



# think beyond...

the master's of  
business as usual.



WEATHERHEAD  
SCHOOL OF MANAGEMENT

CASE WESTERN RESERVE  
UNIVERSITY

You know that the world is changing in unprecedented ways. There was a time when you could expect to have one job over the course of a lifetime. Right now? People change jobs, on average, every four years. You can't count on your past to be your future, too.

You've read about business schools with renowned faculty, cutting-edge research, and a high-achieving student body. We have those things, and the rankings to show for it. *So what sets us apart?*

## UP NEXT: YOUR FUTURE

At the Weatherhead School of Management, we don't depend on what has come before to determine what we do next. That is why we are leading the way to a management science for the 21<sup>st</sup> century with our signature graduate curricula in *Manage by Designing* and *Sustainable Enterprise*. We have infused business basics with ideas and practices that change individuals, organizations, and societies, so our graduates leave Weatherhead primed to be part of what happens next.

We have found that textbook examples occur mainly ... well, in textbooks. Real problems are not solved by choosing between answers a, b, and c. That is where Weatherhead's *Manage by Designing* techniques come in. What designers know that managers need to is that solutions don't occur in a vacuum, any more than problems do. Be ready to throw out what is not working and try again. Sometimes, you try a, b, and c—and you keep going, to the end of the alphabet.

Industry and business professionals too often share an “either ... or” mentality. We prefer a “both ... and” kind of thinking. Today, corporations and businesses are only beginning to assess the potential financial benefits of sustainability, having assumed for a long time that you can't go green without losing greenbacks. At Weatherhead, *Sustainable Enterprise*, one of our transdisciplinary initiatives, has shown us that sustainability is a business opportunity of unmistakable worth. Profitability and responsibility are not mutually exclusive—they can go hand in hand.

Changing any human system can seem slow and cumbersome—even impossible—whether that system is a team, a community, an industry, or a society. Appreciative Inquiry, a groundbreaking theory developed by faculty at Weatherhead, provides ways for people to identify and build on strengths and to align their creativity for positive change. An action-research technique on an epic scale, Appreciative Inquiry is a tool that gets amazing things done.

What will set you apart when *your* “next” arrives?

Passion. Creativity. Knowledge. Optimism. Clarity. Ingenuity. Empathy.

*You're up next.*

## WEATHERHEAD BY THE NUMBERS

2	Centers for Teaching and Research	#25	in the U.S. <i>(Beyond Grey Pinstripes, 2009–Global)</i>
7	Academic Departments		
66	Full-time Faculty		
73	Full-time Staff	#48	Full-Time MBA in the U.S.
1,530	Students	#52	in North America <i>(The Economist, 2010–Global)</i>
19	Endowed Professorships		
5	Leading Academic Journals		
	Full-Time MBA Among the 30 Best Design Programs in the World <i>(Businessweek, 2009)</i>	#51	Full-Time MBA <i>(Businessweek, 2010–U.S.)</i>
	MBA Practicum in Sustainable Value and Social Entrepreneurship among the 10 Most Innovative Business School Courses <i>(Forbes, 2010–U.S.)</i>	#80	Full-Time MBA <i>(U.S. News &amp; World Report, 2012–U.S.)</i>
	.....		
	Undergraduate Business Program <i>(U.S. News &amp; World Report, 2011–U.S.)</i>	#14	Part-Time MBA
	.....	#5	in the Midwest <i>(Businessweek, 2009–U.S.)</i>
	.....		
#34	Undergraduate Business Program <i>(U.S. News &amp; World Report, 2011–U.S.)</i>	#29	Part-Time MBA <i>(U.S. News &amp; World Report, 2012–U.S.)</i>
	.....		
#40	Undergraduate Business Program <i>(Businessweek, 2011–U.S.)</i>	#21	Executive MBA
	.....	#16	in the U.S. <i>(Businessweek, 2009–Global)</i>
	.....		
#8	Macroeconomics	#3	Organizational Behavior Department <i>(Financial Times, 2008–Global)</i>
#9	Quantitative Methods		
#17	Microeconomics		
#23	Undergraduate Finance Program <i>(Businessweek, 2011–U.S.)</i>		
	.....		
#24	Undergraduate Accounting Program <i>(Public Accounting Report, 2009–U.S.)</i>		
	.....		
#10	Small School Full-Time MBA <i>(Beyond Grey Pinstripes, 2009–Global)</i>		
#33	Full-Time MBA		

### **FIRSTS:**

- ✦ To introduce leadership assessment and development into an MBA curriculum
- ✦ To incorporate *Manage by Designing* principles into an MBA curriculum
- ✦ To create Appreciative Inquiry and use it as a strength-based approach to organization development, social entrepreneurship, and regional economic development
- ✦ To implement PhD programs in organizational behavior and operations research
- ✦ To create a doctoral program aimed at reflective executives

### **HONORS AND ACCOMPLISHMENTS:**

- ✦ Five prominent management journals are headquartered at Weatherhead: *Design Issues*, the *Journal of Corporate Citizenship*, the *Journal of the Association of Information Systems*, *Research in Accounting Regulation*, and *Nonprofit Management and Leadership*.
- ✦ Char and Chuck Fowler, who made possible Weatherhead's Fowler Center for Sustainable Value, made a \$7.5 million gift to the school to fund a chaired professorship in *Sustainable Enterprise*, to support research, and to create teaching material.
- ✦ A-list faculty have won accolades ranging from best paper awards to lifetime achievement recognition. Recently, Weatherhead faculty have been presented with the Global Award for Entrepreneurship Research, considered the world's most prestigious award in entrepreneurship research; the Health Policy Research Award from the Health Policy Institute of Ohio; and the Glennan Fellowship of the University Center for Innovation in Teaching and Education (UCITE), among other honors.

To learn more about what's happening at Weatherhead, visit [weatherhead.case.edu/news](http://weatherhead.case.edu/news)



## MANAGE BY DESIGNING

Sometimes “best practices” just aren’t good enough. Design thinking imagines alternatives that have not yet made their way to the table, game-changing ideas still unformed, and fresh perspectives that could yield very different views of a problem.

We know that businesses cannot succeed by looking at every challenge through the same spreadsheet-based prism. Managers need to reach beyond one-size-fits-all solutions. Design consists, broadly, of observing behaviors, visualizing ideas, prototyping alternatives, and refining the best of them. The *Manage by Designing* approach, and the flexible, creative habits of mind that go with it, inform our curriculum and equip our graduates to consider complex, real-world challenges from a fresh and productive point of view.

On Case Western Reserve University’s campus, located at the heart of University Circle, students find themselves in one of the most dense concentrations of educational, scientific, medical, and cultural institutions in the United States. The Weatherhead School of Management is within a few minutes’ walk of the Cleveland Museum of Art, the Cleveland Institute of Art, and the Cleveland Orchestra.

The presence of these world-class cultural assets and the process of working with architect Frank Gehry on the plan for our iconic home in the Peter B. Lewis building influenced the decision to integrate *Manage by Designing* into Weatherhead’s culture and curriculum. Drawn by the potency of these initiatives for the future of design as well as that of management, Richard Buchanan, PhD, Professor of Information Systems, one of the world’s leading design theorists and teachers, joined our faculty in 2008. Fine art instructors, theatre directors, and art historians visit our classrooms to introduce their disciplines into our business studies. *Businessweek* named our MBA program one of the 30 best design programs in the world. Design is fast becoming a competency that sets our graduates apart.

For more on how Weatherhead students learn to *Manage by Designing*, visit [weatherhead.case.edu/initiatives/manage-by-designing](http://weatherhead.case.edu/initiatives/manage-by-designing)

## SUSTAINABLE ENTERPRISE

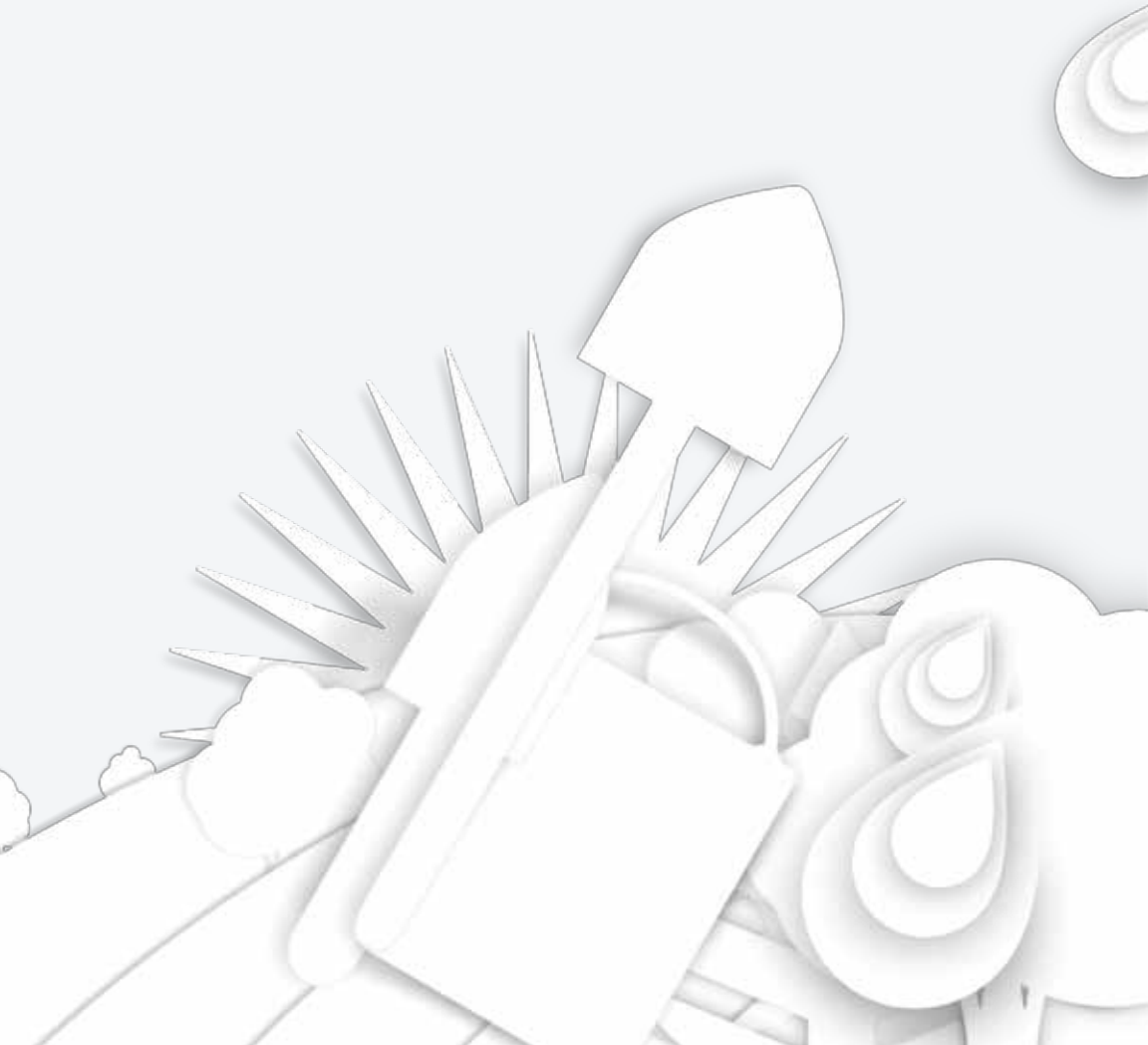
A conviction that runs throughout Weatherhead's curriculum is that today's pressing environmental and social challenges are business opportunities—chances to make a profit while making a difference. This notion has made an immediate impact outside the academy, too, as our faculty's research has helped more than 20 large businesses shift to greener, more responsible practices, from the way they source supplies to the standard of living their employees may expect.

A business can become sustainable if it seeks renewable resources and recognizes the social and environmental impact of its activities. Under the umbrella of *Sustainable Enterprise*, Sustainable Business and Social Entrepreneurship are emerging as twin engines of commerce in the new century. Sustainable Business aims to integrate world betterment into industry supply chains and strategy development, while Social Entrepreneurship seeks to improve societal conditions through entrepreneurship and other business models. *Forbes* recently recognized our MBA Practicum in Sustainable Value and Social Entrepreneurship in its list of the 10 Most Innovative Business School Courses. Many corporations are just starting to experiment with social responsibility, but at Weatherhead, we have long been interested in researching and teaching the triple bottom line: business viability, human well-being, and environmental sustainability.

## SUSTAINABILITY WITHOUT BORDERS

Weatherhead School of Management graduate students took first place at the Aspen Institute's 2010 Business & Society International MBA Case Competition, outcompeting teams from the University of Notre Dame's Mendoza College of Business, New York University's Leonard N. Stern School of Business, the Finnish University of Jyväskylä's School of Business and Economics, and Northwestern University's Kellogg School of Management. Tasked with creating a 10-year sustainability plan for the Indian multinational the Tata Group, the team showed how the company could continue to expand into different countries and cultures without compromising its community involvement at home. A panel of judges from Fortune 500 companies agreed that the Weatherhead students' plan was right on target—and a representative from Tata took the team aside even before the winners were announced to say he was impressed with how thoroughly the students addressed the complex challenges the corporation faced.

To learn more about how Weatherhead faculty and students are engaging *Sustainable Enterprise*, visit [weatherhead.case.edu/initiatives/sustainable-enterprise](http://weatherhead.case.edu/initiatives/sustainable-enterprise)





## ABOUT THE FACULTY

Weatherhead consistently garners praise as one of the most innovative management schools in the world, earning high marks with sources like the Aspen Institute and the *Financial Times*. Our world-class facilities, our location amid a square mile of historical, cultural, and educational institutions, and, of course, our pioneering curriculum all distinguish the Weatherhead School of Management. But without our internationally known faculty, committed to integrating cutting-edge research with real-world business applications, none of these things would matter.

Our faculty excel in teaching as well as research, and Weatherhead students prize the opportunity to share their insights and excitement in the most up-to-date and creative areas of management studies. Currently, Weatherhead has 19 endowed professorships in fields ranging from entrepreneurial studies to management design and industrial economics. Of 66 dynamic full-time faculty members, 91% have PhDs, and 26% come from overseas, giving a global context to what happens in our classrooms.

**Learn more about how Weatherhead faculty research is changing the world; visit [weatherhead.case.edu/research](http://weatherhead.case.edu/research)**



## ABOUT THE FOWLER CENTER FOR SUSTAINABLE VALUE

Led by Executive Director Roger Saillant, PhD, the Fowler Center for Sustainable Value seeks to uncover bona fide business opportunities in today's social and environmental challenges. We teach, research, and practice whole-system design methods to promote sustainability in business, industrial, economic, and regional contexts.

Core projects at the Fowler Center include editorship of the *Journal of Corporate Citizenship*, a year-long graduate immersion course called the MBA Practicum in Sustainable Value and Social Entrepreneurship, sustainability curriculum development for Weatherhead, and administration of the Global Forum for Business as an Agent of World Benefit. We offer our corporate clients workshops, seminars, and whole-system Appreciative Inquiry summits to help them devise strategic sustainability action plans. We facilitated the first Sustainable Cleveland 2019 summit at the request of Cleveland Mayor Frank Jackson in 2009 and continue to be involved in this 10-year initiative to build "a green city on a blue lake." The Fowler Center is also the Secretariat of the U.S. Network of the United Nations Global Compact, a strategic policy initiative for businesses committed to aligning their operations with 10 universally accepted principles in areas of human rights, labor, environment, and anti-corruption.

For more on the Fowler Center for Sustainable Value, visit [weatherhead.case.edu/centers/fowler](http://weatherhead.case.edu/centers/fowler)

## ABOUT THE MANDEL CENTER FOR NONPROFIT ORGANIZATIONS

The Mandel Center for Nonprofit Organizations supports the mission of nonprofits through a blend of services and programs that nurture the development and prosperity of nonprofit organizations and their leadership.

Mandel Center faculty are research leaders in the field who make their findings available to students and the wider community through forums and lectures. In addition, the peer-reviewed journal *Nonprofit Management and Leadership* was founded here in 1990 and is headquartered at the Mandel Center.

A student's education need not end with his or her degree: professional development programs at the Mandel Center ensure that alumni, their organizations, and nonprofit stakeholders have continued access to the latest research and the best resources. These include a number of well-established and widely respected programs:

- ✦ Leaders' Links, a peer learning program for Executive Directors and CEOs
- ✦ Treu-Mart Youth Development Fellowship, providing support and training in resiliency concepts for nonprofit professionals who work with youth outside of school
- ✦ Youth Philanthropy and Service (YPS), promoting young leaders who give of their time, treasure, and talent to benefit their community
- ✦ Faculty-led seminars and special-focus lectures as well as more informal conversations on the most pressing developments at issue in the nonprofit field today

Visit the Mandel Center on the web at [weatherhead.case.edu/centers/mandel](http://weatherhead.case.edu/centers/mandel)

## UNDERGRADUATE PROGRAMS

*U.S. News & World Report* ranked ours #34 nationwide among undergraduate business programs in 2011. Undergraduate specialty subjects at Weatherhead also rank highly; *Businessweek's* 2011 report ranked us #8 in the nation for macroeconomics. We also received high marks in quantitative methods (#9), microeconomics (#17), and finance (#23).

Students may pursue the Bachelor of Science in Accounting or the Bachelor of Science in Management, a well-regarded undergraduate business degree that may be enhanced with two concentration options: finance or marketing. The school also hosts Case Western Reserve University's Bachelor of Arts degree in economics, a degree awarded by the College of Arts and Sciences but based at Weatherhead. Possible minors include accounting, finance, economics, marketing, business management, and entrepreneurship. Our small undergraduate class sizes—typically ranging from 15 to 40 students—lend themselves to one-on-one interaction with internationally known faculty and industry leaders.

Affiliations with hundreds of companies, nonprofits, and government agencies in Cleveland and beyond make it easy to gain work experience, whether through summer internships or semester-long co-op opportunities. Our study abroad options include semester-long or year-long stays in countries from Singapore to Spain, as well as intensive short programs, such as our two-week International Management Institutes in Frankfurt, Germany, and Rouen, France. Our Action Learning course for seniors provides another distinctive experience. This semester-long management consulting assignment starts out with an intense "consulting boot camp," followed by research, analysis, and regular meetings with local clients large and small. Action Learning outcomes could take the form of a marketing plan, a set of strategic recommendations, or another solution customized to client needs.

Students graduate from Weatherhead prepared to add immediate value to their organizations, their communities, and the world. Recent interns and graduates have secured positions with Accenture, American Greetings, GE, Google, IBM, Intel, McKinsey & Co., Merrill Lynch, Sherwin-Williams, Big Four accounting firms, and many other Fortune 500 companies.

**To learn more about undergraduate studies at Weatherhead, visit [weatherhead.case.edu/degrees/undergraduate](http://weatherhead.case.edu/degrees/undergraduate)**



UNIVERSITY

# MASTER OF BUSINESS ADMINISTRATION

## **MBA**

Weatherhead's Full-Time MBA curriculum emphasizes leadership and analytical skills in the first year and includes our groundbreaking Dialogues in Management. Students work personally with top executives on real problems that their organizations have faced or anticipate in the near future. This series provides the immediate opportunity to apply skills and knowledge acquired in the classroom and to learn, by participation, how senior managers draw from all management disciplines to act on complex issues.

The second year of the MBA program introduces classes that deepen students' mastery of Weatherhead's forward-thinking initiatives, *Manage by Designing* and *Sustainable Enterprise*. Because these classes span the entire academic year, students have the chance to work on intensive applied projects in the design and sustainability areas, reinforcing theory with on-the-ground practice in ways that can surprise, instruct, and enlighten. Come and learn why the Aspen Institute, one of the world's most prominent centers of advocacy for sustainable business, ranks our MBA #10 among small schools, #25 in the U.S., and #33 worldwide, and why *Businessweek* identified it as one of the 30 best design programs in the world.

Weatherhead students benefit from our ties with leading companies and nonprofits from Alcoa to EZ Energy, from Cleveland Clinic to Cliff's Natural Resources. Our program and curriculum prepare students to take on important roles in any number of industries, giving them the ability—and the flexibility—to lead wherever they land.

## **PART-TIME MBA**

Offering the same challenging graduate education as the full-time program, our Part-Time MBA is a cohort-based program designed to accommodate working professionals. Students move through the three-year curriculum with the same group of peers to strengthen personal and professional bonds created in the classroom. The Part-Time MBA—ranked #14 in the nation by *Businessweek*—is carefully structured for maximum impact in a course of study designed for busy, ambitious professionals.

## EXECUTIVE MBA

Weatherhead's Executive MBA (EMBA) program explores leadership at four levels: the self, the team, the organization, and society. Students learn to recognize the opportunities for outstanding leadership at each of these levels, and acquire the skills necessary to turn those opportunities into measurable successes throughout their careers. And as anyone knows who has spent time in the C suite, it's one thing to have great ideas and great execution—and quite another to get your achievements across in the board room. That is why the Weatherhead EMBA explicitly addresses the *language* of the board room, empowering our students to communicate effectively and appropriately in any setting, with every colleague.

EMBA students have a minimum of 10 years' experience, with five of those in a management capacity, and must have their organization's endorsement to participate in the program—ranked #16 in the U.S. and #21 in the world by *Businessweek*. Candidates work one-on-one with an executive coach who ensures that they develop a personalized learning plan, succeed academically, and graduate with the tools to continually reexamine their leadership strengths and gaps to become the best leaders they can be. The curriculum is delivered over five semesters, or 21 months. Course formats facilitate learning; for instance, each of the four levels of leadership is explored in a one-week immersive format, while some quantitative courses extend over two semesters. Both Fall and Spring Semesters are comprised of a one-week immersion and two three-day visits. The Summer Semester is delivered abroad through the 10-day International Study Experience, during which Weatherhead faculty and seasoned professionals from institutions and organizations worldwide coordinate hands-on activities at global and local entities, as well as in an academic setting, in the selected region.

Faculty often host optional study and review sessions that are also recorded for virtual access. In addition, participants self-select learning teams that meet weekly outside of the classroom, either face-to-face or remotely, to achieve course objectives and enhance the learning experience. Learning teams represent essential study partnerships throughout the program, as well as invaluable resources for networking and support over a lifetime.

To learn more about our MBA offerings, visit [weatherhead.case.edu](https://weatherhead.case.edu)



# GRADUATE SPECIALIZATIONS

## **MASTER OF SCIENCE IN MANAGEMENT-FINANCE**

While many MS Finance degrees focus simply on quantitative math, Weatherhead's distinctive program prepares students to make immediate and skilled contributions to corporate finance, financial modeling, valuation, derivatives, risk management, and financial econometrics. Candidates learn from and work directly with dynamic faculty whose hands-on involvement with students is a point of pride at Weatherhead; meanwhile, our Cleveland location, home to the Federal Reserve Bank of Cleveland, is one of the most important banking centers in the United States. The program can be completed in three semesters, and internship opportunities are available on a competitive basis.

## **MASTER OF SCIENCE IN MANAGEMENT-OPERATIONS RESEARCH AND SUPPLY CHAIN MANAGEMENT**

Candidates for the MS-Operations Research and Supply Chain Management degree use quantitative methods to make organizations more efficient and competitive in the marketplace. The curriculum focuses on workable methods and concepts in financial investments, manufacturing, logistics, and transportation. Since demand for individuals with expertise in these areas usually far exceeds supply, our students are heavily recruited to become research and development analysts at top national and international employers in manufacturing, service, and consulting. Graduates can interact with all parts of an organization, design creative efficiency solutions, and assume significant management responsibilities early in their careers to become agents of positive change within the first few years of employment as they steer organizations towards increased efficiency.

## **MASTER OF SCIENCE IN POSITIVE ORGANIZATION DEVELOPMENT AND CHANGE**

The Master of Science in Positive Organization Development and Change is an innovative response to continuing challenges in the world that call for an increasing strategic focus on relational and human factors, striking a balance between economic well-being, social benefit, and environmental sustainability. The curriculum—taught by some of the foremost thought leaders in organizational behavior—is on the cutting edge of change leadership, organizational transformation, coaching, and strategic intervention. It draws heavily from fields pioneered by Weatherhead faculty, such as Appreciative Inquiry, emotionally intelligent leadership, Experiential Learning, and *Sustainable Enterprise*. The courses and concepts are taught through action research as part of a highly interactive, residency-based cohort program. This design fosters lifelong learning and builds lasting relationships between faculty and colleagues that extend far beyond the program's end.

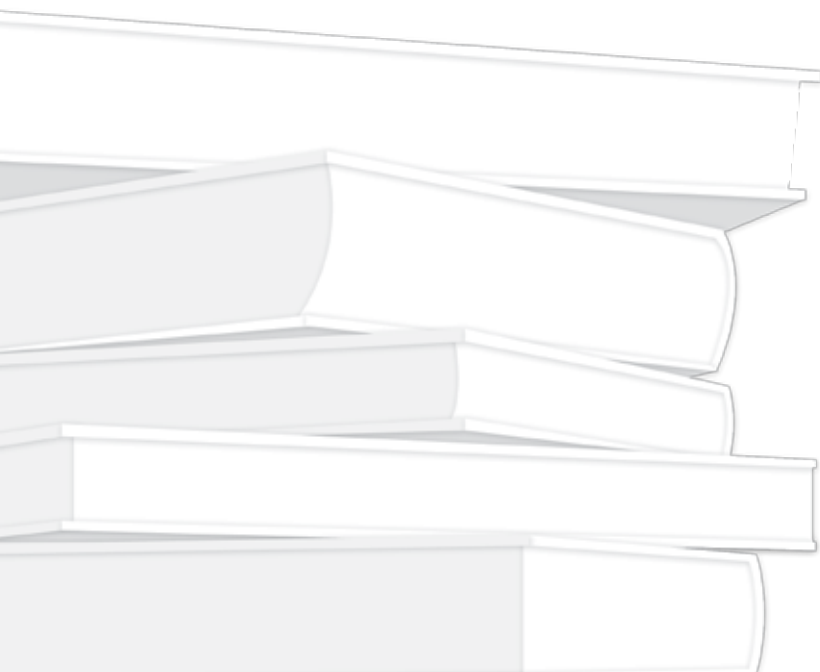
### **MASTER OF ACCOUNTANCY**

Most states require that applicants complete 150 credit hours of college education to become a CPA; thus, a master's degree has become the standard for professional accountants. Weatherhead's Master of Accountancy (MAcc) program, fully accredited by the Association for the Advancement of Collegiate Schools of Business (AACSB), builds on the foundation of an undergraduate accounting degree to provide students with the technical expertise for long-term career success. The degree program offers options to prepare graduates for diverse paths in public or corporate accounting, taxation, financial analysis, management, and consulting. Our students are presented with opportunities to develop their skills in critical thinking, leadership, and effective communication, all part of a Weatherhead education. Today, more than 500 Weatherhead MAcc alumni are employed in professional positions in 23 countries on five continents.

### **MASTER OF ENGINEERING AND MANAGEMENT**

In industry, the work of engineering and business management cannot be done independently. That is why Weatherhead and the Case School of Engineering have pooled resources via The Institute for Management and Engineering to offer a fully integrated Master of Engineering and Management (MEM) degree that can be completed in only three semesters. Graduates of the MEM program possess skills critical to success in a leadership role, require less management training, and contribute effectively to engineering organizations within their first year on the job.

To learn more about our professional master's degrees, visit [weatherhead.case.edu](http://weatherhead.case.edu)



# DOCTORAL PROGRAMS

## **PHD IN OPERATIONS RESEARCH**

The intrinsic complexity of supply chain organizations and the coordination of operational and financial decisions throughout the supply chain are at the heart of the PhD in operations research. Weatherhead's Operations Department has a rich history as a center of education and scholarship—it was here that the world's first doctorate in operations research was granted. Candidates learn a unique combination of mathematics, statistics, and computer-modeling to assist in decision-making for complex organizational problems.

## **PHD IN ORGANIZATIONAL BEHAVIOR**

Weatherhead's PhD in organizational behavior set the standard for universities worldwide; united by a passion for generating new knowledge of enduring consequence through scholarly inquiry, writing and research, and deeply reflective practice, candidates study in a department consistently ranked among the best in the world. Recipients of the PhD in organizational behavior have taken positions in leading think tanks and research-oriented nongovernmental organizations, and in such prestigious organizations as the London School of Business, Columbia University, Stanford University, the Naval Post-Graduate School, the World Bank, and the White House.

## **PHD IN MANAGEMENT**

A PhD in management offers students the opportunity to explore in depth the role of corporate managers as creators of value while preparing for a career as university faculty. Candidates become experts in fields including corporate development and diversification, management behavior, mergers and acquisitions, comparative management and technology policies, strategic planning, and corporate entrepreneurship, and may specialize in one of four areas: accountancy, information systems, labor and human resource policy, or marketing.

### *Accountancy*

The PhD in accountancy is structured, and a student's study plan is developed, to support high-quality research and effective teaching based upon knowledge and skill levels appropriate to a student's goals. Doctoral students work with faculty whose research investigates matters of importance to academics, practitioners, and policy makers, in order to influence practice and standard-setting in both the private and public sectors.

For more on the doctoral programs, visit [weatherhead.case.edu](http://weatherhead.case.edu)

### *Information Systems*

A management discipline engaged in design- and information-based inquiry, information systems (IS) is influenced by a broad set of concepts from the humanities, social sciences, and engineering. As a department, we study and design information-rich socio-technical systems that satisfy human and social needs. We seek intellectually curious students whose research interests intersect with ours and who possess a solid background in information systems or computer science; industrial, service, or interaction design; or related academic areas. Doctoral study of IS at Weatherhead attracts rigorous lateral thinkers who want to shape their environments and build a strong scholarly track record in the *Manage by Designing* arena.

### *Labor and Human Resource Policy*

A specialization in labor and human resource policy involves inquiry into the employment relationship and effective use of human assets at the level of work groups, organizations, markets, and societies.

### *Marketing*

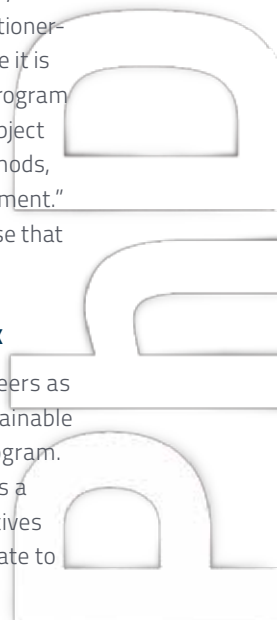
The marketing specialization is intended for students who are interested in developing skills for theory-driven scholarship that tackles managerial problems of sustainable customer relationships and value creation at marketing interfaces. Students are required to build skills for, and demonstrate, rigorous empirical work during the program. Within this broad focus, students are encouraged to explore and develop their dissertation research that may include topics in marketing innovations, B2B marketing, sales management, service marketing, marketing strategy, frontline marketing and marketing value chains, among others.

## **DOCTOR OF MANAGEMENT**

The Doctor of Management (DM) is our flagship program for experienced executives who have the passion, ability, and intellectual curiosity to go beyond their master's education and pursue a terminal degree. Established in 1995, this is the original executive DM program, preparing students to become practitioner-scholars, comfortable in the worlds of practice and academia both. Because it is based around periodic residencies, this transdisciplinary doctoral degree program may be completed in three years while working full time. DM graduates subject management decisions and organizational phenomena to the insight, methods, and rigor of academia—a practice we refer to as “evidence-based management.” At the same time, these graduates offer the academy wisdom and expertise that can only be attained through years of management experience.

## **PHD IN MANAGEMENT: DESIGNING SUSTAINABLE SYSTEMS TRACK**

Candidates who wish to reorient their professions to formally pursue careers as academic scholars may apply to the PhD in management: Designing Sustainable Systems track during their second year of the Doctor of Management program. Requiring an additional year of research and seminar-format study, this is a new model of doctoral education in management, incorporating perspectives from the fields of design, sustainability, and complex systems as they relate to management in a global environment.





## EXECUTIVE EDUCATION

What you learn in a single day can change everything. For more than 30 years, Weatherhead Executive Education has brought together the latest in academic research, real-world expertise, and solution-focused curricula to help organizations build human capital and improve performance. The Executive Education experience supplies participants with immediately beneficial principles for enhanced leadership and sets them on a path of sustained professional growth.

In addition to our signature Executive MBA for accomplished professionals, we offer two types of high-impact short programs: open enrollment programs and certificates, and custom solutions.

### OPEN ENROLLMENT

Our open enrollment portfolio boasts more than 70 programs and certificates in subjects ranging from “Leadership and Change” to “Finance and Operations.” More than 3,000 executives and managers attend these programs each year, gaining transformative knowledge in as little as one day or combining several day-long sessions to earn certificates. Flagship certificate programs include the “Emotionally Intelligent Leader” certificate and the “Appreciative Inquiry Certificate in Positive Business and Society Change.” With exciting research breakthroughs constantly occurring, our faculty and presenters refresh classic programs and add to our line-up as needed to provide each attendee with a dynamic, vital, and relevant experience.

### CUSTOM PROGRAMS

For a Weatherhead custom-solution approach, we invite organizations to select a program from our list of open enrollment offerings to be delivered on an exclusive basis. Alternatively, our program development team will work with a client to create a unique experience tailored to fit that company’s specific needs. By matching our world-renowned faculty and presenters with a client’s learning requirements, we ensure that participants take away knowledge and strategies ripe for immediate application in the workplace.

For more on our professional development programs, visit [weatherhead.case.edu/professional-development](https://weatherhead.case.edu/professional-development)



WEATHERHEAD  
SCHOOL OF MANAGEMENT

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CASE WESTERN RESERVE  
UNIVERSITY

Case Western Reserve University  
Weatherhead School of Management  
10900 Euclid Avenue  
Cleveland, Ohio 44106-7235  
216.368.2030  
[weatherhead@case.edu](mailto:weatherhead@case.edu)  
[weatherhead.case.edu](http://weatherhead.case.edu)



FPO

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