



FULL-TIME MBA PROGRAM

# Impact Business and Beyond

NORTHWESTERN UNIVERSITY



## Letter from the Dean

### Dear prospective MBA candidate:

Twice in my life, I've had the distinct pleasure of saying yes to the Kellogg School of Management. The first time was more than 20 years ago, when I applied and was accepted as a graduate student.

The second was much more recent, when Northwestern University President Morton Schapiro invited me to become Kellogg's next dean.

The motivation behind each decision was essentially the same: Kellogg is a business school like no other. Kellogg's culture uniquely combines intellectual vitality and excitement with a dynamic sense of community, and we do it in a way that is found nowhere else.

As an alumna, I am immensely proud that within a single generation,

Kellogg redefined what it means to be a strong and mighty competitor in business research and education. In the process, we transformed the very meaning of management education.

Kellogg educates leaders who can thrive and prosper in our complex, networked, multiplex, global society — exceptional individuals with the intellect, skill, drive and compassion to lead teams and organizations that easily cross business functions, industries, geographies and cultures.

Kellogg educates leaders who have the confidence to believe in themselves and who make investing in the people and communities that surround them their top priority.

I love Kellogg: For its vision, which inspires unity of purpose and action. And for its people — faculty,

students and alumni — who live by example and who continue to make an indelible, positive impact on the world of business and beyond.

When I first said yes to Kellogg, I made the right decision. I am confident that if you have the opportunity to say yes to Kellogg you will find that it is one of the most important and life-changing decisions that you will ever make.

Best wishes,



Sally Blount

“Kellogg redefined what it means to be a strong and mighty competitor in business research and education.”

**SALLY BLOUNT '92**

**DEAN, KELLOGG SCHOOL OF MANAGEMENT  
AT NORTHWESTERN UNIVERSITY**

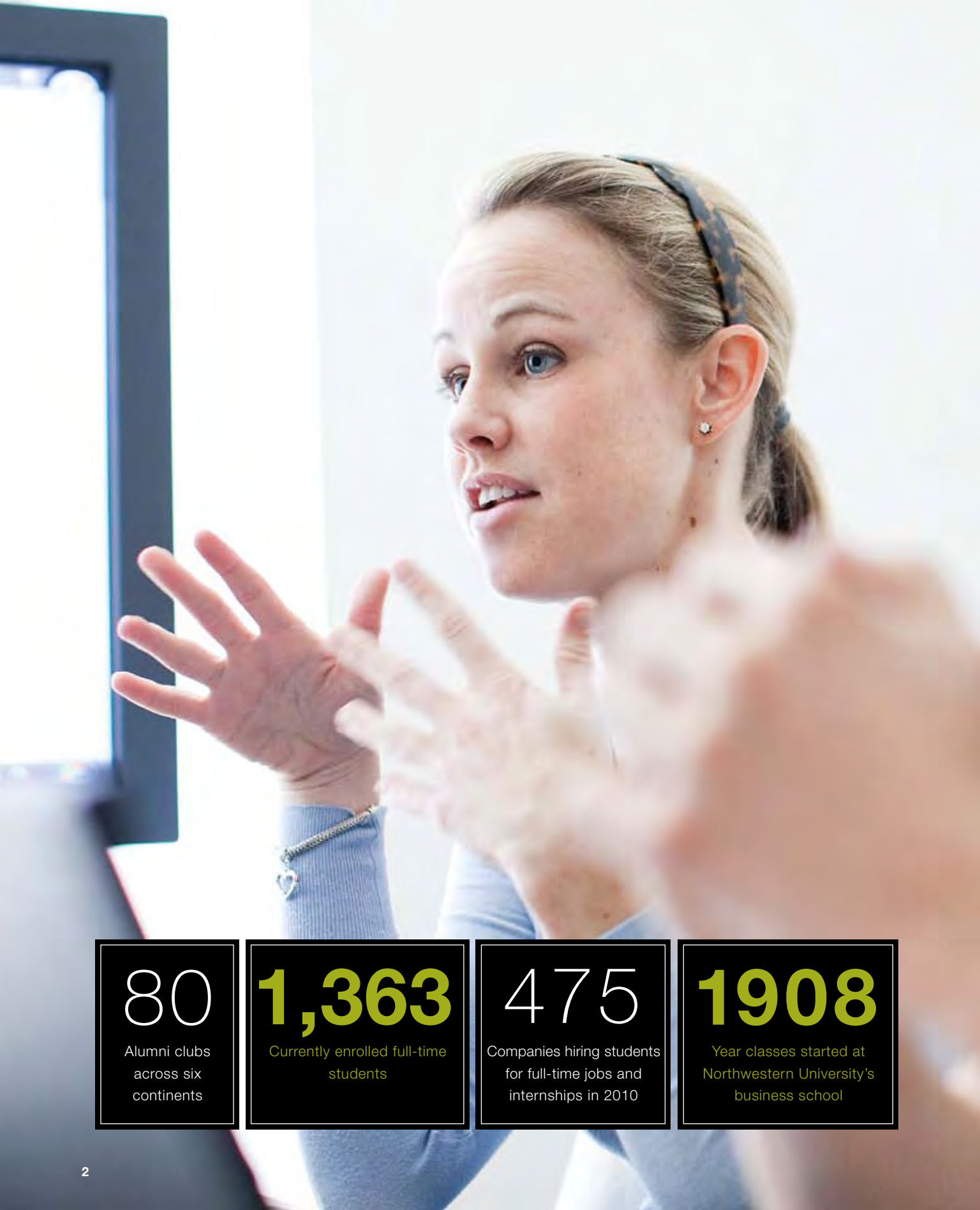






You will have an **impact** on Kellogg.  
Kellogg will have an **impact** on you.





80

Alumni clubs  
across six  
continents

1,363

Currently enrolled full-time  
students

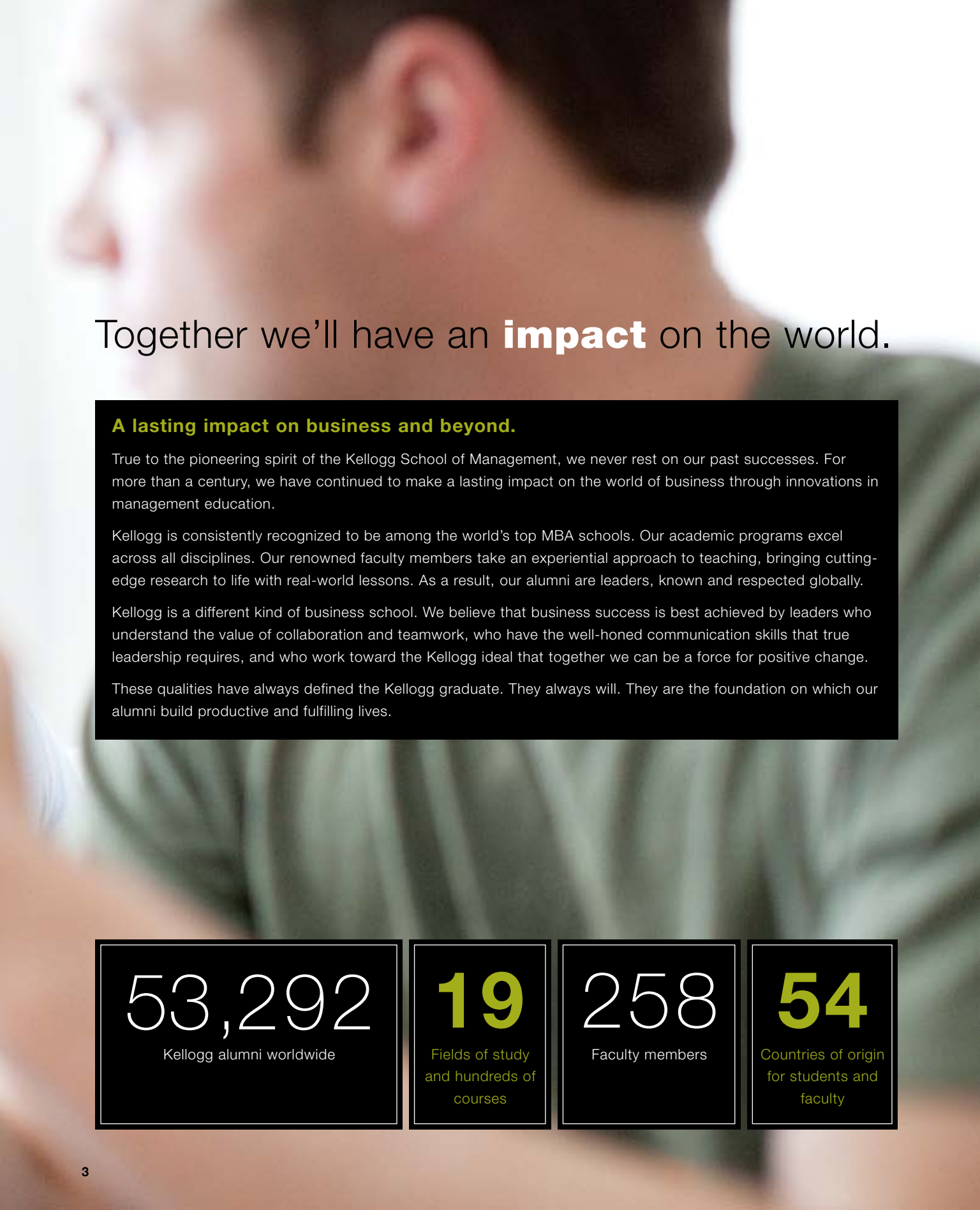
475

Companies hiring students  
for full-time jobs and  
internships in 2010

1908

Year classes started at  
Northwestern University's  
business school





Together we'll have an **impact** on the world.

**A lasting impact on business and beyond.**

True to the pioneering spirit of the Kellogg School of Management, we never rest on our past successes. For more than a century, we have continued to make a lasting impact on the world of business through innovations in management education.

Kellogg is consistently recognized to be among the world's top MBA schools. Our academic programs excel across all disciplines. Our renowned faculty members take an experiential approach to teaching, bringing cutting-edge research to life with real-world lessons. As a result, our alumni are leaders, known and respected globally.

Kellogg is a different kind of business school. We believe that business success is best achieved by leaders who understand the value of collaboration and teamwork, who have the well-honed communication skills that true leadership requires, and who work toward the Kellogg ideal that together we can be a force for positive change.

These qualities have always defined the Kellogg graduate. They always will. They are the foundation on which our alumni build productive and fulfilling lives.

53,292

Kellogg alumni worldwide

19

Fields of study  
and hundreds of  
courses

258

Faculty members

54

Countries of origin  
for students and  
faculty

“You have to pour your heart into your work. If *you* don’t take it personally, the organization will not take it personally.”

**DOUGLAS R. CONANT '76**

**PRESIDENT AND CHIEF EXECUTIVE OFFICER,  
CAMPBELL SOUP COMPANY**

Before he graduated from Kellogg, Doug Conant had never worked in a corporate setting — he was pursuing a career in tennis. Now president and CEO of Campbell Soup Company, he’s earned a global reputation as a turnaround specialist and leadership expert, able to clear new paths for organizations that have lost their way.

It was under the guidance of his professors at Kellogg, including marketing legend Philip Kotler, that Conant found his true calling. “I was challenged in every class to be my best. I suddenly saw how exciting a business career could be.”

His passion for business never waned. “You have to pour your heart into your work. If you don’t take it personally, the organization will not take it personally. If you’re dealing with it in a neutral, objective way, you’ll get a neutral, objective response. That’s not sufficient for breakthrough performance. You have to make it personal.”

Since taking the reins at Campbell in 2001, Conant has restored the company to prosperity after years of declining sales. “We were the worst-performing food company in 2001. Now we have a shot at being the best.”

Conant attributes much of that success to Campbell’s fully engaged team. “On my first day as CEO, I told employees, ‘We can’t expect you to value our agenda as a company until we show you that we value *your* personal agenda and time, especially if your goal is to leave a lasting legacy.’”

His emphasis on teamwork goes beyond feel-good rhetoric. “An actively engaged workforce has a direct impact on shareholder returns,” he says. Indeed, Campbell now boasts one of the highest levels of workforce engagement among all those surveyed by Gallup, paralleling the rise in the company’s marketplace performance.

Conant’s achievement at Campbell is one among several other hard-won successes in his career, including the Nabisco Foods Company, where his marketing leadership helped to revitalize the business and led to five straight years of double-digit earnings growth. He also led the Life Savers Candy and Planters nut brands to record performance levels.

“It’s exciting and very fulfilling to get people banded together with a common sense of purpose, and then to help them achieve extraordinary results in a sustainable fashion,” he says. “It’s the greatest feeling in the world.”





## Four full-time MBA programs. One distinctive culture.

**The Kellogg School of Management offers four outstanding Full-Time MBA Program options. Each option takes a distinctive approach to earning the Kellogg MBA. All focus on preparing leaders of diverse backgrounds and interests to have a positive impact on the world.**

You choose the program that fits you best — your needs, your talents, your plans for the future. Regardless of your choice, you're guaranteed an unparalleled education taught by our world-renowned faculty, enriched by the lasting relationships you'll develop, and grounded in the distinctive Kellogg culture of innovation and collaboration.

### **TWO-YEAR (2Y) MBA**

The two-year master of business administration (MBA) offers you the greatest opportunity and flexibility to explore a variety of interests and disciplines while you develop strong management and leadership skills. Beginning in September, two-year students complete six academic quarters and a summer internship.

### **ONE-YEAR (1Y) MBA**

The accelerated MBA at Kellogg allows you to earn your degree quickly. The curriculum consists almost entirely of electives across a wide range of disciplines. Students begin this integrated experience in June, complete four academic quarters and graduate in June of the following year.

### **THE MMM PROGRAM**

This two-year, dual-degree program — an MBA from Kellogg and a master of engineering management (MEM) from Northwestern University's McCormick School of Engineering and Applied Science — integrates management, operations and design. Candidates follow the same academic calendar as those in the two-year program.

### **JD-MBA**

This three-year integrated program begins with a full year of study — including summer — at Northwestern University's School of Law followed by three academic quarters at the Kellogg School. It also includes a summer internship in law or business and a final year of coursework at the School of Law. Students earn both the juris doctor (JD) and MBA degrees. Candidates apply through Kellogg and complete one application for the joint program. Only the GMAT is required.





### **The depth and breadth I need to advance my career.**

"To move to a higher level in my career, I needed an MBA not only to add depth in marketing, but also to build a broader foundation in general business management. The Kellogg two-year program provided it all — the tools, skills and opportunities to make the career change I wanted."

**LAUREN PASSERO**

**2Y CLASS OF 2010**

### **A perfect opportunity and an ideal fit.**

"Coming from the military, I recognized that the Kellogg culture of teamwork was an ideal fit for me and that the JD-MBA option offered a perfect opportunity for making the transition to a new career — graduates of this program consistently join the best law firms and businesses in the country."

**MATTHEW CALDWELL**

**JD-MBA CLASS OF 2010**



### **New confidence and a deeper understanding.**

"Kellogg has mastered the art of the one-year program. I needed to fill specific gaps in my business skills, and the curriculum offered as many majors and areas of study as I could have wanted. I'm ready to move forward with confidence and a deeper understanding of the global business world."

**MUKUL TULI**

**1Y CLASS OF 2010**

### **Adding another perspective to general management.**

"The Kellogg MMM Program offered an opportunity for a merger of both sides of my brain with my entrepreneurial experience. I believe in the MMM Program mission of developing leaders who, by adding a layer of design thinking on top of general management, can truly turn innovation into reality."

**TIMMIE WANG**

**MMM CLASS OF 2011**







## Collaborate and compete. An ideal balance.

When you earn a Kellogg MBA, you join the top tier of business management as a graduate of one of the most prestigious, respected and highly ranked business schools in the world. People will look to you for the qualities that distinguish Kellogg graduates from others — outstanding leadership capabilities, excellent communication skills and proven ability to perform at a higher level of management effectiveness.

Kellogg prepares you to fulfill those expectations in all areas of life. We create a learning environment that strikes an ideal balance between collaboration and competition. We provide a superior education focused on managerial excellence, collaboration and innovation. We deliver a rich and fulfilling experience — a foundation for enduring personal and professional relationships.

In your courses, as in business, you will work in teams that require you to consider multiple perspectives and competing priorities while working toward common goals. You will refine your leadership skills through hands-on experiential learning. And you will constantly practice the kind of communication skills that inspire others to follow your lead.



## Academic excellence. The Kellogg way.

**Solid coursework, a world-class faculty, experiential learning, and collaboration are core components of our approach to education. You'll come to understand the value of this approach as you work in teams with other students in and out of the classroom to solve difficult problems.**

You will experience how the diversity of your classmates — their education, career aspirations, cultures and approaches to life — enriches your learning experience and prepares you to lead anywhere, anytime.

The excellence of the academic experience across all disciplines will instill essential business skills and expand your understanding of management exponentially. The incredible array of majors and course options gives you the flexibility to tailor your MBA program to fit your academic needs and career plans.

### **YOUR MBA FOUNDATION. THE CORE CURRICULUM.**

All Kellogg MBA students begin by developing a solid understanding of the fundamentals of management through our core curriculum. Philosophically aligned with

the diversity of our course offerings, faculty and student body, this strong foundation broadens your perspective and enables you to lead, manage and communicate more effectively across a wide range of disciplines.

The core curriculum for the Two-Year MBA Program consists of nine courses in fundamental areas, including accounting; management and organizations; marketing; finance; managerial economics; decision sciences; operations; and management and strategy.

To learn more about the Kellogg curriculum for all four MBA programs — including detailed descriptions of every course we offer — please visit [kellogg.northwestern.edu/Programs/FullTimeMBA/Academics/Core\\_Curriculum](http://kellogg.northwestern.edu/Programs/FullTimeMBA/Academics/Core_Curriculum)



### **Academically fulfilled. Prepared to lead.**

"The incredible breadth and depth of the Kellogg curriculum have given me an amazing opportunity to personally tailor my path here. I've been able to pursue my professional passions in real estate and entrepreneurship while strengthening my technical tool kit through courses in finance, management and strategy. I feel not only academically fulfilled, but also well prepared to lead with strength."

**DEREK FLEMING '09**

**DIRECTOR OF BUSINESS DEVELOPMENT,  
MARCUS SAMUELSSON GROUP**

## **“Collaboration with diversity.” The strength of Kellogg.**

“Our role is knowledge creation. Our faculty members are among the very best at taking their research and turning it into learning. It’s quite impressive just how many of them have played the leading role in defining their disciplines.

“We believe in imparting this extensive body of knowledge through experiential learning. We act as a hub to link our students with businesses and alumni to create real-world learning experiences and to sustain a two-way flow of ideas that benefits all.

“The Kellogg academic experience is all about collaboration and innovation — among our faculty members, our students, our alumni, all our stakeholders. Innovation requires collaboration, and collaboration with diversity is much more powerful than collaboration without it. This is the strength of Kellogg.”

“The Kellogg academic experience is all about collaboration and innovation — among our faculty members, our students, our alumni, all our stakeholders.”

**SUNIL CHOPRA**

**IBM PROFESSOR OF OPERATIONS MANAGEMENT  
AND INFORMATION SYSTEMS**



## Multiple majors. Complete flexibility.

**Beyond the nine required courses that form the foundation of a Kellogg education, our curriculum is flexible and broad. Most students choose to pursue majors in two or three areas — often a combination of academic fields, professional disciplines, and interdisciplinary programs. The choice is yours, and your options are open.**

### MAJOR AREAS OF STUDY

Kellogg students can choose from approximately 300 course options offered during the academic year within the following 19 major areas of study.

Accounting Information & Management

Analytical Consulting

Analytical Finance

Decision Sciences

Entrepreneurship & Innovation

Finance

Health Enterprise Management

Human Resources Management

International Business

Management & Organizations

Management & Strategy

Managerial Economics

Marketing

Marketing Management

Media Management

Operations Management

Real Estate Management

Social Enterprise at Kellogg

Technology Industry Management

### MOST POPULAR MAJORS OF KELLOGG FULL-TIME MBA STUDENTS

1. Marketing

2. Finance

3. Management & Organizations

4. Management & Strategy

5. Entrepreneurship & Innovation



## Thought leadership comes to the classroom.

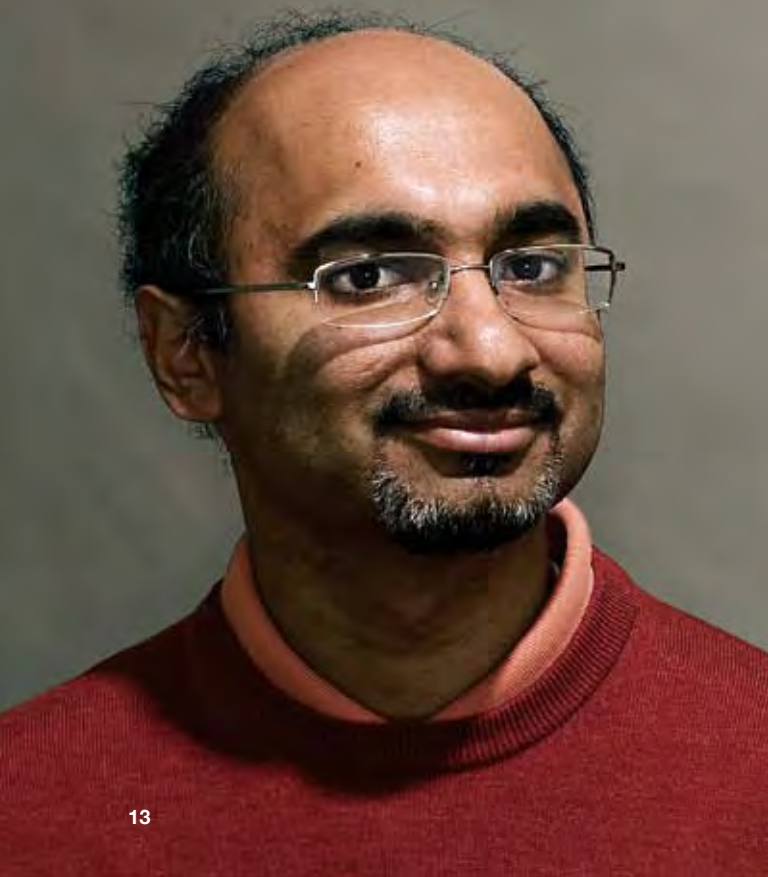
Like many other Kellogg faculty members, Arvind Krishnamurthy, the Harold Stuart Professor of Finance, has not only earned recognition as a researcher and scholar, he also brings his thought leadership to life in the classroom.

"Kellogg students have a richer experience when faculty research is brought into the classroom," he says. "For example, my focus on financial crises has been particularly timely in terms of financial policy and for my students, who have an immediate interest in why the crisis of 2009 happened."

For his recent paper on economic crises, Professor Krishnamurthy was recognized by the *Journal of Finance* with one of the field's top honors: the first-place 2008 Smith Breeden Prize. Co-authored with MIT professor Ricardo J. Caballero, the widely cited paper examines the causes and consequences of fear in the marketplace.

**ARVIND KRISHNAMURTHY**

**HAROLD STUART PROFESSOR OF FINANCE**



## Expertise across all disciplines.

"I joined Kellogg because of the quality of the Accounting Department faculty. Every day I get to work alongside some of the top experts in their fields — the world's leading thinkers.

"That's especially important for our students, and Kellogg provides this level of expertise across all disciplines, regardless of your major. It's the same kind of academic excellence and thought leadership that make the core curriculum so valuable.

"Rather than mastering a single qualitative discipline or turning into a number cruncher, you get it all at Kellogg — a deep, well-rounded education and the full management skill set you'll need to lead a company."

**BEVERLY WALTHER**

**PROFESSOR OF ACCOUNTING INFORMATION  
& MANAGEMENT**



## World-class academics. Real-world experiences.

"With my liberal arts undergraduate degree and a few years' experience in financial services, I felt it was time to formalize the on-the-job training I had gained in finance. I also wanted to supplement that skill set with a broader range of coursework to become a better decision maker, collaborator and leader. Kellogg delivered.

"I found that Kellogg's diverse academic departments — from finance and real estate to strategy and organizational behavior — provided the cutting-edge educational opportunities I was seeking.

"The rich academic environment, so integral to Kellogg's unique culture, also gave me one-on-one access to highly respected thought leaders. In class, they offered up a combination of fast-paced, rigorous coursework and lively discussions that pushed us individually and as team members to achieve more.

"These classes also stimulated debate through real-world, real-time casework, which opened up even more opportunities to explore the most current business topics and issues. My courses in marketing, strategy and operations

helped me secure a summer internship in general management, where I led a team that worked on commercializing a product-line accessory for a diversified Fortune 500 company.

"Kellogg's academic experience took me far beyond the classroom. One of my team-based experiential learning programs gave me the opportunity to leverage my classroom skills as a pro bono consultant for a not-for-profit organization summer camp. I also traveled to Japan as part of the Global Initiatives in Management program to

conduct firsthand research with leading global private equity firms on a specific industry trend.

"Ultimately, I returned to financial services. The breadth and depth of my Kellogg education — within finance and, just as important, outside of it — help me think both technically and creatively to better serve clients in the fast-paced world of mergers and acquisitions."

"The classes also stimulated debate through real-world, real-time casework, which opened up even more opportunities to explore the most current business topics and issues."

**BEN FARRIS '07**

**VICE PRESIDENT, LINCOLN INTERNATIONAL LLC**



## Build your own Kellogg MBA.

**The Kellogg experience is grounded in the belief that as an MBA graduate you should possess a general management foundation that enables you to lead in all aspects of your life. A rigorous core curriculum provides the foundation for advanced, specialized work in academic majors and professional fields.**

Beyond the core courses that form the foundation of a Kellogg education, our curriculum is flexible and broad. You can choose from our extensive and evolving catalogue of elective courses and major in two or three areas. Students often opt for a combination of academic fields, professional programs and interdisciplinary programs.

For example, a student interested in starting a business might major in Management & Strategy, Finance, and Entrepreneurship & Innovation. A student looking to lead a historic preservation trust could focus on Marketing, Social Enterprise/Nonprofit Management, and Real Estate Management. Every department and professional program offers one or more academic majors.

Because we believe that every moment you spend in the Kellogg classroom should challenge and engage you, we encourage students to waive core courses comparable to classes they've taken before. In fact, approximately half of our students waive at least one course. If granted a waiver, you can replace the waived course with a more advanced elective in the same area.

We not only encourage you to build your own Kellogg MBA, we provide all the building blocks and materials you could possibly need.





## Academic preparation for the challenge of uncertainty.

Not long after his own PhD graduation ceremony, Gad Allon found himself addressing the Kellogg School of Management graduating class of 2009 as their choice for the prestigious L.G. Lavengood Outstanding Professor of the Year Award.

Though relatively new to the Kellogg culture, Allon epitomizes one of its most distinguishing characteristics: student-faculty interaction.

Says Lauren Passero, class of 2010, “He is available for his students inside the classroom, outside the classroom and over the summer during their internships. He brings energy and enthusiasm to a subject that a lot of us approach with trepidation.”

Allon teaches Operations Management, a course that aims to familiarize students with the problems and issues they will face as

business managers. His service as a commander in a military combat unit serves as a source for lessons he teaches his students about self-awareness, learning from failure, and leadership in the face of uncertainty.

In wishing success to the graduating class, Allon said, “As a commander, I made sure my soldiers were ready for the unknown unknowns by constantly simulating uncertainty. This didn’t make

me too popular, but in the tradeoff between being liked and being prepared, I chose the latter. But I also made mistakes, and I learned the hard way to be more sensitive to the difficulties of others. I hope that all of that was helpful when it came to teaching you.”

“As a commander, I made sure my soldiers were ready for the unknown unknowns by constantly simulating uncertainty. This didn’t make me too popular, but in the tradeoff between being liked and being prepared, I chose the latter.”

### GAD ALLON

**ASSISTANT PROFESSOR OF MANAGERIAL ECONOMICS & DECISION SCIENCES / 2009 L.G. LAVENGOD OUTSTANDING PROFESSOR OF THE YEAR**



## Teachers. Researchers. Thought leaders.

**Your academic experience will be inspired and enriched by Kellogg's world-class faculty members, who, like the student body, represent an incredible array of academic interests, international backgrounds and real-world experiences. Experts in their disciplines and practitioners grounded in the realities of business, faculty members bring theory to life so you can apply it in yours.**

Kellogg faculty members are thought leaders who often help define the fields they teach and practice. They direct more than 20 Kellogg research centers that range in focus from biotechnology, game theory and dispute resolution to finance, economics, supply chain management and real estate. Many faculty members serve as highly sought-after consultants who provide guidance on critical business and professional issues.

Most important to your future, our faculty members are teachers, mentors and allies. They have a passion for sharing knowledge and engaging their students. And they gladly make time to meet with you one on one.

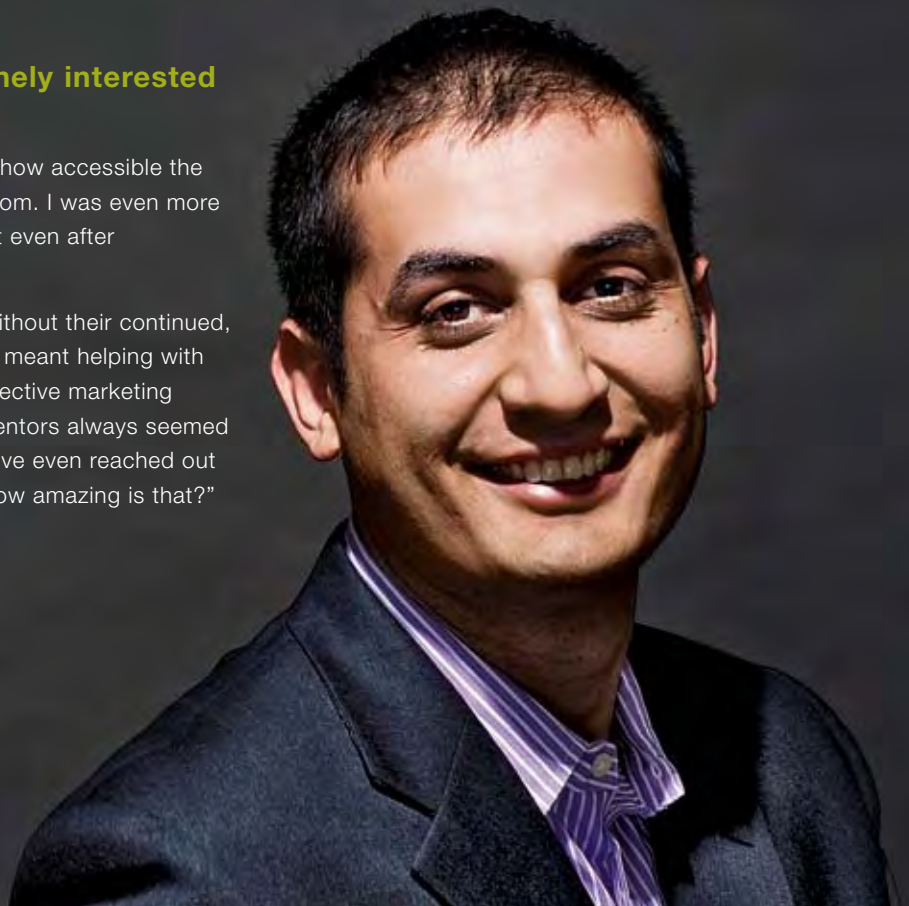
All faculty members become grounded in teaching the Kellogg way through a special mentorship program. The consistently high quality of their instruction also comes in part from a tendency to remain with Kellogg long term, which adds an increasingly rare depth of insight and perspective to the classroom experience.

### **More than accessible. Genuinely interested and engaged.**

"As a student, I was always impressed by how accessible the professors were to us outside the classroom. I was even more amazed by their high level of commitment even after graduation.

"I could not have launched my business without their continued, hands-on support and advice. Whether it meant helping with my company's valuation or developing effective marketing strategies, my 'former' professors and mentors always seemed just an e-mail or a phone call away. They've even reached out to me on their own to offer assistance. How amazing is that?"

**SAQ NADEEM '05**  
**OWNER, PARADISE 4 PAWS**



“Leadership is so ingrained in the Kellogg experience that you don’t realize just how much you’ve learned until you actually put it into practice both inside and outside the classroom.”

**MICHAEL VONDRISKA**

**JD-MBA CLASS OF 2010**

**CO-PRESIDENT, GAY AND LESBIAN MANAGEMENT ASSOCIATION / ALUMNI COMMITTEE, JD-MBA ASSOCIATION / FIRST PLACE, COCA-COLA NATIONAL MARKETING CASE COMPETITION / DEAN’S DISTINGUISHED SERVICE AWARD / KELLOGG FOUR PILLARS AWARD FOR EXPERIENTIAL LEARNING**



“Throughout my program, I have collaborated with smart, inspiring fellow students to address real business issues. My Kellogg experience has given a new perspective on leadership and enabled me to find my own personal leadership style.”

**JANVI JHAVERI**

**2Y CLASS OF 2010**

**MARKETING CHAIR, NET IMPACT COMMUNITY / FELLOW, KELLOGG BOARD FELLOWS / TEAM LEADER, GLOBAL INITIATIVES IN MANAGEMENT, SOUTHERN AFRICA / SCHOLAR, KELLOGG INNOVATION NETWORK / DEAN’S DISTINGUISHED SERVICE AWARD**





“The environment at Kellogg pushes students to learn to lead through doing, and my Kellogg experience has made me much more entrepreneurial and better able to build support and to demonstrate leadership.”

**MARK MASSON '07**

**PRINCIPAL, AXIOM CONSULTING PARTNERS**

**REPRESENTATIVE, KELLOGG STUDENT  
ASSOCIATION / CO-FOUNDER, DIVERSITY &  
INCLUSION COUNCIL / STUDENT LEADER,  
LEADERSHIP CURRICULUM REASSESSMENT  
AND REALIGNMENT**



“Leadership development has been a major focal point in my Kellogg experience. I have no doubt that I will leave Kellogg a much stronger, more thoughtful leader than when I arrived.”

**ERIC ABRAMS**

**2Y CLASS OF 2010**

**PRESIDENT, BUSINESS LEADERSHIP CLUB /  
CO-CHAIR, KELLOGG BOARD FELLOWS / TRIP  
LEADER, KWEST MYSTERY TRIP / CO-CHAIR,  
BIOTECH CAREER TREK**



## Not just experts. They wrote the books.

Textbooks and reference books written by Kellogg faculty members are required reading at top business schools around the world.

**David Austen-Smith** and  
Jeffrey Banks  
*Positive Political Theory II:  
Strategy and Structure*

**David Besanko** and  
Ronald Braeutigam  
*Microeconomics*

**David Besanko, David  
Dranove**, Mark Shanley  
and Scott Schaefer  
*Economics of Strategy*

**Jeanne Brett**  
*Negotiating Globally*

**Timothy Calkins**  
and **Alice Tybout**, Eds.  
*Kellogg on Branding*

**Sunil Chopra** and Peter  
Meindl  
*Supply Chain Management:  
Strategy, Planning &  
Operation*

**Anne Coughlan**, Erin  
Anderson, **Louis Stern**  
and Adel El-Ansary  
*Marketing Channels*

**David Dranove**  
*The Economic Evolution of  
American Health Care*

**Philip Kotler** and Gary  
Armstrong  
*Principles of Marketing*

**Philip Kotler** and Kevin  
Keller  
*Marketing Management*

**Robert McDonald**  
*Derivatives Markets*

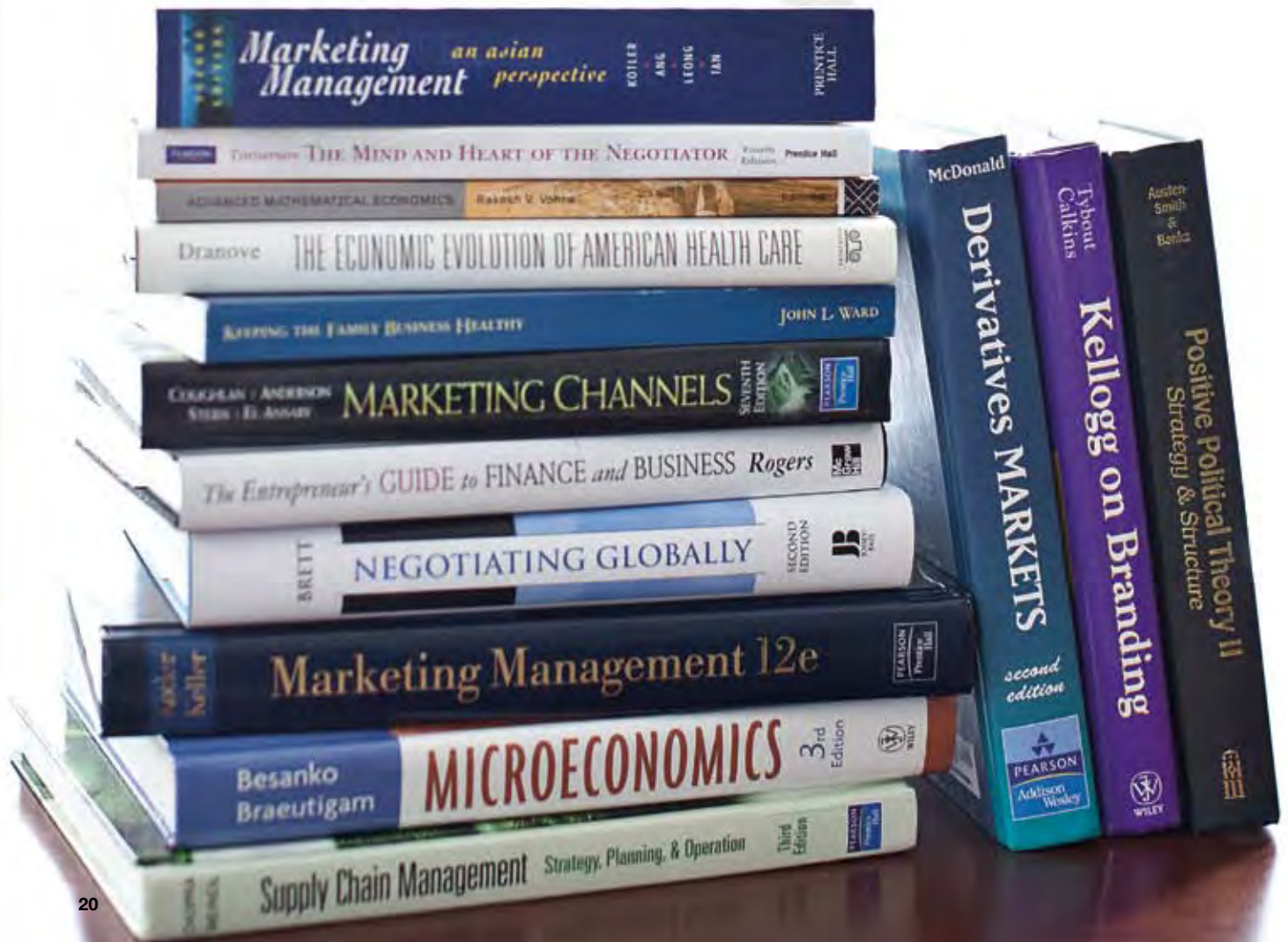
**Steven Rogers**  
*The Entrepreneur's Guide  
to Finance and Business*

**Leigh Thompson**  
*The Mind and Heart of the  
Negotiator*

**Rakesh Vohra**  
*Advanced Mathematical  
Economics*

**John Ward**  
*Keeping the Family  
Business Healthy*

See all books by Kellogg  
faculty at [kellogg.  
northwestern.edu/  
Faculty/Books\\_By\\_Faculty](http://kellogg.northwestern.edu/Faculty/Books_By_Faculty)





## **A strategic framework for Super Bowl ads? Only at Kellogg.**

Marketing professor Tim Calkins plays Monday morning quarterback on national TV as he reports annually on the best and less than great Super Bowl ads. It's not just his opinion. Calkins and professor Derek Rucker head up the annual Kellogg Super Bowl Advertising Review, where Kellogg marketing students rate the quality and effectiveness of the closely watched game-day ads.

What gives the Kellogg reports their credibility? Unlike other Super Bowl ad reviews based on likability, the Kellogg team uses a strategic framework — ADPLAN — developed by our faculty to more objectively grade ads based on specific dimensions: attention, distinction, positioning, linkage, amplification and net equity.

Interviewed by *The New York Times* just prior to the game about the implications of advertising in the midst of an economic downturn, Calkins noted that advertisers “don’t want to appear too flip, making light of a tough situation. But the people who watch the Super Bowl, they still want to be entertained.”

**TIMOTHY CALKINS**  
**CLINICAL PROFESSOR OF MARKETING**



## **Collaboration. The key to creativity and innovation.**

“I not only teach our core course, Leadership in Organizations, I also conduct research on how people work together in groups. Because Kellogg has always been on the forefront of teaching teamwork as critical to leadership, this is an ideal fit for me.

“It also puts our students at a distinct advantage. To be an effective leader, you must understand not only how to lead teams, but how to work within them as well.

“The true value of collaboration comes from building diverse teams and considering different ideas. You can learn how to collaborate, but if everyone brings the same thinking to the table, you go away exactly where you started. Diverse thinking is essential to creativity and innovation.”

**KATHERINE W. PHILLIPS**  
**ASSOCIATE PROFESSOR OF MANAGEMENT &  
ORGANIZATIONS / CO-CHAIR, KELLOGG CENTER  
ON THE SCIENCE OF DIVERSITY**





## International perspective. Global insight.

Global Lab, an experiential learning course, takes Kellogg MBA candidates on an intensive 12-week international business journey. It begins, like other courses taken during the regular term, in the classroom, but then culminates with fieldwork abroad in industries ranging from automotive and aerospace in Brazil to biomedical products in South Africa to fashion retailing in India.

"This is not an easy class, and that's by design," says Paul Christensen, who teaches the course. "Our students work very hard to figure out the crux of the issue and address the client's problem. They take their core functional skills — strategy, sales, marketing, finance — and produce a real deliverable, for a real client."

Sheena Banton, a 2010 Kellogg grad, says her Global Lab experience in

South Africa was a deliberate decision to "step out of my comfort zone" and "to broaden my perspective." She notes, "This was very much a multidimensional, hands-on experience requiring both leadership and collaboration to address our client's challenge — entering the competitive U.S. market with a new product.

"Because each member of our team brought something distinctly different and valuable to the table, we

learned a great deal from each other. More important, once we arrived for our two weeks in-country, we collaborated closely with our client — inside and outside the office — to develop a solution. It's an international experience in business and culture that you could never get in the classroom."

"It's an international experience in business and culture that you could never get in the classroom."

**SHEENA BANTON**  
**1Y CLASS OF 2010**



## Your view of the world from Kellogg.

**Kellogg prepares you to take your place in the world of business with true confidence — with a deep understanding of international business issues and the highly developed communication skills that leadership in a global economy demands. Throughout our history, we have focused on giving students a realistic perspective on the world beyond their own experience.**

This expanded worldview is woven throughout the academic curriculum. It is embodied in the diversity of our faculty and student body. It comes to life through global initiatives, experiential learning and international academic partnerships. Regardless of your perspective on the world now, your view will become clearer, more real and more relevant through your Kellogg experience.

### A GLOBAL COMMUNITY

At Kellogg, you become connected to an extended global family from the moment you arrive. Instantly, you're part of something much larger than yourself. You're a member of an on-campus community enriched and enlivened by the insight and experiences of diverse faculty — one-quarter of whom hail from outside the United States — and students from 40 countries across six continents.

Your Kellogg experience will have an impact throughout your life. One of our students tells of carrying a Kellogg backpack at the airport and being taken aback by the genuine warmth of the greeting he received from a total stranger. Turns out it wasn't a stranger at all. The student had just met a Kellogg alum.

### AN INTERNATIONAL CURRICULUM FOCUSED ON DEVELOPING GLOBAL LEADERS

Come to Kellogg and see the world — and the global management challenges you'll face — through different eyes. Whether you choose an international business major or follow a program of your own design, you can equip yourself with specialized tools — in finance, marketing, organizations, and management strategy — to lead and manage the international dimensions of any business.

To fulfill the global course requirement, students have a range of choices from discipline-based academic courses to broadly focused experiential learning to once-in-a-lifetime foreign immersion experiences. It's no wonder that the Global Initiatives in Management course — which requires international travel and research — always ranks as one of our most popular academic choices. And Global Lab, a real-life consulting course, engages students as consultants to senior management of an international host company, as Kellogg student Sheena Banton describes on the facing page.

### INTERNATIONAL ACADEMIC PARTNERSHIPS

Kellogg adds a distinctive accent to the international language of business — and in turn incorporates the flavor of global commerce into our curriculum — through partnerships with institutions of higher learning and similar purpose around the world, in Thailand, China, India, South America, Europe and the Middle East.

## Theory to practice.

**Superior business practice is always grounded in sound business theory. Your challenge as a management professional lies in understanding the linkages and making the connections.**

It is not enough to simply know the theory. You must have the ability to apply it in the real world. It is not enough to understand best practices yourself. You must be able to engage others in them.

Kellogg coursework and team projects mirror the corporate environment; you have the opportunity to make critical connections between theory and practice and to test them in the relative safety of the classroom. By not just studying but also doing, you gain the understanding and confidence you will need to apply theory in real-world practice.

### WHY IT WORKS

Experiential learning at Kellogg is where cutting-edge academic theory comes face to face with hands-on education. Groups of faculty, students, alumni and corporate partners collaborate not only in exploring the most innovative management concepts and practices,

but also in finding direct applications to the most relevant and critical issues in business today. This makes for a dynamic curriculum that results in a learning experience tailored specifically to your future goals.

### HOW IT WORKS

In almost all classes, you'll work in teams that expose you to a greatly expanded range of thought and cross-functional approaches to problem solving. Students say that because of this broader perspective, they can often learn as much from their fellow students as they do from the course's academic components. Such teamwork also strengthens interpersonal and collaboration skills, which explains why organizations consistently rank Kellogg graduates highly on their ability to lead and work with others.

## Experiential learning beyond the expected.

**Intensive academic experiences such as the innovative, highly specialized Asset Management Practicum expose students to cutting-edge practices and connect students to alumni while they manage an actual portfolio. The Medical Innovations Lab teams MBA students with students from Northwestern's medicine, law and engineering schools to focus on developing biotechnology products — many of which actually go to market.**

Life- and career-changing experiential learning opportunities are available throughout the curriculum and well beyond. Student-organized events and conferences cover a wide range of interests and issues. Pro bono consulting with local nonprofits strengthens students' social responsibility and leadership skills. Or you can rev up your competitive spirit through programs like the annual Kellogg Cup business plan competition.

Michelle Rogers, assistant dean, Integrated Programs and Experiential Learning, notes, "It's great when students can turn theory into practice by completing real-world projects for companies and organizations. They actually see the results of what they're doing, and that makes the learning 'stick.' Everybody wins."



## Enabling entrepreneurs to do good by doing well.

"With my background as an entrepreneur, I integrate my real-world experience with the academic rigor our curriculum requires. That combination has a lot of power in the classroom. It also underscores what I mean when I say we actualize what we teach.

"We put theory into practice in how we run our program and promote innovation throughout the school. We work to equip our students with tools and knowledge to become high-growth entrepreneurs who create value for themselves, their employees and their investors.

"These are my heroes and she-ros. They are self-sufficient. They create jobs. They sustain healthy communities. They do good for others while doing well for themselves."

"We work to equip our students with tools and knowledge to become high-growth entrepreneurs who create value for themselves, their employees and their investors."

### STEVEN ROGERS

**GORDON AND LLURA GUND FAMILY PROFESSOR  
OF ENTREPRENEURSHIP / CLINICAL PROFESSOR  
OF MANAGEMENT AND FINANCE / DIRECTOR, LEVY  
INSTITUTE FOR ENTREPRENEURIAL PRACTICE /  
DIRECTOR, ENTREPRENEURSHIP AND  
INNOVATION PROGRAM**





### Academic enrichment with a personal touch.

"Experiential learning at Kellogg has not only allowed me to apply concepts taught in the classroom to real-life situations, it has also given me opportunities to interact on a personal level with Kellogg professors, industry leaders and many other Kellogg students and alumni, all of whom have enriched my learning experience and knowledge. Coming from Ghana to the United States I found that these experiences proved an especially important introduction and orientation to how business is done here."

**ABDUL-NASSER ALIDU**  
**2Y CLASS OF 2010**

### Transcending your natural limitations.

Brian Uzzi's classes not only engage and inform students, they are informed by his trademarked performance-review systems for better managing professional networks, teams and relationships. Says Uzzi, "In a complex world of ever-increasing areas of expertise and collaboration, your network is your means for transcending your natural limitations. The 'New Renaissance Man' is not a genius but a smart networker."

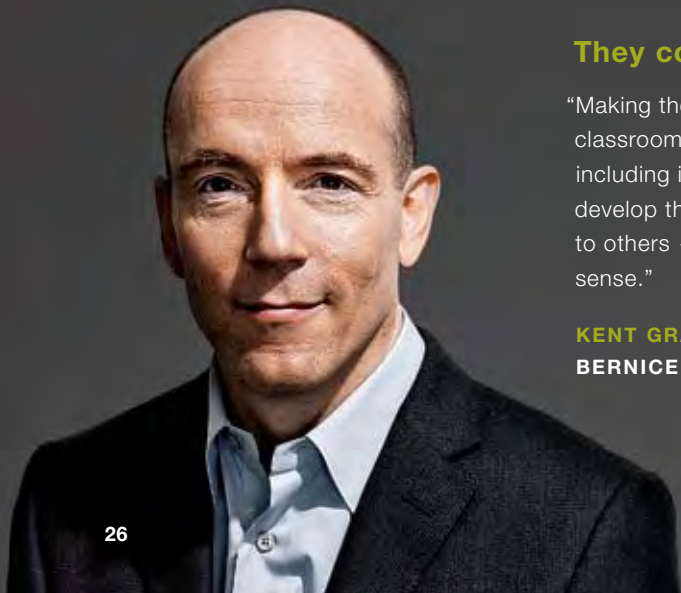
**BRIAN UZZI**  
**RICHARD L. THOMAS PROFESSOR OF LEADERSHIP**  
**AND ORGANIZATIONAL CHANGE / PROFESSOR OF MANAGEMENT**  
**AND ORGANIZATIONS / PROFESSOR OF SOCIOLOGY**



### They come ready to listen.

"Making the right business decision takes practice and perspective. In our classrooms, students come face to face with lots of different perspectives — including ideas they haven't considered. Then they dig into the material and develop their own points of view. Just as important, they come ready to listen to others — and ready to change their minds if another option makes more sense."

**KENT GRAYSON**  
**BERNICE AND LEONARD LAVIN PROFESSOR OF MARKETING**







### **They inspire me to be my best.**

"Effective teaching is a complex and subtle brew. Certainly, it's about rigorous and relevant material, strong pedagogy and organization, and deep preparation. But it's also about wanting to be in front of the classroom and engaging with students. You have to really enjoy it, and I truly do. Kellogg students are bright, interesting and open to new ideas. They inspire me to be my best."

**DAVID BESANKO**

**ALVIN J. HUSS PROFESSOR OF MANAGEMENT & STRATEGY /  
2010 L.G. LAVENGOOD OUTSTANDING PROFESSOR OF THE YEAR**

### **Dedicated and responsive to student needs.**

"The faculty is amazingly responsive to student needs. When midterms rolled around at the height of recruiting season, one of my professors held late-night review sessions to ensure everyone could attend. We were sitting in a classroom past midnight when I realized that this same professor would be teaching three back-to-back classes the next morning. That's dedication."

**GHEISA CRUZ**

**2Y CLASS OF 2011**



### **Illuminating experiences. Thrilling moments.**

"Kellogg students are extremely talented and bring a diverse set of experiences into the classroom. My primary goal is to convey cutting-edge frameworks, methods and facts to help them see the world more clearly and realize the full potential of their talents and energy. My greatest satisfaction comes when students suddenly see their past experiences illuminated as a cohesive whole. It's a thrilling moment for the student and teacher alike."

**BENJAMIN F. JONES**

**ASSOCIATE PROFESSOR OF MANAGEMENT & STRATEGY**



**Not just theory in the classroom.  
Real-life challenges out there.**

Five years after Hurricane Katrina, the city of New Orleans is reinventing itself through the entrepreneurial spirit of enterprising individuals committed to reviving the city's still-struggling economy. Eight Kellogg students devoted their spring break to taking part in that reinvention process.

Along with corporate volunteers, investors, entrepreneurs and other MBA-school teams, they participated in New Orleans Entrepreneur Week, a national initiative dedicated to helping create and address business opportunities for entrepreneurs in the recovering city.

The Kellogg team was paired with entrepreneur Cecile Hardy, owner of NOLA Couture, a fashion accessories company, and firmly committed to achieving success in the post-Katrina economy. The team's mission was to apply what they'd learned in school to help solve Hardy's real-world challenges.

In addition to exercising their analytic and logistical skills, student team leader Susan Edwards says, "We gained a realistic view of the problems an entrepreneur faces in managing multiple issues and problems at the same time."



**REED HUSHKA, 2Y CLASS OF 2011**  
**CHRISTINA FLANAGAN, 2Y CLASS OF 2011**

**STEVE SZARONOS, 2Y CLASS OF 2011**  
**SUSAN EDWARDS, 2Y CLASS OF 2010**

The team left NOLA Couture with solid recommendations and practical solutions, including tools for inventory management and financial analysis. Team member Allison Johnson said, “Our recommendations challenged her thinking, and we became very aware that we could have a major impact on her business.”

“In addition to laying out a strategy for what the entrepreneur needed to do, the students had to sell her on the benefits of channeling her energies in a different direction.”

“In addition to laying out a strategy for what the entrepreneur needed to do, the students had to sell her on the benefits of channeling her energies in a different direction.”

**THANE GAUTHIER '05**

**FACULTY ADVISER / FELLOW, LEVY INSTITUTE  
FOR ENTREPRENEURIAL PRACTICE**



**SONGHUA HU, 1Y CLASS OF 2010**  
**MCLEAN QUINN, 2Y CLASS OF 2011**

**JESSICA FORD, 2Y CLASS OF 2011**  
**ALLISON JOHNSON, 1Y CLASS OF 2010**













## Leaders teaching leaders.

Kellogg attracts and seeks out leaders at every level — faculty, students and staff. We weave leadership through every aspect of the Kellogg experience, starting as soon as you arrive, with an individual leadership skills assessment, and continuing with a required foundational course in leading organizations.

In the Kellogg curriculum, regardless of the discipline, course or program, faculty members teach, exemplify and inspire leadership. On campus, you will interact and make lasting connections with world-class experts, academics and business leaders.

Through our incredibly diverse mix of ideas, situations and people, you will learn to face challenges more successfully and make better decisions. The leadership capabilities and enhanced communication skills you develop at Kellogg will prepare you not just to lead in business and in life, but to do so with distinction.





## The Kellogg brand of leadership.

“At Kellogg, we make a distinction between holding a leadership title and demonstrating leadership behavior. Here, leadership is not just a place on the organizational chart or a solo heroic activity. Rather, it’s about collaboration and innovation. It’s about learning how to create an environment that brings out the best in others — motivating and empowering them to do the things that will have impact and significance.

“Kellogg’s academic excellence creates the foundation for that kind of leadership. We help our students build and improve their intellectual depth, managerial skills and functional expertise — the qualities that give them the credibility they need to inspire others to follow.

“Because leadership occurs in action, and is best learned through experience, our students do more than sit in the classroom and talk about leadership. They practice

it in the curriculum through teamwork and experiential learning. They exercise it on campus in student-led organizations and activities, such as the Kellogg Student Association and community service. And they apply it practically, on the job and in their lives every day.

“For us, the idea of global leadership relates to more than international business. It means being open-minded and curious about new ideas and divergent points of view. That happens through interaction and collaboration

with faculty and classmates who contribute a rich mix of educational backgrounds, experience and cultures.

“At Kellogg, we also believe that social responsibility is a business leadership issue as it relates to our mission of preparing global leaders who make contributions of lasting significance for the world. This involves innovative approaches to fundamental business practices that create value and generate sustainable prosperity for all stakeholders.”

“Our students do more than sit in the classroom and talk about leadership. They practice it.”

**MICHELLE L. BUCK**

**CLINICAL PROFESSOR OF MANAGEMENT  
& ORGANIZATIONS / DIRECTOR OF  
LEADERSHIP INITIATIVES**



## Opportunity knocks. Step up and lead.

**Recruiters and employers seek out Kellogg grads because they know Kellogg develops leaders of significance. Your Kellogg experience offers thousands of real-life leadership opportunities to further develop and refine your skills in an environment that fosters risk taking.**

**The Kellogg Student Association**, whose members are elected by student vote, brings wide-ranging student interests to the administration and plays an active role in promoting innovation and seeking solutions.

**More than 80 clubs and organizations**, each with its own leadership opportunities, reflect the wide range of students' personal and professional interests.

**In the classroom**, students head up study groups and collaborate closely with faculty on independent studies, projects, and presentations.

**Experiential learning programs**, such as the Global Health Initiative and Venture Lab, put students squarely in leading roles designing and coordinating real-world projects.

**Service leadership opportunities** abound — from coordinating community-based food, clothing and toy drives to actually launching nonprofit initiatives focused on rewarding children for reading, recruiting inner-city teachers and helping Africa's poorest farmers grow themselves out of poverty.

### A PERSONALIZED APPROACH TO LEADERSHIP

The process begins immediately as Kellogg students prepare for the challenges of leadership using the 360-Degree Leadership Assessment. This proprietary tool helps you maximize your leadership effectiveness by identifying strengths to leverage and skills to improve. You have the option to extend this process through an elective course in which you design your own development plan in collaboration with a personal leadership coach.

## Face to face with world-class leaders.

**Leadership at Kellogg is not just an academic exercise. It's highly personal. At virtually every point in your program, you will see, hear, meet, interact with and learn from real-life leaders.**

Kellogg is truly a forum where local, national and global leaders from every discipline and endeavor share their experience, knowledge and insight with Kellogg students.

Many serve in the top leadership positions in some of the world's most successful companies, influential organizations and powerful government entities. Many are leaders who are shaping the future of business, culture and society.

Through conferences, guest lectures and lively interactions, they offer enlightening and sometimes challenging perspectives on the most critical issues you will face as a leader. From their experience and insight, you learn valuable lessons for your own leadership development.

### THEY INSPIRE YOU AND EXPAND YOUR PERSPECTIVE

You don't look at leadership from a distance at Kellogg. You look at it square in the face.

Three residence programs bring high-level executives to campus for extended visits with students and faculty in informal settings. The programs include Executive Leader in Residence, Beacon Capital Partners Executive in Residence (nonprofit sector), and Entrepreneur in Residence.

Past participants have included Michael Moskow, former head of the Federal Reserve Bank of Chicago; Christopher A. Crane, then-CEO of Opportunity International; and Cassandra Pulley ('76), former SVP Public Responsibility, and Sara Lee Corp., former president, Sara Lee Foundation.

## See. Hear. Meet. Interact. Learn.

Leaders from all walks of life — commerce, industry, academia, government, law, healthcare, social enterprise — come to Kellogg to inspire and expand your perspective. You will learn what extraordinary leadership means from people who have made a major impact in their organizations and beyond.







- 1.** Roslyn Brock '99, chairman, NAACP, vice president for advocacy and government relations, Bon Secours Health System
- 2.** John Brock, chairman and CEO, Coca-Cola Enterprises
- 3.** Bob McDonald, president and CEO, Procter & Gamble
- 4.** Wendy Kopp, CEO and founder, Teach For America
- 5.** Gordon Segal '60, chairman and founder, Crate & Barrel
- 6.** Ronald A. Williams, chairman and CEO, Aetna
- 7.** Irene Rosenfeld, chairman and CEO, Kraft Foods
- 8.** Jim McNerney, chairman, president and CEO, Boeing
- 9.** Jean-Claude Trichet, president, European Central Bank
- 10.** Carol Bernick, executive chairman and director, Alberto-Culver, Leadership Conference
- 11.** Jose Armario, group president, McDonald's Canada and Latin America
- 12.** Andrew Ross Sorkin, bestselling author and reporter, *The New York Times*

“Leading by values and by your example is key. That’s how you set the direction, motivate others and really make a difference.”

**HARRY M. KRAEMER '79**

**CLINICAL PROFESSOR OF MANAGEMENT & STRATEGY**

What is leadership? Harry Kraemer, clinical professor of management and strategy, has turned that question and its myriad answers into a quintessential Kellogg learning experience. Through his teaching and his example, Kraemer consistently inspires Kellogg students to want to become leaders of significance who have a positive, lasting impact on the lives of others.

Kraemer has come full circle as a member of the Kellogg faculty. With an undergraduate degree in math and economics, he earned his Kellogg MBA in 1979. He spent much of his career honing his business acumen and leadership skills at Baxter International Inc., the \$12 billion global healthcare company. In 1999 he became Baxter’s chief executive officer and shortly thereafter chairman of the company’s board of directors.

When the opportunity arose a few years ago to join the Kellogg faculty, he saw it as a “small way to give back to an institution that is incredibly important to me.” He adds, “I thought maybe I should focus on finance. But as I reflected on my career, I asked myself, ‘What if I could help students come to understand the qualities that are most important to leaders?’”

While Kraemer firmly believes that analytical skills are required to excel in business, he also has a very deep appreciation for the “less quantitative” skills.

“Leading by values and by your example is key. That’s how you set the direction, motivate others and really make a difference.

“When I talk with my students about leadership, I try to keep it simple so I don’t confuse myself. To me, values-based leadership comes down to a few things. The first is self-reflection. Do you know what your true north is? If you don’t know yourself, then can you lead yourself? And if you can’t lead yourself, then how can you lead other people?

“The second is the ability to truly understand every perspective. Almost every issue has multiple sides. As a leader, you should be the last person to talk. You’ll have plenty of time to do that. First, you need to focus on listening and getting as much input as possible from your team. Finally, true self-confidence and genuine humility are essential.”

In addition to his teaching role at Kellogg, Professor Kraemer currently is an executive partner with the private equity firm of Madison Dearborn Partners. In 2008, the graduating members of the Full- and Part-Time MBA Programs honored Professor Kraemer as the L.G. Lavengood Professor of the Year. On receiving the award, Kraemer said he was “amazed and humbled. Being recognized by the students meant more to me than being named CEO of Baxter.”











## Education for a lifetime of achievement.

The value of your Kellogg experience extends throughout your lifetime. Its effects can be seen across all aspects of life: personal growth and achievement, professional and leadership success, meaningful contributions to society and to the world.



In his book, *Leaving Microsoft to Change the World*, John Wood describes his life-changing journey of taking the managerial talents and entrepreneurial zeal he honed through his education and career and applying them to one of the world's most pressing social problems: the lack of basic literacy.

**JOHN WOOD '89**  
FOUNDER AND EXECUTIVE  
CHAIRMAN, ROOM TO READ





## Impact for a better world.

Every day in nine countries in the developing world, over four million children now feel the impact from the efforts of Room to Read, an award-winning, San Francisco-based nonprofit founded by John Wood, a 1989 Kellogg MBA graduate. These children, from some of the poorest regions in Asia and southern Africa, now have access to educational resources that will help them rise above the cycle of poverty that has kept their families captive for generations.

In nine years, Room to Read has built 1,128 schools and opened 10,000 libraries stocked with more than seven million books, most of which are published by Room to Read in the mother tongue. In areas where young girls are often the last to receive an education, Room to Read is providing over 10,000 long-term scholarships, enabling these girls to have a brighter future.

What began as a vacation in Nepal in the late 1990s put Wood face to face with poverty unlike any he had witnessed. "I was amazed at the lack of resources. Their schools were just collections of dead branches, sheet metal

and dirt floors. For more than 200 kids, they might have a total of 25 books, castoffs from trekkers, stuff children would never read. It wasn't just material poverty. There was poverty of opportunity." What Wood saw brought to mind a phrase often quoted by his one-time Kellogg professor, Gene Lavengood: "To whom much is given, much is expected."

John's book, *Leaving Microsoft to Change the World*, was chosen by Amazon as one of the top 10 business narratives of 2006, was endorsed by President Clinton and featured on the *Oprah Winfrey Show*. In the book, Wood describes his life-changing journey of taking the managerial talents and entrepreneurial zeal he honed through his education and career and applying them to one of the world's most pressing social problems: the lack of basic literacy. Gaining support from major foundations and individuals, Room to Read, true to its tagline, "World Change Starts with Educated Children," has quickly established itself as one of the leaders in international education and intends to impact the lives of 10 million children by 2020.

## A foundation for socially responsible leadership.

As a participant in Kellogg Board Fellows, an experiential learning program that develops socially responsible leaders through service on nonprofit boards, Judy Huang served as a board member at Donors Forum, one of the most highly regarded nonprofits in the Chicago area.

Says Judy, "One of the best things about Board Fellows is that you get to study and work with the other students in the program, which gives you insight into their experiences as well. Where else could you get the chance to peer into 48 different boardrooms at once? I know that my Kellogg experience has given me the foundation I need to make a positive impact in the nonprofit sector."

**JUDY HUANG '09**

**CONSULTANT, THE BRIDGESPAN GROUP**



## Return on investment from day one.

**The impact of the Kellogg experience on your professional and personal success is not some distant expectation. You begin to realize the benefits real-time as you move forward in your studies.**

Many Kellogg students notice the changes first in an improved ability to handle challenging situations inside and outside the classroom. They feel increased confidence in taking on leadership roles and greater responsibility, and they sense a higher level of respect from fellow students.

The rewards you receive and the success you gain will become even more evident as you move from Kellogg back into the world of business. It's not unusual for

Kellogg MBA Program graduates to be recognized, promoted and more highly compensated sooner and more frequently than their peers.

The rewards of a Kellogg MBA, however, cannot be measured in material success alone. Consistently, graduates say that the most lasting return on their Kellogg experience is in satisfaction gained from a job well done and the opportunity to have a positive impact beyond their own lives.

## From the minute you arrive.

**You immediately become part of the Kellogg School's global alumni network — leaders who exemplify excellence in management everywhere, every day in their professional and personal lives.**

Alumni have the potential to impact your life in many ways, just as you can have an impact on your fellow students and those who come after. But calling your connection to them a "network" only scratches the surface.

Kellogg alumni are known for their loyalty to the school and to each other. Many return to campus as speakers and mentors to current students. They stay in touch with and support one another professionally through alumni clubs and events worldwide.

### CONNECTED FOR LIFE.





## A truly global presence.

**Kellogg alumni live and work all over the world. Members of International Kellogg Alumni Councils in six regions — Latin America, Europe, the Middle East, Africa, Asia and North America — serve as ambassadors to prospective students on behalf of Kellogg.**

Afghanistan	Cayman Islands	Greece	Latvia	Oman	Switzerland
Angola	Chad	Guatemala	Lebanon	Pakistan	Taiwan
Antigua and Barbuda	Chile	Honduras	Libya	Panama	Tanzania
Argentina	China	Hungary	Liechtenstein	Peru	Thailand
Australia	Colombia	Iceland	Lithuania	Philippines	Trinidad and Tobago
Austria	Costa Rica	India	Luxembourg	Poland	Tunisia
Bahamas	Cyprus	Indonesia	Macau	Portugal	Turkey
Bahrain	Czech Republic	Iran	Malawi	Puerto Rico	Ukraine
Bangladesh	Denmark	Iraq	Malaysia	Qatar	United Arab Emirates
Belgium	Dominican Republic	Ireland	Malta	Romania	United Kingdom
Belize	Ecuador	Israel	Martinique	Russia	United States
Bermuda	Egypt	Italy	Mexico	Saudi Arabia	Uruguay
Bolivia	El Salvador	Ivory Coast	Monaco	Singapore	Venezuela
Botswana	Estonia	Jamaica	Morocco	Slovakia	Vietnam
Brazil	Fiji	Japan	Netherlands	Slovenia	West Bank
Bulgaria	Finland	Jersey	Netherlands Antilles	South Africa	Zimbabwe
Cambodia	France	Jordan	New Zealand	South Korea	
Cameroon	Georgia	Kenya	Nicaragua	Spain	
Canada	Germany	Kuwait	Nigeria	Sri Lanka	
	Ghana	Laos	Norway	Sweden	



# Career development. For now and your lifetime.

**Your career development options start from your first day at Kellogg and continue throughout your professional life.**

Kellogg's Career Management Center (CMC) is consistently recognized by top-tier media outlets for providing unparalleled service and support to students and alumni, and to the recruiters who hire them. The career development professionals in the CMC stand ready to assist you with every aspect of your career development — from one-on-one strategy sessions and job search advice to resume critiques and simulated interviews to on-campus recruiting, industry treks and off-campus job searches.

In addition to the CMC's full range of services, described here, you'll also find that faculty and staff will gladly support you in career planning and making valuable contacts in their fields. Students with similar interests often form teams to collaborate in their searches — sharing leads, opportunities and resources. The diverse network of more than 50,000 Kellogg alumni worldwide helps job searchers cast a wide net globally — especially valuable if you're changing careers or searching for international opportunities.

Many of the benefits you enjoy as a student continue as an alum. In addition to extensive online alumni services, the CMC offers free lifelong professional career counseling as well as career management services and tools for self-assessment, resume review, job-search strategies, negotiations and a database of job opportunities exclusively for our degree program graduates.

## **CAREER MANAGEMENT CENTER WEBSITE**

The password-protected CMC website provides access to extensive career development, job-search strategy information and other online career resources to help you get the help you need quickly.

## **CAREER COACHING**

All Kellogg students have unlimited access to one-on-one career coaching either in person or by phone. Our career coaches have industry knowledge and coaching experience and can assist you with all aspects of your career development.

## **KELLOGG CAREER NETWORK**

The Kellogg Career Network (KCN) is a password-protected online job board with more than 3,000 job listings in 2009–2010 submitted by top MBA employers ranging from start-ups to Fortune 500 companies. You can search specific industries, locations or companies and apply directly. The extensive job postings are geared strictly for job seekers with an MBA.

## **KELLOGG ALUMNI NETWORK**

The Kellogg Alumni Network opens the door to valuable career-building resources worldwide. As with the KCN, you have access to the password-protected online database of alumni information. You can use this resource to connect with alumni for class projects, informational interviews, invitations to student club events and mentorship.

## **KELLOGG ON LINKEDIN**

An exclusive Kellogg School of Management group on LinkedIn serves the entire Kellogg community, including class-specific and other affinity groups. It's a great way to network, find job leads and follow your peers' progress.

### KELLOGG LIBRARY RESOURCES

You'll have access to a variety of print and online tools to help you find information on industries, companies, contacts and new developments. The Career Resource Center will assist you in using these research tools for class projects, career planning and job searches.

### JOB LISTINGS WITH OTHER TOP MBA SCHOOLS

Through reciprocity agreements with select MBA schools in the United States and internationally, Kellogg students can access certain career services at our partner schools.

### CAREER DEVELOPMENT WORKSHOPS

Throughout the year, the CMC offers career development workshops for students and alums, ranging from strategic planning and goal setting to tactical execution of resumes and cover letters to the very practical skills of interviewing and business etiquette. Workshops include:

Who Are You and What Are Your Goals?  
Exploring Functions and Industries  
Building Relationships for Your Job Search  
Pitch Bootcamp and Mock Networking Night  
Seven Steps to a Powerful Resume  
Cover Letters that Get You Noticed  
Conquering the Off-Campus Job Search  
Interview Practicum  
Business Etiquette

### Complete career support to move forward with confidence.

"We come to Kellogg for a world-class education that will lead to a rewarding career. Kellogg provides the education. The Career Management Center provides the tools we need to advance in our professions.

"CMC not only offers every career resource imaginable, the staff also tailors them to each individual. For example, I was torn between two industry paths. Through personal counseling and a guided self-assessment — and a CMC-sponsored trek that allowed me to visit six companies — I was able to choose what was best for me.

"For students with less defined career goals, the CMC helps them understand their core values and strengths and to narrow the search to a manageable set that fits a more thoughtfully constructed view of themselves. CMC helps you move forward with confidence."

**RAFAEL MARCUS OCHOA**  
**MMM CLASS OF 2010**









## Career success and personal growth.

When you choose Kellogg, you're choosing a top-tier business school known for excellence across all fields of study. The innovative Kellogg curriculum — grounded in experiential learning, leadership development and teamwork — enables you to design an MBA perfectly aligned with your goals.

With the strong underpinning gained through the core curriculum, you'll have the freedom to go as deep and as wide as you like into specific areas of study that will prepare you for the future you've planned. And with four different program options, your prospects for the future can become even more expansive.

As a full-time member of the vibrant Kellogg community, you'll have all sorts of opportunities for student leadership and learning experiences well beyond the classroom — clubs, special events and activities directly related to your interests. Your personal life will be enriched and enlivened by the relationships you build with classmates and faculty.

Earning a Kellogg MBA is a full-time commitment. But you're not making it alone. The hard work you'll do in collaboration with your fellow students — and the experiences you'll share — will create connections that endure throughout your lifetime.



## Living the Kellogg experience.

**The Kellogg MBA is more than an academic program. It's a way of life. As a full-time student, you will become fully immersed in academics, teamwork and social interactions. This unique Kellogg culture, combined with living in the vibrant Chicago community, creates an unmistakable experience that will shape your professional and personal life forever.**

### THE KELLOGG CULTURE'S HUB

Most of your life as a full-time program student will revolve around the Donald P. Jacobs Center, a six-story complex on Northwestern University's Evanston campus equipped with 17 classrooms, more than 50 group study rooms, conference rooms, quiet study areas and a student lounge. The focal point of the building is the glass-topped Joseph and Carole Levy Atrium, where students gather to study, eat, collaborate, innovate and, yes, socialize.

### SOMETHING FOR EVERYONE

The Kellogg School has more than 80 student-led clubs and organizations that appeal to every interest and issue — from academic, professional and industry focused clubs to sports, hobbies, the arts, and ethnic and cultural interests. What will it be? The Ski and Snowboard Club or Rugby Football Club? The Charity Auction Ball or Kellogg Technology Club? Take your pick and enjoy!

### MAKE YOURSELF AT HOME

Most Kellogg School students live in Evanston, close to downtown Chicago and, in its own right, a thriving urban community of shops, restaurants, movie theaters, art galleries, residential neighborhoods, parks, business districts, beaches and recreational facilities. The city of Chicago's world-renowned commercial, entertainment and cultural centers lie just a short train ride away.

### THE FAMILY FIT

Nearly 40 percent of Kellogg students are married or accompanied by a partner. Recognizing that you're in this together, *Joint Ventures*, a club for Kellogg students' spouses and partners — self-proclaimed JVs — provides opportunities to meet, share interests and get the most of their slice of Kellogg life. JVs organize events for both of you to enjoy and even coordinate an informal job network for spouses and partners. JVs also have the opportunity to audit Kellogg classes. And Kellogg Kids provides important resources about schools, babysitters and how to make this a time of fun and exploration for parents and children.

### THE CHICAGO CONNECTION

The nation's third largest city and metro area is home to nearly 10 million people, who come from all over the world. From arts and culture to sports to dining, Chicago offers something for every taste. The Art Institute of Chicago, Field Museum and Museum of Science and Industry are renowned for their world-class collections. Chicago is also world-famous for its blues clubs and extraordinary architecture.

### WHAT'S YOUR GAME?

If you like to watch the pros in action, take your pick from Chicago Bears football, Bulls and Sky basketball, Cubs and White Sox baseball, Blackhawks ice hockey and Fire soccer. If you want to get into the action yourself, Northwestern's location along the shore of Lake Michigan is an ideal setting for swimming, sailing, beach volleyball, jogging, in-line skating, and cycling. The Kellogg Student Association coordinates a wide variety of intramural sports, and the university provides numerous sports and fitness facilities, which are free for students.

### A CENTER OF GLOBAL COMMERCE

You'll study business in one of the world's great centers of commerce and industry. Prominent organizations headquartered here include Abbott Laboratories, Allstate, Aon, Baxter International, Boeing, Brunswick Corporation, Crate & Barrel, Exelon, Hewitt Associates, Hyatt, Navistar, Kraft Foods, McDonald's Corporation, Motorola, NavTech, Orbitz, Sara Lee, Sears, Tribune Company, UAL, Walgreen Company and Wrigley Company.

### GETTING AROUND

Chicago's public transit system is comprehensive, far-reaching and easy to use, with many bus and train stops throughout the metro area. In Evanston, bus lines stop within four blocks of nearly every residence. The Chicago "L" trains and Metra's Union Pacific North Line also serve both Chicago and Evanston.









## Experience Kellogg. The choice is clear.

**What's the best way to decide if Kellogg is right for you? Come for a visit and be inspired by the creativity, scholarship, teamwork and fellowship that define Kellogg.**

Try to schedule your visit when classes are in session so you can see firsthand the dynamic nature of the academic experience. During your visit, you can meet and interact with students in a variety of ways, over lunch, in casual chats or during a student-led campus tour. You can also take part in an interactive information session led by an admissions officer.

To make sure that you get the most out of your stay, visit our website for campus visit schedules and other important details. **[kellogg.northwestern.edu/Programs/FullTimeMBA/Admissions\\_Events/On\\_Campus\\_Events](http://kellogg.northwestern.edu/Programs/FullTimeMBA/Admissions_Events/On_Campus_Events)**

To see the complete academic calendar for 2010–2011, visit **[kellogg.northwestern.edu/Academic\\_Calendar](http://kellogg.northwestern.edu/Academic_Calendar)**

### **UNABLE TO VISIT CAMPUS RIGHT AWAY?**

You can still experience Kellogg through a variety of online resources and off-campus events.

**Ask a Student** connects you with student leaders eager to answer your questions. **[kellogg.northwestern.edu/Programs/FullTimeMBA/TakeAction/Ask\\_A\\_Student](http://kellogg.northwestern.edu/Programs/FullTimeMBA/TakeAction/Ask_A_Student)**

**Student Diaries** give you an insider's perspective on the Kellogg experience. **[kellogg.northwestern.edu/Programs/FullTimeMBA/About\\_Our\\_Students/StudentDiaries](http://kellogg.northwestern.edu/Programs/FullTimeMBA/About_Our_Students/StudentDiaries)**

**Admissions Officer Blog** provides insights into the admissions process and activities. **[kellogg.northwestern.edu/Programs/FullTimeMBA/Applying/Admissions\\_Blog](http://kellogg.northwestern.edu/Programs/FullTimeMBA/Applying/Admissions_Blog)**

Opportunities to learn more about Kellogg firsthand from admission officers, alumni and students include off-campus events worldwide as well as online presentations. Learn more at **[kellogg.northwestern.edu/Home/Programs/FullTimeMBA/Admissions\\_Events](http://kellogg.northwestern.edu/Home/Programs/FullTimeMBA/Admissions_Events)**

### **WANT TO LEARN MORE?**

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



## Sharing the experience. Finding the right fit.

"Being able to talk with current students and alumni before making the final decision convinced me that Kellogg was the right fit for me. Through them, I began to understand how Kellogg develops well-balanced leaders with a global

perspective. I chose Kellogg, and I can confidently say that I was 100 percent right about my decision.

"Now, as a student ambassador for Kellogg, I get to work with the Kellogg Alumni Community

of Japan on an information session for 300 prospective students. It gives me the opportunity to do for them what others did for me — share my experiences and promote awareness of the Kellogg brand in Japan."

"I chose Kellogg, and I can confidently say that I was 100 percent right about my decision."

**MAKI TANAKA**  
**2Y CLASS OF 2010**



# Application

**For more detailed explanation about the application, application elements and application deadlines, please visit our website at [kellogg.northwestern.edu/Programs/FullTimeMBA/Applying](http://kellogg.northwestern.edu/Programs/FullTimeMBA/Applying). Please note that candidates will be considered for only one option (Two-Year, One-Year, MMM or JD-MBA) in any given year.**

The Admissions Committee evaluates each candidate's academic ability, career progress, career goals, team skills, evidence of leadership, interpersonal skills and character. Individuals holding a bachelor's degree or its equivalent from an accredited college or university are eligible for consideration. Applicants are strongly encouraged to have at least two years of full-time work experience upon matriculation.

## PART I

Part I of the application requires candidates to fill out a data form, request an on-campus or off-campus interview and upload a resume. The data form consists of biographical information, educational experience, academic honors, extracurricular activities, work history and self-reported GMAT and TOEFL scores.

## INTERVIEW

Part I requires all applicants to request an on-campus or off-campus interview. Interviews can be conducted prior to submitting your essays. All interviews are conducted based on the resume only. On-campus interviews may be scheduled after submission of Part I by calling the Office of Admissions at 847.491.3308. Off-campus interview assignments will be emailed within eight weeks of submitting Part I. An off-campus interview waiver may be granted for specific reasons, including high demand or remote locations. However, the Office of Admissions may contact candidates who receive a waiver for a phone interview when such an interview would be material for rendering a final decision.

## PART II

Part II of the application consists of four essays, a scanned copy of all academic transcripts, two letters of recommendation, a scanned copy of your GMAT score and a scanned copy of your TOEFL score if applicable. Part II should be submitted by the deadline that corresponds to the round in which you apply.

## ESSAYS

Candidates are required to complete three long essays and one short essay. Re-applicants are required to complete an additional essay and have the option of completing the short essay. Essays provide an opportunity for the candidates to address their backgrounds, including work experience, career goals, personal characteristics and reasons for applying to Kellogg.

## TRANSCRIPT

In Part II of the application, copies of transcripts may be scanned or uploaded in an electronic format. Accepted candidates who decide to enroll must provide official transcripts from all colleges, universities and professional schools attended. Transcripts from study abroad programs are required only if the grades are not included on the transcript of the degree-granting institution. Transcripts must be written in English or accompanied by an official translated copy. JD-MBA applicants must submit separate copies of their transcripts to the Law School and to the Kellogg School prior to matriculation.

## LETTERS OF RECOMMENDATION

Two completed letters of recommendation forms are required for admission. We would like to see one of these letters written by a current supervisor or manager. The second letter of recommendation should be from someone who can evaluate the applicant's professional performance and managerial and leadership potential. Please note that the application is not considered complete until Kellogg has received both recommendations. Additional letters of support are neither required nor encouraged.

### GRADUATE MANAGEMENT ADMISSION TEST (GMAT)

All applicants are required to submit a valid GMAT score. Please note that we will accept more than one GMAT score and will evaluate the highest score. Scores are valid for five years. The Graduate Record Examination (GRE) is not accepted.

### TEST OF ENGLISH AS A FOREIGN LANGUAGE (TOEFL)

Proficiency in reading, writing and speaking English is required of all Kellogg students. A valid score for the TOEFL is required for all non-U.S. citizens and non-U.S. permanent residents with a degree from an undergraduate or graduate university where English was not the language of instruction. The TOEFL will be waived for those who attended an undergraduate or graduate school where English was the only language of instruction.

### APPLICATION FEE

Candidates are required to pay a non-refundable application fee of \$250 and should remit payment electronically with the application.

### TUITION

Tuition and living expenses for the 2010–2011 academic year are estimated below.

#### Two-Year MBA and MMM (1st year only)

Tuition .....	\$51,495
Room and Board .....	\$15,291
Anticipated Additional Expenses* ....	\$11,709

#### One-Year MBA

Tuition .....	\$68,660
Room and Board Expenses .....	\$20,388
Anticipated Additional Expenses* ....	\$13,886

#### JD-MBA (2nd year only)

Tuition .....	\$69,040
Room and Board .....	\$16,512
Anticipated Additional Expenses* ....	\$12,452

### FINANCIAL AID

Educational loans and scholarships are available to all students. Eligibility for most scholarships is based on financial need, merit, and availability of funds. Grant awards are offered in combination with low-interest educational loans to U.S. citizens and permanent residents. There are several educational loan programs available to Kellogg students: the Federal Direct Stafford Loan (both subsidized and unsubsidized), the Perkins Loan, the Federal Direct Graduate Loan, and the Northwestern Loan. Most loan awards are based upon financial need.

Ready to apply?

**[kellogg.northwestern.edu/Programs/  
FullTimeMBA/Applying](http://kellogg.northwestern.edu/Programs/FullTimeMBA/Applying)**

*\*Figure reflects anticipated costs for books/supplies, travel, personal, health insurance, computer equipment and various loan fees, and is subject to change.*



# 2010–2011 Application Deadlines

The application and all supporting materials must be completed and submitted by the appropriate application deadlines (see chart below).

	Round 1	Round 2	Round 3
<b>APPLICATION PART I DEADLINES</b>			
Part I must be submitted to request an off-campus interview OR to schedule an on-campus interview with the Kellogg Admissions Office. Please note the different interview deadlines.			
<b>OFF-CAMPUS INTERVIEW REQUEST DEADLINES</b>			
Select the off-campus interview request box and submit			
Part I by .....	Sept. 24, 2010 .....	Dec. 15, 2010 .....	March 24, 2011
<i>Please allow up to eight weeks after submitting Part I to receive either an interview assignment in your local area or an interview waiver in areas of high demand.</i>			
<b>ON-CAMPUS INTERVIEW DEADLINES</b>			
Select the on-campus interview request box and submit			
Part I by .....	Oct. 14, 2010 .....	Jan. 11, 2011 .....	April 07, 2011
THEN			
Contact the Kellogg Admissions Office to schedule and			
complete your interview by .....	Dec. 03, 2010 .....	March 05, 2011 .....	April 29, 2011
<i>Please allow two business days after submitting Part I to schedule your interview.</i>			
<i>Chicago-area MBA applicants must request an off-campus interview unless applying to the JD-MBA program.</i>			
<b>APPLICATION PART II DEADLINES</b>			
Due by 11:59 p.m. Central Time .....	Oct. 14, 2010 .....	Jan. 11, 2011 .....	April 07, 2011
<b>DECISION</b>			
Rendered by .....	Dec. 20, 2010 .....	March 28, 2011 .....	May 16, 2011
<b>TUITION DEPOSIT</b>			
(\$2,000) Received by .....	March 07, 2011 .....	May 03, 2011 .....	June 6, 2011

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academic or work performance or creating what a reasonable person would sense is an intimidating, hostile or offensive environment.

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For advice or assistance regarding this policy, see [northwestern.edu/hr/eeo](http://northwestern.edu/hr/eeo).

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*Northwestern University*

ON RECOMMENDATION OF THE FACULTY OF THE  
J. L. KELLOGG SCHOOL OF MANAGEMENT  
NORTHWESTERN UNIVERSITY HAS CONFERRED THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION

UPON  
JORIS DE GROOT

WHO HAS HONORABLY FULFILLED ALL THE REQUIREMENTS PRESCRIBED  
BY THE UNIVERSITY FOR THAT DEGREE  
AT EVANSTON ILLINOIS THIS NINETEENTH DAY OF JUNE IN THE  
YEAR TWO THOUSAND AND NINE A.D.

*Robert E. Groot*  
President of Northwestern University



*Harold A. Blum*  
Dean of the J. L. Kellogg School of Management



NORTHWESTERN  
UNIVERSITY



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School of Management

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