





It's my pleasure to share this 2025 MS Programs Employment Report, highlighting the career outcomes of our inaugural Master of Science in Management (MSM) class, as well as our Master of Science in Business Analytics (MSBA) program.

In the following pages, you will learn more about the outstanding achievements of our students and the value they offer your organization through the world-class education they receive.

Business is an increasingly technical discipline. Our MSM and MSBA students thrive at the intersection of complex data and strategic thinking. This approach equips them with cutting-edge technical skills as well as the business acumen to solve today's complex problems.

While our students strive to achieve their academic and professional goals, they

continue to appreciate the Masters Career Center's (MCC) personalized coaching in support of their career development and recruiting. Hybrid recruiting has become the norm, and we are proficient in offering a slate of world-class recruiting services and events, whether on-campus in our outstanding Tepper Quad or virtually. Our goal is to ensure a seamless recruiting experience for both our employers and students.

The MCC Team is eager to discuss how we can help your organization plan and execute a successful recruiting strategy at the Tepper School. The team and I hope

you will enjoy reviewing our 2025 MS Programs Employment Report as well as our website at tepper.cmu.edu/recruit@tepper.

Best Regards,

Stephen M. Rakas, Executive Director
Masters Career Center
Tepper School of Business
Carnegie Mellon University



03 – 04

MASTER OF SCIENCE PROGRAMS OVERVIEW

05 – 06

MSBA | MASTER OF SCIENCE IN BUSINESS ANALYTICS

07 – 08

MSM | MASTER OF SCIENCE IN MANAGEMENT

09

MASTERS CAREER CENTER CONTACTS



THE INTELLIGENT FUTURESM
DATA INFORMED. HUMAN DRIVEN.

The Tepper School’s Master of Science programs provide students the education and experience needed to start the next chapter of their careers.

MASTER OF SCIENCE PROGRAM COMPARISON

	Pre-Experience	Mid-Experience
On-Campus	MSM	
	Full-Time MSBA	
Online	Part-Time MSBA	

MASTER OF SCIENCE PROGRAM TIMELINES

JANUARY	MSBA Capstones	
FEBRUARY		
MARCH		
APRIL		
MAY	MSBA Graduation	MSM Graduation
JUNE		
JULY		
AUGUST		
SEPTEMBER		
OCTOBER		
NOVEMBER		
DECEMBER		



LEARN MORE ABOUT THE INTELLIGENT FUTURESM
The Intelligent Future needs thoughtful, innovative problem solvers who thrive where data and humanity connect. Tepper School students are that future.



The MSBA program offers two distinct tracks of study, a full-time program for recent college graduates, and a part-time program for experienced professionals. Each program is designed for individuals who want to deepen their analytical skills and move into sought-after business analyst positions. The programs give students analytical skills, business knowledge, and creative problem-solving expertise to transform data into better decision making.

\$90,753*

AVERAGE ACCEPTED BASE SALARY

\$94,731*

AVERAGE ACCEPTED BASE SALARY
NORTH AMERICA

\$98,400*

AVERAGE ACCEPTED BASE SALARY
1-3 YEARS OF WORK EXPERIENCE

**Full-Time Class of 2025 Career Outcomes*

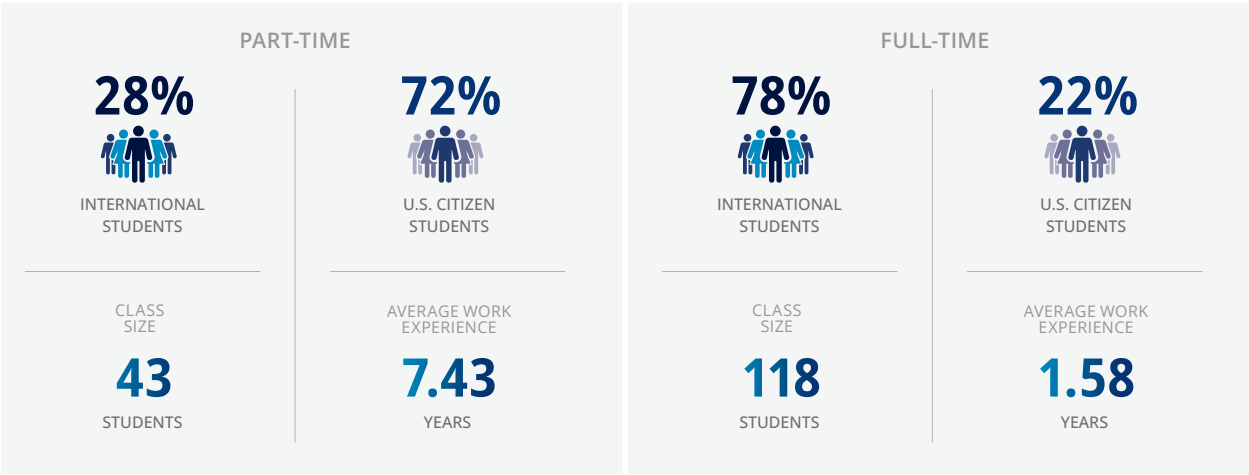
SAMPLE JOB TITLES

- Applied AI Analyst
- Business Analyst
- Data Engineer
- Logistics Analyst
- Management Consultant
- Operations Data Analyst
- Risk Strategy Analyst
- Senior Data Analyst
- Analyst
- Risk Analyst
- Procurement Analyst
- Strategy Operations Analyst
- Financial Analyst
- AI Engineer

UNDERGRADUATE MAJORS
MOST REPRESENTED

- Business/Commerce
- Economics
- Engineering
- Mathematics/Physical Sciences
- Social Sciences
- Other

CLASS OF 2025 PROFILE



CURRICULUM HIGHLIGHTS / TECHNICAL SKILLS

As a STEM-designated program, the curriculum of the full-time MS in Business Analytics program equips students with leading-edge knowledge, skills, and experiential training in:

- Methodology, including machine learning (ML) and optimization
- Software engineering, including large-scale data management and programming in R and Python
- Corporate communication, including communicating with non-technical stakeholders
- Business domain knowledge, including marketing, operations, accounting, finance, and people analytics

CAPSTONE INFO / HIGHLIGHTS

Capstone projects for MSBA students allow these highly trained, intensely motivated students to apply their advanced skills and expertise to a wide range of challenges and opportunities. Working with faculty supervision, teams focus on sponsor-defined projects that result in the exploration of solutions and potentially a proof-of-concept. Capstones are the culmination of the graduate program experience, providing a rich experiential learning opportunity for students at the Tepper School. MSBA Capstone projects span industries, and recent project industries included finance, healthcare, consulting, transportation and logistics, natural resources, construction, government, and technology.

Examples of MSBA Capstone Projects:

- Modeled customer lifetime value
- Increased customer basket size
- Analyzed clickstream data
- Developed AI agent to automate the identification of data quality issues in supply chain management
- Automated the workflow for the matching process between service provider and client
- Explored the use of GenAI for quarterly reporting in the investment management sector
- Investigated the use of AI and ML to learn and identify buying patterns, predict sales performance, and alert leadership of behaviors outside of a predicted value within the retail space



All employment data is in compliance with the MBA Career Services and Employer Alliance Standards for reporting employment outcomes. Scan to view the complete employment report of the FT MSBA Class of 2025.



Graduates from this pre-professional program will learn business fundamentals that prepare them for a data-informed and human-driven future. Through specializations in Entrepreneurship, Finance, Marketing, Operations, and Strategy, students can customize their career paths.

\$97,500*
AVERAGE ACCEPTED SALARY

\$107,143*
AVERAGE ACCEPTED SALARY
IN NORTH AMERICA

\$81,429*
AVERAGE ACCEPTED SALARY FOR 1 YEAR
OR LESS OF WORK EXPERIENCE

**Full-Time Class of 2025 Career Outcomes*

SAMPLE JOB TITLES

- Analyst, Associate
- Business Development and Operations Manager
- Category Manager
- Financial Analyst
- Market and Client Support Associate
- Strategy Consultant Associate
- Trading Analyst

UNDERGRADUATE MAJORS MOST REPRESENTED

- Business/Commerce
- Engineering
- Economics
- Math/Physical Science
- Arts/Humanities



All employment data is in compliance with the MBA Career Services and Employer Alliance Standards for reporting employment outcomes. Scan to view MSM Career Preparations and Outcomes.

CLASS OF 2025 PROFILE

CLASS
SIZE
17
STUDENTS

AVERAGE WORK
EXPERIENCE
0–3
YEARS

76%

INTERNATIONAL
STUDENTS

24%

U.S. CITIZEN
STUDENTS

CURRICULUM HIGHLIGHTS / TECHNICAL SKILLS

The curriculum reflects an analytical approach to business and exposes students to emerging technologies. Graduates from the MSM program will be equipped with the fundamental business knowledge to enter their careers with attitudes that are agile, innovative, and ready to be the intelligent leaders of tomorrow. Students will have tailored their career paths by completing a specialization in Entrepreneurship, Finance, Marketing, Operations, or Strategy.

SPECIALIZATION

ENTREPRENEURSHIP

The Entrepreneurship specialization is intended to prepare MSM graduates for successful careers in business innovation roles, either in a corporation or a family business, or via purchasing and transforming an existing business. Students choose from courses like Commercialization and Innovation, New Product Management, Lean Entrepreneurship, Funding Early Stage Ventures, Franchising, and Marketing for Entrepreneurship.

FINANCE

All MSM students take a core course in Finance, but the specialization dives deeper with courses like Corporate Finance, Investment Analysis, Debt Markets, Sustainable Finance, Venture Capital, and Energy Finance.

MARKETING

All MSM students will take core Tepper School Marketing courses which cover the fundamentals of creating, communicating, and delivering value to customers. In addition, Tepper School Marketing courses teach students to leverage analytical techniques and skills in order to drive and make informed decisions. With a Marketing specialization, students take courses like Marketing Research, Pricing Strategy, Marketing in the Age of Sustainability, and Marketing for Entrepreneurship.

OPERATIONS

As part of the Operations specialization, students take courses in areas such as Six Sigma, Operations Strategy, and Service Management. Participants will be primed for careers that support the design, delivery, and development of products and services across a variety of industries.

STRATEGY

The Strategy specialization readies students for successful entry-level careers in management, consulting, or internal corporate consulting groups. Students take courses like Organizational Learning and Strategic Management, Technology Strategy, Commercialization and Innovation Strategy, and Engagement and Inclusion as a Strategic Competitive Advantage.

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**TO SCHEDULE RECRUITING,
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Instant access to Tepper School
career data is available through
our ready-reference website.



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2025 TEPPER SCHOOL OF BUSINESS MASTER OF SCIENCE (MS) PROGRAMS EMPLOYMENT REPORT SUMMARY

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Inquiries concerning the application of and compliance with this statement should be directed to the university ombudsman, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-1018.

Obtain general information about Carnegie Mellon University by calling 412-268-2000.

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