

**UNIVERSITY OF HAWAI'I
SYSTEM ARTICULATION AGREEMENT**

Entrepreneurship Program of Study

August 2007

UNIVERSITY OF HAWAII SYSTEM ARTICULATION AGREEMENT

Entrepreneurship Program

INTRODUCTION

The University of Hawai'i is comprised of ten campuses located on six islands in the State of Hawai'i. While each campus has a unique identity and mission, the ten campuses operate as one system.

Career Pathways

The State of Hawai'i and its educational systems are participating in Career Pathways with an overall theme of "Six pathways, one system." The six pathways are:

1. Arts and Communication
2. Business
3. Health Services
4. Industrial and Engineering Technology
5. Natural Resources
6. Public and Human Services

At the secondary and postsecondary levels, the goal of Career Pathways is to provide curriculum standards that meet business and industry requirements. Implementing these standards will ensure student attainment of a high level of academic and technical skills, a seamless transition from secondary to postsecondary educational programs and between postsecondary campuses, and a satisfying career for which the student is well prepared.

Hawai'i P-20 Initiative

The overarching goal of the P-20 initiative is to improve student achievement at all levels of education. To this end, two of the goals of P-20 are:

1. To align standards, curricula, and assessments across all components of the state's public education system.
2. To improve transition among the components of the education system, as well as from an educational setting to the workforce.

During the course of their education, students may decide to transfer from one campus to another in the University of Hawai'i (UH) system. The development of an articulated program of study supports the transfer of earned academic credits within the UH system.

PURPOSE

The primary purpose of this articulation agreement is to facilitate the matriculation of students and the transfer of courses across the university system. Moreover, it is intended to inform students, whose program of study requires Entrepreneurship Program courses as part of their degree requirements, of the program opportunities that are available to them throughout the UH system.

AGREEMENTS AND PROCEDURES

- Scope of Agreement.** This Articulation Agreement applies among the UH Community Colleges, the University of Hawai'i at Hilo, the University of Hawai'i at Mānoa, and the University of Hawai'i-West O'ahu.
- Number of Credits to be Awarded.** Transfer credit among University of Hawai'i campuses for the following courses:

	Course Alpha No.	Course Title	Credits	Campuses
A.	BUS 320	Entrepreneurship – Opportunity Recognition and Evaluation	3	Maui CC
	MGT 320	Fundamentals of Entrepreneurship	3	UH Mānoa
B.	ENT 120	Starting a Small Business	3	Hawai'i, Kapi'olani CC
	MGT 125	Starting a Business	3	Leeward CC
	MGT 125B/C/D	Starting a Business	1/1/1	Leeward CC
	BUS 125	Starting a Small Business	3	Maui CC
C.	MKT 121	Marketing Topics	3	Hawai'i CC
	ENT 130	Marketing for a Small Business	3	Kapi'olani CC
	MKT 120	Principles of Marketing	3	Kapi'olani CC
	MKT 120	Marketing in a Global Economy	3	Leeward CC
	MKT 120	Principles of Marketing	3	Maui CC
D.	MKT 300	Principles of Marketing	3	Maui CC
	MKT 310		3	UH Hilo
	BUS 312		3	UH Mānoa
	BUSA 300	Marketing	3	UH-West O'ahu
E.	MGT 120	Principles of Management	3	Honolulu, Kaua'i, Leeward, Windward CC
	ENT 140	Small Business Management	3	Kapi'olani CC
F.	MGT 310	Principles of Management	3	Maui CC
	MGT 300	Management, Organizations, and Human Behavior	3	UH Hilo
	BUS 315	Global Management & Organizational Behavior	3	UH Mānoa
	BUSA 386		3	UH—West O'ahu
G.	BUS 318	Principles of Finance	3	Maui CC
	FIN 320	Principles of Business Finance	3	UH Hilo
	BUS 314	Business Finance	3	UH Mānoa
	BUSA 321		3	UH-West O'ahu

3. General Guidelines for the Application and Award of Transfer Credits

- A. Student Eligibility: Students must be currently enrolled at a participating UH campus to be eligible for the award of any transfer credit.
- B. Timeline for Application: Students should apply for transfer credits during their first year of attendance at the receiving campus.
- C. Transferability: Credits awarded within the guidelines established in this Agreement will transfer between and among designated University of Hawai'i campuses. However, students should be informed by both "sending" and "receiving" campuses that transferred credits may **not** be applicable to programs outside of this Agreement.
- D. Campus Procedures: Each UH campus which is a party to this Agreement will be responsible for establishing procedures which detail the timeline and deadlines for application, review of requests for award of transfer credit, and the appeals process for such credit.

Award of Credit through Credit-By-Examination. The applicable courses as identified in this Agreement will be eligible for credit-by-exam for those currently enrolled students wishing to receive college credit for prior learning/experience obtained outside of the University of Hawai'i system. Each campus will establish procedures and administer its own exam, which may include a written test, performance test, and/or oral interview. Students interested in challenging one of these courses through credit-by-examination must earn a score equivalent to or greater than a 3.0 on a 4.0 scale, 80%, or "B" in order to have their credits recognized by other campuses in this Agreement. Students must follow the receiving campus' guidelines for applying for credit-by-examination. Once credits are awarded, they are transferable among campuses listed in this Agreement provided they conform to the scoring standards listed above.

The table in this document lists all 100, 200, and 300-level Business, Business Administration, Entrepreneurship, Finance, Management, and Marketing courses which are equivalent within the University of Hawai'i system. The **bold and blue** text within the tables indicate the new course numbers, titles, and numbers being used effective the Fall 2008 semester. If a course is unique to a campus and, hence, does not have an equivalent course within the UH system, then it is not listed in the table. Also, the course outline(s) in this document have been approved by the faculty and administrations of all campuses represented in this signed Agreement.

This Articulation Agreement will remain in effect until January 2012. It will be subject to review in Fall 2011, and may be continued, revised, or discontinued with the consent of all faculty members and administration of all campuses represented in this Agreement. The Articulation Agreement remains in effect while review continues.

Course Title	UH Hilo	UH Mānoa	UH-West O'ahu	Hawai'i CC	Honolulu CC	Kapi'olani CC	Leeward CC	Maui CC
Entrepreneurship – Opportunity Recognition and Evaluation								BUS 320 (3)
Fundamentals of Entrepreneurship		MGT 320 (3)						
Starting a Small Business				ENT 120 (3)		ENT 120 (3)		BUS 125 (3)
Starting a Business Starting a Business				ENT 125 (3) Fall 2008		ENT 125 (3) Fall 2008	MGT 125 (3)	BUS 125 (3) Fall 2008
Starting a Business I Starting a Business II Starting a Business III							1 cr each: MGT 125B MGT 125C MGT 125D	
Principles of Marketing	MKT 310 (3)	BUS 312 (3)						MKT 300 (3)
Marketing			BUSA 300 (3)					
Principles of Marketing			BUSA 300 (3) Fall 2008					MKT 312 (3) Fall 2008
Marketing for a Small Business						ENT 130 (3)		
Marketing in a Global Economy							MKT 120 (3)	
Principles of Marketing				MKT 120 (3) Fall 2008		MKT 120 (3)		MKT 120 (3)
Global Management & Organizational Behavior		BUS 315 (3)	BUSA 386 (3)					
Management, Organizations, and Human Behavior	MGT 300 (3)							
Principles of Management								MGT 310 (3)
Management and Organizational Behavior								MGT 315 (3) Fall 2008
Business Finance		BUS 314 (3)	BUSA 321 (3)					
Principles of Business Finance	FIN 320 (3)							
Principles of Finance								BUS 318 (3)

Note: Course equivalency is not to be confused with approved General Education course designation. Campuses wanting approval for a UH Mānoa General Education designation must send a separate proposal to UH Mānoa to receive approval for a general education designation. Procedures for articulating courses to Mānoa are found at <http://www.hawaii.edu/gened/articulation.htm>.

ENT 120 Starting a Small Business (HawCC and KapCC)
BUS 125 Starting a Small Business (MauCC)
MGT 125 Starting a New Business (LeeCC)

Course Outline

Revised 1/20/07

A. Course Descriptions

HawCC: ENT 120 Starting a Small Business (3 credits)

This course is a practical approach to planning and starting a business in Hawai'i. The student will prepare a comprehensive business plan. Topics covered are market analysis, site selection, suppliers, product and price mix, transportation, advertising and promotion, record keeping, and financial statements.

KapCC: ENT 120 Starting a Small Business (3 credits)

ENT 120 is a practical approach to planning and starting a business in Hawai'i. The student will prepare a comprehensive business plan. Topics covered are market analysis, site collection, suppliers, product and price mix, transportation, advertising and promotion, recordkeeping, and financial statements.

Upon successful completion of ENT 120, the student should be able to:

1. Demonstrate broad knowledge of planning procedures and considerations involved in organizing, locating and financing small business ventures.
2. Apply basic management tools and strategies appropriate for planning, organizing, actuating, and controlling small business operations.
3. Recognizing common pitfalls contributing to small business failures.
4. Demonstrate acquaintance with small business practices having significant influence in Hawai'i's economy.
5. Preparing a comprehensive business plan.

LeeCC: MGT 125 Starting a New Business (3 credits)

This course covers the personal, regulatory, financial, operating, and marketing requirements of starting a business.

Students will prepare facsimile application forms covering all the applicable legal, registration, tax, employment, and regulatory requirements.

Additionally, students will develop a database of available community, government, educational, private, and professional small business resources culminating in the development of a formal business plan.

MauCC: BUS 125 Starting a Small Business (3 credits)
Surveys the small business environment, establishing a firm, decision-making processes, marketing assessments, financing, operations considerations, and government regulations. Covers development of a business plan. Designed for those who wish to start or are currently operating their own small business.

Effective Fall 2008, each University of Hawai'i system campus offering this course has agreed to:

Course alpha and number: BUS 125, ENT 125, and MGT 125 (3 credits)

Course title: Starting a Business

Course description: Surveys the business environment, establishing a firm, decision-making processes, marketing assessments, financing, operations considerations, and government regulations. Covers development of a business plan. Designed for those who wish to start or are currently operating their own business.

B. Hours Per Week

HawCC: Lecture: 3 hours
KapCC: Lecture: 3 hours
LeeCC: Lecture: 3 hours
MauCC: Lecture: 3 hours

C. Prerequisites, Corequisites, and/or Required Preparation

HawCC: Prerequisites: ENG 21 or ENG 22 or ESL 15 w/grade of "C" or better, or placement in ENG 100 or ENG 102

KapCC: Prerequisites: None.
Recommended preparation: ENG 100, or ENG 160

LeeCC: Prerequisites: Completion of or concurrent enrollment in ENG 21 or ENG 22 or equivalent or consent of instructor.
Recommended preparation: BUS 120, MKT 120

MauCC: Prerequisites: ENG 19 with at least a C or placement at ENG 22 or 55, or consent
Recommended preparation: ENG 22 or 55 with at least a C or ENG placement of ENG 100, or consent

D. Intended Student Learning Outcomes

Create a formal business plan.

E. **Course Content**

Concepts

Laws, Regulations, and Ethics

1. Types of business structures (sole proprietorship, corporations, partnerships, LLC, etc.)
2. Business ethics and social responsibility
3. State/public information sources
4. Regulations and laws related to businesses

Entrepreneurship

5. Entrepreneurial characteristics

Operational Requirement

6. Principles and concepts of major functional areas (finance, marketing, operations)

Management

7. Comprehensive, formal business plan

Marketing

8. Market analysis

Skills

Laws, Regulations, and Ethics

1. Identify relevant regulations and laws for the selected business.
2. Explain the importance of business ethics and social responsibility.
3. Demonstrate knowledge of business practices in Hawai'i.
4. Differentiate among the various types of business (sole proprietorship, corporations, partnerships, LLC, etc.)

Entrepreneurship

5. Identify personal entrepreneurship characteristics.

Operational Requirements

6. Demonstrate the application of principles and concepts in major functional areas (i.e. human resources, marketing, finance, operations, accounting.)

Management

7. Demonstrate knowledge of organizational, production, and operational management.
8. Prepare a comprehensive, formal business plan.
9. Produce a complete business registration package in facsimile.

Marketing

10. Demonstrate knowledge of marketing strategies.
11. Identify market research methodologies.

F. **Text and Materials** (Examples)

Hawai'i CC

- Zimmerer, Thomas W. and Scarborough, Norman M. *Essentials of Entrepreneurship and Small Business Management, 4th Edition*, Prentice Hall

- Megginson, Leon, Byrd, Mary Jane, Megginson, William L. *Small Business Management: An Entrepreneur's Guidebook, 4th Edition*, McGraw-Hill College.
- Phillips, Michael, Rasberry, Salli, and Barbara Kate Repa (Editor). 2003. *Marketing Without Advertising: Inspire Customers to Rave About Your Business to Create Lasting Success, 4th Edition*, Nolo Press.
- Allen, Kathleen. 2000. *Entrepreneurship for Dummies*, Wiley Publishing.
- Kamaroff, Bernard B. *Small Time Operator: How to Start Your Own Business, Keep Your Books, Pay Your Taxes, and Stay Out of Trouble, 27th Edition*, Bell Springs Publishing.
- Mariotti, Steve. 2000. *The Young Entrepreneur's Guide to Starting and Running a Business*, Three Rivers Press.
- McKeone, Lorre and David Wold (Editor). *NxLevel Guide for Entrepreneurs, 4th Edition*, Western Entrepreneurial Network, NxLevel Education Foundation.
- Tracy, John A. 2004. *How to Read a Financial Report: Wringing Vital Signs Out of the Numbers 6th Edition*, Wiley Publishing.

Leeward CC

McKeever, Mike. 2005. *How to Write a Business Plan, 7th Edition*. (ISBN 1-4133-0092-8)

Maui CC

- Townsley, Maria. 2002. *Survivor's Guide to Small Business*. South-Western Publishing.
- Zimmerer, Thomas W. and Scarborough, Norman M. 2004. *Essentials of Entrepreneurship and Small Business Management, 4th Edition*, Prentice Hall.

G. **Reference Materials**

Varied

H. **Auxiliary Materials and Content**

Varied

I **Learning Assessment Tasks**

Examinations

A formal business plan

J. **Methods of Instruction**

Varied

Per Attachment V, CCCM #6100 (Revised August 28, 1991) and *The Outcomes Primer* by Ruth Stiehl, pp. 46-47 © 2002

**BUS 320 Entrepreneurship – Opportunity Recognition and Evaluation (MauCC)
MGT 320 Fundamentals of Entrepreneurship (UHM)**

Course Outline

Revised 10/17/07

A. *Course Descriptions*

UH Mānoa MGT 320 Fundamentals of Entrepreneurship (3 credits)

This course will provide an overview of the entrepreneurial process from idea through harvest. We will look at the role of entrepreneurial firms in the economy and some historical context will be provided. But our main objective is stimulating and preparing students to get involved in new venture creation. For this introductory course, our focus will be on opportunity recognition and evaluation. Entrepreneurship can be defined as the pursuit of opportunity without regard to resources currently available. There are lots of ideas for new businesses out there. Some of them are opportunities worthy of pursuit. You will learn to recognize the difference and learn how entrepreneurs get the resources they need.

MauCC: BUS 320 Entrepreneurship – Opportunity Recognition and Evaluation (3 credits)

Develops skills necessary to recognize an opportunity, and evaluate the viability of an idea, prior to the investment of significant time and money. Uses student teams to develop, present, and critique entrepreneurial startups.

Note: When articulating college credit to a campus that is accredited by the Association to Advance Collegiate Schools of Business (AACSB—International), the receiving campus reserves the right to evaluate the articulated courses according to its transfer policy.

B. *Hours Per Week*

UHM Lecture: 3 hours

MauCC: Lecture: 3 hours

C. *Prerequisites, Corequisites, and/or Required Preparation*

UHM Prerequisites: Admission to upper division.

MauCC: Prerequisites: MGT 310, MKT 300, and admission to the ABIT Program, or consent.

D. *Intended Student Learning Outcomes*

Analyze a business for its competitive advantage, fatal flaws, environmental analysis, etc.

E. **Course Content**

Concepts

1. New business adventure screening
2. Competitive advantage issues
3. Fatal flaws
4. Validation of assumptions
5. Environmental analysis
6. Opportunities
7. Validity of assumptions
8. New business ventures
9. Innovation strategies
10. Risks
11. Opportunities
12. Innovation

Skills

1. Analyze the validity of assumptions
2. Analyze the business environment.
3. Define the differences between an idea and an opportunity.
4. Explain the different criteria surrounding new business ventures and innovation strategies.
5. Analyze the risk attached to grasping opportunities.
6. Utilize criteria to successfully screen opportunities,
7. Identify how to find information that can be used in screening opportunities.
8. Recognize personal criteria that can be used in evaluating new ventures & innovation strategies.
9. Conduct own evaluation process on potential opportunities.
10. Evaluate other proposed new ventures or innovation.

F. **Text and Materials**

Examples:

Maui CC

- Timmons, J. 2006. *New Venture Creation: Entrepreneurship for the 21st Century*, Irwin, Homewood, Ill.
- Johnston, R .E. and Bates, J. Douglas. 2003. *The Power of Strategy Innovation: A New Way of Linking Creativity and Strategic Planning to Discover Great Business*, AMACOM.
- Hisrich, Robert, Peters, Michael, and Shepherd, Dean A. 2005. *Entrepreneurship, 6th Edition*, Irwin/McGraw-Hill.
- Required DVD: New Business Mentor 2007.

G. **Reference Materials**

Varied

H. **Auxiliary Materials and Content**

Examples:

Maui CC

Text(s) may be supplemented with:

- Accompanying practice set if available
- Articles and/or handouts prepared by instructor
- Magazine or newspaper articles

Other

- The New Business Mentor 2007 – Kauffman Center for Entrepreneurial Leadership-DVD
- Appropriate films, videos or internet sites
- Television programs
- Guest Speakers
- Other instructional aids

I. **Learning Assessment Tasks**

Evaluate and present a quick screen of a fatal flaw.

Examinations

Presentations

Reports

J. **Methods of Instruction**

Instructional methods vary considerably with instructors and specific instructional methods will be at the discretion of the instructor teaching the course. Suggested techniques may include, but are not limited to:

1. Quizzes and tests with feedback and discussion.
2. Lectures and class discussion.
3. Problem solving.
4. PowerPoint presentations;
5. Videos, DVDs, CD-ROMs;
6. Guest speakers;
7. Group activities;
8. Oral reports and other student presentations;
9. Games and simulations;
10. Homework assignments such as
 - Reading, or watching, and writing summaries and reactions to marketing issues in the media including newspapers, video, magazines, journals;
 - Lectures, web-based materials, and other sources;
 - Analyzing published business plans
 - Reading text and reference materials and answering discussion questions;
 - Research environmental problems and issues

11. Web-based assignments and activities;
12. Reflective journals;
13. Group and/or individual research projects with reports or poster presentations;
14. Study logs and study groups;
15. Service learning, community service, and/or civic engagement projects and other contemporary learning techniques (such as problem based learning).

Per Attachment V, CCCM #6100 (Revised August 28, 1991)
and *The Outcomes Primer* by RuthStiehl, pp. 46-47 © 2002

BUS 312 Principles of Marketing (UHM)
MKT 310 Principles of Marketing (UHH)
BUSA 300 Marketing (UH-WO)
MKT 300 Principles of Marketing (MauCC)

Course Outline

Revised 10/17/07

A. Course Descriptions

UH Mānoa BUS 312 Principles of Marketing (3 credits)
Concepts, problems, and opportunities in marketing within its competitive, political-legal, economic, social and global environments. Social responsibility and ethics. Marketing research. Consumer and business-to-business segmentation and positioning. Strategic marketing planning.

UH Hilo MKT 310 Principles of Marketing (3 credits)
Fundamental marketing concepts and contemporary marketing issues are analyzed within present economic, social and legal environments; consumer and functional analysis are emphasized.

UH-West O'ahu BUSA 300 Marketing (3 credits)
Examines the revolution in marketing. Applies the fundamental principles of successful marketing including segmentation, targeting, product development, positioning, packaging, placement, pricing, promotion, service and relationship building to development of marketing plans.

MauCC: MKT 300 Principles of Marketing (3 credits)
Applies the fundamental principles of successful marketing including segmentation, targeting, product development, positioning, packaging, placement, pricing, promotion, service and relationship building to development of marketing plans. Explores the impact of marketing of goods and services using the Internet, the Word Wide Web, and other technologies as they emerge.

Effective Fall 2008, Maui Community College will modify its course to:

Course alpha and number: MKT 312 (3 credits)

Effective Fall 2008, University of Hawai'i-West O'ahu will modify its course to:

Course title: Principles of Marketing

Note: When articulating college credit to a campus that is accredited by the Association to Advance Collegiate Schools of Business (AACSB—International), the receiving campus reserves the right to evaluate the articulated courses according to its transfer policy.

B. **Hours Per Week**

UHM Lecture: 3 hours
UHH Lecture: 3 hours
UH-WO Lecture: 3 hours
MauCC: Lecture: 3 hours

C. **Prerequistites, Corequisites, and/or Required Preparation**

UHM Prerequisites: Admission to upper division program.
UHH Prerequisites: ECON 130 and ACC 250
UH-WO Prerequisites: Admission to upper division program.
MauCC: Prerequisites: BUS 120, ECON 130 and 131, and admission to the
ABIT Program, or consent

D. **Intended Student Learning Outcomes**

1. Create a marketing plan.
2. Prepare promotional tools.

E. **Course Content**

Concepts

1. E-commerce
2. Market research
3. Market segmentation
4. Marketing practices
5. Current marketing trends (green marketing, guerilla marketing, network marketing, etc.)
6. Market share
7. Marketing mix (pricing, promotion, distribution, product design)
8. Target marketing
9. Integrated marketing
10. Marketing of services vs. marketing of goods

Skills

1. Demonstrate a basic understanding of marketing practices, theories, principles, foundations, and emerging marketing trends.
2. Identify the differences between marketing of services and production-based enterprises and discuss the benefits of each.
3. Apply marketing principles to business organizations and develop an appreciation of how these principles are changing.
4. Use the Internet to communicate effectively electronically.
5. Conduct market research.
6. Engage in oral marketing.
7. Differentiate, describe, and explain strengths and weaknesses of products and/or services.
8. Define marketing, marketing management, the core concepts and relationships between customer value, satisfaction, and quality.
9. Explain how to design business portfolios and growth strategies.

10. Explain marketing's role in strategic planning.
11. Describe the marketing process and the forces that influence it.
12. List the marketing management functions, including the elements of a marketing plan.
13. Explain how changes in the demographic and economic environments affect marketing decisions.
14. Define the marketing information system, discuss its parts, and outline the steps in the marketing research process.
15. Define the consumer market, construct a simple model of buyer behavior and list the major factors that influence buyer behavior, and the stages in the buyer decision process.
16. Describe the adoption and diffusion process for new products.
17. Define the steps of target marketing and explain how companies identify attractive market segments, choose a market-coverage strategy, and position their products for maximum competitive advantage in the marketplace.
18. Define target marketing and discuss the major levels of market segmentation.
19. Identify and define the factors affecting a firm's pricing decisions including the impact of consumer perceptions of price and value.
20. Describe the major strategies for pricing current and new products, and explain how companies find a set of prices that maximizes the profits from the total product mix.
21. Discuss how companies adjust their prices to take into account different types of customers and situations, and identify the key issues related to initiating and responding to price changes.
22. Identify the major channel alternatives open to a company and how channel members interact and organize to perform the work of the channel.
23. Discuss the nature and importance of physical distribution and integrated logistics, including how they benefit a company.
24. Name and define the tools of the marketing communications mix including factors that affect the design, and discuss the advantages of integrated marketing communications.
25. Outline the steps in developing effective marketing communication and explain the methods for setting the promotion budget.
26. Define the roles of advertising, sales promotion, and public relations in the promotion mix and describe the major decisions involved in developing an advertising program.
27. Explain how sales-promotion campaigns are developed and implemented and how companies use public relations to communicate with potential customers.
28. Discuss the role of a company's salespeople in creating value for customers and building customer relationships.
29. Explain how companies design sales force strategy and structure, and how companies recruit, select, and train salespeople.

30. Discuss the personal selling process, distinguishing between transaction-oriented marketing and relationship marketing.
31. Identify the major forms of direct marketing and discuss the benefits including the trends fueling its rapid growth.
32. Define a customer database and list the ways companies use databases in direct marketing.
33. Compare the types of online marketing channels, the effect of the Internet on electronic commerce, and ways marketers can conduct online marketing.
34. Discuss the public policy and ethical issues facing direct marketers.
35. Describe customer value and satisfaction, how companies attract, retain, and grow profitable customers, the roles of the company value chain, value-delivery network, and total quality in delivery of customer value and satisfaction.
36. Discuss the need to understand competitors as well as customers through competitor analysis and the fundamentals of competitive marketing strategies based on creating value for customers.
37. Identify the key approaches to entering international markets and discuss how the international trade system, economic, political–legal, and cultural environments affect a company's international marketing decisions.
38. Explain how companies adapt their marketing mixes for international markets and identify the major forms of international marketing organization.

F. ***Text and Materials***

Examples:

UH Mānoa

Kotler, Philip and Armstrong, Gary. 2006. *Principles of Marketing, 11th Edition*, Prentice-Hall.

UH-West O'ahu

Berkowitz, Eric N., Kerin, Roger A., Hartley, Steven W., and Rudelius, William. *Marketing, 8th Edition*. Boston, Irwin McGraw-Hill.

Maui CC

Kotler, Philip and Armstrong, Gary. 2006. *Principles of Marketing, 11th Edition*. Upper Saddle River, NJ, Prentice Hall.

G. ***Reference Materials***

Varied

H. ***Auxiliary Materials and Content***

Maui CC

Text(s) may be supplemented with

- Accompanying practice set if available
- Articles and/or handouts prepared by the instructor
- Magazine or newspaper articles

Other

- Appropriate films, videos, or internet sites
- Television programs
- Guest speakers
- Other instructional aids

I. ***Learning Assessment Tasks***

Required projects and activities.
Examinations and presentations.

J. ***Methods of Instruction***

Instructional methods vary considerably with instructors and specific instructional methods will be at the discretion of the instructor teaching the course. Suggested techniques may include, but are not limited to

1. Quizzes and tests with feedback and discussion.
2. Lectures and class discussion.
3. Problem solving.
4. PowerPoint presentations.
5. Videos, DVDs, CD-ROMs.
6. Guest speakers.
7. Group activities.
8. Oral reports and other student presentations.
9. Games and simulations.
10. Homework assignments such as
 - Reading, or watching, and writing summaries and reactions to marketing issues in the media including newspapers, video, magazines, journals.
 - Lectures, web-based materials, and other sources.
 - Analyzing published business plans.
 - Reading text and reference materials and answering discussion questions.
 - Research environmental problems and issues.
11. Web-based assignments and activities.
12. Reflective journals.
13. Group and/or individual research projects with reports or poster presentations.
14. Study logs and study groups.
15. Service learning, community service, and/or civic engagement projects and other contemporary learning techniques (such as problem based learning).

Per Attachment V, CCCM #6100 (Revised August 28, 1991)
and *The Outcomes Primer* by Ruth Stiehl, pp. 46-47 © 2002

MKT 120 Principles of Marketing
MKT 120 Principles of Marketing (KapCC and MauCC)
MKT 120 Marketing in a Global Economy (LeeCC)

Course Outline

Revised 11/20/06

A. Course Descriptions

KapCC: MKT 120 Principles of Marketing (3 credits)

MKT 120 is an introductory course to theories and principles of marketing. Emphasis is on understanding the importance of every channel of distribution, market research, and marketing application. Consumer buying preferences and buying behavior are examined.

LeeCC: MKT 120 Marketing in a Global Economy (3 credits)

An introductory course to theories and principles of marketing in today's global economy. Emphasis is on understanding the importance of channel of distribution, market research, consumer behavior, and marketing application.

MauCC: MKT 120 Principles of Marketing (3 credits)

Introduces marketing principles including channels of distribution, pricing, government regulations, consumer behavior, marketing functions and organization, product analysis, and promotional activity.

Effective Fall 2008, each University of Hawai'i system campus offering this course has agreed to:

Course alpha and number: MKT 120

Course title: Principles of Marketing (3 credits)

Course description: Introduces marketing principles including government regulations, consumer behavior, and marketing functions and strategies.

Note: Hawai'i Community College will modify its MKT 20 Principles of Marketing course to MKT 120 Principles of Marketing (3 credits) by increasing the rigor to be in alignment with the articulated requirements.

B. Hours Per Week

HawCC: Lecture: 3 hours

KapCC: Lecture: 3 hours

LeeCC: Lecture: 3 hours

MauCC: Lecture/Lab: 3 hours

C. ***Prerequistites, Corequisites, and/or Required Preparation***

HawCC:	<u>Prerequisites:</u>	(None listed.)
KapCC:	<u>Prerequisites:</u>	None.
LeeCC:	<u>Prerequisites:</u>	ENG 21 or ENG 22 with a grade of C or better or equivalent, or consent
MauCC:	<u>Prerequisites:</u>	ENG 19 with at least a C or placement at ENG 22 or 55, or consent.
	<u>Recommended preparation:</u>	ENG 22 or 55 with at least a C or ENG placement of ENG 100, or consent.

D. ***Intended Student Learning Outcomes***

Create a formal marketing plan.

E. ***Course Content***

Concepts (these may be listed under SLO subheadings)

1. Role of marketing in business
2. Market research
3. Marketing plan
4. Customer relationship management
5. Supply chain management
6. Promotional mix
7. Branding strategies

Skills (these may be listed under SLO subheadings)

1. Recognize the relationship of marketing to the overall area of business.
2. Identify the role and methodology of market research.
3. Describe the basic concepts of supply chain management.
4. Discuss and evaluate marketing strategies.
5. Assess the impact of the external environment on marketing decisions.
6. Explore the significance and impact of information technology on marketing.
7. Prepare a marketing plan applying the concepts of market research, customer relationship management, supply chain management, promotional mix, and branding strategies.

F. ***Text and Materials***

Examples:

Leeward CC

Pride, William M. and Ferrell, O. C. 2006. *Marketing, Concepts and Strategies*, Houghton Mifflin Company.

Maui CC

- Boone, Louis E. and Kurtz, David L. *Contemporary Marketing 2005, 3rd Edition*, South-Western Publishing.

- Armstrong, Gary and Kotler, Philip. *Marketing: An Introduction, 7th Edition*
Prentice Hall

G. **Reference Materials**

Varied

H. **Auxiliary Materials and Content**

Varied

I. **Learning Assessment Tasks**

1. Creation of a formal marketing plan
2. Examinations

J. **Methods of Instruction**

Instructional methods vary considerably with instructors and specific instructional methods will be at the discretion of the instructor teaching the course. Suggested techniques may include, but are not limited to

1. Quizzes and tests with feedback and discussion.
2. Lectures and class discussion.
3. Problem solving.
4. PowerPoint presentations.
5. Videos, DVDs, CD-ROMs.
6. Guest speakers.
7. Group activities.
8. Oral reports and other student presentations.
9. Games and simulations.
10. Homework assignments such as
 - Reading, or watching, and writing summaries and reactions to marketing issues in the media including newspapers, video, magazines, journals.
 - Lectures, web-based materials, and other sources.
 - Analyzing published business plans.
 - Reading text and reference materials and answering discussion questions.
 - Research environmental problems and issues.
11. Web-based assignments and activities.
12. Reflective journals.
13. Group and/or individual research projects with reports or poster presentations.
14. Study logs and study groups.
15. Service learning, community service, and/or civic engagement projects and other contemporary learning techniques (such as problem based learning).

Per Attachment V, CCCM #6100 (Revised August 28, 1991)
and *The Outcomes Primer* by RuthStiehl, pp. 46-47 © 2002

**MGT 300 Management, Organizations, and Human Behavior (UHH)
BUS 315 Global Management and Organizational Behavior (UHM)
BUSA 386 Global Management and Organizational Behavior (UH-WO)
MGT 310 Principles of Management (MauCC)**

Course Outline

Revised 10/17/07

A. Course Descriptions

UH Hilo MGT 300: Principles of Management (3 credits)
Survey of classical and modern management theory and practice. Management implications of organization theory. Basic concepts in work motivation, communication, group dynamics, leadership, organizational change, conflict, personality, and leadership. Pre: COM 251 and ENG 209.

UH Mānoa BUS 315 Global Management and Organizational Behavior (3 credits)
Analysis of theories and concepts underlying domestic and global organizational management, including behavioral and personnel issues. Emphasis on leadership, team-work, cultural differences in the Asia Pacific region.

UH-West O'ahu BUSA 386 Global Management and Organizational Behavior (3 credits)
Analysis of theories and concepts underlying domestic and global organizations including behavioral and personnel issues. Emphasis on leadership, teamwork, and cultural differences, particularly in the Asian-Pacific region.

Maui CC MGT 310 Principles of Management (3 credits)
Introduces activities and skills needed to successfully manage both domestic and international organizations with an emphasis on decision-making. Includes communication, work motivation, group dynamics, leadership and organizational change, conflict, personality, and teamwork. Relates these concepts to performance, job satisfaction, and organizational commitment.

Effective Fall 2008, Maui Community College will make the following changes:

Course alpha and number: MGT 315 (3 credits)

Course title: Management and Organizational Behavior

Note: When articulating college credit to a campus that is accredited by the Association to Advance Collegiate Schools of Business (AACSB—International), the receiving campus reserves the right to evaluate the articulated courses according to its transfer policy.

B. **Hours Per Week**

UHH	Lecture:	3 hours
UHM	Lecture:	3 hours
UH-WO	Lecture:	3 hours
MauCC:	Lecture:	3 hours

C. **Prerequistites, Corequisites, and/or Required Preparation**

UHH	<u>Prerequisites:</u>	COM 251 and ENG 209
UHM	<u>Prerequisites:</u>	PSY 100 and SOC 100 and Admission to upper division
UH-WO	<u>Prerequisites:</u>	PSY 100 and SOC 100 and Admission to upper division
MauCC:	<u>Prerequisites:</u>	BUS 120, PSY 100 or SOC 100, and admission to the ABIT Program, or consent

D. **Intended Student Learning Outcomes**

Apply management knowledge, skills, and theories to determine the best solutions to real world problems.

E. **Course Content**

Concepts

1. Impact of globalization
2. Theories of management
3. Historical foundations of management theories
4. Ethics and social responsibility
5. Workforce diversity
6. Planning process
7. Basic organizational theories
8. Basic leadership theories
9. Basic motivation theories
10. Decision-making theory
11. Group dynamics and team building
12. Basic communication theories
13. Organizational change process
14. Control theory and systems
15. Organizational climate

Skills

1. Solve management problems using management decision systems
2. Differentiate between functional and dysfunctional organizational cultures
3. Assess and quantify the ethical culture of an organization.
4. Explain SWOT analysis and how it fits into the strategic plan for an organization.
5. Develop a simple vision and mission statement.
6. Draw various organizational charts for a businesses and explain their strengths and weaknesses.

7. Explain lines of authority, departmentalization, job specialization, delegation and decentralization, coordination, and span of control.
8. Explain reasons for change within an organization, how to implement the change, and be able to identify what went wrong during the implementation of the change.
9. List the various methods of managing personal conflict and ethical issues.
10. Identify leadership styles and explain the traits and skills required to be an effective leader.
11. Define motivation according to contemporary theories and identify ways to increase motivation among workers.
12. Identify communication barriers that can be found in an organization.
13. List and explain what managers can do to improve interpersonal communications.
14. Conduct a productive group decision-making meeting.
15. Identify the key elements necessary for effective control.
16. List specific feed forward, concurrent, and feedback controls a manager can use to control an activity.
17. Explain the traits needed to become an entrepreneur.
18. List and explain the socio cultural, legal/political, and ethical errors managers make when expanding abroad.
19. Specify the basic global strategy and organizational structure a manager should pursue when expanding abroad and the advantages and disadvantages of each.

F. **Text and Materials**

Examples:

UH Mānoa

Kinicki, Angelo and Williams, B. 2006. *Management: A Practical Introduction, 2nd Edition*, McGraw-Hill.

UH-West O'ahu

- Oddou, Gary and Derr, C. Brooklyn. 1999. *Managing Internationally: A Personal Journey*, Harcourt Brace.
- Morrison, Terri, Conaway, Wayne A., and Borden, George A. 1994. *Kiss, Bow, or Shake Hands: How to do Business in Sixty Countries*. Adams Media Corporation.

Maui CC

Kinicki, Angelo and Williams, B. 2006. *Management, 2nd Edition*, McGraw-Hill.

G. **Reference Materials**

Varied

H. ***Auxiliary Materials and Content***

Examples:

Maui CC

Text(s) may be supplemented with:

- Accompanying practice set if available
- Articles and/or handouts prepared by the instructor
- Magazine or newspaper articles

Other

- Appropriate films, videos or Internet sites
- Television programs
- Guest speakers
- Other instructional aids

I. ***Learning Assessment Tasks***

Role play, assess case studies, or use a moot court to resolve conflicts, using the theories and knowledge of management as a foundation for application.

- Examinations
- Research papers
- Presentations

J. ***Methods of Instruction***

Instructional methods vary considerable with instructors and specific instructional methods will be at the discretion of the instructor teaching the course. Suggested techniques might include, but are not limited to

1. Quizzes and other tests with feedback and discussion.
2. Lectures and class discussions.
3. Problem solving.
4. PowerPoint presentations.
5. Videos, DVDs, CD-ROMs.
6. Guest speakers.
7. Group activities.
8. Oral reports and other student presentations.
9. Games and simulations.
10. Homework assignments such as
 - Reading, or watching, and writing summaries and reactions to accounting issues in the media including newspapers, video, magazines, journals.
 - Lectures, web-based material, and other sources.
 - Annual report activities.
 - Reading text and reference material and answering discussion questions.
 - Research environmental issues, and problems.

11. Web-based assignments and activities.
12. Reflective journals.
13. Group and/ or individual research projects with reports or poster presentations.
14. Study logs and study groups.
15. Service-Learning, community service, and/or civic engagement projects.
16. Other contemporary learning techniques (such as problem-based learning).

Per Attachment V, CCCM #6100 (Revised August 28, 1991)
and *The Outcomes Primer* by RuthStiehl, pp. 46-47 © 2002

**BUS 314 Business Finance (UHM)
BUSA 321 Business Finance (UH-WO)
FIN 320 Principles of Business Finance (UHH)
BUS 318 Principles of Finance (MauCC)**

Course Outline

Revised 10/17/07

A. Course Descriptions

UH Hilo FIN 320 Principles of Business Finance (UHH)
Introduction to concepts and techniques of business finance. Topics include organizational forms, agency relationships, financial analysis and planning, the capital formation process and capital markets, risk and return, time value of money, stock and bond valuation, and capital budgeting. Pre: ACC 250, MATH 115.

UH Mānoa BUS 314 Business Finance (UHM)
Introduction to the theory and practice of financial management: analysis and decision making for asset management, capital budgeting, capital structure, and dividend policy. Prerequisite for all other finance courses. Pre: ACC 202 or consent.

UH-West O'ahu BUSA 321 Business Finance (UH-WO)
Introduction to the theory and practice of financial management: analysis and decision making for asset management, capital budgeting, and capital structure. Pre: BUSA 310 or equivalent introductory accounting courses, and SSCI 310. (Cross-list ECON 321)

MauCC BUS 318 Principles of Finance (3 credits)
Focuses on financial analysis and management. Includes financial statement analysis, discounted cash flow, financial markets and interest rate determination, stock and bond valuation models, capital budgeting, and management of working capital utilizing manual calculations. Provides knowledge of the concepts of risk and return, cost of capital, and capital structure. Includes international finance and elements of business ethics

Note: When articulating college credit to a campus that is accredited by the Association to Advance Collegiate Schools of Business (AACSB—International), the receiving campus reserves the right to evaluate the articulated courses according to its transfer policy.

B. Hours Per Week

UHH	Lecture:	3 hours
UHM	Lecture:	3 hours
UH-WO	Lecture:	3 hours
MauCC:	Lecture/Lab:	3 hours

C. ***Prerequisites, Corequisites, and/or Required Preparation***

UHH	<u>Prerequisites:</u>	Pre: ACC 250 and one MATH course numbered 104F, 115, 205 or higher.
UHM	<u>Prerequisites:</u>	ACC 202 and Admission to upper division or program.
UH-WO	<u>Prerequisites:</u>	BUSA 310 or equivalent introductory accounting courses, and SSCI 310
MauCC:	<u>Prerequisites:</u>	ACC 202, BUS 120, ECON 130 and 131, MATH 115, MATH 135 or higher, and admission to the ABIT Program, or consent

Recommended preparation: BCIS 161 or ICS 100

D. ***Intended Student Learning Outcomes***

Analyze the finances of a business and its impact on business decisions.

E. ***Course Content***

Concepts

1. Financial theory, principles, concepts, tools, techniques, practices, and analysis
2. Time value of money
3. Risk estimation
4. Financial market structure
5. Capital budgeting
6. Capital structure
7. Dividend policy (Instructor Option)
8. Financial statement analysis (Instructor Option)
9. Working capital management (Instructor Option)

Skills

1. Identify different forms of business organizations, define the role of the financial manager, and describe domestic and international financial goals of a firm.
2. Describe the main elements of an Income Statement, Balance Sheet, the Statement of Cash Flows, and key components of US and international financial market systems
3. Explain the value and limitations of ratio analysis and calculate liquidity, leverage, profitability, activity, and market ratio analyses.
4. Identify the potential uses, limitations, and ethical considerations of forecasted income statements, balance sheets, statements of cash flows, and cash budgets; and explain how these can be used in the planning and budgeting process.
5. Demonstrate the ability to prepare simple forecasted financial statements.
6. Explain the importance of the time value of money in the financial world and its impact on the value of a firm.

7. Perform calculations of present and future value, growth rates, and loan amortization, and make business decisions based on the results of the calculations.
8. Explain the process of measuring required rate return and the various forms of risk, including the determination of beta.
9. Discuss the characteristics of bonds and their relationship to interest rates, inflation, yield to maturity, and valuation.
10. Explain the characteristics of common stock and the rights of stockholders, perform stock valuation, and explain how investors go about estimating the rates of returns they can expect to earn.
11. Use decision rules to make capital budgeting decisions and calculate ratios that assist in capital budgeting decisions: including payback period, NPV, IRR, free cash flow, and profitability index.
12. Define cost of capital and determine the cost of capital for debt and equity financing.
13. Describe the essential elements of US and international financial markets and the Capital Asset Pricing Model, its assumptions and limitations, the relationship between risk and expected return, and the meaning of beta.
14. Identify the types of leverage and describe how leverage impacts a company's decision-making process.
15. Explain and use break-even analysis to determine a break-even quantity of output and apply sensitivity and scenario analyses to explain break-even point at various level of output.
16. Conduct EBIT-EPS analysis to determine optimal capital structure.
17. Discuss the Risk-Return Trade-Off as it relates to cash/stock dividends and stock splits versus stock and/or bond capital structure.
18. Identify and explain the components of dividend policy including dividend payout ratio and stability.
19. Explain the importance of managing working capital and describe how the trade-off between liquidity and profitability affects a firm's short-term financial policy.
20. Prepare a cash budget and discuss how firms can manage their cash inflows and outflows to maximize value.

F. ***Text and Materials***

UH-West O'ahu

Block, S. B. and G. A. Hirt. *Foundations of Financial Management, Tenth Edition*, with CD. McGraw-Hill Publishers.

Website: <http://highered.mcgraw-hill.com/sites/0072422645/>

Optional: Anderson, D. C. *Foundations of Financial Management Study Guide and Workbook*.

UH-Hilo

Brigham, E. F., & Ehrhardt, M. C. (2008). *Financial management : theory and practice* (12th ed.). Mason, Ohio: Thomson/South-Western.

G. **Reference Materials**

Varied

UH-West O'ahu

Wall Street Journal, Investor's Business Daily, Hawai'i Business, Business Week, Money, Inc., Forbes, and Fortune or similar publications.

H. **Auxiliary Materials and Content**

Examples:

Maui CC

Text(s) may be supplemented with:

- Accompanying practice set if available
- Articles and/or handouts prepared by the instructor
- Magazine or newspaper articles

Other

- Appropriate films, videos or internet sites
- Television programs
- Guest speakers
- Other instructional aids

UH-Hilo

Instructor-prepared notes packets

I. **Learning Assessment Tasks**

Required projects and activities
Examinations and presentations

J. **Methods of Instruction**

Instructional methods vary considerable with instructors and specific instructional methods will be at the discretion of the instructor teaching the course. Suggested techniques might include, but are not limited to

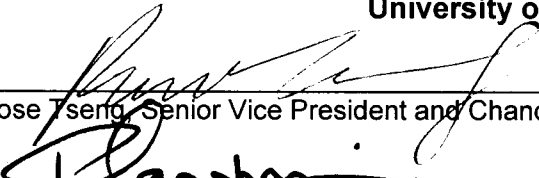
1. Quizzes and other tests with feedback and discussion.
2. Lectures and class discussions.
3. Problem solving.
4. PowerPoint presentations.
5. Videos, DVDs, CD-ROMs.
6. Guest speakers.
7. Group activities.
8. Oral reports and other student presentations.
9. Games and simulations.
10. Homework assignments such as
 - Reading, or watching, and writing summaries and reactions to financial issues in the media including newspapers, video, magazines, journals.
 - Lectures, web-based material, and other sources;
 - Annual report activities.
 - Reading text and reference material and answering discussion questions.
 - Research environmental issues, and problems.

11. Web-based assignments and activities.
12. Reflective journals.
13. Group and/ or individual research projects with reports or poster presentations.
14. Study logs and study groups.
15. Service-Learning, community service, and/or civic engagement projects.
16. Other contemporary learning techniques (such as problem-based learning).

Per Attachment V, CCCM #6100 (Revised August 28, 1991)
and *The Outcomes Primer* by RuthStiehl, pp. 46-47 © 2002

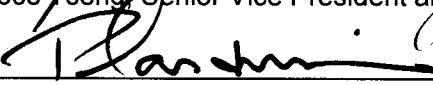
UNIVERSITY OF HAWAI'I SYSTEM ARTICULATION AGREEMENT
Business, Business Administration, Entrepreneurship,
Finance, Management, Marketing

University of Hawai'i at Hilo



Rose Tseno, Senior Vice President and Chancellor

JAN 29 2008
Date



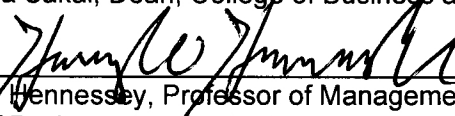
Philip Castille, Vice Chancellor for Academic Affairs

JAN 28 2008
Date



Marcia Sakai, Dean, College of Business and Economics

JAN 25 2008
Date


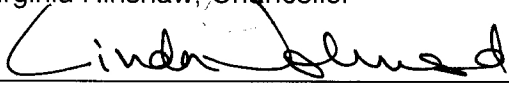
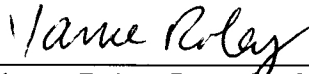
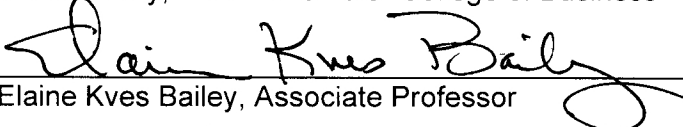
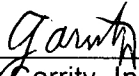


Harry Hennessey, Professor of Management and Department Chair
of Business Administration

JAN 25 2008
Date


UNIVERSITY OF HAWAI'I SYSTEM ARTICULATION AGREEMENT
Business, Business Administration, Entrepreneurship,
Finance, Management, Marketing

University of Hawai'i at Mānoa

 _____ Virginia Hinshaw, Chancellor	<u>2-20-08</u> Date
 _____ Linda Johnsrud, Interim Vice Chancellor for Academic Affairs	<u>2-14-08</u> Date
 _____ Vance Roley, Dean for Shidler College of Business	<u>1/30/08</u> Date
 _____ Elaine Kves Bailey, Associate Professor	<u>9/25/07</u> Date
 _____ Robert Garrity, Instructor	<u>9/27/07</u> Date

UNIVERSITY OF HAWAI'I SYSTEM ARTICULATION AGREEMENT
Business, Business Administration, Entrepreneurship,
Finance, Management, Marketing

University of Hawai'i-West O'ahu



Gene Awakuni, Chancellor

SEP 10 2007

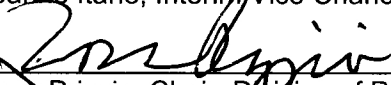
Date



Joanne Itano, Interim Vice Chancellor for Academic Affairs

MAY 12 2007


Date



Ross Prizzia, Chair, Division of Professional Studies (BABA)

SEP -6 2007

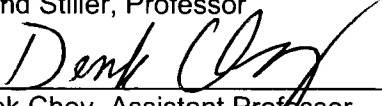
Date



Rolland Stiller, Professor

09/14/07

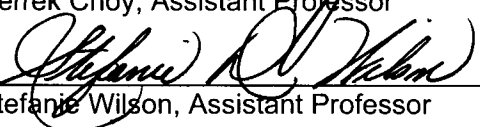
Date



Derrek Choy, Assistant Professor

Sept 6/07

Date



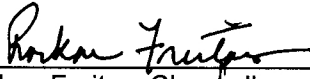
Stefanie Wilson, Assistant Professor

9/6/07

Date

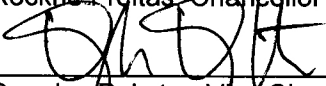
UNIVERSITY OF HAWAI'I SYSTEM ARTICULATION AGREEMENT
Business, Business Administration, Entrepreneurship,
Finance, Management, Marketing

Hawai'i Community College



Rockne Freitas, Chancellor

OCT 10 2007
Date



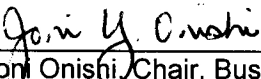
Douglas Dykstra, Vice Chancellor for Academic Affairs

9/26/07
Date



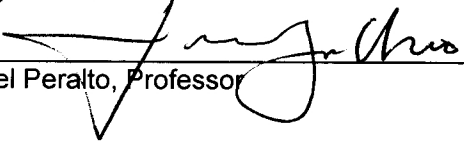
Beth Sanders, Interim Assistant Dean, Academic Affairs

9/26/07
Date



Joni Onishi, Chair, Business Education and Technology Division

9/25/2007
Date

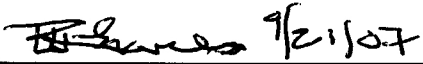
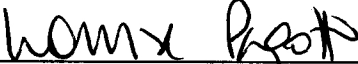
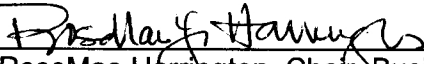

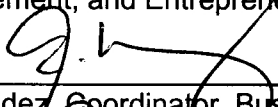
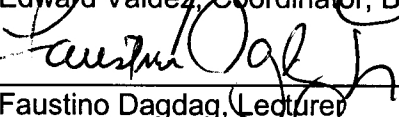


Joel Peralto, Professor

9/25/07
Date

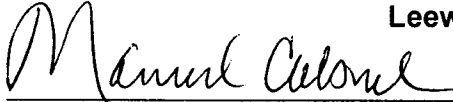
UNIVERSITY OF HAWAI'I SYSTEM ARTICULATION AGREEMENT
Business, Business Administration, Entrepreneurship,
Finance, Management, Marketing

Kapi'olani Community College

 Leon Richards, Chancellor	Date 9/18/07
 Louise Pagotto, Interim Vice Chancellor for Academic Affairs	Date 9/18/07
Dennis Kawaharada, Interim Assistant Dean of Business Education, Health Education, Legal Education, Library and Learning Resources	Date 9/14/07
 RoseMae Harrington, Chair, Business Education	Date 9/17/07
 Susan Dik, Program Coordinator, Marketing, eBusiness, Management, and Entrepreneurship	Date 9/17/07
 Edward Valdez, Coordinator, Business Management	Date 9/17/07
 Faustino Dagdag, Lecturer	Date

UNIVERSITY OF HAWAII SYSTEM ARTICULATION AGREEMENT
Business, Business Administration, Entrepreneurship,
Finance, Management, Marketing

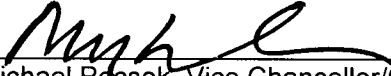
Leeward Community College



Manuel Cabral, Interim Chancellor

10/1/07

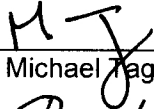
Date



Michael Pecsok, Vice Chancellor/Chief Academic Officer

9/27/07

Date



B. Michael Tagawa, Assistant Dean Career and Technical Education

SEP 26

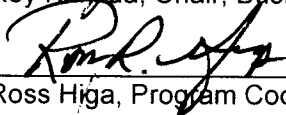
Date



Roy Kamada, Chair, Business Technology Division

9/20/07

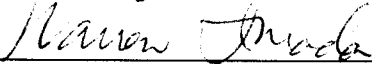
Date



Ross Higa, Program Coordinator, Management

09/13/07

Date



Warren Imada, Professor

9/20/07

Date

UNIVERSITY OF HAWAII SYSTEM ARTICULATION AGREEMENT
Business, Business Administration, Entrepreneurship,
Finance, Management, Marketing

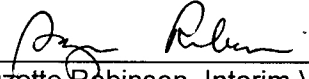
Maui Community College



Clyde Sakamoto, Chancellor

6/2/07

Date



Suzette Robinson, Interim Vice Chancellor of Academic Affairs

9/28/07

Date



Diane Meyer, Interim Chair, Business and Hospitality Department

9/27/07

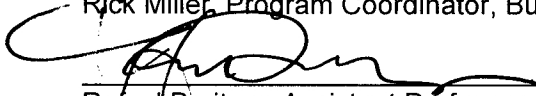
Date



Rick Miller, Program Coordinator, Business Careers

9/27/07

Date



Rafael Boritzer, Assistant Professor

9/18/2007

Date



Robyn Klein, Assistant Professor

10/2/07

Date