

Tepper School of Business

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Location: Tepper Quad 2400
www.cmu.edu/tepper/programs/ (<http://www.cmu.edu/tepper/programs/>)

The Tepper School of Business prepares tomorrow's leaders who are innovative thinkers who thrive where data and humanity connect. Empowered with the latest technology, students and alumni apply human intelligence - analytical, creative, and emotional - to unleash data's insights and lead teams toward smarter decisions. The Tepper School of Business strives for excellence in the creation and dissemination of knowledge that is grounded in scientific principles and interdisciplinary collaboration, and is directed toward improving the practice and profession of management. Since its founding in 1949 by William Larimer Mellon, the Tepper School of Business at Carnegie Mellon has been a pioneer in the field of analytical decision-making and management science.

Today, the Tepper School is most recognized for research and teaching in the areas of economics, finance, marketing, operations management, organizational behavior, and operations research. The School's notable contributions to the intellectual community include nine Nobel laureates. It is also ranked among the schools with the highest rate of academic citations in the fields of finance, operations/production, operations research, and organizational behavior. Undergraduate and graduate students gain a valuable academic foundation in the fundamental disciplines of economics, the behavioral sciences and the management sciences. In addition to emphasizing an analytical approach to problem-solving and decision-making, students integrate communication, strategic thinking, and leadership into their student experience.

Educational Objectives

The Tepper School of Business is committed to excellence at all levels of education - undergraduate, graduate, executive, and life-long learning. We recognize that educational excellence does not occur in a vacuum: it is the result of an intentionally created environment that values and takes advantage of diversity of community, thought, and experience.

The Tepper School values a diverse and inclusive community because it enriches our experiences and leads to greater creativity and innovation in our decision making. Attracting an outstanding and diverse community of faculty, staff and students, and ensuring that all members of our community have a voice and sense of belonging, will empower them to strive for excellence.

Our goal of undergraduate educational excellence is grounded on four pillars:

- creating and providing innovative and dynamic curricula;
- challenging students with opportunities and experiences that encourage them to reflect on the intersections of ethics, responsibility, and professionalism - enabling them to develop the skills needed to be successful future leaders of teams and organizations;
- transforming the classroom experience to make use of technology-enhanced learning so that students have multiple and differentiated learning models; and
- collaborating with programs and colleges across the CMU campus to create unique synergistic curricular and meta-curricular opportunities that take advantage of the breadth of CMU's excellence.

Academic Programs and Degrees Offered

The Tepper School offers degrees and programs that allow students to explore particular fields within their major.

- Bachelor of Science in Business Administration
- Bachelor of Arts in Economics
- Bachelor of Science in Economics
- Bachelor of Science in Economics and Mathematics

The Dietrich College of Humanities and Social Sciences administers the joint economics majors.

- Bachelor of Science in Economics and Politics
- Bachelor of Science in Economics and Statistics

Minors, Additional Majors and Dual Degrees

In addition to offering majors, the Tepper School offers additional majors, dual degrees and minors to all members of the Carnegie Mellon undergraduate community. These degrees are:

- Additional Major in Business Administration
- Additional Major in Economics
- Minor in Business Administration
- Minor in Business Analytics and Optimization
- Minor in Economics
- Minor in Financial Management
- Minor in Innovation and Entrepreneurship
- Minor in Operations and Supply Chain Management
- Minor in Product Management
- Dual Degree in Business Administration
- Dual Degree in Economics

Students interested in these options should consult with the appropriate Tepper School academic advisor.

Policies, Procedures and Opportunities

Academic Standing and Actions

The Tepper School believes that each student can be successful in their academic pursuits. Each student's academic pathway is unique and the Tepper School is committed to partnering with students as they learn and grow as future business leaders. At the end of each semester, a student's academic progress and performance is reviewed to determine student standing in the next academic semester. Academic actions support student success and create opportunities for students to reflect and utilize additional campus resources.

Academic Progress

Tepper students are expected to make adequate academic progress to ensure they complete their degree requirements within eight semesters. For most students, this means enrolling and completing at least 45 units per semester as they work to complete course requirements.

For business majors, academic progress is determined through these checkpoints: 1) completion of Computing @CM (99101) by the end of spring semester in the first year of enrollment; 2) by the end of a student's fourth semester in the business program, the student has successfully completed at least 40% of business foundation and business core classes (A-D grades). This translates to 8 different 9-unit courses that fulfill the requirements in the business foundation and business core courses; 3) and at the completion of a student's sixth semester in the business program, the student has a declared minor and business concentration; 4) maintain a QPA at or above 2.0; 5) complete 36+ units per semester. Students earning less than 36 units in any given semester may be considered for an academic action due to lack of academic progress.

For economics majors, academic progress is determined by these barometers: checkpoints: 1) completion of Computing @CM (99101) by the end of spring semester in the first year of enrollment; 2) and at the completion of a student's sixth semester, the student has a declared minor; 4) maintain a QPA at or above 2.0; 5) complete 36+ units per semester. Students earning less than 36 units in any given semester may be considered for an academic action due to lack of academic progress.

There are times when it is appropriate for students to enroll and complete less than 45 units and students should consult with their advisor to make the decision that is best for their immediate and long-term success. If a student enrolls and completes less than 45 units, they may be reviewed to ensure they are making adequate progress toward degree completion.

Good Standing (Departmental Status)

To graduate in eight semesters, students need to earn an average of 45 units per semester and maintain at least a 2.0 QPA.

Concern Status (Departmental Status)

Students who are not making adequate progress toward the degree, demonstrated either through QPA or semester course load, may receive a concern notification. Receiving the letter of concern notifies students

that they need to engage with their advisor to reflect on their academic performance, address their progress, and determine a plan for success. Students who receive a letter of concern are required to complete an Academic Success Plan with their advisor (instructions are included in the notification).

Academic Probation (Departmental Status)

Students with a semester QPA below 2.0 and/or did not earn at least 36 factorable units are reviewed for departmental probation. Students with a cumulative QPA below 2.0 may also be placed on probation. When a student is placed on probation, the Tepper School identifies expectations during the upcoming semester to support student success that must be met. Students on probation are required to complete an Academic Success Plan with their advisor (instructions are included in the notification). Students with probation status are not permitted to overload.

Students with probation status are reviewed by the Tepper School at the end of their probation semester. Students will return to good standing when they meet their probation expectations, earn at least a 2.0 semester QPA, complete at least 36 units, and earn a cumulative QPA at or above 2.0.

Academic Suspension (University Status, Department Decision)

Students who do not meet their probation requirements qualify for academic suspension. When a student is academically suspended, the Tepper School remains committed to student success and works with students on suspension throughout the suspension in targeted ways to ensure a successful return and sustained recovery during their CMU career. When a student is placed on academic suspension, they must meet with their academic advisor and the assistant dean to develop a plan for their future success. There are three phases that define the support: phase one (immediately after academic suspension decision); phase two (during the academic suspension); phase three (preparing for the return). Information about these phases is provided in the academic suspension notification. Each phase includes advisor outreach to check-in with the student. While on academic suspension, there are impacts (<https://www.cmu.edu/hub/registrar/leaves-and-returns/impacts.html>) for students to be aware of while away.

To return from academic suspension, the Tepper School requires the student to submit material for review to determine a student's eligibility to return. Information about the materials required to return from academic suspension and the deadline for submission are communicated within the academic actions letter. (University Suspension Policy (<https://www.cmu.edu/policies/student-and-student-life/suspension-required-withdrawal-policy.html>))

Final Probation (Departmental Status)

Following an academic suspension, Tepper School students return on final probation. When a student is placed on final probation, conditions are identified during the final probation semester that must be met to support student success. Students on final probation are required to complete an Academic Success Plan with their advisor (instructions are included in the notification) and follow additional conditions outlined by the Tepper School. Students with final probation status are reviewed by the Tepper School at the end of the semester. Failure to meet final probation conditions may lead to an academic drop from the Tepper School.

Drop (University Status)

Drop means permanent expulsion from the Tepper School. This normally follows a student's failure to meet minimal academic performance while on final probation following academic suspension.

Appeals

Students have the right to appeal Academic Actions Committee decisions to the Tepper School Dean or their appointed designee. All appeals must be received in writing by the deadline printed in the academic standing notification. Additional information about appealing an academic action decision is found in The Word: Student Handbook (<https://www.cmu.edu/student-affairs/theword/academic/appeal-of-grades-and-academic-actions.html>).

Dean's List

Tepper students who earn at least a 3.75 QPA with at least 36 factorable units (while receiving no conditional grades of "I" for Incomplete) receive Dean's List honors in fall and spring semesters. The Dean's List is published on the Tepper School website.

Graduation Requirements & Participation

In order to graduate, students must meet all course requirements specified for the program, earn a 2.00 or higher cumulative QPA, and complete the required number of earned factorable units. Students must also meet all university residence requirements and all university financial obligations before being awarded the degree and diploma. Students with less than 36 units remaining to complete in their undergraduate degree requirements

are eligible to participate in graduation events. In this situation, students participate in the event but do not receive their degree and diploma until all degree requirements, university residence requirements, and all financial obligations are met.

Students qualify to graduate by meeting the following conditions:

1. Complete all degree, College, and University course requirements as shown in the Undergraduate Business Administration's and Undergraduate Economics Program's sections of this catalog.
2. Receive recommendation for their degree by the faculty of the Tepper School.
3. Meet the University's residency requirement, detailed in the Undergraduate Academic Regulations (<http://coursecatalog.web.cmu.edu/aboutcmu/undergraduateacademicregulations/>) section of the catalog.
4. Meet all financial obligations to the university before being awarded a degree.

Modification of Graduation Requirements: A student may seek permission to modify graduation requirements by petition to the Assistant Dean and the Senior Associate Dean, Education.

Honors Thesis for Primary and Additional Majors

The Tepper School grants College Honors to graduating students who complete a senior honors thesis. The thesis is a two-semester research project with a written thesis as a final product and a presentation at the University's Meeting of the Minds research symposium in May. Eligible students must have at least 75% of their undergraduate course units and a 3.5 or higher cumulative QPA. The honors thesis is 18 units in total and students receive College Honors upon graduation. Non-Tepper students pursuing the Tepper additional majors may apply for the Tepper School's College Honors.

Independent Study

The Tepper School supports student research through credit-earning independent study with CMU faculty members. Students must be in good academic standing to be eligible for independent study. Students can earn between three and nine units of independent study for a factorable grade. The nine units are agnostic to which department awards them unless the Independent Study units are a requirement for a minor or additional major. Independent study cannot be used as a substitute for an existing course in the undergraduate catalog and cannot be a substitute for a curriculum requirement.

All independent study plans require the active involvement of a CMU faculty advisor who is responsible for the course structure and content activities, evaluation criteria, and final grade determination. Only one independent study is applied to the degree requirements. The independent study application (<https://www.cmu.edu/tepper/programs/undergraduate-business/current-students.html>) must be received by or on the add deadline of the semester during which the study is anticipated.

Integrated and Accelerated Master's Degree (3-1-1 program)

Integrated and Accelerated Master's Degree programs enable undergraduate students to earn both an undergraduate degree and a masters degree by remaining one additional year at Carnegie Mellon.

Integrated and Accelerated Master's Programs represent a considerable savings in cost and time. Students attain further breadth and/or depth of knowledge in their area of study, broadening their post-graduation career opportunities.

The Tepper School of Business offers an integrated and accelerated Master of Business Administration (MBA) to CMU undergraduate students completing either a Business Administration major or an additional major in Business Administration. Students complete 3 years as a CMU undergraduate, followed by 1 year of integrated undergraduate and graduate study, followed by 1 full year of graduate MBA coursework at Tepper. This allows students to complete the two degrees within 5 years.

To be admitted to the program, students must have applicable work or internship experience and have attained grades of B or higher in the following courses: 70-257, 21-257 or 21-292; 73-102; 70-122; 70-371; 70-381; and 70-391.

Students must apply and be admitted to the Tepper MBA program. Learn more about Tepper MBA admissions requirements (<https://www.cmu.edu/tepper/programs/mba/admissions/>). Interested students should apply during the junior year.

For more information on Accelerated Master's Programs, please contact the Tepper Master's Admissions Office at mba-admissions@andrew.cmu.edu or by phone 412-268-5687.

Leave of Absence

The Tepper School is committed to each student's success as they progress through the degree requirements. There may be times when it is in the student's best interest to consider a Leave of Absence in consultation with their academic advisor. W grade assignments are assigned by the academic program depending on the circumstances and timing of the Leave of Absence. When a student elects a Leave of Absence, the program remains committed to student success and works with the student throughout the time away in targeted ways to ensure a successful return to CMU. Students preparing to return from a Leave of Absence will work with the Assistant Dean and academic advisor to submit the required University paperwork and prepare for a successful return.

semester course overload

A course overload for a business student is any schedule with more than 51 units in Fall or Spring semester or more than 24 units in Summer I or Summer II. Students must petition to receive a semester overload. For Fall and Spring semesters, Tepper students petition to enroll in more than 51 units for the semester to total 57 units. For both Summer I and Summer II, students are eligible to enroll in 24 total units and can petition for 3 additional units to total 27 units per term. Students must meet the identified QPA threshold to petition for an overload. Petitions are reviewed and determined by the Tepper School. Students transferring into the Tepper School from across campus may be required to reduce their unit load to meet the Tepper School policy of 51 units per semester. New first-year or external transfer students are restricted to 50 units in their first semester and are not eligible to overload until they complete one semester. A student may lose the right to overload if their QPA drops below the threshold after an overload for the next semester has been granted.

Student Defined Major

Carnegie Mellon offers the opportunity for undergraduate students to pursue a University Student-Defined Major (<http://coursecatalog.web.cmu.edu/aboutcmu/undergraduateoptions/#studentdefinedmajorcontainer>) (SDM). Students interested in this opportunity should begin by speaking with the Assistant Dean. The Tepper School requires students pursuing the SDM to be in good academic standing at the time the SDM is approved by Tepper as the home college.

Study Abroad

Tepper students have an array of study abroad programs available to them. Tepper offers Departmental Exchange Programs (<https://www.cmu.edu/tepper/programs/undergraduate-business/curriculum/study-abroad.html>) with business schools abroad, and many other options can be explored through CMU's Study Abroad Portal (<https://cmu-sa.terradotta.com/>). Students interested in study abroad programs should consult with a study abroad advisor in the Office of International Education and their academic advisor about the location, courses to study, and appropriate timing. Some study abroad programs have specific QPA requirements that must be met; for programs without a defined QPA requirement, the Tepper School requires students to have a cumulative QPA of 2.0 or higher to pursue a study abroad experience.

Students work with the Office of International Education (<https://www.cmu.edu/studyabroad/>) to complete the Study Abroad Transfer Credit (SATC) Form, which is required for all CMU students, prior to departure. Students must have their courses reviewed for equivalency through the transfer credit review process and study abroad transfer credit must align with transfer credit policies. If course plans change, the student must update the SATC form.

Tepper Minors

The Tepper School offers minors in Business Administration, Business Analytics and Optimization, Economics, Financial Management, Operations and Supply Chain Management, Product Management, and Innovation & Entrepreneurship (as an IDeATE minor). Eligibility to declare one of these minors varies and students should consult the course catalog for additional information. Students enrolled in one of these minors are required to adhere to the same grading policies as primary majors. This includes the minimum QPA, letter grades for degree required courses, and the repeating courses. Upon completion of the minor degree requirements, the Tepper School

certifies the minor and it is recorded on the academic transcript; minors do not appear on a student's diploma per University policy.

If a student is pursuing a business minor that requires 73102 and receives a pre-requisite waiver for 73102, 9 additional units of elective course work (70xxx) is required to ensure 54+ units are met in the minor curriculum.

If a student is pursuing an economics minor and receives a pre-requisite waiver for 73102, 9 additional units of elective course work (73xxx) is required to ensure 54+ units are met in the minor curriculum.

Faculty

FACULTY MEMBER'S NAME, Title & Dept/ProgramCarnegie Mellon, 2023-