2002–2003
APPLICATION
THE MANAGERS’
PROGRAM
APPlying for admission

introduction

we are pleased to hear of your interest in the kellogg school of management at northwestern university.

students come to the kellogg school with varied undergraduate backgrounds, work experiences, and career goals. they enroll for individual reasons, and each takes something characteristically individual from the program. we hope our admission materials and approach to you, as an applicant, will help you determine how management education at kellogg might help you realize your goals.

application

the managers' program offers the same degree as the kellogg full-time MBA program. however, the managers' program is specifically designed to coordinate with the student's career path, therefore applicants must be employed full-time in a career-enhancing position and residing in the chicago area to be eligible for application and enrollment in the program. once accepted into the program, students are required to maintain full-time employment in a career-enhancing path during the time they are enrolled. applicants living outside of the chicago area will need to provide documentation related to job transfer or an employment offer in chicago with application materials. though the managers' program has a separate application, admission standards for the program are identical to those of the full-time program. candidates may apply either to the managers' program or the full-time program, but not for both.

admission policies

the kellogg school of management encourages the application of all qualified persons interested in the study of management. individuals holding a bachelor’s degree (or equivalent from foreign institutions) from an accredited college or university are eligible for consideration. prior study in business or economics is not a requirement for admission.

it is the policy of northwestern university not to discriminate against any individual on the basis of race, color, religion, national origin, sex, sexual orientation, marital status, age, handicap, or veteran status in matters of admissions, employment, housing, or services or in the educational programs or activities it operates, in accordance with civil rights legislation and university commitment.

Any alleged violations of this policy or questions regarding the law with respect to nondiscrimination should be directed to the office of the provost, rebecca crown center,

application procedure

the kellogg school of management uses a self-mailing application procedure for efficient processing of each candidate’s application. therefore, you will complete, gather, and submit your application and all supporting documents — with the exception of the GMAT — in one package. this allows you, the applicant, more control over the timing and completion of your application, and it ensures that no supporting documents are misfiled or lost in the mail. however, it may also require more planning on your part to ensure that your application and its contents are turned in by the application deadline.

If there is a possibility that the admission materials may be submitted under a surname other than the one you have used in applying, please notify the managers’ program office of all names that might be used so that there will be no confusion in completing and processing your application.

All application materials should be submitted by the application deadline date listed on the back page of this application. No application will be considered until all the required supporting materials have been received. Late applications will be considered for the following quarter.

Application form

The application form and the requests for supporting documents can be completed by using a typewriter, printing clearly or downloading the online document at: www.kellogg.nwu.edu/tmp/apply/materials.htm.

If you select to use the download document, please note that the download application form should be completed, printed and mailed to the managers’ program. You cannot submit any part of your application and supporting documentation via e-mail or electronically. This is not an electronic application submission process; you still need to mail your entire packet to TMP.

Answer each question completely. You will need to include additional pages to complete the essay questions.
**Application Fee**

Each application for admission must be accompanied by a check or money order for $175, payable to Northwestern University. This application fee is not refundable.

**Transcripts**

Academic transcripts from all colleges, universities and professional schools previously attended are required and examined not only for the grade average but also for trends and areas of particular scholastic strength.

- Type or print your name and address on the front of the envelope marked “transcript” and submit one to the registrar of each school along with a transcript request form asking that the registrar: complete the designated portion of the request form; seal the request form and the transcript in the envelope; place a signature across the seal; and return the envelope to you. Two envelopes are provided.

- If additional envelopes are needed, please use a plain white envelope and, to ensure confidentiality, have the registrar sign across the back flap of the envelope.

**References**

Each candidate for admission is required to have two letters of recommendation submitted in support of the formal application. The highly regarded letters of recommendation should be from persons able to evaluate on-the-job performance and the applicant’s potential for a successful management career. At least one of the letters must be from a current supervisor with your current employer. Applicants should present the enclosed forms, the (self-addressed) recommendation acknowledgment cards, and the envelopes marked “recommendation” directly to the recommenders. Ask that the recommendation and the acknowledgment be sealed in the envelope, with the recommender’s signature covering the seal, and be returned to you. We will acknowledge receipt of the recommendation with the card, which will assure your recommenders that the letters have reached their intended destination.

**Social Security Number**

Northwestern and many other institutions use Social Security numbers as student identification numbers. Every U.S. citizen who is a candidate for admission and who does not have a Social Security account should apply for one at a local post office or Social Security Administration district office.

**Graduate Management Admission Test**

The Graduate Management Admission Test (GMAT) is required of all prospective degree students. It is suggested that the test be taken four weeks prior to the admissions deadline. The score should be reported to Northwestern University (code 1565). It is the applicant’s responsibility to request the Educational Testing Service to forward a copy of the GMAT score report directly to The Managers’ Program. For an application form and complete information about the test and administration of the GMAT, write to:

Graduate Management Admission Test
Educational Testing Service
CN 6103
Princeton, New Jersey
08541-6108
800.GMAT-NOW
www.gmac.org

**Data Processing Sheet**

Complete the data processing sheet using the instructions provided on the sheet. Return the data processing sheet with your application.

**Financial Aid**

Scholarships and grants from Northwestern University are not available to part-time students. However, individuals taking at least two courses per quarter may be eligible for loans through various governmental loan programs.
Answers to Frequently Asked Questions 
About the Application Procedure 

1. It has been several years since I attended undergraduate school. Is it necessary to have my letters of recommendation come from past professors?

   No. The letters of recommendation must be from business associates and at least one recommendation should be from a current supervisor (manager) of the applicant.

2. Is an interview required?

   A personal interview with a representative of The Managers’ Program is required. The interview is used to provide additional insight into the applicant’s ability and desire to study for an MBA. The interview also may provide answers to questions about the application procedure and allow an opportunity to discuss the program of study offered by the Kellogg School of Management. Since limited time slots are available, applicants should call to schedule the interview through The Managers’ Program Office at least four weeks prior to the application deadline. Arrangements for an interview can be made by contacting The Managers’ Program Office, 312.503.8385.

3. It has been several years since I attended undergraduate school. Is it absolutely necessary to provide detailed information on previous study in economics and business?

   No. Information concerning previous study in economics, business, mathematics, and computer science is not used by the Admissions Committee in making a decision on an application. However, if an applicant is admitted into the program, this information is necessary in the determination of course waivers. When a waiver is granted, another course, usually in the same area of study, is substituted. A waiver does not reduce the number of courses required for the degree.

4. How long does it take for a decision to be made?

   Applications are processed on a continuous basis, and notification of the Admissions Committee’s decision usually occurs within four to six weeks after the application and all supporting materials have been received.

   These include:
   - The completed application form (including essays)
   - The $175 application fee
   - Self-addressed and stamped card acknowledging receipt of the application
   - Sealed envelope(s) containing official transcripts of academic records from all colleges, universities, or professional schools you have attended
   - Two sealed envelopes containing completed letters of recommendation and acknowledgment cards self-addressed and stamped to recommenders
   - Completed data processing sheet
   - Results of the GMAT (Code 1565)
   - Admissions interview

Additional Questions

The Kellogg School of Management will be pleased to answer any additional questions concerning the application procedure and the program of study. Inquiries should be addressed to:

The Managers’ Program 
Kellogg School of Management 
340 East Superior Street, 2 Mezzanine 
Chicago, IL 60611 
312.503.8385
APPLICATION FOR ADMISSION

Please type or print clearly.

For entry in 20____
☐ Fall Quarter ☐ Winter Quarter ☐ Spring Quarter ☐ Summer Quarter

Biographical Information

Name __________________________________________________________________________ ____________________________
Last First Middle Social Security number

Preferred first name ______________________________________________________________________________________________

Current Address ______________________________________________________________________________________________
Street

City State Zip

Employer ______________________________________________________________________________________________________

Employer Address ______________________________________________________________________________________________
Street

City State Zip

Home phone ______________________________ Business phone ____________________ Fax ________________________
Age as of date you wish to enter____________________ Birth date __________________________ Birthplace __________________

Citizenship
☐ U.S. ______________________________ Country of Birth ______________________________ Number of Years in U.S.

☐ Other ______________________________ Country ______________________________ Type of visa
Colleges and Universities Attended (please note all transcripts are required)
List in chronological order all colleges and universities attended.

<table>
<thead>
<tr>
<th>Institutions attended</th>
<th>Location of each school</th>
<th>Dates of attendance Month/Year</th>
<th>Degree</th>
<th>Month/Year</th>
<th>Major field of study</th>
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</thead>
<tbody>
<tr>
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<td>3. __________________</td>
<td>________________ ______</td>
<td>____ to ____</td>
<td>_________</td>
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Approximate cumulative grade point average:
Undergraduate school ________ out of________; graduate school (if any)______ out of __________

Honors received or other evidence of high scholarship (Phi Beta Kappa, Beta Gamma Sigma, etc.):

Describe part-time work while in college:

Hours per week spent on part-time work:   Freshman _____   Sophomore _____   Junior _____   Senior _____

Collegiate Extracurricular Activities

Activities (list most important first) | Dates | Offices held, if any
--------------------------------------|-------|----------------------

If your answer to either of the following questions is yes, explain fully on separate sheet.

Have you ever been suspended or required to withdraw from any school or college?   ☐ Yes   ☐ No

Have you ever been separated from any branch of the armed forces of the United States under conditions other than honorable?   ☐ Yes   ☐ No

If you have any physical or emotional difficulties that you wish to tell us about, please do so on an attached sheet and state any accommodations you may require.
Confidential

Name of Candidate (print or type) ______________________________________________________

To the individual completing this form:

The person whose name appears above has applied for admission to the Kellogg School of Management, Northwestern University. Please answer the questions below in as specific and candid a manner as possible, particularly noting maturity, purposefulness, and initiative. When complete, place the recommendation and the acknowledgment card in the envelope addressed to the candidate, write your name across the seal, and return it to the candidate. Your comments will not be disclosed to the applicant and will be available only to those involved in our admissions process. Your signature across the seal of the envelope supplied ensures that the letter is confidential, and we will mail the acknowledgment card to you when we have received it. The card guarantees that we have the recommendation and that the envelope has not been opened. The letter of recommendation will be destroyed when it is no longer needed for admission purposes and will not become part of a permanent record should this applicant enroll at the Kellogg School of Management. Thus, you can be assured that the candidate will not have access to this letter.

Name of the individual completing this form (print or type) ______________________________________

<table>
<thead>
<tr>
<th>Position/Title</th>
<th>Organization</th>
<th>Highest degree attained and institution</th>
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</thead>
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Address __________________________________________ Telephone number ___________________________

Your comments will be an important factor in the admission decision.

1. How long have you known the applicant? ____________________________

   Years ____________________________ Months ____________________________

2. Under what circumstances have you known the applicant?

3. What do you consider to be the applicant’s most outstanding talents or characteristics?

4. What are the applicant’s chief liabilities or weaknesses?

5. How does the applicant interact with others in a team setting? How often do you observe this?

(over)
6. What goals do you perceive the applicant has established? How will graduate education in management help the applicant realize those goals?

7. The Admissions Committee would appreciate any additional statement you may wish to make concerning the applicant’s capacity for graduate work and potential for becoming a responsible and successful manager.

8. In comparison with other candidates for graduate school in management that you have known, how would you rate the applicant with respect to the following qualities:

<table>
<thead>
<tr>
<th>Quality</th>
<th>Below average</th>
<th>Average</th>
<th>Good Top</th>
<th>Unusually good Top 15%</th>
<th>Outstanding Top 5%</th>
<th>Truly exceptional Top 2%</th>
<th>Inadequate opportunity to observe</th>
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<tbody>
<tr>
<td>Intellectual Ability</td>
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<td>Professionalism</td>
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<td>Leadership Potential</td>
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<td>Decision Making</td>
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<td>Interpersonal Skills</td>
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9. I \(\square\) strongly recommend \(\square\) recommend \(\square\) recommend with some reservations \(\square\) do not recommend that this applicant be admitted to the Kellogg School of Management.

Signature  
Date
Name of Candidate (print or type) ____________________________________________________________________________

To the individual completing this form:

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   Years ____________ Months ____________

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9. I □ strongly recommend
    □ recommend
    □ recommend with some reservations
    □ do not recommend
    
    } that this applicant be admitted to the Kellogg School of Management.

Signature ___________________________ Date ___________________________
List most recent first. Include firm or organization, location, title/responsibilities, beginning/ending dates and reason for leaving.

1.

2.

3.

4.

Current Activities and Involvement
Business, professional, and social organizations
and/or any professional licenses, or other activities

<table>
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Recommendations
Applicants are required to submit two letters of recommendation. The letters of recommendation should be from persons able to evaluate on-the-job performance and the applicant’s potential for a successful management career. One recommender should be a current supervisor (or manager).

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</table>
Status Information
Have you taken the Graduate Management Admission Test?  ❑ Yes/Date you took GMAT __________________________
❑ No/Date you plan to take GMAT __________________________

NOTE: It is your responsibility to request the Educational Testing Service to forward a copy of your Graduate Management Admission Test score report directly to the Admissions Office. The code number for The Managers’ Program is 1565. Test scores are good for up to five years from the date of the exam.

Have you previously applied to the Kellogg School of Management at Northwestern University?
❑ No        ❑ Yes/Date you previously applied __________________________

Were you admitted?    ❑ Yes    ❑ No

Did you attend?    ❑ Yes    ❑ No

An interview is required to gain admission to The Managers’ Program. Have you had your interview?  ❑ Yes    ❑ No
If yes, when did you have it and with whom? __________________________
If no, when is your interview scheduled and with whom? __________________________

Note: Applicants should call to schedule an interview at least four weeks prior to the application deadline.

Please list the month/year you expect to complete your MBA degree. __________________________

In what field(s) do you plan to specialize? __________________________

Plans for future work (teaching, research, professional, business): For what specific type of position do you wish to prepare?

Background and Objectives
Please respond to the following questions and enclose your responses (on separate typewritten sheets of paper) with your application materials.

1. What are your short-term and long-term professional goals? How will an MBA program assist you in accomplishing your goals? (500-600 words)
2. The Managers’ Program is designed to provide graduate management education on a part-time basis to working professionals. Why have you selected The Managers’ Program? What do you feel you can contribute to The Managers’ Program? (500-750 words)
3. Discuss a professional situation that resulted in failure. Why did you or your peers consider the situation a failure? How did you resolve the situation? Did it change your management style? If so, how? (1,000 maximum)

This application must be accompanied by a nonrefundable $175 application fee, which is not creditable toward tuition or other fees in the event of admission.

Northwestern University does not find it possible to admit all applicants who meet its entrance requirements. The University, therefore, reserves the right to refuse admission to any applicant. The University also reserves the right to require the withdrawal of any student whose condition endangers his or her own health or the health of other students or precludes him or her from doing the required work.

I certify that all statements made in this application for admission to the Kellogg School of Management of Northwestern University are correct, and I realize that all documents submitted in support of this application become the property of Northwestern University and will not be returned to me.

Date __________________________  Signature __________________________
Please type or print carefully.

Name __________________________ Last ___________ First _______ Middle _______ Preferred Name ____________

Social Security Number ___________________________ Birth Date ___________________________ Month/Day/Year

Current mailing address __________________________ Street Address ___________ Apt. # ___________

City ___________________________ State ___________ Zip ___________ Country (if foreign) ____________

E-mail __________________________

Current home phone ___________________________ Area Code/number ____________

Current work phone ___________________________ Area Code/number ____________ Fax Number ___________

Complete business address __________________________ Name __________________________

Address __________________________

City ___________________________ State ___________ Zip code ___________

Confirmation of Application: We will notify you if any of the application components are not received. Please specify how you would like to be notified, should The Managers’ Program need to contact you about your application:

❏ E-mail  ❏ Work Phone

Year of birth  19___  Country of citizenship __________________________

Date you wish to enter _______ 20___  Month Year

Institution granting undergraduate degree __________________________

Degree  ❏ BA  ❏ BBA  ❏ BS  ❏ Other __________________________

Date received ___________________________ (month/year)

Undergraduate major (check one):

❏ Engineering  ❏ Agriculture  ❏ Science  ❏ Humanities

❏ Business Administration  ❏ Social Science  ❏ Other __________________________

Do you already have a graduate degree?  ❏ Yes  ❏ No

The Managers’ Program

Military experience:  ❏ Yes  ❏ No  ❏

Length of full-time work experience at time of proposed entrance: _______ yrs.  (exclude summer jobs)

Ethnic background* (check one)

❏ African-American/Black  ❏ Asian-American/Pacific Islander

❏ Hispanic/not Puerto Rican or Mexican  ❏ Mexican-American/Chicano

❏ Native-American/Alaskan native  ❏ Puerto Rican

❏ White/Caucasian/not of Hispanic origin  ❏ Other ___________________________

* Self-identification of ethnic background is entirely voluntary.

In what functional area are you working currently?

❏ Administration  ❏ Accounting

❏ Consulting (Management)  ❏ Consulting (Technology)

❏ Engineering  ❏ Entrepreneurial/Venture Capital

❏ Finance  ❏ General Management

❏ Human Resources  ❏ Marketing/Advertising

❏ Operations/Production  ❏ Real Estate

❏ Other __________________________

(over)
Proposed majors (you may check up to three)

- Accounting & Information Systems
- Analytical Consulting
- Biotechnology
- Decision Sciences
- Entrepreneurship & Innovation
- Finance
- Health Services Management
- Human Resources
- International Business & Markets
- Management & Organizations
- Management & Strategy
- Managerial Economics
- Marketing
- Media Management
- Production/Operations
- Public & Nonprofit Management
- Real Estate Management
- Technology & E-Commerce
- Transportation & Logistics Management
- Undecided

On which area are you planning to focus your post-MBA career?

- Entrepreneurial
- Finance
- Health Industry
- Human Resources
- Management Consulting
- Marketing
- Operations
- Technology & E-Commerce
- Other (please specify) ___________________________

What sources influenced your decision to apply to The Managers’ Program at Kellogg? (Check all that apply.)

- Class Visit ____________________
- Contact with Admissions Staff ____________________
- Contact with Alumni ____________________
- Contact with Students ____________________
- Input from Employer ____________________
- Kellogg Web Site ____________________
- Other Publication Web Site ____________________
- TMP Information Session ____________________
- TMP Viewbook/Brochure ____________________
- Other (please specify) ____________________

Statement on Career Management

The Managers’ Program is designed for fully employed students who intend to pursue the MBA degree while they continue their careers in the Chicago area. The program traditionally has had little involvement in formal career development services. An approach of limited assistance is appropriate given that most students receive tuition benefits and other forms of financial aid from employers. It would raise ethical problems for Kellogg to provide direct career management services to persons in these circumstances.

Kellogg will provide access for some TMP students to enroll in the formal Career Management process. These students are eligible for the same career development assistance as the full-time students, including individual career counseling, access to the Career Management Center and participation in on-campus recruiting.

To qualify to use Kellogg’s Career Management Center services, a student must be graduating during the current academic year and not have received any tuition reimbursement from his or her employer. Exceptions are made for those who have written authorization from their employers.

This policy regarding the use of career management services is continually under review by the faculty, students and administration of Kellogg. Consequently, this policy is subject to change without notice.

I have read the Kellogg statement on Career Management Services for TMP students and understand the eligibility requirements. Further, I acknowledge that during my tenure at Kellogg, the school can change its policy without notice and this may affect TMP student eligibility.

Signature ____________________ Date __________
TRANSCRIPT REQUEST FORM (one for each institution attended)

To be completed by the applicant:

Name ___________________________________________________________
Last                           First                           Middle
Social Security Number ________________________________

School __________________________________________________________

Dates of enrollment ___________ Degree and year ______________________

To be completed by the registrar:
Please complete the grade point average and class rank information below, and send this form along with an up-to-date transcript back to the applicant in the envelope provided. To assure confidentiality, please seal the envelope and sign on the line across the seal before returning it to the applicant. Thank you.

Cumulative grade point average ___________ Cumulative rank in class____________________ out of ___________

If your grading system is not equivalent to A=4, B=3, please explain your system.

________________________________________________________________________

TRANSCRIPT REQUEST FORM (one for each institution attended)

To be completed by the applicant:

Name ___________________________________________________________
Last                           First                           Middle
Social Security Number ________________________________

School __________________________________________________________

Dates of enrollment ___________ Degree and year ______________________

To be completed by the registrar:
Please complete the grade point average and class rank information below, and send this form along with an up-to-date transcript back to the applicant in the envelope provided. To assure confidentiality, please seal the envelope and sign on the line across the seal before returning it to the applicant. Thank you.

Cumulative grade point average ___________ Cumulative rank in class____________________ out of ___________

If your grading system is not equivalent to A=4, B=3, please explain your system.

________________________________________________________________________
ACKNOWLEDGMENT OF RECOMMENDATION

Thank you for your letter on behalf of _______________________________.
The information provided will be helpful in our evaluation of the applicant’s qualifications for admission to the Kellogg School of Management.

We attempt to judge the maturity, character, intellectual capacity, career performance, and leadership potential of each applicant when reaching our decision. The records available to us are more meaningful when reviewed against a background of personal information.

Your interest in this applicant is sincerely appreciated.

The Admissions Committee
The Managers’ Program
Kellogg School of Management