Undergraduate Business Administration Program

Burton Hollifield, Faculty Head
Jennifer Wegner, Executive Director
Location: Tepper Quad 2400
Email: uba@andrew.cmu.edu
www.cmu.edu/tepper/programs/undergraduate-business/ (http://www.cmu.edu/tepper/programs/undergraduate-business/)

The Business Administration Program in the Tepper School of Business is for students interested in a broad undergraduate education based on quantitative reasoning, leadership development, and communications skills. The curriculum is rigorous and flexible to accommodate the interests of students with diverse goals, ranging from beginning a professional career to graduate study.

Tepper bases the curriculum around a central core of courses in the functional areas of business, economics, mathematics, communications, and breadth courses in liberal arts and sciences. Students complete an in-depth study in one functional business concentration along with additional business electives. Students also complete a minor from outside the Tepper School of Business to obtain breadth and compliment their business education. The minor promotes students’ intellectual confidence and leads to the broad knowledge that can last a lifetime. The curriculum structure helps Tepper graduates become leaders in complex global business, technical, and political environments.

Beyond the major in Business Administration, we offer the opportunity for a minor and additional major to students in other programs of the university.

B.S. Degree in Business Administration

To receive the B.S. degree in Business Administration, students must complete at least 364 units, consisting of the requirements for the Business Foundation, Business Core, Concentration Area, Breadth, and a Minor.

Business Foundations

<table>
<thead>
<tr>
<th>Mathematics</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-120 Differential and Integral Calculus</td>
<td>10</td>
</tr>
<tr>
<td>21-256 Multivariate Analysis</td>
<td>9</td>
</tr>
<tr>
<td>or 21-259 Calculus in Three Dimensions</td>
<td>9</td>
</tr>
<tr>
<td>70-257 Optimization for Business</td>
<td>9</td>
</tr>
<tr>
<td>or 21-257 Models and Methods for Optimization</td>
<td>9</td>
</tr>
<tr>
<td>or 21-292 Operations Research I</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economics</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>73-102 Principles of Microeconomics</td>
<td>9</td>
</tr>
<tr>
<td>73-103 Principles of Macroeconomics</td>
<td>9</td>
</tr>
<tr>
<td>73-230 Intermediate Microeconomics</td>
<td>9</td>
</tr>
<tr>
<td>or 73-240 Intermediate Macroeconomics</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statistics</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-207 Probability and Statistics for Business Applications</td>
<td>9</td>
</tr>
<tr>
<td>or 36-200 Reasoning with Data</td>
<td>9</td>
</tr>
<tr>
<td>70-208 Regression Analysis</td>
<td>9</td>
</tr>
<tr>
<td>or 36-202 Methods for Statistics &amp; Data Science</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Computing</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-110 Business Computing</td>
<td>9</td>
</tr>
</tbody>
</table>

Business Core

<table>
<thead>
<tr>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-106 Business Science</td>
</tr>
<tr>
<td>70-122 Introduction to Accounting</td>
</tr>
<tr>
<td>70-311 Organizational Behavior</td>
</tr>
<tr>
<td>70-332 Business, Society and Ethics</td>
</tr>
<tr>
<td>70-340 Business Communications</td>
</tr>
<tr>
<td>70-345 Business Presentations</td>
</tr>
<tr>
<td>70-371 Operations Management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Electives</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-381 Marketing I</td>
<td>9</td>
</tr>
<tr>
<td>70-391 Finance</td>
<td>9</td>
</tr>
<tr>
<td>70-104 Business Leadership Endeavor I</td>
<td>3</td>
</tr>
<tr>
<td>70-204 Business Leadership Endeavor II</td>
<td>3</td>
</tr>
<tr>
<td>70-304 Business Leadership Endeavor III</td>
<td>3</td>
</tr>
<tr>
<td>70-401 Management Game</td>
<td>12</td>
</tr>
</tbody>
</table>

Concentration

Concentrations provide a focus of additional courses (both required and elective) that the student must complete in order to obtain in-depth knowledge of a particular function area. Students should review the required and elective courses for each concentration found on the program’s website (https://www.cmu.edu/tepper/programs/undergraduate-business/curriculum/business-concentration-areas.html) at the time of declaration to ensure appropriate understanding of course options which may change as curriculum adjustments are made.

Students must complete at least one of the following concentrations. For students electing to complete an additional major, the concentration requirement is waived.

- Accounting
- Business Analytics
- Business Technology
- Economics, Markets, and Strategy
- Entrepreneurship
- Finance
- Global Economics and Business
- International Business
- Leadership & Organizational Effectiveness
- Marketing
- Operations Management

Business Electives

Students must complete 27 units of Business electives that do not double-count with any other degree requirement. This can include 21-270 Introduction to Mathematical Finance and upper-level Economics courses (73-3xx and above) that do not double-count with any other degree requirement. This cannot include 70-350 Acting for Business.

Breadth

Students must complete one course from each of the five distribution categories (Science & Technology; Cognition, Choice, & Behavior; Political & Social Institutions; Creative Production & Reflection; Cultural Analysis) to meet these requirements. The website (https://www.cmu.edu/tepper/programs/undergraduate-business/curriculum/breadth-requirements.html) has the current list of course offerings in each category. Further, students must complete the First-Year Writing Requirement and Global Histories to fulfill the requirements for the BA degree. 70-350 Acting for Business can be used to satisfy the Creative Production & Reflection category.

The minimum number of units required to complete the breadth requirements is 63 units.

First-Year WRITING

<table>
<thead>
<tr>
<th>Units</th>
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<tbody>
<tr>
<td>76-101 Interpretation and Argument</td>
</tr>
<tr>
<td>or 76-102 Advanced First Year Writing: Special Topics</td>
</tr>
<tr>
<td>or 76-106 Writing about Literature, Art and Culture</td>
</tr>
<tr>
<td>&amp; 76-107 and Writing about Data</td>
</tr>
<tr>
<td>or 76-106 Writing about Literature, Art and Culture</td>
</tr>
<tr>
<td>&amp; 76-108 and Writing about Public Problems</td>
</tr>
<tr>
<td>or 76-107 Writing about Data &amp; 76-108 and Writing about Public Problems</td>
</tr>
</tbody>
</table>

GLOBAL HISTORIES

<table>
<thead>
<tr>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>79-104 Global Histories</td>
</tr>
</tbody>
</table>
Distributional CATEGORIES

Current course offerings can be on the program website (https://www.cmu.edu/tepper/programs/undergraduate-business/curriculum/breadth-requirements.html)). Choose one from each category:

- **COGNITION, CHOICE, AND BEHAVIOR** - This requirement explores the process of thinking, decision making, and behavior in the context of the individual.
- **CREATIVE PRODUCTION & REFLECTION** - These courses foster creativity and provide exposure to artistic and intellectual products such as drama, literature, design, music, expository writing, and foreign languages. It also seeks to stimulate critical reflection on the process of creating, and inquiry into why one chooses certain kinds of creative productions.
- **CULTURAL ANALYSIS** - This requirement fosters deeper understanding of the role cultures play in shaping individual and social behaviors.
- **POLITICAL AND SOCIAL INSTITUTIONS** - This requirement presents courses that analyze, through model-based reasoning, the processes by which institutions organize individual preferences and actions into collective outcomes. Choices draw upon such disciplines as political science, history, and policy analysis.
- **SCIENCE & TECHNOLOGY** - This requirement seeks to engage students in both exposure to substance, and the experience of, methods in science and technology through courses drawn from the natural and physical sciences, computer science, and engineering.

**Minor**

In order to obtain the degree, students must complete a minor from another academic department. For students electing to complete an additional major, the minor requirement is waived.

**Computing @ Carnegie Mellon**

99-101 Computing @ Carnegie Mellon

This course is required of all students for them to learn about the campus computing environment (usually taken prior to one’s first semester of first year).

**Additional Major/Dual Degree**

**Additional Major in Business Administration**

Students interested in pursuing the additional major in Business Administration must consult with the Undergraduate Business Administration program and meet the requirements outlined on the declaration form.

The following courses are required for the Additional Major:

**Business Core**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-122</td>
<td>Introduction to Accounting</td>
<td>9</td>
</tr>
<tr>
<td>70-311</td>
<td>Organizational Behavior</td>
<td>9</td>
</tr>
<tr>
<td>70-332</td>
<td>Business, Society and Ethics</td>
<td>9</td>
</tr>
<tr>
<td>70-340</td>
<td>Business Communications</td>
<td>9</td>
</tr>
<tr>
<td>70-345</td>
<td>Business Presentations</td>
<td>9</td>
</tr>
<tr>
<td>70-371</td>
<td>Operations Management</td>
<td>9</td>
</tr>
<tr>
<td>70-381</td>
<td>Marketing I</td>
<td>9</td>
</tr>
<tr>
<td>70-391</td>
<td>Finance</td>
<td>9</td>
</tr>
<tr>
<td>70-401</td>
<td>Management Game</td>
<td>12</td>
</tr>
</tbody>
</table>

**Business Electives**

Students must also complete a minimum of 18 units with a maximum of 21 units in Business courses (70-xxx). Business Leadership Endeavor courses (70-104 Business Leadership Endeavor I, 70-105 Business Leadership Endeavor: Intern, 70-204 Business Leadership Endeavor II, 70-205 Business Leadership Endeavor II, 70-304 Business Leadership Endeavor III, 70-305 Business Leadership Endeavor III) and 70-350 Acting for Business cannot count for this requirement.

**Double-Counting Restriction**

No more than two business core/business elective courses may double-count toward any other major or minor requirements. There are no double counting restrictions between the additional major and a student’s home college general education requirements.

**Dual Degree in Business Administration**

Students intending to pursue a Dual Degree in Business Administration are required to apply for the degree in the same way students apply for the additional major. In addition to the student’s primary degree requirements, a student accepted for Dual Degree in Business Administration is required to complete at least 454 units in total and meet all requirements for the Business Administration major including the major’s breadth requirements, concentration area, and business elective requirements. The student’s primary major will substitute for the minor requirement. The student’s primary major must be completed prior to or at the same time as the dual degree in Business Administration to satisfy the minor requirement.

**Double-Counting Restriction**

No more than two business core/business elective courses may double-count toward any other degree requirements.

**Minors**

**Minor in Business Administration**

Students interested in pursuing the minor in Business Administration must consult with the Undergraduate Business Administration program and meet the requirements outlined on the declaration form.

**Required:**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-100</td>
<td>Global Business</td>
<td>9</td>
</tr>
<tr>
<td>70-122</td>
<td>Introduction to Accounting</td>
<td>9</td>
</tr>
<tr>
<td>73-102</td>
<td>Principles of Microeconomics</td>
<td>9</td>
</tr>
<tr>
<td>73-103</td>
<td>Principles of Macroeconomics</td>
<td>9</td>
</tr>
<tr>
<td>73-230</td>
<td>Intermediate Microeconomics</td>
<td>9</td>
</tr>
<tr>
<td>73-240</td>
<td>Intermediate Macroeconomics</td>
<td>9</td>
</tr>
<tr>
<td>73-245</td>
<td>Business Leadership Endeavor I</td>
<td>9</td>
</tr>
<tr>
<td>73-250</td>
<td>Business Leadership Endeavor II</td>
<td>9</td>
</tr>
<tr>
<td>73-255</td>
<td>Business Leadership Endeavor III</td>
<td>9</td>
</tr>
<tr>
<td>73-260</td>
<td>Business Leadership Endeavor IV</td>
<td>9</td>
</tr>
</tbody>
</table>

**Constrained Elective - Choose one:**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-311</td>
<td>Organizational Behavior</td>
<td>9</td>
</tr>
<tr>
<td>70-371</td>
<td>Operations Management</td>
<td>9</td>
</tr>
<tr>
<td>70-381</td>
<td>Marketing I</td>
<td>9</td>
</tr>
<tr>
<td>70-391</td>
<td>Finance</td>
<td>9</td>
</tr>
<tr>
<td>70-401</td>
<td>Management Game</td>
<td>12</td>
</tr>
</tbody>
</table>

**Business Electives:** Choose 18 units of 70-xxx courses.

Innovation & Entrepreneurship Minor Requirements

Minor in Innovation & Entrepreneurship (IDeATe)
The minor in Innovation & Entrepreneurship is offered by the Tepper School of Business as part of the Integrative Design, Arts and Technology (IDeATe) network. IDeATe offers students the opportunity to become immersed in a collaborative community of faculty and peers who share expertise, experience, and passions at the intersection of arts and technology. Students will engage in active 'learning by doing' in state-of-the-art maker spaces. The program addresses current and emerging real-world challenges that require disciplinary expertise coupled with multidisciplinary perspectives and collaborative integrative approaches.

The IDeATe undergraduate curriculum consists of eight areas, all of which can also be taken as minors. The themes of these areas integrate knowledge in technology and arts: Game Design, Animation & Special Effects, Media Design, Design for Learning, Sonic Arts, Innovation and Entrepreneurship, Intelligent Environments, and Physical Computing.

For more information about IDeATe, please see the Undergraduate Options (http://coursecatalog.web.cmu.edu/servicesandoptions/undergraduateoptions/#ideate) section of the Catalog.

The minor in Innovation and Entrepreneurship is a cross-university initiative that brings together STEM disciplines with arts, humanities, and business.

In this minor, you will work collaboratively in hands-on explorations of the complete 21st century innovation ecosystem. You will experience integrated models of innovation that increase the likelihood of home-run projects. Students will engage in active ‘learning by doing’ in state-of-the-art maker spaces. The program addresses current and emerging real-world challenges that require disciplinary expertise coupled with multidisciplinary perspectives and collaborative integrative approaches.

In this minor, you will work collaboratively in hands-on explorations of the complete 21st century innovation ecosystem. You will experience integrated models of innovation that increase the likelihood of home-run projects. Students will engage in active ‘learning by doing’ in state-of-the-art maker spaces. The program addresses current and emerging real-world challenges that require disciplinary expertise coupled with multidisciplinary perspectives and collaborative integrative approaches.

Innovation & Entrepreneurship Minor Requirements

One Global Business Course

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-100</td>
<td>9</td>
</tr>
<tr>
<td>70-106</td>
<td>9</td>
</tr>
</tbody>
</table>

One Portal Course

For students with no prior design or product design coursework, one of the following:

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>15-294</td>
<td>5</td>
</tr>
<tr>
<td>51-236</td>
<td>9</td>
</tr>
<tr>
<td>62-478</td>
<td>6</td>
</tr>
</tbody>
</table>

For students with no prior programming or computer science coursework:

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>15-104 Introduction to Computing</td>
<td>10</td>
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</table>

One Entrepreneurship Course

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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<tbody>
<tr>
<td>70-415</td>
<td>9</td>
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</table>

One Venture Creation Course

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-395 Funding Entrepreneurial Ventures</td>
<td>9</td>
</tr>
<tr>
<td>70-416 New Venture Creation</td>
<td>9</td>
</tr>
</tbody>
</table>

One Innovation Process Course

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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<tbody>
<tr>
<td>70-438 Commercialization and Innovation</td>
<td>9</td>
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</table>

One Product Development Course

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>49-300 Integrated Product Conceptualization</td>
<td>12</td>
</tr>
<tr>
<td>49-313 Designing for the Internet of Things</td>
<td>12</td>
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</tbody>
</table>

Practice/Experience

Multiple possibilities, including:

- 70-416 New Venture Creation (if you did not take it as your Venture Creation option)
- The Swartz Center for Innovation and Entrepreneurship Innovation Scholars Program (http://www.cmu.edu/swartz-center-for-entrepreneurship/education-and-resources/experiential-learning/innovation-scholars/)
- The Swartz Center for Innovation and Entrepreneurship Project Olympus Probe (http://www.cmu.edu/swartz-center-for-entrepreneurship/education-and-resources/project-olympus/probes/student-probe-projects.html) - Working on your own startup (12 weeks full-time in summer or throughout one full academic year);
- Students may also, with prior approval of the Executive Director of the Swartz Center, Dave Mawhinney, fulfill this requirement through an internship with a qualifying startup or product design firm (12 weeks, full-time). If interested in this option, students should contact Dave Mawhinney (http://www.cmu.edu/swartz-center-for-entrepreneurship/about/staff.html) during their internship search.

Double-Counting

No more than two minor courses may double-count toward a student's major core requirements or an additional minor's core requirements.

Minor in Operations and Supply Chain Management

Students interested in study with a focus mainly on operations, logistics, and supply chain may choose this alternative business-related minor. Even though one of the requirements is a course in engineering project management, the minor is NOT limited to engineering students. Students interested in the minor must consult with the Undergraduate Business Administration program and meet the requirements outlined on the declaration form.

Required:

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>73-102 Principles of Microeconomics</td>
<td>9</td>
</tr>
<tr>
<td>70-371 Operations Management</td>
<td>9</td>
</tr>
<tr>
<td>70-257 Optimization for Business</td>
<td>9</td>
</tr>
<tr>
<td>or 21-257 Models and Methods for Optimization</td>
<td>9</td>
</tr>
<tr>
<td>or 21-292 Operations Research I</td>
<td>12</td>
</tr>
<tr>
<td>70-471 Supply Chain Management</td>
<td>9</td>
</tr>
<tr>
<td>70-460 Mathematical Models for Consulting</td>
<td>9</td>
</tr>
<tr>
<td>or 70-477 Real Options: Creating Value Beyond NPV</td>
<td>9</td>
</tr>
</tbody>
</table>

Engineering Project Management - choose one:

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>06-421 Chemical Process Systems Design</td>
<td>12</td>
</tr>
<tr>
<td>12-411 Project Management for Construction</td>
<td>9</td>
</tr>
<tr>
<td>18-540 Rapid Prototyping of Computer Systems</td>
<td>12</td>
</tr>
<tr>
<td>18-578 Mechatronic Design</td>
<td>12</td>
</tr>
<tr>
<td>19-451-19-452 EPP Projects I-EPP Projects</td>
<td>24</td>
</tr>
<tr>
<td>24-370 Engineering Design I: Methods and Skills</td>
<td>12</td>
</tr>
<tr>
<td>27-399 Professional Development II</td>
<td>1</td>
</tr>
<tr>
<td>42-402 BME Design Project</td>
<td>9</td>
</tr>
<tr>
<td>88-451-88-452 Policy Analysis Senior Project-Policy Analysis Senior Project</td>
<td>24</td>
</tr>
</tbody>
</table>

Some courses have prerequisites that might include specific mathematics or other Business courses. These may be found in the course descriptions and should be discussed with a Business advisor.

Double-Counting Restriction

Students pursuing the minor in Operations and Supply Chain Management may double-count two minor courses with requirements outside the minor.
There are no double counting restrictions between the minor and the student’s home college general education requirements.

Policies & Procedures
Selected curricular policies are listed below. The Student Handbook (https://www.cmu.edu/tepper/programs/undergraduate-business/curriculum/) contains all policies for students pursuing the BA degree, additional major, and minor and should be consulted for the complete set of program policies.

Graduation Requirements
In order to graduate with the Bachelor of Science in Business Administration, students must meet all requirements specified for the program with a cumulative QPA of at least 2.00 and 364 earned units. Students must also meet all university residence requirements and all financial obligations to the university before being awarded a degree.

Dean’s List
Students who receive a semester QPA of 3.75 or higher (with at least 36 factorable units and receiving no grades of ‘incomplete’) are placed on the Tepper School’s Dean’s List for that semester.

Academic Standing
At the end of each semester, the progress and performance of each student is reviewed by the UBA Academic Actions Committee.

Academic Progress
UBA students are expected to make adequate academic progress to ensure they complete their Business Administration degree. For most students, this is enrollment and completion of at least 45 units per semester. 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 by the Academic Actions Committee to ensure they are making adequate progress toward degree completion. Full time status as defined by the university is 36 units. Students must receive advisor approval to take less than 36 units per semester. Taking less than 36 units may have financial implications and students are responsible for consulting their HUB liaison to understand the impact. International students who drop below full time status may have visa implications and must consult with the Office of International Education before dropping to less than 36 units.

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.

Students who are not making adequate progress toward the degree, demonstrated either through QPA or semester course load, may receive a warning notification. Receiving this letter notifies students that they need to consult with their advisor to address their progress and to determine a plan for degree completion. Students who receive a warning notification 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 Academic Actions Committee identifies conditions during the probation 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 will be reviewed by the UBA Academic Actions Committee at the end of their probation semester. Students will return to good standing if they meet their probation conditions, earn at least a 2.0 semester QPA, complete at least 36 units, and earn a cumulative QPA at or above 2.0. The Academic Actions Committee may place conditions on students returning to good standing to support student success.

Academic Suspension (University Status, Departmental Decision)
Students who do not meet their probation requirements qualify for academic suspension. When a student is placed on academic suspension, they must meet with their academic advisor and the executive director to develop a plan for their future success. The University defines the suspension policy (https://www.cmu.edu/policies/student-and-student-life/suspension-required-withdrawal-policy.html):

- University Suspension is a forced, temporary leave from the university...
- Academic Suspension is the result of poor academic performance or violation of academic regulations and is imposed by the student’s college or academic department (see university and college academic policies).

Suspended students may not:
- register for courses;
- attend classes;
- live in student or fraternity/sorority housing;
- use campus facilities, including athletic facilities, library and computer clusters;
- participate in student activities;
- be members of student organizations; or
- have student jobs. (Note: students on academic suspension may have a summer campus job if they accepted the job before they were suspended.)

When a student is academically suspended, the UBA program remains committed to student success and works with students on suspension throughout the suspension in targeted ways to ensure successful return and sustained recovery during their CMU career. There are three phases that define the UBA framework: phase one (immediately after suspension decision); phase two (during the suspension); phase three (preparing for the return). Information about these phases is provided in the suspension notification. Each phase includes advisor outreach to check-in with the student.

To return from Academic Suspension, UBA students are required to submit material for review by the Academic Actions committee which will determine if a student is permitted to return. Information about the materials required to return from suspension and the deadline for submission are communicated within the academic actions letter.

Final Probation (Departmental Status)
Following an academic suspension, UBA students return on final probation. When a student is placed on final probation, the Academic Actions Committee identifies conditions during the probation semester to support student success that must be met. Students on final probation are required to complete an Academic Success Plan with their advisor (instructions are included in the notification). Students with final probation status will be reviewed by the UBA Academic Actions Committee at the end of the semester.

Drop (University Status)
Drop means permanent expulsion from the University. 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 Senior Associate Dean of Education of the Tepper School. All appeals must be received in writing by the deadline printed in the academic standing notification. Additional information about appealing an Academic Actions’ decision is found in The Word: Student Handbook (https://www.cmu.edu/student-affairs/theword/).

Transfer into Business
The undergraduate Business Administration Program accepts applications for transfer admission from any academic institution outside of Carnegie Mellon University on a limited basis. External transfer is limited to students who have just completed their first year of study in another institution. Students interested in transfer should contact Carnegie Mellon’s Office of Admission.

The Program also accepts applications for transfer from current Carnegie Mellon students who are in other colleges. Current students interested in transferring must meet with a Business academic advisor to discuss their plans and qualifications as well as the application for transfer. Successful transfer is limited by both space and academic performance criteria.

Transfer of Course Credit
Courses taken at institutions of higher education outside of Carnegie Mellon can be considered for transfer credit if the courses and the institution offering them are of a comparable level and rigor as determined by CMU
faculty. Transfer credit for any Business Administration course must be submitted by the posted deadlines and must be approved by the UBA process. Students must earn a final grade of C or higher to receive transfer credit unless otherwise noted by an individual class. If transfer credit is intended to be used to satisfy a requirement outside of the Tepper School, the respective department must approve the credit. Please refer to the Student Handbook for the complete policy including courses that must be taken at the Tepper School of Business and Carnegie Mellon.

External transfer students admitted to UBA may transfer up to 182 units (including AP credit) for the BA degree. External transfer students are not permitted to earn additional transfer credit. Special exceptions will be considered for one course if a course previously approved for transfer credit is forfeited. Non-UBA students interested in pursuing a business minor/ additional major can transfer, including study abroad, no more than one course toward the business minor and no more than two courses toward the additional major BA core requirements.

Pass/No Credit

Students may use a maximum of 9 units of grades of ‘P’ (pass) credit towards their graduation requirement. This does not include the course 99-101 Computing @ Carnegie Mellon.

The College Honors Program

Students can earn College Honors from the Tepper School by completing 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 270 units by the end of the junior year and a 3.5 or higher cumulative GPA. The honors thesis is 18 units and students receive College Honors upon graduation.

Full-Time Faculty

MUSTAFA AKAN, Associate Professor of Operations Management – Ph.D., Northwestern University; Carnegie Mellon, 2008–
SERKAN AKGUC, Assistant Teaching Professor of Finance, Carnegie Mellon Qatar – Ph.D., Temple University; Carnegie Mellon, 2018–
JAMES F. ALBERTUS, Assistant Professor of Finance – Ph.D., New York University; Carnegie Mellon, 2016–
LAURENCE ALES, Associate Professor of Economics – Ph.D., University of Minnesota; Carnegie Mellon, 2008–
JAY APT, Professor of Technology; Co-Director, Carnegie Mellon Electricity Industry Center – Ph.D., Massachusetts Institute of Technology; Carnegie Mellon, 2000–
LINDA ARGOTE, David M. Kirr and Barbara A. Kirr Professor of Organizational Behavior and Theory; Director, Center for Organizational Learning, Innovation and Performance – Ph.D., University of Michigan; Carnegie Mellon, 1997–
BRANDY L. AVEN, Associate Professor of Organizational Behavior and Theory – Ph.D., Stanford University; Carnegie Mellon, 2010–
KATHRYN BARRACLOUGH, Head, MBA Program; Distinguished Service Professor of Finance – Ph.D., Australian National University; Carnegie Mellon, 2015–
ILKER BAYBARS, Deputy Dean Emeritus, Tepper School of Business; George Leland Bach Chair; Professor of Operations Management – Ph.D., Carnegie Mellon University; Carnegie Mellon, 1979–
JAMES A. BEST, Assistant Professor of Economics – Ph.D., University of Edinburgh; Carnegie Mellon, 2018–
CARLA BEVINS, Assistant Teaching Professor of Business Communication – Ph.D., University of Kentucky; Carnegie Mellon, 2017–
ANDREW BIRD, Assistant Professor of Accounting – Ph.D., University of Toronto; Carnegie Mellon, 2013–
PETER BOATWRIGHT, Carnegie Bosch Professor of Marketing – Ph.D., University of Chicago; Carnegie Mellon, 1997–
PIETRO BONALDI, Assistant Professor of Accounting – Ph.D., University of Chicago; Carnegie Mellon, 2017–
SERRA BORANBAY-AKAN, Assistant Professor of Economics, Carnegie Mellon-Qatar – Ph.D., Northwestern University; Carnegie Mellon, 2013–
CLARA BURKE, Assistant Professor of Business Communication – Ph.D., University of Wisconsin-Madison; Carnegie Mellon, 2015–
DAVID CHILDER, Assistant Professor of Economics – Ph.D., Yale University; Carnegie Mellon, 2017–
SOO-HAENG CHO, Associate Professor of Operations Management – Ph.D., University of California, Los Angeles; Carnegie Mellon, 2008–
ROSSALIND M. CHOW, Associate Professor of Organizational Behavior and Theory – Ph.D., Stanford University; Carnegie Mellon, 2008–
MILTON L. COFIELD, Distinguished Service Professor of Business Management, Carnegie Mellon-Qatar – Ph.D., University of Illinois; Carnegie Mellon, 2001–
TAYA R. COHEN, Associate Professor of Organizational Behavior and Theory – Ph.D., University North Carolina, Chapel Hill; Carnegie Mellon, 2010–
GERARD P. CORNUEJOLS, IBM University Professor of Operations Research – Ph.D., Cornell University; Carnegie Mellon, 1978–
CARLOS CORONA, Associate Professor of Accounting – Ph.D., Stanford University; Carnegie Mellon, 2010–
W. ROBERT DALTON, Associate Teaching Professor of Economics, Emeritus – Ph.D., University of Missouri; Carnegie Mellon, 1985–
ROBERT M. DAIMON, Dean; Professor of Financial Economics – Ph.D., University of Wisconsin, Madison; Carnegie Mellon, 1984–
TETIANA DAVYDIUK, Assistant Professor of Finance – Ph.D., University of Pennsylvania; Carnegie Mellon, 2017–
MATTEN DENES, Assistant Professor of Finance – Ph.D., University of Washington; Carnegie Mellon, 2017–
TIMOTHY P. DERDINGER, Associate Professor of Marketing and Strategy – Ph.D., University of Southern California; Carnegie Mellon, 2009–
KENNETH B. DUNN, Professor of Financial Economics, Emeritus – Ph.D., Purdue University; Carnegie Mellon, 1979–
DENNIS N. EPPLE, Thomas Lord University Professor of Economics – Ph.D., Princeton University; Carnegie Mellon, 1974–
SELMAN EROL, Assistant Professor of Economics – Ph.D., University of Pennsylvania; Carnegie Mellon, 2017–
FUAD FAROOQI, Associate Teaching Professor of Finance, Carnegie Mellon-Qatar – Ph.D., Richard Ivey School of Business; Carnegie Mellon, 2013–
MARK FICHMAN, Associate Professor of Organizational Behavior and Theory, Emeritus – Ph.D., University of Michigan; Carnegie Mellon, 1980–
CHRISTINA FONG, Research Scientist, Department of Social and Decision Sciences, Dietrich College - Ph.D., University of Massachusetts; Carnegie Mellon, 2000–
JEFFREY GALAK, Associate Professor of Marketing – Ph.D., New York University; Carnegie Mellon, 2009–
JOHN GASPER, Assistant Dean of Strategic Initiatives; Associate Teaching Professor of Economics – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2008–
MARTIN GAYNOR, E. J. Barone University Professor of Economics and Health Policy, H. John Heinz Ill College and Joint Appointment at the Tepper School of Business – Ph.D., Northwestern University; Carnegie Mellon, 1995–
BRENT GLOVER, Associate Professor of Finance – Ph.D., University of Pennsylvania; Carnegie Mellon, 2011–
MARVIN GOODFRIEND, The Friends of Allan Meltzer Professor; Professor of Economics – Ph.D., Brown University; Carnegie Mellon, 2005–
DEEKSHA GUPTA, Assistant Professor of Finance – Ph.D., University of Pennsylvania; Carnegie Mellon, 2018–
OLIVER MAHL, Assistant Professor of Organizational Behavior and Strategy – Ph.D., Massachusetts Institute of Technology; Carnegie Mellon, 2013–
DALE HERSHEY, Associate Teaching Professor of Law, Emeritus - LL.B., Harvard Law School; Carnegie Mellon, 1987–
BURTON HOLLIFIELD, Head, Undergraduate Business Program, PNC Professor of Finance; Professor of Financial Economics – Ph.D., Carnegie Mellon; Carnegie Mellon, 1998–
JOHN HOOKER, T. Jerome Holleran Professor of Business Ethics and Social Responsibility; Professor of Operations Research; Director, Center for International Corporate Responsibility - Ph.D., Vanderbilt University; University of Tennessee; Carnegie Mellon, 1984 –

YAN HUANG, Assistant Professor of Business Technologies; BP Junior Faculty Chair – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2018–


JOSEPH B. KADANE, Leonard J. Savage University Professor of Statistics and Social Sciences, Emeritus – Ph.D., Stanford University; Carnegie Mellon, 1969–

WILLIAM KAILGLER, Assistant Teaching Professor of Entrepreneurship – MSIA, Carnegie Mellon University; Carnegie Mellon, 2016–

KARAM KANG, Associate Professor of Economics – Ph.D., University of Pennsylvania; Carnegie Mellon, 2012–

STEPHEN A. KAROLYI, Assistant Professor Finance and Accounting – Ph.D., Yale University; Carnegie Mellon, 2014–

SHAM KEKRE, Distinguished Service Professor of Operations Management – Ph.D., University of Rochester; Carnegie Mellon, 2006–

SU NDER KEKRE, Director, PNC Center for Financial Services Innovation; Bosch Professor of Operations Management – Ph.D., University of Rochester; Carnegie Mellon, 1984–

ONUR KESTEN, Associate Professor of Economics – Ph.D., University of Rochester; Carnegie Mellon, 2006–

FATMA KILINC-KARZAN, Associate Professor of Operations Research – Ph.D., Georgia Institute of Technology; Carnegie Mellon, 2011–

TAE WAN KIM, Associate Professor of Ethics – Ph.D., University of Pennsylvania; Carnegie Mellon, 2012–

CLAUDIA A. KIRKPATRICK, Associate Teaching Professor of Business Management Communication, Emerita – D.A., Carnegie Mellon University; Carnegie Mellon, 1982–

DAVID KRACKHARDT, Professor of Organizations, H. John Heinz III College and Joint Appointment at Tepper School of Business – Ph.D., University of California, Irvine; Carnegie Mellon, 1991–

ROBERT E. KRAUT, Herbert A. Simon Professor of Human-Computer Interaction, Emeritus, School of Computer Science and Joint Appointment at Tepper School of Business – Ph.D., Yale University; Carnegie Mellon, 1993–

LARS-ALEXANDER KUEHN, Associate Professor of Finance – Ph.D., University of British Columbia; Carnegie Mellon, 2008–

ALEXEY KUSHNIR, Assistant Professor of Economics – Ph.D., Pennsylvania State University; Carnegie Mellon, 2014–


DAVID L. LAMONT, Associate Teaching Professor; Director, Management Games – M.S.I.A., Carnegie Mellon University; Carnegie Mellon, 1984–

DOKYUN LEE, Assistant Professor of Business Analytics – Ph.D., University of Pennsylvania; Carnegie Mellon, 2015–

SUN KEE LEE, Assistant Professor of Organizational Behavior and Theory; Xerox Junior Faculty Chair – Ph.D., INSÉAD; Carnegie Mellon, 2017–

REBECCA LESSEM, Assistant Professor of Economics – Ph.D., University of Wisconsin-Madison; Carnegie Mellon, 2011–

HUI LI, Assistant Professor of Marketing; Carnegie Bosch Junior Faculty Chair – Ph.D., University of Pennsylvania; Carnegie Mellon, 2015–

ANDREW A. LI, Assistant Professor of Operations Research – Ph.D., Massachusetts Institute of Technology; Carnegie Mellon, 2018–

PIERRE JINGHONG LIANG, Professor of Accounting – Ph.D., University of Florida; Carnegie Mellon, 1998–

ZACHARY CHASE LIPTON, Instructor of Business Technologies – Ph.D., University of California, San Diego; Carnegie Mellon, Expected 2018–

ANH NGUYEN, Assistant Professor of Economics – Ph.D., Columbia University; Carnegie Mellon, 2018–

TONG (JOY) LU, Assistant Professor of Marketing – Ph.D., University of Pennsylvania; Carnegie Mellon, 2018–

CRAIG MARKOVITZ, Assistant Teaching Professor of Entrepreneurship – MBA, DePaul University; Carnegie Mellon, 2017–

JOHN H. MATHER, Teaching Professor of Marketing, Emeritus – Ph.D., University of Arizona; Carnegie Mellon, 1992–

DAVID S. MAWHINNEY, Associate Teaching Professor of Entrepreneurship; Director, Swartz Center for Entrepreneurship – MBA, Carnegie Mellon University; Carnegie Mellon, 2011–

BENNETT T. MCCALLUM, H. J. Heinz Professor of Economics, Emeritus – Ph.D., Rice University; Carnegie Mellon, 1981–


ROBERT T. MONROE, Teaching Professor of Business Technologies; Director, Part-Time Online Hybrid MBA Program – Ph.D., Carnegie Mellon; Carnegie Mellon, 2004–

ALAN MONTGOMERY, Professor of Marketing – Ph.D., University of Chicago; Carnegie Mellon, 1999–

BENJAMIN MOSELEY, Assistant Professor of Operations; Carnegie Bosch Junior Faculty Chair Research – Ph.D., University of Illinois; Carnegie Mellon, 2018–

TRIDAS MUKHOPADHYAY, Deloitte Consulting Professor of e-Business; Professor of Business Technologies – Ph.D., University of Michigan; Carnegie Mellon, 1986–

NICHOLAS Z. MULLER, Associate Professor of Economics, Engineering, and Public Policy; Lester and Judith Lave Development Chair in Economics, Engineering, and Public Policy – Ph.D., Yale University; Carnegie Mellon, 2017–


JOHN R. O’BRIEN, Associate Professor of Accounting and Experimental Economics; Associate Dean, Carnegie Mellon-Qatar – Ph.D., University of Minnesota; Carnegie Mellon, 1984–

CHRISTOPHER OLIVOLA, Associate Professor Marketing – Ph.D., Princeton University; Carnegie Mellon, 2013–

JAVIER F. PENA, Bajaj Family Chair in Operations Research; Professor of Operations Research – Ph.D., Cornell University; Carnegie Mellon, 1999–

EVELYN M. PIERCE, Teaching Professor of Teaching Professor of Business Management Communication – M.F.A., University of Pittsburgh; Carnegie Mellon, 1993–

RONALD PLACONE, Associate Teaching Professor of Business Communications – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2012–

R. RAVI, Andris A. Zoltners Professor of Business – Ph.D., Brown University; Carnegie Mellon, 1995–

DENISE M. ROUSSEAU, H. J. Heinz II University Professor of Organizational Behavior and Public Policy, Heinz College and Joint Appointment at Tepper School of Business – Ph.D., University of California at Berkeley; Carnegie Mellon, 1994–

BRYAN R. ROUTLEDGE, Associate Professor of Finance – Ph.D., University of British Columbia; Carnegie Mellon, 1995–

THOMAS G. RUCHTI, Assistant Professor of Accounting; Richard C. Green Junior Faculty Development Chair in Finance and Economics 2019-2022 – Ph.D., California Institute of Technology; Carnegie Mellon, 2015–

MARYAM SAEEDI, Assistant Professor of Economics - Ph.D., University of Minnesota; Carnegie Mellon, 2012–

ALAN SCHELLER-WOLF, Senior Associate Dean, Faculty and Research; Professor of Operations Management; Head, Ph.D. Program – Ph.D., Columbia University; Carnegie Mellon, 1996–

NICOLO SECOMANDI, Head of PhD Program; Professor of Operations Management – Ph.D., University of Houston; Carnegie Mellon, 2003–

DUANE J. SEPP, BNY Mellon Professor of Finance; Professor of Financial Economics; Head, Master of Science in Computational Finance Program – Ph.D., University of Chicago; Carnegie Mellon, 1986–

CATHERINE SHEA, Assistant Professor of Organizational Behavior and Theory – Ph.D., Duke University; Carnegie Mellon, 2017–
COMMUNICATION – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2012–

RICHARD O. YOUNG, Teaching Professor of Business Management – Ph.D., Stanford University; Carnegie Mellon, 2005–

SEVIN YELTEKIN, Senior Associate Dean, Education; Professor of Economics – Ph.D., University of Pennsylvania; Carnegie Mellon, 2016–

JOSEPH XU, Assistant Professor of Operations Management – Ph.D., The University of Michigan; Carnegie Mellon, 1997–

ANITA WILLIAMS WOOLLEY, Associate Professor of Organizational Behavior – Ph.D., University of Michigan; Carnegie Mellon, 1977–

GEORGE M. WHITE, Distinguished Career Professor of Entrepreneurship - Ph.D., University of Maryland; Carnegie Mellon Qatar – Ph.D., University of Minnesota; Carnegie Mellon, 2014–

SHU LIN WEE, Assistant Professor of Economics – Ph.D., University of California, Los Angeles; Carnegie Mellon-Qatar – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2019–

1997–

STEPHEN E. SPEAR, Professor of Economics – Ph.D., University of Pennsylvania; Carnegie Mellon, 1982–

KANNAN SRINIVASAN, H. J. Heinz II Professor of Management, Marketing, and Information Systems – Ph.D., University of California, Los Angeles; Carnegie Mellon, 1986–

ANTHONY P. STANTON, Teaching Professor of Graphic Media Management – Ph.D., University of Pittsburgh; Carnegie Mellon, 1996–

V. EMILY STARK, Assistant Teaching Professor of Business Communication – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2013–

PETER STUETTGEN, Associate Teaching Professor of Marketing – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2019–

PETER STUETTGEN, Assistant Teaching Professor of Marketing. Carnegie Mellon Qatar

AUSTIN SUDBURY, Assistant Professor of Accounting - Ph.D., Ohio State University; Carnegie Mellon, 2014–

SRIDHAR R. TAYUR, The Ford Distinguished Research Chair; Professor of Operations Management – Ph.D., Cornell University; Carnegie Mellon, 1991–

RAUL TELANG, Professor If Information Systems, Heinz College, and by courtesy, Tepper School of Business – Ph.D., Carnegie Mellon University ; Carnegie Mellon, 2002–

CHRISTOPHER I. TELMER, Associate Professor of Financial Economics - Ph.D., Queen's University at Kingston (Canada); Carnegie Mellon, 1992–

MICHAEL A. TRICK, Dean, Carnegie Mellon University, Qatar; Harry B. and James H. Higgins Professor of Operations Research – Ph.D., Georgia Institute of Technology; Carnegie Mellon, 1988–

DAVID E. TUNGATE, Distinguished Service Professor of Law – LL.B., University of Illinois School of Law; Carnegie Mellon, 1991–

WILLEM-JAN VAN HOEVE, Professor of Operations Research – Ph.D., University of Amsterdam; Carnegie Mellon, 2007–

STEPHEN VARGO, Assistant Teaching Professor of Business Administration, Carnegie Mellon-Qatar – Ph.D., Carnegie Mellon University; Carnegie Mellon, 1997–

BETH WALTER, Assistant Teaching Professor of Business Communication – Ph.D., Duquesne University; Carnegie Mellon, 2014–

SHU LIN WEE, Assistant Professor of Economics – Ph.D., University of Maryland; Carnegie Mellon, 2014–

LAURIE R. WIEBART, Carnegie Bosch Professor of Organizational Behavior and Theory – Ph.D., Northwestern University; Carnegie Mellon, 1989–


JEFFREY R. WILLIAMS, Professor of Business Strategy, Emeritus – Ph.D., University of Michigan; Carnegie Mellon, 1977–

ANITA WILLIAMS WOOLLEY, Associate Professor of Organizational Behavior and Theory – Ph.D., Harvard University; Carnegie Mellon, 2008–

JOSEPH XU, Assistant Professor of Operations Management – Ph.D., The University of Pennsylvania; Carnegie Mellon, 2016–

SEVIN YELTEKIN, Senior Associate Dean, Education; Professor of Economics – Ph.D., Stanford University; Carnegie Mellon, 2005–

RICHARD O. YOUNG, Teaching Professor of Business Management Communication – Ph.D., Carnegie Mellon University; Carnegie Mellon, 1985–

ERINA YTSMA, Assistant Professor of Accounting – Ph.D., University of Minnesota; Carnegie Mellon, 1985–

ARIEL ZETUN-JONES, Associate Professor of Economics – Ph.D., University of Minnesota; Carnegie Mellon, 2012–

Visiting Faculty

MANMOHAN ASERI, Visiting Assistant Professor of Business Technologies – Ph.D., The University of Texas at Dallas; Carnegie Mellon, 2018–

ROBERT C. BLATTBerg, Executive Director, Center for Marketing Technology and Information; Timothy W. McQuire Distinguished Service Professor of Marketing – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2008–

CECILE LE ROUX, Visiting Assistant Professor, Organization and Behavior, Carnegie Mellon Qatar – Ph.D., University of Sydney; Carnegie Mellon, 2018–

CHARLES ZHENG, Visiting Professor of Economics – Ph.D., University of Minnesota; Carnegie Mellon, 2019-2020–

Adjunct Faculty

SEAN AMMIRATI, Adjunct Professor of Entrepreneurship - B.S., Grove City College; Carnegie Mellon, 2002–

GERARD BEENEN, Adjunct Professor of Organizational Behavior and Theory – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2008–

STEVEN BOLLINGER, Adjunct Professor of Entrepreneurship

RICHARD L. BRYANT, Adjunct Professor of Business; Executive Director, Master of Science in Computational Finance Program – M.B.A., Carnegie Mellon University; Carnegie Mellon, 1999–

LEONARD CARIC, Adjunct Professor of Entrepreneurship - M.S.I.A., Carnegie Mellon University; Carnegie Mellon, 1994–

CLYDE (NED) COLLINS, Adjunct Professor of Entrepreneurship – M.B.A., Carnegie Mellon University; Carnegie Mellon, 2004–

LLOYD CORDER, Adjunct Professor of Marketing – Ph.D., University of Pittsburgh; Carnegie Mellon, 2000–

TIM CUNNINGHAM, Adjunct Professor of Entrepreneurship – M.A., University of California, Los Angeles; Carnegie Mellon, 2014–

CHRIS CYNKAR, Adjunct Professor of Entrepreneurship – M.S.I.A., Carnegie Mellon University; Carnegie Mellon, 2008–

L. FRANK DEMMLER, Adjunct Professor of Entrepreneurship – M.B.A., University of California at Los Angeles; Carnegie Mellon, 2002–

CLIFFORD T. EARLY, Adjunct Professor of Law – J.D., University of Pittsburgh; Carnegie Mellon, 2000–

JIM FOSTER, Adjunct Professor of FinanceCarnegie Mellon, 2019–

COLLEN FRANK, Adjunct Professor of ManagementCarnegie Mellon, 2017–

CAROL B. GOLDBURG, Executive Director, Undergraduate Economics Program; Adjunct Professor of Economics – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2005–

JOSEPH HORNACK, Adjunct Professor of Law – J.D., Rutgers University; Carnegie Mellon, 1981–

ELAINE HYDER, Adjunct Professor of Organizational Behavior and Theory – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2009–

RAFI IYER, Adjunct Professor of Entrepreneurship – M.B.A., Indiana University of Pennsylvania;

HARRIS JONES, Adjunct Professor of Entrepreneurship – M.B.A., University of Virginia; Carnegie Mellon, 1991–

ROBERT E. KELLEY, Distinguished Service Professor of Organizational Behavior and Theory – Ph.D., Colorado State University; Carnegie Mellon, 1981–

PANOS MOUTIS, Adjunct Professor of Management – Ph.D., National Technical University of Athens; Carnegie Mellon, 2018–

MELISSA MURPHY, Adjunct Professor of Marketing – B.A., University of Pittsburgh; Carnegie Mellon, 2013–

ROBB MYER, Adjunct Professor of EntrepreneurshipCarnegie Mellon, 2018–

ADAM PAULISICK, Adjunct Professor of Entrepreneurship

ROBB MYER, Adjunct Professor of EntrepreneurshipCarnegie Mellon, 2018–
MARGARITA PORNYKH, Adjunct Professor of Economics – Ph.D., Clemson University; Carnegie Mellon, 2016–

JAMES H. ROBERTS, Adjunct Professor of Law – J.D., Syracuse University School of Law; Carnegie Mellon, 2011–

JOSEPH RUDMAN, Adjunct Professor of Business Communication – D.A., Carnegie Mellon University; Carnegie Mellon, 1974–

MARIA TOMPROU, Adjunct Professor of Organizational Behavior and Theory – Ph.D., Athens University of Economics and Business; Carnegie Mellon, 2018–

REHA TUTUNCU, Adjunct Professor of Operations Research – Ph.D., Cornell University; Carnegie Mellon, 2015–