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**FROM THE  
DIRECTOR**

*Bruce Ankenman*

**MEM Takes on Teamwork!**

Teamwork is one of the constants of work life in today's business. MEM has long had many classes where students work together in teams to learn material in the same way that the material will ultimately be applied in the workplace. In particular, our gateway course puts a team of students in charge of a virtual company and allows them to work as a team to maximize profit and compete against other teams for the prize of "best run company."

As we all know, teamwork experiences can be great or can be painful (and occasionally both). Starting this Fall, MEM is piloting a teamwork enhancement program whose goal is to not only improve the experience of MEM students in classes with teams, but also to teach students teamwork skills which they can use throughout their career to improve the performance of any team. The teamwork program will begin as a supplement to our gateway course, IEMS 402. Our own Professor Gail Berger, who is an expert in teamwork practice, will be providing the teamwork instruction and coaching. It begins with a lecture and workshop on the first day of class where Professor Berger will go over some of the keys to high performance teamwork including the team contract which helps all team members to have similar expectations. Later in the quarter, Professor Berger will meet with the teams to provide both an analysis of their team processes and to provide specific coaching for each team. We also plan to have Professor Berger provide coaching to teams in IEMS 405, Marketing for Engineers. This way, students starting this Fall will have at least two chances in their MEM career to develop and apply their newly acquired teamwork skills and practices. If needed, this program may be expanded to other courses. We believe that this supplement to our curriculum will give MEM students a competitive advantage in any position that requires them to work in a team or to manage teams. Thanks to Professor Berger for her expertise and her willingness to take on this exciting new project for MEM.

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**INFORMATION  
SESSIONS**

**October 20, 2009  
Schaumburg**

**October 26, 2009  
Evanston**

We know that our best candidates are recommended by our students and alumni. We set high academic standards to maintain the value of your degree, so we appreciate you recommending colleagues who you think would benefit from and be qualified for the program.

Our next Information Sessions will be on Tuesday, October 20 in Schaumburg and the following week in Evanston on Monday, October 26. The Schaumburg session will not have a class following it because we are trying a new location. The Evanston format is as follows:

- 5:30 Director Bruce Ankenman gives an overview of MEM
- 5:50 Professors McNeeley & Semb in Evanston
- 6:10 Q & A with current students
- 6:30 Schaumburg – End of information session
- Evanston - Prospective students are invited to join class for the evening.

Invite a colleague to join us for the information session, or for more information have them contact Sue Fox, [s-fox@northwestern.edu](mailto:s-fox@northwestern.edu).

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**WELCOME NEW STUDENTS**

Joan Baginski – *Alcatel-Lucent*  
 David Beseda – *S&C Electric*  
 Swapnil Chaturvedi – *Continental Automotive Systems*  
 Vikas Checker – *GE Healthcare*  
 Aaron Cohen – *Northrup Grumman*  
 Garima Dhir – *Full time student*  
 Adam Gardner – *S&C Electric*  
 Anwar Hassan – *Tellabs*  
 Jessica Irons – *Tegant*  
 Chris Iasielo – *Sargent and Lundy*  
 Jenni Justiz – *Kraft Foods*  
 Gyani Kumar – *WIPRO Tech/India*  
 Vinay Lagisetty – *Keen Info Tek*  
 Mark Michiels – *Northrup Grumman*  
 Sue Nole – *AAR Defense System*  
 Varun Pahade – *Full time student*  
 Nimesh Patel – *WMS Gaming*  
 Asha Penmetsa – *Full time Student*  
 David Smentek – *Motorola*  
 Randy Sparkes – *Knowles Electric*  
 Daniel Thorstenson – *Motorola*  
 Margaret Wang – *Lifefitness*  
 Lei Zhao – *Full time student*

**The annual MEM New Student Orientation will be held Saturday, September 12.** All incoming MEM students will gather at the Technological Institute from 8:30–10:30 a.m. for their program orientation. The new students are then invited to join other students, faculty, staff, and alumni in cheering on the Northwestern University Wildcat football team as they take on the Eastern Michigan Eagles for an 11:00 a.m. kickoff. This annual tradition always proves to be fun and exciting for all involved, as well as an excellent opportunity for new students to meet each other before classes start. **We are expecting an all-time high of 150 students, alumni, and families this Saturday! Go 'Cats!**

**Correct Problem Definition for Successful Product Development**

Tuesday September 15, 2009

8:00 am – 9:30 am (with registration and breakfast at 7:30 am)

*Presented by Warren Haug, Adjunct Professor in the McCormick Master of Product Development Program at Northwestern*

[Register online](#)

[Location and schedule](#)

Most failures associated with new products are a result of making a product for which there wasn't enough customer demand. These failures are not a result in flawed manufacturing, but are cases of product opportunity simply being defined incorrectly. Ways in which new products can be designed more successfully will be discussed.



**Tuesday**  
**September 15,**  
**2009**

**New Offering:****Professional  
Development/  
Career  
Management  
Seminar Series****Led by Aaron J.  
Gellman****Fall Quarter Dates:  
Oct. 6, Oct. 13, Oct. 20**

This specially-designed 6 week non-credit course (3 classes during Fall Quarter and 3 classes during Spring Quarter) has been developed to provide professional masters' students with the tools and information necessary to manage a successful career. The sessions, led by Professor Aaron Gellman, have been designed specifically for MEM students and alumni, along with other Professional Master students. Professor Gellman has assembled a dynamic group of speakers who will share with the students a wealth of experience and information on how to manage a career to meet your own personal goals.

MEM students and alumni are welcome to attend as many lectures as they wish. **While there is no charge for this no-credit series, registration is required for planning purposes.** Online registration will open mid-September on the MEM website.

The course format follows a combination of lecture and discussion. There will be two lectures per session. Topics to be covered include:

**Fall Quarter 2009: Class Dates – Tuesday, Oct. 6, Oct. 13, Oct. 20 6:30-9:30 pm**

- Career Planning & Options in Engineering, Technology and the Sciences
- Career Options: Public vs. Private; Large Firms vs. Small
- Conveying your Strengths and Goals: Why Promoting Yourself is Not Unprofessional
- Determining One's Instinctive and Natural Strengths: the Kolbe Index™
- Dimensions of Compensation and Negotiating for Them

**Spring Quarter 2010: Class Dates – TBA**

- Career Planning & Options in Engineering, Technology and the Sciences
- Family and Career
- Investing Over Your Career
- Continuing Education and Professional Societies
- Networking and Mentoring
- Ensuring Career Success

**CALL FOR SENIOR  
DESIGN PROJECTS****Would you like  
free consulting?****Contact Prof Werwath  
(847) 491-4696****or****[m-werwath@  
northwestern.edu](mailto:m-werwath@northwestern.edu)**

Would you or your company benefit from free consulting services of 3-4 senior manufacturing or IE engineering students with expertise in systems simulation, mathematical modeling, economic analysis, management science and statistical/quantitative analysis?

The IEMS Dept is seeking proposals/referrals for projects used in its senior design course, for the winter and spring quarters in 2010. Actual work on these projects begins in January, 2010.

The ideal project is well defined and involves data collection, analysis and conclusions of value to the sponsoring company. Each project team typically makes 2 to 3 site visits and must be supported by an onsite company project sponsor. The duration of the project must be no more than 10 weeks, and must end by end of March, 2010. Typical projects include quality studies, business plan development, capacity studies, queueing analysis, facility and workspace layout and statistical process control projects, financial engineering.

The students are responsible for the subject matter content of their projects. Each team works with an IE faculty who focuses on the technical/academic integrity of the projects. Results and conclusions will be presented to the client companies in June, 2010.

Contact **Mark Werwath** with questions, or project/ referral, at [m-werwath@northwestern.edu](mailto:m-werwath@northwestern.edu)

**NEW COURSE:****Management  
Technology and  
Organizations****Paul Leonardi****Winter 2010 -  
Bensenville**

**Paul Leonardi's** teaching and research focus on issues pertaining to the design and implementation of new technologies, global product development, and the management of engineering work. Professor Leonardi's accomplishments include his recent appointment to the Allen and Johnnie Breed Junior Chair of Design in 2007.

A course designed to provide managers with a mix of approaches and techniques to manage technological innovation and change within their organizations, this course is divided into three modules. The first module examines how managers can design teams and organizations to promote innovation. The second module focuses on strategies and structures that encourage and impede effective product development. The third module explores practices that managers can use to implement new technologies and drive organizational change.

**NEW COURSE:****Sustainable  
Design for  
Product  
Development****Kimberly Gray****Winter 2010**

**Kimberly Gray's** research focuses on environmental catalysis and physicochemical processes in natural and engineered environmental systems. She is also studying the ways in which understanding of ecological relationships improves our ability to predict chemical transfer in aquatic systems and ultimately human health risks.

The goal of this course is to explore how we can conceive, design and develop a product or production facility using principles of sustainability and why we would do so. The course will start by evaluating the guiding definitions and various views on the drivers of sustainability. Special attention will be paid to the challenges of improving energy efficiency, finding alternatives to oil, and mitigating climate change. The course is primarily discussion based and will include a combination of discussions of readings and skills sharing sessions.

**NEW COURSE:****Supply Chain  
Management****Karen Smilowitz****Spring 2010**

**Karen Smilowitz** studies the opportunities and challenges of introducing operational flexibility in distribution systems and has developed innovative modeling and solution techniques for these complex transportation systems. Dr. Smilowitz has been a National Science Foundation CAREER Award recipient for the past six years.

Supply chain management has become increasingly important in recent years and critical for achieving a competitive advantage. At the same time, much of the US economy has transitioned from manufacturing to services. This course will examine will cover state-of-the-art approaches to analyzing key issues in supply chain management and service operations. Problem areas to be examined include: location analysis, inventory management, vehicle routing, personnel scheduling and management, multi-objective analysis, and scenario planning.

**NEW COURSE:****Design of Social  
Networks****Noshir Contractor****Spring 2010**

**Noshir Contractor's** research laboratory, the Science of Networks in Communities (SONIC), is developing and testing theories and methods of network science to map, understand and enable more effective networks in a wide variety of contexts. He is the lead architect of IKNOW and C-IKNOW, as well as the developer of Blanche, a software environment to model social networks.

Networks have come to play an increasingly important role in our understanding of a wide array of human phenomena. This course is intended to review issues associated with network perspectives on communicating and organizing. The course will review the science of networks in communication, computer science, economics, engineering, organizational science, life sciences, physical sciences, political science, psychology, and sociology, in order to take an in-depth look at theories, methods, and tools to examine the structure and dynamics of networks.