



# COLLEGE OF **Business Administration**

## Administration

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## General Information

The College of Business Administration (CBA) prepares students for business leadership in Hawai'i and the Pacific Basin. Students receive a solid foundation, both theoretical and practical, in the structures, functions, and objectives of business enterprise. The college provides the only degrees in business (BBA and MBA) in the state of Hawai'i that are accredited by AACSB\*. The primary emphases of CBA are international business and business applications of advanced technology.

The college offers both undergraduate and graduate degrees, including the bachelor of business administration (BBA), the master of business administration (MBA), the master of accounting (MAcc), the executive MBA (EMBA), the Japan-focused MBA (JEMBA), the China-focused MBA (CHEMBA), the master of human resource management

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(MHRM), the PhD in international management and the PhD in communication and information sciences. Several professional development programs are also offered through CBA's Asia Pacific Center for Executive Development.

## Mission

The mission of the College of Business Administration is:

1. To educate students so that they will achieve their professional and personal goals and

contribute effectively and ethically to society and their organizations;

2. To educate ourselves and others through research;

3. To serve the community through the college's graduates and through its professional and civic activities;

4. To be relevant to Hawai'i and international in its vision; and

5. To aspire to continuous improvement in all its activities.

The special role of CBA in the University is to serve as the center of advanced graduate and professional studies in business administration while emphasizing research and providing excellence in undergraduate programs.

## Accreditation and Affiliations

CBA is accredited by AACSB\* and is a member of the Graduate Management Admissions Council (GMAC).

\*AACSB: The International Association for Management Education

## **Degrees**

**Bachelor's Degrees:** BBA with concentrations in accounting, finance, human resources management, international business, management, management information systems, marketing, and real estate, as well as a flexible program. (A concentration negotiated with a faculty committee is available to superior classified students. Inquire at the CBA Office of Student Academic Services for details.)

**Master's Degrees:** MAcc, MBA, Executive MBA, Japan-focused MBA, China-focused MBA, MHRM

**Doctoral Degrees:** PhD in international management, PhD in communication and information sciences

## **Advising**

Advising for undergraduate students is available in the Office of Student Academic Services in BusAd B101, phone: (808) 956-8215, or e-mail: [osasundergrad@cba.hawaii.edu](mailto:osasundergrad@cba.hawaii.edu); advising for graduate students is available in B201, phone: (808) 956-8266, or e-mail: [osasgrad@cba.hawaii.edu](mailto:osasgrad@cba.hawaii.edu)

## **Undergraduate Programs**

The College of Business Administration offers a professional, upper division program designed to give students a broad liberal arts background and a sound education in the essentials of business management. The BBA degree program, therefore, is comprised of three integral parts: (a) general education, (b) business fundamentals, and (c) a specialized major area of business. Students may select a major that complements their interests, aptitude, and career goals from such fields as accounting, finance, human resources management, international business, management, management information systems, marketing, and real estate. A double major and/or minor are also options, as well as a flexible major program.

## **Admission Requirements**

Students transfer into CBA upon the successful completion of the following admission requirements:

1. Minimum of 55 credit hours of college-level work (junior standing);
2. Minimum cumulative GPA of 2.7 in all courses attempted (combined UH Mānoa and transfer GPA from all other colleges attended) and a minimum cumulative GPA of 2.0 at UH Mānoa (if courses have been attempted at UH Mānoa). If 30 or more credits at UH Mānoa with a 2.7 cumulative GPA have been completed, the transfer GPA will not be used to determine admission. If a student receives a D or F in any course (transferable or at Mānoa) and repeats it, only the higher grade will be used in the calculation of the cumulative GPA (e.g., a grade of D is received in PSY 100 [at Mānoa or at another institution], PSY 100 is retaken and a grade of B is received--the higher grade, B, will be used in the calculation of the cumulative GPA);

3. Completion of the following pre-business courses with a combined GPA of at least 2.5, with no grade below C (pre-business courses may be repeated only if the grade earned is below a C): ENG 100, 101, 200, or ELI 100; SP 151 or 251; ACC 201 and 202; AREC 210, QM 250 or MATH 203, 241 or 251; and ECON 130 and 131;
4. Minimum grade of C in ICS 101 and 101L (or equivalent); and
5. If three or more business courses (or equivalents) beyond the pre-business courses (e.g., business law, statistics, management, etc.) have been attempted, a combined GPA of at least 2.5 is required in those courses.

Important: The social sciences in the General Education Core is met by completing ECON 130, ECON 131 and PSY 100 or SOC 100 (which is the prerequisite to BUS 315 in the business core).

## **Application Procedures**

Students currently enrolled as classified students at UH Mānoa can contact the College of Business Administration, Office of Student Academic Services, BusAd B101, for application materials.

Non-UH Mānoa students or unclassified students enrolled in Outreach College must submit the System Application Form to the Office of Admissions and Records, 2600 Campus Road, Room 001, Honolulu, HI 96822 (or visit the Web at [www.hawaii.edu](http://www.hawaii.edu)).

## **Application Deadlines**

The application priority deadlines for CBA are November 1 for the spring semester and May 1 for the fall semester.

## **College Requirements**

1. Completion of 124 non-repeated credit hours, including the General Education Core requirements (see the "Mānoa General Education Core and Graduation Requirements" section for more information) and the following College curriculum requirements:
  - a. Pre-business courses (see "Admission Requirements");
  - b. Required business courses: BLAW 200, BUS 310, 311, 312, 313, 314, 315, 345;
  - c. Requirements for the major;
  - d. BUS 209 or ENG 209;
  - e. An upper division course in international business; and
  - f. 15 credits of elective courses (beyond the introductory level) which may include a minor.
2. GPA of 2.0 in:
  - a. All UH Mānoa registered credit hours,
  - b. All required business courses (and their equivalents) and upper division CBA courses, including the major completed at UH Mānoa, and
  - c. Major courses completed at UH Mānoa.
3. Residency requirements for BBA degree include both:
  - a. University residency requirement of 30 credit hours at UH Mānoa and
  - b. Minimum of eight upper division business courses (24 credit hours), including a minimum of three courses in

the student's major and BUS 345, after admission to CBA.

Students interested in applying to CBA should contact the Office of Student Academic Services for current information on admission and program requirements.

### **Major Requirements**

See appropriate departments in this *Catalog* for specific major requirements leading to a BBA degree.

### **Academic Policies**

#### **Minimum Standards for GPA**

The minimum acceptable academic performance for CBA undergraduates at the University of Hawai'i at Mānoa is (a) cumulative GPA of 2.0, (b) GPA of 2.0 in the major, and (c) GPA of 2.0 in all required business courses and major courses combined.

#### **Probation**

Students are placed on probation in the CBA for any of the following conditions:

1. The student's cumulative GPA or GPA in required business courses or major falls below 2.0.
2. The student fails to complete BUS 310 and 311 in their first semester in CBA, and 313 within one year following admission to CBA.
3. Satisfactory progress toward graduation is not being made.

#### **Double Major**

To qualify for a double major, students must have a minimum cumulative UH Mānoa GPA of 3.0 and a minimum UH Mānoa GPA of 3.0 in the two proposed majors. At the time of application, the student must have completed at least one different course in each major. Courses counted toward the double major cannot be used as courses to meet the non-introductory electives requirement.

#### **Transfers**

Students completing their first two years of work at a community college or at another four-year institution should take only those business courses offered at the freshman or sophomore level (e.g., introductory accounting, business law). Business courses taught at community colleges may not be used to satisfy upper division course requirements in CBA (e.g., business statistics). Junior-level and senior-level business courses are accepted only from colleges accredited by the AACSB.

#### **Withdrawal Deadline**

CBA strictly enforces a three-week withdrawal deadline. Students should be aware that some colleges, especially graduate and professional schools, do not look with favor on records spotted with grades of W. Similar attitudes are observed among some employers and scholarship grantors.

## **Graduate Programs**

### **Master of Business Administration**

The MBA program provides a solid academic foundation for professional careers in management. The curriculum is particularly strong in international business and focuses on developing the skills and breadth of judgment required of top-level managers and executives in both the private and public sectors. Students may select electives that fit their individual needs and interests. These may include student exchange programs at foreign institutions.

The environment within which managers operate will undoubtedly undergo many changes during the coming decades. The MBA, therefore, stresses the development of analytical skills and their application to decision-making rather than simply reviewing current practices.

Classes are held in the evening during the academic semesters and during each of the two summer sessions.

Students may pursue their studies on a part-time or full-time basis and may switch their rate of taking classes. Part-time students may enroll in one 6-credit-hour core module each semester over four semesters. Full-time students typically complete their degree requirements in two years. Part-time students benefit from integrating their educational experiences with their present employment. Depending on the number of courses taken each term, part-time students usually complete the MBA in four to five years.

Candidates for the MBA may choose either the thesis or non-thesis option. A total of 42–48 credit hours is required, depending on undergraduate background. Students who have earned a BBA from an AACSB-accredited institution within five years of enrollment in the University of Hawai'i MBA are permitted to waive BUS 610 (6 credit hours).

### **Executive MBA**

The Executive MBA (EMBA) program is a 22-month degree program in business administration that closely parallels the regular MBA in curriculum content. A total of 48 credit hours is completed during this accelerated degree program. Classes are uniquely scheduled to allow working individuals to participate with maximum convenience to themselves and their sponsoring organizations. The program consists of a one-week residence session at the start of each of the two academic years, with classes meeting every Tuesday evening and alternate Saturdays. The program seeks highly motivated managers who want to increase their knowledge and acquire the skills needed to assume broader corporate responsibility. An undergraduate degree, GMAT exam, five years of progressively successful work experience, and a current management position are required for admission. Sessions begin in August of every year.

### **Japan-and China-Focused MBAs**

The Japan-focused MBA (JEMBA) and the China-focused MBA (CHEMBA) are unique 15-month international education programs developed by the College of Business Administration and the Japan-America Institute of Management Science (JAIMS). The curricula are tailored for highly

motivated individuals who desire programs that effectively balance the practical and theoretical aspects of doing business with Japan or China. These programs lead to an AACSB-accredited MBA totaling 48 hours of academic credit. These programs begin in August of each year and consist of one year of class work at the University of Hawai'i and at JAITS, plus a 14-week internship program in Japan or China. The programs are designed for English-speaking participants who come from a wide spectrum of national and cultural backgrounds.

### **Master of Accounting**

The master of accounting (MAcc) degree provides an advanced education in taxation, financial accounting, and auditing necessary for students to pursue leading positions in public practice, business, government, and related fields.

The program offers students the opportunity to adequately prepare for today's multifaceted accounting practice by strengthening one's understanding of the body of accounting knowledge, as well as preparing them for the complexities and new technology facing the accounting profession. The program is also designed to improve the accounting students' oral and written communication skills and to develop their analytical skills.

### **Master Of Human Resource Management**

The master of human resource management degree is for individuals who are in human resource management (HRM) functions and want to upgrade their skills, or individuals who want to move into the profession.

Over the last several decades, HRM has become a much more demanding profession, requiring specialized training and appropriate work experience. Job specialties in HRM include training, staffing, compensation and health fringe benefits, health and safety, organizational development, and career development. Each of the specialties is overseen by demanding legislation and the push to optimize the competitiveness of the organization. The human resource management curriculum is interdisciplinary in its approach. In the past, it was taught as a formal function. Today the courses tend to integrate other disciplines—especially organizational behavior, management systems, and labor and employment legislation.

The preferred admission criteria are 500 or above on the Graduate Management Admission Test, a 3.0 or higher in coursework leading to a bachelor's degree (BS, BBA, BA, or equivalent), and one year of professional work experience, which indicates a capacity for graduate level study.

The program consists of thirty academic credit hours, or ten courses. The curriculum will include the foundation courses (compensation, staffing, training, industrial relations, and health and safety) plus leadership, organizational development, negotiations, and an integrative capstone experience plus an elective. The master of HRM is a cohort program (students will go through the entire program as a group). The classes will be offered on Saturdays plus one evening per week. The program should take approximately 18 months.

### **PhD in Communication and Information Sciences**

The PhD in communication and information sciences (CIS) is an interdisciplinary program integrating the academic disciplines of computer science, communication, library science, and management information systems. Because a broad knowledge base is required to support the interdisciplinary approach, the program also draws from such fields as political science, economics, engineering, operations research, behavioral sciences, and others. For detailed information regarding the PhD in CIS program, contact the chair of the interdisciplinary doctoral program in the Library and Information Science program, Hamilton Library, room 33, 2550 McCarthy Mall, Honolulu, HI 96822; phone: (808) 956-5815; fax: (808) 956-5835; e-mail: cisprog@ics.hawaii.edu

### **PhD in International Management**

The PhD in international management provides opportunities for a select group of students to develop high-level research skills in international business, with a particular focus on Asia and the Pacific. The goal of the program is to encourage the highest level of scholarship so that graduates can look forward to career-long research productivity, education, and contributions to knowledge.

Admission to the PhD program is extremely competitive. Selection is based on academic merit, scores on the Graduate Management Admission Test (GMAT), the Test of English as a Foreign Language (TOEFL), three letters of recommendation, and an analyses of applicants' essays.

For detailed information, please contact the PhD program in international management, College of Business Administration, 2404 Maile Way, Honolulu, HI 96822; phone (808) 956-8266; fax (808) 956-2774; e-mail phd@cba.hawaii.edu; or connect to the Web at [www.cba.hawaii.edu/phd](http://www.cba.hawaii.edu/phd).

### **Admission Requirements**

For admission into the graduate programs, CBA prefers applicants to have a score of 500 or above on the GMAT and a minimum GPA of 3.0 in the last two years of undergraduate work and all post-baccalaureate work. Admission is highly competitive as the college is not always able to admit all qualified applicants.

All applicants from foreign countries where English is not the primary language are required to take the TOEFL. The minimum score requirement is 500. Information about both the TOEFL and the GMAT can be obtained from the Educational Testing Service, P.O. Box 6103, Princeton, NJ 08541-6103. At least one year of post-baccalaureate, full-time work experience is preferred for admission to the MBA and required for the CHEMBA and JEMBA. Work experience of at least five years is required for the Executive MBA. CBA has found that individuals with work experience benefit the most from the program and contribute the most to it.

Admission requirements for the MAcc program are found in the "Accounting" section within the College of Business Administration.

For detailed information regarding the MBA, contact the CBA Office of Student Academic Services, 2404 Maile Way,

BusAd B201, Honolulu, HI 96822; phone (808) 956-8266; fax (808) 956-9890.

For detailed information regarding the EMBA, CHEMBA, and JEMBA programs, contact the Asia Pacific Executive MBA Programs, 2404 Mail Way, BusAd B201, Honolulu, HI 96822; phone (808) 956-3260; fax (808) 956-2657.

You can also reach the programs on-line as follows:

E-mail: EMBA@cba.hawaii.edu  
CHEMBA@cba.hawaii.edu  
JEMBA@cba.hawaii.edu  
Web: cba.hawaii.edu/jcmmba  
cba.hawaii.edu/emba

### **MBA Requirements**

All MBA students are expected to enter the program with computer competency and English language proficiency. Up to six courses of English as a second language may be required depending upon placement exam results. These courses must be completed prior to enrollment in BUS 613.

The MBA program consists of four required core courses: BUS 610 (B), (C), and (D); 613 (B) and (C); 614 (B) and (C); and 615 (B) and (C) (24 credit hours); electives (18 credit hours); and the capstone experience, which consists of BUS 660 Business Policy and Strategy (3 credit hours) and BUS 696 Field Studies in the Enterprise (3 credit hours).

### **Required Core Courses**

- BUS 610B Accounting Tools for the MBA (2)
- BUS 610C Statistical Tools for the MBA (2)
- BUS 610D Economic Tools for the MBA (2)
- BUS 613B Organizational Behavior (3)
- BUS 613C External Environment of Asia-Pacific Business (3)
- BUS 614B Managerial Accounting (3)
- BUS 614C Managerial Finance (3)
- BUS 615B Marketing Management (3)
- BUS 615C Information Technologies (3)

### **Electives**

Of the required 18 credit hours, only 6 hours may be at the 400 level. Students may also take graduate electives from outside the college as long as at least three electives are completed within the CBA.

### **Integrative Capstone**

- BUS 660 Business Policy and Strategy (3)
- BUS 696 Field Studies in the Enterprise (3)

### **Thesis Option**

A student may elect to do a research thesis in place of BUS 696 and one elective. Thesis students enroll in BUS 700 Thesis Research.

## **Special Professional Programs**

### **Academy of International Business (AIB)**

Established in 1959, AIB is the premier professional organization for international business educators, researchers,

and consultants. It publishes the highly regarded *Journal of International Business Studies*. The objectives of the AIB are to foster education and to advance professional standards in the field of international business.

E-mail: AIB@cba.hawaii.edu  
Web: aibworld.net

### **Asia-Pacific Center for Executive Development (APCED)**

APCED's primary function is to coordinate executive-level management programs, seminars, and workshops tailored to the needs of business organizations and the public sector. Participants in these programs come from local, regional, and international communities. One of APCED's major programs is the Advanced Management Program, a five-week intensive residential summer program that brings together senior executives and managers from the United States and all areas of the Pacific Basin. Another program is the Hawai'i Management Program offered annually in the fall. It is designed for local executives, managers, and entrepreneurs who participate in a series of management seminars totaling 90 classroom hours.

E-mail: mmkimmer@cba.hawaii.edu  
Web: cba.hawaii.edu

### **Asia-Pacific Economic Cooperation (APEC) Studies Center**

The APEC Studies Center was formed in July 1994 as a joint venture of the University of Hawai'i at Mānoa and the East-West Center and is one of the founding members of the United States APEC Study Center Consortium. APEC has become the primary vehicle for developing a sense of economic community in the Asia Pacific region. The 18 countries that currently comprise APEC constitute about half of the world's total annual output in terms of GNP and represent more than 40 percent of the world's total merchandise trade.

E-mail: cmorriso@hawaii.edu  
Web: cba.hawaii.edu/apec/uhapec.htm

### **Center for Entrepreneurship and E-Business**

The Center for Entrepreneurship and E-Business was established in July 2000 to integrate entrepreneurship and e-business initiatives into the curriculum and provide outreach programs for the University and business communities. Curriculum programs include a three-course summer certificate in entrepreneurship administered by PAMI, and undergraduate and graduate courses in entrepreneurship, internet marketing and e-commerce. Outreach programs include a business plan competition, a student entrepreneurship club, entrepreneurial and e-business internships, and a distinguished lecture series.

E-mail: ceeb@cba.hawaii.edu  
Web: cba.hawaii.edu/ceeb

### **Asia-Pacific Financial Markets (FIMA) Research Center**

The FIMA Research Center is the newest addition to the University of Hawai'i's major research activities focusing on the Asia-Pacific region. University of Hawai'i is the very first

academic institution in the United States (probably in the world as well) that offers Asian finance courses at three levels of academic programs: PhD, MBA, and undergraduate programs. The FIMA Research Center is spearheading both academic and policy research on financial markets development in the Asia-Pacific region, integrating the academic and practitioner viewpoints. The FIMA Research Center is the home of the premier academic journal, *Pacific-Basin Finance Journal*, which publishes the highest quality theoretical and empirical research on financial markets of the region.

The FIMA Research Center's activities signify the University of Hawai'i's long-standing commitment to a better understanding of the Asia-Pacific region.

E-mail: rhee@cba.hawaii.edu

### **Center for Global Japanese Investment and Finance**

The Center for Global Japanese Investment and Finance was founded in November 1997. Its mission is to research and study the Japanese financial market: its global investment policies and strategies and ways in which the United States, Hawai'i, and Japan can receive mutual economic benefits through balanced investments in Hawai'i.

E-mail: misawa@cba.hawaii.edu

### **The Center for International Business Education and Research (CIBER)**

Funded by the Omnibus Trade and Competitiveness Act of 1988, the UH CIBER serves as a clearinghouse for international business research and development activities at the University of Hawai'i. As one of 28 such centers at major universities across the U.S., the UH CIBER serves as a national resource for improved international business techniques and strategies, as well as a regional resource providing training and research designed to meet the needs of companies doing business with the Asia-Pacific.

Working with language and area studies faculty at the University, CIBER has promoted the creation of interdisciplinary business and language courses. Other curriculum projects supported include the innovative Field Study in Asia course, and the annual PAMI Summer Program. The UH CIBER funds faculty research projects and provides travel support for faculty to present papers at international conferences. Outreach and executive education initiatives include working with various community organizations to sponsor workshops and other training activities.

E-mail: ciber@cba.hawaii.edu

Web: cba.hawaii.edu/ciber

### **Office of Executive Education**

The Office of Executive Education designs and coordinates executive-level management development programs, seminars and workshops designed to meet the specific needs of organizations in the public and private sector.

Participants for these programs come from local, regional and international organizations. The primary thrust of the Office of Executive Education is custom designed programs. It also offers the Hawai'i Management Program, a 96 contact

hour program designed for Hawai'i-based mid level executives and managers who want to maintain a competitive advantage and gain the necessary skills to enhance their careers.

E-mail: kimmer@cba.hawaii.edu

Web: cba.hawaii.edu

### **Family Business Center of Hawai'i**

The Family Business Center of Hawai'i is a partnership between Hawai'i's family business community and the University of Hawai'i's College of Business Administration. The mission of the Family Business Center is "equipping, educating, and celebrating families in business." The center provides opportunities for the families to address many of the challenges they face by providing educational seminars and a forum for the exchange of information between families so that they can survive and thrive into and through the 21st century.

E-mail: kimmer@cba.hawaii.edu

Web: cba.hawaii.edu

### **Hawai'i Real Estate Center (HREC)**

The Hawai'i Real Estate Center was established in 1961 to provide a focus for property rights research in the state of Hawai'i. It is a policy oriented center and has provided research studies on land use and international investment issues affecting the state. In recent years, the HREC has expanded its research mission to address intellectual property rights issues and e-commerce issues as cyberspace interacts with real space. The center is funded by research grants and consulting contracts from private and government sources. It maintains an archive of Hawai'i specific information.

E-mail: nordway@busadm.cba.hawaii.edu

### **Pacific Asian Management Institute (PAMI)**

PAMI was established in 1977 as an institute of international management education and research bridging East and West. Students, teachers, managers, and government officials from more than 170 companies and 200 institutions in 22 countries have attended cross-cultural, international management courses and training programs developed by PAMI. PAMI also coordinates research on international business issues.

The Pacific Asian Management Institute coordinates a summer program in international business during the UH Outreach College Summer Sessions. The PAMI curriculum features international business courses in management, marketing, finance, business economics, entrepreneurship and human resource management. The Pacific Asian Lecture Series (PALS), open to the public, is part of the PAMI summer program.

PAMI is the secretariat for the Pacific Asian Consortium on International Business Education and Research (PACIBER), with 28 member universities in the U.S., Canada, Asia, and Oceania.

E-mail: pami@pami.cba.hawaii.edu

Web: cba.hawaii.edu/pami

### **Pacific-Basin Finance Journal**

*The Pacific-Basin Finance Journal* is an academic journal published five times a year by Elsevier Science publishers B.V.

(North-Holland) in collaboration with the FIMA Research Center. The journal provides a specialized forum for the publication of the highest quality theoretical and empirical research on capital markets of the Asia-Pacific region and represents a significant milestone in the FIMA Research Center's program and objectives as it effectively reaches a broader audience in terms of current developments in the Asian and Pacific capital markets. Its primary emphasis will be placed on the following areas:

- investment and portfolio management
- theories of market equilibrium
- valuation of market equilibrium
- behavior of asset prices in financial sectors
- normative theory of financial management
- capital markets development
- market mechanism

### **Pacific Business Center Program**

The Pacific Business Center Program, sponsored by the University and the Economic Development Administration of the US Department of Commerce, provides businesses, government agencies, and community groups, a variety of business consultant services at nominal cost. PBCP offers university students opportunities to work with its staff to assist its clients solve a wide variety of business problems. Such work includes market research, feasibility studies, product development, strategic and financial planning, loan packaging, and management consultation. PBCP serves clients in Hawai'i, the Territories of American Samoa and Guam, the Commonwealth of the Northern Mariana Islands, the Republics of Palau and of the Marshall Islands, and the Federated States of Micronesia.

E-mail: [director@pbcp.cba.hawaii.edu](mailto:director@pbcp.cba.hawaii.edu)

Web: [cba.hawaii.edu/pbcp](http://cba.hawaii.edu/pbcp)

### **Pacific Research Institute for Information Systems and Management (PRIISM)**

PRIISM is a center for research and educational activities. Drawing on a variety of academic disciplines, PRIISM focuses on information systems and technologies and management of organizations. Its primary objective is to promote research on the development, implementation, and use of information and communication technologies in organizations.

E-mail: [priism@busadm.cba.hawaii.edu](mailto:priism@busadm.cba.hawaii.edu)

Web: [priism.hawaii.edu](http://priism.hawaii.edu)

### **Internships and Career Development**

A full-time internship director helps to provide opportunities for students to gain real world experience while at the same time earning academic credits. Through the internship program, students are able to practice interviewing and communication skills and obtain hands-on work experience related to one's major. Goals of the internship program are to strengthen students' employment opportunities in the marketplace after graduation and to provide greater insight into a student's selection of a career path and organizations suited to the student. CBA's close working relationship to the university's Career Services Office and to local and mainland

business communities helps to connect students to prospective recruiters and job opportunities.

E-mail: [marsha@cba.hawaii.edu](mailto:marsha@cba.hawaii.edu)

Web: [www.cba.hawaii.edu/intern](http://www.cba.hawaii.edu/intern)

### **International Study**

In addition to the study abroad programs offered through the UH Mānoa Study Abroad Center (see the "Student Life" section for more information), the following CBA sponsored programs are available.

#### **Industry in Asia: Field Study**

Each summer, up to 25 business students have the opportunity to participate in a 5-week, 6 credit course (BEC 477) which includes three weeks in Asia. In Asia, the students visit companies, factories, economic agencies and government offices to learn more about organizational structure, government policies and international competition and their effect on these units. Classes are held on campus the week before and after the field study. Some CBA scholarships are available on a competitive basis to help defray the costs.

#### **CBA Exchange Agreements with Foreign Universities**

UH CBA students can apply to study abroad in connection with several official exchange agreements between the UH CBA and foreign universities. These universities are: Aarhus School of Business in Denmark; Chulalongkorn University in Thailand; Copenhagen Business School in Denmark; Hong Kong University of Science and Technology; Keio University (Keio Business School) in Japan; WHU Koblenz-Otto Besheim Graduate School of Management in Germany; Korea University CBA; Reims School of Management in France (summer only); Thammasat University in Thailand; and Yonsei University in Korea. In most cases, courses are offered in English for international students, language training is available, and the schools plan instructional excursions for visiting students. Tuition is waived for the students at the host university. Some scholarship assistance is available on a competitive basis to help defray travel costs. The student arranges his/her own travel and housing.

### **Student Organizations**

Active student organizations within the CBA provide students with opportunities to interact socially, academically, and professionally. These organizations include Accounting Club, Alpha Beta Chi, American Marketing Association, Beta Alpha Psi, Business Consulting Club, Business Executive Society of Tomorrow, Entrepreneurship Club, Financial Management Association, Society of Advanced Management, Management Information Systems Club, Net Impact, Pi Sigma Epsilon, and Society of Human Resource Management. Students with superior academic records are invited for membership in Beta Gamma Sigma, the national honor society for business majors and Mu Kappa Tau for marketing majors.

The Graduate Business Student Association is a focal point of graduate student life at CBA. All graduate business students are members.

Guest speakers, tours of local businesses, workshops, seminars, and internships are supported by the various student organizations—many of which have earned national recognition and awards for their contributions to the professional development of CBA students.

## Honors and Awards

The College of Business Administration and its departments provide scholarships and awards to exceptional students. For a list of these scholarships, see the “Tuition, Fees, and Financial Aid” section of this *Catalog*. Detailed information on scholarships can be obtained from the office of Student Academic Services, BusAd A-303, (808) 956-8215.

# Accounting

School of Accountancy  
BusAd A-414  
2404 Maile Way  
Honolulu, HI 96822  
Tel: (808) 956-7332  
Fax: (808) 956-9888  
Web: [www.hawaii.edu/soa](http://www.hawaii.edu/soa)

## Faculty

\*T. Gregson, PhD (Director)—accounting  
\*S. Daniel, PhD—accounting  
\*J. Gramlich, PhD—accounting  
M. Kaiama, MAcc—accounting  
\*P. M. Kazenski, PhD—accounting  
\*T. Pearson, LLM/JD—accounting  
\*H. Pourjalali, PhD—accounting  
J. N. Teruya, PhD—accounting  
\*J. Wendell, PhD—accounting  
\*D. C. Yang, PhD—accounting

**Degrees Offered:** BBA in accounting, MAcc

## The Academic Program

The School of Accountancy within the College of Business Administration offers the bachelor of business administration (BBA) with a major in accounting (ACC) and the master of accounting (MAcc) degrees. The undergraduate accounting program provides students with an educational foundation for entry into a wide range of accounting careers and enables students to pursue graduate or advanced professional education. The MAcc program provides advanced education in taxation, financial accounting, and auditing necessary for students to pursue leading positions in public practice, business, not-for-profit organizations, government, and related fields.

An accounting background may provide a competitive edge for those aspiring to become chief executive officers, according to a recent Robert Half International survey. The survey showed that 72 percent of executives believed that during the '90s, top management would be more reliant on information

provided by the accounting department than it was during the '80s. Students often study accounting even though their major interests may be in other areas of business. This enables these students to have a salable skill for easy entry into a business firm.

## Mission

The school's primary mission is to provide undergraduate and graduate students with a high-quality accounting education and to advance accounting and business knowledge through basic and applied research and instructional development.

## Accounting Careers

The accounting profession may be divided into the following two major segments.

### Public Accounting

Specialties in this area include auditing, tax, and management advisory services. Some of the larger firms have reorganized these activities along industry lines. Students entering public accounting should prepare to become a Certified Public Accountant (CPA). Many students who graduate with an accounting degree are employed by national or international CPA firms, or by local CPA or public accounting firms, or, after they become certified, open their own independent practices.

### Other Accounting Jobs

Accounting positions in industry are most often available in firms engaged in manufacturing, wholesaling, retailing, banking, transportation, insurance, and real estate, as well as in hotels, entertainment enterprises, and restaurants. Positions in these organizations can be found in the areas of financial accounting, managerial accounting, internal auditing, tax accounting, and accounting information systems. Graduates also find employment as accountants in various branches of federal, state, or local governments or in not-for-profit organizations.

## Undergraduate Study

### BBA in Accounting

#### Major Requirements

- ACC 305, 321, 323, 401, 415, and 418
- One of the following: SP 253, 280, 333, 351, 352, and 455

## Graduate Study

### Macc Degree

#### Admission Requirements

In addition to the College of Business Administration graduate admission requirements, students without an undergraduate degree in accounting are required to complete



the following undergraduate deficiencies in accounting: ACC 201 and 202 prior to admission to the MAcc program, and ACC 321, 323 (or ACC 611), 401, 415, and 418 prior to graduation.

Admission to the MAcc program is competitive. The school seeks individuals who have the potential for outstanding achievement in accounting, auditing, or taxation. The admissions committee primarily considers the candidate's academic record and GMAT score and places emphasis on strong communication skills.

Generally, students admitted to the MAcc program have a GPA exceeding 3.3, GMAT scores in the mid-500s, and above average verbal scores on the GMAT.

### Degree Requirements

The MAcc degree requires 30 credits (10 courses)

#### Required Courses in Accounting (18 credits)

- ACC 407 Taxation of Business Entities or ACC 606, Tax Research (if ACC 407 was completed as an undergraduate)
- ACC 619 Assurance in the Information Age
- ACC 620 Global Accounting
- ACC 660 Analysis and Decision-Making
- Two of the following:
- ACC 416 Special Topics in Accounting
- ACC 606 Tax Research
- ACC 631 Tax of Partners/Partnership
- ACC 633 Advanced Corporate Taxation
- ACC 635 Advanced Public Sector Accounting
- ACC 638 Estate and Gift Taxes
- ACC 639 Hawai'i Taxes
- ACC 690 Current Topics in Accounting
- ACC 695 Accounting Internship

#### Required Courses Outside Accounting (9 credits)

- SP 660 Rhetoric in Organizations (3)
- ACC 413 Law for the Accountant (3)
- One elective (400–699) from CBA or School of Law, excluding MBA core courses (3)

(BUS 699 Directed Reading and Research may count toward the required 9 credits outside of accounting only if it is taken under the direction of a professor outside of the School of Accountancy.)

#### Elective (3 credits)

- One elective (400–699) in accounting, business or law, excluding MBA core courses (3)

Students must complete a minimum of 30 credits. If a course is waived, another course in the same area of study and of the same or higher level should be substituted.

## Financial Economics and Institutions

Department of Financial Economics and Institutions  
BusAd E-305  
2404 Maile Way  
Honolulu, HI 96822  
Tel: (808) 956-6675  
Fax: (808) 956-9887  
Web: [www.cba.hawaii.edu](http://www.cba.hawaii.edu)

### Faculty

- \*J. B. Marsh, PhD (Chair)—business economics
- \*R. Chang, PhD—finance
- D. Cost, JD—business law
- \*S. M. Dawson, PhD—finance
- \*E. Mais, PhD—finance
- \*D. McClain, PhD—business economics and finance
- M. Misawa, PhD—international finance and banking
- \*N. Ordway, PhD—real estate
- \*G. Rhee, PhD—finance
- \*K. K. Seo, PhD—business economics and Asian business
- \*J. P. Suyderhoud, PhD—business economics

**Degrees Offered:** BBA in finance, BBA in real estate

### The Academic Program

The department offers courses in finance, business economics, business law, real estate, insurance, and quantitative methods. As the academic home of two majors—finance and real estate—and six BBA required courses, this is a diverse department of great breadth.

### Undergraduate Study

#### BBA in Finance

The major in finance (FIN) develops analytical skills in the planning, management, and control of financial resources to achieve the financial goals of the organization. Central to that task is the evaluation of the risk and return consequences of financial decisions. The major financial decisions studied are the selection of assets (equipment, buildings, inventories, securities, etc.) and the choice among financing alternatives (selling stock, borrowing from a bank, issuing bonds, etc.). Students may select course sequences that concentrate on business financial management, investment management, management of financial institutions, or international finance.

The major prepares students for positions and career advancement in financial institutions, retail, wholesale, and manufacturing firms; securities institutions; and personal financial planning.

#### Requirements

- FIN 305, 307, 311
- Two elective courses from FIN 312, 315, 321, 330, 331, 344, 360, or 390

With the approval of the department chair, one of the three required courses may be replaced with a finance elective and/or one elective may be replaced with an upper-division CBA course.

### **BBA in Real Estate**

The real estate (RE) major deals with the acquisition, ownership, and management of real property assets such as shopping centers, office buildings, industrial parks, and housing. Majors acquire a broad, multidisciplinary background designed to make them effective in controlling assets involving significant wealth. Knowledge areas in the real estate major include finance, investment analysis, marketing, valuation, law, management, and international business. Emphasis is given to real property asset management in the context of business and government institutions.

The major prepares students for a broad range of international careers in consulting, mortgage banking, pension fund advisement, trust and estate management, appraisal, brokerage, construction, real estate development, and government. Majors have the opportunity to obtain real world experience in internship as part of their course work.

### **Requirements**

- RE 300, 310, and 330
- Two elective courses from
- ACC 321, 417; ITM 455; ECON 340, 358, 495; FIN 307, 311, 321, 330, 360;
- MKT 321, 331, 351, 371, 381
- RE 320, 340, 351, 390

## **Information Technology Management**

Department of Information Technology Management  
BusAd E-303  
2404 Maile Way  
Honolulu, HI 96822  
Tel: (808) 956-7430  
Fax: (808) 956-9889  
E-mail: [itmquest@cba.hawaii.edu](mailto:itmquest@cba.hawaii.edu)  
Web: [www.cba.hawaii.edu/itm](http://www.cba.hawaii.edu/itm)

### **Faculty**

- \*R. H. Sprague, DBA (Chair)—information systems
- \*T. Bui, PhD—information systems
- \*H. M. Chen, PhD—information systems
- \*W. G. Chismar, PhD—information systems
- \*E. Davidson, PhD—information systems
- \*R. E. Lamb, PhD—information systems
- \*R. R. Panko, PhD—information systems
- \*W. E. Remus, PhD—decision sciences
- \*R. G. Worthley, PhD—statistics

**Degrees Offered:** BBA in management information systems

## **The Academic Program**

The focus of the Department of Information Technology Management (ITM) is the use of information technology and quantitative methods to improve the management of organizations.

## **Undergraduate Study**

### **BBA in Management and Information Systems**

The subject of management information systems (MIS) encompasses the entire system of information flows in an organization. It addresses the design, development, and implementation of the “information-based nervous system” for the organization. It deals with information as an organizational resource and information-related management functions at the operational, tactical, and strategic levels. Upon graduation, the MIS major is qualified for positions such as information analysts/programmers in organizations, field service and marketing representatives for information technology companies, and consultants who provide services to organizations about information system development. The market demand for MIS students continues to grow.

### **Requirements**

- ITM 352, 353, 354, 357, 366
- One technical elective. The technical elective may be used to meet the college’s non-introductory elective requirement, but it must be taken with A-F grading.

## **Management and Industrial Relations**

Department of Management and Industrial Relations  
BusAd C-301  
2404 Maile Way  
Honolulu, HI 96822  
Tel: (808) 956-8485  
Fax: (808) 956-2774  
Web: [www.cba.hawaii.edu](http://www.cba.hawaii.edu)

### **Faculty**

- \*L. Kelley, PhD (Chair)—international business, strategy, organizational behavior
- \*E. Bailey, EdD—human resources management, organizational behavior
- \*D. Bangert, PhD—strategy, management
- \*D. H. Bess, PhD—organizational behavior, transportation
- \*D. Bhawuk, PhD—organizational behavior, international management
- \*R. Brislin, PhD—international management, intercultural communications
- \*R. H. Doktor, PhD—international business, organizational behavior, strategy
- H. Folk, PhD—human resources management, international business, industrial relations

\*Y. Luo, PhD—international business, strategic management

\*J. Richardson, PhD—strategy, international business

**Degrees Offered:** BBA in human resources management, BBA in international business, BBA in management

## The Academic Program

The Department of Management and Industrial Relations teaches courses in the following areas: international management, comparative management, entrepreneurship, organizational behavior, human resources management (HRM), and industrial relations (IR). The department offers majors in human resources management, international business, and management (MGT).

## Undergraduate Study

### BBA in Human Resources Management

#### Requirements

- HRM 351
- IR 361
- Three elective courses from
- HRM 353, 354, 453, 455
- IR 463, 465, 467, 469
- MGT 341, 344, 350

### BBA in International Business (Double major only)

#### Requirements

- FIN 321
- MKT 381
- BEC 461 or MGT 343
- Two elective courses from
- ANTH 416
- ASAN 312, 320
- BEC 389, 470, 476, 477, 495
- BLAW 360
- ECON 405, 410, 415, 460
- FIN 331, 360 (with international focus), 390C
- IR 469
- MGT 342, 343, 344 (with international focus), 350 (with international focus), 460
- MKT 361 (with international focus) or 411C
- POLS 320, 321, 341
- TIM 324, 325, 361, 421
- TIM 442
- Third-year foreign language
- Integrative, international experience

### BBA in Management

#### Requirements

- MGT 322 and 341
- HRM 351
- IR 361
- One elective course from

- ACC 305
- BEC 476
- HRM 353, 354
- MGT 321, 342, 343, 344, 348, 350, 460
- MKT 321, 371

## Marketing

Department of Marketing  
BusAd C-303  
2404 Maile Way  
Honolulu, HI 96822  
Tel: (808) 956-6692  
Fax: (808) 956-9886  
Web: [www.cba.hawaii.edu/mkt](http://www.cba.hawaii.edu/mkt)  
E-mail: [mktg@cba.hawaii.edu](mailto:mktg@cba.hawaii.edu)

### Faculty

- \*D. L. Alden, PhD (Chair)—marketing communications, healthcare marketing, cross-cultural consumer behavior
- \*L. W. Jacobs, PhD—marketing and promotional strategy
- \*J. A. Lee, PhD—cross-cultural consumer behavior, international marketing, marketing research
- \*A. P. Palia, DBA—international business
- \*N. E. Synodinos, PhD—consumer behavior, marketing research
- \*J. R. Wills Jr., DBA—international marketing, technology marketing, marketing strategy
- \*N. Y. Wong, PhD—cross-cultural consumer behavior, international marketing, and research methods

**Degrees Offered:** BBA in marketing

## The Academic Program

Marketing (MKT) involves studying the ways that organizations create and maintain mutually satisfying exchanges between themselves and their customers. Marketing course work helps students learn how to effectively and efficiently manage components of the marketing mix: product, distribution, communications, and price.

Marketing offers courses in marketing research, marketing information systems, consumer behavior, personal selling, advertising and promotion, entrepreneurial marketing, retailing, and multinational operations. After completing the marketing major, the student should possess knowledge that is applicable to a wide range of professional careers. These careers include advertising account executive, marketing manager, sales manager, and marketing research manager.

## Undergraduate Study

### BBA in Marketing

#### Requirements

- MKT 311, 321, and 391
- Two elective courses from MKT 331, 332, 341, 351, 352, 361, 362, 363, 371, 381, 410, 411