

Undergraduate Business Administration Program

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

Tepper bases the curriculum around a central core of courses in the functional areas of business, in economics, mathematics, computing, and communications, as well as breadth courses in liberal arts and science.

Students complete an in-depth study in at least one of the functional business areas including finance, accounting, technology, marketing, entrepreneurship, organizational leadership, business analytics, or operations management, along with additional business electives. Students also complete a minor from outside the Tepper School of Business to obtain intellectual breadth, flexibility, and general problem-solving skills. The minor promotes students' intellectual confidence and leads to the broad knowledge that can last a lifetime. We believe the curriculum structure helps Tepper graduates become leaders in increasing complex global business and political environments.

The Tepper curriculum prepares students to begin their professional careers in all areas of management, and Tepper graduates do so in some of the world's leading financial services, consulting, and manufacturing firms, and governmental organizations. Many students also go on to graduate study in business, 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 interested in management education in an environment offering the best undergraduate experience, please contact the program's academic advisors.

B.S. Degree in Business Administration

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

Business Foundations

Mathematics		Units
21-120	Differential and Integral Calculus	10
21-256	Multivariate Analysis ¹	9
70-257	Optimization for Business ²	9
Economics		
73-102	Principles of Microeconomics	9
73-103	Principles of Macroeconomics	9
73-230	Intermediate Microeconomics	9
or 73-240	Intermediate Macroeconomics	
Statistics		
70-207	Probability and Statistics for Business Applications	9
70-208	Regression Analysis	9
Computing		
70-110	Business Computing	9
¹	or 21-259 Calculus in Three Dimensions	
²	or 21-257 Models and Methods for Optimization or 21-292 Operations Research I.	

Business Core

Business Foundations	Units
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70-100	Global Business	9
70-122	Introduction to Accounting	9
70-311	Organizational Behavior	9
70-332	Business, Society and Ethics	9
70-340	Business Communications	9
70-345	Business Presentations	9
70-371	Operations Management	9
70-381	Marketing I	9
70-391	Finance	9
Business Leadership Endeavor		
70-105	Business Leadership Endeavor: Intern	1
70-205	Business Leadership Endeavor: Analyst	4
70-305	Business Leadership Endeavor: Manager	4
Capstone		
70-401	Management Game	12

Concentration Areas

A program concentration area provides a 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 at least one of the following areas.

- Accounting
- Business Analytics
- Business Technology
- Entrepreneurship
- Finance
- Graphic Media Management
- International Management
- Leadership & Organizational Effectiveness
- Marketing
- Operations Management

Accounting

ELECTIVE COURSES - choose three:

70-422	Managerial Accounting	9
70-424	Corporate Financial Reporting	9
70-427	Modern Banks: Strategy and Regulation	9
70-428	Financial Statement Analysis	9

Business Analytics

ELECTIVE COURSES - choose three:

70-374	Data Mining & Business Analytics	9
70-455	Modern Data Management	9
70-460	Mathematical Models for Consulting	9
70-462	Stochastic Modeling and Simulations	9
73-365	Firms, Market Structures, and Strategy	9
73-374	Econometrics II	9

Business Technology

REQUIRED COURSE

70-455	Modern Data Management	9
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ELECTIVE COURSES - choose two:

70-339	Information Technology for Finance	9
70-374	Data Mining & Business Analytics	9
70-443	Digital Marketing and Social Media Strategy	9
70-453	Business Technology for Consulting	9

Entrepreneurship

REQUIRED COURSES:

70-415	Introduction to Entrepreneurship	9
or 70-414	Entrepreneurship for Engineers	

or 70-420	Entrepreneurship for Scientists	
or 70-421	Entrepreneurship for Computer Scientists	
70-416	New Venture Creation	9
ELECTIVE COURSES - choose one: Units		
70-395	Funding Entrepreneurial Ventures	9
70-438	Commercialization and Innovation	9
70-449	Social, Economic and Information Networks	9

Finance

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

ELECTIVE COURSES - choose one:		
70-398	International Finance	9
70-497	Derivative Securities	9
73-338	Financial Crises and Risk	9

Graphic Media Management

REQUIRED COURSE		
70-160	Graphic Media Management	9

ELECTIVE COURSES - choose two:		
70-196	Publishing on the World Wide Web	9
70-347	Publishing Management in the Information Age	9
70-349	Color Reproduction & Management	9
70-514	Independent Study: Graphic Media Management	Var.

International Business

ELECTIVE COURSES - choose three plus the Independent Study:		
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 UBA Department.

EXPERIENCE ABROAD

The International Business Area 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. Selection of such program must be approved by the UBA Department.

LANGUAGE REQUIREMENT

Students must demonstrate conversational proficiency in a language other than English, to the satisfaction of the Area 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.

Leadership & Organizational Effectiveness

ELECTIVE COURSES - choose three:		
70-318	Managing Effective Work Teams	9
70-321	Negotiation and Conflict Resolution	9
70-341	Organizational Communication	9
70-342	Managing Across Cultures	9

70-437	Organizational Learning and Strategic Management	9
70-440	Corporate Strategy	9

Marketing

REQUIRED COURSE		
70-481	Marketing Research	9

ELECTIVE COURSES - choose two:		
70-385	Consumer Behavior	9
70-482	Pricing Strategy	9
70-483	Advertising and Marketing Communications	9
70-485	Product and Brand Management	9

Operations Management

REQUIRED COURSE		
70-471	Supply Chain Management	9

ELECTIVE COURSES - choose two:		
70-460	Mathematical Models for Consulting	9
70-462	Stochastic Modeling and Simulations	9
70-477	Real Options: Creating Value Beyond NPV	9

Business Electives

Complete 27 units of Business electives that do not double-count with any other degree requirement. This may 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. A second concentration area may be completed in place of this electives requirement.

Liberal Arts & Sciences Breadth Requirements

Complete seven breadth requirements. Two are first-year requirements and five are from five distributional categories, taking one course in each category. Total number of units required to complete the whole set of breadth requirements is at least 63 units. The lists of courses for the five distributional categories are not exhaustive. Students must consult with an academic advisor for approval of courses not on the list.

First-Year requirements

		Units
76-101	Interpretation and Argument	9
79-104	Global Histories	9

Distributional Requirements

CATEGORY 1: SCIENCE & TECHNOLOGY. This requirement seeks to engage students in both exposure to substance, and the experience of, methods in science and technology through courses drawn from the natural and physical sciences, computer science, and engineering.

03-121	Modern Biology	9
03-132	Basic Science to Modern Medicine	9
09-103	Atoms, Molecules and Chemical Change	9
09-105	Introduction to Modern Chemistry I	10
33-104	Experimental Physics	9
33-106	Physics I for Engineering Students	12
33-111	Physics I for Science Students	12
33-115	Physics for Future Presidents	9
33-114	Physics of Musical Sound	9
33-124	Introduction to Astronomy	9
33-131	Matter and Interaction I	12
15-110	Principles of Computing	10
15-112	Fundamentals of Programming and Computer Science	12
15-122	Principles of Imperative Computation	10
06-100	Introduction to Chemical Engineering	12
12-100	Introduction to Civil and Environmental Engineering	12

18-100	Introduction to Electrical and Computer Engineering	12
19-101	Introduction to Engineering and Public Policy	12
19-424	Energy and the Environment	9
24-101	Fundamentals of Mechanical Engineering	12
27-052	Introduction to NanoScience and Technology	9
27-100	Engineering the Materials of the Future	12
42-101	Introduction to Biomedical Engineering	12

CATEGORY 2: COGNITION, CHOICE, AND BEHAVIOR. This requirement explores the process of thinking, decision making, and behavior in the context of the individual.

80-100	Introduction to Philosophy	9
80-130	Introduction to Ethics	9
80-150	Nature of Reason	9
80-242	Conflict and Dispute Resolution	9
80-270	Philosophy of Mind	9
80-271	Philosophy and Psychology	9
80-275	Metaphysics	9
80-230	Ethical Theory	9
85-102	Introduction to Psychology	9
85-211	Cognitive Psychology	9
85-221	Principles of Child Development	9
85-241	Social Psychology	9
85-251	Personality	9
85-261	Abnormal Psychology	9
88-120	Reason, Passion and Cognition	9

CATEGORY 3: POLITICAL AND SOCIAL INSTITUTIONS. This requirement presents courses that analyze, through model-based reasoning, the processes by which institutions organize individual preferences and actions into collective outcomes. Choices draw upon such disciplines as political science, history, and policy analysis.

19-101	Introduction to Engineering and Public Policy	12
79-231	American Foreign Policy: 1945-Present	9
79-300	History of American Public Policy	9
79-330	Medicine and Society	9
79-338	History of Education in America	9
84-104	Decision Processes in American Political Institutions	9
84-275	Comparative Politics	9
84-362	Diplomacy and Statecraft	9
84-326	Theories of International Relations	9
84-366	Presidential Politics: So, You Want to Be President of the United States	9
88-220	Policy Analysis I	9

CATEGORY 4: CREATIVE PRODUCTION & REFLECTION. These courses foster creativity and provide exposure to artistic and intellectual products such as drama, literature, design, music, expository writing, and foreign languages. It also seeks to stimulate critical reflection on the process of creating, and inquiry into why one chooses certain kinds of creative productions.

48-095	Spatial Concepts for Non-Architects I	Var.
51-231	Calligraphy I	9
51-261	Communication Design Fundamentals: Design for Interactions for Communications	9
51-264	Product Design Fundamentals: Design for Interactions for Products	9
54-163	Production for Non Majors	6
54-191	Acting for Non-Majors	9
62-141	Black and White Photography I	10
62-142	Digital Photography I	10
62-102	Modern Dance Workshop	6

Any language course in the Department of Modern Languages (82-xxx) will satisfy this category.

CATEGORY 5: CULTURAL ANALYSIS. This requirement fosters deeper understanding of the role cultures play in shaping individual and social behaviors. Most courses in the Department of History (79-2xx or higher) and any language study or cultural study course in the Department of Modern Languages will satisfy this requirement. The following are examples of commonly chosen courses.

79-201	Introduction to Anthropology	9
79-205	20th/21st Century Europe	9
79-240	Development of American Culture	9
79-241	African American History: Africa to the Civil War	9
79-262	Modern China: From the Birth of Mao ... to Now	9
79-275	Introduction to Global Studies	9
79-303	Pittsburgh and the Transformation of Modern Urban America	6
79-305	Moneyball Nation: Data in American Life	9
79-345	Roots of Rock & Roll	9

Minor Requirement

In order to obtain the B.S.B.A., students must complete a minor from another academic department. Students are advised to consult with their Business academic advisor as well as the minor department advisor when selecting a minor.

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 freshman year).

99-10x	Computing @ Carnegie Mellon	3
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Free Electives

A free elective is any Carnegie Mellon course that does not fulfill any of the above requirements. Within these free electives, a maximum of nine units of pass/fail grade option coursework (Physical Education and/or Military Science (ROTC) and/or Student-Led (StuCo) courses) may be counted toward the total of 364 units needed to complete the B.S. degree in Business Administration.

Summary of Degree Requirements:

Area	Courses	Units
Business Foundations	9	82
Business Core	11	102
Concentration Area	3	27
Liberal Arts and Sciences Breadths	7	63
Business Electives	3	27
Minor Requirement/Free electives	6+	60
Computing @ Carnegie Mellon	1	3
Total		364

Sample Four-year Course Sequence

Freshman Year

Fall	Units
21-120 Differential and Integral Calculus	10
70-100 Global Business	9
73-102 Principles of Microeconomics	9
76-101 Interpretation and Argument	9
xx-xxx Breadth course	9
99-101/102 Computing @ Carnegie Mellon	3
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Spring	Units
21-256 Multivariate Analysis	9
70-105 Business Leadership Endeavor: Intern	1

70-207	Probability and Statistics for Business Applications	9
70-110	Business Computing	9
73-103	Principles of Macroeconomics	9
79-104	Global Histories	9
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Sophomore Year

Fall		Units
70-122	Introduction to Accounting	9
70-208	Regression Analysis	9
70-xxx	Organizational Behavior or Business Communications	9
70-xxx	Marketing or Operations Management	9
xx-xxx	Breadth course	9
		45

Spring		Units
70-205	Business Leadership Endeavor: Analyst	4
70-257	Optimization for Business	9
73-230 or 73-240	Intermediate Microeconomics Intermediate Macroeconomics	9
70-xxx	Organizational Behavior or Business Communications	9
70-xxx	Finance, Marketing, or Operations Management	9
xx-xxx	Minor Course/Breadth	9
		49

Junior Year

Fall		Units
70-345	Business Presentations	9
70-xxx	Finance, Marketing, or Operations Management	9
xx-xxx	Concentration/Minor/Business Elective Course	9
xx-xxx	Concentration/Minor/Business Elective Course	9
xx-xxx	Breadth Course	9
		45

Spring		Units
70-305	Business Leadership Endeavor: Manager	4
70-332	Business, Society and Ethics	9
xx-xxx	Concentration/Minor/Business Elective Course	9
xx-xxx	Concentration/Minor/Business Elective Course	9
xx-xxx	Concentration/Minor/Business Elective Course	9
xx-xxx	Breadth Course	9
		49

Senior Year

Fall		Units
70-401	Management Game (may be taken in the Fall or Spring, replaced with a Concentration/Minor/Business Elective Course in the semester it is not taken)	12
xx-xxx	Concentration/Minor/Business Elective Course	9
xx-xxx	Concentration/Minor/Business Elective Course	9
xx-xxx	Concentration/Minor/Business Elective Course	9
xx-xxx	Concentration/Minor/Business Elective Course	9
		48

Spring		Units
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70-401	Management Game (Fall or Spring)	12
xx-xxx	Concentration/Minor/Business Elective Course	9
xx-xxx	Concentration/Minor/Business Elective Course	9
xx-xxx	Concentration/Minor/Business Elective Course	9
xx-xxx	Concentration/Minor/Business Elective Course	9
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Additional Major/Dual Degree

Additional Major in Business Administration

Students interested in pursuing an additional major in Business Administration must consult with an academic advisor in the Undergraduate Business Program. Students with junior standing and a minimum 3.0 QPA are eligible to apply once they have completed ALL of the Business Foundations AND six of the Business Core courses.

The following courses are required for the Additional Major:

Business Foundations

Mathematics		Units
21-120	Differential and Integral Calculus	10
21-256	Multivariate Analysis ¹	9
70-257	Optimization for Business ²	9

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

Statistics		Units
70-207	Probability and Statistics for Business Applications	9
70-208	Regression Analysis	9

Computing		Units
70-110	Business Computing	9

Business Core

Business Fundamentals		Units
70-122	Introduction to Accounting	9
70-311	Organizational Behavior	9
70-332	Business, Society and Ethics	9
70-340	Business Communications	9
70-345	Business Presentations	9
70-371	Operations Management	9
70-381	Marketing I	9
70-391	Finance	9

Capstone		Units
70-401	Management Game	12

¹ or 21-259 Calculus in Three Dimensions.

² or 21-257 Models and Methods for Optimization or 21-292 Operations Research I.

Business Electives

Complete a minimum of 18 units with a maximum of 21 units in upper-level Business courses (70-xxx).

Double-Counting Restriction

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

Dual Degree in Business Administration

Students intending to pursue a Dual Degree in Business Administration are required to apply for the Degree in the same way as students apply for the additional major. In addition to the student's primary degree requirements, a student accepted for Dual Degree in Business Administration is required to complete at least 454 units in total and meet all requirements for the Business Administration major including the major's breadth requirements, concentration area, and business elective requirements. Since the Business Administration degree requires at least a minor in another area, the student's primary major will substitute for this 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; a dual degree in Business Administration cannot be certified if the primary degree is not completed. Students must consult with a Business Administration academic advisor to review all requirements, once approved.

Double-Counting Restriction

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

Minors

Minor in Business Administration

The minor in Business Administration requires 54 units of business coursework: three required courses, one constrained elective, and two electives.

Required Courses

70-100	Global Business	9
70-122	Introduction to Accounting	9
73-102	Principles of Microeconomics	9

Constrained Elective

Choose one course.

70-311	Organizational Behavior	9
70-371	Operations Management	9
70-381	Marketing I	9
70-391	Finance	9

BUSINESS Elective Courses

Choose 27 units of 70-xxx courses.

The electives must NOT include: the Business Leadership Endeavor courses (70-105, 70-205, 70-305), 70-207 Probability and Statistics for Business Applications, 70-208 Regression Analysis, 70-340 Business Communications, 70-345 Business Presentations, 70-350 Acting for Business, and Independent Study/Internship courses.

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

Students with sophomore standing who have taken at least two courses for the minor with a final grade of B or higher in said courses are eligible to declare the minor. Please consult with a Business academic advisor.

Double-Counting Restriction

Students pursuing the minor in Business Administration may double-count one minor courses with any other major or minor requirements.

Minor in Innovation & Entrepreneurship

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

The IDeATe undergraduate curriculum consists of eight interrelated concentration 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, Learning Media, Sound Design, Innovation and Entrepreneurship, Intelligent Environments, and Physical Computing.

For more information about the IDeATe experience, visit <http://coursecatalog.web.cmu.edu/servicesandoptions/undergraduateoptions/#ideate>

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

In this minor, you will work collaboratively in hands-on explorations of the complete 21st century innovation ecosystem. You will experience integrated models of innovation that increase the likelihood of home-run products and services that will captivate society and/or the marketplace. Your contributions can fulfill deep-felt needs or connect culture and lifestyle in a way that galvanizes users and customers. Leveraging the diverse maker culture of Carnegie Mellon, this minor involves collaborative rapid prototyping and iteration.

The minor requires six courses, one under each heading below:

Portal Course

For students with no prior economics or business coursework, either one of the following:

70-100	Global Business	9
73-102	Principles of Microeconomics	9

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

15-294	Special Topic: Rapid Prototyping Technologies	5
51-236	Information Design	9
62-478	IDeATe digiTOOL	6

For students with no prior programming or computer science coursework:

15-104	Introduction to Computing for Creative Practice	10
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Entrepreneurship

Choose one:

70-414	Entrepreneurship for Engineers	9
70-415	Introduction to Entrepreneurship	9
70-420	Entrepreneurship for Scientists	9
70-421	Entrepreneurship for Computer Scientists	9
70-425	Entrepreneurship for the Creative Industries	9

Venture Creation

Choose one:

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

Innovation Process

Choose one:

70-438	Commercialization and Innovation	9
49-313	Designing for the Internet of Things	

Product Development

49-300	Integrated Product Conceptualization	12
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Practice/Experience

Multiple possibilities, including:

- 70-416 New Venture Creation (if you did not take it as your Venture Creation option);
- The Swartz Center for Innovation and Entrepreneurship Innovation Scholars Program (<http://www.cmu.edu/swartz-center-for-entrepreneurship/education-and-resources/experiential-learning/innovation-scholars/>);
- The Swartz Center for Innovation and Entrepreneurship Project Olympus Probe (<http://www.cmu.edu/swartz-center-for-entrepreneurship/education-and-resources/project-olympus/probes/student-probe-projects.html>) - Working on your own startup (12 weeks full-time in summer or throughout one full academic year);

- Students may also, with prior approval of the Executive Director of the Swartz Center, Dave Mawhinney, fulfill this requirement through an internship with a qualifying startup or product design firm (12 weeks, full-time). If interested in this option, students should contact Dave Mawhinney (<http://www.cmu.edu/swartz-center-for-entrepreneurship/about/staff.html>) during their internship search.

Double-Counting Restriction

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

Minor in Operations and Supply Chain Management

Students interested in study with a focus mainly on operations, logistics, and supply chain may choose this alternative business-related minor. Even though one of the requirements is a course in engineering project management, the minor is NOT limited to engineering students.

Five Required Courses:

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

One Engineering Project Management course:

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

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

Students with sophomore standing who have taken at least two courses for the minor with a final grade of B or higher in said courses are eligible to declare the minor. Please consult with a Business academic advisor.

Double-Counting Restriction

Students pursuing the minor in Operations and Supply Chain Management may double-count two minor courses with requirements outside the minor.

Undergraduate Business Administration Program Policies & Procedures

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.

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 <http://tepper.cmu.edu/undergradapt>.

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") will be placed on the Tepper School's Dean's List for that semester.

Academic Actions

At the end of each semester, student progress and performance is evaluated by the UBA Academic Actions Committee which is comprised of Tepper School faculty and administrative staff.

Good Standing (Departmental Status)

To graduate on time (within eight semesters), students need to earn an average of 45 units per semester and maintain at least a 2.0 QPA. Full time status as defined by the university is 36 units. Students must receive advisor approval to take less than 36 units per semester. Students who are not making adequate progress toward the degree – demonstrated either through QPA or semester course load – may receive a “warning letter” from UBA. Receiving this letter is a notice to the students that they need to consult with their advisor to address their progress and to determine a plan for completing their degree on time.

UBA Academic Probation (Departmental Status)

Students whose QPA for a semester falls below 2.0 and/or did not earn at least 36 units without advisor approval are placed on departmental probation. Notification of probation is communicated to students via a letter from the Program Head via email and postal service. Students with probation status will have their semester performance reviewed by the UBA Academic Actions Committee at the end of their probation semester. Students will return to “good standing” if they’ve earned at least a 2.0 semester QPA while earning at least 36 units with a cumulative QPA is above 2.0.

Academic Suspension (University Status, Departmental Decision)

Students who do not meet the requirements for being removed from probation qualify for academic suspension - <http://www.cmu.edu/policies/index.html>. To return from Academic Suspension, UBA students need to submit the following documents to their academic advisor prior to being eligible to enroll in the following semester:

- a completed “Return from Leave of Absence” form (to be used even though it is a return from suspension);
- a transcript showing any coursework done outside of Carnegie Mellon during the suspension;
- a letter of endorsement for return from a college instructor (of a course taken during the suspension) and/or from a supervisor (from employment during the suspension);
- a personal statement from the student that includes three topics: reflection on the issues that led to the suspension, how the student has dealt with those issues and is ready to return successfully, and a strategic plan for success in the return semester.

Students have a right to return from Academic Suspension after one year, and these documents listed above are not intended to make students “qualify” to return; they are to be used to advise and support students for a successful transition back into a full-time semester course load.

Drop (University Status)

Drop means permanent expulsion from the University. This normally follows a student's failure to meet minimal academic performance while on Probation after an Academic Suspension has been served.

Appeals

Students have the right to appeal the decisions of the Academic Actions Committee to the Senior Associate Dean of Education of the Tepper School.

All appeals must be received in writing and are reviewed by the Tepper School Dean's Office.

Transfer into Business

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

The Program also accepts applications for transfer from current Carnegie Mellon students who are in other colleges, also on a limited basis. Current students interested in transferring must meet with a Business academic advisor to discuss their plans and qualifications as well as the application

for transfer. Successful transfer is limited by both space and academic performance criteria.

Transfer of Course Credit

Courses taken at institutions of higher education outside of Carnegie Mellon can be considered for transfer if the courses and the institution offering them are of a level and rigor comparable to the Tepper School and to Carnegie Mellon. Students completing the business degree may only receive credit for a maximum of three courses (27 units) to count toward the degree requirements, one of which (9 units) may count toward a concentration area within the degree. 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. Transfer credit must receive approval from the Business program. No transferred credit will be awarded for any course in which the grade received is less than a B-.

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/No Credit

Students may use a maximum of 9 units of grades of "P" (pass) credit towards their graduation requirement. This does not include the course 99-101/102, Computing@Carnegie Mellon.

The College Honors Program

Students with outstanding records (minimum QPA of 3.50) 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 contact a Business academic advisor.

Internship Credit

The UBA Program supports experiential learning with the three-unit "P" grade Internship course 70-499 in the Fall, Spring or Summer terms. Enrollment eligibility requires that students must be: a Business major or additional major; in academic good standing with home college; in sophomore standing or above; and employed with an offer letter from employer stating job description, start/completion dates, and contact information. Interested students must work with a Business academic advisor to register for the course.

Full-Time Faculty

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

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

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

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

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

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

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

EGON BALAS, University Professor of Industrial Administration and Applied Mathematics; Thomas Lord Professor of Operations Research – D.Sc.Ec., University of Brussels; D.U. (Math), University of Paris; Carnegie Mellon, 1968–.

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

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

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

ANDREW BIRD, Assistant Professor of Accounting; BP Junior Faculty Chair – 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–.

ARTHUR A. BONI, The John R. Thorne Distinguished Career Professor of Entrepreneurship – Ph.D., University of California, San Diego; Carnegie Mellon, 2001–.

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DAVID CHILDERS, Assistant Professor of Economics.

SOO-HAENG CHO, Associate 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. CORNUEJOLS, IBM University Professor of Operations Research – Ph.D., Cornell University; Carnegie Mellon, 1978–.

CARLOS CORONA, Associate Professor of Accounting – Ph.D., Stanford University; Carnegie Mellon, 2010–.

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

ROBERT M. 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–.

JULIA G. DEEMS, Assistant Teaching Professor of Business Management Communication – M.A. English, The Ohio State University; Carnegie Mellon, 2011–.

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

TIMOTHY P. DERDINGER, Associate Professor of Marketing and Strategy – Ph.D., University of Southern California; Carnegie Mellon, 2009–.

KENNETH B. DUNN, Professor of Financial Economics, Emeritus – Ph.D., Purdue University; Carnegie Mellon, 1979–.

S. THOMAS EMERSON, David T. and Lindsay J. Morgenthaler Distinguished Career Professor of Entrepreneurship - Carnegie Mellon University-Qatar – Ph.D., Rice University; Carnegie Mellon, 2000–.

DENNIS N. EPPLE, Thomas Lord University Professor of Economics – Ph.D., Princeton University; Carnegie Mellon, 1974–.

SELMAN EROL, Assistant Professor of Economics – Ph.D., University of Pennsylvania; Carnegie Mellon, 2017–.

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

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

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

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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; Richard C. Green Junior Faculty Development Chair in Financial Economics 2017-2019 – Ph.D., University of Pennsylvania; Carnegie Mellon, 2011–.

MARVIN GOODFRIEND, The Friends of Allan Meltzer Professor; Professor of Economics – Ph.D., Brown University; Carnegie Mellon, 2005–.

OLIVER HAHL, Assistant Professor of Organizational Behavior and Strategy; Frank A. and Helen E. Risch Faculty Development Professor of Business, AYS 2016-2018 – Ph.D., Massachusetts Institute of Technology; Carnegie Mellon, 2013–.

MAHER HAKIM, Associate Teaching Professor of Entrepreneurship, Carnegie Mellon-Qatar – Ph.D., Carnegie Mellon University; Carnegie Mellon, 1993–.

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

GEOFFREY HITCH, Associate Teaching Professor of Acting and Business Communication – M.F.A., Carnegie Mellon; Carnegie Mellon, 1992–.

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 –.

GUOFANG HUANG, Assistant Professor of Marketing – Ph.D., John Hopkins University; Carnegie Mellon, 2013–.

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

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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–.

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

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FALLAW B. SOWELL, Associate Professor of Economics – Ph.D., Duke University; Carnegie Mellon, 1988–.

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

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

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

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

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

MICHAEL A. TRICK, Senior Associate Dean, Faculty and Research; 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, Associate Professor of Operations Research – Ph.D., University of Amsterdam; Carnegie Mellon, 2007–.

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

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

LAURIE R. WEINGART, Senior Associate Dean, Education; Carnegie Bosch Professor of Organizational Behavior and Theory – Ph.D., Northwestern University; Carnegie Mellon, 1989–.

GEORGE M. WHITE, Distinguished Career Professor of Entrepreneurship - Carnegie Mellon-Qatar – Ph.D., University of Oregon; Carnegie Mellon, 2007–.

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

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

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

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

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

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

KAIFU ZHANG, Assistant Professor of Marketing – Ph.D., INSEAD; Carnegie Mellon, 2014–.

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–.

STEPHEN M. CALABRESE, Visiting Associate Professor of Economics; Carnegie Mellon-Qatar – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2007–.

ROSS DOPPELT, Visiting Assistant Professor of Economics – Ph.D., New York University; Carnegie Mellon, 2017–.

PHILIPP ILLEDITSCH, Visiting Assistant Professor of Finance – Ph.D., Texas A&M University; Carnegie Mellon, 2017–.

STEFAN LEWELLEN, Visiting Assistant Professor of Accounting and Finance – Ph.D., Yale University; Carnegie Mellon, 2017–.

SELÇUK OZYURT, Visiting Assistant Professor of Economics – Ph.D., New York University; Carnegie Mellon, 2017–.

SINAN SARPAÇA, Visiting Assistant Professor of Economics – Ph.D., Carnegie Mellon University; Carnegie Mellon, 2017–.

EMMA ZHAO, Post-Doctoral Fellow, Organizational Behavior and Theory – Ph.D., University of Melbourne; Carnegie Mellon, 2017–.

Adjunct Faculty

ROBERT ALMGREN, Adjunct Professor of Finance – Ph.D., Princeton University; Carnegie Mellon, 1989–.

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

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

STEVEN BOLLINGER, Adjunct Professor of Entrepreneurship.

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

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

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

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

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

ROBERT DALEY, Adjunct Professor of Entrepreneurship – M.B.A., Northwestern University; Carnegie Mellon, 2013–.

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

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

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

ADAM PAULISICK, Adjunct Professor of Entrepreneurship.

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–.