Undergraduate Business Administration Program

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http://tepper.cmu.edu/prospective-students/undergraduate/business

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

<table>
<thead>
<tr>
<th>Mathematics</th>
<th>Units</th>
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<tr>
<td>21-120</td>
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<tr>
<td>21-256</td>
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<td>70-257</td>
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<td>Economics</td>
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<td>73-102</td>
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<td>Statistics</td>
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<td>70-207</td>
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<td>70-208</td>
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<td>Computing</td>
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<td>70-110</td>
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<td>70-259</td>
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<td>70-257</td>
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Business Core

<table>
<thead>
<tr>
<th>Business Foundations Units</th>
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<tbody>
<tr>
<td>70-100 Global Business</td>
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<td>70-122 Introduction to Accounting</td>
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<tr>
<td>70-311 Organizational Behavior</td>
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<tr>
<td>70-332 Business, Society and Ethics</td>
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<tr>
<td>70-340 Business Communications</td>
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<tr>
<td>70-345 Business Presentations</td>
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<tr>
<td>70-371 Operations Management</td>
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<tr>
<td>70-381 Marketing I</td>
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<tr>
<td>70-391 Finance</td>
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</tbody>
</table>

Business Leadership Endeavor

| Business Leadership Endeavor: Intern | 1 |
| Business Leadership Endeavor: Analyst | 4 |
| Business Leadership Endeavor: Manager | 4 |

Capstone

| 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:

| Managerial Accounting | 9 |
| Corporate Financial Reporting | 9 |
| Modern Banks: Strategy and Regulation | 9 |
| Financial Statement Analysis | 9 |

Business Analytics

ELECTIVE COURSES - choose three:

| Data Mining & Business Analytics | 9 |
| Modern Data Management | 9 |
| Mathematical Models for Consulting | 9 |
| Stochastic Modeling and Simulations | 9 |
| Firms, Market Structures, and Strategy | 9 |
| Econometrics II | 9 |

Business Technology

REQUIRED COURSE

| Modern Data Management | 9 |

ELECTIVE COURSES - choose two:

| Information Technology for Finance | 9 |
| Data Mining & Business Analytics | 9 |
| Digital Marketing and Social Media Strategy | 9 |
| Business Technology for Consulting | 9 |

Entrepreneurship

REQUIRED COURSES:

| Introduction to Entrepreneurship | 9 |
| Entrepreneurship for Engineers | 9 |
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

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
**Undergraduate Business Administration Program**

*Categorization and Course Examples*

**Category 1: Technical Foundations**
- Introduction to Electrical and Computer Engineering
- Introduction to Engineering and Public Policy
- Energy and the Environment
- Fundamentals of Mechanical Engineering
- Introduction to NanoScience and Technology
- Engineering the Materials of the Future
- Introduction to Biomedical Engineering

**Category 2: Cognition, Choice, and Behavior**
- Introduction to Philosophy
- Introduction to Ethics
- Nature of Reason
- Conflict and Dispute Resolution
- Philosophy of Mind
- Philosophy and Psychology
- Metaphysics
- Ethical Theory
- Introduction to Psychology
- Cognitive Psychology
- Principles of Child Development
- Social Psychology
- Personality
- Abnormal Psychology
- Reason, Passion and Cognition

**Category 3: Political and Social Institutions**
- American Foreign Policy: 1945-Present
- History of American Public Policy
- History of Education in America
- Decision Processes in American Political Institutions
- Comparative Politics
- Diplomacy and Statecraft
- Theories of International Relations
- Presidential Politics: So, You Want to Be President of the United States
- Policy Analysis I

**Category 4: Creative Production & Reflection**
- Spatial Concepts for Non-Architects I
- Calligraphy I
- Communication Design Fundamentals: Design for Interactions for Communications
- Product Design Fundamentals: Design for Interactions for Products
- Production for Non Majors
- Acting for Non-Majors
- Black and White Photography I
- Digital Photography I
- Modern Dance Workshop

Any language course in the Department of Modern Languages (62-xxx) will satisfy this category.

**Category 5: Cultural Analysis**
- Introduction to Anthropology
- 20th/21st Century Europe
- African American History: Africa to the Civil War
- Modern China: From the Birth of Mao ... to Now
- Introduction to Global Studies
- Pittsburgh and the Transformation of Modern Urban America
- Moneyball Nation: Data in American Life
- Roots of Rock & Roll

**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).

**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:**

<table>
<thead>
<tr>
<th>Area</th>
<th>Courses</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>Business Foundations</td>
<td>9</td>
<td>82</td>
</tr>
<tr>
<td>Business Core</td>
<td>11</td>
<td>102</td>
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<tr>
<td>Concentration Area</td>
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<td>27</td>
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<tr>
<td>Liberal Arts and Sciences Breadths</td>
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<td>63</td>
</tr>
<tr>
<td>Business Electives</td>
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<td>27</td>
</tr>
<tr>
<td>Minor Requirement/Free electives</td>
<td>6+</td>
<td>60</td>
</tr>
<tr>
<td>Computing @ Carnegie Mellon</td>
<td>1</td>
<td>3</td>
</tr>
</tbody>
</table>

Total: 364

**Sample Four-year Course Sequence**

**Freshman Year**

**Fall**
- 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

**Units**: 49

**Spring**
- 21-256 Multivariate Analysis 9
- 70-105 Business Leadership Endeavor: Intern 1

**Units**: 1
### Undergraduate Business Administration Program

#### Sophomore Year

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

**Spring**
- 70-205 Business Leadership Endeavor: Analyst 4 units
- 70-257 Optimization for Business 9 units
- 73-200 or 73-240 Intermediate Microeconomics 9 units
- 70-xxx Organizational Behavior or Business Communications 9 units
- 70-xxx Finance, Marketing, or Operations Management 9 units
- xx-xxx Minor Course/Breadth 9 units

#### Junior Year

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

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

#### Senior Year

**Fall**
- 70-401 Management Game (Fall or Spring) 12 units
- xx-xxx Concentration/Minor/Business Elective Course 9 units
- xx-xxx Concentration/Minor/Business Elective Course 9 units
- xx-xxx Concentration/Minor/Business Elective Course 9 units
- xx-xxx Concentration/Minor/Business Elective Course 9 units

**Spring**
- 70-401 Management Game (Fall or Spring) 12 units
- xx-xxx Concentration/Minor/Business Elective Course 9 units
- xx-xxx Concentration/Minor/Business Elective Course 9 units
- xx-xxx Concentration/Minor/Business Elective Course 9 units
- xx-xxx Concentration/Minor/Business Elective Course 9 units

### 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
  - 21-120 Differential and Integral Calculus 10 units
  - 21-256 Multivariate Analysis 9 units
  - 70-257 Optimization for Business 9 units
- Economics
  - 73-102 Principles of Microeconomics 9 units
  - 73-103 Principles of Macroeconomics 9 units
  - 73-230 or 73-240 Intermediate Microeconomics 9 units
- Statistics
  - 70-207 Probability and Statistics for Business Applications 9 units
- 70-208 Regression Analysis 9 units
- Computing
  - 70-110 Business Computing 9 units

**Business Core**

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

**Capstone**
- 70-401 Management Game 12 units
  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
- 70-122 Introduction to Accounting
- 73-102 Principles of Microeconomics

Constrained Elective

Choose one course.
- 70-311 Organizational Behavior
- 70-371 Operations Management
- 70-381 Marketing I
- 70-391 Finance

BUSINESS Elective Courses

Choose 27 units of 70-xxx 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 course 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-disciplinary 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:
- 76-100 Global Business
- 73-102 Principles of Microeconomics

For students with no prior design or product design coursework, either one of the following:
- 15-294 Special Topic: Rapid Prototyping
- 51-236 Information Design
- 62-478 IDeATe diGiTOOL

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

Entrepreneurship

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

Venture Creation

Choose one:
- 70-395 Funding Entrepreneurial Ventures
- 70-416 New Venture Creation

Innovation Process

Choose one:
- 70-438 Commercialization and Innovation
- 49-313 Designing for the Internet of Things

Product Development

- 49-300 Integrated Product Conceptualization

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 24
Senior Project

Students with sophomore standing who have taken at least two courses for the minor for 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/undergradappt.

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–.
E贡 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–.
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