Undergraduate Business Administration Program

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The Business Administration Program in the Tepper School of Business is for students interested in a broad undergraduate education based on management science, quantitative reasoning, leadership development, and communications skills. The curriculum is rigorous and flexible to accommodate student interests, academic, and career goals.

Tepper bases the curriculum around a central core of courses in the functional areas of business, economics, mathematics, communications, and university courses in liberal arts and sciences. Students complete an in-depth study in one functional business concentration and additional business electives. Students also complete a minor from outside the Tepper School of Business to enhance 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 minors 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 Foundations, Business Core, Concentration, Business Electives, University Core, and a Minor.

Business Foundations

<table>
<thead>
<tr>
<th>Mathematics</th>
<th>Units</th>
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<tbody>
<tr>
<td>21-120 Differential and Integral Calculus</td>
<td>10</td>
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<tr>
<td>or 21-111 &amp; 21-112 Differential Calculus and Integral Calculus</td>
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<tr>
<td>21-256 Multivariate Analysis</td>
<td>9</td>
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<tr>
<td>or 21-259 Calculus in Three Dimensions</td>
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<tr>
<td>70-257 Optimization for Business</td>
<td>9</td>
</tr>
<tr>
<td>or 21-257 Models and Methods for Optimization</td>
<td></td>
</tr>
<tr>
<td>or 21-292 Operations Research I</td>
<td></td>
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</tbody>
</table>

Economics

| 73-102 Principles of Microeconomics | 9     |
| 73-103 Principles of Macroeconomics | 9     |
| 73-230 Intermediate Microeconomics | 9     |
| or 73-240 Intermediate Macroeconomics |       |

Statistics

| 70-207 Probability and Statistics for Business Applications | 9     |
| or 36-200 Reasoning with Data |       |
| 70-208 Regression Analysis | 9     |
| or 36-202 Methods for Statistics & Data Science |       |

Business Core

<table>
<thead>
<tr>
<th>Units</th>
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<tbody>
<tr>
<td>70-106 Business Science</td>
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<tr>
<td>70-110 Business Computing</td>
</tr>
<tr>
<td>70-122 Introduction to Accounting</td>
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<tr>
<td>70-311 Organizational Behavior</td>
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<tr>
<td>70-312 Business, Society and Ethics</td>
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<td>70-340 Business Communications</td>
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<tr>
<td>70-345 Business Presentations</td>
</tr>
<tr>
<td>70-371 Operations Management</td>
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</tbody>
</table>

Business Electives

Students must complete 18 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.

UNIVERSITY CORE

Students must complete all requirements with 63+ units as outlined below.

**Requirement 1: CMU First Year Writing (9 units)**
76-101 Interpretation and Argument
76-102 Advanced First Year Writing: Special Topics
OR Select 2 Mini Writing Courses: 76-105 Writing about Literature, Art and Culture
76-107 Writing about Data
76-108 Writing about Public Problems

**Requirement 2: Scientific Reasoning (9+ units)**
Any course in 03-100 (Biological Sciences) or higher
Any course in 15-100 (Computer Sciences) or higher
Any course in 33-100 (Physics) or higher
Any course in 09-100 (Chemistry) or higher
Any course in 85-102 (Psychology) or higher

**Requirement 3: Informational Literacy (9+ units)**
Any Philosophy course 80-100 or higher
Any Information Systems course 67-100 or higher

**Requirement 4: Global, Cultural, and Diverse Perspectives (18+ units)**
Any History course 79-100 or higher
Any English course 76-200 or higher
Any Modern Languages course 82-100 or higher

**Requirement 5: Free Electives (18+ units)**
Any Carnegie Mellon course xx-100 and above outside of Business (70-xxx) or Economics (73-xxx) that follows the University Core policies.
Minor
In order to obtain the degree, students must complete a minor from another academic department. For students electing to complete an additional major or dual degree, 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 the start of the first year or during the first year).

Business Concentrations
The concentration allows students to gain knowledge and expertise in a particular area of business practice. The coursework in the concentrations prepares students with the knowledge and skills for their career pursuits. Completing a concentration is part of the business degree requirements.

Business concentrations require at least 4 courses beyond the Business Core. Courses taken to meet concentration requirements are not allowed to double count toward any other BA degree requirements, including the minor requirement. Business concentrations may require prerequisites from courses outside the concentration.

Accounting
Required:
70-424 Corporate Financial Reporting
Choose 3 remaining courses from:
70-422 Managerial Accounting
70-427 Fundamentals of Banking Institutions
70-428 Financial Statement Analysis
70-498 Business Language Analytics: Mining Financial Texts and Graphs

Business Analytics and Technologies
Choose 1 from:
70-374 Data Mining & Business Analytics
70-467 Machine Learning for Business Analytics
Choose 3 remaining courses from:
70-374 Data Mining & Business Analytics
70-467 Machine Learning for Business Analytics
70-455 Data Management Fundamentals
70-458 Advanced Data Management
70-460 Mathematical Models for Consulting
70-469 End to End Business Analytics
70-498 Business Language Analytics: Mining Financial Texts and Graphs
73-374 Econometrics II

Entrepreneurship
Required:
70-415 Introduction to Entrepreneurship
70-416 New Venture Creation
Choose 2 remaining courses from:
70-395 Funding Entrepreneurial Ventures
70-438 Commercialization and Innovation
70-443 Digital Marketing and Social Media Strategy
49-300 Integrated Product Conceptualization
70-509 Independent Study in Entrepreneurship (special permission required)

Finance
Required:
70-492 Investment Analysis
70-495 Corporate Finance
Choose 2 remaining courses from:
70-339 FinTech
70-353 Financial Regulation in the Digital Age
70-398 International Finance
70-493 Valuation and Financial Modeling
70-497 Derivative Securities
70-490 Big Data in Finance and Machine Learning
70-498 Business Language Analytics: Mining Financial Texts and Graphs
73-338 Financial Crises and Risk

Global Economics and Business
Required:
73-265 Economics and Data Science
Choose 1 course from:
73-347 Game Theory Applications for Economics and Business
73-421 Emerging Markets
Choose 2 remaining courses from:
73-338 Financial Crises and Risk
73-341 Managing through Incentives
73-365 Firms, Market Structures, and Strategy
73-366 Designing the Digital Economy
73-372 International Money and Finance
73-427 Sustainability, Energy, and Environmental Economics
70-398 International Finance

Operations Management
Required:
70-460 Mathematical Models for Consulting
70-471 Supply Chain Management
Choose 2 remaining courses from:
70-422 Managerial Accounting
70-447 Client Consulting Project: Strategic Management of the Enterprise
70-453 Business Technology for Consulting or 70-462 Uncertainty and Risk Modeling
70-474 Quality Principles and Productivity
70-476 Service Operations Management
70-477 Real Options: Creating Value Beyond NPV
70-493 Valuation and Financial Modeling

Marketing Management
Required:
70-481 Marketing Research
Choose 3 remaining courses from:
70-385 Consumer Behavior
70-443 Digital Marketing and Social Media Strategy
70-481 Marketing Research
70-482 Pricing Strategy
70-483 Advertising and Marketing Communications

Strategic Management
Choose 1 course from:
70-440 Corporate Strategy
70-465 Technology Strategy
Choose 3 remaining courses from:
70-341 Team Dynamics and Leadership
70-342 Managing Across Cultures
70-385 Consumer Behavior
70-424 Corporate Financial Reporting
70-437 Strategic Management and Innovation
70-440 Corporate Strategy
70-465 Technology Strategy

Additional Major/Dual Degree

Additional Major in Business Administration
Students are eligible to apply for the Additional Major in Business Administration after completion of the Minor in Business Administration requirements plus 21-120 Differential and Integral Calculus and 70-207 Probability and Statistics for Business Applications. In addition, students must have cumulative QPA of 3.0 or higher.

The following courses are required for the Additional Major:
Business Foundations

Mathematics

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<th>Course</th>
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<td>21-120</td>
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<td>or 21-111</td>
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<td>21-256</td>
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<td>or 21-292</td>
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<td>Calculus and Integral Calculus</td>
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<td>Differential Calculus</td>
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<td>Multivariate Analysis</td>
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<td>Optimization for Business</td>
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<td>Models and Methods for Optimization</td>
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<td>Operations Research I</td>
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<td>Statistics</td>
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<td>or 36-200</td>
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Economics

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<td>73-102</td>
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<td>or 73-103</td>
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<td>or 73-230</td>
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<td>or 73-240</td>
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<tr>
<td>Principles of Microeconomics</td>
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<tr>
<td>Intermediate Microeconomics</td>
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<td>Intermediate Macroeconomics</td>
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Statistics

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<th>Course</th>
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<td>or 36-202</td>
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<tr>
<td>Probability and Statistics for Business Applications</td>
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<td>Regression Analysis</td>
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<tr>
<td>Methods for Statistics &amp; Data Science</td>
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Business Core

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<th>Course</th>
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<td>70-110</td>
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<td>70-122</td>
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<td>70-345</td>
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<td>70-371</td>
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<td>70-381</td>
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<td>70-391</td>
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<td>70-401</td>
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<tr>
<td>Business Computing</td>
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<tr>
<td>Introduction to Accounting</td>
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<td>Organizational Behavior</td>
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<td>Business, Society and Ethics</td>
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<td>Business Communications</td>
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<td>Business Presentations</td>
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<td>Operations Management</td>
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<td>Marketing I</td>
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<td>Finance</td>
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<td>Management Game</td>
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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, 70-204 Business Leadership Endeavor II, 70-304 Business Leadership Endeavor III) and 70-350 Acting for Business cannot count for this requirement.

Double-Counting Restriction

No more than two units in Business electives 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 University Core, 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 are eligible to apply for the Minor in Business Administration upon completion of two required courses for the minor. In addition, students must earn a 2.0 QPA in these required courses.

Required:

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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<tbody>
<tr>
<td>70-100</td>
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<tr>
<td>70-122</td>
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<tr>
<td>73-102</td>
<td>9</td>
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</table>

1 70-100 Global Business is intended for first-year and sophomore students only. Juniors and seniors interested in pursuing the business minor must replace the course with a constrained elective.

Constrained Elective - Choose one:

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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<tbody>
<tr>
<td>70-311</td>
<td>9</td>
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<tr>
<td>70-371</td>
<td>9</td>
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<tr>
<td>70-381</td>
<td>9</td>
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<td>70-391</td>
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<tr>
<td>Organizational Behavior</td>
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<td>Operations Management</td>
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<td>Marketing I</td>
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<td>Finance</td>
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Business Electives: Choose 18 units of 70-xxx courses.

- Some courses have prerequisites that might include specific mathematics or other Business courses. Prerequisites are identified in the course listing.

Double-Counting Restriction

Students pursuing the minor in Business Administration may double-count one minor course with any other major or minor requirements. There are no double counting restrictions between the minor and the student's home college general education requirements.

Minor in Business Analytics & Optimization

The Minor in Business Analytics and Optimization is for students interested in learning how modern analytics — its mathematical models and software tools — is applied in business.

Students are eligible to apply for the minor upon completion of two required courses for the minor. In addition, students must earn a 2.0 QPA in these required courses.

Students working toward the minor must take a Multivariate Calculus prerequisite course: 21-256 Multivariate Analysis or 21-259 Calculus in Three Dimensions or 21-254 Linear Algebra and Vector Calculus for Engineers

Modeling Uncertainty ( choose one):

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<th>Course</th>
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<tbody>
<tr>
<td>70-207</td>
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<tr>
<td>36-207</td>
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<td>or 36-200</td>
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<td>or 36-220</td>
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<td>or 36-225</td>
<td>9</td>
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<tr>
<td>Probability and Statistics for Business Applications</td>
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<tr>
<td>Probability and Statistics for Business Applications</td>
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<tr>
<td>Reasoning with Data</td>
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<tr>
<td>Engineering Statistics and Quality Control</td>
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<tr>
<td>Introduction to Probability Theory</td>
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Business Analytics and Optimization Core ( required):

<table>
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<tr>
<th>Course</th>
<th>Units</th>
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<tbody>
<tr>
<td>70-467</td>
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<td>70-374</td>
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<td>70-257</td>
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<td>or 21-257</td>
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<td>or 15-388</td>
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<td>or 21-257</td>
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<td>or 21-292</td>
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<tr>
<td>Machine Learning for Business Analytics</td>
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<td>Data Mining &amp; Business Analytics</td>
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<td>Optimization for Business</td>
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<tr>
<td>Models and Methods for Optimization</td>
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<tr>
<td>Practical Data Science</td>
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<td>Operations Research I</td>
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<tr>
<td>End to End Business Analytics</td>
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</table>

Undergraduate Business Administration Program
Business Foundations Elective (choose one):
70-122 Introduction to Accounting 9
70-102 Principles of Microeconomics 9
70-311 Organizational Behavior 9
70-371 Operations Management 9
70-381 Marketing I 9
70-391 Finance 9

Technical Elective (choose one):
70-208 Regression Analysis 9
70-374 Data Mining & Business Analytics 9
70-455 Data Management Fundamentals 9
70-458 Advanced Data Management 9
70-460 Mathematical Models for Consulting 9
70-462 Uncertainty and Risk Modeling 9
70-467 Machine Learning for Business Analytics 9
73-374 Econometrics II 9
15-388 Practical Data Science 9

Double-Counting Restriction
Students pursuing the minor in Business Analytics and Optimization may double-count one minor course with any other major or minor requirements. Students may not double count courses within the Business Analytics and Optimization minor requirements. There are no double counting restrictions between the minor and the student's home college general education 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 nine 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, Physical Computing, and Soft Technologies.

For more information about IDeATe, please see the Undergraduate Options (http://coursecatalog.web.cmu.edu/aboutcmu/undergraduatedoptions/#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 products and services that will captivate society and/or the marketplace. Your contributions can fulfill deep-felt needs or connect culture and lifestyle with products and services that will captivate society and/or the marketplace.

Innovation & Entrepreneurship Minor Requirements

One Business Course
70-100 Global Business 9
70-106 Business Science 9

One Portal Course
For students with no prior design or product design coursework, one of the following:
15-294 Rapid Prototyping Technologies 5

51-236 Information Design 9
62-478 IDeATe: digiTOOL 6

For students with no prior programming or computer science coursework:
15-104 Introduction to Computing for Creative Practice 10

One Entrepreneurship Course
70-415 Introduction to Entrepreneurship 9

One Venture Creation Course
70-395 Funding Entrepreneurial Ventures 9
70-416 New Venture Creation 9

One Innovation Process Course
70-438 Commercialization and Innovation 9

One Product Development Course
49-300 Integrated Product Conceptualization 12
49-313 Designing for the Internet of Things 12

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 & 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 are eligible to declare the Minor in Operations and Supply Chain Management upon completion of two required courses for the minor. In addition, students must earn a 2.0 QPA in these required courses.

Required:
73-102 Principles of Microeconomics 9
70-371 Operations Management 9
70-257 Optimization for Business 9
or 21-257 Models and Methods for Optimization or 21-292 Operations Research I
70-471 Supply Chain Management 9
70-460 Mathematical Models for Consulting 9
or 70-477 Real Options: Creating Value Beyond NPV

Engineering Project Management - choose one:
06-421 Chemical Process Systems Design 12
12-411 Project Management for Engineering and Construction 9
18-540 Rapid Prototyping of Computer Systems 12
18-578 Mechatronic Design 12
19-451-19-452 EPP Projects I-II 24
24-370 Engineering Design I: Methods and Skills 12
27-399 Professional Development II 1
42-402 BME Design Project 9
88-451-88-452 Policy Analysis Senior Project-Policy Analysis Senior Project 24

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
Policies and procedures are listed below; additional policies and resources are in the Business Administration Student Handbook (https://www.cmu.edu/tpper/programs/undergraduate-business/curriculum/) for students pursuing the BA degree, additional major, and minors.

**Academic Standing**
At the end of each semester, a student's academic progress and performance is reviewed by the Academic Actions Committee to determine student standing in the next academic semester.

**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 as they work to complete business degree requirements. There are key barometers that the UBA program uses to inform academic progress: 1) by the end of a student's fourth semester in the business program, the UBA program expects that a 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; 2) by the end of a student's fourth semester in the business program, the completion of the CMU first-year writing requirement; 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 semester QPA at or above 2.0; 5) complete 36+ 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.

**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 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 Academic Actions Committee identifies conditions during the probation semester to support student success that must be met. Students with probation status are not permitted to overload. Students on probation are required to complete an Academic Success Plan with their advisor (instructions are included in the notification).

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. 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 a successful return and sustained recovery during their CMU career. There are three phases that define the BA 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. 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.)

**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) and follow additional conditions outlined by the Academic Actions Committee. 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 Dean or the appointed designee of the Tepper School. All appeals must be in writing, submitted within 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/).

**COLLEGE HONORS**
The Tepper School grants College Honors to graduating UBA students who qualify with at least a 3.5 cumulative QPA and complete the year-long, senior-year honors thesis courses (70500 & 70501). Non-Tepper students
pursuing the Business additional major may apply for the Tepper School’s College Honors.

 COURSE GRADE POLICIES
UBA students must earn letter grades (A through D) for the required business courses including core courses, foundation courses, breadth/University Core courses, business electives, and concentration area courses. A letter grade of at least D must be earned in core business and concentration course requirements in order to fulfill prerequisite requirements for other business courses. No P grades are allowed for degree requirements, unless taken during the Spring 2020 Special Pass/No Pass election. Unless a student received an R grade, students are advised not to repeat courses. Repeating courses does not replace the previously earned grade on the transcript and both grades are calculated into the GPA. Carnegie Mellon courses taken to fulfill a course requirement for a major or minor must be completed with a letter grade with the exception of Computing @ Carnegie Mellon (99101). Courses completed with a letter grade earn factorable units that are used to compute GPA.

Each academic department adheres to its own grading policies and students are responsible for understanding individual grading policies.

 DEAN’S LIST
UBA students who earn at least a 3.75 semester GPA 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.

 EXTERNAL CREDIT TRANSFER
Courses taken at higher education institutions outside of Carnegie Mellon can be considered for transfer credit if the course and the institution offering them are of a comparable level and rigor as determined by CMU faculty. Transfer credit for any Carnegie Mellon course must be approved through the UBA process. Retroactive equivalency approval is not granted for business courses.

Students must earn a final grade of C or higher to receive transfer credit unless otherwise noted by an individual class. CMU Washington Semester and CMU-Qatar courses are exempt from the transfer course policy. Community college and online courses are considered for transfer credit through the transfer course approval process. The following courses must be taken at the Tepper School of Business: 70-106 Business Science, 70-340 Business Communications, 70-345 Business Presentations, 70-401 70-401 Management Game, and the Business Leadership Undertake sequence. The following requirements must be taken at Carnegie Mellon University: First Year Writing and 99-101 Computing @ Carnegie Mellon.

Business majors can transfer a maximum of five courses total from institutions of higher education to be counted toward the UBA degree, including study abroad. The distribution is as follows (of the 5 courses): only 3 can be taken at U.S. institutions; only 1 can transfer to the concentration courses; only 1 can transfer to the business core; only 1 can transfer to the business foundations, only 1 can transfer as a business elective; only 3 can transfer as University Core.

Non-UBA students interested in pursuing a business minor/additional major can transfer, including study abroad: no more than one course toward a minor administered by the Tepper School; and no more than two courses toward the additional major BA core requirements. Students pursuing the Business Dual Degree are subject to the transfer policy for UBA primary majors.

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 transfer course if a course previously approved for transfer credit is forfeited.

 GRADUATION REQUIREMENTS AND PARTICIPATION
In order to graduate with the Bachelor of Science in Business Administration, students must meet all requirements specified for the program (listed within this catalog) with a 2.00 or higher cumulative GPA and 364 earned 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 for their Business Administration degree requirements are eligible to participate in the diploma ceremony. In this situation, students participate in the event but do not receive their diploma until all degree requirements, university residence requirements, and all financial obligations are met.

 INCOMPLETE GRADES
Students who receive one or more Incomplete (I) grades will be reviewed by the Academic Actions Committee and may be required to adjust their future semester schedule to allow for the Incomplete course(s) to be completed to promote academic success.

 LEAVE OF ABSENCE
The UBA program 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 UBA program depending on the time 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. There are three phases that define the BA framework: phase one (pre-leave); phase two (during the leave); phase three (preparing for return). Each phase includes advisor outreach to check-in with the student. Students preparing to return from a Leave of Absence will work with the executive director and academic advisor to submit the required University paperwork and prepare for a successful return.

 MBA COURSE ENROLLMENT
UBA seniors with a cumulative GPA of 3.5 or higher may be eligible to enroll in a MBA course. MBA core courses are not available for undergraduate enrollment and an application for MBA course enrollment does not guarantee enrollment. Students who are interested in this option should speak with their academic advisor.

 MINOR/ADDITIONAL MAJOR REQUIREMENT FOR BUSINESS STUDENTS
The business degree requires students to complete a minor from another academic department. The minor is certified at the time of graduation and failure to complete the minor requirement will prevent a student from graduating. If a student completes an additional major from another academic department, the minor requirement is waived. Additionally, students who earn an additional major are not required to complete the concentration, but must complete three business electives to fulfill their business degree requirements. Students earning the Innovation and Entrepreneurship Minor are not eligible for the Entrepreneurship concentration.

UBA students may earn a dual degree by completing a second primary major at Carnegie Mellon. A dual degree replaces the minor requirement for the Business Administration degree. Students are still required to complete the other business degree requirements in their entirety including the University Core, concentration, and business electives requirements.

 PASS grades
There is a limit of 9 units of “P” that students may apply toward the 364 units needed for the Business Administration degree (this excludes C@CM). Exceptions are available for students who earned P grades during Spring 2020. Completing a course with a passing grade “P” results in earning the units for the course. Physical Education (69xxx) and STUCO (Student Taught, 98xxx) courses issue “P” grades. Students who wish to request a “P” grade for an academic course must follow the University’s procedures identified within this catalog.

 SEMESTER OVERLOAD
A course overload for a business student is any schedule with more than 50 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, UBA students petition to enroll in more than 50 units for the semester to total 57 units. For both Summer I and Summer II, UBA 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 GPA threshold to petition for an overload. Petitions are reviewed and determined by the UBA program; petitions received after the posted deadline are not reviewed. Students transferring into the UBA program as cross-campus transfers may be required to reduce their unit load to meet the UBA policy of 50 units per semester. New first-year or external transfer
students are not eligible to overload until the spring semester of their first-year. A student may lose the right to overload if their GPA 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/#studentdefinedmajortextcontainer) (SDM). UBA students interested in this opportunity should begin by speaking with the Executive Director. UBA requires students pursuing the SDM to be in good academic standing at the time the SDM is approved by Tepper as the home college.

**STUDENTS PURSUITING BUSINESS MINORS OR ADDITIONAL MAJOR**

For non-business students who completed 70-106 as a primary business major and subsequently pursue the business administration minor, 70-106 can substitute for 70-100. 70-106 is not an allowed substitute in any other circumstance.

Students majoring in Mathematics and concentrate in Operations Research who elect to pursue a business administration minor must take an additional constrained elective unique to the minor to avoid a violation of the double-count policy.

**Transferring into Business**

The Business Administration program accepts applications for transfer admission from any academic institution outside of Carnegie Mellon University on a limited basis. 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 academic programs to begin either the fall or spring semester. To be considered as a transfer applicant, a student must have successfully completed a Carnegie Mellon math course required in the business program (21-120, 21-256, 21-254, or 21-259) and a Carnegie Mellon introductory economics course required in the business program (73-102). An applicant must also provide a resume and personal statement as part of the application. Current students interested in transferring must complete the internal transfer application by the deadline (always the last day of class in the semester). Successful transfer is limited by space.

**University Core Policies**

University Core Free Electives cannot be met by 70-xxx or 73-xxx courses (courses must be taken outside of the business curriculum) and must be xx-100 level or higher. Independent studies or research may count towards the University Core Free Electives as long as the sponsoring department is not Business or Economics. StuCo and Physical Education courses do not count as University Core Free Electives. Transfer courses (including study abroad) pre-approved for transfer equivalency can count in Scientific Reasoning, Informational Literacy, or Global, Cultural, and Diverse Perspectives or in University Core Free Electives. Courses cannot double count for multiple requirements within the University Core.

**Full-Time Faculty**

MUSTAFA AKAN, Associate Professor of Operations Management – Ph.D., Northwestern University; Carnegie Mellon, 2008–

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, Senior Associate Dean for Faculty and Research, Thomas Lord Professor of Organizational Behavior and Theory; Director, Center for Organizational Learning, Innovation and Performance – Ph.D., University of Michigan; Carnegie Mellon, 1979–

BRANDY L. AVEN, Associate Professor of Organizational Behavior and Theory – Ph.D., Stanford University; Carnegie Mellon, 2010–

ISABELLE BAJEUX-BESNAINOU, Dean; Professor of Finance – Ph.D., University of Paris; Carnegie Mellon, 1989–

KATHRYN BARRACLOUGH, Distinguished Service Professor of Finance – Ph.D., Australian National University; Carnegie Mellon, 2015–

ILKER BAYBARS, Deputy Dean Emeritus, Tepper School of Business; George Leiland 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 Edinburg; Carnegie Mellon, 2018–

CARLA BEVINS, Assistant Teaching Professor of Business Communication – Ph.D., University of Kentucky; Carnegie Mellon, 2017–

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 Teaching Professor of Economics – Ph.D., Northwestern University; Carnegie Mellon, 2013–

CLARA BURKE, Associate Teaching Professor of Business Communication – Ph.D., University of Wisconsin-Madison; Carnegie Mellon, 2015–

DAVID CHILDERS, Assistant Professor of Economics – Ph.D., Yale University; Carnegie Mellon, 2017–

SOO-HAENG CHO, Professor of Operations Management – Ph.D., University of California, Los Angeles; Carnegie Mellon, 2008–

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TAYA R. COHEN, Associate Professor of Organizational Behavior and Theory – Ph.D., University North Carolina, Chapel Hill; Carnegie Mellon, 2010–

GERARD P. CORNUJOLS, IBM University Professor of Operations Research – Ph.D., Cornell University; Carnegie Mellon, 1978–

W. ROBERT DALTON, Associate Teaching Professor of Economics, Emeritus – Ph.D., University of Missouri; Carnegie Mellon, 1985–

ROBERT M. DAMMON, 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–

MATTHEW DENEES, Assistant Professor of Finance – Ph.D., University of Washington; Carnegie Mellon, 2017–

TIMOTHY P. DERDENCER, 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–

JEFFREY GALAK, Associate Professor of Marketing – Ph.D., New York University; Carnegie Mellon, 2009–

JOHN GASPER, Associate Professor of Economics – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2008–

BRENT GLOVER, Associate Professor of Finance – Ph.D., University of Pennsylvania; Carnegie Mellon, 2011–

MEREDITH GRELLI, Assistant Teaching Professor of Entrepreneurship – MBA, Carnegie Mellon University;

DEEKSHA GUPTA, Assistant Professor of Finance – Ph.D., University of Pennsylvania; Carnegie Mellon, 2018–

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DALE HERSEY, Associate Teaching Professor of Law, Emeritus – LL.B., Harvard Law School; Carnegie Mellon, 1987–


BURTON HOLLIFIELD, Associate Dean of Undergraduate Programs, 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, Associate Professor of Business Technologies – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2018–


ZHAOHUI (ZOEY) JIANG, Assistant Professor of Business Technologies – Ph.D., University of Michigan; Carnegie Mellon, 2020–

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

WILLIAM KAIGLER, 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–

SUNDER KEKRE, Vasanth Rao Dempo Professor; Professor of Operations Management; Academic Director Executive Education – Ph.D., University of Rochester; Carnegie Mellon, 1984–

FATIMA KILINC-KARZAN, Associate Professor of Operations Research; Frank A. and Helen E. Risch Faculty Development Professor of Business – Ph.D., Georgia Institute of Technology; Carnegie Mellon, 2011–

TAE WAN KIM, Associate Professor of Business Ethics; Xerox Junior Faculty Chair – 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–


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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–

YUCHENG LIANG, Assistant Professor of Accounting – Ph.D., Stanford Graduate School of Business; Carnegie Mellon, 2020–

ZACHARY CHASE LIPTON, Assistant Professor of Operations Research and Machine Learning – Ph.D., University of California, San Diego; Carnegie Mellon; Expected 2018–

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CRAIG MARKOVITZ, Distinguished Service Professor of Entrepreneurship; Entrepreneur-in-Residence, Swartz Center – MBA, DePaul University; Carnegie Mellon, 2017–

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ALAN MONTGOMERY, Professor of Marketing; Executive Director, Center for Marketing Technology and Information; Head, Ph.D. Program – Ph.D., University of Chicago; Carnegie Mellon, 1999–

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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 at Chicago; Carnegie Mellon, 1991–

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

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STEPHEN ROEHIG, Teaching Professor of Information Systems, Heinz College, and by courtesy, Tepper School of Business

STEVEN SHREVE, University Professor of Mathematical Sciences; Orion Hoch Professor of Mathematical Sciences, Mellon College of Science, and by courtesy, Tepper School of Business – Ph.D., University of Illinois; Carnegie Mellon, 1977–

RAUL TELANG, Professor of Information Systems, Heinz College, and by courtesy, Tepper School of Business

Visiting Faculty

WILLIAM BABER, Associate Professor of Organizational Behavior and Theory

CHRISTINA FONG, Research Scientist, Department of Social and Decision Sciences, Dietrich College – Ph.D., University of Massachusetts; Carnegie Mellon, 2000–

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

JUNMING YIN, Visiting Assistant Professor of Business Technologies

Adjunct Faculty

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

ROBERT BLATTBERG, Timothy W. McGuire Distinguished Service Professor of Marketing – Ph.D., Carnegie Mellon University; Carnegie Mellon, 1971–

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–

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