UNIVERSITY OF HAWAI’I 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

1. **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.

2. **Number of Credits to be Awarded.** Transfer credit among University of Hawai‘i campuses for the following courses:

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

**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](http://www.hawaii.edu/gened/articulation.htm).
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 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 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
   **Recommended preparation:** None.
   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


**Leeward CC**


**Maui CC**


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 RuthStiehl, 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**


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 Ruth Stiehl, pp. 46-47 © 2002
A. **Course Descriptions**

**UH Mānoa**

BUS 312 Principles of Marketing (3 credits)


**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.

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**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. **Prerequisites, 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.
   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**

**UH-West O'ahu**

**Maui CC**

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.
   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.

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B. **Hours Per Week**

   HawCC: Lecture: 3 hours
   KapCC: Lecture: 3 hours
   LeeCC: Lecture: 3 hours
   MauCC: Lecture/Lab: 3 hours
C. **Prerequisites, Corequisites, and/or Required Preparation**

<table>
<thead>
<tr>
<th>College</th>
<th>Prerequisites:</th>
</tr>
</thead>
<tbody>
<tr>
<td>HawCC</td>
<td>(None listed.)</td>
</tr>
<tr>
<td>KapCC</td>
<td>None.</td>
</tr>
<tr>
<td>LeeCC</td>
<td>ENG 21 or ENG 22 with a grade of C or better or equivalent, or consent</td>
</tr>
<tr>
<td>MauCC</td>
<td>ENG 19 with at least a C or placement at ENG 22 or 55, or consent.</td>
</tr>
<tr>
<td></td>
<td>Recommended:</td>
</tr>
<tr>
<td></td>
<td>ENG 22 or 55 with at least a C or ENG placement of ENG 100, or consent.</td>
</tr>
</tbody>
</table>

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**

- **Maui CC**
  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.
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
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, teamwork, cultural differences in the Asia Pacific region.

**UH-West Oʻahu**  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.

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

- **UHH Prerequisites:** COM 251 and ENG 209
- **UHM Prerequisites:** PSY 100 and SOC 100 and Admission to upper division
- **UH-WO Prerequisites:** PSY 100 and SOC 100 and Admission to upper division
- **MauCC Prerequisites:** 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**


   **UH-West O’ahu**


   **Maui CC**


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.
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 Ruth Stiehl, pp. 46-47 © 2002
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.

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**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**

<table>
<thead>
<tr>
<th>Campus</th>
<th>Lecture</th>
<th>Lecture/Lab</th>
</tr>
</thead>
<tbody>
<tr>
<td>UHH</td>
<td>3 hours</td>
<td></td>
</tr>
<tr>
<td>UHM</td>
<td>3 hours</td>
<td></td>
</tr>
<tr>
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<td>3 hours</td>
<td></td>
</tr>
<tr>
<td>MauCC</td>
<td>3 hours</td>
<td></td>
</tr>
</tbody>
</table>
C. **Prerequisites, Corequisites, and/or Required Preparation**

UHH  **Prerequisites:** Pre: ACC 250 and one MATH course numbered 104F, 115, 205 or higher.

UHM  **Prerequisites:** ACC 202 and Admission to upper division or program.

UH-WO  **Prerequisites:** BUSA 310 or equivalent introductory accounting courses, and SSCI 310

MauCC: **Prerequisites:** 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
Website: http://highered.mcgraw-hill.com/sites/0072422645/

UH-Hilo
G. **Reference Materials**  
Varied  
UH-West O'ahu  

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  
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    - Lectures, web-based material, and other sources;  
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    - Reading text and reference material and answering discussion questions.  
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16. 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
UNIVERSITY OF HAWAI'I SYSTEM ARTICULATION AGREEMENT
Business, Business Administration, Entrepreneurship,
Finance, Management, Marketing

University of Hawai'i at Hilo

Rose Tseng, Senior Vice President and Chancellor

Philip Castille, Vice Chancellor for Academic Affairs

Marcia Sakai, Dean, College of Business and Economics

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

JAN 29 2008
Date

JAN 25 2008
Date

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

Linda Johnsrud, Interim Vice Chancellor for Academic Affairs

Vance Roley, Dean for Shidler College of Business

Elaine Kves Bailey, Associate Professor

Robert Garrity, Instructor

2 - 20 - 08
Date

2 - 14 - 08
Date

1 / 30 / 08
Date

9 / 25 / 07
Date

9 / 27 / 07
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
Joanne Itano, Interim Vice Chancellor for Academic Affairs
Ross Prizzi, Chair, Division of Professional Studies (BABA)
Rolland Stiller, Professor
Derrek Choy, Assistant Professor
Stefanie Wilson, Assistant Professor

SEP 10 2007
MAY 12 2007
SEP 6 2007
9/14/07
5/07
9/6/07
UNIVERSITY OF HAWAI'I SYSTEM ARTICULATION AGREEMENT
Business, Business Administration, Entrepreneurship,
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Hawai'i Community College

Rockne Freitas, Chancellor

Douglas Dykstra, Vice Chancellor for Academic Affairs

Beth Sanders, Interim Assistant Dean, Academic Affairs

Joel Peralto, Professor

Date: OCT 10 2007
Date: 7/26/07
Date: 9/25/07
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Leon Richards, Chancellor

Louise Pagotto, Interim Vice Chancellor for Academic Affairs

Dennis Kawaharada, Interim Assistant Dean of Business Education,
Health Education, Legal Education, Library and
Learning Resources

RoseMae Harrington, Chair, Business Education

Susan Dik, Program Coordinator, Marketing, eBusiness,
Management, and Entrepreneurship

Edward Valdez, Coordinator, Business Management

Faustino Dagdag, Lecturer

Date

Date

Date

Date

University of Hawai'i System Articulation Agreement
Entrepreneurship Program

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Rev. August 31, 2007
UNIVERSITY OF HAWAI'I SYSTEM ARTICULATION AGREEMENT
Business, Business Administration, Entrepreneurship,
Finance, Management, Marketing

Leeward Community College

Manuel Cabral, Interim Chancellor

Michael Pecsok, Vice Chancellor/Chief Academic Officer

B. Michael Fagawa, Assistant Dean Career and Technical Education

Roy Kamada, Chair, Business Technology Division

Ross Higa, Program Coordinator, Management

Warren Imada, Professor

10/1/07
Date

9/27/07
Date

SEP 26
Date

9/20/07
Date

09/13/07
Date

7/26/07
Date
UNIVERSITY OF HAWAI'I SYSTEM ARTICULATION AGREEMENT
Business, Business Administration, Entrepreneurship,
Finance, Management, Marketing

Maui Community College

Clyde Sakamoto, Chancellor

Suzette Robinson, Interim Vice Chancellor of Academic Affairs

Diane Meyer, Interim Chair, Business and Hospitality Department

Rick Miller, Program Coordinator, Business Careers

Raeli Boritzer, Assistant Professor

Robin Klein, Assistant Professor

Date

6/4/07

9/28/07

9/27/07

9/18/07

10/2/07