

The Power of (You)¹⁰

CARNEGIE MELLON UNIVERSITY
TEPPER SCHOOL OF BUSINESS

Part-Time MBA Programs

- > *Online Hybrid*
- > *On-Campus*

#1

Part-Time MBA

Businessweek

- | | | | |
|----|--|-----|--|
| #1 | Information Technology | #6 | Top Schools for Leadership
Top Schools for Entrepreneurship |
| #2 | Most Global Student Bodies
Top Schools for e-Business | #8 | Top Schools for Diversity |
| #3 | Best Career Services
Most Satisfied Students | #9 | Top Schools for Sustainability
Most Selective B-Schools |
| #4 | Least Crowded Schools
Top Schools for Geniuses | #10 | Top Schools for Teamwork
Top Schools for Ethics |
| #5 | Best Teachers
Top Schools "Pay Beats Inflation" | | |

Source: 2013 Businessweek Part-Time MBA Ranking

The Power of (You)¹⁰

Your potential. Your dreams and ambitions. Your next 40 years.

The personal stakes are high. Your MBA must surpass the expectations of every company, boss, board, job title, global assignment, and team you work with for the rest of your career.

We are an MBA program that believes in the potential of every student. When you are admitted to the Tepper MBA program, you are chosen because we see your leadership potential...and believe we can magnify your ability to succeed.

The Power of You will result in a discovery of abilities you didn't know you had — but that you won't advance very far without. The Power of You is an assurance that your skills will be different, better and more advanced. The Power of You increases your knowledge and prepares you to handle extreme complexity. The Power of You means you will lead to the next level.

All business schools are not created equal. What makes the Tepper MBA different from the rest?

Leadership and Analytics

Your career success starts with the integration of two key drivers of success: leadership and analytics. As a result, you will have no fear of complexity.

Corporate recruiters rate Tepper MBAs among the best for analytical leadership, teamwork and immediate impact.

1 **YOUR LEADERSHIP TOOLKIT** is strengthened through the Accelerate Leadership Center, coursework and experiential learning, as well as team and student projects. Through the Tepper School you will understand and ultimately master the dynamics of strategic thinking, executive communication, competitive presentations, high-stakes negotiations and conflict resolution. The Accelerate Leadership team of coaches, mentors, instructors, and executives provides the base of your leadership preparation and growth.

2 **YOUR ANALYTICAL TOOLKIT** is built and strengthened by courses, tools, team projects, and experiential learning that not only give you fundamental analytical tools but also integrate ongoing application. You will strengthen your analytical ability far beyond the B-school norm. It's not about taking a few quant classes. Our standard of analytics is higher. You will first be given the tools for economic understanding, optimization, predictive and prescriptive modeling, as well as responding to uncertain, complex business issues. These fundamental techniques provide the ability to assess and to apply a variety of models to any business problem you will confront. Combined with your leadership skills preparation, analytics is part of the dual career advantage that will set you apart from your peers.



“You will challenge
assumptions and
redefine problems.”

Robert M. Dammon
Dean

“When I meet people interested
in an MBA, I ask them to think
about an important question:

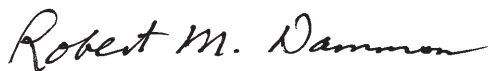
Do you know how to solve a
problem that has no precedent?”

If your answer is no, then a Tepper MBA will give you the skills to compete successfully on a global basis within a marketplace where complexity and uncertainty challenge every business and every business leader.

We make no apologies for the rigor of our program. The best are always tough.

We hold our reputation for excellence out for the world to see, and the discoveries of our 9 Nobel laureates help us do some of the explaining. We value each person in our community and genuinely believe all students have the potential to change society. If we didn't, we would not have admitted them to our program.

Your investment of time and money in an MBA is a significant commitment, and your decision requires thoughtful evaluation. I'd like to welcome you, in advance, to our community.



Robert M. Dammon
Dean

FIND YOUR FIT

The Tepper School offers the same MBA in 3 formats.

PART-TIME: ONLINE HYBRID MBA

Working professionals who find it difficult to travel to campus each week and are seeking flexible options that accommodate work/life balance may prefer our part-time online hybrid format. The program is completed in approximately three years of study. Online students study from anywhere and participate remotely in weekly synchronous and asynchronous classroom sessions as well as gather together every several weeks for in-person Access Weekends.

PART-TIME: ON-CAMPUS MBA

Working professionals seek this option and complete the program during approximately three years of study. Part-time students study on campus (Main Campus – Pittsburgh) and have small class sizes (roughly 60 – 70) that often include full-time MBAs. The student experience includes comparable opportunities to on-campus full-time students, such as the Graduate Business Association, student clubs and corporate recruiting support.

FULL-TIME MBA

You will complete the program during two years of study, including a summer internship between Year One and Year Two, which is typical for most students. The student-led Graduate Business Association along with 35 student clubs will be a key part of your experience. Small class size (roughly 75 in the core and 35 in your electives), teamwork and strategic application of leadership and analytics will define your career advantage.

	PART-TIME, ONLINE HYBRID	PART-TIME, ON-CAMPUS	FULL-TIME
LOCATION	ONLINE AND ON-SITE LOCATIONS	PITTSBURGH	PITTSBURGH
STRUCTURE	FLEXIBLE ONLINE / ON-SITE YEAR-ROUND EVENING/ONLINE 1 WEEKEND/5X PER YEAR	ON-SITE YEAR-ROUND 2 EVENINGS / WEEK OPTIONAL DAYTIME SECTION FOR ELECTIVES	ON-SITE SEPTEMBER – MAY MONDAY – THURSDAY VARIED SCHEDULE SUMMER INTERNSHIP
DURATION	32 MONTHS	32 MONTHS	21 MONTHS
CAREER SERVICES	FULL RANGE	FULL RANGE	FULL RANGE
TYPICAL WORK EXPERIENCE	2 – 10 YEARS	2 – 10 YEARS	2 – 8 YEARS
PROGRAM START	SEPTEMBER	SEPTEMBER	SEPTEMBER
FLEXIBILITY TO SWITCH MBA FORMATS	MAY SWITCH AFTER COMPLETION OF CORE COURSEWORK	MAY SWITCH AFTER COMPLETION OF CORE COURSEWORK	MAY SWITCH AFTER COMPLETION OF CORE COURSEWORK

Jaquana Miles, MBA '10
Vice President of Quality and Change Delivery
Bank of America, Charlotte, NC

FIND YOUR FIT

TEPPER

MBA

open

There's only one Tepper MBA.

We don't offer an "MBA lite" or dilute the coursework. Our three MBA formats have the same admissions requirements, the same coursework and the same professors. Because we won't sacrifice the standards for our degree, our students or our graduates, your potential for transforming business is unlimited.

TEPPER SCHOOL OF BUSINESS

Erin Carmichael, Tepper MBA '12 / Part-Time On-Campus

Manager, Engineering Services
American Gas Association, Washington, D.C.

(leader)¹⁰

"From construction sites to board rooms, the Tepper School helped me transform my raw engineering aptitude into an industry-influencing skill set. Serving as the voice of the vastly diverse natural gas distribution industry requires strategic thinking, analytic know-how and an expertise in facilitation. In both prescribed curriculums and informal experiences, Tepper provided an avenue to develop and hone these skills. The MBA program's unique ability to integrate both the technical and strategic makes it the perfect launching point for engineers."

FIND YOUR FIT

TEPPER

MBA

American Gas Association

TEPPER SCHOOL OF BUSINESS

Tepper MBAs are in demand by employers who expect a higher level of performance. It is because we have never believed that a hunch and slick presentation are all you need to win the day.



Today, you'll need to meet
higher expectations. You'll
need to have the answers.





Knowing (versus guessing)
what to do when there is
no precedent.

Justina Lee, MBA '13
Senior Financial Analyst, Brands Finance
Mattel, El Segundo, CA

We respect case studies. They're great tools for looking in the rearview mirror.

But to forecast, predict and model the answers to problems that lie in front of you, you'll need a mastery of analytics — and the type of confidence that comes from knowing how to approach any problem you'll encounter.

SUPERIOR SKILLS IN ANALYTICS	LEADERSHIP FOR EVERY STAGE OF YOUR CAREER	CREDENTIALS AND AN INTELLECTUAL ADVANTAGE
5:1 student-to-faculty ratio is among the best of the Top 15 B-schools	Only B-school with personalized leadership planning, coaching and mentoring	9 Nobel laureates among our faculty legacy
Courses deliver analytics mastery in the core and application within the electives	Lifetime career support with our Career Opportunities Center	Corporate Recruiter Favorite
Proven basis for exceptional decision-making and high-performance problem-solving	Lifelong learning via alumni networking and faculty research	Worldwide Carnegie Mellon University network of 87,000 alumni

Kathryn (Katie) Cook, Tepper MBA '11 / Part-Time On-Campus

Brand Manager
H.J. Heinz Company, Pittsburgh, PA

(marketer)¹⁰

“My passion is understanding what drives and motivates the consumer. The Tepper School gave me the skill sets to leverage those consumer insights to maximize brand potential. Building brands and products to meet changing consumer needs is critical to company growth and remaining relevant. The MBA program empowered me to immediately apply what I learned in the classroom to real-world business applications of brand management. I am proud to have a Tepper MBA as a part of my own personal brand.”

H.J. Heinz Company



Kimberly Lord, MBA '11
Senior Associate
PricewaterhouseCoopers, Los Angeles, CA

A woman with long brown hair, wearing a pink and white striped shirt, a green scarf, dark jeans, and red and black boots, stands in a field of yellow wildflowers. She is smiling and looking towards the camera. The background is a dark night sky filled with stars and the Milky Way galaxy.

We have no fear

Tepper MBAs know
how to solve problems
others cannot.

Our graduates have a mastery
of management fundamentals and
the confidence to handle complex
marketplace issues. Our core courses,
electives, project courses, and capstones
provide powerful breadth and depth
via more than 100 electives.

GO BRAIN GO TEPPER MBA

open



TEPPER SCHOOL OF BUSINESS

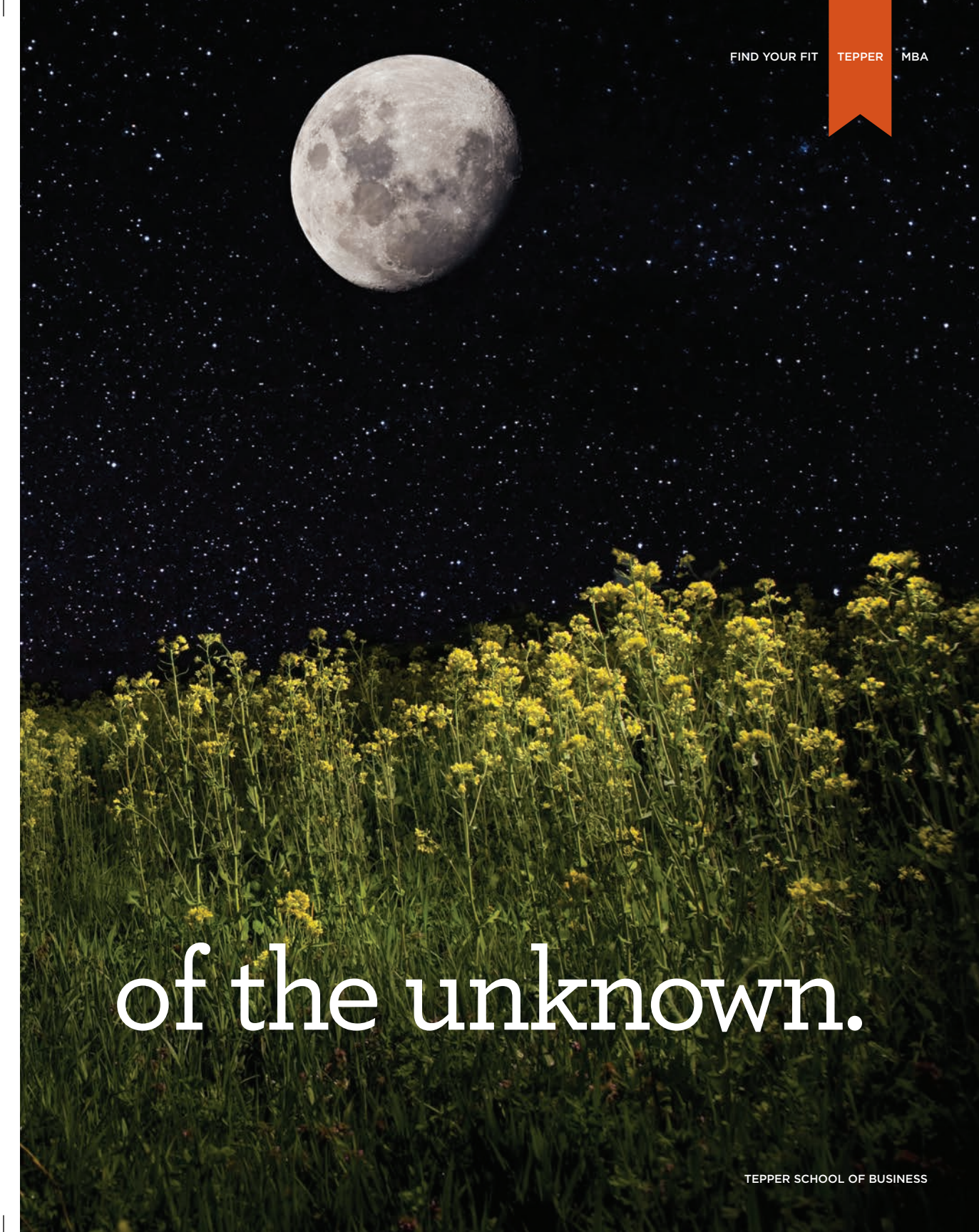
Michael Jimenez, Tepper MBA '16 / Part-Time Hybrid
Senior Program Planner
Lockheed Martin, Denver, CO

(innovator)¹⁰

*"I started off as an engineer because I always enjoyed
the technical challenges. Although I wanted to maintain
my engineering skills, I also wanted an opportunity to
expand into the areas of business. As I progressed in my
career, I became intrigued in applying my quantitative
background to solve problems I encountered in the
business world. In the Tepper MBA program I am learning
critical management skills that I apply directly in the
workplace. At Tepper, you will build valuable relationships
and become empowered with the necessary tools to
become a successful business leader."*

CARNEGIE MELLON UNIVERSITY

FIND YOUR FIT TEPPER MBA



of the unknown.

TEPPER SCHOOL OF BUSINESS

GO BRAIN GO

The 1st Half: Foundation, Methods & Models

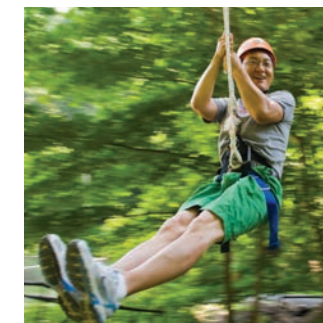
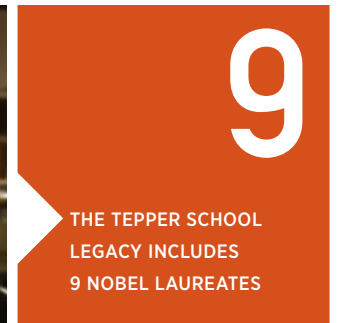
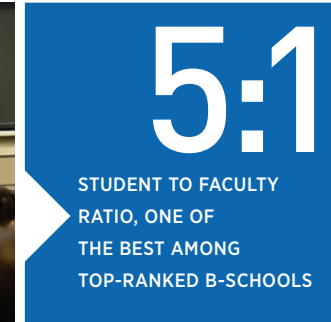
The core begins with an impressive foundation in the three fundamental disciplines that are drivers of management – economics, the behavioral sciences and analytical methods. Students gain a solid understanding of marketing, finance, operations, accounting, and strategy.

The 2nd Half: Integration, Application & Strategy

The flexibility of the curriculum gives you the opportunity to integrate what you have learned, to explore the areas in which you are interested and to gain additional breadth across the key management areas.

- > Seamlessly transfer units to full-time student status if your academic or professional situation changes.
- > Gain the advantage of studying with the same professors teaching the same courses across both the full-time and part-time MBA formats.
- > Leverage real-time learning for the immediate transfer of classroom knowledge to the workplace.

THE BACK-POCKET INSERTS PROVIDE DETAILS ABOUT COURSES AND FLOW FOR THE UPCOMING ACADEMIC YEAR.



Lockheed Martin

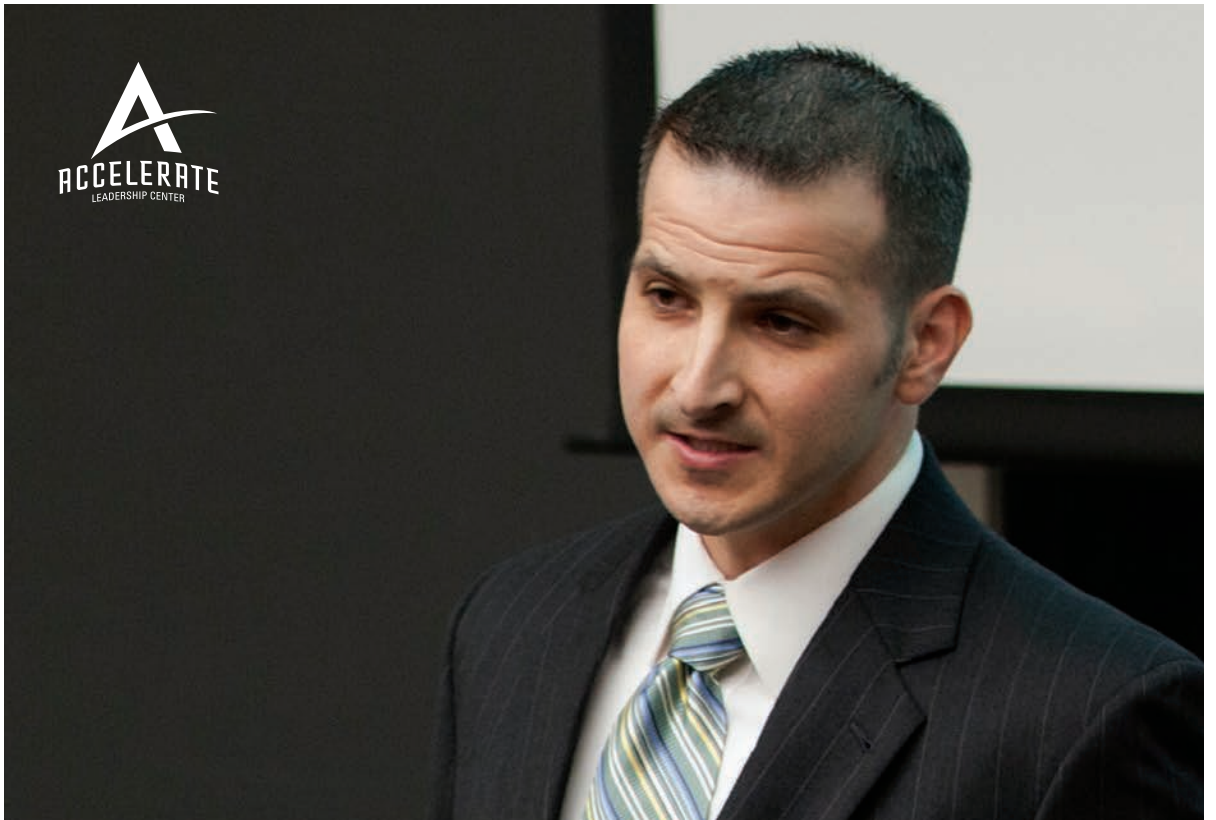


The Accelerate Leadership Center is the hub of MBA leadership assessment, planning, development and implementation. Coaches, instructors and mentors work to enhance the academic and analytical focus of your MBA experience.



One-on-one leadership and communications coaching and action plan implementation.





An individual assessment of
9 core leadership competencies
is central to our approach.



Upon arrival, you will begin the process of identifying your personal leadership approach and action plan for strengthening your leadership and advancing your career goals.

1. LEADERSHIP ASSESSMENT AND PERSONAL LEADERSHIP ACTION PLAN

Foundational leadership skills, managing relationships with colleagues, best practices for collaborative team dynamics.

2. LEADERSHIP IMMERSION WORKSHOP

Core teamwork skill sets, intercultural awareness, achieving results through effective leadership.

3. CUSTOMIZED LEADERSHIP AND COMMUNICATIONS COACHING

Personalized leadership and communications coaching during assessment and action plan application.

Nick Paladino, Tepper MBA '11 / Part-Time On-Campus

Lead Financial Analyst

Matt Crummy, Tepper MBA '08 / Part-Time On-Campus

Director of Marketing Analytics and Loyalty Marketing

Dick's Sporting Goods, Inc.

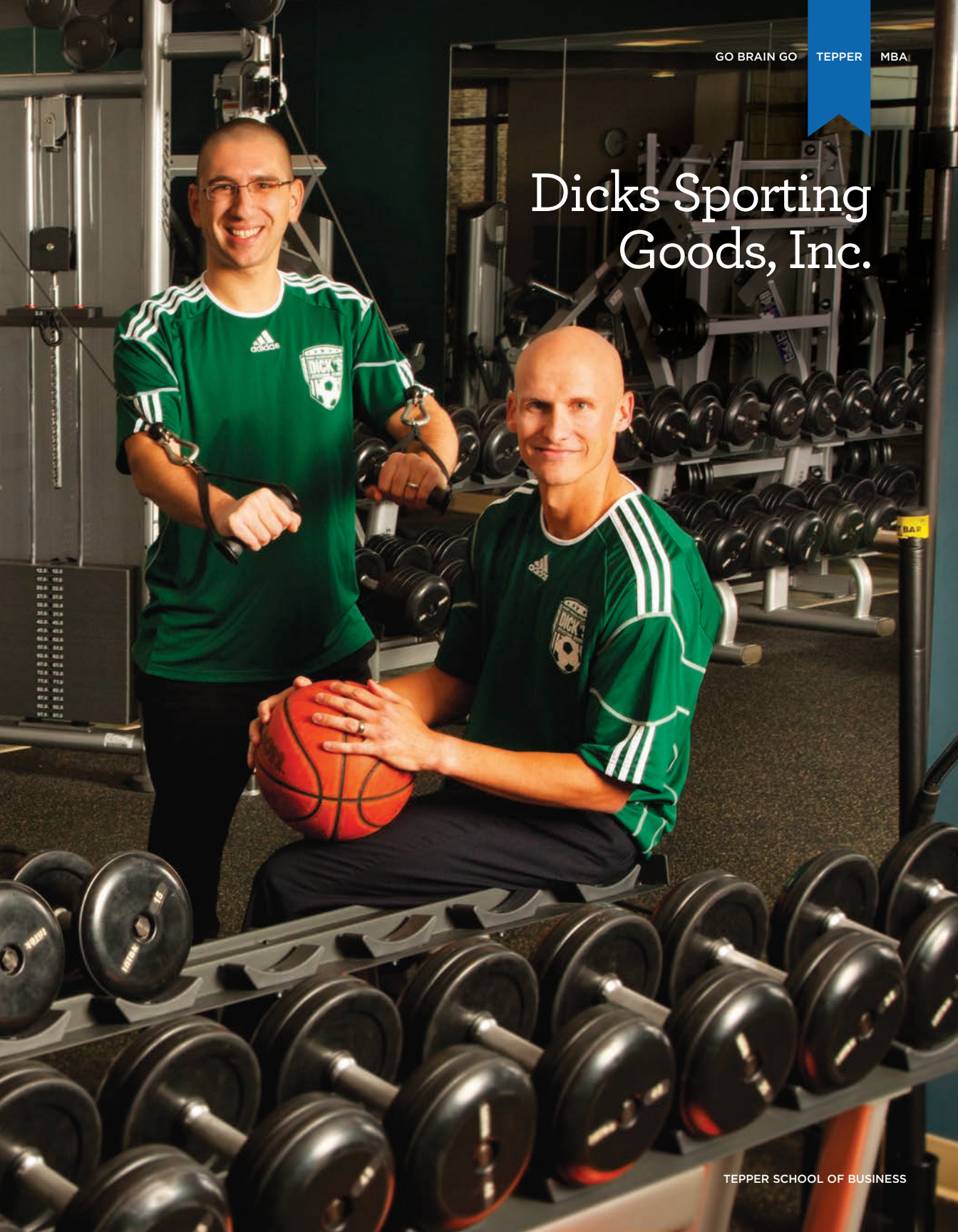
Pittsburgh, PA

(strategists)¹⁰

“Everyone’s MBA experience is unique. For me, balancing Carnegie Mellon’s top-tier academics and a demanding, full-time job in corporate finance alongside fatherhood challenged my preconceptions of what I was capable of doing.” – Nick

“The Tepper School does a great job of equipping you with the skills to make a meaningful impact on the job. The coursework’s rigor has enabled me to frame and solve complex problems, which is a must in a fast-paced retail environment that is driven by performance metrics. Just as important, I now have the mindset to develop data-driven marketing strategies.” – Matt

Dicks Sporting Goods, Inc.





Our graduates are
confident and realize
their skills are rare.

Eric Butler, MBA '86
Executive Vice President, Marketing and Sales
Union Pacific Railroad, Omaha, NE



GO BRAIN GO

TEPPER

MBA

TEPPER SCHOOL OF BUSINESS

WE
GET
IT

The Tepper MBA has few peers. It is a credential that is world-renowned for the strategic depth and intellectual advantage it provides.

Tepper MBAs have an advanced skill set that changes industries, transforms organizations and impacts global society. We partner with you for three years so you will be successful for the next forty.

The Tepper School Career Opportunities Center (COC) will be your partner for career planning, advancement and recruitment. Part-time MBAs have access to the same career services as full-time students. Our COC is consistently ranked as a “recruiter favorite.” Our reputation for strong involvement and support, in-depth knowledge and impressive counselors — former industry execs who have had successful careers working in industries our students are entering — will be one of your key career advantages.

- > One-on-One Career Counseling
- > Resume Development
- > Corporate Presentations
- > Interview Preparation
- > On-Campus Recruiting
- > Interactive Career Workshops
- > CEO-Student Roundtables
- > Alumni Networking and Outreach
- > Career Fairs
- > Silicon Valley Career Trek
- > New York Finance Career Trek
- > Consulting Trek
- > BioPharma Trek
- > Career Panels
- > Lifelong Career Services

www.cmu.edu/mbacareers

Julie Sfanos, Tepper MBA '16 / Part-Time Hybrid

Territory Manager
Biosense Webster, Inc., Pittsburgh, PA

(collaborator)¹⁰

“The classes and professors at the Tepper School provide me with the analytical and strategic skills I need to manage a diverse group of talented individuals. No one student has an identical education or career path, which truly creates a rich and collaborative MBA experience. The program encourages ideas that are novel and creative. I have been able to put many of the MBA program’s teachings into practice and apply them to different problem-solving and team building scenarios that occur daily in my field. I am confident I continue to become a more mature, consultative partner for my employer because of my involvement with Tepper.”

Biosense Webster, Inc.

We're smaller. That means,
you're bigger. The global
Tepper MBA community
understands the meaning
(and power) of access.
Both part-time and full-time
Tepper MBAs are part of
a tight-knit federation that
includes any industry you
can imagine.

A portrait of Eric Schwalm, a man with glasses and a dark suit, smiling. The background is a blurred outdoor scene with trees and lights.

Eric Schwalm, MBA '87
Partner
Bain & Company, Boston, MA

WE GET IT

TEPPER

MBA

A portrait of Dina Dublon, a woman with short brown hair, wearing a bright blue jacket over a black top. She is resting her chin on her hand and looking thoughtfully to the side.

Dina Dublon, MBA '79
Executive Vice President and
Chief Financial Officer, retired
JPMorgan Chase, New York, NY

Tepper MBA alumni advance
their careers via lifelong
access to research and faculty.

A portrait of Brian Olsavsky, a man with glasses and a dark suit, smiling. The background is a plain, light-colored wall.

Brian Olsavsky, MBA '89
Chief Financial Officer
WW Consumer Business
Amazon.com, Seattle, WA

TEPPER SCHOOL OF BUSINESS



Our tight-knit community
▶ provides access to
an international network.



Global Treks. Wine tastings. Biotech networking, chapter happy hours and Wall Street receptions. There are endless opportunities for involvement and career development among the global Tepper MBA community. Each week, chapters around the world host panels, faculty seminars, student treks and CEO presentations. Our alumni love to learn and are passionate about partnering with students to stay ahead of business practice.

TEPPER SCHOOL CHAPTERS		CARNEGIE MELLON CHAPTERS		
Atlanta	San Francisco Bay Area	Atlanta	Pittsburgh	Hong Kong
Austin	Seattle	Austin	Princeton	Jakarta
Boston	Washington, DC	Boston	Raleigh/Durham	Kuala Lumpur
Chicago	•••	Charlotte	Rochester	Mexico
Cleveland	Brazil	Chicago	Sacramento	Mumbai
Columbus	China	Cincinnati	San Diego	New Delhi
Connecticut	France	Dallas	San Francisco Bay Area	Philippines
Dallas	India	Denver	St. Louis	Portugal
Denver	Israel	Detroit	Seattle	Qatar
Detroit	Japan	Ft. Lauderdale	Tampa Bay	Seoul
Houston	Korea	Hartford	Washington, DC	Shanghai
Kansas	Mexico	Houston	West Palm Beach	Singapore
Los Angeles	Spain	Los Angeles	•••	Spain
New Jersey	Switzerland	Maryland		Taiwan
New York City	Taiwan	Miami	Bangalore	Tokyo
North Carolina	Turkey	New York City	Bangkok	
Philadelphia	United Kingdom	Philadelphia	Beijing	
Phoenix		Phoenix		
Pittsburgh				

Crystal Falco, Tepper MBA '11 / Part-Time On-Campus

President & CEO
Enzium Labs, Philadelphia, PA

(entrepreneur)¹⁰

“Financial modeling and operational planning. Knowing how to quickly assess risk to manage decisions that influence the big picture. These are things the Tepper School is known for and have been invaluable for me as an entrepreneur. Yet, of all the skills I walked away with, I now realize it was some of the ‘softer’ skills that are the most valuable, like time management, team building, networking, and self-branding. It doesn’t matter how accurately you have modeled your financial forecast, if you can’t build and lead an effective team, or manage your time and personal brand, you will never be able to successfully execute that flawlessly modeled business plan.”

WE GET IT

TEPPER

MBA

Enzium Labs

Talent wins the game. Teamwork wins the championship.

Tepper School Alumni — Amazon.com





MAKE
YOUR
MOVE

Let's face it, you are about to make a significant investment in your future. We are here to help.

Our admissions team builds a relationship with you early — and this benefits you throughout your application and decision-making process. We can guide you through admissions, and familiarize you with your new classmates and professors.

- > Explore our website and join our mailing list
- > Set up a chat with a member of our team
- > Meet us in a city close to you
- > Join us for a virtual visit
- > Connect with current students
- > Meet the Tepper Admissions team!
Visit www.tepper.cmu.edu/meetourmbastaff
- > Submit your application!

www.tepper.cmu.edu/mbaadmissions

17

STUDENTS MASTER
MANAGEMENT
FUNDAMENTALS VIA
17 CORE COURSES.



Ready Now? Let's Go!

KNOW YOURSELF

- > Define your career goals.
- > Conduct an informational interview with people working in an industry you would like to pursue.

DISCOVER THE POSSIBILITIES

- > Do your homework! Visit different schools' web sites and attend MBA Fairs in your area.
www.tepper.cmu.edu/mba
www.tepper.cmu.edu/mbaevents
- > Learn what makes a school tick. Each school has its own personality — does it fit yours?
www.tepper.cmu.edu/mbarequest
- > Connect with current MBA students. They are terrific resources for candid perspectives.
www.tepper.cmu.edu/mbaconnect
- > Schedule an online chat or phone call with admissions team members.
www.tepper.cmu.edu/mbaadmissions

PREPARE FOR THE APPLICATION

- > Prepare for the GMAT or GRE. A great place to start is MBA.com
- > Attend an application workshop. The Tepper MBA Admissions team regularly hosts online workshops.
www.tepper.cmu.edu/mbaevents

DEVELOP YOUR SHORT LIST

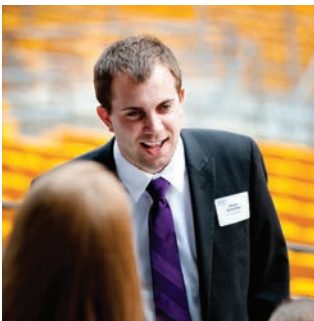
- > Bring a friend and attend school events and presentations in your city.
www.tepper.cmu.edu/mbaevents
- > Attend school webinars or online chats for quick and easy access.
www.tepper.cmu.edu/mbaconnect

SUBMIT YOUR APPLICATION

- > Before sending along your final application, ensure that you have presented a compelling, authentic view of your candidacy.
www.tepper.cmu.edu/mbaapply

JOIN A LIFELONG, GLOBAL NETWORK

- > Be sure to attend an admitted student weekend to assess your fit and the community.
- > Reach out to schools' alumni to learn more about accessibility, supportiveness and networking.



100+

TEPPER ALUMNI
PARTICIPATE IN 100+
MBA ADMISSIONS
EVENTS EACH YEAR.



7

EVERY 7 WEEKS,
OUR ONLINE HYBRID
MBA STUDENTS GATHER
TOGETHER FOR ACCESS
WEEKENDS.





Tepper School of Business
William Larimer Mellon, Founder

Carnegie Mellon University
5000 Forbes Avenue
Pittsburgh, PA 15213-3890

Masters Admissions Office
TEL: 412.268.2272
FAX: 412.268.4209

www.tepper.cmu.edu

STATEMENT OF ASSURANCE

Carnegie Mellon University does not discriminate in admission, employment, or administration of its programs or activities on the basis of race, color, national origin, sex, handicap or disability, age, sexual orientation, gender identity, religion, creed, ancestry, belief, veteran status, or genetic information. Furthermore, Carnegie Mellon University does not discriminate and is required not to discriminate in violation of federal, state, or local laws or executive orders.

Inquiries concerning the application of and compliance with this statement should be directed to the vice president for campus affairs, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-2056.

Carnegie Mellon University publishes an annual campus security and fire safety report describing the university's security, alcohol and drug, sexual assault, and fire safety policies and containing statistics about the number and type of crimes committed on the campus and the number and cause of fires in campus residence facilities during the preceding three years. You can obtain a copy by contacting the Carnegie Mellon Police Department at 412-268-2323. The annual security and fire safety report is also available online at www.cmu.edu/police/annualreports.

Joe Heaslip, MBA '16

Part-Time Hybrid

Junior Fixed Income Portfolio Manager

Sentinel Asset Management, Inc.

Stowe, VT

There's More!

Read more about class profiles, academic options and career-related services for part-time MBA students.

The enclosed inserts provide details about the part-time MBA course schedule and help you understand how our mini-semester system provides strong exposure to fundamentals and broad elective offerings.

The COC listing introduces you to the impressive roster of career services that help to advance your current career options.

INFORMATION

Masters Admissions Office
Phone: 412.268.2272
800.850.4742 (U.S. only)
Campus Visits: 412.268.5687
Fax: 412.268.4209

Email: mba-admissions@andrew.cmu.edu
www.tepper.cmu.edu

Diversity Strategies and Programs
Phone: 412.268.4320
www.tepper.cmu.edu/diversity

Financial Aid
Phone: 412.268.1242
Fax: 412.268.4959
www.tepper.cmu.edu/faid

Career Opportunities Center
Phone: 412.268.2278
www.tepper.cmu.edu/mbacareers

Ph.D. Admissions Office
Phone: 412.268.2301
www.tepper.cmu.edu/phd

Executive Education
Phone: 412.268.2304
www.tepper.cmu.edu/execed

CARNEGIE MELLON UNIVERSITY

Subra Suresh, Ph.D.
President

TEPPER SCHOOL OF BUSINESS

Robert M. Dammon, Ph.D.
Dean

Laurie Weingart, Ph.D.
Senior Associate Dean, Education

Michael A. Trick, Ph.D.
Senior Associate Dean
Faculty and Research

Alan A. Scheller-Wolf, Ph.D.
Head, Doctoral Program

John H. Mather, Ph.D.
Head, Masters Programs

Milton L. Cofield, Ph.D.
Executive Director
Undergraduate Business
Administration Program

Dennis Epple, Ph.D.
Head, Economics Programs