Undergraduate Business Administration Program

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Tepper School, Room 141
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The Tepper School program in undergraduate business education is intended for students interested in an undergraduate management educational experience that is broad and based upon the liberal arts, quantitative studies and analytical reasoning as its foundation. Such a program is both intellectually strong and flexible enough to accommodate the interests of students with diverse goals, ranging from beginning a career to graduate study.

The curriculum is designed around a central core of courses in the liberal arts, the functional areas of business, economics, mathematics and computing course requirements. To this is added a requirement for in-depth study in one of the core functional business areas such as finance, information systems, marketing, entrepreneurship or manufacturing management. Finally, the curriculum requires all students to have a minor in the curricula of another college in order to obtain the additional breadth and flexibility that promotes confidence in one’s knowledge and its benefits for a lifetime. We believe this curriculum structure is that needed for those who will be leaders in the increasingly global business and political environment in which organizations of the future will pursue their goals.

Our curriculum prepares students to begin their professional careers in all areas of management and they do so in some of the world's leading service, manufacturing, and governmental organizations. Many go on to graduate study in economics, finance, law, and policy studies at leading universities in the world.

In addition to the major in Business Administration, we offer the opportunity for a minor or second major to students in other programs of the university. If you are seriously interested in management education in an environment that offers the best undergraduate experience, please contact the undergraduate Business Administration academic advisors in the Tepper School of Business.

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 Business Core, as well as Breadth, Track and Minor requirements.

Functional Business Core Requirements

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-100</td>
<td>Global Business</td>
<td>9</td>
</tr>
<tr>
<td>70-122</td>
<td>Introduction to Accounting</td>
<td>9</td>
</tr>
<tr>
<td>70-201</td>
<td>Professional and Service Projects</td>
<td>9</td>
</tr>
<tr>
<td>70-311</td>
<td>Organizational Behavior</td>
<td>9</td>
</tr>
<tr>
<td>70-332</td>
<td>Business, Society and Ethics</td>
<td>9</td>
</tr>
<tr>
<td>70-340</td>
<td>Business Communications</td>
<td>9</td>
</tr>
<tr>
<td>70-345</td>
<td>Business Presentations</td>
<td>9</td>
</tr>
<tr>
<td>70-371</td>
<td>Operations Management</td>
<td>9</td>
</tr>
<tr>
<td>70-381</td>
<td>Marketing I</td>
<td>9</td>
</tr>
<tr>
<td>70-391</td>
<td>Finance</td>
<td>9</td>
</tr>
<tr>
<td>70-401</td>
<td>Management Game</td>
<td>12</td>
</tr>
<tr>
<td>70-451</td>
<td>Management Information Systems</td>
<td>9</td>
</tr>
</tbody>
</table>

Economics Core Requirements

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>73-100</td>
<td>Principles of Economics</td>
<td>9</td>
</tr>
<tr>
<td>73-230</td>
<td>Intermediate Microeconomics</td>
<td>9</td>
</tr>
<tr>
<td>73-240</td>
<td>Intermediate Macroeconomics</td>
<td>9</td>
</tr>
</tbody>
</table>

Mathematics/Computing Core Requirements

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>15-110</td>
<td>Principles of Computing</td>
<td>10</td>
</tr>
<tr>
<td>21-120</td>
<td>Differential and Integral Calculus</td>
<td>10</td>
</tr>
</tbody>
</table>

21-256    Multivariate Analysis 1     9
21-257    Models and Methods for Optimization 2     9
70-207    Probability and Statistics for Business Applications     9
70-208    Regression Analysis         9
99-101/102 Computing @ Carnegie Mellon 3
1 or 21-259 Calculus in Three Dimensions
2 or 21-292 Operations Research I

Breadth Requirements 63 Units

Students must complete seven breadth requirements with one course for each. Two are first-year requirements (Writing and Global Histories).

First-Year Courses 18 units

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>76-101</td>
<td>Interpretation and Argument</td>
<td>9</td>
</tr>
<tr>
<td>79-104</td>
<td>Global Histories</td>
<td>9</td>
</tr>
</tbody>
</table>

Distributional Courses 45 units

One course is required in each category listed below. For a list of course to choose from in each category, please see the Breadth Requirements page at the Undergraduate Business Administration website.

1. Science & Technology
2. Cognition, Choice & Behavior
3. Political & Social Institutions
4. Creative Production & Reflection
5. Cultural Analysis

Track Requirements 54 Units

A program track provides a comprehensive focus of additional courses (both required and elective) that the student must complete in order to obtain in-depth knowledge of a particular functional area of management expertise. Students must complete one of the following tracks.

- Business Technology
- Entrepreneurship
- Finance
- General Management
- Graphic Media Management
- International Management
- Manufacturing Management and Consulting
- Marketing

Business Technology Track

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>15-121</td>
<td>Introduction to Data Structures</td>
<td>10</td>
</tr>
<tr>
<td>70-453</td>
<td>Business Technology for Consulting</td>
<td>9</td>
</tr>
<tr>
<td>70-455</td>
<td>Modern Data Management</td>
<td>9</td>
</tr>
<tr>
<td>70-465</td>
<td>Strategic Information Technology</td>
<td>9</td>
</tr>
</tbody>
</table>

ELECTIVE COURSES - choose two (at least one must be a full-semester course):

- 70-339 Information Technology for Finance 9
- 70-443 Digital Marketing and Social Media Strategy 9
- 70-449 Social, Economic and Information Networks 9
- 70-488 Interactive Marketing 6
- 70-643 Publishing on the World Wide Web 9
- 36-315 Statistical Graphics and Visualization 9

Entrepreneurship Track

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-415</td>
<td>Introduction to Entrepreneurship</td>
<td>9</td>
</tr>
<tr>
<td>or 70-414</td>
<td>Entrepreneurship for Engineers</td>
<td></td>
</tr>
</tbody>
</table>
**Finance Track**

**REQUIRED COURSES**
- 70-492 Investment Analysis 9
- 70-495 Corporate Finance 9

**ELECTIVE COURSES - choose two:**
- 70-321 Negotiation and Conflict Resolution 9
- 70-342 Managing Across Cultures 9
- 70-393 Open Innovation 6
- 70-419 Entrepreneurship Practicum: The Apprentice 9
- 70-430 International Management 9
- 70-438 Commercialization and Innovation 9
- 70-495 Corporate Finance 9
- 70-496 Entrepreneurial Finance: Valuation & Deal 6

**General Management Track**

General Management is a self-defined track consisting of six courses. It is appropriate for students who wish to combine two or more areas; to design a concentration that is not covered by a formally defined track. Students selecting this track should discuss their study plan with the track advisor by the middle of the junior year.

**Graphc Media Management Track**

**REQUIRED COURSES**
- 70-160 Graphic Media Management 9

**ELECTIVE COURSES - choose five:**
- 70-194 Publishing Management in the Information Age 9
- 70-481 Marketing Research 9
- 70-635 Desktop Publishing 9
- 70-637 Interactive Media Design Management 9
- 70-641 Color Reproduction and Management 9
- 70-643 Publishing on the World Wide Web 9
- 70-650 Independent Study: Graphic Communications Management 9

**International Management Track**

**REQUIRED COURSES**
- 70-342 Managing Across Cultures * 9
- 70-365 International Trade and International Law * 9
- 70-430 International Management * 9
- 70-480 International Marketing * 9
- 70-508 Independent Study in International Management (This involves cultural preparation for the experience abroad) Var.

* These requirements may be met by comparable courses taken abroad, subject to approval by the Track Advisor.

**ELECTIVE COURSES - choose two:**
- 70-398 International Finance 9
- 79-205 20th Century Europe 9
- 79-221 Development and Democracy in Latin America 9
- 79-233 The United States and the Middle East since 1945 9
- 79-278 Rights to Representation: Indigenous People and their Media 9
- 79-279 Comparative Study of Nationalism Case Studies: USA, Arabia, South Africa 9
- 79-290 States/Stateless Societies and Nationalism in West Africa 6
- 79-291 Globalization in East African History 6
- 79-307 Religion and Politics in the Middle East 9
- 79-381 Petrocultures: How Oil Changed the World 9
- 88-205 Comparative Politics 9
- 88-326 Theories of International Relations 9

Other courses, as approved by the Track Advisor

**EXPERIENCE ABROAD**

The International Management track requires at least one semester of study abroad, or a substantial internship abroad (e.g., one summer or one semester), or both. Study abroad programs should provide substantial immersion in the culture. Contact the Track Advisor for assistance.

**LANGUAGE REQUIREMENT**

Students must demonstrate conversational proficiency in a language other than English, to the satisfaction of the Track Advisor. (This may be, but is not necessarily, the same language used during the experience abroad.) Proficiency may be demonstrated in several ways, including:

- Long-term residence in a country that requires knowledge of the language (normally the case for international students).
- Language courses, normally including at least one intensive course that lasts several weeks. A few semesters of high school or college study do not necessarily satisfy the requirement.
- Successful completion of at least one semester of courses taught in the language in a country where it is spoken, or employment that requires conversational knowledge of the language.

**Manufacturing Management and Consulting Track**

**REQUIRED COURSES**
- 70-453 Business Technology for Consulting 9
- 70-460 Mathematical Models for Consulting 9
- 70-471 Supply Chain Management 9

Choose at least one course from the following list.
- 70-374 Forecasting and Data Mining 6
- 70-462 Stochastic Modeling and Simulations 9
- 70-474 Quality Management and Productivity 9
- 70-476 Service Operations Management 9

Choose up to two courses from the following list, for a total of three electives.
- 24-341 Manufacturing Sciences 9
- 70-449 Social, Economic and Information Networks 9
- 70-455 Modern Data Management 9

* All mathematics, statistics, economics, and computer science prerequisites for these courses should be satisfied by required BA courses, namely 21-120/21-256, 70-207/70-208, and 73-240.

**Marketing Track**

**REQUIRED COURSES**
- 70-481 Marketing Research 9

**ELECTIVE COURSES - choose three:**
- 70-449 Social, Economic and Information Networks 9
- 70-471 Supply Chain Management 9
- 70-480 International Marketing 9
- 70-483 Advertising and Marketing Communications 9
- 70-485 Product and Brand Management 9
- 70-487 Customer Management Using Probability Models 6
Minor Requirement 54 Units

All business students are required to complete a minor in another department. Students may select any minor offered at Carnegie Mellon to fulfill this requirement. Minors that blend well with the business curriculum include: Psychology, Statistics, Economics, Communication Design, and Policy & Management. Students should consult the undergraduate catalog regarding the specific requirements of any minor and should meet with their advisor to discuss their choice.

Suggested Course Plan

What follows is a suggested course plan for Business Administration students. Be careful to observe any pre- and co-requisite requirements for each course.

First Year

<table>
<thead>
<tr>
<th>Fall</th>
<th>Units</th>
<th>Spring</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-120</td>
<td>Differential and Integral Calculus</td>
<td>10</td>
<td>21-256</td>
</tr>
<tr>
<td>70-100</td>
<td>Global Business</td>
<td>9</td>
<td>73-230</td>
</tr>
<tr>
<td>73-100</td>
<td>Principles of Economics</td>
<td>9</td>
<td>79-104</td>
</tr>
<tr>
<td>76-101</td>
<td>Interpretation and Argument</td>
<td>9</td>
<td>15-110</td>
</tr>
<tr>
<td>xx-xxx</td>
<td>Breadth course</td>
<td>9</td>
<td>xx-xxx</td>
</tr>
<tr>
<td>99-101/102</td>
<td>Computing @ Carnegie Mellon</td>
<td>3</td>
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<td></td>
<td></td>
<td>49</td>
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</tbody>
</table>

Sophomore Year

<table>
<thead>
<tr>
<th>Fall</th>
<th>Units</th>
<th>Spring</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-257</td>
<td>Models and Methods for Optimization 3,6</td>
<td>9</td>
<td>70-208</td>
</tr>
<tr>
<td>73-240</td>
<td>Intermediate Macroeconomics</td>
<td>9</td>
<td>70-311</td>
</tr>
<tr>
<td>70-207</td>
<td>Probability and Statistics for Business Applications</td>
<td>9</td>
<td>70-340</td>
</tr>
<tr>
<td>70-122</td>
<td>Introduction to Accounting</td>
<td>9</td>
<td>xx-xxx</td>
</tr>
<tr>
<td>xx-xxx</td>
<td>Breadth course</td>
<td>9</td>
<td>xx-xxx</td>
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<td></td>
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<td>45</td>
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</table>

Junior Year

<table>
<thead>
<tr>
<th>Fall</th>
<th>Units</th>
<th>Spring</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>70-371</td>
<td>Operations Management</td>
<td>9</td>
<td>70-201</td>
</tr>
<tr>
<td>70-381</td>
<td>Marketing I</td>
<td>9</td>
<td>xx-xxx</td>
</tr>
<tr>
<td>70-391</td>
<td>Finance</td>
<td>9</td>
<td>xx-xxx</td>
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<td>48</td>
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</table>

Bachelor of Science in Computational Finance

The Bachelor of Science in Computational Finance is an Intercollege Program. Students who pursue Computational Finance as their primary major may elect to have either the Mellon College of Science (MCS) or the Tepper School of Business (Tepper) as their home college. The coursework required for the major is the same in either case, with the exception of the breadth component requirement and those of the functional business core.

Tepper School Students must complete the breadth requirements of the Business Administration Program. Additionally, they must complete the Functional Business Core. The complete sequence of courses for this major may be found in the Inter-college Programs section of the catalog.

Students who are thinking of the BSCF major should meet with an academic advisor in the Tepper School as soon as their interest is firm in order to make sure they are completing the correct sequence of courses.

Additional Major in Business Administration

Students may apply to be admitted to the study of an additional major in Business Administration in their junior year. Applications will be accepted two weeks prior to Spring & Fall Registration week.

The decision to accept a student into the additional major will be based upon a variety of factors including:

- An overall GPA of 3.25 or greater;
- Having completed or being currently enrolled in all of the mathematics & statistics, economics, and computing requirements of the Business Administration degree prior to submitting an application for admission to the additional major;
- The extent of completion of the business administration functional core course requirements;
- The availability of admission enrollment spaces in the graduating class year for which the student is applying.

Acceptance in the additional major is subject to the University policy which states that the ability to satisfy the requirements for an additional major cannot be guaranteed for any student and will be based upon course availability and the time the student is willing to invest to satisfy all of the requirements of the additional major. In some cases this might require more than 8 semesters of undergraduate study.

364Total units required:
The student seeking an additional major in Business Administration is required to complete all of the requirements listed below without substitution:

**Additional Major Course Requirements**

**Mathematics and Statistics**

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-120</td>
<td>10-20</td>
</tr>
<tr>
<td>or 21-111</td>
<td></td>
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<tr>
<td>&amp; 21-112</td>
<td></td>
</tr>
<tr>
<td>21-256</td>
<td>9</td>
</tr>
<tr>
<td>or 21-259</td>
<td></td>
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<tr>
<td>21-257</td>
<td>9</td>
</tr>
<tr>
<td>or 21-292</td>
<td></td>
</tr>
<tr>
<td>70-207</td>
<td>9</td>
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<tr>
<td>or 36-201</td>
<td>9</td>
</tr>
<tr>
<td>70-208</td>
<td></td>
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<tr>
<td>or 36-202</td>
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</table>

**Computing**

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>99-101/102</td>
<td>3</td>
</tr>
<tr>
<td>15-110</td>
<td>10</td>
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</tbody>
</table>

**Economics**

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>73-100</td>
<td>9</td>
</tr>
<tr>
<td>73-230</td>
<td>9</td>
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<tr>
<td>73-240</td>
<td>9</td>
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</table>

**Business**

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>70-122</td>
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</tr>
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<td>70-311</td>
<td>9</td>
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<tr>
<td>70-332</td>
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<td>70-345</td>
<td>9</td>
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<td>70-371</td>
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<td>70-381</td>
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<td>70-451</td>
<td>9</td>
</tr>
<tr>
<td>70-401</td>
<td>12</td>
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<tr>
<td>70-3xx/4xx Electives (2)</td>
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</tbody>
</table>

**Units**

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<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Total</td>
<td>46-56</td>
</tr>
</tbody>
</table>

\[^4\] Students in Information Systems and Computer Science cannot take 70-451; they may select another 70-4xx course from the Business Technology track.

**Minor in Business Administration (CIT Students Only)**

Only students in the Carnegie Institute of Technology are permitted to meet the Business Administration minor requirements by completing the following selection of six courses:

**Five required courses:**

<table>
<thead>
<tr>
<th>Course</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>73-100</td>
<td>9</td>
</tr>
<tr>
<td>70-371</td>
<td>9</td>
</tr>
<tr>
<td>70-471</td>
<td>9</td>
</tr>
<tr>
<td>21-292</td>
<td>9</td>
</tr>
<tr>
<td>or 21-257</td>
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</tr>
<tr>
<td>70-460</td>
<td>9</td>
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<tr>
<td>or 70-474</td>
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**One Engineering Project Management course:**

<table>
<thead>
<tr>
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<th>Units</th>
</tr>
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<tbody>
<tr>
<td>06-421</td>
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<tr>
<td>12-411</td>
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</tr>
<tr>
<td>18-510</td>
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<td>18-525</td>
<td>12</td>
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<td>27-399</td>
<td>1</td>
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<tr>
<td>42-402</td>
<td>9</td>
</tr>
</tbody>
</table>

**Business Administration Policies**

**Transfer Students**

The undergraduate business administration program accepts students for transfer admission from any academic institution outside of Carnegie Mellon University on a limited basis. External transfer is limited to students who have just completed their first year of study in another institution. Students interested in transfer should contact Carnegie Mellon's Office of Admission.

Current Carnegie Mellon University students who are in other colleges may seek to transfer into the undergraduate business administration program also on a limited basis. Freshman students will not be considered for transfer until their Spring mid-semester grades for their first year of study have been posted.

All other current students may apply for transfer by completing the Transfer Application that is found online in the undergraduate business program pages of the Tepper School website. Students may apply for transfer two times in each academic year at the mid-semester of the Fall and Spring terms. Successful transfer is limited by both space and academic performance criteria. Students may be denied transfer if their academic performance prior to seeking transfer indicates that they will be unable to complete degree requirements in a timely way or if they have serious academic performance deficiencies.
Transfer of Course Credit

Students may receive credit for a maximum of three courses (27 units) of course work taken at other institutions and only provided they have received prior approval to take these courses for degree credit. Students seeking an additional major may only receive credit for a maximum of two courses (18 units), and those completing a minor may only receive credit for one course (9 units) through transferred credit. No transferred credit will be awarded for any course in which the grade received is less than a B.

Students receiving 36 units or more of AP/IB/Cambridge credit towards their degree requirements will not be eligible to transfer any additional coursework unless it is for an approved study abroad experience. Credit for college courses taken prior to enrolling at Carnegie Mellon will be at the discretion of the department.

No courses taken online will be accepted for transfer credit.

Students who have transferred into Business Administration from another institution will have used their allocation of transfer credit and will not be permitted to transfer any additional future course credit from outside Carnegie Mellon.

Pass/Fail

Students may use a maximum of 9 units Pass/Fail credit towards their graduation requirement. This does not include the course 99-101/102, Computing@Carnegie Mellon.

Academic Advising

Students are required to meet with their advisor at least once each semester to ensure that they are making normal progress towards their degree. An appointment for advising may be scheduled at any time by sending a request to uba@andrew.cmu.edu.

Dean's List

Students who receive a semester QPA of 3.50 or higher (with at least 45 factorable units and receiving no incompletes) will be placed on the Dean's List for that semester.

The College Honors Program

Students with outstanding records (minimum QPA of 3.75) and with at least 270 units of credit are invited to undertake an honor's thesis project under the direction of a faculty member for 18 units of credit. Students meeting these criteria are highly encouraged to consider the honor's thesis option. For more information about the honor's thesis, please see the course description for 70-500 or contact their advisor.

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. It is the student's responsibility to make certain they meet all of the requirements for graduation by consulting with our advising staff on a regular basis.

Full-Time Faculty

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

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

KATHARINE ALES, Assistant Professor of Economics and Entrepreneurship – Ph.D., University of Michigan; Carnegie Mellon, 2010–.

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

LINDA ARGOTE, David M. Kirr and Barbara A. Kirr Professor of Organizational Behavior and Theory; Director, Center for Organizational Learning, Innovation and Performance – Ph.D., University of Michigan; Carnegie Mellon, 1979–.

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