The Managers’ Program
2002–2003

Part-Time Master of Business Administration
Northwestern University

Kellogg
School of Management
Who is a Leader?

Managers are leaders who have a hand on the helm, regardless of where they practice their trade. The organization may be a business, a nonprofit institution, or a government agency. Successful leaders are innovative thinkers who use resources wisely to ensure that the work of the world gets done. They strive to develop a shared vision, identify opportunities, and inspire change.

Providing the knowledge and framework to meet these varied challenges: this is the purpose of the Kellogg School of Management.
¿Qué hace un Gerente Éxitooso?

Los gerentes son líderes que llevan el timón no importando dónde ejerzan su especialidad, la organización puede ser un negocio, una institución no lucrativa o una dependencia gubernamental, líderes triunfadores son aquellos que aportan ideas innovadoras, que utilizan recursos eficientes para asegurar que el trabajo del mundo se cumpla, se esmeran en desarrollar objetivos compartidos, identificar oportunidades e inspirar cambios. Para enfrentar estos retos y salir triunfantes se requiere proveer de los conocimientos y destreza necesarias, éste es el propósito de la escuela de Administración de Empresas Kellogg.

リーダーとは誰か？

管理者とはリーダーであり、どのような取引であろうとも、舵をあやつる役目を果たす立場にある者である。

組織は、企業、非営利団体、政府機関などの分野に及ぶが、その中で成功をおさめるリーダーは、仕事を確実に遂げるための資源を有効に利用していく、革新的な考え方の持ち主である。

彼らは、共有のビジョンを展開し、機会を見出し、変化を起こすことに努力するのである。

さまざまなチャレンジに対応できる知識と考え方の枠組みを提供することが、Kellogg School of Managementの目的である。
Welcome to the Kellogg School of Management at Northwestern University: an MBA program known for the quality of its academics and its unique culture. The Kellogg culture is built on scholarship, leadership and partnership.

Our world-renowned faculty is one of the Kellogg School’s key differentiating factors. Kellogg’s scholars are dedicated to researching and exploring new business strategies, resulting in a dynamic curriculum that reflects the latest management techniques. They provide a balance of theory, research and practicality not found in other MBA schools. The same faculty teaches in all our Kellogg School MBA programs — full-time, part-time and executive.

The quality of our students is another factor that makes Kellogg unique: they possess a broad range of work experience, interests, talents, and cultural and ethnic backgrounds. Our policy of interviewing applicants ensures that our students will work well together to carry on the Kellogg School tradition.

A spirit of involvement also distinguishes our students. In The Managers’ Program our students have a full stake in student governance, conferences and their educational experience. They also can attend evening classes on both our Chicago and Evanston campuses.

Another valuable asset of the Kellogg School is our alumni base, spread across more than 85 countries. We have over 70 alumni clubs and almost 43,000 alumni, providing a network of contacts for applicants, students, faculty, companies and other alumni.

Two advisory boards make a significant contribution to Kellogg’s success: the Kellogg Alumni Advisory Board, and a board of CEOs from the global business community.

I am confident that our faculty, students, alumni, corporate affiliates and staff will work together to ensure that you have all the information necessary to select the Kellogg School of Management as the best part-time MBA program for you.

Sincerely,

Dipak C. Jain, Dean
The Kellogg School of Management at Northwestern University is one of the foremost schools of its kind in the country. Here the generic concept of management was born — the view that the skills needed to manage a business, a health-care delivery organization, a government agency, or a nonprofit institution are basically the same.

Building on this dynamic approach to management education and drawing on its experience of more than 90 years, Kellogg prepares its students to develop the insights and skills essential for effective, creative management. It prepares them to define and solve problems and adapt to change. It awards them, at the conclusion of their studies, the Master of Business Administration (MBA) degree.

All students receive thorough grounding in the concepts and basic skills of management. These are presented in the required courses of the core curriculum that every student masters before going on to major in an academic or professional field — for example, Management and Strategy, Finance, Public and Nonprofit Management, Health Services, Transportation, or Real Estate.

The Kellogg Management Concept
Productive and creative management is the common element in all successful enterprises. No matter what the organization or institution, management fundamentals can be analyzed and managerial purposes achieved by means of these steps:

- Identifying opportunities
- Solving problems
- Using resources wisely
- Organizing and managing
- Adapting to changes
- Selecting and motivating people
- Making decisions
- Defining objectives
- Evaluating results

Kellogg's management programs concentrate on the concepts and skills necessary to accomplish these steps and assist students in applying these concepts and skills to different types of organizations. These programs are open to holders of baccalaureate degrees who are accepted into Kellogg.
Goals of The Managers’ Program

The Managers’ Program (TMP) at Kellogg offers students an educational experience that becomes an important part of their career development while they progress in their professions. The faculty, curriculum, teaching methods, facilities and environment combine to provide knowledge, develop skills and foster attitudes applicable to management experience and individual development.

Students enrolled in The Managers’ Program gain from exposure to an outstanding faculty with a reputation for scholarly achievement and consulting expertise and from interaction with fellow students drawn from a variety of management backgrounds. These exposures and interactions combine with the academic curriculum to help students develop the insight and capacity to make on-the-job contributions that lead to executive responsibility.

A diverse student body

Diversity of backgrounds and interests characterizes the student body of The Managers’ Program. The 1,300 men and women currently enrolled in the program are employed by more than 600 business, government, and service organizations in the Chicago area, and represent more than 40 different countries. Students in the program vary in age, management experience, and prior educational experience. Areas of undergraduate study include the social sciences, engineering, business administration, the physical sciences, the humanities, agriculture and government. Many students have advanced degrees in engineering, law, or the sciences. This diversity is a valuable aspect of the program, providing a basis for stimulating classroom discussion.

An extraordinary faculty and curriculum

In both Kellogg’s part-time and full-time programs, the same faculty teaches an identical curriculum leading to the same degree — the Master of Business Administration.

At Kellogg, every faculty member teaches. New faculty members quickly learn that, at Kellogg, teaching matters, and that instruction is important to communicate the excitement of their fields effectively in the classroom. All students benefit from the school’s strong belief that it is Kellogg’s responsibility to ensure the results of its faculty members’ research move quickly into the hands of practicing managers.

Kellogg’s faculty offices are maintained on the Evanston campus. When professors teach evening courses, they usually arrive an hour before classes begin to answer student questions and provide counseling. Professors are also available in Evanston for all students during scheduled office hours. Students are invited to meet with faculty members during office hours or at a time arranged in advance by telephoning the faculty member’s office.
Il Kellogg students receive a solid foundation in the concepts and basic skills of management. A rigorous core curriculum, made up of nine courses in fundamental areas such as accounting, organization behavior, marketing and finance, provides the background for advanced, specialized work in academic majors or professional fields.

The Master of Business Administration degree is conferred upon satisfactory completion of 20 units of credit.

**Core Curriculum**

In core courses, students study the functional activities of organizations and learn basic skills and analytical tools for decision making.

The nine core courses are:

- Accounting for Decision Making
- Business Strategy
- Finance
- Marketing
- Mathematical Methods for Management Decisions
- Microeconomic Analysis
- Operations Management
- Statistical Methods for Management Decisions
- Strategies for Leading and Managing Organizations

**Beyond the Core**

Kellogg is dedicated to providing students with a program tailor-made for their ambitions and interests. Beyond the nine required core courses, the curriculum is flexible and broad. Each student develops an individualized course of study.

Kellogg is divided into six academic departments:

- Accounting & Information Management
- Finance
- Management & Organizations
- Management & Strategy
- Managerial Economics & Decision Sciences
- Marketing

Within this departmental framework are seven specialized professional programs:

- Biotechnology
- Entrepreneurship & Innovation
- Health Industry Management
- International Business & Markets
- Public/Nonprofit Management
- Real Estate
- Transportation & Logistics Management

In addition, Kellogg offers majors in interdisciplinary areas such as:

- Analytical Consulting
- Human Resources Management
- Media Management
- Technology & E-Commerce

Kellogg students typically major in several areas; often, their majors are a combination of academic fields, professional programs and interdisciplinary majors. A student who hopes to join a consulting firm might major in Finance, Management & Strategy, and Entrepreneurship; a student interested in historic preservation could choose Marketing, Public/Nonprofit Management and Real Estate; a student pursuing a career in banking might opt for Finance, Accounting, and International Business. Ninety-five percent of Kellogg students complete an MBA with at least two majors. The most frequently chosen major is Finance, closely followed by Management, Finance & Strategy, Entrepreneurship & Innovation, Technology & E-Commerce, and International Business.

**Course Schedules**

Most courses offered by The Managers' Program meet one evening per week, 6:15 to 9:00 p.m., Monday through Thursday on the Chicago campus.

However, most newly developed and professional program classes are held on the Evanston campus so that both TMP and full-time Kellogg students can enroll in these classes. Evanston campus courses meet one evening per week, Monday through Thursday, from 6:30 to 9:15 p.m.

Classes are offered only on a Monday through Thursday basis; The Managers' Program does not offer Saturday classes. Applicants considering The Managers' Program should not apply for study with the expectation that degree requirements can be completed solely on the Chicago or Evanston campuses or with a weekend curriculum.
**Analytical Finance**

Students who aspire to careers in banking, investment management, or consulting might opt for a concentration in Analytical Finance. This major provides a rigorous understanding of financial modeling and the theory and tools that underlie the practice of modern finance. Course requirements for the Analytical Finance major are extensive and include a practicum during the final year.

**Finance**

Finance is the most popular major at Kellogg, which is rated among the top 10 places in the nation to study the subject. Kellogg's finance courses provide an understanding of financial decision-making processes, as well as insight into how financial markets function. This major is particularly well-suited for students pursuing careers in commercial and investment banking, real estate, corporate control and treasury functions, and insurance organizations. A knowledge of finance is also important for managers working in organization planning, management consulting, general line management, and small-business management.

**Accounting Information & Management**

The Accounting Information & Management curriculum is designed to help professional managers improve their operational and strategic decision-making through an understanding of accounting information. The effects of accounting information on the marketing, investment, financial, organizational, regulatory, tax, and political choices of firms are illustrated, with applications stressed in every course.

**Analytical Consulting**

While consulting encompasses many specific tasks and requires broad functional knowledge, there is an increased need and appreciation of the usefulness of analytical frameworks in the consulting profession. Kellogg is uniquely positioned to provide strong training in this area. For decades, our faculty has been at the forefront of developing analytical models and methods — from path-breaking studies of strategic interaction to innovative models of dynamic behavior within and among firms. While topics valuable for consulting are integrated throughout the Kellogg curriculum, this major collects in one place courses that focus on the key analytical skills needed for consulting.

**Biotechnology**

Managers working in the biotechnology field must possess sophisticated frameworks to understand and manage in this rapidly evolving field. Kellogg's Biotechnology major draws from a broad span of programs, including Technology, Finance, Marketing, Management &

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**When I started at Kellogg, I had no idea what to expect. I was constantly learning during my three years in The Managers' Program, and it hasn't stopped yet. Now, I am applying all of the theories I learned, meeting the people I read about in the case studies and, most of all, loving my job. The people I met made the Kellogg experience complete. My former classmates are my “network.” As I look back on my three years, Kellogg wasn't just an education; it was an experience and one that still exceeds my expectations daily.**

**Melissa Mathson**

Kellogg MBA, 2001
University of Wisconsin, Accounting
Senior Analyst
The John D. & Catherine T. MacArthur Foundation
Strategy, Management & Organizations, Health Industry Management and Entrepreneurship, to achieve the integrated approach managers will need to succeed in this fast-paced industry.

**Decision Sciences**
The Decision Sciences curriculum enables students to synthesize the various factors of management planning, implementation, and control into appropriate mathematical models that guide optimal decisions. This major is ideal for professionals working in general management as well as for specialized staff and line positions in planning, control, systems analysis, and consulting groups.

**Entrepreneurship & Innovation**
Kellogg's Entrepreneurship Program is designed to teach students the tangible and intangible tools they need to increase their chances for entrepreneurial success. Faculty, comprised of both professional academicians and practitioners, emphasize the development of a comprehensive “tool-kit.” Students learn how to take a business concept and develop it into a comprehensive business plan, with consideration for strategy and financing, among other issues.

**Health Industry Management**
The Health Industry Management program provides a managerial and technical foundation for students who seek careers in health-care systems, health maintenance organizations, consulting firms, associations, governmental agencies, medical product and pharmaceutical firms, hospitals, and general business corporations. Kellogg's Health Industry Management faculty are renowned nationally and internationally and are active as consultants and advisers to national firms, government agencies and many professional organizations.

**International Business & Markets**
The International Business & Markets major allows students to combine a grounding in international business strategy with travel abroad through the Global Initiatives in Management course. To understand the international dimensions of business, students must develop and apply specialized tools in accounting, finance, marketing, management of organizations, and management strategy. Kellogg's faculty members have a broad range of experience in international education, and many are engaged in research in international business topics.

**Management & Organizations**
The Management & Organizations curriculum teaches students how to motivate...
people, design organizations, improve problem-solving and decision-making capabilities, and introduce and manage change processes. Students majoring in Management & Organizations will find increasing opportunities at the higher levels of personnel or industrial relations departments, as compared to more traditional career paths in personnel.

**Management & Strategy**
The Management & Strategy major develops the student's ability to assume the role of a general manager and to think constructively about the strategic focus and direction of an organization. This major is appropriate for those working in general management, management consulting, new venture management, venture capital, corporate planning, and the mergers and acquisitions side of investment banking.

**Managerial Economics**
This major develops a student's capacity to analyze the economic environment in which an organization operates, to understand the constraints this environment places on the organization's pursuit of its goals, to predict how these constraints may change with time, and to apply economic reasoning to an organization's internal decision-making. All courses have a managerial emphasis, and the economics component will enable students to make the transition from the tactical decision-making of middle management to the strategic decision-making of top management.

**Marketing**
Kellogg's renowned marketing curriculum provides flexibility for students working in the field. The courses focus on behavioral concepts and quantitative methods from a marketing-management point of view and provide opportunities to apply knowledge to a wide range of profit and nonprofit situations. A variety of teaching methods and materials assure a balanced exposure to theoretical problems and concrete managerial situations covering consumer and industrial products and services.

**Media Management**
The Media Management major is for entrepreneurial thinkers who seek a foundation in media strategy and development, or for those students wanting to prepare themselves for leadership roles in traditional media firms or related consulting or vendor companies. Classes include lectures by the core faculty, case analysis, presentations by visiting media leaders, and projects with media companies.

**Operations Management**
The operations management function has become increasingly important, with firms focusing on quality, productivity, and responsiveness to changing market conditions. Operations management principles are equally applicable in managing manufacturing and service organizations. Students with this background are prepared for careers in consulting and designing management decision systems at progressively higher organizational levels.

**Public/Nonprofit Management**
The Public/Nonprofit Management major prepares managers for top positions in nonprofit organizations and public agencies. Public/Nonprofit Management graduates work in a variety of fields, from government and consulting to fund-raising.

**Real Estate**
Real estate is the largest and most complex sector of the U.S. economy. Students majoring in this area take courses such as Real Estate Finance and Investment, Real Estate Development, Legal Issues in Real Estate, Housing Economics and Finance, and Commercial Real Estate Development.

**Technology & E-Commerce**
To lead change, managers must be fluent both in the technologies that are transforming the economy, as well as in the changes businesses are making in response. The scope of the Technology & E-Commerce major covers both these issues. Offerings include the unique TMP TechVenture course, which blends a theoretical examination of technology concepts with student research presentations and a weeklong field trip to Silicon Valley.

**Transportation and Logistics**
Kellogg's Transportation and Logistics major was developed in concert with Northwestern's Transportation Center, one of the nation's leading institutions for transportation and logistics education and research. The major is essential for students planning to pursue careers in both public and private enterprises, including airlines, railways, trucking, inland waterways, deep water and coastal shipping, pipelines, and transit. Students interested in general management, market planning and consulting can also benefit greatly by taking courses in transportation and logistics.
The Kellogg faculty is an esteemed group of scholars and practitioners and a rich source of international experience in professional management problems and practices. Text and case books written by faculty members are used in management schools throughout the United States and internationally, and faculty members regularly serve as consultants to organizations in industry, government, finance, healthcare, education and transportation. They use this real-world knowledge of management problems and solutions to augment their theoretical training. Senior faculty members also teach courses to senior executives through Kellogg’s executive programs, which reinforces faculty research and keeps faculty members abreast of changes in corporate practices.

All Kellogg courses combine theory and practice. Teaching methods include case study, seminars, field study, simulations and independent work. Faculty members choose the method most appropriate to the material and their individual instruction styles.

Class sizes are determined by the course structure, students’ needs and the teaching methods employed. Student participation is encouraged, as is student-faculty interaction.

Kellogg holds its professors to high standards in the classroom. Each new faculty member attends an orientation, is assigned a mentor and is invited to a session on teaching techniques designed especially for Kellogg. New faculty do not teach in their first quarter, so that they may observe more senior colleagues and become familiar with the Kellogg environment. Students evaluate every class and the evaluations are posted publicly. Tenure and promotion decisions are based partially on teaching quality.

Research forms a vital component of Kellogg’s program, and faculty members have developed ground-breaking theories in many academic fields, such as marketing, banking and game theory. Nine formally recognized research centers, on topics ranging from ethics to banking, carry out research. In addition, five scholarly journals are edited at Kellogg, three of which — the Journal of Financial Intermediation, the Journal of Economics and Management Strategy and Games and Economic Behavior — were founded here.

A complete list of Kellogg’s faculty members begins on page 27.

International Faculty
Kellogg boasts a faculty with broad international experience. About one-quarter of all faculty members are foreign-born and educated, and many others have studied or taught at universities outside the United States. These experiences provide a global perspective in the classroom.
Academic Counseling

In general, responsibility for planning the specific content of the academic program rests with the student. Thorough familiarity with and understanding of the degree requirements are essential for sound planning.

All students are encouraged to take advantage of academic counseling whenever necessary. The director and staff of The Managers’ Program are available to answer student inquiries regarding course requirements, academic status and course prerequisites. An appointment is encouraged to arrange counseling discussions. Office hours are scheduled from 9:00 a.m. to 6:15 p.m., Monday through Thursday, and 9:00 a.m. to 5:00 p.m. on Friday.

Faculty advice is also available and students should seek this when planning programs. Students are invited to talk with any member of the faculty in his or her office during faculty office hours or at a time arranged in advance by telephoning the faculty member’s office.

Honors

Degree with Distinction
The faculty may confer the MBA degree with distinction upon those candidates who complete their studies with outstanding academic records.

Beta Gamma Sigma
Election to Beta Gamma Sigma, the honorary scholastic society for students of business, is based on scholarship, character, and the promise of leadership. Elections are made from the list of degree candidates each spring.

Dean’s List
The Dean’s List includes the names of students who complete six or more courses with a grade point average of 3.75 or higher in a period of 12 consecutive months beginning in September each year.

J. Lester Cunningham Scholar
Selected by the dean, the outstanding student in the graduating class of The Managers’ Program receives this designation of honor for scholastic achievements and contributions to The Managers’ Program.

Jane Robertson Memorial Award for Academic Excellence
This award was established in memory of Jane Robertson to recognize students who achieve academic excellence in The Managers’ Program. The honor is awarded to students maintaining a 4.0 grade point average at the midpoint of their Kellogg academic career.
Global Initiatives in Management

A cornerstone of Kellogg’s international offerings is the Global Initiatives in Management (GIM) program. Each year more than 400 students in all three Kellogg degree programs study management and business issues in regions throughout the world.

Designed by students — with the help of a faculty adviser — the courses include 10 weeks of rigorous classroom instruction, followed by a two-week research trip to the chosen country. While in their host country, students meet with high-level government officials and executives, carrying out the primary research needed to complete their final projects. Past research projects have included the marketing of Coca-Cola in Ghana, emerging market strategies for the telecommunications sector in China and trucking opportunities in Mexico.

During 2000-2001 academic year, TMP students developed GIM courses on South Africa, Vietnam, Australia, and the European Union.

International Business Major

The International Business major allows students to combine a grounding in international business strategy with travel abroad through the Global Initiatives in Management course. Understanding the international dimensions of business requires the development and application of additional specialized tools in accounting, finance, marketing, management of organizations, and management strategy.

The requirements for the International Business major include:

- Management of International Business (the core course for the major), and
- Completion of three additional electives from the following list:
  - International Accounting
  - International Marketing
  - International Finance
  - Global Initiatives in Management (GIM)
  - Cross-Cultural Negotiation
  - Intercultural Management
  - Managing in Emerging Economies

Global Learning

The Global Initiatives in Management (GIM) course to South Africa definitely ranks as one of the highlights of my Kellogg experience. Our class studied the history, culture, and business landscape of South Africa for 10 weeks, then traveled throughout the country for two weeks to meet with corporate and government leaders and research international business issues. The course provided an amazing learning experience as well as an invaluable opportunity to travel with and get to know fellow students in The Managers’ Program.

Katherine Scoulas
Kellogg MBA, 2001
Northwestern University, Communication Studies
Director of Development
Rush- Presbyterian-St. Luke’s Medical Center
Learning at the Kellogg School is a unique experience. It is a shared endeavor in which a community of learners—a widely diverse group of faculty, students, alumni, corporate partners and others—come together to explore and define the best and most innovative management concepts and practices.

We understand that business management is an applied body of knowledge. It is not enough to simply know the theory; one must know how to relate it. It is not enough to understand best practices; one must learn how to engage others to make them a reality. Here, cutting-edge academic theory is fused with hands-on, real-world education. Learning at Kellogg extends beyond the classroom and coursework. Management leadership education is the result of the Kellogg experience.

At Kellogg, learning is “real-time,” drawing on the input of our stakeholders—our students and faculty—as they focus on the most relevant and critical topics of business today. Therefore, the curriculum evolves every day to meet the management challenges resulting from the technological advances that are creating the global marketplace.

Kellogg coursework combines theory with practice. Because all TMP students have significant work experience and continue in their career-enhancing paths while in the program, our students are eager to apply management theory to the marketplace. Students apply what they learn in their work environments, and the school provides them with ample opportunities to test their learning in other real-world situations.

Experiences such as the Analytical Finance Practicum, the Global Initiatives in Management (GIM) program and TMP TechVenture connect students to additional management issues and problems, both in the United States and abroad. As well, student-led conferences and club-sponsored speaker series provide students with numerous opportunities to learn from today’s leaders.

**Hands-On Learning**

Kellogg has a unique student body that represents a diversity of rich work experience, talent and culture. The open and enthusiastic attitude generates commitment to teamwork as well as energy and excitement about learning.

At Kellogg, I have developed new skills, forged lasting friendships, and enriched my life.

To me, that is what the Kellogg experience is all about.

**John Pushparaj**

PSG College of Technology, India, Electronics & Communication Engineering

North Carolina State University, Electrical Engineering, M.S.

Section Manager, Motorola

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What sets Kellogg apart is the unique composition of its student body. Kellogg is dedicated to admitting students with a broad diversity of cultural and ethnic backgrounds, career experience, interests and talents. Because each applicant is required to interview, the admissions committee is able to meet the person behind each résumé. As a result, the student body is a rich mix of people, from consultants and bankers to teachers and sales executives.

Class composition is especially important at Kellogg because of the school’s emphasis on teamwork. Students form study groups in almost every class, and grades are partially dependent upon how well they work within the group. This dedication to group work develops students’ interpersonal and cooperative skills and serves as a mirror to the corporate world. Organizations consistently give Kellogg graduates high marks for their ability to work with others.

The Evening Management Association

In The Managers’ Program, it is all too easy for students to let the time constraints imposed by jobs, families and studies keep them from benefiting from an important aspect of the Kellogg education: involvement with other students and the school outside the classroom. The Evening Management Association (EMA), TMP’s student government organization, is dedicated to promoting more casual student interaction. Its contribution to student life includes scheduled social events, publications, coordination with the Alumni Association and the full-time program’s Graduate Management Association (GMA), and involvement with academic and facilities-related issues. As members of the TMP student community, all students are members of the EMA, and are encouraged to participate in EMA-sponsored activities and contribute to the community at large.

Some of the activities and events sponsored by the EMA include: Career Day, the Managers’ Ball, cultural outings to plays and concerts in the area, the B-School Olympics, food and clothing drives, and quarterly section dinners for new students.

To support TMP activities, all new students are required to pay a one-time student activity fee.
The Kellogg School of Management is one of the 13 academic divisions of Northwestern University, a private, nonsectarian university chartered as an institution of higher learning in 1851. Northwestern has two campuses, one along the shore of Lake Michigan in Evanston, the other along the lakefront on Chicago’s Near North Side. The university’s enrollment totals approximately 16,000 full- and part-time students. They are served by more than 3,200 faculty members and 4,800 administrative, clerical and service personnel.

Northwestern’s Chicago campus, a complex of high-rise buildings, occupies a 20-acre lakefront site near the business and financial center of the city. On this campus are the School of Law, the Medical School, the McGaw Medical Center of Northwestern University, the School of Continuing Studies and Kellogg’s Managers’ Program.

The main offices of The Managers’ Program are on the second floor mezzanine of 340 East Superior Street, Chicago, Illinois 60611.

The Managers’ Program’s educational facility houses 16 classrooms, 20 rooms for group study, and the faculty and administrative offices. The building is also wired so that students can access their e-mail and the Internet throughout the facility.

Libraries
The Schaffner Library, on the second floor of 340 East Superior, was established as a special library in economics and business in memory of Joseph Schaffner, a Chicago businessman, Northwestern University trustee, and strong supporter of continuing education.

The library contains approximately 110,000 volumes and pamphlets. More than 1,000 periodicals and serial publications are currently received. The library tries to acquire all materials needed in connection with the courses offered and, although it is not considered a research library, it facilitates research by providing available bibliographic aids.

A student identification card is issued to each student shortly after registration. This card entitles the student to library privileges at the Schaffner Library and at the University Library on the Evanston campus.

Computing
Kellogg requires all TMP students to have access to a computer with Internet capability because students are expected to register for courses and download coursework online. Kellogg provides installation software, which offers students free Internet access and e-mail. It is also recommended that students have the latest Microsoft Office software.

A computer lab, exclusively for the use of Kellogg students, is located at 340 East Superior Street.

Several TMP classrooms feature network data jacks and power outlets at each student seat so that laptop computers can be used within the learning environment. These features are also available in student breakout/meeting rooms and in study carrels in our reading room.

To help students make effective use of the necessary computing applications, TMP has a technology workshop that is required of all new students. Beyond this introductory class, there are free workshops offered throughout the year. These sessions focus on the applications used at Kellogg.
Chicago was giving rise to an architectural renaissance when Northwestern University’s School of Commerce opened its doors in 1908.

It was a group of prominent Chicago businessmen who first recognized the need for a school of higher learning to help young people succeed in the turbulent business world at the turn of the century. They agreed to help fund the school, which from its earliest days attracted a highly respected faculty, such as accounting professor Arthur Andersen, for whom the major accounting firm is named.

As the city of Chicago grew, the School of Commerce steadily worked to shape management education. The school was one of 16 founding members of the American Assembly of Collegiate Schools of Business; today, the 800-member organization still sets accreditation standards for business schools. Later the school helped to establish the Graduate Management Admission Test.

In 1966, responding to the growing popularity of MBA programs in the corporate community, the faculty made the risky decision to discontinue its highly respected undergraduate business program to focus its energies on graduate studies. At the same time, the school decided to concentrate on preparing students for careers in management — whether in the corporate, public or nonprofit sectors — rather than solely in business.

Kellogg has always believed that education is a lifetime endeavor. Kellogg was a pioneer in executive education, beginning a program in the 1950s in Bürgenstock, Switzerland, and expanding its Evanston offerings during the 1970s and 1980s. Kellogg’s executive education facility, the James L. Allen Center, is home to the Executive Master’s Program as well as a broad range of specialized, non-degree programs.

The school owes its name to John L. Kellogg, son of the founder of the well-known cereal company. John Kellogg served as president of his family’s firm before moving to Chicago, where he became a successful entrepreneur in his own right. He died in 1950, but the John L. and Helen Kellogg Foundation continues the Kellogg legacy. Early in 1979, the foundation made a gift of $10 million to the school. In recognition of this generosity, the school was renamed in Kellogg’s honor.

Today the world-class financial center of Chicago is home to one of the most prestigious schools of management in the world: the Kellogg School of Management.

The Managers’ Program at Kellogg offers me the opportunity to compete in courses in an academically rigorous curriculum. The team environment is full of imagination, knowledge and enthusiasm that is very contagious. I have also been able to expand my network with high-caliber colleagues and professionals who take pride in giving back to their community.

FELIX BIGA
Purdue University, Finance & Accounting
Finance Officer II, ABN AMRO North America
Kellogg's 40,000 alumni live in every corner of the globe and work in every conceivable field. The alumni network spans 85 countries and all 50 states. In more than 70 cities and countries, alumni clubs coordinate visits from faculty and administrators, lectures by prominent executives and community leaders, and social events.

One of the fastest-growing alumni clubs is in the San Francisco Bay area, where more than 1,700 alumni who live and work there have enjoyed symphony evenings, ski weekends, and guest speaker and panel programs around the Peninsula. The New York club, 1,800 members strong, hosts social events, charity functions such as a monthly soup kitchen, and guest speakers.

In Chicago, alumni have access to a wide variety of programs, including a monthly CEO speaker series as well as the MBA Update series, where graduates return to Evanston each month for a day-long educational seminar.

Overseas, the Kellogg School's presence is growing too. Kellogg graduates from all over Europe gather annually for a reunion weekend of networking, socializing and business seminars. In Japan, Kellogg's alumni club hosts quarterly meetings featuring prominent local businesspeople as well as Kellogg faculty.

These organizations provide Kellogg graduates with the opportunity to make new friends and build business contacts with the help of other members of the Kellogg family. Alumni quickly find that the Kellogg world is close-knit.

Kellogg alumni are represented across all industries: Colleen Goggins '79, president of Johnson & Johnson Consumer Products Company; Haruo Naito '74, president and CEO of Eisai Pharmaceuticals; Patrick Ryan '59, chairman, president and CEO of Aon Corp.; Betsy Holden '82, president and CEO of Kraft Foods, Inc.; Bob Eckert '77, CEO of Mattel; Robin Neustein '79, managing director of Goldman Sachs, New York; Jim Rose '86, CEO of QXL.com, a pan-European online auction company; Wendy Lewis '95, executive director of human resources for Major League Baseball; Phil Marineau '70, president and CEO of Levis Strauss & Co.; Christopher Galvin '77, president and CEO of Motorola, Inc.; and Gregg Steinhafel '79, president of Target Stores.

Kellogg Alumni Relations hosts a complete online community for alumni as well. Services include an alumni e-mail forwarding address, an online alumni directory, special-interest listserves and a network of international job postings.

The Career Management Center provides a program to help alumni who are changing careers or seeking new job opportunities. Workshops, an online database of job postings, an alumni placement newsletter and individual career counseling are among the program’s benefits. Kellogg World magazine, published three times a year, is the alumni link to classmates and campus. An online version of the magazine is located at www.kellogg.nwu.edu/kwo. Many alumni also return to campus to attend executive seminars at the James L. Allen Center.
The Kellogg Honor Code

Philosophy Statement

Kellogg students regard honesty and integrity as qualities essential to the practice and profession of management. The purpose of the Kellogg Honor Code is to promote these qualities so that each student can fully develop his or her potential. Upon admission, each student makes an agreement with fellow students to abide by the Kellogg Honor Code. Students who violate the Kellogg Honor Code violate the agreement and must accept the sanction imposed by the Kellogg community.

The Kellogg Honor Code governs student conduct pertaining to all academic, placement and extracurricular activities associated with Kellogg. Under the code, each student agrees:

• not to seek an unfair advantage over other students, including, but not limited to, giving or receiving unauthorized aid during completion of academic requirements;
• to truthfully represent fact and self at all times;
• to respect the property and personal rights of all members of the Kellogg community; and
• to uphold the Kellogg Honor Code by reporting all material violations and by fully cooperating with any Honor Code proceedings.

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. Given that most students receive tuition benefits and other forms of financial aid from their employers, an approach of limited assistance is appropriate. It would raise ethical problems for Kellogg to provide direct career management services to students 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, remain working full-time, and not have received any tuition reimbursement from his or her present 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 Kellogg’s faculty, students and administration. Consequently, this policy is subject to change without notice.

Success comes from listening to those around you and working successfully with your colleagues. Kellogg’s approach is rooted in these interactions. Each student is expected to share experiences from his or her career. In addition, a key component to most classes is group work. At Kellogg, you learn from the excellent faculty, but you also learn a great deal from one another.

Mark Weinberg, M.D.
Yale University, Economics
Duke University School of Medicine, M.D.
Associate Medical Director, Abbott Laboratories
student who wishes to register for any course listed in this bulletin must first be admitted to the Kellogg School of Management. Admission may be granted for a student to begin studies in all quarters.

The application and all supporting documents should be submitted by the application deadline date for the quarter for which admission is requested. Deadline dates are listed in the calendar on the back page of this catalog. A personal interview with a representative of the school should also be arranged at least four to six weeks prior to the application deadline.

Notification of the Admissions Committee's decision usually occurs four to six weeks after the application and all supporting materials have been received. Admission is granted on the assumption that a bachelor’s degree or equivalent will have been conferred by the time the student enters the school.

**Eligibility**

Men and women holding a bachelor’s degree (or equivalent in the case of foreign institutions) from an accredited college or university are eligible for consideration. Prior study in business or economics is not a requirement for admission.

**Criteria for Admission**

In the selection process, the Admissions Committee attempts to identify the applicant’s scholastic ability, qualities of character and motivation, evidence of leadership, and managerial promise. Both the applicant and the school are best served by an admission policy that seeks reasonable assurance of scholastic success and potential for effective management performance. 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 all quarters in which they are enrolled. Applicants living outside the Chicago area will need to provide documentation related to job transfer or an employment offer in Chicago with application materials.

The Admissions Committee carefully appraises the following:

Academic Record
Official transcripts of all colleges and universities previously attended are examined not only for the overall grade average, but also for grade trends and areas of particular scholastic strength. The committee recognizes both differences in the scholastic maturity of the applicants and variations in the level of difficulty in subject matter. A final official transcript of total undergraduate credit and any advanced study is required of all admitted students.

Graduate Management Admissions Test (GMAT)
All applicants, domestic and international, are required to take the GMAT. The GMAT is offered three weeks per month, six days per week throughout the year at testing centers in North America and selected international cities. Your application is complete only after the Admissions Office receives your test scores. The Graduate Record Examination (GRE) is not accepted. Applicants should take the GMAT at least four weeks prior to the admission deadline to ensure that test scores will arrive at TMP on time. Scores will be received at Kellogg approximately three weeks after you take the GMAT. Scores arriving after the application deadline will result in consideration of the admission application for the following quarter.

It is the responsibility of applicants to obtain information related to taking the GMAT. Information and application forms for the test can be obtained from Educational Testing Service, Princeton, NJ 08540, or call 800.GMAT-NOW. The GMAT code for all Kellogg master's programs is 1565. The TOEFL exam is not required for applicants to The Managers' Program.

Letters of Recommendation
The highly regarded letters of reference (two are required) 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.

Professional Experience
The committee carefully reviews experience, accomplishments and career progress in full- and part-time work settings, military service and extracurricular activities. The committee seeks indications of an applicant's promise and career focus.
Interview
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 complete the Master of Business Administration program. It may also answer any questions about the application procedure and provide an opportunity to discuss the program of study offered by Kellogg. Since limited time slots are available, applicants should call to schedule the interview through The Managers’ Program at least four to six weeks prior to the application deadline. Arrangements for an interview can be made by telephoning The Manager’s Program, 312.503.8385.

Applicants who have already obtained an MBA or an equivalent degree are not eligible to receive an MBA degree from Kellogg; however, it is possible to enroll in classes as a visiting graduate student.

Visiting Graduate Student
In The Managers’ Program, provision is made for visiting graduate student status in one of these two categories:

1. An individual possessing an MBA degree requesting permission to enroll in additional courses to supplement the degree.
2. A student enrolled in an MBA program at another institution wishing to complete courses at Northwestern for transfer of credit to his or her school.

Visiting graduate students may complete up to three courses as special students. In all cases, visiting students will be accommodated only after regular Kellogg MBA degree candidates are registered.

Transfer of Credit
Students who have completed coursework at an AACSB-accredited graduate school of management or business are eligible to receive credit toward their degree for up to four courses. Eligibility to transfer courses only applies to newly-admitted students and is subject to review by a faculty committee. Transfer courses must have been completed with a grade of B or higher, may not have been used toward completion of another degree and must be similar in content to courses offered at Kellogg. Transfer credit is not included in the cumulative grade-point average.
Application for transfer credit must be submitted as early as possible after acceptance into the program and must include an official copy of the transcript, catalog description and course syllabus.

Waivers
To ensure that students can individualize their course of study, the dean may waive a student from courses that are comparable to classes they have taken before. Approximately half of all students waive one or more courses. If a student is granted a waiver, he or she usually takes a more advanced course in the same area. A waiver does not reduce the number of courses required for the degree. Waivers are granted when a student first enrolls at Kellogg.

Registration
Registration for new students is held approximately two weeks prior to the start of the quarter in which they will begin the program. Continuing students ordinarily preregister late in the preceding quarter on a schedule announced by the registrar. A $10 fee is charged whenever a student changes a course or section after the registration period has ended. No course additions or section changes may take place after the first class meeting.

Tuition and Fees
The following tuition fees apply to the 2001-2002 academic year. The rates are subject to change without notice, and increases should be expected in subsequent years.

- Tuition (each course) $3,026
- Late tuition payment fee 100
- Application fee (nonrefundable) 175
- Activities fee 100
- Duplicate/changed diploma 25
- Transcript of record 3
- Examination fee 10
- Change of registration fee 10
- Identification card replacement 20
- Nameplate replacement 7

Full-Time Study
There is no provision for full-time study in The Managers’ Program. A student ordinarily is not permitted to enroll for more than two courses per quarter or to complete the degree requirements in fewer than 10 quarters of study.

Applicants who are interested in full-time study should apply for admission to the full-time day program, provided on the Evanston campus.

Men and women holding a bachelor’s degree from an accredited college or university enter the full-time program in September each year and complete the degree requirements in two academic years. Detailed information concerning the full-time MBA program can be obtained from:

- Director of Admissions
  Kellogg School of Management
  Donald P. Jacobs Center
  2001 Sheridan Road
  Evanston, IL 60208-2001
  847.491.3308
  MBAadmissions@kellogg.nwu.edu

Executive Master’s Program
The Kellogg Executive Master’s Program is a two-year, general management program leading to the MBA degree. EMP meets the needs of mid-career executives who are preparing for senior management, and it enhances the skills and effectiveness of senior executives. The concentrated studies curriculum integrates all managerial disciplines within management’s economic, social and political environments.

The class schedule allows participants to continue their careers while they study and master a broad range of functional and managerial skills. In addition, this schedule offers students the opportunity to apply their skills immediately in workplace situations. Each participant’s application must be sponsored by his or her organization.

There are two different programs within EMP. The regional program (for students living within the greater Chicago area) meets on alternate Fridays and Saturdays throughout the academic year. The North American program (for the long-distance student) meets on alternate weekends. Students reside on campus during the weekends. Both the regional and the North American programs have the summers off. Detailed information concerning the Executive Master’s Program can be obtained from:

- Executive Master’s Programs
  Kellogg School of Management
  James L. Allen Center
  2169 N. Sheridan Road
  Evanston, IL 60208-2800
  847.467.7020
  emp@kellogg.nwu.edu
Accounting for Decision Making
This course is designed to acquaint students with the process used to construct 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, decision making and control.

Mathematical Methods for Management Decisions
The basic concepts and tools of probability and statistics, used throughout the Kellogg program, are introduced in this course. The first part covers sample spaces, elementary probability laws, probability revision, and decision trees. Probability distributions, measures of central tendency and dispersion, and correlation are covered in the second part. The last part introduces the statistical notions of point estimation, interval estimation and hypothesis testing.

Statistical Methods for Management Decisions
This sequel to Mathematical Methods for Management Decisions extends the statistical techniques learned in that course to allow the exploration of relationships between variables. Topics include two population hypothesis testing, correlation, simple and multiple regression analysis, and qualitative variables. Extensive use of statistical analysis software is required. Applications of the material as well as several case studies requiring the techniques of both courses will be covered.

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 covered in the course 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.

Strategies for Leading & Managing 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 best to organize and motivate the human capital of the firm, manage social networks and alliances, and execute strategic change. This will be accomplished through a knowledge of competitive decision making, reward system design, team building, strategic negotiation, political dynamics, corporate culture and strategic organizational design.

Finance I
This course studies the effects of time and uncertainty on decision making. Topics include basic discounting techniques, stock and bond valuation, capital budgeting under certainty and uncertainty, asset pricing models and efficient markets.

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, pricing and non-price concepts. Cases and problems are used for an understanding of the economic tools and their potential use for solving real-world problems.

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.

Operations Management
This course aims to provide students with a framework for understanding how to gain competitive advantage through operations by establishing a link between business strategy, operational capabilities and operations structure. A process view of operations is developed during the course and used to analyze key operational decisions in the management of capacity, cycle time, supply chain and quality. The course also covers developments such as lean operations, time-based competition and business process reengineering.

Electives
Note: Not every course is offered each year.

Accounting Information & Management
Advanced Managerial Accounting
Changing Dynamics of Professional Practice in a Global Marketplace
Complex Financial Structures and Global Risk Management
Federal Income Taxation
Financial Assessment and Performance Evaluation of Health Care Entities
Financial Planning for Mergers and Acquisitions
Financial Reporting and Analysis
Information Planning Criteria
Information Technology in Healthcare Management
International Accounting
Issues in Global Financial Reporting
Managerial Controls and Auditing
Managerial Accounting
Nonprofit Financial and Budget Analysis
Security Analysis

Business Law
Business Law I
Business Law for Entrepreneurs
Issues in Antitrust
Through venues such as the Dean’s Forum, students have access to Dean Jain and other top administrators.

**Decision Sciences**
- Decision Analysis
- Decisions and Risk Management
- Strategic Decision Making

**Entrepreneurship & Innovation**
- Business Law for Entrepreneurs
- The Business of Intellectual Property
- Case Studies in Venture Capital
- Creating an Innovation Mindset
- Emerging Markets Finance
- Entrepreneurial Finance
- Entrepreneurial Finance in the Social Sector
- Entrepreneurial Leadership
- Entrepreneurship and New Venture Formulation
- Fundamentals of Technology and E-Commerce
- Internet Business Models and Technology
- Internet Marketing
- Kellogg TechVenture
- Major Project and Project Finance in Emerging Markets
- Management of Technology
- Managing Entrepreneurial Growth
- Pricing Strategies
- Product Development and Design
- Small Business Management
- Strategic Advantage Information Technology
- Strategic Management of Technology and Innovation
- Technology Marketing
- Venture Capital and Private Equity Investing
- Women and Entrepreneurship

**Finance/Analytic Finance**
- Banking and Credit Markets
- Case Studies in Venture Capital
- Colloquium on Securitization
- Corporate Equity Strategy
- Corporate Restructuring
- Debt Financing for Entrepreneurs
- Derivative Securities
- Emerging Markets Finance
- Entrepreneurial Finance
- Finance I/II (Turbo)
- Finance II
- Financial Decisions
- Financial Management in Transportation
- Financial Planning for Mergers and Acquisitions
- Financial Strategy and Tax Planning
- Fixed Income Securities
- Futures and Options Markets
- Housing Economics and Finance
- International Finance
- International Financial Decisions
- Investment Banking
- Investment Banking in Debt Markets
- Investment Portfolio Management
- Investments
- Major Project and Project Finance in Emerging Markets
- Managing Financial Institutions
- Money Markets
- Private Equity
- Public Finance
- Real Estate Finance
- Real Estate Finance and Investments
- Risk Management and Insurance
- Security Analysis
- Valuation of Asset-Backed and Mortgage-Backed Securities
- Venture Capital and Private Equity Investing
- Women and Entrepreneurship

**Health Industry Management**
- Advanced Health Policy
- Advanced Strategic Management for Health Care Organizations
- Biotechnology Management
- Financial Assessment and Performance Evaluation of Health Care Entities
- Health Care Economics
- Health Care Financial Reports and Management Control
- Health Industry Management Field Study/Project Management
Media Management
Media Marketing and Innovation
Media Strategy and Structure
Producing Effective Media Content

Operations Management
International Operations
Inventory Management
Logistics and Supply Chain Management
Management of Technology
Operations Planning and Execution
Operations Scheduling
Operations Strategy
Product Development in the Networked Economy
Spreadsheet Decision Models
Strategic Advantage Information Technology
Total Quality Management

Public/Nonprofit Management
Arts Management
Board Governance of Nonprofit Organizations
Entrepreneurial Finance
Entrepreneurial Finance in the Social Sector
Fund-Raising Management
Introduction to Nonprofit Management
Managing the Educational Industry
Nonprofit Financial and Budget Analysis
Nonprofit Marketing
Power in Organizations: Sources, Strategies and Skills
Public Finance
Public Policy Private Initiatives
Reinventing Government
Services Management
Strategic Management in Non-Market Environments
Strategic Philanthropy

Real Estate
Colloquium on Securitization
Commercial Real Estate Development
Housing Economics and Finance
Investments
Legal Issues in Real Estate
Negotiations
Real Estate Development
Real Estate Finance
Real Estate Finance and Investments
Real Estate Fundamentals
Urban Economic Development and Real Estate Market Analysis

Technology & E-Commerce
Business Intelligence Technologies and Customer Relationship Management
Customer Experience Design for E-Business
Fundamentals of Technology and E-Commerce
Intellectual Property Strategies for Managers of E-Commerce
Internet Business Models and Technology
Internet Marketing
Kellogg TechVenture
Leading and Organizing an Entrepreneurial E-Business
Management of Technology
Managing Technology and E-Commerce Projects
Product Development in the Networked Economy

The fourth floor of 340 E. Superior Street, is designed for student use with several break-out rooms and an open space for meetings.

Strategic Advantage Information Technology
Strategic Data and Knowledge Management for Business Intelligence
Strategic Planning Issues, Models and Processes
Technology Concepts and Applications for Management
Technology Marketing

Transportation & Logistics Management
Economic Issues in Transportation
Financial Management in Transportation
Logistics and Supply Chain Management
Management of Technology
Public Policy and Management Strategy: Energy, Environment
Strategic Advantage Information Technology
Strategic Management of Technology and Innovation
Strategic Planning Issues, Models and Processes
Transportation Marketing: Domestic/International Transportation Policy
Faculty

Philipp Afèche, PhD • Stanford University; Assistant Professor of Managerial Economics & Decision Sciences

Marcus Alexis, PhD • University of Minnesota; Board of Trustees Professor of Economics; Professor of Management & Strategy

Nabil Al-Najjar, PhD • University of Minnesota; Associate Professor of Managerial Economics

Torben Andersen, PhD • Yale University; Nathan S. & M ary P. Sharp Professor of Finance

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

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

Balá Balachandran, PhD • Carnegie Mellon University; J. L. Kellogg Distinguished Professor of Accounting Information & Management and Decision Sciences; Director of the Accounting Research Center

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

Haskel Benishay, PhD • University of Chicago; Professor of Managerial Economics

David Besanko, PhD • Northwestern University; Associate Dean for Academic Affairs; Curriculum and Teaching; Alvin J. Huss Distinguished Professor of Management & Strategy

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

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

Philip Bond, PhD • University of Chicago; Assistant Professor of Finance

William Breen, PhD • Cornell University; Professor Emeritus of Finance

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

Michelle Buck, PhD • Princeton University; Associate Director of Executive Education; Visiting Associate Professor of Management & Organizations

Peter Budetti, M.D., J.D. • Columbia University; University of California, Berkeley; Professor of Health Industry Management and Preventive Medicine; Director, Institute for Health Services Research and Policy Studies

Stephen Burnett, DBA • Indiana University; Professor of Strategic Management; Associate Director of Executive Education

Bobby Calder, PhD • University of North Carolina; Charles H. Kellogg Distinguished Professor of Marketing; Director of the Center for Cultural Marketing

Steven Callander, PhD • California Institute of Technology; Assistant Professor of Managerial Economics & Decision Sciences

Gregory Carpenter, PhD • Columbia University; James Farley/Booz Allen & Hamilton Professor of Marketing Strategy

Karen Cates, PhD • Northwestern University; Clinical Assistant Professor of Management & Organizations

Alexander Chen, PhD • Duke University; Associate Professor of Marketing

Sunil Chopra, PhD • SUNY at Stony Brook; IBM Distinguished Professor of Operations Management and Information Systems; Chair of the Managerial Economics & Decision Sciences Department

James G. Conley, PhD • Northwestern University; Clinical Professor of Technology and E-Commerce

Anne Coughlan, PhD • Stanford University; Associate Professor of Marketing

James Dana, PhD • Massachusetts Institute of Technology; Associate Professor of Management & 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. Morrison Distinguished Professor of Decision Sciences

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

Daniel Diermeier, PhD • University of Rochester; IBM Distinguished Professor of Regulation & Competitive Practice; Acting Director of Ford Motor Company Center for Global Citizenship

David Dranove, PhD • Stanford University; Walter J. McInerney Distinguished Professor of Health Industry Management; Professor of Management & Strategy

Allan Drèbin, PhD • University of Michigan, Ann Arbor; Professor of Accounting Information & Management

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

Janice Eberly, PhD • Massachusetts Institute of Technology; John L. & Helen Kellogg Associate Professor of Finance

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

Brenda Ellington-Booth, PhD • Northwestern University; Visiting Assistant Professor of Management & Organizations; Associate Director of Executive Education

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

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

Mark Finn, PhD • Cornell University; Clinical Associate Professor of Accounting and International Studies

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

Adam Galinsky, PhD • Princeton University; Assistant Professor of Management & Organizations

Frank Gigler, PhD • University of Minnesota; Assistant Professor of Management & Organizations

Shane Greenstein, PhD • Stanford University; Elgin and Wendell Hobbs Distinguished Professor of Management & Strategy

Anne Gron, PhD • Massachusetts Institute of Technology; Assistant Professor of Management & Strategy

Ranjay Gulati, PhD • Harvard University; M ichael L. Nemmers Distinguished Professor of Technology & E-Commerce
Kathleen Hagerty, PhD • Stanford University; First Chicago Distinguished Professor of Finance; Co-director of the Center for Financial Institutions and Markets

Donald Haider, PhD • Columbia University; Professor of Public Management; Director of the Program in Nonprofit Management

Julie Hennessy, MBA • Northwestern University; Clinical Assistant Professor of Marketing

Stephen Hillegas, PhD • University of California, Berkeley; Assistant Professor of Accounting Information & Management

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

Johannes Horner, PhD • University of Pennsylvania; Assistant Professor of Managerial Economics & Decision Sciences

Edward Hughes, MD, M PH • Columbia University; Professor of Health Industry Management; Professor of Management & Strategy; Professor of Preventive Medicine

Dawn Iacobucci, PhD • University of Illinois at Urbana-Champaign; Professor of Marketing; Professor of Health Industry Management

Albert Isenman, PhD • Northwestern University; Professor of Management & Strategy; Associate Director of Executive Education

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

Donald Jacobs, PhD • Columbia University; Dean Emeritus; Gaylord Freeman Distinguished Professor of Banking

Ravi Jagannathan, PhD • Carnegie Mellon University; Chicago Mercantile Exchange 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

Julian Jamison, PhD • Massachusetts Institute of Technology; Assistant Professor of Managerial Economics & Decision Sciences

Mark Jeffer, PhD • Drexel University; Clinical Assistant Professor of Technology & E-Commerce

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

Morton Kamien, PhD • Purdue University; Joseph and Carole Levy Distinguished Professor of Entrepreneurship; Director of the Heizer Center for Entrepreneurial Studies

Elizabeth Keating, PhD • Massachusetts Institute of Technology; Assistant Professor of Accounting Information & Management

Peter Kilibanoff, PhD • Massachusetts Institute of Technology; Associate Professor of Managerial Economics & Decision Sciences

Robert Korajczyk, PhD • University of Chicago; Harry G. Guthmann Distinguished Professor of Finance

Philip Kotler, PhD • Massachusetts Institute of Technology; S.C. Johnson & Son Distinguished Professor of International Marketing

Robert Kozinets, PhD • Queen’s University, Canada; Assistant Professor of Marketing

Lakshman Krishnamurthi, PhD • Stanford University; A. M. Montgomery Ward Professor of Marketing; Chair of Marketing Department

Arvind Krishnamurthy, PhD • Massachusetts Institute of Technology; Assistant Professor of Finance

Martin A. Lariviere, PhD • Stanford University; Associate Professor of Managerial Economics and Decision Sciences

Angela Lee, PhD • University of Toronto; Associate Professor of Marketing

Alicia Löffler, PhD • University of Massachusetts; Director of the Center for Biotechnology

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

Thomas Lys, PhD • University of Rochester; Gary A. Rosenberg Distinguished Professor of Real Estate Management; Professor of Accounting Information & Management; Director of the Guthrie Center for Real Estate Research

Robert Magee, PhD • Cornell University; Associate Dean for Academic Affairs; Faculty & Research; Keith L. Deashmutt Distinguished Professor of Accounting Information & Management

Sonia Marciano, PhD • University of Chicago; Clinical Assistant Professor of Management & Strategy

Lynn Martin, BA • University of Illinois at Urbana-Champaign; Clinical Professor of Public Management

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

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