Award. These faculty strengths give students the benefits of both the theoretical and practical knowledge so valuable to becoming a successful entrepreneur.

The Kellogg School’s Heizer Center, created in 1988 through an endowment by Mr. and Mrs. Edgar F. Heizer Jr., supports research projects and a seminar series. The Levy Institute, established in 2003 with a gift from Larry ’67 and Carol Levy, focuses on curriculum development in entrepreneurial studies and entrepreneurial practice, imparting the practical skills needed to succeed as an entrepreneur. Fifteen faculty members teach a rich and comprehensive portfolio of courses that exceeds the average number of courses taught at most business schools, as reported by the Kauffman Foundation.
“There is a tremendous amount of innovation in financial markets today. The goal for my class is to give my students a fundamental understanding of financial markets and derivatives so that they can not only understand the instruments currently available, but also be able to understand, use and create new financial products after they leave the Kellogg School.”

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

First-hand learning opportunities are also plentiful outside the classroom. The Private Equity and Entrepreneurship Club is one of the largest and most active student clubs on the Kellogg School campus, with a full portfolio of activities that includes speakers, projects and company visits. The Entrepreneurship and Innovation Program hosts the school’s business plan competition, in which students compete for cash and in-kind prizes. In addition, the Social Enterprise and Private Equity conferences, and the Entrepreneur Summer Internships provide students with many additional opportunities to explore new ventures.

This combination of experiential and classroom learning has helped many Kellogg School alumni become successful entrepreneurs. These dynamic leaders include recent graduates Jai Jai Greenfield ‘98, founder of the Harlem Vintage retail wine store; Parry Singh ‘99 and Subhash Bed ‘99, co-founders of Red Fort Capital, which focuses on opportunities in India; Doug Cook ‘98, owner of the Feldco window replacement company; and Andrew Youn ‘06, founder of “One Acre Fund,” devoted to helping poor farm families in Kenya.

**HEALTH INDUSTRY MANAGEMENT**

The Kellogg School’s Health Industry Management program, founded in 1943, is the oldest program of its kind in the country and is consistently ranked among the top health administration programs by *U.S. News and World Report*.

Current national healthcare spending is about $2 trillion per year and is expected to continue to rapidly rise. These increased costs, accompanied by an explosion of technologies, demand that managers acquire a new set of skills coupled with knowledge of traditional healthcare organizations.

To meet the educational challenges of this rapidly evolving field, the Health Industry Management program provides students with a managerial and technical foundation for careers in consulting, medical products, pharmaceuticals, biotechnology, financial services, venture capital, healthcare systems, health plan management and insurance, associations and government. Faculty work closely with students to help them customize their curricula to fit individual backgrounds and career goals in the industry.

Complementing the curriculum, the Mentor Program offers students a practical tutorial. This highly regarded experience enables small groups of students to meet with a nationally known, locally based healthcare executive to explore topics of mutual interest in the field.

The Health Industry Management faculty have national and international reputations in their areas of expertise and play an active role as consultants and advisers to many national firms, government agencies and professional organizations. In addition, program faculty are involved in three cutting-edge research centers: the Center for Health Industry Market Economics, the Kellogg Center for Research on Strategic Alliances and Northwestern University’s Institute for Health Services Research and Policy Studies.
INTERNATIONAL BUSINESS AND MARKETS
An International Business major provides students with the specialized tools in finance, marketing, organization management, and management strategy necessary to understand the international dimension of business and the global implications of management decisions. The major also allows students to combine a grounding in international business strategy with real-world research experience abroad, through the popular Global Initiatives in Management course.

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

For more information about the Kellogg School’s international programs, see page 49.

MEDIA MANAGEMENT
Students in the Media Management major apply their Kellogg education to the rapidly changing media. Coursework examines traditional and emerging media platforms and provides specialized tools and frameworks to help graduates market and brand media products and develop a contemporary media strategy.

Classes include lectures by core faculty, case analysis and presentations by visiting media executives, as well as “live” projects with media companies. Faculty regularly teach senior media executives from around the world through Northwestern University’s Media Management Center.

The major helps students understand the “information age” and to prepare for leadership roles in media-related consulting, finance, marketing or vendor companies.

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

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

Among other industry-oriented activities, students organize the annual Kellogg Real Estate Conference. The conference examines current industry issues with panel discussions comprised of leaders in the real estate field and key Kellogg faculty. The
“My greatest experience at Kellogg has been working with my professors and fellow classmates to establish the Global Health Initiative (GHI). A unique partnership among private industry, nonprofit donors and academia, GHI is designed to develop products that address health issues faced by underserved communities worldwide.

The research and insights of students and faculty are influencing product development decisions, target markets and distribution channels. As I leave Kellogg, I know I’ve applied my leadership, education and passion toward an initiative that will improve the health of individuals in developing countries for years to come.”
“The SEEK program provides our students with the skills and tools to lead complex organizations and to participate in shaping the social and political environment of those organizations in a responsible fashion.”
— Professor Daniel Diermeier
Real Estate Conference also explores trends in the industry and identifies employment opportunities. Students also participate in two real estate case-based challenges against other real estate programs at top business schools around the country. The competitions provide students with a practical application of the challenges that face real estate professionals after graduation.

SOCIAL ENTERPRISE AT KELLOGG
The Social Enterprise at Kellogg (SEEK) program reflects the converging challenges that managers face today as they strive to be socially responsible global leaders in their chosen fields. Kellogg created the SEEK program in 2005 to provide a rigorous, relevant experience for students interested in the intersection between management and society across all organizations and industries. SEEK is focused on building leadership skills and awareness to help Kellogg graduates be socially responsible global leaders.

In today’s global society, individuals move among sectors, often participating in multiple sectors simultaneously. A good example of this phenomenon is a management consultant serving on the board of a local nonprofit or a finance professional working with a microfinance entity. Accordingly, SEEK draws on Kellogg faculty from multiple disciplines — distinguished scholars in political economy along with other Kellogg experts who have a significant research interest in social enterprise, ranging from social psychology to public policy, social enterprise and nonprofit management. Our faculty has developed the SEEK curriculum to give students the skills to manage successfully in a variety of for-profit corporation positions including management consulting, corporate social responsibility, financial services and consumer products; nonprofit organizations such as educational institutions, social service agencies or consulting firms; and governmental entities including local, state and federal agencies.

The program also supports numerous, ongoing student activities regarding the intersection of leadership and managerial decision-making within the broader social environment. Kellogg School students are highly involved in this arena, as demonstrated by the more than 100 members who are active in the student-run Social Impact Club. In 2004, the Social Impact Club took first place in the Chapter Service Award and second place in the Chapter of the Year Award at the 12th Annual Net Impact Conference. With more than 10,000 members, Net Impact is the leading network of business students and professionals devoted to using the power of business to create a better world. Students also have leadership opportunities through SEEK’s affiliation with the Kellogg School’s research centers including the Center for Nonprofit Management and the Ford Motor Company Center for Global Citizenship.

SEEK is committed to helping graduates obtain positions in the public and nonprofit sectors through several specific programs as well as through the Career Management Center. The Loan Assistance Program helps students by reducing the educational debt burden that sometimes limits graduates from pursuing positions within these sectors and the Beacon Capital Fellows Program provides graduating Kellogg students fellowships in various nonprofit institutions. Fellows work closely with senior management developing unique projects that will generate measurable results to the organization and ultimately to the community.
TECHNOLOGY INDUSTRY MANAGEMENT

Information technology is transforming our personal lives, as well as the way firms operate. Enterprise technologies are enabling new levels of efficiency, effectiveness and innovation in industries ranging from healthcare to automotive to retailing. Networking, digitization and mobility are making our lives more fulfilling and our work more productive. The Technology Industry Management (TIM) major equips students with the conceptual and analytical frameworks to manage technology businesses, as well as provides them with an in-depth understanding of the role that enterprise technologies play as enablers of improved business performance and competitive advantage.

“Horizontal” courses expose students to the fundamentals of enterprise technologies and management of technology projects and portfolios, while “vertical” courses focus on the managerial challenges in creating and marketing technology products and services. The major is useful for students who wish to work as product managers in technology companies, consultants in strategy consulting firms or as entrepreneurs. It is also useful for future general managers who will sponsor initiatives involving enterprise technology.

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

FURTHER OPTIONS

With the assistance of a faculty adviser, students may take graduate- or doctoral-level courses in others schools at Northwestern University.
“When I started teaching accounting, if I had to fly somewhere and the person sitting next to me on the plane asked what I did — and I told them — they would immediately change the subject. Nowadays, if I tell them, more often than not, for the duration of the flight I am peppered with questions. It’s amazing how much the events of the last few years have changed the world’s impression of, and appreciation for, accounting.”

— Professor Ronald Dye, Chair of Accounting Information & Management department
“The No.1 lesson I think students should learn in business school is how to deal with uncertainty. People try to wish uncertainty away, but successful businesses know how to react to it properly. That’s what Managerial Economics and Decision Sciences is all about — teaching students to estimate and to react to uncertainty.”

— Professor Sunil Chopra, Senior Associate Dean: Curriculum and Teaching
TWO-YEAR MBA CORE COURSES

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

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

Finance I
This course studies the effects of time and uncertainty on decision making. Topics include discounted cash flow valuation, stock and bond valuation, the term structure of interest rates, bond duration, capital budgeting under certainty and uncertainty, portfolio theory, asset pricing models and efficient markets.

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

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

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

Microeconomic Analysis
Among the topics this core course addresses are economic analysis and optimal decisions, consumer choice and the demand for products, production functions and cost curves, market structures and strategic interactions, and pricing and non-price concepts. Cases and problems are used to understand economic tools and their potential for solving real-world problems.
“Our marketing courses focus on driving business results — on picking customers you can serve better than the competition, refining product and service features, building lasting relationships with brands and focusing spending across the organization to maximize long-term return.”

— Professor Julie Hennessy
**Operations Management**

Operations management is the management of business processes—that is, the management of the recurring activities of a firm. This course aims to familiarize students with the problems and issues confronting operations managers, and to provide the language, concepts, insights and tools to deal with these issues to gain competitive advantage through operations. We examine how different business strategies require different business processes and how different operational capabilities allow and support different strategies to gain competitive advantage. A process view of operations is used to analyze different key operational dimensions such as capacity management, cycle time management, supply chain and logistics management, and quality management. Finally, we connect to recent developments such as lean or world-class manufacturing, just-in-time operations, time-based competition and business re-engineering.

**Statistical Methods for Management Decisions**

This sequel to Mathematical Methods for Management Decisions extends the statistical techniques learned in that course to allow for the exploration of relationships between variables. Topics include one- and two-population hypothesis testing, correlation, simple and multiple regression analysis, and qualitative variables. The course also covers applications of the material and a number of case studies. Extensive use of spreadsheet statistical analysis software is required.

For a complete list of courses, go to kellogg.northwestern.edu/academics and choose Course Catalog.

**FIRST-YEAR COURSE SCHEDULE FOR 2Y STUDENTS**

With approval from the appropriate department, students may replace core courses with a more advanced course in the same discipline.

**First-year Pre-term**
- Leadership in Organizations

**Fall Quarter**
- Business Strategy
- Accounting for Decision Making
- Mathematical Methods for Management Decisions
- Finance I or Marketing Management

**Winter Quarter**
- Statistical Methods for Management Decisions
- Microeconomic Analysis
- Finance I or Marketing Management
- Elective

**Spring Quarter**
- Operations Management
- Electives (three)

**SECOND-YEAR PRE-TERM COURSE**

**Values, Ethics and Strategic Crisis Management**

In recent decades corporations have increasingly become the dominant source for political and social change. Increased globalization and technological progress have further accelerated this process. Businesses are now held accountable by standards other than legal compliance or financial performance. Successful business leaders have recognized that these challenges are best mastered by a commitment to values-based management. However, simply “doing the right thing” is not enough. Rather, companies increasingly find themselves as targets of aggressive legal action, media coverage and social pressure. Organizations must be prepared to handle rapidly changing environments and anticipate potential threats. This requires a deep understanding of the strategic complexities in managing various stakeholders and constituencies. To confront students with these challenges in a realistic fashion, the class is structured around a rich set of challenging case studies and crisis simulation exercises.
“The One-Year MBA program was the perfect choice for me. Building on my undergraduate business studies, the 1Y Program offered a flexible and tailored approach, enabling me to focus on my specific interests and goals. I’ve learned a tremendous amount, but my most valuable insight is a subtle change: Kellogg taught me to be more effective in how I motivate, collaborate and negotiate with colleagues, which I know is critical to business success. It’s amazing what you learn in 12 months when academics and a group of remarkable people come together.”
One-Year MBA Program

The One-Year (1Y) MBA Program, established in the late 1960s, is an accelerated program for candidates who have clear and consistent career goals. Most 1Y students have undergraduate business degrees or have completed the requisite coursework through either undergraduate or graduate studies.

The 1Y Program is flexible, as it allows students to design highly individualized courses of study while completing the requirements for their major(s). They may major in any of the areas described in the Two-Year MBA Program. During the summer quarter, 1Y students must complete Management of Enterprise, and they also take courses designed to complement their undergraduate business studies, choosing from courses in finance, statistical decision analysis, operations management, managerial decision analysis and economic analysis.

Approximately 70 1Y students enter the program in June and complete the 15.5 courses necessary to earn their degrees. In September, they join the second-year class for the required half-credit Pre-term course, Values, Ethics and Strategic Crisis Management, and then complete at least 11 additional courses chosen to meet their needs and interests. Because of their previous business education, generally 1Y students may not take 2Y core courses. Courses are described in greater detail on page 43.

ONE-YEAR SUMMER QUARTER REQUIRED COURSES

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

Values, Ethics and Strategic Crisis Management
In recent decades corporations have increasingly become the dominant source for political and social change. Increased globalization and technological progress have further accelerated this process. Businesses are now held accountable by standards other than legal compliance or financial performance. Successful business leaders have recognized that these challenges are best mastered by a commitment to values-based management. However, simply “doing the right thing” is not enough. Rather, companies increasingly find themselves as targets of aggressive legal action, media coverage and social pressure. Organizations must be prepared to handle rapidly changing environments and anticipate potential threats. This requires a deep understanding of the strategic complexities in managing various stakeholders and constituencies. To confront students with these challenges in a realistic fashion, the class is structured around a rich set of challenging case studies and crisis simulation exercises. (Offered in summer or Pre-term)
“When I’m teaching, all my creative energy is devoted to my classroom. I find my interactions with students have benefited my research; students have changed my tastebuds for what is an interesting research question.”

— Professor Kathryn Spier
ONE-YEAR SUMMER QUARTER ELECTIVE COURSES OFFERED IN 2006

Finance I/II (Turbo)
This course combines the materials of FINC-430 and FINC-441 into an intensive one-quarter course available to One-Year students and first-year students interested in accelerating their studies of finance. Students choosing this option should expect the presentations, readings and other homework to be at least double those of the regular courses. By combining these two courses into one quarter, students are able to take more advanced finance electives during their first year and have the opportunity to include an extra finance elective in their course schedules. Please note that this course carries the weight of one course only.

Managerial Decision Analysis
This course presents the standard approach taken in all Kellogg courses in dealing with risk and uncertainty. The principal focus is on the language of probability, random variables, decision trees and commonly encountered probability distributions. A number of applications are explored, with most analysis performed using spreadsheets.

Leading and Managing Teams
This is a course about teams: how to lead a team, encourage creativity, ensure coordination, deal with difficult team members, improve teams’ decision making and performance, get the most out of a team, and manage the boundaries between the team and other parts of the organization from which the team draws resources and authority. Students are assigned to a team at the beginning of the quarter. Teams analyze cases of outstanding and poor teamwork, then complete a group project and analyze their own teamwork and outcomes.

Microeconomic Analysis
Among the topics this core course addresses are economic analysis and optimal decisions, consumer choice and the demand for products, production functions and cost curves, market structures and strategic interactions, and pricing and non-price concepts. Cases and problems are used to understand economic tools and their potential for solving real-world problems.

Operations Management (Turbo)
This accelerated course serves as an introduction to Operations Management. The course approaches the discipline from the perspective of the general manager, rather than from that of the operations specialist. The coverage is very selective: Students concentrate on a small list of powerful themes that have emerged recently as the central building blocks of world-class operations. The course also presents a sample of operations management tools and techniques that have proved extremely useful through the years. The topics discussed are equally relevant in the manufacturing and service sectors.

Research Methods in Marketing
The broad objective of this course is to provide a fundamental understanding of marketing research methods employed by well-managed firms. The course focuses on integrating problem formulation, research design, questionnaire construction, sampling, data collection and data analysis to yield the most valuable information. The course also examines the proper use of statistical applications as well as qualitative methods, with an emphasis on the interpretation and use of results.

Statistical Decision Analysis
The study of statistics at Kellogg has two complementary goals; the first is to master the two languages of statistics: How to measure how much an estimate can be trusted and how to measure the weight of evidence with respect to a claim that has been made. The objective is to become knowledgeable consumers of statistical reports, effective managers of those doing the statistical “dirty work” and confident critics of statistics done badly. The other goal is to become facile at performing regression analysis, a tool for understanding the types of relationships all managers must deal with. A spreadsheet-based statistical analysis package is provided to all students.

1Y students are able to take advantage of the Kellogg School’s highly rated part-time evening program located on the downtown Chicago campus.

For a complete list of courses, go to kellogg.northwestern.edu/academics and choose Course Catalog. The list of course offerings is subject to change.
“MMM students develop the intuition and edge to become successful general managers of product-based companies. The management and operation-based skills I learned have helped me create effective and practical recommendations for the stakeholders on my internship and LEAP projects. In addition, my project team and I used our skills to recommend successful strategies to turn around a nonprofit organization in South Africa. MMM has given me the skills to consult technology companies on their strategic operational goals after graduation, paving my way to becoming a general manager.”
Master of Management and Manufacturing

Students choose Northwestern University’s Master of Management and Manufacturing (MMM) Program to leverage their already-sound technical skills into successful management careers. MMM graduates receive two degrees after completing the two-year, full-time program — an MBA from the Kellogg School and a Master of Engineering Management from Northwestern’s McCormick School of Engineering.

Upon graduation, students are equipped with the tools to succeed in almost any function in a product-oriented enterprise, an operations function in any enterprise or consulting for product-oriented enterprises. Graduates typically take positions in consulting, general management, operations and product management.

TWO SETS OF SKILLS

The MMM Program is designed to give students a comprehensive management background, while at the same time building key competencies in the technical arena. In addition to studying the core subjects of the Kellogg School’s top-ranked management program, students also learn essential manufacturing skills at one of the country’s leading engineering schools.

Many of the students who enroll in the MMM Program have engineering or manufacturing backgrounds. All have prior exposure to manufacturing and strong quantitative skills, which are necessary to complete accelerated study in areas such as accounting and decision sciences. Students complete 6.5 classes in the Kellogg School’s managerial core and 4.5 in the manufacturing core from McCormick. This accelerated course of study allows students to take more electives, including three manufacturing electives and nine or more general electives. Most earn at least two other majors, such as strategy, finance or marketing.

The core coursework culminates in the Integration Project. In this course, student teams draw on their broad-based education to consult on the improvement of an existing manufacturing process or on the design and introduction of a new process or product for an industrial client.

THEORY AND PRACTICE

The MMM Program provides many unique opportunities for the practical application of ideas discussed in the classroom. Representative examples have included:

• In the Managing Product Innovation class, several teams of students developed products related to the air travel industry. Some of these teams were invited to present their concepts for airport improvements to officials at O’Hare International Airport.

• For its Integration Project, one student team, guided by a faculty member, used quantitative inventory and transportation models to analyze and reshape the product-platform strategy for a major manufacturer of flow metering equipment.
• As a result of their involvement in the MMM Entrepreneurship Program, two students founded Go2Call, a provider of high-quality international voice-over IP calling services.

• In another MMM Entrepreneurship Program project, students developed a business plan for commercializing a sensor used to detect sub-surface defectivity in semiconductor applications. The sensor, under development by McCormick Professor Vinayak Dravid, is based on a near field acoustic holography (NFAH) method as a non-destructive technology.

A CLOSE-KNIT COMMUNITY
Since the MMM Program’s beginning in 1990, students have formed strong bonds that continue in their careers. The camaraderie begins in the classroom, where they share the knowledge gained in their professional backgrounds, and builds in their extracurricular and free-time activities. Students work as a team to plan the annual Manufacturing Business Conference, which attracts top executives from companies such as AT Kearney, Danaher, Deere, Deloitte, Eaton, Ford, General Motors, Guidant and many others. The sense of community extends to the many MMM alumni who maintain extremely strong ties to the program. They are an invaluable source of help to students in networking and job searches.

MMM students are fully integrated into the Kellogg community. MMMs take courses with their 2Y and 1Y peers and assume leadership positions in the full range of extracurricular activities.

ENHANCED PROFESSIONAL OPPORTUNITIES
With their understanding of technical issues, cross-functional training and strong team leadership and interpersonal skills, MMM graduates draw particular interest from recruiters. Companies hiring MMM graduates include manufacturers, consulting firms and start-up ventures. For more information about MMM careers, see page 66.

APPLICATION INFORMATION
To apply to the MMM Program, prospective students should complete the online Kellogg School application and mark the appropriate box to indicate interest in MMM. For more detailed information, please visit mmm.northwestern.edu.

MMM COURSE REQUIREMENTS

Management Core
• Accounting for Manufacturing Management
• Values and Crisis Decision Making (1/2 unit)
• Leadership in Organizations (pre-term)
• Turbo Finance (Finance III)
• Microeconomic Analysis
• Business Strategy
• Marketing

Manufacturing Core
• Factory Physics I
• Factory Physics II
• Managing Product Innovation
• One Product Development Minicourse (1/2 unit) chosen from approved list
• Operations Strategy or Logistics and Supply Chain Management or Service Operations
• Three additional manufacturing-related courses
“Analytical thinking and problem-solving skills are increasingly essential for managers to succeed in today’s competitive environment. So my teaching and research emphasizes a structured and rigorous approach to business decisions. In particular, I employ a combination of economic, mathematical and spreadsheet modeling and analysis of problems that include optimal resource allocation and decision-making in an uncertain and changing environment.”

— Professor Sudhakar Deshmukh
“The international opportunities at Kellogg are exceptional and valuable. With the school’s emphasis on teamwork both in and outside the classroom, I interacted with students from many different parts of the world and learned about their cultures. Looking back, co-leading the Global Initiatives in Management (GIM) trip to South America was one of my most rewarding international experiences, not only because of the leadership challenge but also, and most importantly, for the cultural perspectives it afforded me.”
International Learning Opportunities

No matter how you define diversity, diversity of thought is the result of bringing a broad range of perspectives into any community. Approximately 28 percent of students in the Kellogg School’s full-time program hail from outside the United States, and the Kellogg community includes many domestic students who have lived or worked abroad. A majority of faculty members have studied or taught at universities outside the United States, about one-quarter of the faculty were raised and educated abroad.

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

INTERNATIONAL BUSINESS MAJOR

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

GLOBAL INITIATIVES IN MANAGEMENT

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

In 2006, almost 400 students took part in GIM, conducting research in Brazil, the European Union, China, Southeast Asia, and other regions.
INTERNATIONAL BUSINESS AND MARKETS RESEARCH CENTER
The International Business and Markets Research Center brings leading international business scholars to campus to discuss the latest research and promotes interaction among researchers at Northwestern University. The center fulfills its mission of promoting research through working papers, partnerships with researchers, and conferences.

GLOBAL SPEAKERS AND VISITORS
The Kellogg School’s worldwide network of alumni and corporate contacts gives students the opportunity to learn from and interact with a variety of global leaders. Notable guests to the school have included: Nandan Nilekani, CEO, president and managing director, Infosys; Alvaro Díez de Medina, the Uruguayan ambassador to the United States; Yoram Dinstein, president of Tel Aviv University; Ion Diaconescu, president of the Romanian parliament; Asda Jayanama, Thailand’s ambassador to the United Nations; Peter Augustsson, CEO of SKF Group in Sweden; Yongji Duan, CEO of Stone Group Co. in China; Omar Carneiro, president of AT&T Brazil; and Leticia Costa, vice president for Booz Allen Hamilton Inc.-Brazil.

INTERNATIONAL CLUBS
Clubs with an international focus are among the most popular organizations at the Kellogg School, reflecting a strong interest in international business. Students join the African Business Club, Canadian Club, Latin American, Hispanic & Iberian Management Association, India Business Club and many international clubs to meet people from their home countries, as well as to learn more about different cultures. Clubs sponsor lectures, symposia and social events. For a complete list of clubs, see page 69.

LANGUAGES
While expertise in more than one language is not required for the International Business major, students are encouraged to develop their language proficiency. Berlitz foreign language classes are offered each quarter, many designed to fit the needs of students participating in exchange programs. In addition, each GIM course includes some introductory language training to make communication easier as students conduct research projects.

ALLIANCES
International alliances are a means of sharing knowledge about business education and international business, and promoting cooperation between business schools and their faculties.

The Kellogg School maintains active alliances with the Guanghua School of Management in China; the Indian School of Business; the Sasin Graduate School of Business Administration in Thailand; Keio Business School at Keio University in Tokyo, Japan; and the Solvay Business School at the University of Brussels in Belgium.
STUDENT EXCHANGE PROGRAMS
Student exchange programs provide a chance to study best business practices in other parts of the world, as well as the chance for cultural and language immersion. Students may choose to participate in the Kellogg School’s student exchange programs in one of 17 countries. The programs also are popular with students considering careers in international business. Students spend a quarter — usually the first quarter of the second year — studying at one of these institutions. Applications are accepted in January of the first year of study.

EXECUTIVE MBA PROGRAMS
The Kellogg School Executive MBA (EMBA) Programs are designed for mid-level executives around the world. In addition to our programs in Chicago and Miami, which serve the Southeastern United States, Latin America and the Caribbean, Kellogg has EMBA programs based at WHU-Otto Beisheim Graduate School in Vallendar, Germany; the School of Business and Management at the Hong Kong University of Science and Technology in China; the Leon Recanati Graduate School of Management at Tel Aviv University in Israel; and the Schulich School of Business at York University in Toronto, Canada. Classes are taught jointly by Kellogg faculty and the host school’s faculty.

These joint-degree programs provide Kellogg faculty with the opportunity to expand their understanding of other cultures and to bring that knowledge back to the classroom for all MBA programs.

EXCHANGE PROGRAMS
- Australian Graduate School of Management, Sydney
- Copenhagen School of Economics and Business Administration
- Ecole Supérieure des Sciences Economiques et Commerciales, Cergy-Pontoise, France
- Guanghua School of Management, Beijing
- Hautes Etudes Commerciales Institut Supérieur des Affaires, Jouy-en-Josas, France
- IESE, Barcelona, Spain
- Indian School of Business, Hyderabad
- KEIO, Japan
- Leon Recanati Graduate School of Management at Tel Aviv University, Israel
- London Business School
- Norwegian School of Economics and Business, Bergen, Norway
- Pontificia, Chile
- Rotterdam Graduate School of Management
- Sasin Graduate Institute of Business Administration, Bangkok
- School of Business and Management, Hong Kong University of Science and Technology
- SDA Bocconi, Milan
- St. Gallen, Switzerland
- WHU-Otto Beisheim Graduate School of Management, Vallendar, Germany
Dual-Degree Programs

**LAW-MANAGEMENT (JD-MBA)**
Understanding the interdependent relationship between law and management, Northwestern University's School of Law and the Kellogg School offer a JD-MBA program. Students gain a broad perspective on the varied legal and management issues facing businesses and organizations.

JD-MBA graduates may employ their multidisciplinary training in law, government or business. This is a demanding program, as both degrees are awarded in three years rather than five, upon completion of 16 managerial courses, including all core courses, and a minimum of 72 hours of law school coursework.

**MEDICINE-MANAGEMENT (MD-MBA)**
Recent changes in health care have increased the need for management expertise in the field of medicine. To meet this need, the Northwestern University Medical School and the Kellogg School offer an MD-MBA program, in which students combine their medical training with the study of business and health services management.

MD-MBA students complete courses for both degrees in five years. Students complete 18 managerial courses within four quarters of study, including all core courses, and 12 quarters of the required Medical School curriculum.

Students already enrolled in one of the schools may apply for admission to the other during the first year at the Kellogg School or the third year at the Medical School.

**INDIVIDUAL DUAL-DEGREE PROGRAMS**
While completing their MBA, students may choose to earn a second master’s-level degree offered through other schools at Northwestern University.

Candidates must be accepted by each school for admission to individual dual-degree programs.

**Doctoral Degree Program**
Students pursue doctoral degrees in accounting information and management, finance, management and organizations, managerial economics and strategy and marketing through Northwestern University's programs. About half of these doctoral students have previously earned master’s degrees, including Kellogg School MBA degrees; the other half enroll with undergraduate degrees.

Doctoral students take both doctoral and MBA classes, and serve as teaching and research assistants, tutors and instructors. They learn from and collaborate with the Kellogg School’s research-based faculty. After graduation, most students become professors and researchers at academic/research institutions, although some enter the private sector or government service. For more information, please visit kellogg.northwestern.edu/doctoral or call 847.491.2832.
Part-time MBA Program

The Managers’ Program (TMP), the Kellogg School’s part-time evening MBA program, serves the needs of people who live and work full time in the Chicago area. The management concept, faculty, curriculum, teaching methods and degree awarded are identical to those of the full-time program. About 1,200 students are enrolled in TMP, which meets primarily on the Kellogg School’s downtown Chicago campus.

TMP students must complete a total of 20.5 courses, which usually takes three years, although students may take from 2.5 to 5 years to complete the program. TMP is on a four-quarter yearly calendar; most students take one or two courses per quarter. Students may apply and begin studies in any academic quarter.

TMP students must be employed full time in order to apply and enroll; many firms provide partial or complete financial support for their employees to attend. For more information, please visit kellogg.northwestern.edu/tmp or call 312.503.8385.
Executive MBA Program

The Kellogg School’s Executive MBA (EMBA) Program appeals to mid-career executives preparing for the next level, as well as to senior executives who wish to enhance their skills and leadership effectiveness. Students complete two years of study in general management leading to the MBA degree.

A variety of program schedules give participants a wide range of choices for meeting both work and family commitments during their EMBA studies. Three programs meet on the Evanston campus while a fourth meets in Miami to serve the Southeastern United States as well as Latin America and the Caribbean.

Whether they attend weekend classes on the Kellogg School’s Evanston or Miami campus, participants learn from the same top-tier faculty members who teach students in the school’s highly regarded full-time program. These senior Kellogg School faculty are experts in helping seasoned executives apply the latest management theory to their work.

The Kellogg School also operates four Executive MBA programs internationally, with the Leon Recanati Graduate School of Management at Tel Aviv University in Israel; WHU-Otto Beisheim Graduate School of Management in Vallendar, Germany; the School of Business and Management at the Hong Kong University of Science and Technology; and the Schulich School of Business at York University in Toronto. Kellogg faculty and host university faculty jointly teach the programs, allowing students a number of international learning opportunities.

In Evanston, classes meet in the James L. Allen Center, a specially designed facility on the shores of Lake Michigan that boasts state-of-the-art academic facilities, comfortable overnight accommodations and full meal service. The Miami campus is adjacent to the Hyatt Regency Coral Gables and was designed to mirror the Evanston facilities.

The Kellogg School’s top-rated faculty and staff, its combination of rigor and relevance and its emphasis on teamwork and community provide an executive MBA experience like no other. For more information, please visit kellogg.northwestern.edu/mba or call 847.467.7020.
While Kellogg students excel in the classroom, they also shine in a great variety of endeavors outside of it. Kellogg students are conference organizers, club leaders, accomplished athletes, talented musicians and dedicated volunteers who reach out to others in the Chicago area and beyond.
This unique culture is why the Kellogg School is dedicated to admitting students who balance their academic lives with leadership and extra-curricular activities in the community at large.

In fact, commitment to developing the “whole person” is a cornerstone of the Kellogg culture, and service to the community is a way of life for students, faculty and staff. Perhaps this is not surprising given the Kellogg School’s emphasis on leadership and teamwork.
Beyond the Classroom

GETTING INVOLVED IN LEADERSHIP

From conferences to clubs to governance, students work with each other and the administration to make substantive contributions to the school in every aspect. The Kellogg Student Association (KSA), the student governing body, provides valuable input to the administration on a number of issues and gives a strong voice to student priorities and concerns. For example, KSA's Academic Committee suggests curriculum changes, its Technology Committee helps select the hardware and software students use and the International Committee advises the school on marketing abroad. Kellogg students also sit on the Admissions Committee and read applications, and they serve as Admissions Counselors, interviewing prospective students to provide input into shaping the future Kellogg classes.

With financing and support from the KSA, students run about 80 clubs, including professional clubs (such as Business Leadership Club, Finance Club) and special interest clubs (such as Business With a Heart; Latin American, Hispanic & Iberian Management Association). For a complete list of clubs, see page 69. Additionally, students organize and lead many school-wide initiatives including all pre-term (CIM) activities, the Day at Kellogg (DAK) for newly admitted students, and Kellogg Worldwide Experience and Service Trips (KWEST) for entering classes.

Student-led conferences and special events provide additional leadership opportunities in managing people and budgets and developing programming schedules. These highly regarded conferences such as the Private Equity Conference, the Marketing Conference and Biotechnology and Healthcare Conference bring together top executives in their fields and draw a global audience to discuss and learn about various issues facing their industries. Through these and the several executives-in-residence series, students can meet directly with c-level executives.

On the lighter side, the KSA Social Committee organizes end-of-the-week social gatherings for students, faculty and staff as well as trips to museums, theaters and concerts. It also coordinates the Fall Ball and Charity Auction and Ball, two of The Kellogg School's social highlights. Creative students with a passion for the stage write, direct and produce Special K, a musical and comedy revue that spoofs business school life and is performed each May during the annual alumni reunion.

PHILANTHROPY

Kellogg School students are generous with their time and talents, donating a remarkable amount of their energy to philanthropic ventures both through the school, as well as on their own. Business With a Heart (BWAH), the umbrella group for Kellogg student charitable work, coordinates more than 17 philanthropic activities including food, clothing and toy drives, tutoring, and a safe trick-or-treat event for area children. Just last year, Connections for the Homeless recognized the group as Community Partner of the Year for the volunteer service and fund-raising efforts of Kellogg School students and faculty. In a typical year, BWAH raises as much as $150,000 for charity through events such as the Charity Auction and Ball.

Students also have founded nonprofit organizations, including Score with Schools, a program designed to reward children for reading, and the Inner City Teaching Corps,
“The Kellogg Board Fellows Program has been an amazing opportunity for me to get a closer look into the board of a nonprofit organization as a non-voting member. This year, I served as president of the program, which enables students to work alongside a mentor, contribute to a project or serve on a committee, and ultimately experience board governance firsthand. I have been most fortunate to take part in this unique, engaging program that reinforces Dean Jain’s philosophy for the Kellogg School to produce civically minded business leaders.”
“As an international student, I wanted to be sure my wife would also be happy with our MBA experience. The Joint Ventures group has been there to integrate, support and advise us, especially as we were expecting our first child. Through JV, my wife created everlasting friendships with other pregnant spouses and enjoyed an incredible pregnancy. Now the whole family is enrolled in the Kellogg adventure with our little boy being part of Kellogg Kids!”
with its goal of attracting highly qualified young people to teach at inner-city schools. In 1996, Kellogg students founded Kellogg Corps, a month-long program in which small teams of recent Kellogg School graduates use their management skills to support non-profit agencies in developing countries. In 2004, recent graduates traveled to Ghana to provide personalized, hands-on assistance to women business owners, and to Colombia to develop a feasibility plan for an island habitat threatened by an influx of tourists. Students also established an annual volunteer event called Kellogg Cares Day, in which teams of students, faculty and staff volunteer at local nonprofit agencies.

FOR SPOUSES AND PARTNERS
Nearly half of Kellogg School students are accompanied to school by a spouse or partner, making a group called Joint Ventures an important — and growing — part of life at the school. Joint Ventures organizes social events such as wine tastings, dinners and museum trips, and serves as an informal support and networking group for spouses and partners. Students with children look to an affiliated group, Kellogg Kids, for potential playmates and kid-friendly activities. When planning a visit to campus, remember that spouses and partners are encouraged to make the trip as well.

PRE-TERM AND ORIENTATION
Complete Immersion in Management (CIM) is an important part of the Kellogg School's Pre-term and orientation program, giving students their first taste of Kellogg culture. CIM includes several days of team-building activities, speakers and social events organized by second-year students. CIM is part of a Pre-term schedule that also includes a mini technology camp and the intensive Leadership and Organizations class, held in the days before regular fall quarter classes begin. Pre-term is a chance for students to get to know their section mates, a group of about 70 students with whom they will take most of their first-quarter classes. It's also a chance to meet the Kellogg School's professors and to become acquainted with the campus. Pre-term includes an introduction to academics at the Kellogg School, a diversity workshop and community service activities. Students in the One-Year Program also experience an orientation period before their classes begin in the summer.

KELLOGG WORLDWIDE EXPERIENCES AND SERVICE TRIPS (KWEST)
Many first-year students make friends, enjoy themselves and become part of Kellogg's team culture before the start of classes by participating in Kellogg Worldwide Experiences and Services Trips (KWEST). KWEST is one of the most popular student activities at the Kellogg School, bringing together incoming students through a variety of wilderness and community service activities. Returning students coordinate the trips, which this year allowed students to hike the Inca Trail in Peru, camp in Denali National Park in Alaska and whitewater raft in Oregon.

EXECUTIVES IN RESIDENCE
The Executive Leader in Residence Series brings high-level executives to the Kellogg School for extended visits with students and faculty in an informal setting. This is an exceptional opportunity for students to learn firsthand about executive responsibilities and to glean leadership insights directly from senior executives. In addition to this highly popular initiative, the Social Enterprise at Kellogg program and the Entrepreneurship and Innovation program each offer executive-in-residence series that focus on those areas.
“As a career switcher, I was particularly concerned about finding the right career after graduation. The Kellogg School’s Career Management Center counselors took a vested interest in my aspirations and meshed those with my skills and abilities to help me structure my search and find the right role. The counselors are experienced and specialized, so as I refined my search, the personalized counseling developed as well. This relationship existed throughout the entire recruiting process and in the end, I found the perfect job. The Career Management Center was integral to my success.”
Career Management

From the moment students begin their MBA program, they receive career guidance and training. So when it is time to put the skills they have learned to work in the job market, Kellogg students find they are well prepared. The staff of career management professionals in Kellogg’s Career Management Center (CMC) is ready to assist with one-on-one strategy sessions and job search advice so each student can find the best fit for his or her skills and interests. Resources for career searchers include self-assessment workshops, résumé critiques, videotaping of simulated interviews, access to an online job posting system called the Kellogg Career Network and an extensive career resource center. In 2006, many students also took advantage of workshops for off-campus job searches, cross-cultural communications, specialized networking events and an executive-in-residence coaching program.

The CMC prides itself on its accessibility to students and its team-oriented approach to the job-search process. The entire Kellogg School community — administrators, faculty and staff — helps students develop career plans and make valuable contacts in their fields. Students with similar interests often form teams to help each other in their searches, sharing leads, opportunities and resources. The Kellogg School’s diverse alumni base also proves an invaluable resource for students each year, helping job searchers cast a wide net among top executives globally. This team-oriented approach is one explanation for Kellogg School students’ success in their career searches, even in unfavorable economic times.

Students considering switching fields or entering a new industry also find the Kellogg approach to the job-search process valuable. Half of all on-campus interview schedules are set through an open bidding system; students use a given number of “points” to bid on interviews with the firms in which they are most interested. This policy gives students the opportunity to meet with and “market themselves” to employers in fields not strongly represented on the student’s résumé.

The CMC is highly successful in bringing organizations and students together. Most Kellogg School graduates are employed by the fall of the year they receive their degrees.

A note for international students: Although the success of individual students depends greatly on their relevant skills and experiences, many U.S. companies require permanent work authorization for international students who wish to work in the United States. This requirement may make it difficult for international students to find full-time employment in the United States after graduation. The CMC has developed a series of programs to support international students with all aspects of the job search process.
Class of 2006
Job Acceptance Statistics

Job Acceptances by Geographic Distribution
- 25% Chicago
- 17% East
- 16% International
- 15% West
- 12% Midwest
- 5% Mid Atlantic
- 5% South
- 5% Southwest

Job Acceptances by Selected Industries
- 34% Consulting
- 17% Financial Services*
- 11% Consumer and Packaged Goods
- 11% Other Services
- 10% High-Tech Manufacturing and Services
- 7% Pharmaceutical, Biotechnology, Healthcare
- 7% Other Manufacturing
- 3% Real Estate

*M Includes Brokerage/Securities, Commercial Banking, Diversified Financial Services, Insurance, Investment Banking, Investment Management, Private Equity-LBO, Private Equity-Venture Capital

MMM Job Acceptances by Selected Industries
- 40% Consulting
- 17% Other Manufacturing*
- 13% Other Services**
- 11% Pharmaceutical, Biotechnology, Healthcare
- 6% High-Tech Manufacturing and Services
- 4% Consumer and Packaged Goods
- 4% Investment Banking, Brokerage and Securities
- 4% Transportation Equipment and Services

* Includes Agribusiness, Energy, Petroleum, Widely Diversified
** Includes Entertainment, Private Equity-LBO, Real Estate Development, Retail, Utilities

Base Salary Range by Function

<table>
<thead>
<tr>
<th>Function</th>
<th>RANGE</th>
<th>AVERAGE</th>
<th>MEDIAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Development &amp; Strategic Planning</td>
<td>$70,000 - 153,000</td>
<td>$98,100</td>
<td>$98,000</td>
</tr>
<tr>
<td>Consulting</td>
<td>$70,000 - 142,000</td>
<td>109,300</td>
<td>110,000</td>
</tr>
<tr>
<td>Finance</td>
<td>$76,000 - 150,000</td>
<td>99,800</td>
<td>95,000</td>
</tr>
<tr>
<td>General Management</td>
<td>$68,000 - 175,000</td>
<td>101,000</td>
<td>100,000</td>
</tr>
<tr>
<td>Marketing</td>
<td>$35,000 - 130,000</td>
<td>91,200</td>
<td>89,350</td>
</tr>
<tr>
<td>Other*</td>
<td>$60,000 - 130,000</td>
<td>100,700</td>
<td>98,500</td>
</tr>
<tr>
<td>Real Estate</td>
<td>$75,000 - 125,000</td>
<td>97,700</td>
<td>90,000</td>
</tr>
</tbody>
</table>

* Includes Engineering, Human Resources, Operations/Production, Other
On-Campus Recruiting Companies 2005–2006

* 3M Company
* A.G. Edwards & Sons, Inc.
* A.T. Kearney
* Abbott Laboratories
* Abercrombie & Fitch
* Accenture
* Activision, Inc.
* ADP (Automatic Data Processing)
* Air Liquide America Corporation
* Alberto Culver Co.
* Align Technology Inc.
* Amazon.com
* American Airlines, Inc.
* American Capital
* American Express
* Amgen Inc.
* Amphenol Corporation
* Applera Corporation
* Applied Biosystems
* Archstone Consulting
* Ariel Capital Management, Inc.
* Artisan Partners
* Avaya, Inc.
* Avery Dennison
* Bain & Company
* Bank of America
* Baxter Healthcare Corporation
* Bayer HealthCare
* BD (Becton Dickinson & Company)
* Bear, Stearns & Co. Inc.
* Belo Corp.
* BNP Paribas
* BOC
* Booz Allen Hamilton
* Borders Group
* The Boston Consulting Group
* Boston Scientific
* BP
* Brand Sense Partners
* Brandes Investment Partners, LLC
* Bridge Strategy Group
* Brown-Forman Corporation
* Brunswick Corporation
* C.R. Bard, Inc.
* Cambridge Associates
* The Cambridge Group
* Campbell & Company
* Cargill, Inc.
* Carlson Companies, Inc.
* Causeway Capital Management LLC
* Center for Financial Research & Analysis
* Cermer Corporation
* ChapterHouse, LLC
* Charter Consulting
* The Chartis Group
* Chevron Corporation
* Citigroup
* Clark Realty Capital, L.L.C.
* The Clorox Company
* The Coca-Cola Company
* Colgate-Palmolive Company
* ConAgra Foods, Inc.
* Credit Suisse First Boston
* CSC Consulting/Global Health Solutions
* D&B
* The D.E. Shaw Group
* Danaher Corporation
* Davita, Inc.
* Del Monte Foods
* Dell Computer Corporation
* Deloitte Consulting
* Diageo
* DiamondCluster International
* Discover Financial Services
* Dorchester Capital Advisors
* DTE Energy Company
* DTE Energy Resources
* DuPont
* E & J Gallo Winery
* Eaton Corporation
* ECOLAB Inc.
* EDS (Electronic Data Services)
* Eli Lilly and Company
* Elizabeth Arden
* EMC Corporation
* Emerson
* Endeavor Global
* Erico
* Everest Group
* ExxonMobil
* Fair Isaac
* Federal Bureau of Investigation
* FedEx Services
* Fidelity Investments
* First Annapolis Consulting, Inc.
* First Data Corporation
* Ford Motor Company
* Frito-Lay
* Frito-Lay - Finance
* Future Brands LLC
* Genentech, Inc.
* General Electric
* General Mills
* General Motors Corporation
* Genzyme Corporation
* Giuliani Capital Advisors
* Glenwood Capital Investments, LLC
* Goldman, Sachs & Co.
* The Goodyear Tire & Rubber Company
* Gorton’s Seafoods
* Grainger, Inc.
* Greenwich Associates
* Greystone Real Estate Partners, LLC
* Guidant
* H.J. Heinz Company
* Hammes Company
On-Campus Recruiting Companies 2005–2006 (continued)

- Harley-Davidson Motor Company
- * Harrah’s Entertainment, Inc.
- * Harris Nesbitt
- Headwaters MB
- Health Care Futures
- Hearthstone
- * Hershey Foods Corporation
- Hewlett Packard
- Highland Capital Management
- * Hines
- * The Home Depot
- Honeywell
- * Houlihan Lokey Howard & Zukin
- * HSBC
- Humana, Inc.
- * IBM Strategy and Change
- * Impala Asset Management, LLC
- International Finance Corporation
- * J efferies and Company
- J efferies Broadview
- * Jim Beam Brands Co.
- * John Deere
- * Johnson & J ohnson
- J ones Lang LaSalle, Inc.
- * J PMorgan Chase and Company Inc.
- * Katzenbach Partners LLC
- * Kaufman Hall & Associates
- * Kellogg Company
- * KeyBanc Capital Markets
- * Kimberly-Clark Corporation
- * KPMG, LLP
- * Kraft Foods, Inc.
- * L.E.K. Consulting
- Landmark Healthcare Facilities LLC
- Legg Mason Wood Walker, Inc.
- * Lehman Brothers
- Lexis Nexis
- Liberty Mutual Group
- * Lincoln Partners LLC
- Longacre Management, LLC
- * L’Oreal USA Inc.
- * Lucent Technologies
- * M&T Bank Corporation
- * Marakon Associates
- * Mattel, Inc.
- * McDonald’s Corporation
- * The McGraw-Hill Companies
- * Medtronic, Inc.
- * Mercer Management Consulting
- * Merck & Co., Inc.
- * Merrill Lynch
- * Microsoft
- Miller Brewing Co.
- * Monitor Group
- * Morgan Stanley
- National City Corporation
- * Nationwide Mutual Insurance Co.
- Nestle Purina Petcare Company
- Nike: Inc.
- Nissan North America
- Northwestern Mutual Investment Management
- * OfficeMax
- * OgilvyOne
- Omnicom Group, Inc.
- * OSI Industries, LLC & Field
- * Pepsi Cola North America
- * PepsiCo QTG
- Pequot Capital Management
- * Pfizer Inc.
- * PG&E
- Philips Electronics
- PIMCO
- * Piper J affray & Co.
- * PNC Financial Services Group
- Point B Solutions Group, LLP
- * Procter & Gamble
- * ProLogis
- * Prudential Capital Group
- Prudential Financial
- Raymond J ames Financial, Inc.
- RealNetworks, Inc.
- Redditt Benckiser
- Reebok International Ltd.
- * Ritchie Capital Management
- * Robert W. Baird & Co. Incorporated
- * Rohm and Haas Company
- * Roland Berger Strategy Consultants
- * Roll International Corporation
- * Sara Lee Corporation
- * SC J ohnson
- * The Scotts Company
- Sears Holdings Corporation
- * Sg2
- * Sony Corporation of America
- * Springs Industries, Inc.
- * Sprint Nextel Corp.
- * Stark Investments
- * Sun Chemical Corporation
- * Symantec Corporation
- Synthes
- * TAP Pharmaceuticals
- * Target Corporation
- * * Toyota Motor Sales USA, Inc.
- * Tribune Company
- * UBS Financial Services
- * UBS Investment Bank
- * Unilever
- * United Airlines
- * UnitedHealth Group
- * The Valspar Corporation
- * W.R. Huff Asset Management
- * Wachovia Securities
- * Walmart.com
- * Washington Mutual
- * The Washington Post
- * Weyerhaeuser
- * William Blair and Company, LLC
- * Wm. Wrigley Jr. Company
- * Wyeth Pharmaceuticals
- * Yahoo!
- * ZS Associates

*Recruits summer interns
## Student Clubs

### Professional Clubs
- Business Leadership Consulting
- Education Industry
- Emerging Markets
- Energy Management
- Entertainment and Media
- Finance
- General Management
- Healthcare and Biotech
- High Tech
- Investment Banking
- Investment Management
- J D-MBA Association
- Marketing
- Organizational Effectiveness
- Private Equity and Entrepreneurship
- Real Estate
- Retail
- Social Impact (fostering nonprofit and socially responsible business)
- Sports Business
- Transportation

### Special Interest Clubs
- African Business
- Asian Management Association
- Australian/New Zealand Basketball
- Black Management Association
- Bottom Line (men's a cappella group)
- Business With a Heart (community service)
- Canadian Catholics@Kellogg
- Chess
- China Business Cork & Screw (wine appreciation)
- Creativa (promoting creativity)
- Cultural Connection (exploring Chicago)
- Cycling
- European Business Film
- Flag Football
- Gaming
- Gay & Lesbian Management Association
- Go-Konnect Networking
- Golf
- Habitat for Humanity
- Hispanic Business Students Association
- Hockey
- Improv
- India Business Joint Ventures (spouses and partners)
- Kadima (Jewish students' network)
- Kart (automotive)
- KDX (Kellogg Dance Express)
- Kellogg Africa Business Association
- Kellogggarhythms (women's a cappella group)
- Kellogg Christian Fellowship
- Kellogg Companions
- Kellogg Corporate Counsel
- Kellogg Corps (post-grad service abroad)
- Latin American, Hispanic & Iberian Management Association
- Latter-day Saints
- Middle Eastern and Arabic Business
- Neighborhood Business Initiative
- Outdoors Club
- Ping Pong
- Political Issues
- Prospectus (yearbook)
- Purple Pages (student guide)
- Racquetball
- Rock Climbing
- Rugby
- Running
- Sailing
- Scuba
- Ski and Snowboard
- Soccer
- Squash
- Strategy and Business Development
- Tennis
- Toastmasters (Public Speaking)
- Triathlon Club
- Ultimate Frisbee
- Veterans Association
- Volleyball
- Women's Business Association
“Coming to Kellogg was one of the best decisions I’ve ever made. The experience has been nothing but amazing! I’ve studied abroad and held leadership positions for conferences and student clubs. One of my favorite roles has been serving as prospective students chairperson for the Black Management Association (BMA).

Giving minority prospective students a glimpse of Kellogg life has actually given me something I value highly — a chance to give back to the school and to individuals who may not have considered Kellogg otherwise. What made it easy was my passion for this place!”
The Kellogg Alumni Network

For entering students, graduation often seems part of the distant future. Most are surprised at how quickly their time here passes when it is filled with new ideas, new friends and new opportunities.

Yet, soon enough, Kellogg School students become Kellogg alumni and part of the school’s global network of leaders — a vast but closely connected web of more than 50,000 graduates who live in more than 100 countries and in all 50 United States. Kellogg alumni are known for their strong allegiance to the school and to one another, often returning to campus to speak at conferences, serve as mentors to students and engage with fellow alumni for networking and employment leads.

Professional potential is extraordinary when one shares a link with fellow alumni such as Doug Conant ’76, president and CEO of Campbell Soup; Scott C. Smith ’76, president of Tribune Publishing; J. Stephen Simon ’67, president of ExxonMobil Refining and Supply Co.; Lawrence Levy ’67, chairman, Levy Restaurants; Somkid Jatusripitak ’84, Deputy Prime Minister of Thailand; Martin Hoekstra ’94, General Manager, UBS AG, Zurich; Ali Babacan, ’92, Economic Minister of Turkey; Yoshi Inaba ’76, CEO of Toyota Motor Sales USA; Rick Lenny ’77, chairman, president and CEO of Hershey Foods Corp.; Maryellen Gleason ’01, CEO Phoenix Symphony; Bob Eckert ’77 CEO of Mattel; Colleen Goggins ’79, worldwide chairman, Johnson & Johnson; Jonathan Greenblatt & Peter Thum (both ’99), founders, Ethos Water; Haruo Naito ’74, president and CEO of Eisai Pharmaceuticals; and Gregg Steinhafel ’79, president, Target Stores. As a Kellogg School graduate, you will share a common bond with these top executives and thousands more like them.

Kellogg alumni also continue to enjoy many benefits from the school. The Kellogg Alumni Network is an online system (alumni.kellogg.northwestern.edu), launched in January 2004. It features a searchable alumni directory, faculty videos and publications, information on regional and special-interest discussion groups, real-time profile updates, email forwarding and a network of job postings. And whether alumni are changing careers or looking for a new opportunity, the Kellogg School’s Career Management Center is available to help with workshops, a database of job opportunities exclusively for alumni and free, one-on-one career counseling.

Many alumni also return to campus to attend executive education classes at the James L. Allen Center. The MBA Update series brings Kellogg professors face to face with alumni in cities around the world to present the latest leadership insights in management education. Kellogg World magazine, (kellogg.northwestern.edu/kwo), is the alumni link to classmates and the latest faculty research developments on campus.

Through a network of more than 80 active alumni clubs, alumni also connect with each other in their own communities. Alumni clubs, found on six continents in countries large and small, coordinate visits from Kellogg faculty and administrators, provide lifelong learning and volunteer opportunities, and sponsor a variety of social and networking events that link former classmates to allow alums to build lasting friendships and contacts.
Location

A DISTINCT COMMUNITY BORDERING A WORLD-CLASS CITY

The Kellogg School of Management combines the best of two worlds — the quiet residential charm of a small city and the vibrant culture of one of the world’s largest economic centers. Located in Evanston, Illinois, a city of 74,000 people that is the state’s sixth largest, the Kellogg School is just 12 miles from downtown Chicago and is easily accessible by public transportation.

Evanston, the first in a string of North Shore Chicago suburbs, stretches along four miles of Lake Michigan. A truly “urban suburb,” Evanston includes residential neighborhoods, business districts and recreational facilities. The city maintains 263 acres of parks, which include five Lake Michigan beaches, running and bike trails, an indoor ice rink and 24 tennis courts.

Most Kellogg School students prefer to make their homes in Evanston, which boasts its own thriving shops, restaurants, movie theaters and art galleries, while some commute to classes from nearby Chicago.

METROPOLITAN CHICAGO — SOMETHING FOR EVERYONE

A recent article in the Economist said, “Chicago is the quintessential American city, an extraordinary artifact in the middle of the heartland…. In terms of capturing the imagination, its only American rivals are New York and Los Angeles.”

The nation’s third largest city, Chicago is the birthplace of the skyscraper and home to dozens of cultural landmarks including the Sears Tower, John Hancock Observatory, Field Museum and Navy Pier. The metropolitan Chicago area is home to nearly 8 million people, who come from all over the world. That diversity is reflected in many of Chicago’s multicultural neighborhoods.

Chicago is a thriving economic powerhouse, the country’s second largest financial center and headquarters for some of the nation’s largest banks, brokerage houses and consulting and commodity firms. It is the transportation hub of the United States, a business and industrial giant and a world-renowned center for medicine.


From arts and culture to sports to dining, Chicago offers something for every taste. The Art Institute of Chicago, Field Museum and Museum of Science and Industry are renowned for their world-class collections. Chicago is also world-famous for its blues clubs and extraordinary architecture. Sports fans flock to see Chicago Bulls and Sky basketball, Bears football, Cubs and the 2005 World Series champion White Sox baseball, Blackhawks ice hockey and Fire soccer.

Outdoor enthusiasts enjoy swimming, running, biking, in-line skating and other sports in the many parks and beaches along Lake Michigan.
NORTHWESTERN UNIVERSITY
Northwestern University, chartered in 1851, is one of the nation’s major private research universities. The university has 7,700 undergraduate students and 5,800 graduate students on its Evanston and Chicago campuses. The Evanston campus covers 230 acres, stretching along a half-mile of Lake Michigan shoreline with views of downtown Chicago. Full-time students of the Kellogg School enjoy access to a private beach, extensive sports and aquatic facilities, bike paths, playing fields and a sailing and windsurfing center.

TRANSPORTATION
The area’s elevated train, or “El,” has seven stops in Evanston, providing service to locations throughout the greater Chicago area. In Evanston, bus lines stop within four blocks of nearly every residence. Metra, another commuter rail line, is an additional option for commuting within the metropolitan area. Chicago is home to two airports, including O’Hare International Airport, one of the world’s busiest. Many restaurants and stores are also within walking distance of campus.

Distinguished guest speakers

Bob Lane, Chairman and CEO of John Deere
Janet Froetscher, President and CEO of United Way of Metropolitan Chicago
Ralph Shrader, Chairman and CEO of Booz Allen Hamilton
Nandan Nilekani, Co-Founder and CEO of Infosys
Richard H. Lenny, Chairman, President and CEO of The Hershey Co.

Ann Fudge, Chairman and CEO of Young & Rubicam Brands

Tom Wilson, President and COO of Allstate Insurance Co.

Mary Dillon, EVP & Global CMO of McDonald’s Corp.

Kenneth Chenault, Chairman and CEO of American Express Co.

Bill Clinton, Former U.S. President

Jamie Dimon, CEO of JPMorganChase

Aylwin Lewis, President and CEO of Sears Holdings Corp.

Mary Dillon, EVP & Global CMO of McDonald’s Corp.
Resources

The Kellogg School's full-time program occupies a six-story complex on Northwestern University's Evanston campus. The Donald P. Jacobs Center is equipped with 17 classrooms, more than 50 group study rooms, conference rooms, quiet study areas and a student lounge. It is also home to the school's administrative and faculty offices. The focal point of the building is the glass-topped Joseph and Carole Levy Atrium where students gather to study, eat lunch and socialize.

LIBRARIES
Northwestern University Library, with more than 3.5 million volumes, is one of the largest university libraries in the United States. Other libraries on the Evanston campus often used by management students are the Mathematics Library and the Seeley G. Mudd Science and Engineering Library.

INFORMATION TECHNOLOGY SERVICES
A robust and constantly expanding infrastructure gives students the technological tools they need to complete their coursework and participate in extracurricular activities. On campus, students access the Kellogg network through both wireless and wired Internet connections. Kellogg's computing labs provide students with specialized software and peripheral resources for their laptops, including printers, large-screen monitors and scanners.

The school's intranet site offers a wealth of resources helpful for classroom work, as well as club and extracurricular activities. Incoming students can take advantage of Web-based preparatory courses in math, accounting, microeconomics and statistics. The TeamNet system provides students working in study groups with confidential peer evaluations of their team skills.

The Kellogg School offers full technical support for computer hardware and software programs used by business school students. To provide this level of support, all incoming students are required to purchase a specific laptop computer, which comes preloaded with all the communications peripherals and software needed for their studies.

SPORTS AND RECREATION
Northwestern’s location along the shores of Lake Michigan makes it an ideal setting for recreational sports such as swimming, sailing, beach volleyball, jogging, in-line skating and cycling. The Kellogg Student Association coordinates participation in a number of intramural sports, including basketball, floor hockey, broomball, volleyball, indoor soccer and softball. Kellogg School teams compete against other MBA programs in soccer, rugby and ice hockey. Northwestern University also offers sports leagues that compete at the club level.
Northwestern University has numerous sports facilities that are free for students. The Henry Crown Sports Pavilion and Dellora A. and Lester J. Norris Aquatics Center house racquetball courts, squash courts, an indoor track, courts for tennis and basketball, an Olympic-sized swimming pool, a weight room and a sun deck.

Patten Gymnasium has basketball and volleyball courts, weight and gymnastics rooms, and a golf center. Blomquist Recreation Center, located across the street from the Jacobs Center, offers basketball, floor hockey and volleyball courts, as well as aerobics classes. Nearby Ryan Field hosts Northwestern football and soccer games. Softball diamonds and tennis courts are located around campus. Northwestern maintains its own beach, just a short walk from the Jacobs Center. Sailing lessons are conducted at the Northwestern University boathouse, and boats may be borrowed upon certification from the Sailing Club.

**STUDENT HEALTH**
The university maintains a health service for students on the Evanston campus. All full-time students are eligible to use the outpatient services without additional cost. Full information is provided in the Student Health Service Information Bulletin, which is sent to all new students prior to enrollment. For a fee, spouses of students may also elect to be covered by this plan.

**HOUSING**
The McManus Living-Learning Center, just three blocks from the Jacobs Center, is an apartment complex exclusively for Kellogg School students, and serves as a wonderful community for both international and domestic students, their partners and children. Fully furnished or unfurnished studio, twin studio and two-bedroom apartments accommodate 250 single students; 50 one-bedroom apartments are available for couples, and 15 two-bedroom apartments are available for families. The center also houses group study rooms, computer labs, exercise facilities, a game room, an underground parking garage and a lounge area. More information regarding on-campus housing is available at northwestern.edu/gradhousing.

**OFF-CAMPUS HOUSING**
From modern high-rises to elegant apartments with Victorian-era details, Evanston has a variety of private apartment choices. An excellent public transportation system of buses and light rail enables students to live in Evanston, Chicago or nearby suburbs and conveniently commute to classes. Once students are admitted, additional resources for finding housing are available. More information about housing is available on the university’s graduate housing Web site: northwestern.edu/offcampus.
“My greatest Kellogg School experience was working with other Health Industry Management students in a special initiative to impact the health and welfare of the people of Chicago, sponsored by the Office of the Mayor.

The project was to assist in developing a business plan for the Chicago Board of Health. Our work included extensive research and interviewing, and several Kellogg faculty members consulted with us for our analysis. In all, the contributions of our Kellogg team led to a board-focused business plan poised to take on a larger role in improving public health for the people of Chicago.”
“It is impossible to go through your Kellogg experience without getting heavily involved in many activities and clubs. For me, organizing Day at Kellogg (DAK) was a great opportunity to share the Kellogg experience with 500 prospective students and show them how important student involvement is to the Kellogg community. Planning DAK requires the support of the entire community — students, faculty and administration, yet despite the need for hundreds of volunteers, everyone is very willing to get involved because we are all proud to be members of this community and willing to do whatever it takes to help.”
Admissions and Financial Aid

The Kellogg School encourages applications from all qualified persons interested in the study of management. Individuals holding a bachelor’s degree or its equivalent from an accredited college or university are eligible for consideration. Prior study in business or economics is not a requirement for admission. It is recommended, however, that students complete introductory courses in calculus and statistics prior to enrollment. Detailed application procedures are outlined in the “Application for Full-Time Programs” section on the Kellogg School Web site: kellogg.northwestern.edu.

ADMISSION CRITERIA
The Admissions Committee is comprised of staff and students so that each applicant is assured the fairest possible decision. The admissions process is highly personalized, as the Committee seeks to learn about each person’s goals and potential for success in management. The Committee appraises an applicant’s academic record and performance on the Graduate Management Admissions Test, two career progress surveys (recommendations) from individuals able to evaluate job performance, the applicant’s quality, range and depth of work experience, career aspirations, leadership experience and potential, and extracurricular collegiate and current community involvement.

EVALUATIVE INTERVIEWS
The interview is a helpful element in evaluating an applicant’s level of maturity, interpersonal skills, career focus and motivation. However, the interview is only one criterion used in the admission decision.

Applicants can request an off-campus interview with a member of the Alumni Admissions Organization by submitting Part I of the application. For on-campus interviews with an admissions officer or student admissions counselor, please call the Office of Admissions to make an appointment. Interviews must be assigned through the Kellogg School’s Office of Admissions. On-campus and off-campus interviews are given equal consideration by the Admissions Committee.

Prospective students are encouraged to visit the Kellogg School and meet students informally to discuss its offerings and activities. Tours of the Jacobs Center and class visits are available daily during the school term without prior arrangement. Visits may be coordinated with the evaluative interview and are best scheduled when classes are in session; there are no classes on Wednesdays.
APPLICATION
Applications are reviewed on a continuing basis, by decision periods. Candidates are encouraged to apply for the first or second deadline.

The applications and all supporting materials must be on file in the Office of Admissions and Financial Aid before an application is considered complete. Deadlines and decision dates are published in the Kellogg School Application on the Admissions Web site.

COST AND FINANCIAL AID
The estimated total cost for the 2006–2007 academic year, including tuition, books and materials, computer equipment and living expenses, is $65,800 for the first year of the 2Y and MMM programs; of that amount, tuition accounts for $41,115. For a student in the 1Y Program, total costs are estimated to be $86,392; including tuition of $54,820.

The Kellogg School is committed to enrolling the most qualified students, independent of financial resources. The school awards institutional grants and corporate-sponsored scholarship assistance in addition to long-term, low-interest loans. Kellogg School students may finance 100 percent of their calculated financial need. More than 75 percent of the Kellogg School student body receives financial aid.

Admitted applicants are automatically considered for all scholarships for which they are eligible; additional applications are not required.

F.C. AUSTIN SCHOLARSHIPS
The prestigious F.C. Austin scholarship is awarded to 20 outstanding men and women admitted to the Two-Year and MMM programs who are preparing for careers in management. Established in 1929 by Frederick C. Austin, these scholarships, totaling $36,000 for the two academic years, are granted on the basis of merit. Austin Scholars have demonstrated exceptional leadership in their academic and professional endeavors, showing promise of future leadership at Kellogg and in business or public service. Recipients are selected on the basis of academic excellence, demonstrated leadership and community service.

PETER L. FRECHETTE SCHOLARSHIP
The Peter L. Frechette Scholarship provides the total tuition for each academic year to an exceptional entering student in the Two-Year MBA Program, based on merit.

DAVID F. AND MARGARET T. GROHNE FAMILY FOUNDATION SCHOLARSHIP
The David F. and Margaret T. Grohne Family Foundation Scholarship provides the total tuition for each academic year to an entering student in the Two-Year MBA Program, based on merit. Preference is given to an incoming student who is a U.S. citizen by birth, has completed a non-business major at an undergraduate institution, and who has demonstrated leadership potential and scholastic achievement.
DONALD P. JACOBS INTERNATIONAL SCHOLARSHIPS
The Jacobs International Scholarships, established by the Dean Emeritus of the Kellogg School, are awarded each year to outstanding international students admitted to the 2Y and MMM Programs. The recipients of the scholarships are awarded $10,000 for each academic year. All admitted international applicants are considered for this merit-based scholarship during the admissions cycle.

FORTÉ FOUNDATION/KELLOGG SCHOLARSHIPS
The Forté Foundation and Kellogg offer scholarship opportunities to women who are pursuing full-time MBA studies at Kellogg. The Admissions Committee considers exceptional women, who have been admitted to Kellogg, for the Forté Foundation scholarship. The Kellogg Forté scholarship amount is $15,000 per academic year. For more information about the Forté Foundation, visit fortefoundation.org.

KENNETH J. LESTRANGE, SR., SCHOLARSHIP
The Kenneth J. LeStrange, Sr., Scholarship was established to provide financial support for an outstanding incoming student pursuing full-time MBA studies at Kellogg. The recipient of this merit-based scholarship is awarded approximately half of the current Kellogg tuition amount for each academic year. No additional application is required.

MITTAL SCHOLARS PROGRAM
Funded by the Mittal Steel Company, the Mittal Scholars Program fosters education in the area of global leadership and management in emerging markets. These scholarships are primarily merit-based awards for incoming students in the full-time 2Y and 1Y MBA and MMM programs who have a background or demonstrated interest and potential for working in an emerging-market country. A committee comprised of Kellogg faculty members and administrators selects the recipients for these scholarships. The scholarship supports approximately half the tuition for each academic year and includes activities exclusively for Mittal scholars. No additional application is required.

DIVERSITY GRANTS AND SCHOLARSHIPS
A grant and scholarship program to attract students that enhance the diversity of our student body is sponsored by the Kellogg School, as well as a number of corporations and foundations. Among the corporate-sponsored scholarships available are the Citigroup, Exxon, Goldman Sachs, and Morgan Stanley as well as the Toigo Foundation Fellowships. These awards are presented to students that demonstrate academic excellence, career advancement and leadership ability. Additionally, some scholarships require the student to demonstrate financial need.

ENDOWED AND ANNUAL SCHOLARSHIPS
The Kellogg School administers more than 95 corporate or individually funded scholarships. These funds provide crucial financial support to many of our students.
2006–07 Clinical and Tenure-track Faculty

Nidhi Agrawal, PhD New York University; Assistant Professor of Marketing

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

Gad Allon, PhD Columbia University; Assistant Professor of Managerial Economics and Decision Sciences

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

Torben Andersen, PhD Yale University; Nathan S. and Mary P. Sharp Distinguished Professor of Finance; Director, International Business & Markets Research Center; Director, International Business & Markets Program

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

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

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

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

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

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

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

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

Achal Bassamboo, PhD Stanford University; Assistant Professor of Managerial Economics and Decision Sciences

Marco Battaglini, PhD Northwestern University; Visiting Professor of Managerial Economics & Decision Sciences

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

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

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

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

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

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

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

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

Brian Cadman, PhD University of Oregon; Assistant Professor of Accounting Information and Management

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

Timothy Calkins, MBA Harvard University; Clinical Professor in Marketing

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

Gregory Carpenter, PhD Columbia University; James Farley/Booz Allen Hamilton Professor of Marketing Strategy; Associate Professor of Marketing; Chair of Marketing Department
Alexander Chernev, PhD  Duke University; Associate Professor of Marketing

Sunil Chopra, PhD  SUNY at Stony Brook; Senior Associate Dean: Curriculum & Teaching; IBM Distinguished Professor of Operations Management and Information Systems; Professor of Managerial Economics and Decision Sciences

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

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

Anne Coughlan, PhD  Stanford University; Associate Professor of Marketing

Amy Cuddy, PhD  Princeton University; Donald P. Jacobs Scholar of Management and Organizations

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

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

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

Sudhakar Deshmukh, PhD  University of California, Berkeley; Charles E. and Emma H. Morrison Distinguished Professor of Decision Sciences; Professor of Managerial Economics and Decision Sciences; Co-Director, Master of Management and Manufacturing Program

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

Daniel Diermeier, PhD  University of Rochester; Director, Social Enterprise Program; IBM Distinguished Professor of Regulation and Competitive Practice; Professor of Managerial Economics and Decision Sciences; Director of the Ford Center for Global Citizenship; Co-director of the Northwestern University Institute on Complex Systems

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

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

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

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

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

Mehmet Ekmekci, PhD  Princeton University; Donald P. Jacobs Scholar of Managerial Economics & Decision Sciences

Brenda Ellington-Booth, PhD  Northwestern University; Associate Director of Executive Education; Clinical Assistant Professor of Management and Organizations

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

Timothy Feddersen, PhD  University of Rochester; H. Wendell Hobbs Professor of Managerial Politics

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

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

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

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

Kent Grayson, PhD  Northwestern University; Associate Professor of Marketing

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

Ranjay Gulati, PhD  Harvard University; Michael Ludwig Nemmers Distinguished Professor of Management and Organizations
Philip Kotler, the SC Johnson & Son Distinguished Professor of International Marketing, has shaped many of the ideas that inform modern marketing. He is the author of Marketing Management: Analysis, Planning, Implementation and Control, the most popular marketing text in business school classrooms worldwide.

Kathleen Hagerty, PhD Stanford University; Senior Associate Dean: Faculty and Research; First Chicago Distinguished Professor of Finance

Donald Haider, PhD Columbia University; Professor of Public Management; Director, Center for Nonprofit Management

Karsten Hansen, PhD Brown University; Associate Professor of Marketing

Bård Harstad, PhD Stockholm University; Assistant Professor of Managerial Economics and Decision Sciences

Julie Hennessy, MBA Northwestern University; Associate Professor of Marketing

Walter Herbst, MM Northwestern University; Clinical Professor of Marketing

Florian Herold, PhD University of Munich; Assistant Professor of Managerial Economics and Decision Sciences

Andrew Hertzberg, PhD Massachusetts Institute of Technology; Assistant Professor of Finance

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

Yael Hochberg, PhD Stanford University; Assistant Professor of Finance

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

Thomas Hubbard, PhD Stanford University; Associate Professor of Management and Strategy

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

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

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

Donald Jacobs, PhD Columbia University; Gayford Freeman Distinguished Professor of Banking; Dean Emeritus, Kellogg School of Management

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

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

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

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

Ehud Kalai, PhD Cornell University; James J. O’Connor Distinguished Professor of Decision and Game Sciences; Professor of Managerial Economics and Decision Sciences; Director, Center for Strategic Decision-Making

Morton Kamien, PhD Purdue University; Joseph and Carole Levy Distinguished Professor of Entrepreneurship; Professor of Managerial Economics and Decision Sciences

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

Robert Korajczyk, PhD University of Chicago; Harry G. Guthmann Distinguished Professor of Finance; Director, Zell Center for Risk Research

Philip Kotler, the SC Johnson & Son Distinguished Professor of International Marketing, has shaped many of the ideas that inform modern marketing. He is the author of Marketing Management: Analysis, Planning, Implementation and Control, the most popular marketing text in business school classrooms worldwide.
Philip Kotler, PhD Massachusetts Institute of Technology; SC Johnson and Son Distinguished Professor of International Marketing

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

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

Camelia Kuhnen, PhD Stanford University; Donald P. J acobs Scholar of Finance

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

Benjamin Lansford, PhD Pennsylvania State University; Assistant Professor of Accounting Information and Management

Martin A. Lariviere, PhD Stanford University; Associate Professor of Managerial Economics and Decision Sciences; Director, Operations and Supply Chain Management Center

Angela Lee, PhD University of Toronto; Professor of Marketing

Justin Lenzo, PhD Boston University; Donald P. J acobs Scholar of Management & Strategy

Wuqin Lin, PhD Georgia Institute of Technology; Assistant Professor of Managerial Economics and Decision Sciences

Antoine Lopfer, PhD University of Toulouse; Donald P. J acobs Scholar of Managerial Economics & Decision Sciences

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

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

Thomas Lys, PhD University of Rochester; Eric L. Kohler Chair in Accounting; Professor of Accounting Information and Management

Robert Magee, PhD Cornell University; Keith I. DeLashmutt Distinguished Professor of Accounting Information and Management; Director, Accounting Research Center

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

David Matsa, PhD Massachusetts Institute of Technology; Donald P. J acobs Scholar of Finance

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

Mark McCareins, JD Washington University; Adjunct Professor in Business Law

Robert McDonald, PhD Massachusetts Institute of Technology; Erwin Plein Nemmers Distinguished Professor of Finance; Co-Director, Financial Institutions and Markets Center

Therese McGuire, PhD Princeton University; Beatrice Foods Chair in Strategic Management; Professor of Management and Strategy; Chair of Management and Strategy Department; Director of the Guthrie Center for Real Estate Research; Director of the Real Estate Management Program

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

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

Barry Merkin, MBA Harvard University; Clinical Professor of Entrepreneurship

David Messick, PhD University of North Carolina; Morris and Alice Kaplan Professor of Ethics and Decision in Management

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

Keith Murnighan, PhD Purdue University; Harold H. Hines J r. Distinguished Professor of Risk Management; Professor of Management and Organizations

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

William Ocasio, PhD Stanford University; John L. and Helen Kellogg Distinguished Professor of Management and Organizations
Lloyd Shefsky, JD University of Chicago; Clinical Professor of Entrepreneurship and Family Enterprise; Co-director of the Kellogg Center for Family Enterprise

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

Kathryn Spier, PhD Massachusetts Institute of Technology; Richard M. Paget Professor of Management Policy; Professor of Management and Strategy

Daniel Spulber, PhD Northwestern University; Elinor Hobbs Distinguished Professor of International Business; Professor of Management and Strategy

Swaminathan Sridharan, PhD University of Pittsburgh; J ohn L. and Helen Kellogg Chair; Professor of Accounting Information and Management

Ithai Stern, PhD University of Texas; Assistant Professor of Management and Organizations

Louis Stern, PhD Northwestern University; J ohn D. Gray Professor Emeritus of Marketing

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

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

David Stowell, MBA Columbia University; Clinical Associate Professor of Finance

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

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

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

Timothy Thompson, MBA University of Chicago; Senior Lecturer in Finance

Alice Tybout, PhD Northwestern University; Harold T. Martin Professor of Marketing

Brian Uzzi, PhD SUNY at Stony Brook; Richard L. Thomas Chair in Leadership and Change; Professor of Management and Organizations

Karen Van Camp, PhD Northwestern University; Senior Lecturer, in Communications

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

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

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

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

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

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

Yasutgora Watanabe, PhD University of Pennsylvania; Assistant Professor of Management and Strategy

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

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

Jonathan Weinstein, PhD Massachusetts Institute of Technology; Assistant Professor of Managerial Economics and Decision Sciences

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

Andris Zoltners, PhD Carnegie Mellon University; Professor of Marketing
<table>
<thead>
<tr>
<th>Name</th>
<th>Title and Company</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. Charles F. Allison III</td>
<td>Partner of Counsel Booz, Allen &amp; Hamilton, Inc.</td>
</tr>
<tr>
<td>Mr. James G. Andress</td>
<td>Retired Chairman &amp; CEO Warner Chilcott, plc.</td>
</tr>
<tr>
<td>Dr. Tetsuki Aoki</td>
<td>Advisor Sony Corporation</td>
</tr>
<tr>
<td>Mr. Adolfo I. Autrey</td>
<td>President Papelera General</td>
</tr>
<tr>
<td>Mr. Charles H. Barrow</td>
<td>Senior Advisor Howe Barnes Investments, Inc.</td>
</tr>
<tr>
<td>Mr. Robert H. Beeby</td>
<td>Retired CEO Frito-Lay, Inc</td>
</tr>
<tr>
<td>Mr. Melvyn Bergstein</td>
<td>Chairman &amp; CEO DiamondCluster International</td>
</tr>
<tr>
<td>Mrs. Carol L. Bernick</td>
<td>Chairman Alberto Culver Company</td>
</tr>
<tr>
<td>Dr. Henry Bienen</td>
<td>President Northwestern University</td>
</tr>
<tr>
<td>Mr. Norman Bobins</td>
<td>President &amp; Chief Executive Officer LaSalle Bank Corporation</td>
</tr>
<tr>
<td>Mr. Larry D. Brady</td>
<td>Chairman &amp; CEO UNOVA, Inc.</td>
</tr>
<tr>
<td>Mr. James J. Brice</td>
<td>Retired Senior Partner Arthur Andersen &amp; Co.</td>
</tr>
<tr>
<td>Mr. William J. Brodsky</td>
<td>Chairman &amp; CEO Chicago Board Options Exchange</td>
</tr>
<tr>
<td>Mr. K. Dane Brooksher</td>
<td>Chairman &amp; Retired CEO ProLogis</td>
</tr>
<tr>
<td>Mr. Charles T. Brumback</td>
<td>Retired Chairman &amp; CEO Tribune Company</td>
</tr>
<tr>
<td>Mr. Dean L. Buntrock</td>
<td>Chairman of the Board – Emeritus WMX, Inc.</td>
</tr>
<tr>
<td>Mr. Patrick M. Byrne</td>
<td>Global Managing Partner, SCM Accenture</td>
</tr>
<tr>
<td>Ms. Patricia A. Cafferata</td>
<td>President &amp; CEO, Retired Young &amp; Rubicam Chicago</td>
</tr>
<tr>
<td>Mr. Wiley N. Caldwell</td>
<td>Retired President W. W. Grainger, Inc.</td>
</tr>
<tr>
<td>Mr. Dennis H. Chookaszian</td>
<td>Retired Chairman &amp; CEO CNA Insurance Cos.</td>
</tr>
<tr>
<td>Mr. Richard C. Christian</td>
<td>Professor Emeritus, Former Associate Dean, Medill and Kellogg Northwestern University</td>
</tr>
<tr>
<td>Mr. W. H. Clark</td>
<td>Retired Chairman &amp; CEO Nalco Chemical Co.</td>
</tr>
<tr>
<td>Mr. Philip Condit</td>
<td>Retired CEO &amp; Chairman The Boeing Company</td>
</tr>
<tr>
<td>Mr. William B. Connell</td>
<td>Director Kiam Ventures</td>
</tr>
<tr>
<td>Mr. E. David Coolidge</td>
<td>Vice Chairman William Blair &amp; Company, L.L.C.</td>
</tr>
<tr>
<td>Mr. William L. Davis</td>
<td>Chairman, President &amp; CEO, Retired R.R. Donnelley</td>
</tr>
<tr>
<td>Mr. Craig J. Duchossois</td>
<td>CEO Duchossois Industries, Inc.</td>
</tr>
<tr>
<td>Mr. Arne Duncan</td>
<td>Chief Executive Officer Chicago Public Schools</td>
</tr>
<tr>
<td>Mr. Robert A. Eckert</td>
<td>Chairman &amp; CEO Mattel, Inc.</td>
</tr>
<tr>
<td>Mr. John Estey</td>
<td>President &amp; CEO S &amp; C Electric Company</td>
</tr>
<tr>
<td>Mr. Scott Evans</td>
<td>Chief Investment Officer TIAA-CREF</td>
</tr>
<tr>
<td>Mr. Raymond F. Farley</td>
<td>Retired President &amp; CEO S.C. Johnson &amp; Sons, Inc.</td>
</tr>
<tr>
<td>Mr. W. James Farrell</td>
<td>Former Chairman &amp; CEO Illinois Tools Works Inc.</td>
</tr>
<tr>
<td>Mr. William C. Foote</td>
<td>Chairman, President &amp; CEO USG Corporation</td>
</tr>
<tr>
<td>Mr. David W. Fox</td>
<td>Retired Chairman Northern Trust Corporation</td>
</tr>
<tr>
<td>Mr. James S. Frank</td>
<td>President &amp; CEO Wheels, Inc.</td>
</tr>
<tr>
<td>Mr. Edwin C. Gage III</td>
<td>Chairman &amp; CEO Gage Marketing Group, LLC</td>
</tr>
<tr>
<td>Mr. Christopher B. Galvin</td>
<td>Gore Creek Asset Management LLC</td>
</tr>
</tbody>
</table>
Mr. Richard A. Giesen  
Chairman & CEO  
Continere Corporation

Mr. Richard A. Goldstein  
Retired Chairman & CEO  
International Flavors & Fragrances Inc.

Mr. Mark R. Goldston  
Chairman, President & CEO  
United Online, Inc.

Mr. Ellis M. Goodman, CBE  
Retired Chairman & CEO  
Barton Incorporated

Mrs. Ellen R. Gordon  
President  
Tootsie Roll Industries, Inc.

Mr. J. Douglas Gray  
President & CEO  
Everett Smith Group

Mr. Pierson M. Grieve  
Retired Chairman & CEO  
Ecolab, Inc.

Mr. Rajat K. Gupta  
Senior Partner Worldwide  
McKinsey & Company, Inc.

Ms. Sandra P. Guthman  
President & CEO  
Polk Bros. Foundation

Mr. Elbert O. Hand  
Chairman Emeritus  
Hartmanx Corp.

Mr. Eric Hanson  
Managing Director  
Lazard

Mr. Promod Haque  
Managing Partner  
Norwest Venture Partners

Mr. J. Ira Harris  
Chairman  
J. I. Harris & Associates

Mr. Wayne E. Hedien  
Chairman Emeritus  
Allstate Insurance Company

Mr. Edgar F. Heizer J. r.  
Chairman & CEO  
Heizer International

Ms. Betsy Holden  
Former Co-CEO  
Kraft Foods Inc.

Mr. Stanley P. Hutchison  
Retired Chairman & CEO  
Washington National Corporation

Mr. George E. Johnson  
Former Chairman  
Indecorp, Inc.

Mr. Richard M. Jones

Mr. Greg J. osefowicz  
Former President, CEO & Chairman  
Borders Group, Inc.

Mr. Jerome R. Kenney  
Vice Chairman  
Merrill Lynch & Co., Inc.

Mr. Richard L. Keyser  
Chairman & CEO  
W.W. Grainger, Inc.

Mr. Lester B. Knight  
Founding Partner  
RoundTable Healthcare Partners

Mr. W.C. Korn  
Former President & CEO  
CBS Stations Group

Mr. Harry Kraemer  
Executive Partner  
Madison Dearborn

Mr. Michael Kraus  
Chairman Emeritus  
CDW Computer Centers Inc.

Ms. Margery Kraus  
President & CEO  
APCO Worldwide

Mr. Fred A. Krehbiel  
Co-Chairman  
Molex Incorporated

Dr. Rolf-Dieter Leister  
Consultant for Information Technologies  
Infra Beratung GMBH

Mr. Benjamin F. Lenhardt J. r.  
Retired Chairman & CEO  
UBS Global Asset Management-Americas

Mr. Lawrence F. Levy  
Chairman  
Levy Restaurants

Mr. Joseph Levy  
Chairman  
Levy Venture Management

Mr. Edward M. Liddy  
Chairman & CEO  
Allstate Insurance Company

Mr. Vernon R. Loucks J. r.  
Chairman  
The Aethena Group, LLC & Segway LLC

Mr. James H. Lowry  
Senior Vice President  
The Boston Consulting Group, Inc.

Mr. John N. MacDonough  
Former Chairman & CEO  
Miller Brewing Company

Mr. Robert H. Malott  
Retired Chairman  
FMC Corporation

Mr. Philip A. Marineau  
President & CEO  
Levi Strauss & Co.

Mr. Miles L. Marsh  
Former Chairman  
Fort James

Mr. R. Eden Martin  
Partner  
Sidley Austin Brown & Wood

Mr. Arthur C. Martinez  
Former Chairman & CEO  
Sears, Roebuck & Company
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Company/Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. John W. McCarter Jr.</td>
<td>President</td>
<td>The Field Museum</td>
</tr>
<tr>
<td>Mr. James J. McDonough</td>
<td>President</td>
<td>McDonough Associates Inc.</td>
</tr>
<tr>
<td>Mr. James R. McManus</td>
<td>Chairman &amp; CEO</td>
<td>Beachside Capital Partners, LLC</td>
</tr>
<tr>
<td>Mr. Andrew McNally IV</td>
<td>Partner</td>
<td>Hammond Kennedy Whitney</td>
</tr>
<tr>
<td>Mr. W. J. James McNemey J. Jr.</td>
<td>Chairman &amp; CEO</td>
<td>The Boeing Company</td>
</tr>
<tr>
<td>Mr. Gary A. Mecklenburg</td>
<td>President &amp; CEO</td>
<td>Northwestern Memorial HealthCare</td>
</tr>
<tr>
<td>Mr. J. John R. Meinert</td>
<td>Principal &amp; Chairman</td>
<td>J.H. Chapman Group LLC</td>
</tr>
<tr>
<td>Mr. Michael A. Miles</td>
<td>Special Limited Partner</td>
<td>Forstmann Little &amp; Co.</td>
</tr>
<tr>
<td>Mr. Lakshmi N. Mittal</td>
<td>Chairman &amp; CEO</td>
<td>Mittal Steel Company N.V.</td>
</tr>
<tr>
<td>Mr. Robert S. Morrison</td>
<td>Retired Chairman, President &amp; CEO</td>
<td>The Quaker Oats Company</td>
</tr>
<tr>
<td>Mr. Albin F. Moschner</td>
<td>Executive Vice President, Chief Marketing Officer</td>
<td>Leap Wireless</td>
</tr>
<tr>
<td>Mr. Michael H. Moskow</td>
<td>President &amp; CEO</td>
<td>Federal Reserve Bank of Chicago</td>
</tr>
<tr>
<td>Mr. Michael E. Murphy</td>
<td>Retired Vice Chairman &amp; Chief Administrative Officer</td>
<td>Sara Lee Corporation</td>
</tr>
<tr>
<td>Mr. Ferdinand Nadhemy</td>
<td>Retired Senior Managing Director</td>
<td>Russell Reynolds Associates</td>
</tr>
<tr>
<td>Mr. Haruo Naito</td>
<td>President &amp; CEO</td>
<td>Eisai Company Ltd.</td>
</tr>
<tr>
<td>Mr. H. Donald Nelson</td>
<td>President &amp; CEO</td>
<td>Cardonvue Enterprises</td>
</tr>
<tr>
<td>Mr. J. James G. Oates</td>
<td></td>
<td>Leo Burnett Company, Inc.</td>
</tr>
<tr>
<td>Mr. William A. Osborn</td>
<td>Chairman &amp; CEO</td>
<td>Northern Trust Corporation</td>
</tr>
<tr>
<td>Mr. Dale Park J. r.</td>
<td>Partner</td>
<td>Park &amp; Park LLP</td>
</tr>
<tr>
<td>Mr. Homi Patel</td>
<td>Chairman, CEO, and Director</td>
<td>Hartmark Corporation</td>
</tr>
<tr>
<td>Mr. J.erry K. Pearlman</td>
<td>Retired Chairman &amp; CEO</td>
<td>Zenith Electronics Corporation</td>
</tr>
<tr>
<td>Mr. Alan E. Peterson</td>
<td>Managing Director</td>
<td>Navigant Consulting</td>
</tr>
<tr>
<td>Mr. J. John Rau</td>
<td>President &amp; CEO</td>
<td>Miami Corporation</td>
</tr>
<tr>
<td>Mr. J. Christopher Reyes</td>
<td>Chairman</td>
<td>Reyes Holdings, LLC</td>
</tr>
<tr>
<td>Mrs. Sheli Z. Rosenberg</td>
<td>Vice Chairman</td>
<td>Equity Group Investments Inc.</td>
</tr>
<tr>
<td>Mr. Gary A. Rosenberg</td>
<td>Chairman</td>
<td>Urban R2 Development</td>
</tr>
<tr>
<td>Mr. John W. Rowe</td>
<td>Chairman, President &amp; CEO</td>
<td>Exelon Corporation</td>
</tr>
<tr>
<td>Mr. Patrick G. Ryan</td>
<td>Executive Chairman</td>
<td>Aon Corporation</td>
</tr>
<tr>
<td>Mr. Donald J. Schneider</td>
<td>Chairman</td>
<td>Schneider National Inc.</td>
</tr>
<tr>
<td>Mr. Walter D. Scott</td>
<td>Professor of Management &amp; Senior Austin Fellow</td>
<td>Kellogg School of Management</td>
</tr>
<tr>
<td>Mr. Gordon I. Segal</td>
<td>CEO</td>
<td>Crate&amp;Barrel</td>
</tr>
<tr>
<td>Mr. George T. Shaheen</td>
<td>CEO &amp; Director</td>
<td>Siebel Systems, Inc</td>
</tr>
<tr>
<td>Mr. John G. Shillestad</td>
<td>President &amp; CEO</td>
<td>J GS Financial Services, Inc.</td>
</tr>
<tr>
<td>Mr. Larry E. Shulman</td>
<td>Senior Vice President &amp; Director</td>
<td>Boston Consulting Group</td>
</tr>
<tr>
<td>Mr. J. Stephen Simon</td>
<td>Senior Vice President</td>
<td>ExxonMobil Corporation</td>
</tr>
<tr>
<td>Mr. Samuel K. Skinner</td>
<td>Retired Chairman, President &amp; CEO</td>
<td>USF Corp.</td>
</tr>
<tr>
<td>Mr. Scott C. Smith</td>
<td>President</td>
<td>Tribune Publishing Company</td>
</tr>
<tr>
<td>Mr. William D. Smithburg</td>
<td>Retired Chairman &amp; CEO</td>
<td>The Quaker Oats Company</td>
</tr>
<tr>
<td>Mr. William F. Stasior</td>
<td>Senior Chairman</td>
<td>Booz, Allen &amp; Hamilton, Inc.</td>
</tr>
<tr>
<td>Mr. Jerre L. Stead</td>
<td>Chairman of the Board</td>
<td>HIS Inc.</td>
</tr>
<tr>
<td>Mr. Roger W. Stone</td>
<td></td>
<td>Stone-Kaplan Investments, LLC</td>
</tr>
<tr>
<td>Ms. Bernee D.L. Strom</td>
<td>Chairman</td>
<td>Ensequence, Inc.</td>
</tr>
</tbody>
</table>
Mr. Alan F. Sussna  
President & CEO  
Evans Food Group, Ltd.

Mr. Glenn F. Tilton  
Chairman, President & CEO  
United Airlines

Mr. Charles A. Tribbett  
Managing Director  
Russell Reynolds Associates

Mr. David E. Van Zandt  
Dean  
Northwestern University  
School of Law

Mr. David J. Vitale  
Chief Administrative Officer  
Chicago Public Schools

Mr. John R. Walter  
Chairman  
Ashlin Management Company

Mr. Robert R Wayman  
Executive Vice President,  
Finance and Administration  
and CFO  
Hewlett-Packard Company

Mr. Miles D. White  
Chairman & CEO  
Abbott Laboratories

Mr. Tadahiro Yoshida  
President & CEO  
YKK Corporation
Administration

NORTHEASTERN UNIVERSITY OFFICERS
Henry S. Bienen, PhD President, Northwestern University
Lawrence B. Dumas, PhD Provost
Eugene S. Sunshine, MPA Senior Vice President for Business and Finance

KELLOGG SCHOOL ADMINISTRATION
Dipak C. Jain, PhD Dean
Suril Chopra, PhD Senior Associate Dean: Curriculum and Teaching
Kathleen Hagerty, PhD Senior Associate Dean: Faculty and Research
Donald P. Jacobs, PhD Dean Emeritus

OFFICE OF ADMISSIONS & FINANCIAL AID
Beth Flye Assistant Dean, Director of Admissions and Financial Aid
Yhana Chavis Assistant Director of Admissions
Courtney Desai Assistant Director of Admissions
Julie Israel Associate Director of Financial Aid
Kathy Koh-Gigante Associate Director of Admissions
Nancy Sims Assistant Director of Admissions and Career Management Center
Jennifer Stoltz Associate Director of Admissions
Deena Williams Associate Director of Admissions; Coordinator of Multiethnic Admissions

Northwestern is an equal opportunity, affirmative action educator, and employer.
Northwestern University reserve the right to change without notice any statement on this web site concerning, but not limited to, rules, policies, tuition, fees, curricula, and courses.
Northwestern University does not discriminate or permit discrimination by any member of its community against any individual on the basis of race, color, religion, national origin, sex, sexual orientation, parental status, marital status, age, disability, citizenship, or veteran status in matters of admissions, employment, housing, or services or in the educational programs or activities it operates.
Harassment, whether verbal, physical, or visual, that is based on any of these characteristics is a form of discrimination. This includes harassing conduct affecting tangible job benefits, interfering unreasonably with an individual’s academic or work performance, or creating what a reasonable person would sense is an intimidating, hostile, or offensive environment.
While Northwestern University is committed to the principles of free inquiry and free expression, discrimination and harassment identified in this policy are neither legally protected expression nor the proper exercise of academic freedom.
For advice or assistance regarding this policy, see northwestern.edu/eeo.
©2006 Northwestern University. All rights reserved. The information in this book may not be reproduced in any form without the written consent of the Kellogg School of Management.
Volume 14, No. 3 Kellogg (CSPS 009-27J) is published by Northwestern University/Kellogg School of Management, 633 Clark Street, Evanston, Illinois 60208-1114, and is issued four times a year: once in April (Spring), once in July (Summer), once in September (Fall) and once in November (Winter). Second Class postage paid in Evanston, Illinois, and additional mailing offices. Postmaster: Send address changes to Northwestern University, 633 Clark Street, Evanston, Illinois 60208-1114.
8-06/15m/KSM-KM

Photo credits: Classroom, portraits and event photography © Nathan Mandell, architectural photography © Jamie Padgett Photography, aerial photography © Evanston Photographic Studios
“Kellogg has a way of making a complete individual out of you. Here, I learned to be an analyst, CEO, social worker, leader, and above all, a team player. You can shape your MBA experience: choosing my classes and activities allowed me to bolster my strengths and address my specific goals. Leading the Kellogg Finance Conference and the Business with a Heart club gave me practical business and valuable civic leadership insights. Participating in student government and case competitions offered me team experience and developed my analytical skills. Inarguably, my growth at Kellogg has surpassed all my previous experiences.”