

# FULL-TIME MBA PROGRAM

AT  
WHAT  
POINT

NORTHWESTERN UNIVERSITY



**Kellogg**  
School of Management



AT WHAT POINT  
DO YOU REALIZE YOUR

FULL LEADERSHIP  
POTENTIAL?

# THE KELLOGG FULL-TIME MBA PROGRAM DELIVERS AN IMMERSIVE EXPERIENCE IN MANAGEMENT EDUCATION. HERE, THE DYNAMIC INTERPLAY OF THE STUDY OF MANAGEMENT WITH THE STUDY OF MARKETS OPENS UP A WORLD OF OPPORTUNITIES TO PURSUE.

You will learn the science of management and the art of leadership. You will gain insights into the latest business theories and how to meet the challenges of putting those theories into practice. You will develop analytical skills and the social acumen to inspire and influence others to deliver exceptional results. You will learn to lead by practicing leadership in an environment that encourages bold, unconventional thinking and the opportunity to try new things.

We offer all of this in a culture defined by our courageous and collaborative spirit. It is this attitude – our way of seeing the world – that sets us apart. It is why our graduates have been building better teams, organizations and communities for more than 100 years. It is how we inspire our students today to manage and lead with confidence and conviction. It is what we mean when we say, “**Think bravely.**”

**THIS IS THE POINT OF A KELLOGG EDUCATION.  
AT WHAT POINT DO YOU JOIN US?**

# BUILDING ON MANAGEMENT EXPERIENCE

---

**“I’M GRATEFUL FOR THE INVALUABLE FACULTY SUPPORT THAT HAS SHAPED THE KIND OF LEADER AND BUSINESS PERSON I WILL BECOME.”**

Prior to Kellogg, I was a successful manager in a private equity firm. I managed 15 people and did a lot of hierarchical thinking. Success was all I saw. The One-Year (1Y) Program was exactly the challenge I needed. I had the business basics down, but had to decide whether to remain in the corporate world or forge a new path in my family’s business. Honestly, I left a good job with a clear career track. Could I do this? Was I going to feel like I was back at undergrad? Almost instantaneously, I was discovering life perspectives that would set the pace for an unforgettable experience. Even in an environment this intense, we can learn from one another.

I didn’t have to abandon what I’d learned from corporate life; I could actively build on it. I recognized the positive things I’d accomplished as a manager, but there were areas where I could improve, and times when I could more confidently take a risk. I’m not as limited in my thinking now. I can identify goals better and have a stronger grasp on today’s business. I’m grateful for the invaluable faculty support that has shaped the kind of leader and business person I will become. There’s even a Family Business Club here, so I can always access a global student network with similar challenges.

We’re all very smart, we work hard, yet we want to see each other succeed. I seriously doubt I’d encounter such forward thinking elsewhere in such a short time.

## MARGARET SCHULTE

**PROGRAM:**

ONE-YEAR PROGRAM, CLASS OF 2011

**FOCUS:**

MANAGEMENT + STRATEGY,  
MARKETING

**HOMETOWN:**

TULSA, OKLA.





# THE TRANSFORMATIVE POWER OF ORGANIZATIONS AND MARKETS

At Kellogg, we take a carefully balanced yet dynamic approach to management education, an approach that integrates the study of organizations with the study of the processes – the dynamic push and pull – that drive consumer, business and financial markets forward.

Across our entire array of majors and courses, you will find academic excellence, experiential learning and an emphasis on working in teams toward ambitious goals. With virtually unlimited choice in your course of study, ***you have the flexibility to fit your academic program precisely to your learning objectives and career goals.***

Here, you will learn from faculty members who are recognized experts and researchers in economics, finance, management, psychology and marketing, as well as seasoned practitioners and trusted advisers to corporate boards, industries and governments worldwide. The insights you gain today from engaging directly with them in the classroom and from on-the-ground learning experiences will prepare you to take on complex business challenges tomorrow.

You will also discover how the diversity of your classmates – their educations, career aspirations, cultures and life interests – enriches your learning with new perspectives and prepares you to lead with confidence anytime, anywhere.

**THIS IS HOW WE EQUIP TOMORROW'S LEADERS TO MAKE  
MEANINGFUL DIFFERENCES WHEREVER THEY GO. THIS IS  
HOW THEY LEARN TO THINK BRAVELY.**

# A STRONG MANAGERIAL FOUNDATION AND THE HARD SKILLS I WANTED

---

“I KNOW HOW TO ASK THE RIGHT QUESTIONS, AND I HAVE THE CONFIDENCE AND TECHNICAL SKILLS TO LEAD EFFECTIVELY.”

Before grad school, I worked in pharmaceutical research and segued to sales and marketing. I knew I wanted to stay in sales, but needed a stronger marketing and managerial foundation.

Every school has a different value proposition, but I didn't find a lot of them that considered management to be the core issue. I decided I wanted a well-rounded education. Kellogg offered the best combination, including the hard skills I wanted.

I've learned about the science of collaboration and getting the right people together. The teams created in our classes are so much better than working alone. ***You learn about balancing personalities, experience levels and strengths.*** Balance is truly what gets you results. Everyone's voice is heard.

I've been exposed to so many industries and professions. Finance became my favorite course, and I will pursue that. It's a very different focus for me, but I've been given the opportunity to explore all of my talents. I know how to ask the right questions, and I have the confidence and technical skills to lead effectively.

I'm looking into emerging markets, too. I may return to Africa someday, but I'm learning now to build global partnerships. I'll leave here knowing what management means in other countries and how to effectively manage and motivate those cultures.



## FEYISAYO OSHINKANLU

**PROGRAM:**

TWO-YEAR PROGRAM, CLASS OF 2012

**FOCUS:**

FINANCE, EMERGING MARKETS

BORN AND RAISED IN NIGERIA. LIVED IN  
U.S. FOR 16 YEARS





# THE KELLOGG EXPERIENCE

IMMERSIVE. THAT IS THE FULL-TIME MBA EXPERIENCE IN A SINGLE WORD. ANALYTICS, LEADERSHIP, BOLD THINKING, COLLABORATION AND SOCIAL INTERACTION BLEND TO CREATE THE UNIQUE KELLOGG CULTURE.

The Kellogg experience takes place around the clock, over early morning coffee and midnight pizza. It happens inside and outside the classroom. On campus, in the community and around the world. ***It all adds up to a transformative environment in which you can set the course for the rest of your professional and personal life.***

Most of your student life will revolve around the Donald P. Jacobs Center on Northwestern University's Evanston campus. It is a hub for more than 120 clubs and organizations that range from academic, professional and industry-focused groups to sports, hobbies, the arts, and ethnic and cultural interests. Here you will form many of the relationships that will become a lifelong source of personal and professional support.

The neighboring Evanston community and the vibrant Chicago metro area offer endless possibilities for entertainment, sports, culture and community service. A center of international commerce and industry, Chicago serves as home to some of the world's most powerful enterprises, a crossroads of global business and public policy leadership and a springboard for pursuing great ideas, new ventures and successful careers worldwide.

With an eye toward your future, we encourage summer internships as a way to focus your career choices or to expand your field of vision. As you begin your career planning, our Career Management Center will work with you to focus your interests, explore your options, identify opportunities and find the ideal fit for your future.

THE KELLOGG MBA IS MORE THAN AN ACADEMIC PROGRAM. IT DEMANDS THAT YOU LIVE UP TO YOUR HIGHEST EXPECTATIONS PERSONALLY AND PROFESSIONALLY — AND PROVIDES EVERYTHING YOU NEED TO RISE TO THE CHALLENGE.

## DONALD P. JACOBS CENTER

6 STORY COMPLEX

ON EVANSTON CAMPUS

17 CLASSROOMS

50+ GROUP STUDY ROOMS

CONFERENCE ROOMS

QUIET STUDY AREAS

STUDENT LOUNGE

JOSEPH + CAROLE LEVY ATRIUM

40%

OF KELLOGG STUDENTS ARE ACCOMPANIED BY A SPOUSE OR PARTNER

### JOINT VENTURES

PROVIDES OPPORTUNITIES TO SIT IN ON KELLOGG CLASSES

ORGANIZES EVENTS FOR BOTH OF YOU

COORDINATES AN INFORMAL JOB NETWORK FOR SPOUSES AND PARTNERS

### KELLOGG KIDS

PROVIDES IMPORTANT INFORMATION ABOUT SCHOOLS, BABYSITTERS, ACTIVITIES AND RESOURCES

PROFESSIONAL

ACADEMIC

INDUSTRY-  
FOCUSED

HOBBIES

ETHNIC  
& CULTURAL  
INTERESTS

SPORTS

THE ARTS

# 120+ STUDENT-LED CLUBS AND ORGANIZATIONS

## CHICAGO: A CENTER OF GLOBAL COMMERCE

PROMINENT ORGANIZATIONS HEADQUARTERED IN THE CHICAGO AREA:

ABBOTT LABORATORIES  
ALLSTATE  
AON  
BAXTER INTERNATIONAL  
BOEING  
BRUNSWICK  
CRATE & BARREL  
EXELON  
GROUPON  
HYATT  
KRAFT FOODS  
MCDONALD'S  
MILLERCOORS  
NAVISTAR  
NAVTEQ  
ORBITZ  
SARA LEE  
SEARS  
TRIBUNE COMPANY  
UNITED AIRLINES  
WALGREENS  
WRIGLEY

## EVANSTON

Just a short ride by train from the center of Chicago, Evanston is a vibrant urban community of businesses, shops, restaurants, theaters, galleries, charming neighborhoods, parks, beaches and recreational facilities.

## CHICAGO

Bustling, world-renowned commercial, entertainment and cultural center, with endless opportunities for enriching cultural and social experiences. Easy access to both coasts and any international destination.

10,000,000 PEOPLE: 3RD LARGEST CITY IN THE U.S.

THE ART INSTITUTE OF CHICAGO, FIELD MUSEUM AND MUSEUM OF SCIENCE AND INDUSTRY ARE RENOWNED FOR THEIR WORLD-CLASS COLLECTIONS

WORLD-FAMOUS BLUES CLUBS AND LIVE MUSIC VENUES

EXTRAORDINARY ARCHITECTURE & 570 CITY PARKS

24 MILES OF LAKEFRONT, 31 BEACHES, 17 HISTORIC LAGOONS, 86 POOLS, 90 PLAYGROUNDS, 90 GARDENS, 66 FITNESS CENTERS, 9 ICE SKATING RINKS, 10 MUSEUMS AND 2 CONSERVATORIES

CHICAGO BEARS, BULLS, SKY, CUBS, WHITE SOX, BLACKHAWKS AND FIRE

COMPREHENSIVE PUBLIC TRANSPORTATION SYSTEM, INCLUDING SERVICE TO AND FROM EVANSTON



# THE WORLD EXPECTS MUCH FROM A KELLOGG MBA

When you earn a Kellogg MBA, you join an elite network of professionals from one of the most *prestigious and highly respected business schools in the world*.

Much will be expected of you because of the qualities that have always distinguished Kellogg graduates: A grounded wisdom that combines the power of analytics and people. A courageous, collaborative spirit that mobilizes the power of the team. A pioneering vision that challenges convention and drives change across organizations, communities and industries. *Prepare here for your success anywhere.*



# 4

## FULL-TIME MBA PROGRAMS

Each program takes a distinctive approach to earning the Kellogg MBA. All focus on preparing leaders of diverse backgrounds and interests to make a positive difference in the world. Which program you choose to pursue will depend largely on what you've accomplished so far in your career and the direction you'd like your life and career to take in the years ahead.

A

### TWO-YEAR (2Y) MBA

Flexibility to explore a variety of interests and disciplines while you develop strong management and leadership skills. Beginning in September, students complete six academic quarters and a summer internship. A minimum of 24.5 credit hours are required, with an average of four courses per quarter.

2.0

YEARS TO  
COMPLETE DEGREE

24.5

CREDIT HOURS  
REQUIRED

INTERNATIONAL STUDY OPTION: **YES**

B

### ONE-YEAR (1Y) MBA

A faster program for candidates with clear academic goals, professional experience and a desire to resume their careers quickly. This integrated experience begins in June and finishes in June of the following year. Applicants must have completed requisite coursework before enrolling and complete a minimum of 15.5 credit hours (1.5 in core courses and 14 in electives) over four quarters of registration.

1.0

YEAR TO  
COMPLETE DEGREE

15.5

CREDIT HOURS  
REQUIRED

INTERNATIONAL STUDY OPTION: **YES**



REGARDLESS OF YOUR CHOICE, YOU'RE GUARANTEED AN UNPARALLELED EDUCATION TAUGHT BY OUR WORLD-RENOWNED FACULTY, ENRICHED BY LASTING RELATIONSHIPS, AND GROUNDED IN KELLOGG'S ONE-OF-A-KIND CULTURE.

C

### MMM

A dual-degree program. Students earn an MBA from Kellogg and a master of engineering management (MEM) from the McCormick School of Engineering and Applied Science. Students begin in September and complete a minimum of 24.5 credit hours over six academic quarters. This program educates leaders to create innovative customer experiences and solutions.

2.0 YEARS TO COMPLETE DEGREE

24.5 CREDIT HOURS REQUIRED

INTERNATIONAL STUDY OPTION: YES

D

### JD-MBA

An integrated three-year program including two full years of study at Northwestern University School of Law, three academic quarters at Kellogg, and a summer internship in law or business. Students complete 16 managerial course units and 72 hours of law coursework and earn juris doctor (JD) and MBA degrees. Students apply only to Kellogg; both schools review the application.

3.0 YEARS TO COMPLETE DEGREE

16.0 CREDIT HOURS REQUIRED FROM KELLOGG

72.0 CREDIT HOURS REQUIRED FROM NORTHWESTERN LAW

INTERNATIONAL STUDY OPTION: YES

# ANALYTICS AND CREATIVITY COMBINED

---

“THAT FEELING OF ‘ANYTHING’S POSSIBLE’ IS WHY KELLOGG REALLY APPEALED TO ME. YOU ARRIVE ON CAMPUS AND CAN IMMEDIATELY CONTRIBUTE.”

I worked in investment banking, consumer products and Latin American capital markets. I didn’t want to stay in that world. I knew I had to expand my marketing expertise when I began looking forward to researching the companies, meeting with management teams and following product development from idea to shelf. My experience with a small startup opened my eyes to the vast marketing possibilities, especially the combination of analytics and creativity. ***Any idea I had, as long as I could prove the use of it, was not only viable, but do-able.***

That feeling of “anything’s possible” is why Kellogg really appealed to me. You arrive on campus and can immediately contribute. Professionally, co-workers noticed I was always hungry for something different. Even if the position or role was unclear, I went for it. While it was scary at times, it was invigorating to determine my path. I brought that same sense of adventure to the classroom and to my team projects. I improved my listening skills and stayed open to ideas.

I just finished a marketing research project. It was more analytical, but for this project, I actually got to use these research approaches and see them in action. I was applying data and solving real problems for real clients. That very moment, my perception became reality.

## TATIANA CORDOBA

**PROGRAM:**

TWO-YEAR PROGRAM, CLASS OF 2012

**FOCUS:**

MARKETING

HISPANIC MANAGEMENT ASSOCIATION,  
KELLOGG MARKETING CLUB,  
ENTREPRENEURSHIP WEEK, TOUR GUIDE,  
VOLLEYBALL CLUB, WOMEN'S BUSINESS  
ASSOCIATION, HIGH TECH CLUB.



# 18 MAJOR AREAS OF STUDY

WITH 300 COURSE OPTIONS OFFERED DURING THE ACADEMIC YEAR

ACCOUNTING INFORMATION + MANAGEMENT 

ANALYTICAL FINANCE

DECISION SCIENCES 

ENTREPRENEURSHIP + INNOVATION

FINANCE 

HEALTH ENTERPRISE MANAGEMENT

HUMAN RESOURCES MANAGEMENT

INTERNATIONAL BUSINESS

MANAGEMENT + ORGANIZATIONS 

MANAGEMENT + STRATEGY 

MANAGERIAL ANALYTICS

MANAGERIAL ECONOMICS 

MARKETING 

MARKETING MANAGEMENT


MEDIA MANAGEMENT

OPERATIONS MANAGEMENT 

REAL ESTATE

SOCIAL ENTERPRISE AT KELLOGG (SEEK) 

MOST POPULAR MAJORS OF KELLOGG FULL-TIME MBA STUDENTS ARE INDICATED IN **PURPLE**

THE CORE CURRICULUM FOR THE TWO-YEAR MBA PROGRAM CONSISTS OF 9.5 COURSES IN THE NINE AREAS INDICATED WITH 

# DISCIPLINE AND CHOICE. A SOLID CORE. MULTIPLE MAJORS.

## A STRONG FOUNDATION

Kellogg students become firmly grounded in the fundamentals of effective management through completion of our core MBA curriculum. This solid foundation in the essential business disciplines prepares you to lead, manage and communicate effectively wherever your career takes you. Beyond the core, you will find extraordinary flexibility in the Kellogg curriculum.

## MAJOR FLEXIBILITY

From our extensive and evolving catalog of courses and majors, you can customize a program of study that aligns with your professional aspirations and career goals. Every department and professional program offers one or more academic majors.

Students often select majors that combine complementary academic disciplines and professional and interdisciplinary programs. For example, if you have an entrepreneurial spirit, you might major in Management & Strategy, Finance, and Entrepreneurship & Innovation. A fellow student interested in historic preservation trusts might focus on Marketing, Social Enterprise at Kellogg (SEEK), and Real Estate.

Because Kellogg believes that every moment spent on coursework should engage and challenge you, we encourage students to request a waiver of core courses that closely resemble academic work previously completed. Approximately half of our students waive at least one course, which enables them to choose a more advanced elective in the same area.





# ENGAGE FEARLESSLY. LEARN BY DOING.

## AN ENVIRONMENT THAT ENCOURAGES BOLD THINKING AND RISK TAKING.

Kellogg coursework and team projects challenge you to make critical connections between academic theory and real-world practice and then put your best thinking to the test. When you engage fearlessly in this supportive environment, you can learn as much from falling short of the ideal as you can from your unqualified successes.

At Kellogg, you will work closely with faculty members and fellow students – often in collaboration with alumni and corporate partners – to explore innovative management concepts and practices and how to apply them directly to critical business issues. Such teamwork exposes you to a wide range of ideas and cross-functional approaches to problem solving.

Working in teams, you also build the strong communication and interpersonal skills essential to effective leadership. These distinctive characteristics of the Kellogg MBA are why organizations consistently give our graduates high ratings on their ability to lead, inspire and influence others.

# EQUIPPED TO LEAD IN THE GLOBAL MARKETPLACE.

The central challenge for business leaders in the 21st century is to acquire the skills, insights and thinking styles required to succeed in a global economy. Kellogg prepares you for this challenge with an expansive, fully informed view of the world along multiple dimensions.

Living and studying on campus, you broaden your global insights directly through members of the Kellogg community, diverse in culture, life experience, and academic training. Roughly one-third of Kellogg students come from outside North America. Approximately one in four Kellogg faculty members were born and educated abroad, and many others have studied or taught at universities outside the United States.

We have woven international business and global issues throughout the Kellogg curriculum in academic coursework and majors, experiential learning opportunities and student exchange programs. We continue to expand our global presence through academic partnerships with institutions of higher learning in established and emerging economies worldwide.

**INTERNATIONAL BUSINESS MAJOR.** The Kellogg International Business major builds a deep understanding of the international dimensions of business operations and management in finance, marketing, organizations and management strategy.

**GLOBAL INITIATIVES IN MANAGEMENT.** In this intensive, eye-opening global business leadership course – a Kellogg innovation – teams of classmates with a faculty adviser create and engage in a challenging 10-week curriculum that culminates in a two-week international field experience. In past GIM projects, Kellogg students have explored infrastructure strategies in India, food safety concerns in China and the Olympic bid in Brazil.

**STUDENT EXCHANGE PROGRAMS.** Exchange programs with more than 30 outstanding business schools on six continents immerse students in the country's language and culture while they explore regional business issues and practices. Exchange programs for full-time students usually happen during the second quarter of the second year.



**STUDENT ORGANIZATIONS.** Many of the Kellogg School's student-run clubs have an international focus: Africa Business Club, Asian Management Association, Canada Club, Chinese Business Club, European Business Club, Hispanic Business Student Association, India Business Club, Korean Business Club, Latin American, Hispanic and Iberian Management Association and Middle East and North Africa Club.

**KELLOGG INNOVATION NETWORK.** The KIN Global Summit engages business executives, government officials and leading scholars in active dialogue to develop solutions for critical global issues. Kellogg students who take the opportunity to work on research projects related to these challenges are invited not only to present their research projects, but also to attend KIN Global as full delegates. Past student projects have explored healthcare in India, entrepreneurship in Brazil, and creative sources of alternative energy.

## ACT, REFLECT AND LEARN FROM THE EXPERIENCE

Throughout the Kellogg Full-Time MBA Program – within the curriculum and well beyond – you will encounter life- and career-changing opportunities that enable and encourage you to act, reflect and learn from on-the-ground and in-the-field experiences.

- The innovative, highly specialized Asset Management Practicum, in which students manage an actual portfolio, provides exposure to cutting-edge practices and direct connections to alumni professionals in the field.
- The Medical Innovation Lab course teams Kellogg students with peers from Northwestern's medicine, law and engineering schools to develop innovative biotechnology products. Teams often incorporate to continue bringing their products to market.
- Other experiential learning courses explore wide-ranging issues and interests ranging from marketing, entrepreneurship and new ventures to health services management, real estate and sustainability.
- Events and conferences organized by students attract renowned speakers and participants who engage directly with students on wide-ranging topics and emerging trends, ranging from social change, business law and technology to the economies and business environments of Africa, India, China and Latin America.
- Student teams collaborate to compete in programs like the annual Kellogg Cup business plan and other case competitions in fields as diverse as healthcare, biotechnology and real estate.
- Kellogg students take on pro bono consulting assignments with local nonprofits to hone leadership skills in socially responsible endeavors. The Kellogg Board Fellows Program gives students hands-on experience by serving as nonvoting members on boards of nonprofit organizations.

# CAREER DEVELOPMENT

## HELPING SHAPE AND MANAGE YOUR CAREER FOR A LIFETIME.

Whether you're looking for a new job, a new professional direction, a long-term career plan or a rich library of career development resources, Kellogg's Career Management Center (CMC) is here for you. Our professionals work with you as personal consultants helping you to develop a solid understanding of the MBA job market, explore a tailored array of industries and functions, and create short- and long-term plans aligned with your passions and skills.

**Preparing you for success on the job.** Our team members work directly with you – often involving faculty members and alumni – to expand your prospecting and networking opportunities. You can also share leads and resources with other students who have similar interests.

**Kellogg's global reach.** Our international network, which extends across an exceptionally diverse range of industries and functions, sets us apart and opens up career opportunities rarely found elsewhere. Through the global network of more than 54,000 Kellogg alumni, you can cast a wide net worldwide – especially valuable if you're changing careers or searching for international opportunities.

**One-of-a-kind career research specialist.** Another unique benefit of CMC is our dedicated librarian, a highly specialized career research specialist who can equip you with career management tools and technology; guide you through the intricacies of researching careers, industries and companies; and coach you on how to make the most of your resources and research.

**Lifelong support.** Continue to enjoy CMC career support and professional development after graduation too. This includes free professional career coaching, self-assessment tools, résumé reviews, on-the-job success strategies, salary negotiation guidance and a job opportunities database for our MBA graduates.

## SEIZING OPPORTUNITIES AND OPENING DOORS

500

COMPANIES HIRING  
STUDENTS FOR  
FULL-TIME JOBS AND  
INTERNSHIPS IN 2012



160+

NUMBER OF  
RECRUITERS  
ON CAMPUS

---

**CAREER MANAGEMENT CENTER WEBSITE:** Secure access to extensive career development, job-search strategy information and other online career resources to make sure you get the help you need quickly.

**CAREER COACHING:** Unlimited access to one-on-one career coaching.

**KELLOGG CAREER NETWORK (KCN):** Password-protected online job board with more than 3,000 job listings submitted by top MBA employers ranging from startups to Fortune 500 companies and geared strictly for job seekers with an MBA.

**KELLOGG ALUMNI NETWORK:** Valuable career-building resources that open doors worldwide, including a password-protected online database of alumni information. Use this resource to connect with alumni for class projects, informational interviews, invitations to student events and mentorship.

**KELLOGG LIBRARY RESOURCES:** The CMC's dedicated career management librarian and resource specialist provides individual support for all aspects of career and job placement research on industries, companies, contacts, new developments and trends.

**JOB LISTINGS WITH OTHER TOP MBA SCHOOLS:** Through reciprocity agreements with select MBA schools in the United States and abroad, Kellogg students can access certain career service resources at our partner schools.

**CAREER DEVELOPMENT WORKSHOPS:** Workshops for students and alumni cover such topics as strategic planning and goal setting; tactical execution of résumés and cover letters; practical skills such as interviewing, business etiquette and salary negotiation; and performance-based issues such as on-ramping and managing multicultural teams.

**KELLOGG ON LINKEDIN.COM:** Exclusive Kellogg School group serving the entire Kellogg community, including class-specific and other affinity groups — the ideal way to network, find job leads, announce your career news and follow your peers' progress.

---



# EXPERIENCE KELLOGG

The best way to decide if Kellogg is right for you is to visit campus in person. Expect to 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 one-on-one with future fellow students over lunch, in casual chats or during a student-led campus tour. You can join 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 at [kellogg.northwestern.edu/FT-OnCampus](http://kellogg.northwestern.edu/FT-OnCampus).

To see the complete academic calendar for 2012–2013, visit [kellogg.northwestern.edu/Academic\\_Calendar](http://kellogg.northwestern.edu/Academic_Calendar).

## WANT TO CONNECT SOONER? BEGIN YOUR VIRTUAL VISIT RIGHT NOW.

**ASK A STUDENT** Connect with student leaders eager to answer your questions: [kellogg.northwestern.edu/FT-AskAStudent](http://kellogg.northwestern.edu/FT-AskAStudent)

**ADMISSION EVENTS** Meet our admission officers, alumni and students at events in your city or online: [kellogg.northwestern.edu/FT-AdmissionsEvents](http://kellogg.northwestern.edu/FT-AdmissionsEvents)

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

**READ OUR BLOG** Learn what life is like as a Kellogg student: [kelloggmbastudents.wordpress.com](http://kelloggmbastudents.wordpress.com)

**INTRODUCE YOURSELF** Sign up for a Kellogg Connection account: [kellogg.northwestern.edu/KelloggConnection](http://kellogg.northwestern.edu/KelloggConnection)

# APPLICATION

THE ADMISSIONS COMMITTEE EVALUATES EACH CANDIDATE'S ACADEMIC ABILITY, CAREER PROGRESS, CAREER GOALS, EVIDENCE OF LEADERSHIP, EXTRACURRICULAR ACTIVITIES, 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 résumé. The data form consists of biographical information, educational experience, honors and awards, extracurricular activities, work history and self-reported GMAT/GRE and TOEFL scores.

**INTERVIEW** // Part I requires all applicants to request an on-campus or off-campus interview. Interviews can be conducted before submitting your essays. All interviews are conducted based on the résumé. 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 essays, a scanned copy of all academic transcripts, letters of recommendation, an updated copy of your GMAT/GRE 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** // Applicants are required to complete a set of essays that address their candidacy from both a personal and professional perspective.

**TRANSCRIPTS** // 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 not required. Transcripts must be written in English or accompanied by an official translated copy. Accepted JD-MBA applicants must submit separate copies of their transcripts to Northwestern Law and to the Kellogg School before matriculating.

**LETTERS OF RECOMMENDATION** // Two completed letters of recommendation forms are required for admission. We would like to see one of these letters written by your current supervisor or manager. The second letter of recommendation should be from someone who can evaluate your 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.

**GMAT/GRE** // All applicants are required to submit a valid GMAT or GRE score. Either test must have been taken within the last five years. For applicants to the JD-MBA program, we accept only the GMAT.

**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 nonrefundable application fee and should remit payment electronically with the application.

**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. Several educational loan programs are available to Kellogg students: the Federal Direct Unsubsidized Stafford Loan, the Perkins Loan, the Federal Direct Graduate Plus Loan, and Private Education Loans.

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

**READY TO APPLY?**

**KELLOGG.NORTHWESTERN.EDU/FT-APPLY**

# APPLICATION DEADLINES AND ADMISSIONS CALENDAR

Your path to acceptance into the Kellogg Full-Time MBA Program can begin today. Please review the admissions calendar below to ensure that your application and all supporting materials are completed and submitted by the appropriate deadlines.

	ROUND 1	ROUND 2	ROUND 3
<b>APPLICATION PART I</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. 19, 2012	Dec. 4, 2012	April 3, 2013
	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. Assignment priority may be given to those who have submitted Part II.		
<b>ON-CAMPUS INTERVIEW REQUEST DEADLINES</b>	Select the ON-CAMPUS INTERVIEW REQUEST BOX and submit Part I by		
	Oct. 16, 2012	Jan. 3, 2013	April 10, 2013
	<b>THEN</b> Contact the Kellogg Admissions Office to schedule and complete your interview by		
	Dec. 1, 2012	March 2, 2013	April 26, 2013
	Please allow two business days after submitting Part I to schedule your interview. Chicago-area MBA applicants must request an off-campus interview unless applying to the JD-MBA Program.		
<b>APPLICATION PART II</b> DUE BY 11:59 PM CT	Oct. 16, 2012	Jan. 3, 2013	April 10, 2013
<b>DECISION</b> RENDERED BY	Dec. 17, 2012	March 21, 2013	May 15, 2013

Northwestern University is an equal opportunity, affirmative action educator and employer.

Northwestern University reserves the right to change without notice any statement in this publication concerning, but not limited to, rules, policies, tuition, fees, curricula and courses.

Northwestern University does not discriminate or permit discrimination by any member of its community against any individual on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, parental status, marital status, age, disability, citizenship or veteran status in matters of admissions, employment, housing or services or in the educational programs or activities it operates.

Harassment, whether verbal, physical or visual, that is based on any of these characteristics is a form of discrimination.

This includes harassing conduct affecting tangible job benefits, interfering unreasonably with an individual's academic or work performance or creating what a reasonable person would sense is an intimidating, hostile or offensive environment.

While Northwestern University is committed to the principles of free inquiry and free expression, the discrimination and harassment identified in this policy are neither legally protected expression nor the proper exercise of academic freedom.

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

©2012 Northwestern University. All rights reserved.

The information in this book may not be reproduced in any form without the written consent of the Kellogg School of Management.

Photography by Jeff Sciortino.



THINK BRAVELY.  
START HERE.



**KELLOGG SCHOOL OF MANAGEMENT**

Northwestern University

Donald P. Jacobs Center  
2001 Sheridan Road | Evanston, IL 60208-2001  
847.491.3308 | [MBAadmissions@kellogg.northwestern.edu](mailto:MBAadmissions@kellogg.northwestern.edu)

[kellogg.northwestern.edu](http://kellogg.northwestern.edu)