

THE MMM PROGRAM

MMM = MBA + MEM

THE DUAL-DEGREE PROGRAM THAT INTEGRATES MANAGEMENT, OPERATIONS AND DESIGN



McCormick

Northwestern Engineering



NAOMI KORN '04

Naomi is passionate about designing products that meet consumers' needs. With undergraduate degrees in engineering and anthropology from MIT and five years' experience at a product design firm, Naomi learned how to identify those needs and create products to fulfill them. She sought a thorough understanding of the strategic and marketing processes involved in bringing a product to market. MMM enabled Naomi to obtain that crucial knowledge and prepared her for her next step: a position as product researcher at Pactiv Corp. Today, she is senior design strategist for Design Continuum.

"I got everything out of MMM that I wanted. When I'm confronted with a problem, I think about it differently now. I can anticipate how a competitor might respond before we go to market, and I know how to make choices in advance to handle their reactions. Now I can identify and address issues before they become problems."

**MMM OVERVIEW:
Management, Operations and Design**

In all businesses — manufacturing companies, service-based organizations and design-focused industries — both design and operations play critical roles for success in the marketplace. Careful design of products and services is essential to address the customer's true needs. Similarly, smooth, efficient, economical, error-free operations are important for production and delivery of these products and services.

Key to managing a successful business is the seamless integration of design and operations based on sound management principles and the use of technology. With this goal in mind, the MMM Program at Northwestern University prepares managers for the 21st century through a multidisciplinary curriculum that combines innovative approaches to solving customer problems through integrative thinking about design, operations and management.

Products and services are complex entities requiring careful design to fit the needs of customers. They also demand careful planning and control of the underlying process infrastructure necessary for efficient, silent background operations. They need talented managers who pay careful attention to all phases of the product cycle. To excel in this challenging environment, MMM students learn to employ a holistic approach to strategic planning and control of design and operations. They learn "design thinking" to develop new solutions that are truly innovative and customer focused, and "process thinking" to eliminate operational waste — defects, inventories, delays, movement. Superior design, coupled with lean operations provide a formidable competitive advantage to a company by producing and delivering innovative, high-quality, low-cost products and services when and where desired by customers.

The MMM Program is a unique offering for those who wish to understand the role that design plays in a company's success, to recognize that the behind-the-scenes operations are critical for success, and to learn to integrate both to manage tomorrow's companies.



Don Norman, MMM Director
McCormick School of Engineering



Sudhakar Deshmukh, MMM Director
Kellogg School of Management

MMM CURRICULUM: The Power of Two Integrated Degrees

The MMM curriculum focuses on what managers need to know in order to lead product- and service-driven companies to world-class performance through technology. In addition to studying the core topics of the Kellogg School's renowned management program, students also learn about key operating and design topics at McCormick, one of the country's leading engineering schools. Students receive two degrees: the Master of Business Administration (MBA) from Kellogg and the Master of Engineering Management (MEM) from McCormick. Within the MBA curriculum, students can choose any major, including popular areas such as finance, marketing or strategy. The MEM curriculum offers a choice of two majors: Operations or Design and Innovation. In MMM, students earn two degrees with one set of curricular requirements in just two years.

ACCELERATED STUDY

To preserve maximum flexibility for advanced coursework, some study is accelerated to take advantage of the strong quantitative backgrounds of MMM students. For example, MMMs take a single accelerated finance course in place of Finance I and II and advanced versions of Analytical Methods and Operations Management. In order for students to take those courses, the program requires them to have some experience in elementary probability and statistics prior to arrival on campus. More detailed information is available on the MMM Web site.


INNOVATIVE COURSEWORK

The MMM program provides unique opportunities for students to build on their classroom learning through coursework and activities that apply the key concepts to real-world organizations. In addition to taking a variety of Kellogg and McCormick classes, the MMM coursework culminates in the Integration Project in which students put their studies into action, serving as consultants to leading companies or developing a business venture based on a new product or service. The MMM Integration Project, MMM Entrepreneurship Program, Global Initiatives in Management Program and the annual student-led Manufacturing Business Conference are just a few examples of such opportunities available to the MMM students.

WORLDWIDE SCOPE

Recognized for their management skills in operations and design, MMM graduates are in demand around the world. MMM alumni are employed in Europe, North and South America and across Asia. Within the United States, companies are located throughout the country: from East Coast financial firms to West Coast high-technology companies.

mmm.northwestern.edu



“At MMM, they talk about the full-company perspective. And that’s what you get when you enroll in the program. As a process engineer, I had gained a lot of tactical knowledge, but I sought more strategic skills. The MMM Program allowed me to develop a better understanding of strategic management, which enabled me to transition into brand marketing. MMM is not just about manufacturing a product, but selling it. It puts you in a great position to really affect the direction of a company.”

ED HERNANDEZ '02

Ed Hernandez had learned a lot about project management while working as a process engineer at a chemical engineering firm. He came to MMM to gain a strategic perspective and the skills to move above shop-floor implementation. Today, he is pursuing a more entrepreneurial path as marketing manager for Terlato Wines International.

OUTSIDE THE CLASSROOM

The MMM Program's exciting curriculum is enhanced by its vibrant relationship with the operations and design communities. Industry leaders on the MMM Advisory Board help set the program's agenda. Conferences and seminars bring additional industry experts to campus.

MMM ADVISORY BOARD

The MMM Advisory Board is a vital component of the MMM community composed of senior executives from dozens of firms relevant to design and operations throughout the world. The board advises on curricular and strategic issues. Their companies hire MMM graduates, fund research and participate in integration projects and other classroom assignments. Their engagement has been a critical factor in the MMM Program's success.

CONFERENCES

The annual Manufacturing Business Conference, led by MMM students, has evolved to showcase how design, innovation and operations combine to create successful systems and platforms. MMM students also play leading roles in organizing other conferences that address technology and broader management issues, providing students with many opportunities to meet and learn from experts in technology fields.

VISITS TO INDUSTRY

In the MMM Program, visits to domestic and overseas facilities complement the classroom experience. Many MMM students perform in-depth research on business opportunities around the world in the Kellogg School's Global Initiatives in Management (GIM) course, where students meet with leaders from business and government.

THE ALUMNI NETWORK

MMM alumni around the world are enthusiastic supporters of the program. They return to campus frequently to participate in events and to mentor current students. They also provide networking assistance to students seeking internships and full-time employment and continue to offer support to fellow alumni throughout their careers. With each graduating class, this network — already the largest of any operations management program in the country — grows even more influential.

MMM alumni continue to enjoy many of the program's benefits after graduation. These include access to services such as the Kellogg School's online alumni directory and e-mail forwarding as well as many lifelong learning opportunities. Alumni may also take advantage of career management resources including workshops, a database of job opportunities exclusively for graduates and free, one-on-one career counseling.

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“MMM folks have been very successful here at Cisco. It seems to be a natural fit. Like MMM, we value high energy, candor, enthusiasm and an ability to motivate people within a very fast-paced start-up environment. Just being able to crunch numbers isn't going to cut it here. The fact is that MMM produces people with a very strong ability to motivate others and lead product- and service-driven companies. MMM graduates can sit down and convince a company vice president of something, and use the same style to communicate with the ground-floor analysts. That ability to build trust top to bottom is very rare.”

MARK HOMAN '98

Prior to enrolling in MMM, Mark Homan had spent five years in process engineering. When he realized his interests were growing more entrepreneurial, he turned to MMM to gain exposure to a broad variety of industries. That was just the beginning. “I got more than I ever expected to out of the program,” Mark recalls. From the bonds with fellow students to a portfolio of critical management skills, Mark emerged from the MMM Program poised to move ahead. He's now at Cisco Systems Inc., where he is a director of customer service, global operations.

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The MMM Program

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