

SHIDLER COLLEGE OF BUSINESS

Administration

BusAd C-204
 2404 Maile Way
 Honolulu, HI 96822
 Tel: (808) 956-8377
 Fax: (808) 956-9640
 Web: www.shidler.hawaii.edu

Dean: V. Vance Roley
 Associate Dean for Academic Affairs: Qimei Chen

General Information

The Shidler College of Business (Shidler College) 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. Shidler College provides one of the two degrees in business (BBA) and the only MBA in the state of Hawai'i that are accredited by AACSB-International.* The primary emphases of Shidler College are international business, information technology, and entrepreneurship.

Shidler College offers both undergraduate and graduate degrees, including the undergraduate certificate in Travel Industry Management, Bachelor of Business Administration (BBA), BS in Travel Industry Management, Master of Business Administration (MBA), Master of Accounting (MAcc), Executive MBA (EMBA), Distance Learning Executive MBA with optional Health Care Management and Travel Industry Management Tracks, Vietnam Executive MBA (Ho Chi Minh and Hanoi), Master of Human Resource Management (MHRM), MS in Travel Industry Management, and PhD in Business Administration. Several professional development programs are also offered through Shidler College's Executive Education Center. In September 2019, Shidler College of Business merged with the School of Travel Industry Management.

Mission

The Shidler College of Business is a multicultural academic community achieving international excellence in business education, research, and practice utilizing Hawai'i's unique advantages.

The special role of Shidler College in UH Mānoa 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

Shidler College is accredited by AACSB-International* and is a member of the Graduate Management Admissions Council (GMAC).

The School of Travel Industry Management is fully accredited by the Accreditation Commission for Programs in Hospitality Administration (ACPHA).

Degrees

Bachelor's Degrees: BBA with concentrations in accounting, entrepreneurship, finance, human resources management, international business (double major only), management, management information systems, and marketing, BS in travel industry management, undergraduate minor in business administration, undergraduate certificate in travel industry management.

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*(AACSB): The Association to Advance Collegiate Schools of Business

Master's Degrees: MBA, Executive MBA, Distance Learning Executive MBA with optional Health Care Management and Travel Industry Management tracks, Vietnam Executive MBA (Ho Chi Minh and Hanoi), MAcc, 3/2 MAcc, MS in Finance, Master of Human Resource Management, MS in Information Systems, MS in Marketing Management, MS in Travel Industry Management.

Doctoral Degree: PhD in business administration

Advising

Academic advisors at the Shidler College Office of Student Academic Services (OSAS) assist students with program planning and course selection; learning UH Mānoa policies and procedures; fulfilling graduation requirements in a timely manner; and exploring transfer credit, study abroad exchange, and other educational opportunities, resources, and options. Students, while responsible for their own academic progress, should consult their advisors on a regular basis to monitor their academic status and progress toward degree completion.

Advising for undergraduate students, including mandatory advising for newly admitted undergraduate students, is available in BusAd B-101, (808) 956-8215, email: business@hawaii.edu. Advising for graduate students is available in BusAd G-202, (808) 956-8266, email busgrad@hawaii.edu.

Undergraduate Programs

The Shidler College of Business 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, entrepreneurship, finance, human resources management, international business, management, management information systems, and marketing. A double major and/or minor are also options.

The Shidler Freshman Direct Admit Program (DAP)

The Shidler Freshman Direct Admit Program (DAP) is designed for high achieving incoming freshmen who wish to enter the Shidler College of Business early and get a head start. It is an option for outstanding high school seniors entering UH Mānoa in the fall. Selective admission for the Shidler Freshman Direct Admit Program is highly competitive and merit-based.

On your UH Mānoa application, simply designate "Pre-Business" or any specific business major as your first choice major, and you will automatically be considered for the Shidler DAP. No separate application is necessary. Shidler DAP students are eligible for a scholarship upon enrollment.

Admission Requirements

Students are admitted into the Shidler College of Business upon the successful completion of the following admission requirements:

1. Minimum of 60 credit hours of college-level work (junior standing);
2. Minimum cumulative GPA of 2.5 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 a student has earned 30 credits at UH Mānoa (all 30 credits must be taken for a letter grade), with a cumulative GPA of 2.50 or higher, then the transfer GPA will not be used to determine admission.

3. Completion of the following pre-business courses with a combined GPA of at least 2.5, with no grade below C. (C- grades will not be accepted for admission.) Pre-business courses: ENG 100 or ESL 100 or ENG 190, or ENG 200; COMG 151 or 251; ACC 200 and 210; NREM 203 or BUS 250 or MATH 203, 215, 241, or 251A; and ECON 130 and 131;
4. Minimum grade of C in ICS 101 or LTEC 112 and 113 (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.

Important: The Social Sciences Diversification requirement in the General Education Core is met by completing ECON 130, 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 apply to the Shidler College of Business at shidler.hawaii.edu/undergradapp.

Non-UH Mānoa students or unclassified students enrolled in Outreach College must submit the System Application Form to the Office of Admissions, 2600 Campus Road, Room 001, Honolulu, HI 96822 (or visit the website at manoa.hawaii.edu/admissions/).

Application Deadlines

The priority application deadline is **March 1** and the final deadline is **April 1** for the fall semester; **October 1** and the final deadline is **November 1** for the spring semester.

New and transfer students should consult with the UH Mānoa Office of Admissions for the application deadlines. Information is available online or call (808) 956-8975.

College Requirements

1. Completion of 120 non-repeated credit hours, including the General Education Core Requirements (see the "Undergraduate General Education 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. Business Communication: BUS 209, ENG 209, 306, or 307;
 - e. International Business Elective; and
 - f. 9 credits of non-major elective courses beyond the introductory level (must include 3 non-business credits, 6 upper division elective credits), which may include a minor and up to 3 credits of BUS 395.
2. GPA of 2.0 in all UH Mānoa registered credits hours.
3. GPA of 2.0 in all required business courses (and their equivalents) and Shidler College major courses completed at UH Mānoa.

4. Grades of C- or higher in any required business courses (and their equivalents) and Shidler College major courses completed at UH Mānoa.
5. 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 (9 credit hours) in the student's major and BUS 345, after admission to Shidler College.

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

Modification of Hawaiian/Second Language Requirement for Shidler College Students

Shidler College students must complete one of the following options to satisfy the Hawaiian/Second language requirement:

1. A four-semester sequence of a single language (or proven competency via a language requirement waiver or completion of 202/212);
2. Participation in a study abroad or international exchange program of 12 credits or more during the fall or spring;
3. 12 credits of international culture/area courses, from one culture of study, to be chosen from an approved list of H/SL courses available at www.shidler.hawaii.edu/forms.
4. Four semesters of language and culture study. The language and culture groups do not need to match.

Major Requirements

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

Academic Policies

Sequence of Courses

Shidler College undergraduates are required to take BUS 310 and 311 in their first semester in the Shidler College. BUS 345 as a capstone course is taken in the final graduating semester pending successful completion of all pre-requisites: BLAW 200, BUS 310, 311, 312, 313, 314, and 315. Shidler College students must consult the course descriptions in this *Catalog* for prerequisites and proper sequencing of business and major courses toward graduation.

Minimum Standards for GPA

The minimum acceptable academic performance for Shidler College undergraduates at UH Mānoa is (a) cumulative UH Mānoa GPA of 2.0; (b) GPA of 2.0 in all required business courses (and their equivalents) and Shidler College major courses completed at UH Mānoa; (c) Grades of C- or higher in any required business courses (and their equivalents) and Shidler College major courses completed at UH Mānoa.

Probation

Shidler College students are placed on probation at the end of any semester for any of the following reasons:

1. The student's cumulative GPA falls below 2.0
2. The student's GPA in required business core and major courses falls below 2.0
3. The student fails to complete BUS 310 and 311 in the first semester in the Shidler College with a grade of C- or higher.
4. Satisfactory progress toward graduation is not being made. Continued probation may lead to suspension.

Students on probation will be required to meet with their academic advisor.

Double Major

Students may pursue a double major to enhance their educational spectrum and professional marketability. 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 each of the two proposed majors. At the time of declaration, the student must have completed at least one required course in each major. A double major shall consist of 27 or more credits which lead to a specialization in two fields of study. Courses must meet the requirements for a major in each of the fields, and may not be used to meet the general upper division electives requirement. (**Note:** International Business is offered only as a double major.) After successfully meeting the double major requirements, students may officially declare a double major by completing the "Business Major Declaration" form available at www.shidler.hawaii.edu/forms and submit the form to Shidler B-101.

Transfer Students

Students completing their first two years of study 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 Shidler College (e.g., business statistics). Junior-level and senior-level business courses may be accepted from colleges accredited by the AACSB and select foreign universities.

Seniors

Seniors must file a graduation application by **December 31** for summer graduation, by **March 1** for fall graduation, and by **October 1** for spring graduation in the semester preceding graduation. Seniors who plan to finish their program requirements during the summer session will need to indicate on their graduation application if they would prefer their name to be printed in the spring commencement program **or** the fall commencement program. Application forms and deadline information is available online at shidler.hawaii.edu/GradApp.

Withdrawal Deadline

Shidler College strictly enforces a three-week withdrawal deadline for upper-division business classes. Please note that this deadline is not the same for non-business classes. In general, exceptions regarding late drop requests will not be granted.

Multiple Majors/Degrees

Shidler College students may choose to pursue a multiple major/degree in any other UH Mānoa college/school. The consideration of an additional field of study can increase knowledge, diversify perspectives, and enhance personal education as well as professional growth. Eligibility requirements include a cumulative GPA of 3.25, approval from both college advisors, and a statement of purpose from the applicant. Current Shidler College students considering a multiple degree or students interested in admission to the Shidler College as a multiple degree candidate should meet with an advisor in the Office of Student Academic Services to discuss individual academic programs.

Second Baccalaureate Degree

Priority for admission is given to students seeking their first undergraduate business degree. Shidler College welcomes students pursuing a second bachelor's degree, however, students who have already completed a bachelor's degree in business will be denied admission to Shidler College of Business. Interested students should email business@hawaii.edu to determine eligibility and next steps.

Minors

Shidler College students may choose a minor offered in another UH Mānoa college/school to complement their business program. A minor course of study consists of a minimum of 15 credit hours of non-introductory or upper division course work that is completed with a grade of C (not C-) or better. Shidler College students may use a minor to replace the general upper division electives requirement. Minor course work must be approved by the respective department advisor.

Minor in Business Administration

The Shidler College offers a minor in Business Administration to non-business majors. This minor will provide students with a greater understanding of business in preparation for their entrance into the workforce. Applicants must meet the following admission requirements:

1. Classified undergraduate student not enrolled in the Shidler College of Business
2. Junior standing (60 or more college-level credits)
3. 2.5 cumulative GPA
4. Completion of the following courses with a C (not C-) or better, as well as a combined 2.50 GPA:
 - a. ICS 101 or LTEC 112 and 113 (or equivalent)
 - b. ECON 120 or 130 or 131
 - c. ACC 200
 - d. Calculus (or equivalent: NREM 203 or MATH 203, 215, 241, 251A, or BUS 250) or Statistics (or equivalent: NREM 310 or ECON 321 or PSY 225 or SOCS 225)
 - e. PSY 100 or SOC 100

For more information, please contact the Shidler College Office of Student Academic Services in BusAd B-101 or at (808) 956-8215.

Application Deadlines

For the fall semester, the priority deadline is **March 1** and the final deadline is **April 1**. For the spring semester, the priority deadline is **October 1** and the final deadline is **November 1**.

After admission into the minor in Business Administration program, requires include:

- Required courses (6 credits): BUS 312 and 315;
- Elective courses (9 credits): ACC 210, BUS 310, 311, 313, or 314.

Notes: Prerequisites to business courses are strictly enforced. Exceptions to substitute business courses other than those listed, are not allowed. A minimum of 9 credits towards the Business minor must be earned at the Shidler College of Business. TIM majors cannot receive credit for BUS 312 and TIM 304, and BUS 315 and TIM 303. Once students are admitted to the business minor program, they will not be eligible to pursue a BBA degree. Please see advisors for more information.

Graduate Programs

Shidler College of Business offers the only AACSB-International accredited MBA and MAcc programs in Hawai'i. The AACSB seal of approval guarantees students that their programs satisfy the expectations of a wide range of quality standards relating to strategic management of resources, interactions of faculty and students in the educational process, and achievement of learning goals in degree programs. There are nearly 800 AACSB accredited institutions worldwide, and Shidler College of Business is proud to be one of them.

Application Deadlines

Master's Degree Programs:

The MBA program admits students for the fall semester only. The application deadline is rolling with priority dates of **March 1** for international students and students interested in merit-based scholarships, **April 1** for students pursuing the 24-month track and **May 1** for all other students. The fall deadline for the Executive MBA, Distance Learning Executive MBA, Distance Learning Executive MBA in Health Care Management, and Master of Human Resources programs is **June 1**. The fall deadline for the Vietnam Executive MBA program is **July 1**.

The MAcc program is the only program that admits students for fall and spring semesters. The spring application deadline is **November 15**, and the fall application deadline is **May 1**.

Master of Business Administration

Being the only AACSB International accredited graduate program in Hawai'i and is one of the few MBA programs in the US with a true Asia-Pacific focus, Global MBA students will gain a comprehensive foundation in business fundamentals while having opportunities to learn and explore international studies and experiences.

The program can be completed through three different program tracks (21, 24, and 36 months) allowing students to customize their curriculum based on availability and professional commitments. The program is cohort-based allowing students to learn the inner-workings of group dynamics crucial for the leaders of today's organizations. MBA students will spend their first 1-2 years (depending on their program track) learning the principles and theories of management strategies through a sampling of courses in various functional areas which stresses developing the skills and breadth of judgment required of top-level managers and executives in both the private and public sectors. Once a majority, if not all, of the core courses are completed, students can customize their degree through the completion of seven elective courses. With the assistance of an advisor, students select courses that fit their personal and professional goals and interests. In the final semester, students complete a consulting practicum, synthesizing and applying knowledge from their MBA course work to an existing organization.

Language Track—Students who wish to specialize in international business, specifically on a country of focus may do so through our Language-Track Program. It is highly recommended that students pursuing this track are also enrolled in the 21-month Track Program. Students in this program will be required to meet two out of three criteria for language and international experience:

1. Language requirement-can be met in one of two ways: a) Passing a proficiency test that would waive the requirement

to take language courses. This would be administered by the language department here at UH Mānoa. The level of proficiency required to pass this test would be equal to testing out of third year language courses. b) The program is not limited to those that arrive at Shidler with language proficiency, and so the language requirement can also be met by taking language courses here at UH Mānoa during the first year of the Global MBA program.

2. Overseas Internship—generally done after completing the MBA core courses, typically in the summer
3. Study Abroad—9-12 credits of elective business course work at one of our partner institutions in that country that will coincide with the fall term of the second year.

The Shidler College of Business and UH Mānoa work with many partner universities around the world to offer Study Abroad opportunities. For a current listing of schools please see the following websites:

Joint Programs—The Shidler College of Business offers joint programs with a few UH Mānoa colleges and schools such as the Richardson School of Law, Nursing, Engineering. Applicants must meet the admission requirements and be accepted to both programs to be eligible for the joint program. For more information contact the Admission Director at busapp@hawaii.edu.

Executive Education Center

The Executive Education Center is responsible for Shidler College's executive degree programs as well as custom and open-enrollment programs. Our programs develop the critical skills and leadership capacities of individuals, teams, and organizations to sustain a competitive advantage in a global economy. We design and deliver custom programs to support organizations in achieving their strategic goals. Our open enrollment programs are offered to flexibly serve individuals and organizations seeking breakthrough learning opportunities.

Executive MBA

The Executive MBA (EMBA) program is a 22-month degree program designed for highly motivated managers who want to increase their knowledge and acquire the skills needed to assume broader corporate responsibility. 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 short residence session at the start of the first academic year, with classes meeting Tuesday evenings and alternating Saturdays. An undergraduate degree, GMAT exam, at least five years of progressively successful work experience, and a current management position are required for admission. A new EMBA cohort begins in August of alternate years. Email: emba@hawaii.edu.

Distance Learning Executive MBA

The Distance Learning Executive MBA is a 22-month program designed to meet our neighbor islands' business demands by providing advanced business training to their residents. The 48-credit hour program is geared toward individuals who have shown leadership or management potential. It enables students from the neighbor islands to pursue a graduate degree without having to travel and with limited interruption to their professional obligations or family

life. The distance learning executive MBA classes are highly interactive and are broadcast in real time so that all students on the receiving sites will receive instruction simultaneously. Class meetings are held online every Tuesday and Thursday evenings, and alternating Saturdays. In addition, students will have 16 visits to UH Mānoa to engage and interact with professors and classmates beyond the virtual classroom environment. The instructors, curriculum, and academic standards are the same as our regular evening UH MBA/EMBA program. As such, it requires the completion of 48 semester credit hours of graduate level courses divided into two parts: the required core and elective courses. Electives will be determined by the students as a group based on collective needs. Email: emba@hawaii.edu.

Distance Learning Executive MBA—Health Care Management

The Distance Learning Executive MBA-Health Care Management Program provides a unique insight into the health sector, which is undergoing transformational growth and change. The program combines a dynamic and rigorous MBA core business curriculum with health care-focused electives to prepare candidates for successful and rewarding careers. The program is a track within the Distance Learning Executive MBA, where students enrolled in the Health Care Management track will take Health Care elective courses in the second-year of study. These elective courses will enable students to understand the dynamic landscape of the medical industry and eventually, demonstrate the ability to provide sound business acumen to health care organizations.

Distance Learning Executive MBA—Travel Industry Management

The Distance Learning Executive MBA Travel Industry Management Track provides unique insight into the travel industry sector, which is undergoing transformational growth and change. The program combines a dynamic and rigorous MBA core business curriculum with hospitality focused electives to prepare candidates for successful and rewarding careers. Examples of required courses include: strategic hospitality marketing and service innovation; service management and operations; innovation and strategic applications of IT in E-commerce; current issues in hospitality and tourism organizational behavior. Cohort members will choose one of the following electives: airline and travel business management and analysis; sustainable tourism concepts and practices.

Vietnam Executive MBA (Ho Chi Minh City and Hanoi)

The Vietnam Executive MBA (VEMBA) is a 22-month degree program in business administration, conducted in cooperation with the International University in Ho Chi Minh City and the Foreign Trade University in Hanoi. The 48-credit-hour program is modeled after the Executive MBA conducted in Honolulu, with the same faculty and curriculum. Faculty members teach courses in Ho Chi Minh City and Hanoi in one-month modules, partly as distance learning. Participants in the program are established Vietnamese executives, some Americans, East Asians, and other expatriates. EMBA has Asian business as its focus but constant consideration is given to the impact of globalization on business and economics in the region. Email: embaha@hawaii.edu and embahcmc@hawaii.edu.

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 of international students depending upon placement exam results.

The MBA program consists of 21 credit hours of core courses: BUS 619, 620, 623, 624, 625, 626, and 629; 21 credits hours of electives; the capstone experience, which consists of BUS 632 Business Policy and Strategy (3 credit hours) and BUS 696 MBA Consulting Practicum (3 credit hours).

Required Core Courses

- BUS 619 Data Analytics and Statistics for Business (3)
- BUS 620 Micro- and Macro-economics Foundations for Managers (3)
- BUS 623 Marketing Management (3)
- BUS 624 Accounting for Decision-making (3)
- BUS 625 Digital Transformation with Information Systems and Technology (3)
- BUS 626 Leadership and Organizational Behavior (3)
- BUS 629 Managerial Finance (3)

Electives (21 credit hours)

Of the required 21 credit hours, six may be at the 400-level. Students may also take graduate electives from outside the college as long as at least nine elective credits are completed within Shidler College of Business.

Professional Development (0 credit hours)

- BUS 601 Professional Development (two semesters)
Required for full-time MBA programs

Integrative Capstone (3 credit hours) or Thesis (6 credit hours)

- BUS 696 MBA Consulting Practicum (3)

Thesis Option

In consultation with their advisor, a student may opt to do a research thesis in place of BUS 696 and three elective credits. Thesis students enroll in BUS 700 Thesis Research.

MBA Admission Requirements

For admission into the MBA graduate programs, Shidler College of Business applicants must take the GMAT or GRE within five years prior to applying, have a recommended GPA of 3.0 and at least two years of full-time post-baccalaureate work experience (five years for Executive MBA, Distance Learning Executive MBA and Health Care Management, and Vietnam Executive MBA applicants). Applicants must also submit essays, a statement of objective, resume, two letters of recommendation, and as part of the admission decision, candidates may be invited for an interview. Admission is competitive. Thus, the college is not always able to admit all qualified applicants.

All applicants who received a bachelor's and/or master's degree in a country where English is not the primary language of instruction are required to take the TOEFL or IELTS. Test scores may not be more than two years old. International applicants who earned a bachelor's degree (or an equivalent) within the last five years at a regionally accredited or recognized institution in the U.S., Australia, Canada (excluding Quebec), New Zealand, Singapore or the United Kingdom are exempt from the TOEFL. The minimum TOEFL score is 550 for the

Executive MBA, 500 for the Executive MBA-Vietnam, and 600 for all other MBA programs, or internet based test (IBT) score of 100, or IELTS score of 7.0.

Information about the TOEFL may be obtained from the Educational Testing Service at www.ets.org/toefl. Information about the IELTS may be found at www.ielts.org. Information regarding the GMAT may be found at www.mba.com.

Admission requirements for the Master of Accounting programs are found in the "Accounting" section within the Shidler College of Business. Admission requirements for the PhD program in Business Administration are found in the "PhD in Business Administration" section of this *Catalog*.

For detailed information regarding the Global MBA programs, contact the Shidler College of Business Office of Student Academic Services, 2404 Maile Way #G202, Honolulu, HI 96822; (808) 956-8266; email: busapp@hawaii.edu; or web: www.shidler.hawaii.edu.

For detailed information regarding the Executive MBA programs and Master of Human Resource Management program, contact the Shidler College of Business Executive Education Center, 2404 Maile Way #A303, Honolulu, HI 96822; (808) 956-8135; email: emba@hawaii.edu; web: www.shidler.hawaii.edu.

Master of Accounting

The Master of Accounting (MAcc) degree provides an advanced education in accounting with concentrations in taxation, financial reporting and assurance, and data analytics 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 their understanding of the body of accounting knowledge, as well as preparing them for the complexities and new technology facing the accounting profession.

The objectives of the program include: a) providing the educational opportunity necessary for students to become qualified professional accountants for leading positions in public practice, business, not-for-profit organizations, government, and related fields; b) enhancing students' intellectual and analytical skills with research skills necessary to further educate themselves after graduation, including exposure to leading high technology; and c) enhancing students' professional communication skills necessary for success in a contemporary accounting environment.

Completion of this program will help most students fulfill the State of Hawai'i's 150 credit hour requirement for Certified Public Accountant Licensure. CPA Review preparation, internship, career development services, and other opportunities further enrich and support your graduate accounting studies.

MAcc students have optional concentrations in taxation, financial reporting and assurance, and data analytics.

3/2 Master of Accounting

The 3/2 Master of Accounting (MAcc) program is an integrated, five-year 150-credit hour program designed for students at the Shidler College of Business who want to earn both undergraduate and graduate degrees in accounting. Students in this program gain the skills necessary to build a successful career in the multifaceted, dynamic practice of accounting. Current undergraduate students may apply to the program during their junior or senior year. This program is for students who wish to enter professional careers in public

practice, business, non-profit organizations, and government sectors.

Completion of this program will fulfill the State of Hawaii's 150 credit hour requirement for Certified Public Accountant Licensure.

Email: macc@hawaii.edu

Master of Human Resource Management

The Master of Human Resource Management (MHRM) degree caters to individuals who are seeking to expand their knowledge in the field of human resources. The program is also offered to the neighbor islands via video conferencing.

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 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, integrating other disciplines—especially organizational behavior, management systems, and labor and employment legislation. Contact: mhrm@hawaii.edu.

Master of Science in Finance

The Master of Science in Finance (MSF) is a full-time, one-year, non-thesis, finance graduate degree program that requires 30 credits to complete. The program will provide students in-depth knowledge in the principles and practices of finance and broaden their opportunities to work in finance-related careers, such as commercial banking, investment management, wealth management, financial planning, risk management and insurance, and real estate, etc.

Upon completion of the MSF program, graduates will be able to achieve the following outcomes:

- Students will be able to learn advanced theories and best practices in the financial industry.
- Students will learn comprehensive knowledge necessary for obtaining the CFA (Chartered Financial Analyst®), the FRM (Financial Risk Manager™), the CFP (Certified Financial Planner®), and/or the ASA (Associate of the Society of Actuaries) certifications.
- Students will master in-depth knowledge for conducting practical research in the areas of equity valuation, portfolio management, and risk management and insurance.
- Students will obtain solid foundation in financial management that will be valuable if they pursue further graduate studies such as PhD program in finance.

There are two pathways to earn the MSF degree.

■ Integrated 4+1 Pathway

The 4+1 Pathway for MSF is an integrated, five-year program that is designed for students at the Shidler College of Business who want to earn both an undergraduate and graduate degree in finance. Shidler Finance majors will be able to apply to the MSF Program toward the end of their junior year or early in their senior year. If accepted, they will be able to take up to two 600-level and one 400-level courses as an undergraduate. These courses will be allowed to count toward their undergraduate and graduate degrees. This means that during their +1 year (i.e., 5th year at UH Mānoa), they will need only 21 instead of 30 credit hours to earn the MSF degree.

• One-Year MSF Pathway

Applicants who are not Shidler Finance majors will take this regular pathway for the MSF program. They will take 30 credit hours of masters level courses. If they do not have BBAs in Finance or related areas, they will need to take additional courses in economics, accounting, and finance, in addition to the 30 graduate credit hours OR petition the faculty director to waive one or more of these courses based on taking course equivalents as part of their academic program.

For degree requirement and admissions guidelines, see academic program under Department of Finance.

Master of Science in Information Systems

The Master of Science in Information Systems (MSIS) degree is designed to provide advanced managerial and technology knowledge and skillsets that graduates need to meet demands for highly skilled information technology and systems (IT/IS) professionals. The MSIS program will prepare graduates for business, not-for-profit, and government enterprises, which require employees who are innovative, agile, technology-adept and responsive to today's technology-powered economy. The knowledge and technical skillsets that graduates acquire through the program will in turn provide them enhanced professional job and income opportunities.

The program builds on the knowledge and competencies students develop in an undergraduate information systems or computer science degree program or through post-graduate work experience (verified with appropriate testing) related to information systems in organizations, data, information, and content management, IT infrastructure (including computer networks), IS management and operations (including IS security), and systems development and deployment.

Upon the completion of the MSIS program, graduates will have developed three core areas of competency: 1) Apply in-depth understanding of information technology capabilities and appropriate technological trends to provide information system solutions that are aligned with organization's strategies; 2) Apply sustainable approaches as well as appropriate technical and management techniques to design, implement, and maintain IT infrastructure, information systems, and data services; and 3) Develop and implement IT-enabled business processes for work units, teams, organizations, or markets to improve business activities and performance.

Bachelor and Accelerated Master (4+1) Pathway

The Bachelor and Accelerated Master Pathway for MSIS is an integrated, five-year program that is designed for students at the Shidler College of Business who want to earn both an undergraduate and graduate degree in Information Technology Management. In this program, students may complete up to 9 credit hours of work in the MSIS program in their final year of their bachelor's program. The remaining 21 credit hours are completed in one year as a graduate student in the MSIS program. Shidler MSIS majors will be able to apply to the MSIS Program toward the end of their junior year or early in their senior year. This program is for students who wish to enter professional careers in technical fields, such as business analysts, project managers, security analysts, or system development and implementation. Email: MSIS@hawaii.edu for more information.

PhD in Business Administration

The PhD Program in Business Administration offers an academically challenging and rigorous program designed to prepare highly motivated and intellectually gifted students for a career in research, teaching, and service with a particular focus on Asia and the Pacific. This full-time program emphasizes a strong foundation in both methodological and theoretical training. A teaching opportunity supported by ongoing seminars in pedagogy will give students valuable experience in the classroom. Collaborative work with faculty will enhance research and learning opportunities. Students will also gain valuable computing, quantitative, and methodological skills vital to effective research.

Doctoral candidates work closely with Shidler College faculty in areas of specialization that often parallel the strengths of faculty members. These areas include International Accounting, Asian Finance, Global Information Technology Management, International Marketing, and International Organization and Strategy.

The program is small and individualized, which enables students to pursue their own areas of interest. Admission, for the fall semester only, is highly competitive, and only full-time study is allowed. The expected completion time for the doctoral degree is four to five years.

For admission to the PhD in Business Administration, the candidate applicant should meet the following criteria. The deadline for application is **January 31**. (Note that admission to the doctoral program is not automatic, and will be determined on a case-by-case basis by a faculty committee.)

Minimum Qualifications

- Master's degree or bachelor's degree. Subject matter of the foundation courses in business or accounting obtained at an accredited school.
- GMAT or GRE in the top 25th percentile
- GPA of 3.2 or above on a 4.0 scale
- TOEFL (computer-based) of 250 or the equivalent score on the IELTS
- 3 letters of reference
- Exceptions to the above requirements may be made by the PhD Admissions Committee on a case-by-case basis.
- Meeting the above minimum requirements is necessary for consideration, but does not automatically assure admission. Admission is granted on a case-by-case basis by the PhD Admissions Committee.

Recommended Qualification

- Personal interview or telephone interview
- Teaching potential as demonstrated by previous teaching performance, if available.
- Research interests compatible with Shidler College faculty research
- Example of previous research paper or essay written by candidate, if available.

Desirable Qualifications

- International experience
- Foreign language ability in area of desired specialization
- International area academic studies, such as Japan or China area studies

For further detailed information, please contact the PhD Program in Business Administration at (808) 956-6723; email: phdbus@hawaii.edu; web: shidler.hawaii.edu/phd.

Special Professional Programs

See www.shidler.hawaii.edu

Asia-Pacific Economic Cooperation (APEC) Studies Center

The APEC Studies Center was formed in July 1994 as a joint venture of UH Mānoa and East-West Center and is one of the founding members of the U.S. APEC Study Center Consortium. APEC has become the primary vehicle for developing a sense of economic community in the Asia-Pacific region. The 21 member economies that currently comprise APEC constitute about half of the world's total annual output in terms of GNP and represent almost 50 percent of the world's total merchandise trade.

Asia-Pacific Financial Markets (FIMA) Research Center

FIMA Research Center conducts academic and policy research on financial markets in the Asia-Pacific region. It serves the securities and banking industries, academia, and government sector through four major programs:

The Asian Shadow Financial Regulatory Committee (ASFRC) is a group of independent experts on economic policy issues relevant to financial markets and the financial industry of the Asia-Pacific region. ASFRC members are independent of any of the members' affiliated institutions. The policy recommendations of ASFRC are its own. Typically, ASFRC tries to translate concepts drawn from academic literature into concrete policy recommendations.

The *Pacific-Basin Finance Journal* publishes the highest quality theoretical and empirical research on financial markets of the region.

The FIMA Financial Executive Program is intended for market regulators and financial executives to develop a better understanding of the financial markets in the region as well as in the developed economies in light of state-of-the-art finance theories.

The PACAP Databases Program creates, maintains, and distributes capital market databases of Asia, including China, Hong Kong (SAR), Indonesia, Japan, Korea, Malaysia, Philippines, Singapore, Taiwan, and Thailand. The program is jointly undertaken by FIMA and the University of Rhode Island PACAP Research Center. The FIMA Research Center assumes a leadership role as the front office by acting as a liaison with participating financial institutions from the region. The PACAP Research Center, in turn, provides the back office function of maintaining, updating, and distributing the databases.

Executive Education Center

The Executive Education Center is responsible for the Shidler College's executive degree programs as well as custom and open-enrollment programs. Our programs develop the critical skills and leadership capacities of individuals, teams, and organizations to sustain a competitive advantage in a global economy.

We design and deliver custom programs to support organizations in achieving their strategic goals. Our open-enrollment programs are offered to flexibly serve individuals and organizations seeking breakthrough learning opportunities. For more information, or to speak with an executive education staff member, please email exceed@hawaii.edu or call (808) 956-8135.

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 UH's Shidler College of Business. 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.

Pacific Asian Center for Entrepreneurship and E-Business (PACE)

The goal of PACE is to foster the entrepreneurial spirit among students, faculty, and the community. The center supports the inclusion of entrepreneurship-related courses in the UH Mānoa curriculum, including an undergraduate major and graduate certificate in Entrepreneurship. In addition, PACE supports new entrepreneurs by providing experiential startup training, guidance and funding for new ventures.

Pacific Asian Consortium for International Business Education and Research (PACIBER) Diploma

Pacific Asian Consortium for International Business Education and Research (PACIBER) was created in 1988 as a consortium of 27 leading universities dedicated to bridging the gap by establishing linkages to promote international business education, research, and exchange of information among faculty and students. UH is a founding member and Secretariat of PACIBER.

The PACIBER Diploma is a program for undergraduate and graduate students studying business who wish to develop international skills through a combination of courses, study abroad, and internship experience. The bearer of the PACIBER Diploma will be recognized as one who is an internationally attended management individual with the requisite academic credentials, overseas experience, language capability, and cross-cultural training to be immediately productive upon accession to any Asia-Pacific-related position.

For more information on PACIBER and the PACIBER Diploma, please contact pami@hawaii.edu and visit www.paciber.org and shidler.hawaii.edu/pami.

Pacific Asian Management Institute (PAMI)

PAMI was established in 1977 as an institute of international management education and research bridging the East and the West. Students, faculty, 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.

For a modest fee in addition to the summer course tuition, two certificate programs—International Management and International Entrepreneurship—are offered by PAMI during the Summer Sessions. The curriculum features traditional (classroom-based) and online international business courses in management, marketing, finance, business economics, entrepreneurship, and human resource management. These are taught by faculty from UH Mānoa and from some of the best business schools in the U.S. and around the world. The certificate programs are open to undergraduate and graduate students from any discipline, to Americans and foreigners, who are admitted by the Summer Session Office.

The Pacific Asian Lecture Series (PALS), open to the public, is part of the PAMI summer program, as are occasional field trips and site visits. The highlight of PAMI's summer is the annual N.H. Paul Chung Luncheon and Lecture, held in honor of PAMI's founder and features a renowned international business speaker.

PAMI is the secretariat for the Pacific Asian Consortium on International Business Education and Research (PACIBER), with 36 member universities in the U.S., Canada, Asia, and Oceania.

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 Shidler College of Business. 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 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 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.

Career Development & Internships

Undergraduate Students

The Office of Internships and Career Development at Shidler College of Business provides career-related internships to gain real world experience while earning academic credits. Through the internship program, students strengthen their employment opportunities in the marketplace after graduation and gain greater insight into the selection of a career path, and network with professionals in their chosen field.

The Career Development Office provides extensive on-campus interview programs, career fairs, and workshops. The office is dedicated to assisting students in their career growth and development, and to helping employers identify and select highly qualified candidates. A broad range of services are offered to enhance our students' employment marketability. From career search and information sources to skills development workshops, we seek to educate, train, and advise our students to ensure successful preparation for entry in the business job market, and assist students in making the right career decisions.

The office maintains a business and alumni network that provides a link between recruiters and students, to maximize

the potential for successful internship and permanent job placement.

For more information on the various programs, contact the Career Services Office at (808) 956-6972 or (808) 956-9330. Questions regarding graduate-level internships and career development should be directed to (808) 956-6972. Visit the internship and career development website at app.joinhandshake.com for an active list of internships and jobs, along with valuable career links.

Graduate Students

Students have access to internships, career development assistance, and strong networking opportunities with fellow students, alumni, and the business community at large. The Office of Graduate Career Services and Professional Development provides career planning and professional development services for Shidler graduate students and alumni. The office offers career strategy and planning workshops, individual coaching and career management services, mentorship programs, and guest speaker events. Graduate students, who participate in the Professional Development Series, are exposed to a variety of industries and occupations by the Shidler College of Business' employer partners and Graduate Career Services. Students are also equipped with basic professional development tools to support their career planning.

Shidler graduate students and alumni will have lifetime access to the Career Services Platform, Shidler Career Links. Students will be able to post their resumes, and search for internship and job opportunities posted by Shidler's employer partners. Students will be able to access career related announcements. Access Shidler Career Links at: app.joinhandshake.com.

The Office of Graduate Career Services and Professional Development offers lifetime services to support the Shidler student and alumni career efforts and ambitions. For more information, contact the Office of Graduate Career Services and Professional Development at (808) 956-6972.

International Study

In addition to the study abroad programs offered through the UH Mānoa Study Abroad Center and the UH Mānoa's International Exchange (MIX) Office, the following Shidler College sponsored programs are available.

Asian Field Study

Shidler College offers two Asian Field Study courses, a summer 10-week, 6 credit course (BUS 477/677) which includes three weeks in Asia, and a variable credit course (BUS 476/676), which includes a required preparatory course (BUS 475/675) followed by one to three weeks in Asia. 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 before and after the field study. BUS 475/476/477 are approved IB electives. IB major, entrepreneurship major, and management major electives, and BUS 675/676/677 qualify for the entrepreneurship certificate. Consult with your academic advisor to determine applicability. Some Shidler College scholarships are available on a competitive basis to help defray the costs.

Shidler College International Exchange Agreements

Shidler College students can apply to study abroad in connection with several official exchange agreements between Shidler College of Business and overseas partner universities. These international universities include:

- Chulalongkorn University in Thailand;
- City University of Hong Kong;
- Copenhagen Business School in Denmark;
- ESC Rennes School of Business in France;
- Hong Kong University of Science and Technology;
- Keio University in Japan;
- Keio Business School (MBA) in Japan;
- Korea University;
- National Sun Yat-Sen University in Taiwan;
- National University of Singapore;
- Seoul National University in Korea;
- Shanghai Jiao Tong University-Antai College in China;
- SKEMA Business School of France;
- Thammasat University in Thailand;
- University of Hong Kong;
- Waseda University in Japan;
- WHU-Otto Beisheim School of Management in Germany;
- Yonsei University in Korea.

Other UH Mānoa partner universities that are AACSB-accredited include:

- Chinese University of Hong Kong;
- Ewha Womans University in Korea;
- Fudan University in China;
- Kyungpook National University in Korea;
- Monash University in Australia;
- National Taiwan University;
- Sogang University in Korea;
- University of Auckland in New Zealand;
- University of Otago in New Zealand;
- University of Technology, Sydney in Australia;
- University of Waikato in New Zealand;
- Victoria University of Wellington in New Zealand.

In most cases, business courses are offered in English, language training is available, and the host schools often plan excursions for exchange students. Undergraduate students must enroll in IS 099 at UH Mānoa and Graduate students must enroll in BUS 667 as full-time students at UH Mānoa, therefore, the host school tuition is waived. Travel awards and Shidler Scholarship programs (e.g., Freeman Asia Abroad, Johnson International Scholarship) are available on a competitive basis to help defray costs. To be nominated to a Shidler partner university, students must apply through the UH MIX program. Upon nomination, the student will make travel arrangements and coordinate housing requests directly with the partner university. For more information, visit shidler.hawaii.edu/international or contact the Office of Student Academic Services in BusAd B-101 or call (808) 956-8215.

Student Organizations

Active student organizations within Shidler College provide students with opportunities to interact socially, academically, and professionally. These organizations include Accounting Club, American Marketing Association, Beta Alpha Psi, Business Executive Society of Tomorrow, Delta Sigma Pi Business Fraternity, Financial Management Association, Information Technology Management Association, Inter-

Business Council, International Business Organization, 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 Beta Alpha Psi for accounting majors.

The Graduate Business Student Association is a focal point of graduate student life at Shidler College. All graduate business students are members. Its purpose is to foster student leadership ability and promote socially responsible business practices.

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 Shidler College students.

Honors and Awards

Shidler College of Business 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 at www.star.hawaii.edu.

Accounting

School of Accountancy
BusAd C-306
2404 Maile Way
Honolulu, HI 96822
Tel: (808) 956-7332
Fax: (808) 956-9888
Web: shidler.hawaii.edu/majors/accounting

Faculty

- *H. Pourjalali, PhD (Director)—managerial accounting, financial accounting, international accounting
- *S. Daniel, PhD—auditing, managerial accounting
- *L. Guan, PhD—accounting information systems, financial accounting
- *B. Jung, PhD—financial accounting
- M. Kaiama, MAcc, MA—financial accounting, auditing, ethics, not-for-profit accounting
- *J. Lim, PhD—auditing, financial accounting, accounting information systems
- *T. Pearson, LLM/JD—tax accounting, ethics
- *J. N. Teruya, PhD—financial accounting, managerial accounting, international accounting
- M. Woollen, MAcc—financial accounting, managerial accounting, tax accounting
- *D. C. Yang, PhD—financial accounting, international accounting, sustainable accounting
- T. Xu—auditing, financial accounting, accounting information systems
- *J. Zhou, PhD—auditing, financial accounting, international accounting, managerial accounting

Degrees Offered: BBA in accounting, MAcc, PhD in business administration (accounting concentration)

The Academic Program

The School of Accountancy within the Shidler College of Business 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 the knowledge and skills forming an educational foundation for entry into a wide range

of accounting-related careers and enables students to pursue graduate or advanced professional education. The MAcc program provides advanced accounting education with optional concentrations in taxation, financial reporting and assurance, and data analytics. Students receive the education necessary for students to pursue leading positions in public practice, business, not-for-profit organizations, government, and related fields.

An accounting background will provide a competitive edge for those aspiring to excel in business-related careers. Some students study accounting even if their primary interest resides in another business area because an accounting education enables them to have valuable knowledge and skills for easy entry into a wide variety of businesses.

Mission

We are an academic community with the Shidler College of Business, whose mission is:

To provide students with the knowledge and skills forming an accounting education relevant to a technologically advanced global economy; to advance accounting knowledge through research; and to instill students with a sense of moral, ethical, and professional obligation to society.

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 accounting firms. Some open their own independent practices after they become certified.

Other Accounting Jobs

Accounting positions are available in private industry, not-for-profit organizations, and government. Private industry employment may involve all or part of the various areas of accounting, financial, managerial, accounting information systems, and taxation. Positions include chief financial officer, internal auditor, forensic investigator, or credit analyst. In government, accounting graduates work in all the branches of federal, state, or local governments.

Undergraduate Study

BBA in Accounting

Major Requirements (19 credits)

- ACC 321, 323, 401, 409, 418, and 460B, C, D, E

For information on a Bachelor Degree Program Sheet, go to www.manoa.hawaii.edu/ovcaa/programsheets/.

Graduate Study

MAcc Degree

Admission Requirements

In addition to the Shidler College of Business graduate admission requirements, students without an undergraduate

degree in accounting are required to complete the following undergraduate foundation courses in accounting: ACC 200 and 210 prior to admission to the MAcc program, and ACC 321, 323, 401, 409, and 418 prior to graduation.

Admission to the MAcc program is competitive. The School of Accountancy 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 or GRE score and places emphasis on strong communication skills.

Degree Requirements

The MAcc degree requires 30 credits

Required Accounting Courses (17 credits)

- ACC 407 Taxation of Business Entities (3)
- ACC 415 Advanced Financial Accounting (3)
- ACC 425 Forensic Accounting (1)
- ACC 460B* Accounting Capstone: Managerial (1)
- ACC 460E* Accounting Capstone: Tax and Ethics (1)
- ACC 616 Accounting Theory and Development (3)
- ACC 625 Accounting and Tax Research(3)
- ACC 648 Financial Statement Analysis (1)
- ACC 660 Analysis and Decision-making (2)

*3/2 MAcc students will be allowed to count ACC 460B and 460E to both their BBA and MAcc degrees. As a result of this double-counting, students wishing to pursue CPA licensure should complete their BBA with a minimum of 122 credits in order to ensure they meet the 150-hour requirement.

Elective Accounting courses (7 credits)

Students can take any 400-600 level accounting course except those courses used to fulfill foundational or core requirements. No more than four credits may be from the 400-level. The following concentrations are recommended:

Tax concentration (6 credits from the following)

- ACC 407 Taxation of Business Entities
- ACC 631 Tax of Partners/Partnership
- ACC 638 Estate and Gift Taxation and Planning
- ACC 639 Multijurisdictional Taxation
- ACC 695 Internship (in taxation)

Financial Reporting concentration (6 credits from the following)

- ACC 610 International Corporate Governance
- ACC 619 Information and Assurance and Analytics
- ACC 620 Global Accounting
- ACC 635 Advanced Public Sector Accounting
- ACC 690 Current Topics in Accounting
- ACC 695 Internship (in financial reporting)

Data Analytics Concentration (6 credits from the following)

- ACC 619 Information and Assurance and Analytics (3)
- ITM 683 Business Intelligence and Data Analytics
- ACC 695 Internship (in data analytics)

Additional Elective courses (6 credit hours)

Students may take 6 credits from the following:

- Courses from the Tax, Data Analytics, or Financial Reporting tracks provided that they are not fulfilling ACC Elective requirements
- ACC 690 Current Topics in Accounting
- ACC 695 Accounting Internship (up to 3 credit hours of an internship course can be taken for credit)

- 400- to 600-level courses from the Shidler College of Business (BLAW, FIN, HRM, ITM, MGT, MKT, RE), the Asian Field Study (BUS 677), or selected courses in PACE, LAW, COM, or COMG (business courses may not include MBA core classes BUS 619-632, BUS 696)

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

Thesis Option

In consultation with an advisor, a student may opt to do a research thesis in place of ACC 660 and three elective credits. Thesis students enroll in ACC 700 Thesis Research.

Finance

Department of Finance

BusAd C-305

2404 Maile Way

Honolulu, HI 96822

Tel: (808) 956-6675

Fax: (808) 956-9887

Web: shidler.hawaii.edu/majors/finance

Faculty

*W. Huang, PhD (Chair)—finance

*J. Ai, PhD—risk management and insurance

B. Bystrom, MA, MBA—finance

*R. Chang, PhD—finance

*H. Chen—risk management and insurance

J. Kim, PhD—finance

*Q. Liu, PhD—finance

*E. Mais, PhD—finance

T. Messinger—finance

*M. Misawa, PhD—international finance and banking

*N. Ordway, PhD—real estate

N. Patel, PhD—finance

*G. Rhee, PhD—finance

*V. Roley, PhD—economics

*H. Spilker, PhD—finance

Degrees Offered: BBA in finance, MS in finance

The Academic Program

The department offers courses in finance, business law, real estate, and insurance.

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, personal financial planning, Asian finance, and real estate 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 311
- Four elective courses from:
 - FIN 301, 305, 307, 321, 331, 341, 412, 415, 444, 450, 490;
 - RE 300, 310, 330, 390, 420;
 - INS 300, 411, 431

For information on a Bachelor Degree Program Sheet, go to www.manoa.hawaii.edu/ovcaa/programsheets/.

Graduate Study

Master of Science in Finance (MSF)

The Master of Science in Finance (MSF) is a full-time, one-year, non-thesis, finance graduate degree program that requires 30 credits to complete. The program will provide students in-depth knowledge in the principles and practices of finance and broaden their opportunities to work in finance-related careers, such as commercial banking, investment management, wealth management, financial planning, risk management and insurance, and real estate, etc.

Upon completion of the MSF program, graduates will be able to achieve the following outcomes:

- Students will be able to learn advanced theories and best practices in the financial industry.
- Students will learn comprehensive knowledge necessary for obtaining the CFA (Chartered Financial Analyst®), the FRM (Financial Risk Manager™), the CFP (Certified Financial Planner®), and/or the ASA (Associate of the Society of Actuaries) certifications.
- Students will master in-depth knowledge for conducting practical research in the areas of equity valuation, portfolio management, and risk management and insurance.
- Students will obtain solid foundation in financial management that will be valuable if they pursue further graduate studies such as PhD program in finance.

There are two pathways to earn the MSF degree.

■ Integrated 4+1 Pathway

The 4+1 Pathway for MSF is an integrated, five-year program that is designed for students at the Shidler College of Business who want to earn both an undergraduate and graduate degree in finance. Shidler Finance majors will be able to apply to the MSF Program toward the end of their junior year or early in their senior year. If accepted, they will be able to take up to two 600-level and one 400-level courses as an undergraduate. These courses will be allowed to count toward their undergraduate and graduate degrees. This means that during their +1 year (i.e., 5th year at UH Mānoa), they will need only 21 instead of 30 credit hours to earn the MSF degree.

■ One-Year MSF pathway

Applicants who are not Shidler Finance majors will take this regular pathway for the MSF program. They will take 30 credit hours of Masters level courses. If they do not have BBAs in Finance or related areas, they will need to take

additional courses in economics, accounting, and finance, in addition to the 30 graduate credit hours OR petition the Faculty Director to waive one or more of these courses based on taking course equivalents as part of their academic program.

MSF Degree Requirements*

- The MSF degree requires 30 hours of credit for course work
- MSF Foundation Courses (6 credits)
 - FIN 633 Problems in Business Finance
 - FIN 634: Investment Analysis and Management
 - MSF Functional courses (21 credits minimum; courses can be overlapping across functional areas)
 - FIN 625: International Monetary Systems and Global Financial Markets
 - FIN 639: International Banking
 - FIN 641: Entrepreneurial Finance
 - FIN 653: Portfolio Optimization
 - FIN 654: Financial Derivatives
 - FIN 655: Financial Forecasting
 - FIN 656: Insurance and Risk Management
 - FIN 660: Seminar in Finance
 - BUS 699: Directed Reading and Research
 - MSF Capstone (3 credits)
 - FIN 661 Research Seminar
- *Subject to change

MSF Admission Requirements

For the Integrated 4+1 Pathway

- A cumulative grade point average of 3.0 or higher
- “B” or better in BUS314: Business Finance
- Statement of objectives
- Official transcript
- Two letters of recommendation (at least one from Shidler Finance faculty)

For the One-Year 4+1 Pathway

- A bachelor’s degree from an accredited college/university or equivalent
- A cumulative grade point average of 3.0 or higher
- Statement of objectives
- Resume
- Official transcript
- Two letters of recommendation
- International Students: TOEFL 600 or IELTS 7.0 scores*

*Applicants who do not meet these requirements may still be granted admission but may be required to take a placement exam at the time of matriculation and/or to take English language classes in addition to their MSF course work.

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
 Email: shidleritm@hawaii.edu
 Web: shidler.hawaii.edu/majors/management-information-systems

Faculty

*T. Bui, PhD (Chair)—information systems
 *H. M. Chen, PhD—information systems
 *E. Davidson, PhD—information systems
 *P. Karhade, PhD—information systems
 *F. N. Kazman, PhD—computer science
 *R. Minas, PhD—information systems
 *D. Port, PhD—computer science
 *B. Xiao, PhD—information systems

Degrees Offered: BBA in management information systems, MS in information systems

The Academic Program

The focus of the Department of Information Technology Management includes management of information technologies within organizations, application, development and use of information systems for management and business.

Undergraduate Study

BBA in Management Information Systems

The Management Information Systems (MIS) major learns how to analyze opportunities for business change and growth using information technologies (IT), to design and develop business solutions that utilize IT, and to manage projects to implement IT-related change. Designing and managing information flows within and between firms and their customers is critical in today's business enterprise. All firms in every type of industry—large or small, for-profit or not-for-profit—rely on information systems and technologies for ongoing operations and future strategies. The internet and other information technologies also create entrepreneurial opportunities for new or existing firms. Many of today's leading firms grew rapidly from IT innovation.

The MIS major offers students the flexibility to focus course work on business analysis, system analysis and design, and business analytics. MIS majors are prepared for careers in project management, business analysis, networking, system architecture and design, technical support, business analytics, and e-commerce. MIS majors are prepared to work as in-house information systems staff, as consultants for information systems and accounting firms, as independent contractors, and as business entrepreneurs. The Bureau of Labor Statistics forecasts increasing job growth for MIS-related careers.

Requirements

- ITM 352, 353, 354, 431

- One elective from the following: ITM 321, 322, 385, 387 (various), 433, ICS 300- or 400-level course (excluding ICS 399 or 499)
- Double majors may use the following as their elective: ACC 409, MKT 362, 363 or 410
- Students who take both ICS 111 and 211 and achieve a grade of "B" or better may petition to waive the elective requirement.

For information on a Bachelor Degree Program Sheet, go to www.manoa.hawaii.edu/ovcaa/programsheets/.

Graduate Study

Master of Science in Information Systems (MSIS)

The MSIS degree is designed to provide advanced managerial and technology knowledge and skillsets that graduates need to meet demand for highly skilled information technology and systems (IT/IS) professionals. The MSIS program will prepare graduates for business, not-for-profit, and government enterprises, which require employees who are innovative, agile, technology-adept and responsive to today's technology powered economy. Competency is developed in the following areas: the role of information systems in organizations, data, information, and content management, IT infrastructure (including computer networks), IS management and operations (including IS security), and systems development and deployment.

Upon the completion of the MSIS program, graduates will have developed three core areas of competency: 1) Apply in-depth understanding of information technology capabilities and appropriate technological trends to provide information system solutions that are aligned with organization's strategies; 2) Apply sustainable approaches as well as appropriate technical and management techniques to design, implement, and maintain IT infrastructure, information systems, and data services; and 3) Develop and implement IT-enabled business processes for work units, teams, organizations, or markets to improve business activities and performance. Email: MSIS@hawaii.edu for more information.

Admissions Guidelines

- A bachelor's degree from an accredited college/university or equivalent
- A cumulative grade point average of 3.0 or higher
- Two letters of recommendation
- Resume
- Statement of objectives
- International Students: TOEFL 600 or IELTS 7.0 scores*

The program consists of 30 academic credit hours, or 10 courses. The curriculum will include courses in data analytics, statistics, enterprise systems, cybersecurity, business intelligence, project management, and a selection of special topics. The curriculum includes an industry-focused project as a capstone requirement. The program has two pathways: a bachelor's and accelerated master's pathway with 12 months of graduate education or a traditional master's pathway that is designed to take approximately 12-16 months. Applicants without prerequisite course work in business and information systems may require additional courses. Contact: MSIS@hawaii.edu for more information.

Bachelor and Accelerated Master (4+1) Pathway

The Bachelor and Accelerated Master Pathway for MSIS is an integrated, five-year program that is designed for students at the Shidler College of Business who want to earn both an undergraduate and graduate degree in Information Technology Management. In this program, students may complete up to 9 credit hours of work in the MSIS program in their final year of their bachelor's program. The remaining 21 credit hours are completed in one year as a graduate student in the MSIS program. Shidler MSIS majors will be able to apply to the MSIS Program toward the end of their junior year or early in their senior year. This program is for students who wish to enter professional careers in technical fields, such as business analysts, project managers, security analysts, or system development and implementation. Email: MSIS@hawaii.edu for more information.

Admissions Guidelines: Bachelor and Accelerated Master (4+1) Pathway

- A cumulative grade point average of 3.0 or higher
- "B" or better in ITM 353: Systems Analysis and Design
- Combined 3.5 GPA in BUS 310, 311 and ITM 352, 353
- Two letters of recommendation (at least one from ITM faculty)
- Statement of objectives

*Applicants who do not meet these requirements may still be granted admission but may be required to take a placement exam at the time of matriculation and/or to take English language classes in addition to their MSIS course work.

MSIS Degree Requirements

The MSIS degree requires 30 credit hours of course work.

MSIS Core (12 semester hours)

- ITM 682 Enterprise Data and Information Management
- ITM 685 Digitally-Enabled Business Processes
- ITM 684 Enterprise System Architecture and Management
- ITM 433 Advanced Security

Electives (12 semester hours)

- BUS 619 Data Analytics and Statistics for Business
- BUS 625 Digital Transformation with Information Systems and Technology
- ITM 680 Project Management, Information Technology and Change
- ITM 683 Business Intelligence and Data Analytics
- ITM 688 Management of Health Information Technology and Population Health
- ITM 660 Special Topics in Information Systems, e.g. (Big data analytics and visualizations; Data, Text and Web mining, Application development for IoT, mobile apps, Service analytics and Smart Service Systems)

Capstone Experience (6 semester hours)

- ITM 696 for Capstone project (3 semester hours taken twice, or 6 semester hours taken once)
- ITM 699 Directed Research (individually directed study guided by an ITM faculty member, to deepen knowledge in one of the core or elective course areas)

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: shidler.hawaii.edu/mhrrm

Faculty

- *S. Ghumman, PhD (Chair)—organizational behavior, management, international management
- *D. Bhawuk, PhD—cross-cultural management, positive psychology
- T. Chen, PhD—strategic management
- *R. H. Doktor, PhD—international business, organizational behavior, strategy
- T. Kreps, PhD—organizational behavior
- *M. Houshmand, PhD—family business
- *K. Ito, PhD—international business and strategic management
- *H. Nguyen, PhD—management
- *R. Robinson, PhD—angel investing, entrepreneurship and negotiations

Degrees Offered: BBA in entrepreneurship, BBA in human resources management, BBA in international business, BBA in management, Master of Human Resource 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 Entrepreneurship

Requirements

- MGT 320 (1B)
- FIN 341
- MKT 372
- Two elective courses from
 - BUS 475/476, 477
 - FIN 307
 - HRM 351
 - ITM 321, 385
 - MGT 341, 344, 345, 450, 461
 - MKT 341, 351, 352, 362, 363

For information on a Bachelor Degree Program Sheet, go to www.manoa.hawaii.edu/ovcaa/programsheets/.

BBA in Human Resources Management

Requirements

- HRM 351
- Four elective courses from
 - HRM 353, 354, 361, 453, 455, 468
 - HRM 463, 465, 467, 469
 - MGT 341, 344

For information on a Bachelor Degree Program Sheet, go to www.manoa.hawaii.edu/ovcaa/programsheets/.

BBA in International Business (Double major only)

Requirements

- FIN 321
- MKT 381
- MGT 342 or 343
- Two elective courses from
 - ANTH 416
 - ASAN 312, 320
 - BUS 367 (with international focus), 475/476 (3 credits only), 477
 - BLAW 360
 - ECON 415, 460, 461
 - FIN 331, 444, 470, 490C
 - HRM 469
 - MGT 320, 342, 343, 344 (with international focus), 460
 - MKT 361 (with international focus)
 - POLS 306, 315, 316
 - TIM 324, 425, 442
 - Third-year foreign language (301, 302 or both)
- Integrative, international experience

For information on a Bachelor Degree Program Sheet, go to www.manoa.hawaii.edu/ovcaa/programsheets/.

BBA in Management

Requirements

- HRM 351
- MGT 320(1B)
- MGT 341
- Two electives from
 - HRM 353, 354, 361, 453, 455, 463, 465, 467, 469(1B);
 - ITM 321;
 - MGT 342(1B), 343(1B), 344, 345, 348, 399, 450, 461;
 - MKT 321 if double majoring with Marketing

For information on a Bachelor Degree Program Sheet, go to www.manoa.hawaii.edu/ovcaa/programsheets/.

Graduate Study

Master of Human Resource Management

The Master of Human Resource Management (MHRM) degree caters to individuals who are seeking to expand their knowledge in the field of human resources. The program is also offered to the neighbor islands via video conferencing.

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 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, integrating other disciplines—especially organizational behavior, management systems, and labor and employment legislation. Contact: mhrm@hawaii.edu.

Minimum Qualifications

- A bachelor's degree from an accredited college/university or equivalent

- A grade point average of 3.0 or higher
- Two years' professional/managerial post-baccalaureate employment preferred
- Resume
- Statement of objectives
- Two letters of recommendation
- Interview
- For international students: TOEFL or IELTS score
- No GMAT or GRE required

The program consists of 30 academic credit hours, or 10 courses. The curriculum will include the foundation courses (compensation, staffing, training, global human resources and finance leadership, organizational development, labor and negotiations, an integrative capstone experience, and an elective. The MHRM is a cohort program where students will go through the entire program as a group. Classes meet Wednesday evenings and alternating Saturdays. The program should take approximately 16 months.

Requirements

- HRM 671: Human Resource Management
- HRM 672: Training and Development
- HRM 673: Advanced Organizational Behavior
- HRM 674: Finance for Human Resource Management
- HRM 675: Compensation
- HRM 676: The Staffing Process
- HRM 677: Negotiations & Labor Relations
- HRM 678: International Human Resources
- HRM 679: Human Resource Management Topics
- HRM 680: Human Resource Management Capstone

Marketing

Department of Marketing
 BusAd C-303
 2404 Maile Way
 Honolulu, HI 96822
 Tel: (808) 956-6692
 Fax: (808) 956-9886
 Email: mktg@hawaii.edu
 Web: shidler.hawaii.edu/majors/marketing/

Faculty

- *D. L. Alden, PhD—health care decision making, brand communications, cross-cultural psychology
- C. Cannon, PhD—consumer behavior, luxury consumption, resource scarcity, social hierarchy, gift giving
- *Q. Chen, PhD—social technology, innovation, marketing strategy, knowledge management
- *N. Hartmann, PhD—personal selling, sales management, retail management
- K. Holden—marketing research, marketing strategy, digital marketing
- *M. Hu, PhD—luxury marketing, international marketing, consumer behavior research
- S. Kim, PhD—quantitative marketing, marketing analytics, data-driven marketing, marketing research
- *A. P. Palia, DBA—strategic market planning, positioning, marketing decision support systems
- C. Paranal, PhD—digital marketing, marketing analytics, marketing strategies, marketing operations & technology
- *N. E. Synodinos, PhD—consumer behavior, marketing research
- *S. L. Vargo, PhD—marketing theory, service-encounter evaluation, buyer-seller relationships, brand evaluation and extension

*Y. Zheng, PhD—judgement and decision making, consumer welfare, marketing strategy

Degrees Offered: BBA in marketing, MS in marketing management

The Academic Program

Marketing (MKT) develops managerial and analytical skills that are critical to building mutually beneficial relationships between organizations and customers. Without highly satisfied and loyal customers, businesses and non-profit institutions can't survive. To this end, marketing course work helps students learn how to effectively manage new product development, existing product improvement, distribution/logistics, brand communications, and pricing strategy.

Cutting edge classes in the major focus on marketing research and analytics, customer relationship and database marketing, social media and digital communication management, sales management, consumer psychology, retail management, creativity, global marketing, and marketing for entrepreneurs.

Undergraduate Study

BBA in Marketing

Major Requirements

As undergraduate BBA marketing majors, students take 3 core classes (MKT 311, consumer behavior; 321, marketing research; and 391, advanced marketing strategy, and two marketing electives. The combination of core and elective course work allows students to pursue tracks in one of several marketing specialty careers including: brand manager, social media and digital communications manager, advertising account executive, sales manager, and customer analytics manager.

- MKT 311, 321, and 391
- Two elective courses from MKT 331, 332, 341, 352, 361, 362, 363, 368, 372, 381, 410, 411B

For information on a Bachelor Degree Program Sheet, go to www.manoa.hawaii.edu/ovcaa/programsheets/.

Graduate Study

Master of Science in Marketing Management

The demand is strong and growing for marketing managers who have the advanced skills needed to build long-term customer relationships. Although a BBA in marketing is a useful entry-level degree for many positions, increasing competition and a rapidly changing economic environment require higher levels of marketing expertise. Meeting this demand, the Shidler Master of Science in Marketing Management (MSMM) offers a full-time, one-year program that provides students with in-depth expertise in marketing management and broadens their opportunities to work in marketing-related careers. There are two pathways to earning the MSMM degree.

Pathway 1: 4+1 MSMM (BBA + MSMM)

The 4+1 MSMM program is designed for current undergraduate marketing students enrolled at the Shidler College of Business. The 4+1 MSMM offers the following benefits: 1) waiver of GMAT or GRE for admission; 2) lower undergraduate tuition rates for up to nine credits towards

the MSMM degree; 3) potential completion of the MSMM degree in less than one year; 4) advanced admission and smooth transition; into a graduate program while finishing your undergraduate degree; and 5) classes are offered at night, so students can work during the day while enrolled in the MSMM.

Shidler undergraduate marketing majors are eligible to apply if they currently have at least two semesters remaining prior to graduation from the Shidler College of Business, have taken at least two upper-division marketing courses, and 3) Have a minimum 3.0 GPA overall.

Pathway 2: 1 Year MSMM Program

Students who are not Shidler marketing majors are welcome to apply. 30 credit hours of masters level courses will be required for the MSMM degree. If applicants do not have BBAs in marketing from Shidler, they will need to take BUS 312, BUS 310, MKT 311, and MKT 321 in addition to the 30 graduate credit hours OR petition the faculty director to waive one or more of these courses based on equivalents taken as part of their previous academic program. Submission of either a GMAT or GRE score is not required but recommended. A minimum 3.0 GPA overall for undergraduate and graduate coursework is required.

MSMM Course Offerings

Thirty graduate credit hours are required for the MSMM. Up to 6 credit hours may be waived depending on graduate-level course equivalence. Students replace waived courses with desired classes that are approved by the MSMM Faculty Director. MSMM students take 9 courses across the three concentrations listed along with a 3 credit hour integrative experience. The integrative experience can be a consulting practicum, internship, or research thesis. The 3 course areas and relevant class listings follow.

Marketing Tools Courses (minimum of 9, maximum of 12 credit hours)

- Data Analytics and Statistics for Business (BUS 619)
- Marketing Research/Data Analytics (MKT 655)
- Digital Transformation with Information Systems (BUS 625) and/or Business
- Intelligence and Data Analytics (ITM 683)
- Creativity in Marketing (MKT 656) or Imagination, Entrepreneurship, and Problem Solving (MKT 411B)

Marketing Strategy Courses (minimum of 6, maximum of 9 credit hours)

- Services Marketing (MKT 657) or Advanced Marketing Management (MKT 651)
- International Marketing Management (MKT 653)
- Sales Leadership (MKT 650)

Brand Management Courses (minimum of 6, maximum of 9 credit hours)

- Strategic Brand Management and Marketing Communications (MKT 654)
- Digital Marketing Management (MKT 658)
- Consumer Behavior and Satisfaction Management (MKT 648)

Marketing Consulting Practicum, Internship, or Other “Culminating” Experience

- e.g., MKT 690 (Advanced Seminar in Marketing - 3 credit hour)

For more information, please visit: shidler.hawaii.edu/msmm.

School of Travel Industry Management

Administration

George Hall 346
2560 Campus Road
Honolulu, HI 96822
Tel: (808) 956-8946
Fax: (808) 956-5378
Email: timinfo@hawaii.edu
Web: www.tim.hawaii.edu
Interim Dean: R. Vance Roley

Faculty

- *I. Lin, PhD (Chair)—services/hospitality marketing, services/hotel management, consumer behavior, and human resources management
- *H. Wen, PhD (Graduate Chair)—information technology systems, e-commerce, e-consumer behavior, e-marketing, hotel operation management, supply chain management
- *J. Agrusa, PhD—hospitality
- *J. Chi, PhD—transportation economics, transport policy, applied economics
- D. Fitzgerald, MHRM—internships & career development
- *K. Seo, PhD—hospitality finance and accounting
- *L. Shulga, PhD—hospitality management
- *D. Spencer, PhD—tourism policy, planning and management
- G. Ronzoni, PhD, Instructor

Emeritus Faculty

D. J. L. Choy, PhD
F. Collison, PhD
J. Liu, PhD
P. Sheldon, PhD

General Information

The School of Travel Industry Management (TIM) is recognized as a leading educational institution in hospitality, tourism, and transportation management. TIM pioneered the concept of integrating all aspects of the travel industry under a single discipline. Built on a foundation of management science, TIM draws on a broad range of disciplines to provide high-quality education at the undergraduate and graduate levels to current and future professionals.

The visitor industry in Hawai'i provides TIM students many opportunities to gain experience in the field and to study applications of theory to practical business situations. TIM works closely with local, national, and international business organizations, as well as with various government and private professional organizations.

In addition to Hawai'i's travel industry environment, students benefit from a curriculum that has an international perspective with special emphasis in the Asia-Pacific region. The global importance of tourism and the increasingly interdependent nature of economic and political systems require a fundamental and multidisciplinary understanding of international issues. TIM's distinctive curriculum and outstanding faculty, the success and importance of tourism as the leading industry in Hawai'i, and the international focus of the programs provide students a unique educational environment and experience.



Mission

As a professional program within a land-grant institution, the School of Travel Industry Management has linked its mission with the state's economic interest in tourism, Hawai'i's largest economic sector. The mission of TIM, as a leading regional professional institution, is to develop and disseminate hospitality, tourism, and transportation concepts, knowledge, and skills through global leadership in teaching, research, training, and outreach. These activities contribute to economic, sociocultural, and environmental sustainability, including supporting and enriching host cultures.

With this mission, the school's objectives are threefold: (a) to prepare individuals for leadership and professional positions in the travel industry through education and training, (b) to generate new knowledge in the travel industry through research and graduate education, and (c) to provide service to the community, nation, Asia-Pacific region, and beyond.

Goals

Within its mission and objectives, TIM strives for the following goals:

1. Instruction—to provide high-quality education at the undergraduate and graduate levels on a statewide basis;
2. Research—to conduct basic and applied research relevant to the travel industry; and
3. Service—to be the leading travel-industry center for information resources and continuing professional education and training serving the state and the Asia-Pacific region.

Accreditation

TIM is fully accredited by the Accreditation Commission for Programs in Hospitality Administration (ACPHA).

Degrees

Undergraduate Certificates: travel industry management

Bachelor's Degree: BS in travel industry management

Master's Degree: MS in travel industry management

Advising

TIM Office of Student Academic Services
George Hall 346
2560 Campus Road
Honolulu, HI 96822
Tel: (808) 956-8946
Fax: (808) 956-5378

Academic advisors assist students with the selection of courses appropriate to their career goals, identifying career goals that are appropriate to their interests, understanding UH Mānoa policies and procedures, and identifying co-curricular activities and/or work experiences to help them develop skills and abilities outside the classroom.

Mandatory academic advising is required for all freshmen, sophomores, and new transfer students. All students are encouraged to see an advisor at regular intervals to plan for graduation in a timely manner. The Bachelor Degree Program Sheet and additional advising information can be found on the school's website. The Director of Internship and Career Development also provides internship and career advisement.

Seniors

Seniors must complete a degree check and file a diploma application prior to their final semester. Individual advising sessions for graduating seniors are held each semester.

Academic Policies

Good Academic Standing

Undergraduate TIM students must meet the following requirements to maintain good academic standing:

1. Cumulative GPA of at least 2.0 for all courses attempted at UH Mānoa for a grade. Transfer credits and courses completed under the CR/NC option are not included.
2. A GPA of at least 2.0 in the upper division TIM core and 2.0 in the TIM emphasis.
3. Satisfactory progress toward completion of degree requirements. This means students must enroll in courses required for the degree and complete these courses with acceptable grades.

Probation

A student who fails to meet any one of the academic standing requirements at the end of any semester is placed on probation. Probationary students must achieve a current (semester) GPA of at least 2.0 to be allowed continued registration. Failure to correct academic deficiencies may lead to suspension and eventual dismissal from UH Mānoa.

Withdrawal from Courses

Withdrawal deadlines are specified by UH Mānoa each semester, and students should take note of the relevant deadlines at the start of the semester.

Undergraduate Program

Areas of Emphasis

TIM offers two areas of emphasis within the BS program: hospitality management and tourism/transportation management. These emphases are a selection of courses, which constitute a more focused study in one area of travel industry management of interest to the student. The undergraduate instructional program is committed to the development of competent management personnel for the travel industry through a curriculum that enables students to develop leadership abilities to solve problems of a dynamic industry.

The global nature of the curriculum provides insight into the role and responsibilities of the industry within state, regional, national, and world perspectives, as well as the nature of service-based enterprises, business ethics, and societal constraints. In

addition, practical knowledge regarding operational aspects of the industry enables students to develop “reality skills” within the field.

Hospitality Management

The hospitality management emphasis is intended to provide students with the ability to apply problem-solving, decision-making techniques, and critical-thinking skills to meet current and future industry challenges. Students will study the relationship of the various constituencies (customer, owner, staff) in the management and operation of hospitality businesses, including lodging and food service establishments, as well as event management enterprises.

Courses in this area cover the following areas: management of hotel and food & beverage establishments; food quality management; hospitality financial control; events management; principles of sales and marketing hotels and resorts with a focus on public relations; advertising, pricing, and yield management; operating a commercial food-service facility either as a freestanding operation or as a part of a hotel, club, entertainment/recreation complex, or institution; resort development and management of hotel facilities and design; resort development and management and quantity/quality of food productions.

Graduating seniors take a capstone course in strategic management in the travel industry.

Tourism/Transportation Management

This emphasis focuses on strategic issues related to the tourism and transportation industries. Students can take a combination of tourism and transportation related courses or choose courses that focus on one of these two areas. Tourism management courses cover destination management; travel distribution systems; marketing and management principles within specific types of businesses, geography, and socio-cultural aspects of tourism; and sustainable tourism, cultural heritage, and destination management by cultural values. In transportation management courses, students will gain an understanding of the characteristics and importance of transportation systems (both domestic and international); major transportation modes; government, promotional, and regulatory activities in U.S. transportation; the role of transportation in tourism; the transportation systems that impact the economics of both Hawai'i and the U.S.; supply chain management; and the management of firms in various transportation modes. Course topics include government regulation and promotion, distribution and industry trends; tourist-related transportation systems, surface passenger transportation systems, and air transportation and the cruise business.

Graduating seniors take a capstone course in strategic management in the travel industry.

For information on a Bachelor Degree Program Sheet, go to www.manoa.hawaii.edu/ovcaa/programsheets/.

Program Learning Objectives for the BS Degree

1. Knowledge and Global Perspective
 - a. Identify and demonstrate skills relevant to the operational areas of hospitality and tourism management.
2. Effective Communication
 - a. Demonstrate effective written communication skills.
 - b. Demonstrate effective oral communication skills.
3. Leadership and Teamwork

- a. Demonstrate effective leadership skills, or traits of a leader.
 - b. Work productively, respectfully, and professionally as a team member.
4. Critical Thinking
- a. Analyze situations and develop alternative options to resolve identified issues.
 - b. Synthesize appropriate information to develop reliable, valid, and logical arguments.
5. Ethics and Stewardship
- a. Apply ethical behavior.
 - b. Evaluate the importance of host cultures to the global hospitality industry and utilize sustainable practices.

Admission Requirements

Classified UH Mānoa Students

Applications are available on the TIM website. Students must have a minimum cumulative GPA of at least 2.0 for all work attempted at UH Mānoa.

Transfer Applicants

Students attending other academic institutions must be admissible to UH Mānoa with a 2.0 cumulative transfer GPA for Hawai'i residents and a 2.5 cumulative transfer GPA for non-Hawai'i residents, and 24 transferable college-level credits.

Transfer Credits Policy

Please refer to the UH Mānoa Policy for Transfer Credits at manoa.hawaii.edu/admissions/policies.html#mini-three.

Definition: Transfer credits are credits received for previous courses completed at another institution of higher education that articulate with UH Mānoa courses.

Eligibility: Declared majors may request an evaluation of credits taken at other institutions of higher education through the Office of Admissions and Office of the Registrar.

All students are reminded that:

- A minimum of 30 credits must be taken at UH Mānoa.
- All courses at the TIM school that are designated at the "upper division" (300/400 level) cannot be satisfied with a course transferred from a two-year school.
- A minimum of 24 upper division TIM credits must be taken at the TIM school.

Application Procedures

Applications are available on the TIM website for classified degree students at UH Mānoa in other schools and colleges who wish to change majors. Applications must be received by **March 1** for fall admission and **November 1** for spring admission. Applicants who are not currently classified degree students at UH Mānoa must submit the UH System Application Form to the UH Mānoa Office of Admissions by the published fall and spring application deadlines.

School Requirements

To earn the bachelor of science degree, students must complete the following requirements:

1. Fulfill the UH Mānoa General Education Foundation Requirements: (12 credits)
 - a. One course in Written Communication FW: ENG 100, 100A, 190 or ESL 100 or AMST 111.
 - b. One course in Quantitative Reasoning FQ: BUS 250, NREM 203, MATH 203, 215, 241, or 251A.

- c. Two courses in Global and Multi-Cultural Perspectives (FG): TIM 102 for FGB and one course designated FGA or FGC
2. Fulfill the UH Mānoa General Education Diversification Requirements: (16-19 credits)
 - a. Two Arts/Humanities/Literature courses:
 1. COMG 151 or 251 for DA.
 2. Any course designated Literature DL. or designated Humanities DH
 - b. Three Natural Sciences courses:
 1. Any course designated Biological DB.
 2. Any course designated Physical DP.
 3. Any course designated Lab DY.
 - c. Two Social Sciences courses
 1. ECON 130.
 2. Any course designated DS other than ECON.
 3. Fulfill the UH Mānoa General Education Hawaiian or Second Language (HSL) Requirements. (12-16 credits) TIM requires that students achieve second-year proficiency. See the TIM advisor for information on waivers or earning up to 16 back credits.
 4. Fulfill the UH Mānoa General Education Focus Requirements. See the "Undergraduate General Education Requirements" section.
 5. Complete the TIM lower division requirements (13 credits): TIM 101, ACC 200, ACC 210, and ICS 101.
 6. Complete the internship program, (TIM 100, 200, and 300 or 400B or 400C), including 800 hours with at least one internship in the student's area of emphasis and one in the U.S.;
 7. Complete the TIM upper division core courses (21 credits with grades of C- or higher):
 - a. Statistics (BUS 310, ECON 321, NREM 310 or SOCS 225).
 - b. TIM 301, 302, 303, 304, 305, 306.
 8. Complete one of the TIM areas of emphasis with grades of C- or higher for each course:
 - a. Hospitality Emphasis (21 credits): TIM 313, 314, 333, 401 or 403, 431, one hospitality elective, and one Tourism/Transportation course.
 - b. Tourism/Transportation Emphasis (21 credits): TIM 350; one of (TIM 321, 324, 420 or 425); 431; three Tourism/Transportation electives; and one hospitality course.
 9. Earn a minimum of 120 credit hours with a minimum cumulative GPA of 2.0
 10. Complete at least 45 credits of upper division course work numbered 300 or higher.
 11. Complete at least 24 upper division credits in TIM.

For more information, please refer to the TIM Program Requirements Sheet and the UH Mānoa *Catalog* course descriptions.

Multiple Majors and/or Degrees

TIM students may pursue a multiple major/degree in the Shidler College of Business or another UH Mānoa college/school. Applicants for multiple major/degrees must have a minimum 3.25 cumulative GPA and submit a statement of purpose and academic plan. Applicants must apply separately and be accepted to both colleges and/or schools. For more information, contact a TIM advisor.

Certificate in Travel Industry Management

The certificate consists of 5 courses that provide basic fundamentals in travel industry management for non majors.

Students must apply to the TIM school to be accepted to the certificate program prior to enrolling in upper division TIM courses. Admission requirements include the completion of 24 college-level credits and may include other admissions requirements. The required courses are TIM 101 and four 300-level TIM courses: TIM 302, 303, 304, and 305 or 306. Please contact a TIM advisor for more information.

Graduate Program

The master of science (MS) degree program in travel industry management is designed to provide a specialized education through course work and research to master a broad set of interdisciplinary skills and knowledge. Students develop analytical abilities and the critical thinking skills necessary for careers in the travel industry. Students are also expected to engage in understanding and execution of research activities.

The program prepares students for careers and leadership roles in the travel industry, including tourism, hospitality, and transportation management, as well as areas covering the entire industry such as information technology, international hospitality management, strategic marketing, and global tourism analysis. Students can also explore specific topics of interest, including sustainable tourism, electronic commerce, services marketing, and management, among others. In addition, the program and faculty have a strong emphasis and expertise in travel and tourism in the Asia-Pacific region. Students come from diverse academic backgrounds, which contributes to a rich and stimulating classroom environment. There are, however, certain subjects that students must be familiar with in order to work from a common knowledge base in our courses. These subjects are: 1) introductory economics, 2) introductory financial and managerial accounting, and 3) introductory statistics. Completion of these courses at either the undergraduate or graduate level is required for graduation but not admission, and options are available for meeting this requirement.

Admission Requirements

The MS in travel industry management is designed for individuals who hold a baccalaureate degree and a demonstrated interest in the travel industry.

Minimum admission standards include a GPA of at least 3.0 in the baccalaureate work and in the last two years of undergraduate work. Applicants must attain a satisfactory score on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE). The GMAT is preferred. Students should take the GMAT unless it is not available. Where applicable, the Test of English as a Foreign Language (TOEFL) also is required. The minimum acceptable TOEFL score is 560.

Three letters of reference are required addressing the ability of the applicant to succeed in graduate study and to make future contributions to the travel industry. In addition, two years work experience or equivalent is preferred.

Degree Requirements

The MS is a 36-credit program. Both Plan A (thesis) and Plan B (non-thesis) options are available. Plan A and Plan B students must earn 21 credits in the following required core courses: TIM 601, 602, 603, 605, 606, 607, and 695.

Plan A (Thesis)

In addition to the 21 credits in required core courses, Plan A candidates must complete: three elective courses (9 credits) approved by the graduate chair; and TIM 700 Thesis Research (6 credits).

Plan B (Non-thesis)

In addition to the 21 credits in required core courses, Plan B candidates must complete: four elective courses (12 credits) approved by the graduate chair; and TIM 694 Professional Paper (3 credits).

Instructional and Research Facilities and Programs

Center for Tourism Policy Studies

The Center for Tourism Policy Studies (CTPS) was established in coordination with the World Tourism Organization as one of fourteen such centers throughout the world. CTPS conducts research for academic, government, and industry use, offers professional development programs, and provides technical assistance and other community services in tourism-related areas. Through its programs the CTPS has the following five objectives: 1) conducts research of interest to the travel industry and disseminates the findings and results to the academic, governmental, and private sector communities through publications, conferences, and lectures; 2) provides relevant career-oriented courses for Hawai'i residents through continuing education, outreach, and extension services; 3) provides professional development seminars at the regional and international levels; 4) maintains the Sunset Reference Center, a comprehensive tourism resource center; 5) maintains linkages with other research and training units within the university, other educational institutions, and tourism-related organizations in Hawai'i, the Asia-Pacific region, and worldwide.

Professional Development Programs

The TIM school's professional development programs are designed to improve managerial skills, exchange professional experiences, develop interrelationships among sectors of the travel industry, and increase awareness of the social, cultural, and economic implications of policy decisions. The Executive Development Institute for Tourism (EDIT) is held each year offering an intensive two-week program for executives and professionals in international tourism. TIM invites industry professionals to continuous learning by participating in the Hawai'i International Hotel and Hospitality Institute (HIHI) offering series of three days to one-week courses, occasionally held, for those with one or more years of experience in the hospitality field. TIM services also include planning, coordinating and conducting custom short-and long-term education and training programs for tourism and hospitality professionals, government leaders, universities and Edu-tourism programs to expand on participants' travel and learning experiences while in Hawai'i and within the Asia Pacific region.

Gee Technology Learning Center

The TIM school's state-of-the-art information technology center houses an executive video conference suite, a multi-media IT training lab, and the Leong Hop and Bernice C. Loui computer lab.

The Sunset Reference Center

With more than 10,000 items, including books, reports, statistical publications, article reprints, and subscriptions to more than 200 periodicals, the *Sunset* Reference Center has a comprehensive collection of specialized resource material on tourism in Hawai'i. The *Sunset* Reference Center provides research material for students, supports the research activities of faculty, and serves as a major resource center for the Asia-Pacific region.

ECO-Hawai'i Educational & Community Outreach

ECO-TIM is designed to extend TIM's expertise in and commitment to responsible tourism to the broader community in Hawai'i through community outreach, service, and continuing education. This program works with community associations, individuals, small- and medium-sized enterprises, and government organizations to provide outreach services and continuing education activities. Activities include outreach projects, lectures, courses, exhibits, forums, conferences, briefing notes, and internet-based information exchange.

Student Organizations

The TIM school has eight student clubs that provide opportunities for students to interact with their peers, meet industry leaders, and practice management skills through a wide variety of activities. These clubs are Travel Industry Management Student Association, Club Managers' Association of America (UH Chapter), Pacific Asia Travel Association (TIM Satellite Chapter), Young SKAL, American Hotel & Lodging Association Student Chapter, Eta Sigma Delta, Hospitality Sales and Marketing Association International Student Chapter, and Meeting Professionals International Student Chapter.

Honors and Awards

The TIM school provides scholarships and awards to qualified students. For a list of these scholarships, see the "Tuition, Fees, and Financial Aid" section of the *Catalog* as well as the STAR scholarship website.

Eta Sigma Delta

Membership in this international honor society for hospitality management is available to undergraduate and graduate students who have achieved outstanding academic records.

Outstanding Student Awards

These awards are given annually to students who have achieved outstanding academic and service performance. Awards include: Distinguished Student in TIM, Special Senior in TIM, Special Junior in TIM, and Outstanding Graduate Student in TIM.

Honors

For Honors Program information, see the "Honors" section of this *Catalog*. Students may apply for UH Mānoa undergraduate research awards.

Dean's List

For Dean's List information, see the Academic Honors in the "Undergraduate Education" section of this *Catalog*.