Undergraduate Business Administration Program

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www.cmu.edu/tepper/programs/undergraduate-business (http://www.cmu.edu/tepper/programs/undergraduate-business/)

The Business Administration Program in the Tepper School of Business is for students interested in a broad undergraduate education based on 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 a minor and additional major to students in other programs of the university.

B.S. Degree in Business Administration

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

### Business Foundations

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>21-120</td>
<td>10</td>
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<tr>
<td>or 21-111</td>
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<tr>
<td>&amp; 21-112</td>
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<tr>
<td>21-256</td>
<td>9</td>
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<tr>
<td>or 21-259</td>
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<tr>
<td>70-257</td>
<td>9</td>
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<tr>
<td>or 21-257</td>
<td></td>
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<tr>
<td>or 21-292</td>
<td></td>
</tr>
</tbody>
</table>

### Economics

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>73-102</td>
<td>9</td>
</tr>
<tr>
<td>73-103</td>
<td>9</td>
</tr>
<tr>
<td>73-230</td>
<td>9</td>
</tr>
<tr>
<td>or 73-240</td>
<td></td>
</tr>
</tbody>
</table>

### Statistics

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>70-207</td>
<td>9</td>
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<tr>
<td>or 36-200</td>
<td></td>
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<tr>
<td>70-208</td>
<td>9</td>
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<tr>
<td>or 36-202</td>
<td></td>
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</tbody>
</table>

### Business Core

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-106</td>
<td>9</td>
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<tr>
<td>70-110</td>
<td>9</td>
</tr>
<tr>
<td>70-122</td>
<td>9</td>
</tr>
<tr>
<td>70-311</td>
<td>9</td>
</tr>
<tr>
<td>70-312</td>
<td>9</td>
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<tr>
<td>70-340</td>
<td>9</td>
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<tr>
<td>70-345</td>
<td>9</td>
</tr>
<tr>
<td>70-371</td>
<td>9</td>
</tr>
</tbody>
</table>

### Concentration

Concentrations provide a focus of additional courses (both required and elective) that the student must complete in order to obtain in-depth knowledge of a particular function area. Students must complete one of the following concentrations. For students electing to complete an additional major, the concentration requirement is waived.

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

### 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. This cannot include 70-350 Acting for Business.

### 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:
  - 76-106 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 course in 85-100 or higher
- Any course in 87-100 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 outside of Business or Economics 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, the minor requirement is waived.
Computing @ Carnegie Mellon
99-101 Computing @ Carnegie Mellon
This course is required of all students for them to learn about the campus computing environment (usually taken prior to one’s first semester of first year).

Business Concentrations
These concentration areas allow 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 Financial Text Mining

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 Modern Data Management
- 70-469 End to End Business Analytics
- 70-460 Mathematical Models for Consulting
- 73-374 Econometrics II
- 70-498 Financial Text Mining

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:
- 70-495 Corporate Finance
- 70-492 Investment Analysis
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 Financial Text Mining
- 70-338 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 Within the Firm: 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 Organizational Learning and Knowledge Management
- 70-440 Corporate Strategy
- 70-465 Technology Strategy

Additional Major/Dual Degree

Additional Major in Business Administration
Students are eligible to declare 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 earn a 3.0 QPA in these required courses.

The following courses are required for the Additional Major:

### Business Foundations

<table>
<thead>
<tr>
<th>Mathematics</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>21-120 Differential and Integral Calculus</td>
<td>10</td>
</tr>
<tr>
<td>or 21-111 Calculus I</td>
<td></td>
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<tr>
<td>6 21-112 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>
</tbody>
</table>
Students are eligible to declare the Minor in Business Administration upon completion of two required courses for the minor. In addition, students must replace the course with a constrained elective.

**Constrained Elective - Choose one:**

- 70-311 Organizational Behavior
- 70-371 Operations Management
- 70-381 Marketing I
- 70-391 Finance

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


**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 declare the minor upon completion of two required courses for the minor. In addition, students must earn a 2.0 GPA in these required courses.

**Modeling Uncertainty (choose one):**

- 70-207 Probability and Statistics for Business Applications
- 36-200 Reasoning with Data
- 36-220 Engineering Statistics and Quality Control
- 36-225 Introduction to Probability Theory

**Business Analytics and Optimization Core (required):**

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

**Business Foundations Elective (choose one):**

- 70-122 Introduction to Accounting
- 73-102 Principles of Microeconomics
- 70-311 Organizational Behavior
- 70-371 Operations Management
- 70-381 Marketing I
- 70-391 Finance

**Technical Elective (choose one):**

- 70-208 Regression Analysis
- 70-374 Data Mining & Business Analytics
- 70-455 Modern Data Management
- 70-460 Mathematical Models for Consulting
- 70-462 Uncertainty and Risk Modeling
- 70-467 Machine Learning for Business Analytics
## 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 [section of the Catalog](http://www.cmu.edu/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-rooted needs or connect culture and lifestyle in a way that galvanizes users and customers. Leveraging the diverse maker culture of Carnegie Mellon, this minor involves collaborative rapid prototyping and iteration.

### Innovation & Entrepreneurship Minor Requirements

#### One Global Business Course

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>70-100</td>
<td>Global Business</td>
<td>9</td>
</tr>
<tr>
<td>70-106</td>
<td>Business Science</td>
<td>9</td>
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#### One Portal Course

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

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>15-294</td>
<td>Special Topic: Rapid Prototyping</td>
<td>5</td>
</tr>
<tr>
<td>51-236</td>
<td>Information Design</td>
<td>9</td>
</tr>
<tr>
<td>62-478</td>
<td>IDeATe: digiTOOL</td>
<td>6</td>
</tr>
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</table>

For students with no prior programming or computer science coursework:

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>15-104</td>
<td>Introduction to Computing for</td>
<td>10</td>
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<tr>
<td></td>
<td>Creative Practice</td>
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</tbody>
</table>

#### One Entrepreneurship Course

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
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<tbody>
<tr>
<td>70-415</td>
<td>Introduction to Entrepreneurship</td>
<td>9</td>
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</table>

#### One Venture Creation Course

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

### One Innovation Process Course

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

### One Product Development Course

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

### Practice/Experience

Multiple possibilities, including:

- 70-416 New Venture Creation (if you did not take it as your Venture Creation option)
- The Swartz Center for Innovation and Entrepreneurship Innovation Scholars Program ([http://www.cmu.edu/swartz-center-for-entrepreneurship/innovation-scholars/](http://www.cmu.edu/swartz-center-for-entrepreneurship/innovation-scholars/)) - 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](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:

<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</td>
<td>9</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>9</td>
</tr>
<tr>
<td>or 21-292</td>
<td>Operations Research I</td>
<td>9</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>9</td>
</tr>
</tbody>
</table>

### Engineering Project Management - choose one:

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
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</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 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-I</td>
<td>24</td>
</tr>
<tr>
<td>24-370</td>
<td>Engineering Design I: Methods and Skills</td>
<td>12</td>
</tr>
<tr>
<td>27-399</td>
<td>Professional Development II</td>
<td>1</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>24</td>
</tr>
</tbody>
</table>

### 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.
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**

Curricular policies are listed below. The Student Handbook (https://www.cmu.edu/tepper/programs/undergraduate-business/crmlcurriculum/) is another resource for students pursuing the BA degree, additional major, and minors and should be consulted for additional program practices.

**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 two 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 completed at least 40% of business foundation and business core classes. This translates to 8 different 9-unit courses that fulfill the requirements in the business foundation and business core courses; 2) and at the completion of a student’s sixth semester in the business program, the student has a declared minor and business concentration. 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 cumulative GPA. Good standing reflects academic performance above a 2.0 semester and cumulative GPA and appropriate academic progress. Good standing status also allows eligibility for overload approval, minor declaration, study abroad, and pursuit of a Student Defined Major.

**Concern Status (Departmental Status)**

Students who are not making adequate progress toward the degree, demonstrated either through OPA 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 GPA below 2.0 and/or did not earn at least 36 factorable units are reviewed for departmental probation. Students with a cumulative GPA below 2.0 may also be placed on probation. When a student is placed on probation, the Academic Actions Committee identifies required conditions to support student success during the probation semester. Students on probation are expected to improve their semester GPA, successfully complete at least 36 units, and are required to complete an Academic Success Plan with their advisor (instructions are included in the notification). Additional conditions may be placed by the Academic Actions Committee in response to a student’s individual situation. Students with probation status are not permitted to overload.

Students with probation status will be reviewed by the UBA Academic Actions Committee at the end of their probation semester. Students will return to good standing if they meet the conditions outlined in the probation notification.

**Academic Suspension (University Status, Departmental Decision)**

Students who do not meet their probation requirements qualify for a one-year 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 successful return and sustained recovery during their CMU career. There are three phases that define the program’s approach for supporting students on suspension: phase one (immediately after suspension decision); phase two (during the suspension); phase three (preparing for the return). Detailed information about these phases is provided in the suspension notification. Each phase includes advisor outreach to check-in with the student. A student on suspension may enroll in courses for transfer if they follow the transfer course equivalency policy.

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.)

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 submission deadline are communicated within the academic actions letter and during discussions in phase one, phase two, and phase three as the program works with the student.

**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 final probation semester to support student success that must be met. Students on final probation are required to complete an Academic Success Plan with their advisor (instructions are included in the notification). Students with final probation status are reviewed by the UBA Academic Actions Committee at the end of the semester. Failure to meet the conditions identified for the final probation semester may result in a student’s drop from the Tepper School.

**Drop (University Status)**

Drop means permanent expulsion from the academic program. 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 received in writing by the deadline printed in the academic standing notification. Additional information about appealing an Academic Actions’ decision is found in The Word: Student Handbook (https://www.cmu.edu/student-affairs/theword/).

**COLLEGE HONORS**

Students can earn College Honors from the Tepper School by completing a senior honors thesis. The thesis is a two-semester research project supervised by a faculty member that produces a written thesis and is presented at the University’s Meeting of the Minds research symposium. Eligible students must have at least 270 units by the end of the junior year and a 3.5 or higher cumulative GPA. Students interested in pursuing a senior honors thesis should consult their academic advisor in their junior year to apply. The honors thesis is 18 units and students receive College Honors upon graduation.

**COURSE OVERLOADS**

At Carnegie Mellon, students must petition to overload in a semester. In the business administration program, a student must petition to enroll in more than 50 units in either the fall or spring semester; summer terms are limited to 24 units per term. An overload permits an increased cap of 57 unit in either the fall or spring semester and 27 units in either summer term.
Students must meet the QPA threshold and complete the overload petition to receive an overload in the following semester.

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

EXTERNAL CREDIT TRANSFER
Courses taken at institutions of higher education outside of Carnegie Mellon are considered for transfer credit if the courses and the institution offering them are comparable content and rigor as determined by CMU faculty in the respective department. All transfer credit for any Business Administration course must be submitted and approved in advance through the transfer course equivalency form. Students must earn a final grade of C or higher to receive transfer credit unless otherwise noted by an individual class.

A business student can transfer a maximum of five courses total from institutions of higher education to be counted toward the business degree, including study abroad. Of the five transfer courses, only three courses can be taken at U.S. institutions; only one course can transfer as a business concentration course; only one course can transfer as a core course; only one course can transfer as a business elective; and only three courses can transfer as University Core/ breadth courses. Students pursuing the business additional major can transfer up to two courses towards the degree requirements; students pursuing a minor offered by UBA can transfer one course towards the degree requirements.

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

MINOR/ADDITIONAL MAJOR REQUIREMENT FOR BUSINESS STUDENTS
Business students who earn an additional major are not required to complete the concentration or minor requirement, 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.

PASS/NO PASS CREDIT
Students may use a maximum of 9 units of grades of "P" (pass) credit towards their graduation requirement. This does not include the course 99-101 Computing @ Carnegie Mellon.

STUDENT DEFINED MAJOR
Tepper students are able to pursue a Student Defined Major (http://coursecatalog.web.cmu.edu/aboutcmu/undergraduateoptions/ #studentdefinedmajoroptions) to earn a Carnegie Mellon degree. UBA students interested in this opportunity should begin by speaking with the Executive Director as they consider this university-wide option. Students must be in good academic standing at the time the SDM is approved by Tepper as the home college.

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 transfer from current Carnegie Mellon students who are in other academic programs to begin in 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, 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). 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–

SERKAN AKGUC, Assistant Teaching Professor of Finance, Carnegie Mellon Qatar – Ph.D., Temple University; Carnegie Mellon, 2018–

JAMES F. ALBERTUS, Assistant Professor of Finance – Ph.D., New York University; Carnegie Mellon, 2016–

LAURENCE ALES, Associate Professor of Economics – Ph.D., University of Minnesota; Carnegie Mellon, 2008–

JAY APT, Professor of Technology; Co-Director, Carnegie Mellon Electricity Industry Center – Ph.D., Massachusetts Institute of Technology; Carnegie Mellon, 2000–

LINDA ARGOTE, 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–

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

ILKER BAYBARS, Deputy Dean Emeritus, Tepper School of Business; George Leland Bach Chair; Professor of Operations Management – Ph.D., Carnegie Mellon University; Carnegie Mellon, 1979–

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

CARLA BEVINS, Assistant Teaching Professor of Business Communication – Ph.D., University of Kentucky; Carnegie Mellon, 2013–

ANDREW BIRD, Assistant Professor of Accounting – Ph.D., University of Toronto; Carnegie Mellon, 2013–

PETER BOATWRIGHT, Carnegie Bosch Professor of Marketing – Ph.D., University of Chicago; Carnegie Mellon, 1997–

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

SERRA BORANbAY-AKAN, Assistant Teaching Professor of Economics – Ph.D., Northwestern University; Carnegie Mellon, 2013–

CLARA BURKE, Assistant 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–

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

MILTON L. COFIELD, Distinguished Service Professor of Business Management, Carnegie Mellon-Qatar – Ph.D., University of Illinois; Carnegie Mellon, 2001–

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

GERARD P. CORNUJEOLS, 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, Dean; Professor of Financial Economics – Ph.D., University of Wisconsin, Madison; Carnegie Mellon, 1984–

TETIANA DAVYDIUK, Assistant Professor of Finance – Ph.D., University of Pennsylvania; Carnegie Mellon, 2017–

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

TIMOTHY P. DERDANGER, 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–

FIUAD FAROOQI, Associate Teaching Professor of Finance, Carnegie Mellon-Qatar – Ph.D., Richard Ivy School of Business; Carnegie Mellon, 2013–

MARK FICHMAN, Associate Professor of Organizational Behavior and Theory, Emeritus – Ph.D., University of Michigan; Carnegie Mellon, 1980–

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

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

JOHN GASPER, Assistant Dean of Strategic Initiatives; Associate Teaching Professor of Economics – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2008–

MARTIN GAYNOR, E. J. Barone University Professor of Economics and Health Policy, H. John Heinz III College and Joint Appointment at the Tepper School of Business – Ph.D., Northwestern University; Carnegie Mellon, 1995–

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

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

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, Head, Undergraduate Business Program, PNC Professor of Finance; Professor of Financial Economics – Ph.D., Carnegie Mellon; Carnegie Mellon, 1998–

JOHN HOOKER, T. Jerome Holleran Professor of Business Ethics and Social Responsibility; Professor of Operations Research; Director, Center for International Corporate Responsibility – Ph.D., Vanderbilt University; University of Tennessee; Carnegie Mellon, 1984–

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


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

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

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

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

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

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

FATMA 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–

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

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

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

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

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

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

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

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

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

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

JOHN H. MATHER, Teaching Professor of Marketing, Emeritus – Ph.D., University of Arizona; Carnegie Mellon, 1992–
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BENNETT T. MCCALLUM, H. J. Heinz Professor of Economics, Emeritus – Ph.D., Rice University; Carnegie Mellon, 1981–


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

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

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

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


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

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

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

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

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

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

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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, 1962–

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

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CHRISTOPHER I. TELMER, Head, Economics Programs; 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–

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RICHARD O. YOUNG, Teaching Professor of Business Management Communication - Ph.D., Carnegie Mellon University; Carnegie Mellon, 1988–

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

AREL ZETLIN-JONES, Associate Professor of Economics – Ph.D., University of Minnesota; Carnegie Mellon, 2012–
Visiting Faculty

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

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

Adjunct Faculty

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

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

STEVEN BOLLINGER, Adjunct Professor of Entrepreneurship

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

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

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

JIM FOSTER, Adjunct Professor of FinanceCarnegie Mellon, 2019–

COLLEN FRANK, Adjunct Professor of ManagementCarnegie Mellon, 2017–

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

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

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

RAZI IMAM, Adjunct Professor of Entrepreneurship – MBA, Indiana University of Pennsylvania;

HARRIS JONES, Adjunct Professor of Entrepreneurship – MBA, University of Virginia; Carnegie Mellon, 1991–

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

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ROBB MYER, Adjunct Professor of EntrepreneurshipCarnegie Mellon, 2018–

ADAM PAULISICK, Adjunct Professor of Entrepreneurship

MARGARITA PONNYKH, Adjunct Professor of Economics – Ph.D., Clemson University; Carnegie Mellon, 2016–

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

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

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