Undergraduate Business Administration Program

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https://www.cmu.edu/tepper/programs/undergraduate-business

The Business Administration Program in the Tepper School is intended for students interested in a broad undergraduate education experience based on quantitative reasoning, leadership development, and communications skills. The curriculum is rigorous and flexible 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, economics, mathematics, and communications, as well as breadth courses in liberal arts and sciences. Students complete an in-depth study in at least one functional business concentration along with additional business electives. Students also complete a minor from outside the Tepper School of Business to obtain breadth and compliment their business education. The minor promotes students' intellectual confidence and helps lead to the broad knowledge that can last a lifetime. The curriculum structure helps Tepper graduates become leaders in increasing complex global business, technical, and political environments.

In addition to the major in Business Administration, we offer the opportunity for a minor and major to students in other programs of the university.

B.S. Degree in Business Administration

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

Business Foundations

<table>
<thead>
<tr>
<th>Mathematics</th>
<th>Units</th>
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<tbody>
<tr>
<td>21-120 Differential and Integral Calculus</td>
<td>10</td>
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<tr>
<td>21-256 Multivariate Analysis</td>
<td>9</td>
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<tr>
<td>or 21-259 Calculus in Three Dimensions</td>
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<td>70-257 Optimization for Business</td>
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<tr>
<td>or 21-257 Models and Methods for Optimization</td>
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<td>or 21-292 Operations Research I</td>
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<tr>
<th>Economics</th>
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<tr>
<td>73-102 Principles of Microeconomics</td>
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<td>73-103 Principles of Macroeconomics</td>
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<tr>
<td>73-230 Intermediate Microeconomics</td>
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<td>or 73-240 Intermediate Macroeconomics</td>
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<tr>
<th>Statistics</th>
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<tr>
<td>70-207 Probability and Statistics for Business Applications</td>
<td>9</td>
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<tr>
<td>or 36-200 Reasoning with Data</td>
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<td>70-208 Regression Analysis</td>
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<td>or 36-202 Statistics &amp; Data Science Methods</td>
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<tr>
<th>Computing</th>
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<tr>
<td>70-110 Business Computing</td>
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<th>Business Core</th>
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<tr>
<td>70-332 Business, Society and Ethics</td>
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<td>70-340 Business Communications</td>
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<td>70-345 Business Presentations</td>
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<td>70-371 Operations Management</td>
<td>9</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>

70-105 Business Leadership Endeavor: Intern | 1 |
70-205 Business Leadership Endeavor: Analyst | 4 |
70-305 Business Leadership Endeavor: Manager | 4 |
70-401 Management Game | 12 |

Concentration

Concentrations provide a focus of additional courses (both required and elective) that the student must complete in order to obtain in-depth knowledge of a particular function area. Students should review the required and elective courses for each concentration found on the program's website (p. 1) at the time of declaration to ensure appropriate understanding of course options which may change as curriculum adjustments are made.

Students must complete at least one of the following concentrations. For students electing to complete an additional major, the concentration requirement is waived.

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

Business Electives

Students must 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 elective requirement.

Breadth

Students must take one course from each of the five distribution categories (Science & Technology; Cognition, Choice, & Behavior; Political & Social Institutions; Creative Production & Reflection; Cultural Analysis) to meet these requirements. The website (https://www.cmu.edu/tepper/programs/undergraduate-business/curriculum/breadth-requirements.html) has the current list of course offerings in each category. Further, students must complete the First-year Writing Requirement and Global Histories to fulfill the requirements for the BA degree.

The minimum number of units required to complete the breadth requirements is 63 units.

First-Year WRITING

76-101 Interpretation and Argument | 9
or 76-102 Advanced First Year Writing: Special Topics
or 76-106 Writing about Literature, Art and Culture & 76-107 Writing about Data
or 76-106 Writing about Literature, Art and Culture & 76-108 Writing about Public Problems
or 76-107 Writing about Data & 76-108 Writing about Public Problems

GLOBAL HISTORIES

79-104 Global Histories | 9

Distributional CATEGORIES

Current course offerings can be on the program website (https://www.cmu.edu/tepper/programs/undergraduate-business/curriculum/breadth-requirements.html). Choose one from each category:
• CATEGORY: COGNITION, CHOICE, AND BEHAVIOR - This requirement explores the process of thinking, decision making, and behavior in the context of the individual.

• CATEGORY: 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.

• CATEGORY: CULTURAL ANALYSIS - This requirement fosters deeper understanding of the role cultures play in shaping individual and social behaviors.

• CATEGORY: 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.

• CATEGORY: 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.

Minor
In order to obtain the degree, students must complete a minor from another academic department. For students electing to complete an additional major, the minor requirement is waived.

Computing @ Carnegie Mellon
99-101 Computing @ Carnegie Mellon
This course is required of all students for them to learn about the campus computing environment (usually taken prior to one’s first semester of first year).

Additional Major/Dual Degree

Additional Major in Business Administration
Students interested in the additional major in Business Administration can apply for the additional major with junior standing. Eligibility requirements include meeting the minimum QPA requirement and completion of Business Foundation and Core courses. Further information can be found in the Canvas site for additional majors.

The following courses are required for the Additional Major:

<table>
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<td>70-257 Models &amp; Mth. for Optim.</td>
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Business Core

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<td>70-401</td>
<td>Management Game</td>
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Business Electives
Students must also complete a minimum of 18 units with a maximum of 21 units in 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. There are no double counting restrictions between the additional major and a student’s home college general education requirements.

Dual Degree in Business Administration
Students intending to pursue a Dual Degree in Business Administration apply in the same manner as the additional major. In addition to the student’s primary degree requirements, a student accepted for the Dual Degree is required to complete at least 454 units in total. All requirements for the Business Administration major including the breadth requirements, concentration area, and business elective requirements. The student’s primary major will substitute for the minor requirement. The student’s primary major must be completed prior to or at the same time as the dual degree in Business Administration to satisfy the minor requirement. The Business Administration dual degree cannot be certified if the primary degree is not completed.

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
Students interested in the minor in Business Administration can apply for the minor with sophomore standing. Eligibility requirements include meeting the minimum QPA requirement and completion of at least two business courses.

Required:

<table>
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<td>Introduction to Accounting</td>
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<tr>
<td>73-102</td>
<td>Principles of Microeconomics</td>
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1 70-100 Global Business is intended for first-year and sophomore students only. Juniors and seniors interested in pursuing the business minor must replace the course with a constrained elective.

Constrained Elective - Choose one:

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Business Electives: Choose 18 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.
Double-Counting Restriction

Students pursuing the minor in Business Administration may double-count one minor course with any other major or minor requirements. There are no double counting restrictions between the minor and the student's home college general education requirements.

Minor in Innovation & Entrepreneurship (IDeATe)

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

The IDeATe undergraduate curriculum consists of eight areas, all of which can also be taken as minors. The themes of these areas integrate knowledge in technology and arts: Game Design, Animation & Special Effects, Media Design, Design for Learning, Sonic Arts, Innovation and Entrepreneurship, Intelligent Environments, and Physical Computing.

For more information about IDeATe, please see the Undergraduate Options (http://coursecatalog.web.cmu.edu/servicesandoptions/undergraduateoptions/#ideate) section of the Catalog.

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

In this minor, you will work collaboratively in hands-on explorations of the complete 21st century innovation ecosystem. You will experience integrated models of innovation that increase the likelihood of home-run products and services that will captivate society and/or the marketplace. Your contributions can fulfill deep-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.

Innovation & Entrepreneurship Minor Requirements

One Portal Course

For students with no prior economics or business coursework, one of the following: Units
70-100 Global Business 9
73-102 Principles of Microeconomics 9
For students with no prior design or product design coursework, one of the following: Units
15-294 Special Topic: Rapid Prototyping Technologies 5
51-236 Information Design 9
62-478 IDeATe: diigTOOL 6
For students with no prior programming or computer science coursework: Units
15-104 Introduction to Computing for Creative Practice 10

One Entrepreneurship Course

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

One Venture Creation Course

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

One Innovation Process Course

70-438 Commercialization and Innovation 9

Undergraduate Business Administration Program

One Product Development Course

49-300 Integrated Product Conceptualization 12

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

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. Students interested in the minor can apply sophomore standing. Eligibility requirements include meeting the minimum GPA requirement and completion of at least two business courses.

Required:

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

Engineering Project Management - choose one:

- 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
- 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.

Double-Counting Restriction

Students pursuing the minor in Operations and Supply Chain Management may double-count two minor courses with requirements outside the minor. There are no double counting restrictions between the minor and the student's home college general education requirements.
Undergraduate Business Administration Program Policies & Procedures

Selected curricular policies are listed below. The Student Handbook (https://www.cmu.edu/tepper/programs/undergraduate-business/assets/docs/2018-2019-uba-handbook.pdf) contains all policies for students pursuing the BA degree, additional major, and minor and should be consulted for the complete set of program policies.

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 GPA 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.

Dean’s List

Students who receive a semester GPA of 3.75 or higher (with at least 36 factorable units and receiving no grades of “incomplete”) are placed on the Tepper School’s Dean’s List for that semester.

Academic Standing

At the end of each semester, the progress and performance of each student is reviewed by the UBA Academic Actions Committee.

Academic Progress

UBA students are expected to make adequate academic progress to ensure they complete their Business Administration degree. For most students, this means that they enroll and complete at least 45 units per semester. There are times when it is appropriate for students to enroll and complete less than 45 units and students should consult with their advisor to make the decision that is best for their immediate and long-term success. If a student enrolls and completes less than 45 units, they may be reviewed by the Academic Actions Committee to ensure they are making adequate progress toward degree completion.

Good Standing (Departmental Status)

To graduate within eight semesters, students need to earn an average of 45 units per semester and maintain at least a 2.0 GPA. 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 GPA or semester course load, may receive a warning notification. 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.

Academic Probation (Departmental Status)

Students whose semester GPA falls below 2.0 and/or did not earn at least 36 units are reviewed for departmental probation. Students with a cumulative GPA below 2.0 may also be placed on probation. When a student is placed on probation, the Academic Actions Committee may place conditions during the probation semester to support student success. Students with probation status are not permitted to overload.

Students with probation status will have their semester performance reviewed by the UBA Academic Actions Committee at the end of their probation semester. 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 have earned at least a 2.0 semester GPA while earning at least 36 units and their cumulative GPA is at or above 2.0. The Academic Actions Committee may place conditions on students returning to good standing to support student success.

Academic Suspension (University Status, Departmental Decision)

Students who do not meet the requirements for being removed from probation qualify for academic suspension. When a student is placed on academic suspension, they are strongly encouraged to meet with their academic advisor and the executive director to develop a plan for their future success which may include a request to enroll in transfer courses while on suspension.

From the University Policy: “University Suspension is a forced, temporary leave from the university. Academic Suspension is the result of poor academic performance or violation of academic regulations and is imposed by the student’s college or academic department (see university and college academic policies).”

Suspended students may not:

- register for courses;
- attend classes;
- live in student or fraternity/sorority housing;
- use campus facilities, including athletic facilities, library and computer clusters;
- participate in student activities;
- be members of student organizations;
- have student jobs. (note: students on academic suspension may have a summer campus job if they accepted the job before they were suspended.)

To return from Academic Suspension, UBA students are required to submit formal request for review by the Academic Actions committee which will determine if a student is permitted to return. Information about the materials and procedures required to return from suspension and the deadline for submission are communicated within the academic actions letter.

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. Additional information about appealing an Academic Actions’ decision is found in The Word: Student Handbook (https://www.cmu.edu/student-affairs/theword).

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 credit if the courses and the institution offering them are of a comparable level and rigor as determined by CMU faculty. Transfer credit for any Business Administration course must be submitted by the posted deadlines and must be approved by the UBA process. Students must earn a final grade of C or higher to receive transfer credit unless otherwise noted by an individual class. If transfer credit is intended to be used to satisfy a requirement outside of the Tepper School, the respective department must approve the credit. Please refer to the Student Handbook for the complete policy including courses that must be taken at the Tepper School of Business and Carnegie Mellon.

UBA students who entered Carnegie Mellon University in or prior to Fall 2015 can transfer a maximum of three courses total from institutions of higher education to be counted toward the UBA degree, with the exception of study abroad. UBA students who entered Carnegie Mellon University in or after to Fall 2016 can transfer a maximum of five courses total from institutions of higher education to be counted toward the UBA degree, including study abroad. Distribution of transfer courses are listed in the Student Handbook.

External transfer students admitted to UBA may transfer up to 182 units (including AP credit) for the BA degree. External transfer students are not permitted to earn additional transfer credit. Special exceptions will be considered for one course if a course previously approved for transfer credit is forfeited. Non-UBA students interested in pursuing a business minor/ additional major can transfer, including study abroad, no more than one
course toward the business minor and no more than two courses toward the additional major BA core requirements.

**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 GPA 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 see the UBA Handbook (https://www.cmu.edu/tepper/programs/undergraduate-business/assets/docs/2018-2019-uba-handbook.pdf).

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, 2010–

**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–

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

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

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

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