Undergraduate Business Administration Program

Burton Hollifield, Associate Dean, Undergraduate Programs; PNC Professor of Finance; Professor of Financial Economics
Jennifer Wegner, Assistant Dean, Undergraduate Programs
Location: Tepper Quad, Suite 2400
Email: uba@andrew.cmu.edu

Advising Appointment Online Scheduler: https://meetme.so/TepperAdvising
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 management science, quantitative reasoning, leadership development, and communications skills. The curriculum is rigorous and flexible to accommodate student interests, academic, and career goals.

The curriculum includes 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 majors 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>
</tr>
</thead>
<tbody>
<tr>
<td>21-120 Differential and Integral Calculus</td>
<td>10</td>
</tr>
<tr>
<td>or 21-111 &amp; 21-112 Calculus I and Calculus II</td>
<td></td>
</tr>
<tr>
<td>21-256 Multivariate Analysis</td>
<td>9</td>
</tr>
<tr>
<td>or 21-259 Calculus in Three Dimensions</td>
<td></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></td>
</tr>
<tr>
<td>or 21-292 Operations Research I</td>
<td></td>
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</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>or 73-104 Principles of Microeconomics Accelerated</td>
<td></td>
</tr>
<tr>
<td>73-230 Intermediate Microeconomics</td>
<td>9</td>
</tr>
<tr>
<td>or 73-240 Intermediate Macroeconomics</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statistics</th>
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<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>
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</tr>
<tr>
<td>70-208 Regression Analysis</td>
<td>9</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Business Core</th>
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</tr>
</thead>
<tbody>
<tr>
<td>70-106 Business Science</td>
<td>9</td>
</tr>
<tr>
<td>70-110 Business Computing</td>
<td>9</td>
</tr>
<tr>
<td>70-122 Introduction to Accounting</td>
<td>9</td>
</tr>
<tr>
<td>70-311 Organizational Behavior</td>
<td>9</td>
</tr>
</tbody>
</table>

### Business Electives

Students must complete 18 units of Business Electives. A business elective course is any Business course (70-xxx) that is not being used to satisfy another degree requirement. This can include 21-270 Introduction to Mathematical Finance and upper-level Economics courses (73-xxx and above). Business Electives cannot double-count with any other degree requirement including the minor.

### Minor

In order to obtain the degree, students must complete a minor from another academic department. Students electing to complete an additional major or dual degree, the minor and concentration requirements are waived and the student must complete 9 additional units of business elective coursework.

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>University Core</td>
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</tr>
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</table>

### Computing @ Carnegie Mellon

All undergraduate students are required to take 99-101 (http://coursecatalog.web.cmu.edu/search/?P=99-101) Computing @ Carnegie Mellon to graduate (usually taken prior to the start of the first year or during the first year). The course focuses on Carnegie Mellon tools and technologies.

### Business Concentrations

The concentration allows students to gain knowledge and expertise in a particular area of business practice. The coursework in the concentrations

<table>
<thead>
<tr>
<th>Concentration</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-332 Business, Society and Ethics</td>
<td>9</td>
</tr>
<tr>
<td>70-340 Business Communications</td>
<td>9</td>
</tr>
<tr>
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<td>9</td>
</tr>
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</tr>
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<td>70-381 Marketing I</td>
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<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>
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<tr>
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</tr>
<tr>
<td>70-401 Management Game</td>
<td>12</td>
</tr>
<tr>
<td>or 70-447 Client Consulting Project: Strategic Management of the Enterprise</td>
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</tr>
</tbody>
</table>

Concentration

The Concentration allows students to gain knowledge and expertise in a particular area of business practice. Students must complete one of the following concentrations. For students electing to complete an additional major, the concentration requirement is waived (as is the minor requirement) and students must complete three business elective courses as part of the waived concentration requirement. Concentration courses cannot double-count with any other degree requirement including the minor.

- Accounting
- Business Analytics and Technologies
- Entrepreneurship
- Finance
- Global Economics and Business
- Marketing Management
- Operations Management
- Product Management
- Strategic Management

Minor

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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 and Sustainability Reporting

**Choose 3 remaining courses from:**
- 70-422 Managerial Accounting
- 70-427 Modern Banks: Strategy and Regulation
- 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
- 70-387 Strategy for High-Tech Products and Services
- 70-455 Data Management Fundamentals
- 70-458 Advanced Data Management
- 70-460 Mathematical Models for Consulting
- 70-467 Machine Learning for Business Analytics
- 70-469 End to End Business Analytics
- 70-498 Business Language Analytics: Mining Financial Texts and Graphs
- 73-366 Designing the Digital Economy
- 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:**
- 70-337 Business of Blockchain
- 70-353 Financial Regulation in the Digital Age
- 70-398 International Finance
- 70-484 Data Science for Finance
- 70-490 Big Data in Finance and Machine Learning
- 70-493 Valuation and Financial Modeling
- 70-497 Derivative Securities
- 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:**
- 73-398 International Finance
- 73-338 Financial Crises and Risk
- 73-341 Managing through Incentives
- 73-365 Firms, Market Structures, and Strategy
- 73-366 Designing the Digital Economy

### Marketing Management

**Required:**
- 70-481 Marketing Research

**Choose 3 remaining courses from:**
- 70-385 Consumer Behavior
- 70-387 Strategy for High-Tech Products and Services
- 70-443 Digital Marketing and Social Media Strategy
- 70-482 Pricing Strategy
- 70-483 Advertising and Marketing Communications
- 70-485 Product and Brand Management

### Strategic Management

**Choose 1 course from:**
- 70-437 Strategic Management and Innovation
- 70-465 Technology Strategy

**Choose 3 remaining courses from:**
- 70-387 Strategy for High-Tech Products and Services
- 70-341 Team Dynamics and Leadership
- 70-342 Managing Across Cultures
- 70-385 Consumer Behavior
- 70-424 Corporate Financial and Sustainability Reporting
- 70-437 Strategic Management and Innovation
- 70-440 Corporate Strategy
- 70-465 Technology Strategy

### 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 (or equivalent course).

The following courses are required for the Additional Major:

**Business Foundations**

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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<tbody>
<tr>
<td>21-120 Differential and Integral Calculus</td>
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</tr>
<tr>
<td>or 21-111 Calculus I</td>
<td></td>
</tr>
<tr>
<td>&amp; 21-112 Calculus II</td>
<td></td>
</tr>
<tr>
<td>21-256 Multivariate Analysis</td>
<td>9</td>
</tr>
<tr>
<td>or 21-254 Linear Algebra and Vector Calculus for Engineers</td>
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</tr>
<tr>
<td>or 21-259 Calculus in Three Dimensions</td>
<td></td>
</tr>
<tr>
<td>70-257 Optimization for Business</td>
<td>9</td>
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<td></td>
</tr>
<tr>
<td>or 21-292 Operations Research I</td>
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**Economics**

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

<table>
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<tr>
<th>Course</th>
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<tbody>
<tr>
<td>70-207 Probability and Statistics for Business Applications</td>
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<tr>
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**Business Core**

<table>
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<tr>
<th>Course</th>
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<tbody>
<tr>
<td>70-110 Business Computing</td>
<td>9</td>
</tr>
<tr>
<td>70-122 Introduction to Accounting</td>
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</tr>
<tr>
<td>70-311 Organizational Behavior</td>
<td>9</td>
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<td>70-332 Business, Society and Ethics</td>
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<td>70-401 Management Game</td>
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</table>

**Business Electives**

Students must also complete a minimum of 18 units with a maximum of 21 units in Business courses (70-xxx). The electives cannot include the Business Leadership Endeavor courses (70-104 Business Leadership Endeavor I, 70-204 Business Leadership Endeavor II, 70-304 Business Leadership Endeavor III) and Independent Study/Internship courses.

**Double-Counting Restriction**

Students pursuing the additional major may double-count two courses with any other major or minor requirements and are allowed unlimited double-counts for the business foundation courses. 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 dual degree and encouraged to consult with the Assistant Dean about their interests and application process. In addition to the student’s primary degree requirements, a student accepted for Dual Degree in Business Administration is required to complete an overall number of units that exceeds the minimum unit requirement for the degree with the smaller unit requirement, by at least 90 units. Further, they must 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.

**Minors**

The Tepper School offers several minor options for students interested in studying business - Business Administration, Business Analytics and Optimization, Financial Management, Product Management, and Operations and Supply Chain Management.

The minor in Innovation and Entrepreneurship is offered by the Tepper School through the Integrated Design, Arts, and Technology (IDEAtE) network. Students must follow IDEAtE policies and procedures for this minor.

**Application:**

Students are eligible to apply for a minor upon completion of two required courses for the minor wherein they earn a 2.0 QPA or higher in said courses.

**Double-Counting:**

While there are no double counting restrictions between the minor and the student’s home college general education requirements, only one minor course may double-count with any other major or minor requirements. The Minor in Operations and Supply Chain Management allows an additional double-count for a total of 2 courses that may double-count with any other major or minor requirements.

**Minor in Business Administration**

**Required:**

<table>
<thead>
<tr>
<th>Course</th>
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</tr>
</thead>
<tbody>
<tr>
<td>70-100 Global Business</td>
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<td>or 70-122 Introduction to Accounting</td>
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</tbody>
</table>

1 70-100 Global Business is intended for first-year and sophomore students only. Juniors and seniors who did not complete 70-100 and pursue the business minor replace the course with a constrained elective. 70-106 Business Science can substitute for 70-100 only if 70-106 has already been completed.

2 If a student successfully passes the 73-102 waiver, this requirement is waived and the student must take an additional 9 units of either constrained or business electives as defined by the minor.

**Constrained Elective (choose one):**

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<tbody>
<tr>
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</table>

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


**Minor in Business Analytics & Optimization**

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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Business Analytics and Optimization Core (required):
70-467 Machine Learning for Business Analytics 9
or 70-374 Data Mining & Business Analytics 9
or 15-388 Practical Data Science 9
70-257 Optimization for Business 9
or 21-257 Models and Methods for Optimization 9
or 21-292 Operations Research I 9
70-469 End to End Business Analytics 9

Business Foundations Elective (choose one):
70-122 Introduction to Accounting 9
70-311 Organizational Behavior 9
70-371 Operations Management 9
70-381 Marketing I 9
70-391 Finance 9
70-310 Principles of Microeconomics 9
or 70-314 Principles of Microeconomics Accelerated 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
70-374 Econometrics II 9
15-388 Practical Data Science 9

Minor in Financial Management

Required:
70-391 Finance 9
70-493 Valuation and Financial Modeling 9
70-207 Probability and Statistics for Business Applications 9
or 36-200 Reasoning with Data 9
or 36-220 Engineering Statistics and Quality Control 9
or 36-218 Probability Theory for Computer Scientists 9
or 36-225 Introduction to Probability Theory 9
or 36-217 Probability Theory and Random Processes 9

Elective Courses (choose three):
70-398 International Finance 9
70-428 Financial Statement Analysis 9
70-492 Investment Analysis 9
70-495 Corporate Finance 9
70-103 Principles of Macroeconomics 9
70-337 Business of Blockchain 9
21-270 Introduction to Mathematical Finance 9

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 network. Innovation & Entrepreneurship is for thinkers, dreamers, problem solvers, and realists. Students quickly learn the myth of the lone creative genius is just that, a myth, and the most transformative ideas and viable businesses come from creativity and repeatable innovation processes, business strategies and models, focused work, and a commitment to tackling real-world problems to bring value to people and the market. Through multidisciplinary coursework and a diverse cadre of faculty experts in business, technology, engineering, and design you will learn how to research, ideate, visualize, and strategize taking an idea or venture forward from multiple perspectives and collaborations. You can expect to expand as a critical thinker while adding hard and soft skills in your toolkit through hands-on learning experiences.

Specifically, you will take courses that emphasize:
- Experiential learning by doing through real-world problems, scenarios, case studies, etc.
- Critical thinking skills to understand problems, analyze strategies, determine approaches
- Multidisciplinary teamwork and collaboration
- Innovation processes, business models, strategies, and approaches
- 2D and 3D prototyping and visualizing of concepts and solutions

The IDeATe undergraduate curriculum consists of ten 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, Soft Technologies, and Immersive Technologies in Arts & Culture. For more information about IDeATe, please see the Undergraduate Options (http://coursecatalog.web.cmu.edu/aboutcmu/undergraduateoptions/#ideate) section of the Catalog.

Innovation & Entrepreneurship Minor Requirements

Innovation & Entrepreneurship Mindset Course
70-246 Innovation & Entrepreneurship Mindset 6

One Portal Course
For students without prior design or product design experience, one of the following:
15-294 Special Topic: Rapid Prototyping Technologies 5
15-394 Intermediate Rapid Prototyping 5
51-236 Information Design 9
62-478 IDeATe: dgiTOOL 9

Elective Courses (choose three):
70-416 New Venture Creation 9
70-417 Commercialization and Innovation 9
70-438 Technology Management 9
70-428 Entrepreneurial Ventures 9
70-429 End to End Business Analytics 9
70-424 New Venture Creation 9
70-438 Technology Management 9
70-428 Entrepreneurial Ventures 9
70-429 End to End Business Analytics 9

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 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

Required:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>73-102</td>
<td>Principles of Microeconomics ¹</td>
<td>9</td>
</tr>
<tr>
<td>or 73-104</td>
<td>Principles of Microeconomics Accelerated</td>
<td></td>
</tr>
<tr>
<td>70-371</td>
<td>Operations Management</td>
<td>9</td>
</tr>
<tr>
<td>70-257</td>
<td>Optimization for Business</td>
<td>9</td>
</tr>
<tr>
<td>or 21-257</td>
<td>Models and Methods for Optimization</td>
<td></td>
</tr>
<tr>
<td>or 21-292</td>
<td>Operations Research I</td>
<td></td>
</tr>
<tr>
<td>70-471</td>
<td>Supply Chain Management</td>
<td>9</td>
</tr>
<tr>
<td>70-460</td>
<td>Mathematical Models for Consulting</td>
<td>9</td>
</tr>
<tr>
<td>or 70-477</td>
<td>Real Options: Creating Value Beyond NPV</td>
<td></td>
</tr>
</tbody>
</table>

¹ If a student successfully passes the 73-102 waiver, this requirement is waived and the student must take an additional 9 units of business electives (70-xxx). The electives cannot include the Business Leadership Endeavor courses (70-104 Business Leadership Endeavor I, 70-204 Business Leadership Endeavor II, 70-304 Business Leadership Endeavor III), 70-207 Probability and Statistics for Business Applications, 70-208 Regression Analysis and Independent Study/Internship courses.

Engineering Project Management (choose one):

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

Minor in Product Management

Required:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-381</td>
<td>Marketing I</td>
<td>9</td>
</tr>
<tr>
<td>70-387</td>
<td>Strategy for High-Tech Products and Services</td>
<td>9</td>
</tr>
<tr>
<td>70-452</td>
<td>Introduction to Product Management</td>
<td>9</td>
</tr>
<tr>
<td>73-102</td>
<td>Principles of Microeconomics ¹</td>
<td>9</td>
</tr>
<tr>
<td>or 73-104</td>
<td>Principles of Microeconomics Accelerated</td>
<td></td>
</tr>
</tbody>
</table>

* If a student successfully passes the 73-102 waiver, this requirement is waived and the student must take an additional 9 units of minor coursework.

Course in Design Thinking (choose one):

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-389</td>
<td>Design Thinking for Business: Creative Solutions for Complex Problems</td>
<td>9</td>
</tr>
<tr>
<td>05-391</td>
<td>Designing Human Centered Software</td>
<td>12</td>
</tr>
<tr>
<td>05-410</td>
<td>User-Centered Research and Evaluation</td>
<td>12</td>
</tr>
</tbody>
</table>

Marketing Course (choose one):

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-385</td>
<td>Consumer Behavior</td>
<td>9</td>
</tr>
<tr>
<td>70-481</td>
<td>Marketing Research</td>
<td>9</td>
</tr>
<tr>
<td>70-482</td>
<td>Pricing Strategy</td>
<td>9</td>
</tr>
<tr>
<td>70-483</td>
<td>Advertising and Marketing Communications</td>
<td>9</td>
</tr>
</tbody>
</table>

Business Administration Policies and Procedures

Policies and procedures are listed below; additional policies and resources are in the Tepper School of Business Undergraduate Student Handbook and on the Tepper School Undergraduate Programs website.

COURSE DOUBLE COUNTS

Students cannot double count course within the Business Administration curriculum. Courses in the concentration and business elective requirements are not allowed to double count against any other degree requirement, including minor or additional major pursuits. When choosing to double-count courses between Tepper and other academic departments, the double-count policies are determined by the other academic department for a minor, additional major, and/or dual degree. There are no double-counting restrictions between the minor and the student's home college general education requirements.

Non-Tepper students earning a minor, additional major, or dual degree in Business Administration must adhere to the policies listed in the catalog for double counting courses. Students pursuing multiple Tepper minors cannot double count beyond one course across the minors. There are no double-counting restrictions between the minor or additional major and the student's home college general education requirements.

COURSE GRADE POLICIES

Students in the business administration major must earn letter grades (A through D) for the required business courses including core courses, foundation courses, general education courses, business electives, and concentration area courses. The only degree requirement wherein a P grade is acceptable is Computing @ Carnegie Mellon (99101) or P grades awarded in the Spring 2020 Special Pass/No Pass election. Repeating courses does not replace the previously earned grade on the transcript and both grades are calculated into the QPA. Courses completed with a letter grade earn factorable units that are used to compute QPA.

DEAN’S LIST

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

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 meet a comparable level and rigor as determined by CMU faculty. Transfer credit for any Carnegie Mellon course must be approved through the appropriate review processes.

Students must earn a final grade of C or higher to receive transfer credit unless otherwise noted by an individual approval. CMU Washington Semester and CMU-Qatar courses are exempt from the transfer course policy; community college and online courses may be considered for transfer credit by the individual department policies. Students pursuing the Dual Degree in Business Administration are subject to the transfer policy for business administration primary majors.

The following courses must be taken at Carnegie Mellon: 70-106 Business Science, 70-104 Business Leadership Endeavor I, 70-204 Business Leadership Endeavor II, 70-304 Business Leadership Endeavor III, 70-401 Management Game or equivalent, 99-101 Computing @ Carnegie Mellon or First Year Writing.

Business students can transfer up to 90 units from higher education institutions to count towards the degree requirements, including study abroad.

Only 5 courses can be taken at U.S. institutions;
Only 2 courses can transfer to the business foundation courses requirements;
Only 1 course can transfer between the concentration and business elective course requirements;
Only 1 course can transfer to the business core course requirements;
Only 3 courses can transfer as general education courses.

Students who complete dual enrollment college coursework during high school must be able to produce a university/college transcript and
demonstrate that the course was taught by a college/university faculty member. Dual enrollment courses must be evaluated within the CMU equivalency processes and the courses must fall within the current transfer policy. External transfer students admitted to the Tepper School may transfer up to 182 units (including AP credit). External transfer students are not permitted to earn additional transfer credit with exceptions considered for study abroad.

Non-UBA students interested in pursuing a business minor/additional major can transfer no more than 9 units toward a minor/no more than 27 units toward the additional major requirements.

**MBA COURSE ENROLLMENT**

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

**MINOR requirement for business students & additional major option**

Students are required to complete a minor to earn the business degree, and some students choose to fulfill this requirement with an additional major. Each college has its own process for declaring a minor/additional major; students should work with the individual department to learn their policies. Upon official declaration of the minor/additional major, students should regularly meet with their minor/additional major advisor and their Tepper School advisor to ensure that they are meeting the requirements of the minor/additional major. If a student completes an additional major, the minor requirement is waived (as is the concentration requirement). Students must complete at least 27 plus units of business elective courses for their degree requirements if they earn an additional major. The minor/additional major is certified by the corresponding department at the time of graduation. Failure to complete the minor requirement will prevent a student in business administration from graduating.

**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.

**STUDENTS PURSUING 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 a major change from current Carnegie Mellon students who are in other academic programs to begin in either the fall or spring semester. To be considered, a student must have successfully completed a Carnegie Mellon math course required in the business program (21-120 Differential and Integral Calculus, 21-256 Multivariate Analysis, 21-254 Linear Algebra and Vector Calculus for Engineers, or 21-259 Calculus in Three Dimensions) and 73-102 Principles of Microeconomics or 73-104 Principles of Microeconomics Accelerated. The application also requires a resume and personal statement. CMU students interested in changing to a Tepper major must complete the internal transfer application by the deadline which is always the last day of class in the semester preceding the desired semester for transfer. Successful transfer is limited by space.

**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, Professor of Economics – Ph.D., University of Minnesota; Carnegie Mellon, 2008–

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

JAY APT, Professor Emeritus – Ph.D., Massachusetts Institute of Technology; Carnegie Mellon, 2000–

LINDA ARGOTE, Thomas Lord Professor of Organizational Behavior and Theory; Director, Center of Organizational Learning, Innovation and Knowledge – Ph.D., University of Michigan; Carnegie Mellon, 1979–

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

ISABELLE BAJEUX-BESNAINO, Dean; Richard P. Simmons Professor of Finance – Ph.D., University of Paris; Carnegie Mellon, 1989–

KATHRYN BARRACLOUGH, Teaching Professor of Finance; Associate Dean, Masters Programs – Ph.D., Australian National University; Carnegie Mellon, 2015–

JAMES A. BEST, Assistant Professor of Economics – Ph.D., University of Edinburgh; Carnegie Mellon, 2018–

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

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

PETER BOATWRIGHT, Allan D. Shocker Professor of Marketing and New Product Development; Co-Director, Integrated Innovation Institute – Ph.D., University of Chicago; Carnegie Mellon, 1997–

PIETRO BONALDI, Assistant Professor of Accounting – Ph.D., University of Chicago; Carnegie Mellon, 2017–

ARTHUR BONI, The John R. Thorne Distinguished Career Professor of Entrepreneurship, Emeritus – Ph.D., University of California, San Diego; 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, IBM Professor of Operations Management – Ph.D., University of California, Los Angeles; Carnegie Mellon, 2008–

ROSALIND M. CHOW, Associate Professor of Organizational Behavior and Theory – Ph.D., Stanford University; Carnegie Mellon, 2008–

MATTIA CIOLLARO, Assistant Teaching Professor of Business Analytics – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2022–

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

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

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

ROBERT M. DAMMON, Richard C. Green Professor of Financial Economics – Ph.D., University of Wisconsin, Madison; Carnegie Mellon, 1984–

EMILY DEJEU, Assistant Teaching Professor of Business Communication – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2022–

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

ABBIE DEPRETIS, Assistant Teaching Professor of Business Communication – Ph.D., University of Maryland; Carnegie Mellon, 2017–

TIMOTHY P. DERDENGER, 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. EPPEL, 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–

MARK FICHMANN, 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–

MOHSEN FOROUGHIFAR, Assistant Professor of Business Technologies – Ph.D., University of Toronto; Carnegie Mellon, 2023–

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

JOHN GASPER, Associate Teaching 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–

EVELYN XIAO-YUE GONG, Assistant Professor of Operations Management – Ph.D., Massachusetts Institute of Technology; Carnegie Mellon, 2023–

DAVID GOYETTE, Associate Teaching Professor of Business Communication and Acting

MEREDITH GRELLI, Assistant Teaching Professor of Entrepreneurship – MBA, Carnegie Mellon University; Carnegie Mellon, 2022–

OLIVER HAHN, 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, 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 University Professor of Business Ethics and Social Responsibility; Professor of Operations Research, Emeritus – 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–


JIM JEN, Distinguished Service Professor of Entrepreneurship – M.B.A., Stanford University; Carnegie Mellon, 2023–

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–

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

SHAM KEKRE, Distinguished Service Professor of Operations Management – Ph.D., University of Rochester; Carnegie Mellon, 1984–

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

ROBERT KELLEY, Distinguished Service 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–

DEREK LEBEN, Associate Teaching Professor of Business Ethics – Ph.D., Johns Hopkins University; Carnegie Mellon, 2012–

JUAN RIVERA LEBRON, Assistant Professor of Marketing – M.F.A., University of Idaho; Carnegie Mellon, 2022–

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

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 Machine Learning and Operations Research School of Computer Science Joint Appointment at Tepper School of Business – Ph.D., University of California, San Diego; Carnegie Mellon, 2018–

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

CRAIG MARKOVITZ, Distinguished Service Professor of Entrepreneurship; Entrepreneur-in-Residence, Swartz Center – 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, Teaching Professor of Entrepreneurship; Executive Director of the Swartz Center for Entrepreneurship; Executive Director, Donald H. Jones Center for Entrepreneurship – MBA, Carnegie Mellon University; Carnegie Mellon, 2011–

SIMON MAYER, Assistant Professor of Finance – Ph.D., Erasmus University Rotterdam and Tinbergen Institute; Carnegie Mellon, 2023–


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

BENJAMIN MOSELEY, Carnegie Bosch Associate Professor of Operations Research – Ph.D., University of Illinois; Carnegie Mellon, 2018–

D. CARRINGTON MOTLEY, Assistant Professor of Organization Theory and Entrepreneurship – Ph.D., Stanford University; Carnegie Mellon, 2022–

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

NICHOLAS Z. MULLER, Professor of Economics, Engineering, and Public Policy (joint with the Department of Engineering and Public Policy, College of Engineering; Lester and Judith Lave Development Chair in Economics;
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MELISSA MURPHY, Assistant Professor of Organization Theory and Entrepreneurship - M.A., Northwestern University; Carnegie Mellon, 2020-

MILDRED S. MYERS, Teaching Professor of Business Management Communication, Emerita – D.A., Carnegie Mellon University; Carnegie Mellon, 1984-

ANH NGUYEN, Assistant Professor of Economics – Ph.D., Columbia University; Carnegie Mellon, 2015-

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

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

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JAVIER F. PENA, Bajaj Family Chair in Operations Research – Ph.D., Cornell University; Carnegie Mellon, 1997-

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

R. RAVI, Andris A. Zoltner Professor of Business; Professor of Operations Research and Computer Science; Director of Analytics Strategy – Ph.D., Brown University; Carnegie Mellon, 1995-

MAX W. RISCH, Assistant Professor of Accounting – Ph.D., University of Michigan; Carnegie Mellon, 2020-

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-

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

ALAN SCHELLER-WOLF, Richard M. Cyert Professor of Operations Management – Ph.D., Columbia University; Carnegie Mellon, 1996-

DUANE J. SEPPI, Senior Associate Dean, Faculty; Head, M.S. in Computational Finance Program; David M. and Barbara A. Kirr Finance; Professor of Financial Economics – Ph.D., University of Chicago; Carnegie Mellon, 1986-

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

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

KARAN SINGH, Assistant Professor of Operations Research – Ph.D., Princeton University; Carnegie Mellon, 2021-

PARAM VIR SINGH, Carnegie Bosch Professor of Business Technologies – Ph.D., University of Washington, Seattle; Carnegie Mellon, 2008-

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CHESTER S. SPATT, Pamela R. and Kenneth B. Dunn Professor of Finance – Ph.D., University of Pennsylvania; Carnegie Mellon, 1979-

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, Emeritus – Ph.D., University of Pittsburgh; Carnegie Mellon, 1996-

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

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

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

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

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

LAURIE R. WEINGART, Richard M. and Margaret S. Cyert Professor of Organizational Behavior and Theory – Ph.D., Northwestern University; Carnegie Mellon, 1989-

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