

Two degrees. Exponential possibilities.

MMMProgram



MMM=MBA+MEM

The dual-degree program that integrates management, operations and design.



McCormick

Northwestern Engineering

From concept to execution.

The MMM Program is a joint-degree program offered by Northwestern University's Kellogg School of Management and McCormick School of Engineering and Applied Science. MMM integrates design and operations, from concept to execution, from the management perspective.

In all businesses — manufacturing companies, service organizations and design industries — both design and operations are critical to success. Beautiful, functional products and carefully designed services create loyal, satisfied customers. To deliver these products and services smoothly, a company depends on efficient, economical, error-free operations.

However, it is the seamless integration of design and operations — based on sound management principles and the use of technology — that makes a good company great. With this goal in mind, the MMM Program offers a multidisciplinary curriculum and innovative approaches to solving customer problems. It challenges students to think globally about design, operations and management.

The power of two integrated degrees.

In MMM, students earn two degrees with one set of curricular requirements in just two years.

Our curriculum focuses on what managers need to know to lead product- and service-driven companies to success through technology. In addition to studying the core topics of the Kellogg School's renowned management program, students also learn central operations and design principles 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 business major such as finance, marketing or strategy. All students in the MEM curriculum complete a major in design and operations.

DESIGN AND OPERATIONS

MMM students learn a holistic approach to strategic planning and control of design and operations from the management perspective. They learn “design thinking” to develop innovative, customer-focused products and services, and “process thinking” to eliminate operational waste — defects, inventories, delays, movement. Together, superior design and lean operations enable a company to develop, produce and deliver innovative, high-quality, low-cost products and services when and where customers want them.

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. More detailed information is available at mmm.northwestern.edu.

INNOVATIVE COURSEWORK

The MMM program provides unique opportunities for students to build on their classroom learning



“Great design is fundamentally about creating great solutions to realize great opportunities. Its role in business is paramount. For a company like Harley-Davidson, we make an emotional connection through our products, service and brand. Design plays a pivotal and central role in the melding of the art and the science that is essential in all our motorcycles and the experiences we create around them.

The MMM Program gives students the knowledge and appreciation of the rightful place of design in leading businesses forward. Combining design thinking with the program’s strength in operations and collaborative work methods, MMM students have an edge on the competition when it comes to driving real value in business.”

MATT LEVATICH

MMM 1994

**PRESIDENT AND CHIEF OPERATING OFFICER
HARLEY-DAVIDSON MOTOR COMPANY**

“In design, you think about what’s possible. In operations, you think about tactics to help turn these ideas into products and services.

MMM helped me bridge this gap between the abstract and the concrete. Visualizing and expressing this insight helps me lead teams and distinguish what’s important.”

AMY NG

MMM 2008

**GLOBAL SUPPLY MANAGER, ENCLOSURES
APPLE, INC.**



through coursework and activities that apply the key concepts to real-world organizations. MMM coursework culminates in the Integration Project, which allows students to develop a business venture based on a new product or service or become consultants for leading companies. The MMM Integration Project, and the Kellogg School's experiential learning courses and Global Initiatives in Management Program, are just a few examples of such opportunities available to the MMM students.

Beyond 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. Senior executives from dozens of operations and design firms around the world advise us on curricular and strategic issues. Board members' companies hire MMM graduates, fund research and participate in integration projects and other classroom assignments. Their engagement has been critical to the MMM Program's success.

CONFERENCES

The annual Manufacturing Business Conference, led by MMM students, celebrates success at the intersection of operations, innovation and design. 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

WORLDWIDE SCOPE

With superior skills in design and operations management, MMM graduates are in demand around the world. Our alumni work in Europe, North and South America, and across Asia. In the United States, they manage teams at East Coast financial firms, West Coast technology companies, and organizations everywhere in between.

research around the world in the Kellogg School's Global Initiatives in Management Program, where students meet with leaders from business and government.

THE ALUMNI NETWORK

With each graduating class, the MMM alumni network — already the largest of any operations management program in the country — grows even more influential.

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 to support fellow alumni throughout their careers.

Our 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.

Sample course schedule.

FIRST YEAR

Note that details vary for each person depending upon when courses are taken. Shaded cells represent MMM-specific requirements. All courses are 1 credit except where noted.

Pre-term: Leadership in Organizations

Fall	Winter	Spring
Analytical Methods for Operations I (0.5 credit)	Operations	Analytical Methods for Operations II (0.5 credit)
The Design of Services and Products I (0.5 credit)		The Design of Services and Products II (0.5 credit)
Accounting for Decision-Making	Managerial Accounting	Elective
Business Strategy	Microeconomic Analysis	Elective
Elective: usually Marketing or Turbo Finance	Elective: usually Marketing or Turbo Finance	Elective

6.5 Kellogg MBA Core Courses

4 MMM Core Courses

Learn more about Kellogg majors and electives at kellogg.northwestern.edu/admissions.



“Successful innovation happens when two or more disciplines come together. Product and service companies increasingly seek to combine product innovations with process and business model innovations. With the interdisciplinary curriculum of the MMM program, MMM’s are best prepared to create and lead such innovation. By speaking all the languages of R&D, manufacturing and business management, they can go across functional company borders and provide the necessary glue to get companies to be innovative as one.”

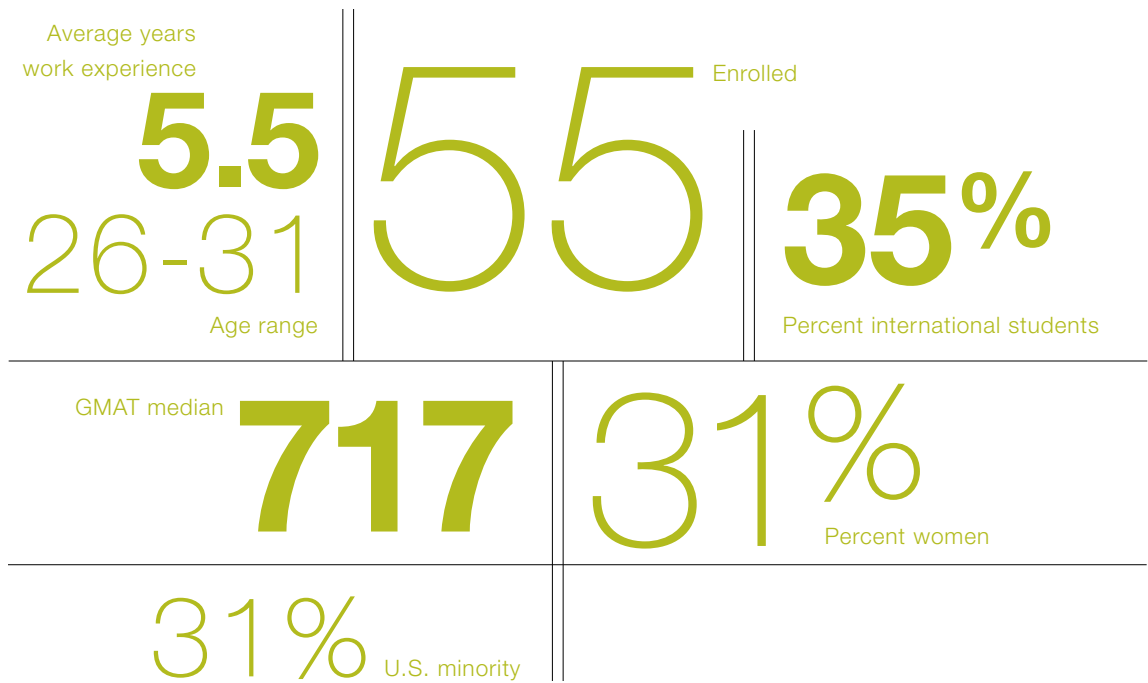
MIKKO RIEGER

MMM 2006

SENIOR PROGRAM MANAGER

NOKIA

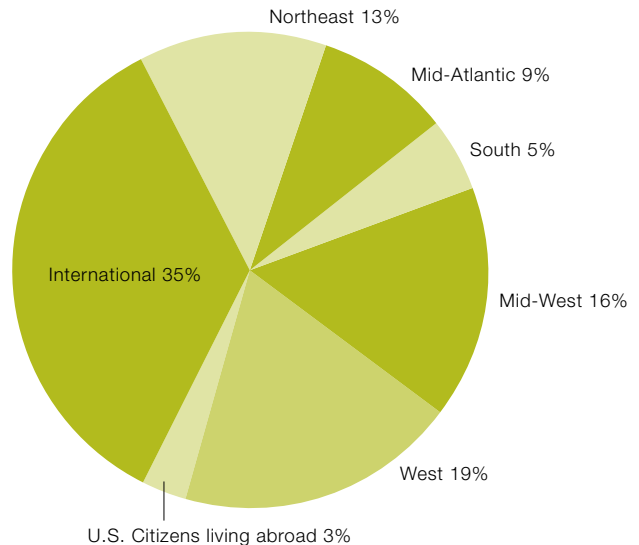
Profile of 2009 Kellogg MMM Program Entrants.*



UNDERGRADUATE MAJORS

Engineering	62%
Business	11%
Sciences	17%
Economics/Math	5%
Other (Liberal Arts)	5%

GEOGRAPHIC REPRESENTATION



*As of June 26, 2009

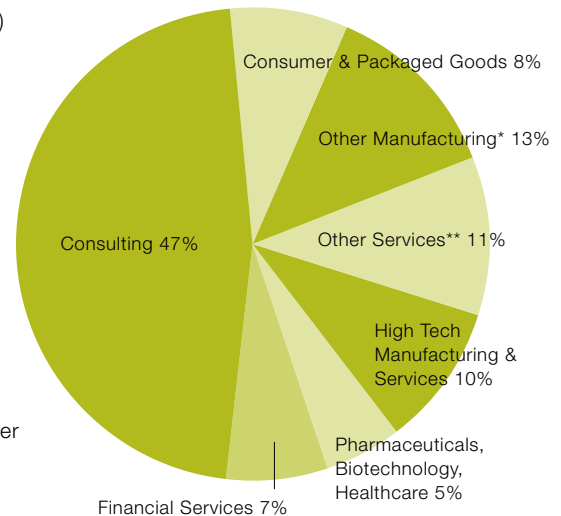
MMM Employment Statistics.

SAMPLE LIST OF JOBS FOR GRADUATING CLASSES OF 2008 AND 2009

A.T. Kearney†	Associate, Strategy and Supply Chain Consultant
AlixPartners LLC	Associate
Apple, Inc.†	Global Supply Manager, Operations, Senior Project Manager
Bain & Company†	Consultant
Barclays	Management Associate
Baxter Healthcare	Finance Manager
Booz & Company†	Associate
BCG*	Consultant
Cambridge Group	Consultant
Chevron	GS & T MBA Development Program
Danaher Corporation	DBS Leader (Acquisition Integration)
Deloitte Consult, LLP†	Senior Consultant
Delphi Corporation	Product Line Planner
Emerson Electric Co.	Planning Analyst
Elite Educational Institute	Vice President
ExxonMobil†	General Management
General Electric (Wind Turbine)	Product Manager
General Mills	Associate Channel Marketer
Goldman, Sachs & Co.	Associate
Granite Ventures	Vice President
Harrison Trading, Group, LLC	Proprietary Trader
Hill's Pet Nutrition, Inc.	Assistant Brand Manager
Hewlett-Packard Company	Supply Chain
IDEO, Inc.	Business Designer
Johnson & Johnson†	Marketing Manager, Product Manager
JPMorgan	Associate
Kamada Foods International	Division Manager
Laboratorios Azteca S.A. de C.V.	Chief Executive Officer
Lands' End	Sr. Financial Analyst
Lincoln International LLC	Investment Banking Associate
Marakon Associates	Consultant
McKinsey & Company†	Associate
Medtronics, Inc.	Product Specialist
Microsoft Corporation†	Corporate Strategy Manager, MBA Channel Operations
PepsiCo Chicago	Sr. Supply Chain Finance Analyst
PG&E	MBA Leadership Program Associate
PRTM†	Associate
Roland Berger Strat. Consulting†	Senior Consultant
Samsung Electronics†	Assistant Manager
United Airlines	Strategist, Revenue Management
Wanner Engineering Inc	Leadership Development Program
Walt Disney Company	MBA Finance Rotation Program

†two or more students

JOB ACCEPTANCES BY INDUSTRY



*Includes Automotive, Alternative Energy, Energy, Petroleum, Telecommunications, Widely Diversified

**Commercial Banking, Construction, Education, Entertainment, Government, Retail, Transportation Services, Utilities, Venture Capital

Note: Percentage may not equal 100 due to rounding



Program inquiries:

The MMM Program

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Admission inquiries:

Kellogg School of Management

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