"The best source
in all the world
for highly skilled
international executives."**

LOWELL THOMAS

**"Marco Polos of Thunderbird,"
(Swartwout Enterprises, Scottsdale, Ariz.), 16 mm. color film.
It is the policy of American Graduate School of International Management not to discriminate on the basis of sex or handicap in its admissions policies and procedures, its educational programs, activities, or employment policies as required by Title IX of the 1972 Education Amendments and Section 504 of the Rehabilitation Act of 1973. Inquiries regarding compliance with Title IX and Section 504 may be directed to Director of Personnel, AGSIM, 59th Avenue and Greenway Road, Glendale, AZ 85306, telephone number (602) 978-7103 or to the Director of the Office for Civil Rights, Department of Health, Education, and Welfare, Washington, D.C. 20201.

American Graduate School, in keeping with its universal outlook, follows a policy of non-discrimination as to age, color, creed, ethnic origin, nationality, sex, handicap, and other artificial criteria, as specified by Federal laws and regulations, in the selection of teaching, administrative, and other personnel, and in the admission of students and allocation of facilities.

American Graduate School of International Management specifically reserves the right to make any changes it deems necessary in the tuition, fees, courses, admissions requirements, degree programs and their requirements, faculty, general rules, regulations, and academic policies stated in this Bulletin and to make such changes at any time without prior notification. Failure to read this material does not excuse students from the requirements described herein.

Inquiries and requests for informational data should be addressed to Dean of Admissions, American Graduate School of International Management, Glendale, Arizona 85306.
OBJECTIVES
of the
AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT

• To encourage knowledgeable, socially responsive and effective leadership in business, governmental and multinational institutions, and social agencies engaged in international operations.

• To provide an academically sound and pragmatically relevant Master's degree program in international management to a new generation of international executives.

• To foster international understanding by developing constructive, sympathetic and mutually satisfactory business and cultural relations among peoples of the world.

• To provide leaders who are capable of creative communication, who are fully aware of the needs and principles of international organizations, and who are committed to adapting scientific management to the promotion of a productive, prosperous and peaceful international environment.
William Voris, President of American Graduate School since September 1, 1971.
INDEX

Academic Board of Visitors ................................................................. 15
Academic Regulations ........................................................................ 56
Accreditation ...................................................................................... 56
Administration .................................................................................. 16
Admission Requirements .................................................................... 16
AFIA Worldwide Insurance Scholarship ............................................ 66
Alumni Educational Counselors:
  Domestic ......................................................................................... 111
  International .................................................................................. 122
Alumni Relations Office ..................................................................... 41
American Management Associations ................................................. 34
American Management Associations Scholarships ......................... 66
Application Procedures ..................................................................... 53
Arizona University Assistantships .................................................... 64
Armco International Fellowships ....................................................... 66
Auditing ............................................................................................. 57
Awards .............................................................................................. 60
Ayer, N. W. Foundation Scholarship ................................................ 67
Beijing Institute for Foreign Trade Program ........................................ 47
Board and Lodging ........................................................................... 62
Board of Fellows ................................................................................ 13
Board of Trustees ............................................................................. 12
Calendars .......................................................................................... 9
Campus — Location, Facilities, Services ......................................... 36
Career Services Center ...................................................................... 40
Certificate of Advanced Study .......................................................... 48
Change of Schedule ......................................................................... 58
China, People’s Republic of: See Beijing Institute Program .............. 47
Class Attendance ............................................................................. 58
Clubs ............................................................................................... 42
Concurrent Enrollment ..................................................................... 58
Conduct ............................................................................................. 59
Continental Grain Foundation Fellowship ......................................... 65
Course Descriptions:
  Department of International Studies .............................................. 78
  Department of Modern Languages ............................................... 90
  Department of World Business .................................................... 100
Course Load ...................................................................................... 58
Course Numbering .......................................................................... 75
Curriculum (note Changes for Fall 1982, Page 76-77) ....................... 72
Doctoral Programs: See Univ. of Denver, Univ. of Pittsburgh .......... 46
Dougherty Foundation Loans .......................................................... 70
Dining Facilities .............................................................................. 39
Drury College Cooperative Programs .............................................. 46
Duisberg Society, Carl, (Internships in Germany) .............................. 49
Emergency Loan Fund .................................................................... 71
England (Oxford Centre) Program ................................................... 48
English Language Requirements ..................................................... 96
Faculty ............................................................................................. 18
Federally Insured Student Loans ...................................................... 69
Fees ........................................................................................................ 61
Financial Aid to Students ..................................................................... 63
Financial Support of School ................................................................ 63
Foreign Students .................................................................................... 54
Founding Trustees .................................................................................. 14
Friends of Thunderbird Scholarship .................................................... 68
Grading System (Scholarship Standards) ................................................. 56
Graduate Management Admission Test .................................................. 52
Health Services ....................................................................................... 39
History ..................................................................................................... 32
Honors, Distinction (Graduation) ............................................................. 57
Housing ................................................................................................... 37
Howard, Celia M. Fellowship ................................................................. 67
IBM Fellowships .................................................................................... 66
Incomplete Grades ................................................................................... 59
Institute for International Studies & Training ........................................... 47
INTERCOM .............................................................................................. 41
International Studies Research Center (ISRC) ........................................... 37
Internship Programs ................................................................................ 49
Japan (I.I.S.T.) Program .......................................................................... 47
Johnson & Higgins Scholarship ............................................................... 67
Key Manager Courses ............................................................................ 33,50
Knight Scholarships, Alfred & Hattie ...................................................... 68
LASPAU Scholarship ............................................................................. 66
Library ..................................................................................................... 37
Loan Funds for Students ......................................................................... 68
Louis, John J. Loan Fund ....................................................................... 68
Maps ....................................................................................................... 128,129
Master of International Management Degree ......................................... 45,57
Masvidal, Raul A. Scholarship ................................................................. 67
Mexico (Guadalajara) Program ................................................................. 47
Morrow, Colonel Frank James Scholarship ............................................. 67
National Direct Student Loan Fund ....................................................... 69
Objectives ............................................................................................... 3
Organization of American States Fellowship .......................................... 65
Paine, Doris Memorial Scholarship ......................................................... 68
Peace Corps Assistantships .................................................................... 65
Placement Office (see Career Services Center) ....................................... 40
Post Office ............................................................................................... 41
Programs of Study ................................................................................ 45
Publications, Campus ............................................................................ 42
Refunds ................................................................................................... 62
Retaking Courses ................................................................................... 59
Rowe, Leo S. Pan American Fund ......................................................... 70
Rubicam, Raymond Fellowship .............................................................. 66
Scholarships (see Financial Aid) .............................................................. 63
Schurz, William Lylte Fund ................................................................... 68
Snyder, Martha Alumni Scholarship ....................................................... 68
Sobin, Julian and Lee Fellowship ............................................................. 67
Southern Methodist University Exchange Program ................................ 45
Spain (ESADE) Program ....................................................................... 48
Special Students .................................................................................... 48
Spouses — Special Tuition .................................................................... 61
Strong, Hattie M. Foundation ................................................................. 70
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Government (ASLC)</td>
<td>41</td>
</tr>
<tr>
<td>Suarez, Amalio M. Fellowship</td>
<td>65</td>
</tr>
<tr>
<td>Summer Session</td>
<td>47,48,53,62</td>
</tr>
<tr>
<td>Test of English as a Foreign Language</td>
<td>54</td>
</tr>
<tr>
<td>Thesis</td>
<td>57</td>
</tr>
<tr>
<td>Thomas, Robert K. Fellowship</td>
<td>66</td>
</tr>
<tr>
<td>Transcript Regulations</td>
<td>60</td>
</tr>
<tr>
<td>Transfer of Credits</td>
<td>58</td>
</tr>
<tr>
<td>Trustees Emeriti</td>
<td>14</td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>61</td>
</tr>
<tr>
<td>United States Steel Loan Fund</td>
<td>70</td>
</tr>
<tr>
<td>United Student Aid Funds Loans</td>
<td>69</td>
</tr>
<tr>
<td>University of Arizona Cooperative Program</td>
<td>45</td>
</tr>
<tr>
<td>University of Pittsburgh — Doctoral Program</td>
<td>46</td>
</tr>
<tr>
<td>University of Denver — Doctoral Program</td>
<td>46</td>
</tr>
<tr>
<td>Veterans</td>
<td>63</td>
</tr>
<tr>
<td>Veterans Assistantships</td>
<td>65</td>
</tr>
<tr>
<td>Waivers</td>
<td>73,75</td>
</tr>
<tr>
<td>Wilson, Pauline Memorial Loan Fund</td>
<td>71</td>
</tr>
<tr>
<td>Winterim</td>
<td>49</td>
</tr>
<tr>
<td>World-Wide Assistantships</td>
<td>64</td>
</tr>
</tbody>
</table>
ACADEMIC CALENDAR

FALL SEMESTER 1981
Orientation, Testing, Registration
Classes Begin, Financial Registration

Last Day for Late Registration, Changes in Schedule
Holiday - Labor Day
(Dining Hall Closed Sept. 5, 6, 7)

Thanksgiving Break - Dining Hall Closed

Last Day of Classes
Final Examinations
Commencement

WINTERIM 1982
Registration, Classes Begin,
Final Examinations
(Note: During Winterim some classes are held on Saturdays)

SPRING SEMESTER 1982
Foreign Student Day,
Orientation, Testing, Registration

Classes Begin, Financial Registration
Last Day for Late Registration; Changes in Schedule

Easter Break, Dining Hall Closed
Classes Resume

Last Day of Classes
Final Examinations
Commencement

SUMMER SESSION 1982
Foreign Student Day
Orientation, Testing, Registration
Classes Begin, Thunderbird Campus, Financial Registration
Classes Begin, Guadalajara Campus
Last Day for Late Registration, Changes in Schedule

Holiday - Independence Day
(Dining Hall Closed July 3, 4, 5)

AUGUST
Thurs./Fri. 27-28
Mon. 31

SEPTEMBER
Fri. 4
Mon. 7

NOVEMBER
Thurs./Sun. 26-29

DECEMBER
Fri. 11
Sat./Fri. 12-18
Fri. 18

JANUARY
Mon. 4
Fri. 22

FEBRUARY
Mon. 1
Fri. 5

APRIL
Fri./Mon. 9-12
Tues. 13

MAY
Fri. 14
Sat./Fri. 15-21
Fri. 21

JUNE
Wed. 2
Thurs./Fri. 3-4
Mon. 7
Wed. 9

JULY
Mon. 5

AUGUST
Tues. 10
Wed./Fri. 11-13
Fri. 13

FALL SEMESTER 1982
Foreign Student Day
Orientation, Testing, Registration
Classes Begin, Financial Registration

AUGUST
Wed. 25
Thurs./Fri. 26-27
Mon. 30
Last Day for Late Registration, Changes in Schedule
Holiday - Labor Day
(Dining Hall Closed September 4, 5, 6)

Thanksgiving Break, Dining Hall Closed

Last Day of Classes
Final Examinations
Commencement

WINTERIM 1983
Registration, Classes Begin
Final Examinations
(Note: During Winterim some classes are held on Saturdays)

SPRING SEMESTER 1983
Foreign Student Day
Orientation, Testing, Registration
Classes Begin, Financial Registration

Last Day for Late Registration, Changes in Schedule

Easter Break, Dining Hall Closed
Classes Resume

Last Day of Classes
Final Examinations
Commencement

SUMMER SESSION 1983
Foreign Student Day
Orientation, Testing, Registration
Classes Begin, Thunderbird Campus, Financial Registration
Classes Begin, Guadalajara Campus
Last Day for Late Registration, Changes in Schedule

Holiday, Independence Day (Dining Hall Closed July 2, 3, 4)

Last Day of Classes
Final Examinations
Commencement

FALL SEMESTER 1983
Foreign Student Day
Orientation, Testing, Registration
Classes Begin, Financial Registration

Last Day for Late Registration, Changes in Schedule
Holiday, Labor Day (Dining Hall Closed September 3, 4, 5)

Thanksgiving Break, Dining Hall Closed

SEPTEMBER
Fri. 3
Mon. 6

NOVEMBER
Thurs./Sun. 25-28

DECEMBER
Fri. 10
Sat./Fri. 11-17
Fri. 17

JANUARY
Mon. 3
Fri. 21

FEBRUARY
Fri. 4

APRIL
Fri./Mon. 1-4
Tues. 5

MAY
Fri. 13
Sat./Fri. 14-20
Fri. 20

JUNE
Wed. 1
Thurs./Fri. 2-3
Mon. 6
Wed. 8
Wed. 8

JULY
Mon. 4

AUGUST
Tues. 9
Wed./Fri. 10-12
Fri. 12

AUGUST
Wed. 24
Thurs./Fri. 25-26
Mon. 29

SEPTEMBER
Fri. 2
Mon. 5

NOVEMBER
Thurs./Sun. 24-27
<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last Day of Classes</td>
<td>Dec. 9</td>
</tr>
<tr>
<td>Final Examinations</td>
<td>Sat./Fri. 10-16</td>
</tr>
<tr>
<td>Commencement</td>
<td>Fri. 16</td>
</tr>
<tr>
<td>WINTERIM 1984</td>
<td></td>
</tr>
<tr>
<td>Registration, Classes Begin</td>
<td></td>
</tr>
<tr>
<td>Final Examinations</td>
<td></td>
</tr>
<tr>
<td>(Note: During Winterim some classes are held on Saturdays)</td>
<td></td>
</tr>
<tr>
<td>SPRING SEMESTER 1984</td>
<td></td>
</tr>
<tr>
<td>Foreign Student Day</td>
<td>Jan. 3</td>
</tr>
<tr>
<td>Orientation, Testing, Registration</td>
<td></td>
</tr>
<tr>
<td>Classes Begin, Financial Registration</td>
<td></td>
</tr>
<tr>
<td>Last Day for Late Registration, Changes in Schedule</td>
<td></td>
</tr>
<tr>
<td>Easter Break, Dining Hall Closed</td>
<td>Mar. 20/23</td>
</tr>
<tr>
<td>Classes Resume</td>
<td>Mar. 24</td>
</tr>
<tr>
<td>Last Day of Classes</td>
<td>Mar. 11</td>
</tr>
<tr>
<td>Final Examinations</td>
<td>Sat./Fri. 12/18</td>
</tr>
<tr>
<td>Commencement</td>
<td>Fri. 18</td>
</tr>
<tr>
<td>SUMMER SESSION 1984</td>
<td></td>
</tr>
<tr>
<td>Foreign Student Day</td>
<td>May 30</td>
</tr>
<tr>
<td>Orientation, Testing, Registration</td>
<td></td>
</tr>
<tr>
<td>Classes Begin, Thunderbird Campus, Financial Registration</td>
<td>Mon. 4</td>
</tr>
<tr>
<td>Classes Begin, Guadalajara Campus</td>
<td>Wed. 6</td>
</tr>
<tr>
<td>Last Day for Late Registration, Changes in Schedule</td>
<td>Wed. 6</td>
</tr>
<tr>
<td>Holiday, Independence Day</td>
<td>Jun. 4</td>
</tr>
<tr>
<td>Last Day of Classes</td>
<td>Aug. 7</td>
</tr>
<tr>
<td>Final Examinations</td>
<td>Wed./Fri. 8/10</td>
</tr>
<tr>
<td>Commencement</td>
<td>Fri. 10</td>
</tr>
<tr>
<td>FALL SEMESTER 1984</td>
<td></td>
</tr>
<tr>
<td>Foreign Student Day</td>
<td>Aug. 29</td>
</tr>
<tr>
<td>Orientation, Testing, Registration</td>
<td></td>
</tr>
<tr>
<td>Holiday, Labor Day (Dining Hall Closed September 1, 2, 3)</td>
<td>Sep. 3</td>
</tr>
<tr>
<td>Classes Begin, Financial Registration</td>
<td>Sep. 4</td>
</tr>
<tr>
<td>Last Day for Late Registration, Changes in Schedule</td>
<td>Sep. 10</td>
</tr>
<tr>
<td>Thanksgiving Break, Dining Hall Closed</td>
<td></td>
</tr>
<tr>
<td>Last Day of Classes</td>
<td>Nov. 14</td>
</tr>
<tr>
<td>Final Examinations</td>
<td>Sat./Fri. 15/21</td>
</tr>
<tr>
<td>Commencement</td>
<td>Fri. 21</td>
</tr>
</tbody>
</table>
BOARD OF TRUSTEES

MR. G. CLARKE BEAN, Chairman
Chairman of the Board Emeritus
The Arizona Bank

MR. EARL L. BIMSON
Director and Retired President
Valley National Bank
Phoenix, Arizona

MR. EDWARD M. CARSON
President and Chief Executive Officer
First Interstate Bank of Arizona, N.A.
Phoenix, Arizona

MR. E. T. COLLINSWORTH, JR.
President
Bliss & Laughlin Industries
Oak Brook, Illinois

MR. ROBERT W. FEAGLES
Senior Vice President, Personnel
The Travelers Insurance Companies
Hartford, Connecticut

MR. GEORGE F. GETZ, JR.
Chairman and Chief Executive Officer
Globe Corporation
Scottsdale, Arizona

THE HON. BARRY M. GOLDBRATER
United States Senator
Washington, D.C.

MR. JAMES L. HAYES
President
American Management Associations
New York, New York

MR. SHERMAN HAZELTINE
Retired Chairman of the Board
First Interstate Bank of Arizona, N.A.
Phoenix, Arizona

MR. G. R. HERBERGER
Chairman of the Board
Herberger Enterprises, Inc.
Scottsdale, Arizona

MR. EDWARD B. JULIBER
Edward B. Juliber Associates
Scottsdale, Arizona

MRS. JOHN W. KIECKHEFER
Chairman, Board of Trustees
Arizona Heart Institute Foundation
Phoenix, Arizona

MR. JOSEPH M. KLEIN
Chairman of the Board
Pluess-Staufer International Inc.
Marina Del Rey, California

MR. DAVID C. LINCOLN
President and Director
Vika Corporation
Phoenix, Arizona

MR. ROGER A. LYON
President
Valley National Bank
Phoenix, Arizona

MR. ROBERT McLellan
Vice President
Government Relations
FMC Corporation
Washington, D.C.

MR. ALFRED F. MISSI, JR.
Executive Vice President
Continental Bank
Chicago, Illinois

MR. E. V. O’MALLEY, SR
Chairman Emeritus
The O’Malley Companies
Phoenix, Arizona

THE HON. JOHN C. PRITZLAF, JR.
Arizona State Senator
Scottsdale, Arizona

MR. RICHARD SNELL
Snell & Wilmer
Phoenix, Arizona

MR. JULIAN M. SOBIN
Chairman of the Board
Sobin Chemicals, Inc.
Hong Kong

DR. MAE SUE TALLEY
Scottsdale, Arizona

MR. IB THOMSEN
President
Goodyear International Corporation
Akron, Ohio

12
MR. JAMES F. THORNTON  
Retired Chairman of the Board  
The Lummus Company  
Phoenix, Arizona

MR. DONALD B. TOSTENRUD  
Chairman of the Board  
The Arizona Bank  
Phoenix, Arizona

MR. DARROW TULLY  
Publisher/Executive Vice President  
Phoenix Newspapers, Inc.  
Phoenix, Arizona

MR. KEITH L. TURLEY  
Chairman of the Board and President  
Arizona Public Service Company  
Phoenix, Arizona

BOARD OF FELLOWS

MR. MALCOLM L. DENISE  
Retired Vice President  
Ford Motor Company  
Grosse Pointe, Michigan

MR. KARL ELLER  
President  
Columbia Pictures Communications  
Phoenix, Arizona

MR. A. R. GALE  
Greenwich, Connecticut

DR. EUGENE M. HUGHES  
President  
Northern Arizona University  
Flagstaff, Arizona

MR. WALTER T. LUCKING  
President and Chief Executive Officer  
Hackensack Water Company  
Harrington Park, New Jersey

MR. JAMES F. McCLOUD  
President  
Kaiser Engineers  
Oakland, California

MR. JOSEPH A. MOORE  
New York, New York

THE HON. WILLIAM C. TURNER  
Chairman  
Argyle Atlantic Corporation  
Phoenix, Arizona

DR. WILLIAM VORIS  
President  
American Graduate School of  
International Management  
Glendale, Arizona

MR. BERTRAM H. WITHAM, JR.  
Stamford, Connecticut

MR. THOMAS H. WOLFE  
President  
Anderson Clayton Oilseed Processing Division  
Phoenix, Arizona

DR. J. RUSSELL NELSON  
President  
Arizona State University  
Tempe, Arizona

MR. EDWARD N. NEY  
Chairman and Chief Executive Officer  
Young & Rubicam Inc.  
New York, New York

DR. ARTHUR L. PETERSON  
Dean, Special Programs  
Eckerd College  
St. Petersburg, Florida

MR. C. J. PILLIOD, JR.  
Chairman of the Board  
The Goodyear Tire & Rubber Company  
Akron, Ohio

DR. JOHN P. SCHAEFER  
President  
The University of Arizona  
Tucson, Arizona

MR. C. WILLIAM VERITY, JR.  
Chairman of the Board  
Armco Inc.  
Middletown, Ohio
TRUSTEES EMERITI

MR. CLAY P. BEDFORD
Scottsdale, Arizona

DR. G. HOMER DURHAM
Managing Director
Historical Department
The Church of Jesus Christ
of Latter-Day Saints
Salt Lake City, Utah

MRS. LAURENCE B. EMMONS
Green Valley, Arizona

DR. RICHARD A. HARVILL
President Emeritus
The University of Arizona
Tucson, Arizona

MR. C. R. KRIMMINGER
Attorney
Phoenix, Arizona

MR. W. R. MONTGOMERY
Retired Chairman of the Board
The Arizona Bank
Phoenix, Arizona

MR. HOWARD PYLE
Retired President
National Safety Council
Tempe, Arizona

MR. ALFRED ROBERTS
Retired Executive Vice President
S. C. Johnson & Son
London, England

DR. JOHN W. SCHWADA
Retired President
Arizona State University
Tempe, Arizona

MR. GEORGE F. SPAULDING
Scottsdale, Arizona

MR. GUY STILLMAN
Paradise Valley, Arizona

DR. J. LAWRENCE WALKUP
President Emeritus
Northern Arizona University
Flagstaff, Arizona

FOUNDING TRUSTEES

MR. FINLEY PETER DUNNE, JR.
Washington, D.C.

MR. E. V. O’MALLEY, SR.
Chairman Emeritus
The O’Malley Companies
Phoenix, Arizona

MR. FRANK L. SNELL
Snell & Wilmer
Phoenix, Arizona

MR. LOWELL THOMAS
Pawling, New York

MRS. BARTON KYLE YOUNT
Washington, D.C.
ACADEMIC BOARD OF VISITORS

DR. DONALD B. JOHNSON, Chairman
Professor of Political Science
University of Iowa
Iowa City, Iowa

DR. FRANCIS H. HORN
President Emeritus
University of Rhode Island
Kingston, Rhode Island

DR. JOHN J. JOHNSON
Professor Emeritus of History
Stanford University
Stanford, California

DR. LEE C. NEHRT
Owens-Illinois Professor of International Business
The Ohio State University
Columbus, Ohio

DR. PAUL ROSENBLATT
Dean, College of Liberal Arts
The University of Arizona
Tucson, Arizona

DR. ROBERT E. WILL
Wadsworth E. Williams
Professor of Economics
Carleton College
Northfield, Minnesota
ADMINISTRATION

President
William Voris, B.S., M.B.A., Ph.D., LL.D., LL.D.

Executive Vice President
Berger Erickson

Vice President for Academic Affairs
Marshall Geer, B.S., M.B.A., M.A., Ph.D.

Vice President for External Affairs
Robert G. Horn, B.S., M.A., Ph.D.

Vice President for Business Affairs
C. L. Stickland, Jr., B.S.

Dean of Admissions and Foreign Student Adviser
Robert L. Gulick, Jr., B.A., M.A., Ph.D.

Chairman, Department of International Studies
Joaquin M. Duarte, Jr., B.A., M.A.

Chairman, Department of Modern Languages
Robert M. Ramsey, B.A., M.A., Ph.D.

Chairman, Department of World Business
W. Richard Bossert, A.B.

Registrar and College Relations Officer
John James Arthur, B.A., B.F.T., M.A.I.M.

Assistant Vice President and Dean of Students
Stephen R. Beaver, B.A., M.Ed.

Director, Career Services Center
Charles H. Mannel, B.S., M.A.

Director of Personnel
Evelyn L. Theobald, B.A., M.B.A.

Director of Corporate and Foundation Relations
James R. Green, B.A., M.A.

Director of INTERCOM

Chief Librarian
Lora Jeanne Wheeler, B.A., B.S.
Director of Alumni Relations
  Thomas Bria, B.S., M.S., Ph.D.

Director of Communications
  Sonia V. Thurmond

Director of Development Services
  Liz Konold, B.A., M.I.M.

Director of Key Manager Courses
  Laurence M. Finney, A.B., B.F.T., M.A.

Manager, Data Processing Department
  James J. Meddles Lee

Business Manager
  Albert H. Fullerton, B.S.

Manager of Support Services
  Robert E. Klinger

Director of Food Services
  Anna Vickroy

Director of Physical Plant
  Robert T. Watts
FACULTY

William Voris, President of the School and Professor of International Management.

B.S. (1947), M.B.A. (1948), University of Southern California; Ph.D. (1951), Ohio State University; LL.D. (1972), Sung Kyun Kwan University, Korea; LL.D. (1976), Eastern Illinois University.

Dean, College of Business and Public Administration, University of Arizona. Professor and Chairman of the Department of Management, California State University at Los Angeles. Professor, The University of Teheran, Iran. Professor, The American University of Beirut, Lebanon. Advisor to the King Abdul Aziz University in Saudi Arabia. Author: Production Control; The Management of Production.

Marshall Geer, Vice President for Academic Affairs and Professor of Economics.


Assistant Professor, University of Colorado. Visiting Assistant Professor, University of Oregon. Assistant Professor, University of Northern Colorado. Fulbright Exchange Professor, La Universidad Autónoma de Guadalajara, Mexico.

Robert L. Gulick, Jr., Dean of Admissions, Foreign Student Adviser, and Professor of International Studies.

B.A. (1933), California State University, Chico; M.A. (1941), Ph.D. (1948), University of California, Berkeley.


Suguru Akutsu, Associate Professor of Japanese.

B.A. (1962), Keio University, Tokyo, Japan; M.A. (1971), Washington University, St. Louis, Missouri.

Exchange Professor, Institute for International Studies and Training (Boeki Ken-shu Center), Shizuoka-ken, Japan.

Philip D. Benson, Visiting Assistant Professor of World Business.


Assistant Professor of Economics, Mankato State University; Economist, Arizona Corporation Commission; Marketing Department, Heaberlin Industries, Inc.
Carmen Madrigal de Boller, Associate Professor of Spanish.

W. Richard Bossert, Associate Professor of World Business. Chairman, Department of World Business.
A.B. (1950), Indiana University.
Manager International Operations, Automotive Products Group, Rockwell International Corporation; Administrative Manager, International Division, Dana Corporation; Account Executive, PLATKA Export Corporation; Commercial Manager, International Division, Perfect Circle Corporation; Director of affiliates in Venezuela, United Kingdom, Portugal, Chile and Mexico.

Christa W. Britt, Associate Professor of German.

Clifford B. Call, Associate Professor of Spanish.

Andrew C. Chang, Professor of Chinese and Japanese.
B.A. (1956), National Taiwan University; M.A. (1964), Seton Hall University.
Master translator, Taiwan Telecommunications Administration. Specialist, Tourism Council, Republic of China.

John Gordon Conklin, Associate Professor of International Studies.
B.A. (1963) University of the Americas; M.A. (1966), Northern Illinois University; Ph.D. (1975), University of Arizona; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

Dennis M. Corrigan, Associate Professor of Portuguese and Spanish.
Clifton B. Cox, Professor of World Business.
B.S. (1941), M.S. (1948), Auburn University; Ph.D. (1950), Purdue University.
Vice Chairman and member of Executive Office and Executive Vice President, The Greyhound Corporation; Chairman and Chief Executive Officer, Armour and Company; Professor of Agricultural Economics, Purdue University; Visiting Research Professor, Harvard University; Assistant Professor, Auburn University.

Mary Anne Critz, Associate Professor of Portuguese.

Earl N. Culp, Associate Professor of World Business.
Vice President, White Motor International, S.A. President of Oliver International, S.A. Director of International Marketing for Kinetics of Vought Missiles and Space Company (LTV).

Robert G. H. Dequenne, Professor of French.
Diplôme Assistant Médical (1946), Institut de Médecine Tropicale, Prince Léopold, Antwerp, Belgium; B.A. (1961), Syracuse University, New York; M.A. (1965), Middlebury College, Vermont; Doctorat d'Université (1970), University of Paris (Sorbonne).
Assistant Professor, Head of the French Department, University of Redlands. Director, University of Redlands Summer-in-France at Tours, and University of Redlands European Program, Salzburg.

Joaquin M. Duarte, Jr., Dom Pedro II Professor of Luso-Brazilian and Hispanic American Studies. Chairman, Department of International Studies.

Consuelo E. de Estes, Instructor in Spanish.
Bachillerato Superior de Enseñanza (1944), Universidad Nacional de Colombia, Bogota.
Laurence M. Finney, Associate Professor of Spanish, Director of Key Manager Courses.

A.B. (1948), M.A. (1952), University of Kansas; B.F.T. (1952), American Graduate School of International Management.

Robert D. Foster, Associate Professor of Economics.


Associate Professor, Louisiana Tech University; Director, Dalhousie University; Associate Professor, St. Mary's University; Fiscal and Monetary Advisor, Robert R. Nathan Associates; Associate Professor, Wichita State University.

Carl R. Frear, Associate Professor of World Business.

B.S. (1948), University of Arkansas; M.B.A. (1958), Ohio State University; Ph.D. (1978) University of Arkansas.

Professor, Birmingham-Southern College; Associate Professor, Furman University; Manager, Planning and Analysis, Nuclear Division; Manager, Transportation Equipment Programs; Project Manager, Information Systems Group, Paris, Project Manager, Retail Information Systems, with General Electric Company.

Bahia Faraju'llah Gulick, Assistant Professor of Arabic.


Trained public school teachers twenty years in Iraq and Libya, taught Arabic and Persian, graduate level, at American Academy of Asian Studies.

Alfred J. Hagan, Associate Professor of World Business.

B.S. (1962), University of Maine; M.B.A. (1964), Indiana University; Ph.D. (1970), University of Texas at Austin.

Associate Professor, Pepperdine University; Associate Professor, University of Texas at Austin, Permian Basin; Assistant Professor, Arizona State University; Assistant Professor, University of Texas at Austin.

R. Duane Hall, Associate Professor of World Business.

B.A. (1951), M.B.A. (1959), University of Toledo.

Bryan Heathcotte, Associate Professor of Finance.
Assistant Professor of Finance, Arizona State University. Member, Board of Directors, Jacuzzi Bros., Inc.

Alice P. Johnson, Associate Professor of English as a Second Language.

Leon F. Kenman, Assistant Professor of English as a Second Language.
A.B. (1961), University of Cincinnati; M.A. (1967), Cornell University; Ph.D. (1975), University of Texas at Austin.

Taeho Kim, Associate Professor of Economics.
Research Economist, Korea Development Bank. Assistant Professor of Economics, Pennsylvania State University.

William King, Associate Professor of English as a Second Language.
B.A. (1969), California State University, Long Beach; M.A. (1971), University of Southern California.

André Klein, Associate Professor of French

Akihisa Kumayama, Associate Professor of Japanese.
Exchange Professor, Institute for International Studies and Training (Boeki Ken-shu Center), Shizuoka-ken, Japan.

Jane Chu-Mei Kuo, Associate Professor of Chinese.
B.A. (1969), National Taiwan University; M.A. (1974), California State University, Fresno.
B.A. (1962), Arizona State University.

Robert Laugier, *Associate Professor of French.*
B.A. (1971), Arizona State University; B.I.M. (1972), American Graduate School of International Management; M.A. (1973), Arizona State University; Maîtrise (1977), Université de Paris-Sorbonne.

Antoinette Lerond, *Assistant Professor of French.*
C.A.P.-E. (1952), Université de Nancy, France.
Assistant Professor of French, University of Hawaii.

John T. Lindholtz, *Professor of World Business.*
B.A. (1947), University of California, Los Angeles; B.F.T. (1948), American Graduate School of International Management; M.B.A. (1972), Arizona State University.

Karl P. Magyar, *Assistant Professor of International Studies.*
B.A. (1962), Michigan State University; Ph.D. (1973), The Johns Hopkins University.
Visiting Assistant Professor, Bowdoin College, Assistant Professor, University of Arkansas. American Council on Education Fellow, U.S. Department of Commerce (Washington, D.C. and Nigeria). Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

Richard Doyle Mahoney, *Assistant Professor of International Studies.*
Author: *Kennedy and Africa.*

Robert J. McMahon, *S. C. Johnson Professor of World Business.*
Product Promotion Magnager, Carrier Corporation, New York; Vice President, Group Head, Rumrill-Hoyt Company, New York; Vice President, Director of Marketing, Fuller and Smith and Ross, Pittsburgh; Senior Vice President, Director of Marketing, Lloyds Bank California. Board of Regents, Mount St. Mary's College; President and Chairman of the Board, Los Angeles Advertising Club. Author: *Marketing Planning, Marketing Planning For Banks.*
Rubén L. Meneses, *Instructor in Spanish*

James L. Mills, *Associate Professor of Economics.*
A.B. (1968), San Diego State University; M.S. (1971), Ph.D. (1973), University of Oregon.
Product Coordinator, Tomax, San Diego, California; Visiting Assistant Professor, Portland State University; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-Ken, Japan. Visiting Associate Professor, McMaster University, Hamilton, Ontario (1981-82).

Luz Molinar y Hermosillo, *Associate Professor of Spanish.*

Robert T. Moran, *Professor of International Studies.*
Assistant Professor, University of Minnesota. President, Intercultural Communications, Inc., Minneapolis. Co-author: *Managing Cultural Differences.*

Elyane Parshall, *Associate Professor of French.*
Diplôme d'Auxiliaire Social (1946), Institut des Hautes Etudes Sociales de Bruxelles; Attestation, second professional degree, Ecole Provinciale de Service Sociale, Charleroi, Belgium.
Assistant Director, Office of Professional Orientation, Thuin, Belgium.

Jaime Antonio Pérez, *Associate Professor of Spanish.*
Doctor en Derecho (1954), Universidad de la Habana, Cuba; M.A. (1964), Ohio University.
Assistant Professor and Assistant Director, Escuela Profesional de Comercio de Marianaq, Havana, Cuba. Private law practice, Cuba. Author: *Legislación Mercantil, Laboral y Fiscal.*

Issa Peters, *Professor of Arabic and Middle East Studies.*
Associate Professor, Defense Language Institute. Lecturer, Georgetown University.
Maria Carlota Figueiredo Pinheiro, Associate Professor of Portuguese.  
Licenciada em Letras Neolatinas (1961), Catholic University of Rio de Janeiro; Diploma of Associate of the Institute of Education (1962), University of London; M.A. in Education (1963), Teachers College, Columbia University; M.A. in Spanish-Portuguese (1966), University of Illinois.  
Assistant Professor of Romance Languages, Memorial University of Newfoundland, Canada. Head of Division of Tests and Measurements, City of Rio de Janeiro; Co-author: Elementary Portuguese Workbook.

Neraida Ramis, Associate Professor of Spanish.  

Robert M. Ramsey, Professor of English as a Second Language. Chairman, Department of Modern Languages.  
Director of Courses, Institute of North American Studies, Barcelona, Spain. Profesor Adjunto, Universidad Autónoma de Barcelona. Headmaster, American School of Barcelona. Professor, American College of Barcelona. Author: English Through Patterns, English for Communication.

Barbara L. Reed, Assistant Professor of Accounting.  
B.S. (1957), Wilmington College; M.S. (1975), Arizona State University.

Wallace Reed, Associate Professor of Accounting  
Vice President-Controller and Treasurer, Canadian subsidiary of Avon Products, Inc. Assistant to the President, Welco Industries, Inc. Controller and Personnel Director, Realistic Corporation. Staff Auditor, Arthur Andersen & Co.; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

Lidia Reyes, Associate Professor of Spanish.  
Doctora en Pedagogía (1960), Universidad de la Habana, Cuba; M.A. (1978), Arizona State University.  
Director of Escuela Agrícola e Industrial de Playa Manteca, Mayarí, Cuba.
Dorothy I. Riddle, Associate Professor of World Business.
Personnel Management, Richmond College, CUNY; Administrative Partner, Alternatives for Women; President, Board of Directors, Group Health of Arizona; Chief Psychologist, Marana Community Clinic, Arizona.

Helmut Robert Roessler, Associate Professor of German.
B.A. (1966), New Mexico State University; M.A. (1968), University of California, Irvine.

Paul J. Schlesinger, Associate Professor of Marketing, Lawrence A. Appley Chair of International Management.
B.S. (1947), Northwestern University.
Sales Service Manager, Columbia Broadcasting System, Western Division. Director Marketing Services-Senior Vice President for Business Affairs, Needham, Harper & Steers. Executive Vice President, President, Chairman of the Board, Tatham-Laird & Kudner. Trustee, Chicago Advertising Club; Chairman Central Region, National Director at Large, Chairman Government Relations Committee, American Association of Advertising Agencies.

Donald L. Schmidt, Assistant Professor of World Business.
Assistant Professor, University of Texas, El Paso; Colonel, U.S. Air Force (Ret.), Civil Engineering, management of aircraft system development and procurement, safety engineering.

Lilith E. Schutte, Professor of German.

Russell L. Sears, Librarian.

Paul Sun, Instructor in Chinese.
B.A. (1942), Waseda University, Japan.
Martin H. Sours, Professor of International Studies.
AID Officer, Southeast Asia. Exchange Professor to Graduate School of Foreign Trade, Sung Kyun Kwan University, Korea. Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

Beverly Tanner Springer, Associate Professor of International Studies.
Visiting Assistant Professor, University of Colorado. Visiting Lecturer, University of Northern Colorado.

Shoshana Baron Tancer, Professor of International Studies.
Private law practice, Arizona and District of Columbia. Chief of Translation Department, Allende and Brea law firm, Buenos Aires. Professor of Comparative Constitutional Law, Universidad Nacional Pedro Henriquez Urena, Santo Domingo. Author: Economic Nationalism in Latin America. Member, Board of Directors, Mountain Bell Telephone Co.

Wenlee Ting, Assistant Professor of World Business.
Bachelor of Economics (1970), University of Malaya; M.B.A. (1972), University of Washington; Ph.D. (1977), New York University.
Visiting Professor, Tatung Institute of Technology, Taiwan. Consultant, Tatung Company, Taiwan.

Andris Trapans, Associate Professor of Economics.
Research Economist and Consultant, Department of Economics, RAND Corporation.

Frank Tuzzolino, Assistant Professor of World Business.
B.S. (1968), Manhattan College; M.S. (1974), Polytechnic Institute of New York.
Assistant Professor of Finance, Long Island University.
Jorge Valdivieso, Professor of Spanish.

Jeanie Welch, Librarian.

Lora Jeanne Wheeler, Chief Librarian.
B.A. (1944), University of Utah; B.S. (1945), Columbia University.
Circulation librarian, reference librarian, University of Utah.

Elza E. White, Associate Professor of French.

Paul M. Wilson, Professor of Accounting for International Management.
B.S. (1937), Indiana State University; M.A. (1948), Ohio State University; C.F.A.
Auditor, Defense Plant Corporation, Ashtabula, Ohio; Member of the Board of Directors, Newbery Energy Corporation, Phoenix, Arizona.

Elizabeth M. Zeiner, Associate Professor of German.

Part-Time Instructors
Eugene Bond  
Nadiya Castro  
Sara Chang  
Leith Corbridge  
Elisabeth Hicken  
Gregory Hight  
Agnes Hofmann  
Frank Jackle  
Berthold Koester  
Dora McGrew  
George Renwick  
William Weidemaier  
Elisabeth Wiemer  
Craig Woodruff

Faculty Emeriti
Etelvina Dietrich
Maestra Normal (1933), Instituto del Profesorado en Lenguas Vivas, Buenos Aires, Argentina.
Assistant Professor Emerita of Spanish.
Francisco L. Gaona
B.A.S. (1930), George Williams College; Maestro en Letras (1949), Doctor en Letras (1958), Universidad Nacional de México.
Professor Emeritus of Spanish.

Frank R. Jackie
B.S. (1931), Southwest Missouri State University; M.A. (1935), University of Missouri; Ph.D. (1967), Stanford University.
Professor Emeritus of Modern Languages.

Daniel C. Kaufherr
B.A. (1927), Cornell University.
Professor Emeritus of International Marketing.

John Steven Kelley
Professor Emeritus of International Studies.

Christian A. Larsen
University of Washington.
Professor Emeritus of World Business.

Alvin M. Marks
Litt.B. (1930), B.S. (1932), M.Ed. (1934), Rutgers University.
Professor Emeritus of International Management.

Maria L. de Noronha
B.A. (1922), Manhattanville College of the Sacred Heart; Diplomada pela Faculdade de Letras (1954), Universidade de Lisboa.
Assistant Professor Emerita of Portuguese and Spanish.

Gerard R. Richter
University of Berlin
Professor Emeritus of World Business.
INTERNATIONAL CAREERS

The interdependence of nation states and their economies is causing an enormous increase in worldwide financial flows. Governmental agencies of all nations, as well as a wide range of non-governmental, social, religious, and educational organizations, are assuming greater and more complex international obligations.

The number of passports issued by the U.S. Department of State for business purposes alone increased from 39,940 in 1970 to 202,450 in 1979.

According to a recent study by Golightly & Co. International, Inc. (New York), international business experience has become an important factor in choosing today's chief executive officers. Approximately one third of the chief executive officers of the largest U.S. companies today had previous international business experience.

This rapidly expanding involvement of Americans in international activities has created a critical need for executive managerial talent in the fields of marketing, finance, business management, advertising, governmental operations, welfare services, and technical assistance to developing areas. It has also created an urgent need for the training of foreign nationals in American managerial practices and technical skills for application and adaptation to local environments in both home industries and global corporations.

An international career, however, imposes special obligations and requires unusual talents on the part of an individual. Young executives are expected to assume broader and more responsible positions earlier in their careers. They must display empathy toward peoples of other cultures as well as possess the ability to adjust readily to unusual surroundings.

To meet these special demands imposed on international managers, a distinctive education is required other than that usually offered by the traditional M.B.A. program. Such an education:

- Places a premium on conversational proficiency in a foreign language in order to enable executives to communicate directly with their counterparts and subordinates in their work and social relations overseas.
• Demands an understanding of the cultural milieu of the countries in which they will serve and an ability to deal with the changing social, economic, and political conditions they will face.

• Requires knowledge of the advanced technical skills and special managerial methods required at the international level of corporate or institutional responsibility.

The tripartite curriculum of American Graduate School of International Management provides a blend of intensive training in the practical realities of international finance and business management, knowledge of the complexities of serving in a leadership capacity in a variety of cultural settings, and conversational proficiency in a major foreign language. The individual completing this integrated, tripartite curriculum is able to perform at a high level of international managerial responsibility.

The degree of Master of International Management provides its holders with the initial requisite background to work in a significant managerial capacity on a global basis. Several thousand AGSIM graduates reside overseas. Many more are based in the United States (some representing foreign companies) and undertake occasional foreign assignments or periodic business trips overseas. Others have no interest in careers overseas, yet by studying at the School they are able to engage in the ever-widening involvement of multinational corporations and other interests.

The curriculum is designed to appeal to men and women of vision, imagination, and initiative who seek practical training in the specialized tools required for work at the international level along with a broadening of their intellectual perspectives.

This program of intensive, practical education is relevant to the increasing demands placed upon the international executive and has led to AGSIM graduates being hired by over 2,600 organizations in both the public and private sector, since the founding of the School in 1946.

HISTORY

Origin of the School
One man who clearly understood the need for specialized training to meet the growing need for international executive talent was the late Lieutenant General Barton Kyle Yount (1884-1949), who was Commander of the U.S. Army Air Force Training Command during World War II. He realized that U.S. business was going to be widely involved internationally once the war was ended. He also realized that very few
Americans were properly trained for international assignments, as evidenced by the prevalent criticism of the behavior of American businessmen abroad. He decided to do something about the problem.

The School was founded in April 1946 by General Yount and Finley Peter Dunne, Jr., in association with a group of internationally minded citizens of Phoenix, Arizona, under the name of the AMERICAN INSTITUTE FOR FOREIGN TRADE. The name was officially changed in November 1968 to THUNDERBIRD GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT, and in December 1973, it was changed to AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT. The founders' vision was to create a national center of higher education where men and women might prepare themselves for careers in international commerce and management, in either industry or government service.

The School (then A.I.F.T.) was chartered as a non-profit Arizona corporation on April 8, 1946, with General Yount as President and Mr. Dunne as Secretary-Treasurer. In June of that year, the War Assets Administration turned over to the new school Thunderbird Field No. 1, a deactivated pilot training center sixteen miles northwest of Phoenix. At the same time, a capital fund was made available in the form of unsecured loans, granted as a public service by Arizona Bank, Bankers Trust Company, Chase Manhattan Bank, First National Bank of Arizona, Valley National Bank, and the Directors of the School.

The School started classes on October 1, 1946. The first class graduated on June 15, 1947.

In exploring the character of the specialized training to be offered, the founders requested and received much valued advice from the United States Office of Education, from many others in the field of education, from other government agencies, and from some thirty leading corporations and financial institutions which freely discussed their world-wide personnel problems and the kind of training they considered most desirable.

**Key Manager Courses (see also Page 50)**

By 1951, the standard one-year educational program of the School had gained such a high reputation that leading corporations requested the development of a special executive training course. A separate
program was arranged, the Key Manager Courses, to give corporate executives and their spouses intensive conversational language training in preparation for their being sent overseas. The standard graduate program and the Key Manager Courses are separate and unrelated.

**Affiliation with American Management Associations**

On July 1, 1963, the School became affiliated with American Management Associations. This significant step was positive recognition by AMA of the value and importance of the School's specialized education in the field of international management.

AMA has 80,000 members representing the "Fortune 500" and practically every large and medium-sized business concern in the U.S. as well as a substantial number of organizations and individuals in the public sector. AMA/International lists many additional organizations throughout the world. AMA conducts a wide variety of educational activities dedicated to finding, developing, and sharing better methods of management. One of the divisions of AMA is the Society of Advancement of Management (S.A.M.), with its campus and senior chapters located in the cities throughout the country, including one on Thunderbird Campus.

Recognizing the need for developing specialized areas of training for foreign business management, AMA/International has centers in Brussels (Management Centre Europe), Toronto, Mexico City, and Sao Paulo, Brazil. It also maintains "Correspondent Association" relationships with management organizations in over 30 nations throughout the world. Its international seminar division holds a wide variety of domestic meetings dealing with the conduct of international business, the details of dealing with specific foreign nations, and the myriad concerns of today's international managers. Detailed information on all activities is available from AMA at 135 West 50th Street, New York, New York 10020.

AMA's relationship with AGSIM comes as a natural sequence of the AMA/International program, and is very beneficial to the School. All of the educational facilities of AMA such as its library and Management Information Service, seminars, and publishing resources are available to members of the faculty and student body of AGSIM. As important is the very direct connection with unquestioned leaders of American business, whose interest in the work being done on the Campus has led to even greater interest in our graduates.
With the advantages of this relationship, the School retains its complete academic independence as a private institution of higher learning.

President’s “E” Award
On November 9, 1965, the United States Government presented the President’s “E” Certificate for Export Service to the School for an outstanding contribution to the Export Expansion Program of the United States. The President’s “Star E” Award was presented on March 24, 1971.
THUNDERBIRD CAMPUS

Location
American Graduate School is situated sixteen miles northwest of Phoenix in Glendale, Arizona. The Valley of the Sun, of which Phoenix is the principal city, is recognized as one of the great winter resort areas of the country, famed for its agreeable climate and extensive recreational facilities. In the Valley area, the sun shines 85 per cent of the daylight hours, and the average yearly rainfall measures around 8 inches. Elevation is 1,100 feet.

The Campus, located in Glendale (about 100,000 population), is at the junction of 59th Avenue and Greenway Road, and the main entrance is on 59th Avenue. If coming from the north-south direction, take Black Canyon Freeway (Interstate 17) to either Bell Road, Greenway Road, or Thunderbird Road, and drive west 4 miles to 59th Avenue. Greenway Road is midway between Bell and Thunderbird. If coming from the west, the best approach is via Bell Road to 59th Avenue.

Easily accessible by car are the ski resorts of Flagstaff, spectacular Grand Canyon, as well as the Mexican State of Sonora. For those preparing for careers in Latin America, the proximity of Mexico is of great and enjoyable advantage.

Facilities
The Campus consists of 160 acres. The buildings occupy approximately sixty acres of landscaped grounds. The buildings are of the long, low ranch-style, characteristic of western architecture.

There are eleven dormitory buildings arranged to form three quadrangles of lawn and shrubbery. The central quadrangle contains a swimming pool. The West Apartments, completed in 1971, are available for married students. They consist of 50 units in three double-story buildings, including a lounge and related facilities.

A special Key Manager residence and seminar building and 13 faculty residences are also located on the campus, as well as a Faculty Building and several classrooms. The main classroom complex, The Frank L. Snell Learning Center, completed in the fall of 1980, contains 29 rooms.
Barton Kyle Yount Memorial Library
In the fall of 1970, a new building was constructed to house the Library. The facility includes study areas and is equipped with copying machines, electric typewriters, and microfilm readers.

The resources of the Library, constantly increasing, are specifically chosen to support the unique AGSIM curriculum. The book collection numbers approximately 75,000 volumes, concentrated on the various phases of international management, international relations and the history and background of various areas of the world. Language study is reinforced by collections in Arabic, Spanish, Portuguese, French, German, Chinese, and Japanese. Additional books may be secured through interlibrary loans from other institutions of higher learning in the area.

An extensive vertical file is maintained, containing up-to-date material covering countries, industries, commodities, business firms and all other subjects pertaining to the curriculum.

The AGSIM Library subscribes to the DIALOG computerized information retrieval system which provides access to more than 100 current data bases, covering a wide range of subject areas in Science, Technology, Engineering, Social Sciences, and Business/Economics, particularly periodical and documentary sources. The Library staff is trained to aid students to conduct literature searches, and the service is available whenever the Library is open.

A feature of the Library is the large amount of material published by foreign governments and their agencies, by central banking systems and foreign chambers of commerce. The library subscribes to approximately 900 periodicals from many countries, and in several languages. Newspapers from important cities around the world are received on a regular basis. These materials provide the basis for functional research work, especially in marketing and international studies.

International Studies Research Center (ISRC)
The International Studies Research Center, located in Building C, serves as a supplement and complement to the Library. It was established to aid faculty and students in their research. Files on all areas of the world, containing financial, economic, government, political, and social information, are maintained.

Housing
Housing facilities on campus are limited and can accommodate only about forty-five percent of the students. Chances for incoming students to be placed in on-campus housing their first semester are slim,
as continuing and returning students are given priority. Therefore, requests for reservations should be made well in advance of each term, through the Housing Office. A $100 housing deposit, which should be forwarded at least six months ahead of time to the Housing Office, is required of all applicants for on-campus housing.

The following rooms are available for single students:

1. Single occupancy rooms in I and J Buildings next to Founders Hall. Each single room shares a large bathroom with three other single rooms and a lounge with seven other single rooms. These air-conditioned and carpeted rooms cost $470 for a semester or $385 for a Summer Session.

2. Single occupancy rooms in the A and B Buildings. A single room shares a connecting bathroom with another single room. These rooms have air-conditioning and carpeting. Each room has a private entrance. They cost $450 per semester and $360 per Summer Session.

3. Single occupancy rooms in East Building. A single room shares a connecting bathroom with another single occupancy room, and both rooms are air-conditioned by a joint unit. There is a common entrance through a small, shared study area. Each room costs $425 per semester and $340 per Summer Session.

4. Shared rooms in West Apartments. These accommodations consist of a front room (which can serve as a bedroom), a bathroom, a study area, and a bedroom. A student would share the apartment with another student. West Apartments are air-conditioned, have carpeting and a small refrigerator. The cost is $355 per person for a regular semester, or $270 per person for a Summer Session.

5. Shared rooms in the D Building. These are long rooms partitioned into three sections, a study/living area and two sleeping areas. A connecting bathroom is shared with another two-person room. The rooms are cooled with evaporative cooling. These rooms cost $275 for a regular semester, or $190 for the Summer Session.

6. Shared rooms in G Building. These rooms are similar to D except they are air-conditioned. Cost is $375 for a regular semester, or $285 for a Summer Session.
7. Single rooms in E, F, H Buildings. These facilities consist of four private bedrooms sharing a bathroom and a large lounge area. Rooms are air-conditioned and newly renovated. Cost is $400 per room for a regular semester, or $310 for a Summer Session.

West Apartments are available for married couples without children. These rooms consist of a living room, a bathroom, a study area, a bedroom and ample closet space. They have air-conditioning, carpeting and a small refrigerator. Each apartment costs $710 for a regular semester, or $540 for a Summer Session.

All rooms contain necessary furniture: bed, dresser, desk, chair. Room rental includes local telephone service. Linen service is available at a modest cost. No pets are allowed on campus. Housing is available for those who may have functional limitations.

Family housing is not available on campus. All students with children must make arrangements for off-campus living quarters. The Housing Office offers assistance in locating apartments off campus.

Dining Hall
The Dining Hall, for students, spouses, faculty and staff, serves meals daily throughout the academic year, excluding holiday recesses and other specified periods. All students and spouses who reside on campus must take their meals in the Dining Hall. The charge for board is $660 per person per semester, and $440 for the Summer Session.

The Coffee Shop is open throughout the day (except weekends) and serves a variety of sandwiches, snacks and beverages.

Health Services
Health Services are directed by a registered nurse who works in close cooperation with area physicians. The School infirmary provides emergency first aid and routine medications for common ailments. In case of acute illness, students are referred to a nearby clinic or taken to a local hospital as advised by the physician in charge.

All full-time and special students are protected for both sickness and accident, during regular academic terms, under the Student Accident and Sickness Insurance Program. Prescription insurance is included for regular students. American spouses and children may be covered by the health and accident insurance (but not the prescription insurance)
through payment of an additional premium at the time of financial registration. Resident foreign, non-immigrant spouses and children of foreign students must be covered by this insurance plan, unless proof is given of existing similar coverage under another insurance plan.

**Career Services Center**

Placement activities are handled through the Career Services Center, located in the Franz G. Talley Alumni/Career Services Building, providing important assistance to students in planning for career employment. Extensive placement information files are maintained on more than 1,500 organizations with large international operations to supplement the more research-oriented material on file in the Library.

As in all important choices, individual effort is vital in an intelligent career plan. Counseling is offered to assist students in defining their career objectives and in planning for and executing an effective program to find suitable employment to satisfy those objectives. A special placement lecture series is presented for the benefit of new students. AGSIM students are noted for an unusual degree of maturity and motivation and for a strong sense of direction in pursuit of their chosen careers. The Center coordinates the campus recruiting efforts of over 300 representatives of business, government, and social service organizations in search of future international executives. It publishes and distributes a student resume book to more than 1,000 prospective employers three times annually.

The services of the Center are available to all active degree candidates who have enrolled in a second term of study at AGSIM.

The Center also assists in alumni placement. Occasional calls come in from firms seeking experienced AGSIM graduates. Alumni may use this service by paying a $50.00 fee and sending 10 copies of a current resume including updated work experience. These resumes will be matched with the incoming calls and will be kept in an active status for a six-month period. Contact should be made with the Alumni Placement Secretary, phone (602) 978-7242.

**Office of External Affairs**

The Office of External Affairs conducts programs and activities for the Graduate School to develop understanding and support from all its publics for its educational goals. The institutional development staff is responsible for external and internal communications, donor and public
relations, fund raising, and corporate and alumni relations. The Alumni and Communications Offices are extensions of the Office of External Affairs and report to the Vice President for External Affairs.

Alumni Relations Office
The Alumni Relations Office, located in the Franz G. Talley Alumni/Career Services Center, maintains current computerized files on alumni and their present locations as well as their job titles and employers. This information, which is available to both graduates and students, is of considerable value to those who wish data on their fellow Thunderbirds.

In addition, the Office links alumni around the globe, through a network of Resource Persons (who have facts about their area for alumni moving there) and Alumni Association contacts (who know of alumni association meetings in their particular area). The alumni magazine, The Thunderbird, is produced quarterly, keeping AGSIM graduates around the world informed about news of their friends, their alma mater, and global affairs.

INTERCOM
INTERCOM (International Counsel for Management) develops and administers all executive training (including Key Manager Programs) and research programs undertaken by the School. Included are programs in cross-cultural communication, international business skills, political and socio-economic orientations and special language programs. INTERCOM also provides specialized research for international organizations. Programs can be tailored to special needs and may be conducted on Thunderbird Campus or at a location of the user’s choice.

Post Office
The Campus Post Office distributes student mail and performs other postal services six days a week. The correct Post Office address for students is: American Graduate School of International Management, Thunderbird Campus, Glendale, Arizona 85306.

Packages shipped by freight or express should include the street address, which is: Greenway Road and 59th Avenue.

Student Government
Student government is exercised through an elected Associated Students Legislative Council (ASLC). The Student Body President serves on the Policy Advisory Committee of the School, thus providing ASLC
with an effective voice in determining School policy and in making positive contributions to the welfare of the entire Campus community. Students also serve officially on the School’s Admissions, Placement, Scholarship, and Library Committees.

The Council sponsors many student social and recreational activities and lectures by distinguished visitors. It has developed a program to provide community organizations with student speakers on various topics.

**Clubs**

Clubs are frequently formed by students studying Arabic, Chinese, French, German, Japanese, Portuguese, or Spanish for the purpose of enhancing their conversational fluency in these languages. Other clubs include the Marketing Club, affiliated with the American Marketing Association; Toastmasters, affiliated with Toastmasters International, organized to help students develop fluency in public speaking; the Society for the Advancement of Management, which sponsors business-oriented lectures and activities; the Women’s Club, which sponsors programs to inform its members on the practical aspects of foreign living; the Newman Club, which sponsors various ecumenical programs in addition to Catholic services on campus; and the LDS Club which contributes to the social, intellectual and spiritual well-being of Mormon students and their friends. There are also organizations which promote specific regional interests, such as the Asia Club, the Middle East and Africa Club, and the Portuguese Club. Club membership is open to all students. Additional information is provided in the Student Handbook.

**Lectures and Seminars**

A number of eminent authorities on international affairs and commerce, and senior corporate officials of multinational and international firms, visit the campus each year to lecture and conduct seminars. Visiting lecturers are invited with a view to keeping students in close touch with developments in our relations with different nations and the expanding activities of international commerce.

**Campus Publications**

The student newspaper, "Das Tor," is published each week wholly under student editorship, and it contains details of campus events and announcements of general interest to students, faculty, and staff.
The Alumni Relations Office publishes *The Thunderbird* four times a year. Although catering exclusively to the interests of alumni, copies of the publication are also made available to students and faculty.

**Recreation and Sports**
Owing to the excellent weather, most athletic activities take place outdoors. Facilities on the Campus include a softball diamond, racquetball courts, volleyball courts, badminton courts, a soccer and touch football field, tennis and basketball courts. A swimming pool is situated in the central quadrangle.

Supplementing the activities on the Campus, the surrounding area offers excellent opportunities for horseback riding, golf, and camping. The mountains in the Flagstaff area, a two and a half hour drive from the campus, offer good skiing facilities.
PROGRAMS OF STUDY

Master of International Management
College and university graduates in good standing who, upon matriculation, hold a baccalaureate or higher degree from accredited institutions, are eligible to be considered for admission as full-time students to pursue work leading toward the degree of Master of International Management.

The M.I.M. degree is currently awarded upon successful completion of at least 48 semester hours of work, according to the course requirements outlined on Pages 73-77. In order to graduate, students must possess an aggregate minimum grade point average of 3.00 (B), and only courses completed with a grade of C- or better are acceptable in satisfaction of the total credit hour requirements for the degree of Master of International Management. Grades below C-, however, are computed with all other grades in determining a student’s total aggregate grade point average, which must be B or better for graduation.

Southern Methodist University Exchange Program
Well-qualified students who complete a minimum of thirty semester hours (including Modern Languages 401, required World Business courses, and nine hours of International Studies) at American Graduate School, and thirty-six hours at Southern Methodist University (School of Business Administration), can earn the two degrees of Master of International Management and Master of Business Administration. Participants must start the program at Southern Methodist University which accepts new students only in September.

The stipulated semester hours must be earned in residence at each institution, and no part of these hours may be transfer credits from another graduate program. Inquiries should be addressed to the Office of Academic Affairs at American Graduate School, or to the Director of Graduate Programs, Edwin L. Cox School of Business Administration, Southern Methodist University, Dallas, Texas 75275.

University of Arizona Cooperative Program
The College of Liberal Arts of the University of Arizona and American Graduate School offer a cooperative program designed to join the liberal arts and professional education in preparation for an international career.

Upon the completion of 107 hours in the College with university requirements met, with a grade point average of 3.0 or better, recommended seniors may transfer to American Graduate School for the final semester of study. Those doing so may then receive the bach-
elor's degree at the University and also count six credit hours (or more, under special circumstances) toward the forty-eight required for the degree of Master of International Management.

Full details about the program may be obtained from the office of the Dean of the College of Liberal Arts, University of Arizona (Room 347, Modern Languages Building) or from the Office of Academic Affairs, American Graduate School.

**Drury College Cooperative Program**
A dual-degree program has been established with Drury College, requiring the completion of thirty hours of specified study at AGSIM and certain course work at Drury leading to the M.B.A. and M.I.M. Apart from this program, each school is prepared to accept up to twelve semester hours of graduate credit in transfer. Students may start at either institution. Those interested in receiving additional information should contact the Director, Breech School of Business Administration, Drury College, Springfield, Missouri 65802, or the Office of Academic Affairs, American Graduate School of International Management.

**The University of Pittsburgh — Doctoral Program**
The University of Pittsburgh Graduate School of Public and International Affairs awards the Ph.D. degree in the fields of Comparative Administration, Economic and Social Development, International Affairs, Urban Governance, and Public Policy Research and Analysis. Work done at American Graduate School of International Management will be recognized in principle and will be evaluated in terms of its pertinence to each student's proposed doctoral field of specialization. In the past, up to twenty-four hours of advanced standing have been awarded toward doctoral residence requirements to students holding a Master's from American Graduate School of International Management.

**University of Denver — Doctoral Program**
The University of Denver Graduate School of International Studies offers the degree of Doctor of Philosophy in International and Comparative Studies. A superior recipient of the degree of Master of International Management may, if deemed by Denver’s Graduate School of International Studies to qualify for admission, transfer toward the Ph.D. a maximum of thirty semester (forty-five quarter) hours. Such transfer of credit is not automatic but is determined by G.S.I.S. The doctoral program is flexible and self-selected and is consequently tailored to meet the needs of individual students.
**People's Republic of China: Beijing Institute for Foreign Trade Program**

The Beijing Institute of Foreign Trade (BIFT), the foremost training school for foreign trade specialists in the People's Republic of China, and AGSIM have entered into a five-year agreement of educational cooperation and exchange. Faculty members from the two institutions are exchanged, as well as library and curriculum materials.

Small groups of AGSIM students may qualify for short visits to BIFT, based on fluency in Mandarin, background in Asian culture, and ability to carry out an independent research project in Beijing. Additional information may be obtained from the Office of Academic Affairs.

**Japan (I.I.S.T.) Program — Spring**

The School has an exchange relationship with the Institute for International Studies and Training of Japan whereby groups of their students attend a two-week seminar on Thunderbird Campus, and a small, carefully screened group of AGSIM students spend the Spring Semester at the Institute in Japan. The program is open to qualified second and third term students.

Intermediate and upper level language courses are offered in Japanese. Upper level courses are also offered in World Business and International Studies, taught in English by American and European instructors. A maximum of 18 semester hours of work is allowable. Further details can be obtained from the Office of Academic Affairs.

Tuition is subsidized by I.I.S.T., which charges a modest rate for room and board on their campus, located at the base of Mount Fuji. A small administrative fee is payable to AGSIM.

**Mexico (Guadalajara) Program — Summer**

Each summer, subject to demand, AGSIM offers a nine-week session in Guadalajara, a bustling, modern city that still retains the essence of old Mexico. Upper level courses in Spanish, World Business, and International Studies are offered by a faculty of AGSIM and Mexican scholars.

The primary purpose of the program is to give second and third semester students the opportunity to sharpen language skills and study Latin American business practices in a total immersion setting. A few properly qualified entering students may be allowed to participate. Additional details may be acquired from the Office of Academic Affairs.
England (Oxford Centre for Management Studies) Program — Summer
Each Summer, a group of up to 24 AGSIM students may attend a special program on European business methods at the Oxford Centre for Management Studies. The number of credits that can be earned and the costs vary from year to year, depending on the specific content of the program arranged by Oxford. Additional details may be acquired through the Office of Academic Affairs.

Spain (ESADE) Program
AGSIM has established a dual-degree relationship with the Escuela Superior de Administración y Dirección de Empresas (ESADE). Students beginning at AGSIM must complete 30 hours here and 36 hours at ESADE in order to earn both the M.I.M. and M.B.A. degrees. The language of instruction at ESADE is Spanish, and the Escuela is located in Barcelona. Admissions requirements and other details may be obtained from the Office of Academic Affairs.

Certificate of Advanced Study
Special Students, or students who do not complete the full requirements for the M.I.M., will be given the Certificate of Advanced Study, provided they have completed 12 or more semester hours or work, with a cumulative grade point average of at least 2.70. A special tuition rate is allowed spouses of full-time students. Spouses can take up to 9 semester hours of work in a regular semester for a flat-rate tuition of $515, or up to 6 semester hours in the Summer Session for a flat-rate tuition of $390.

Spouses are urged to take advantage of this program, as firms sending married employees abroad usually wish to establish the degree of cultural adaptability and interest of the spouses of their executive personnel. Participation in this academic program is construed as a strong indication of such interest.

Special Students
The School admits as special students a limited number of applicants who wish to gain advanced training by taking individual courses, especially in language, but who do not intend to become degree candidates. Only those holding bachelor's or higher degrees may be admitted into classes above the 300 level in International Studies and World Business.

Special Students taking courses for credit must complete all course requirements including final examinations. Special Students are subject to all School regulations.
Should Special Students later desire to complete work toward the degree requirements of the School, they may apply for admission as full-time students, subject to the usual admissions criteria. Credits earned while in status of Special Students may be counted toward the M.I.M. degree only if the student was qualified for admission as a regular degree candidate at the time the courses were completed.

**Winterim**
The Winterim, held between fall and spring semesters starting early January, attracts numerous students. A course taken in the Winterim involves the same number of hours of instruction as would be the case in a regular semester. The Department of Modern Languages may offer 401-level instruction, if there is sufficient student demand. Some of the International Studies and World Business courses are not offered in the regular curriculum, thus enabling students to obtain exposure to innovative material.

**Thunderbird Graduate Management Internship**
The Thunderbird Graduate Management Internship formally integrates academic study with meaningful, professional level applied experience. It blends the application of theory with the state of today’s practice and thereby enhances the students’ professional preparation.

The internship program is organized under the alternating full-time plan. In this type of program, students alternate a term of study with a term of work on a full-time job with industry or government. The term of work may be any one of the three terms (fall, spring, or summer). Only those students who have completed two semesters in residence (minimum 24 credit hours) are eligible to participate. Arrangements for internships must be made in the semester preceding the actual work experience and requires the approval of the Program Director.

A Certificate of Internship Participation, that becomes an official part of the School records, is awarded upon successful completion of the program.

**The Carl Duisberg Society — Program in Germany**
The Carl Duisberg Society, Inc. offers programs for qualified U.S. graduates of AGSIM, which combine language training between one and three months and the opportunity to acquire on-the-job practical experience of one to two years in the Federal Republic of Germany. The CDS will arrange the language course as well as the necessary residency and work permit in cooperation with the Federal Employment Agency (ZAV in Frankfurt).
Prerequisites: Working knowledge of the German language. Completion of MIM degree requirements. Some work experience preferred. For further information write to The Carl Duisberg Society, Inc., 425 Park Avenue, New York, New York 10022.

**Key Manager Courses**
These short, intensive, non-degree courses (offered by INTERCOM) do not involve students under the standard curriculum, but rather are designed to prepare company executives and frequently their spouses for overseas orientation, service or travel. Courses of intensive language instruction, combined with training in enculturation for an area or country, form the basis for this program. Classes in French, German, Portuguese and Spanish are six weeks in length; those in Arabic, Chinese, Japanese, Russian, and English as a Second Language are eight weeks in duration. Courses are offered on a regular basis throughout the year. Special courses of two, four, and six weeks may be designed to fit particular company requirements. Requests for further information and special programs should be addressed to the Director, INTERCOM, in care of the School.
ADMISSION

Basic Requirements
Recognizing the diversity in personality traits, skills, and talents required to satisfy the varied demands of business enterprises and government agencies, the School seeks an equal diversity in its student body, as demonstrated by background, experience, and previous scholastic attainment. For this reason, no single attribute necessarily outweighs all others in the selection of members of an entering class, but an American bachelor’s degree, or the academic equivalent, is required. No specific undergraduate major or non-academic experience is required for entrance or necessarily preferred by the Committee on Admissions. Prior collegiate study in mathematics or in foreign languages is not a requisite for admission. As enrollment must be restricted to a manageable level, early application up to a year in advance of registration is recommended. Information and application forms may be obtained by writing to the Dean of Admissions.

Students are selected on the basis of their composite application. The Graduate Management Admission Test (GMAT) is required of all applicants whose undergraduate instruction was in English, and this score (minimum of 450) is taken into account with the cumulative grade point average overall or of the last two years of undergraduate study. Functional limitations of students taking this test will be considered when evaluating the score. Particulars can be obtained from GMAT, Educational Testing Service, Box 966-R, Princeton, New Jersey 08541. A grade point average of 3.0 is regarded as a minimal standard. Of concern to the Committee is also the extent of meaningful extracurricular achievements and professional experience which the applicant has accomplished prior to application for acceptance into the graduate program. Attention is given to aspects of the candidate’s record which are indicative of maturity, leadership capabilities, and motivation toward a career in various phases of multinational business or international affairs.

Foreign students should take special note of the English language requirements outlined in the section “Foreign Students,” as well as under the course description in the Department of Modern Languages. All students whose native language is other than English must submit proof of proficiency in this language by means of scores obtained in the Test of English as a Foreign Language (TOEFL). Inquiries regarding this test should be addressed to the Educational Testing Service, Box 899, Princeton, New Jersey 08541, U.S.A. All foreign students must take the AGSIM English Placement Test at the time of registration, al-
though exemption from this requirement is allowed for graduates of English-language high schools. A student scoring below the acceptable level may be required to take basic ESL instruction elsewhere prior to being allowed to enroll in AGSIM courses.

Students may matriculate into the Master of International Management program in the Fall, Winterim, Spring, or Summer term. Qualified applicants are notified of the decision of the Office of Admissions shortly after receipt of their total application. Consideration of those with low GMAT scores or grade point averages may require additional weeks of review by the Committee on Admissions for possible acceptance on probation.

Representatives of the School visit a large number of college and university campuses throughout the country to talk with prospective applicants. Such visits of School officials are supplemented by those of alumni of the School who visit local universities and are available to confer with interested candidates.

Admission is granted only for the term for which application is made. If, after acceptance, a student wishes to defer matriculation to a subsequent term, reactivation of candidacy for admission is effected by submitting a letter and updating sheet to the Dean of Admissions. The candidate’s application will then be re-evaluated along with those of other candidates for admission to the particular entering class. Application documents are retained for at least three years.

**Application Procedures**

Application and financial aid forms may be obtained from the Office of Admissions. The following credentials should subsequently be forwarded to this same office:

1. A completed official application form, accompanied by an application fee of $40 which is not refundable.

2. An official transcript from each college attended. Students presently enrolled in college or graduate school should submit a transcript of work completed to date. A final official transcript is required of students presently completing requirements for the baccalaureate degree, and must be received by the Office of Admissions prior to matriculation at the School.

3. Three letters of recommendation on forms provided by the Office of Admissions.
4. Official notice of the score on the Test of English as a Foreign Language (TOEFL), if the applicant’s native language is not English.

5. Official notice of the score received on the Graduate Management Admission Test. (The AGSIM code number is 4003.)

6. Following receipt of notice of conditional acceptance, remittance of a $100 tuition deposit.

Foreign Students
The School encourages applications for admission from students of all countries. Applicants from countries other than the United States are expected to meet the same requirements for admission as applicants from the United States, in addition to the specified English language requirements. The Graduate Management Admission Test is required, however, only of those who have acquired degrees from institutions in which English was the language of instruction.

Since English is the language of instruction used at American Graduate School, it is essential that all participants be prepared to understand rapid, idiomatic English as spoken in lectures and group discussions, to read English with ease, and to express their thoughts clearly in spoken and written English. Failure to meet this requirement for attendance at the School constitutes sufficient grounds upon which the School will require a student to withdraw. Regardless of TOEFL score, the AGSIM placement test is the sole criterion in determining whether a student is required to take ESL work elsewhere before registering here, to enroll in ESL courses at AGSIM, or to obtain a partial or total ESL waiver. Students enrolled in the Intensive English course receive individual academic counseling preparatory to undertaking further studies leading to the M.I.M. Before these students can participate in academic registration each semester, their class schedules must be approved in writing by the English instructors. Students who are required to enroll in Intensive English (ESL-INT) may find it necessary to spend an additional semester at AGSIM in order to meet degree requirements.

Admission to the School does not imply financial assistance of any kind. Since AGSIM is seldom able to offer any type of financial assistance to foreign students, they should be prepared to meet all their expenses. While foreign students are considered for the World-Wide Assistantships on the same basis as U.S. citizens, this aid is extremely limited. All foreign students must arrange complete financing of at least one academic year of studies at the School prior to registration.
ACADEMIC REGULATIONS

Accreditation
American Graduate School of International Management is accredited by the North Central Association of Colleges and Schools as a Master's degree granting institution.

The School is a member of the American Council on Education, the American Assembly of Collegiate Schools of Business, the Western College Association, the Western Association of Graduate Schools, and the Association of Independent Colleges and Universities.

Grading Code
Grades are given and recorded as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>D+</td>
<td>1.3</td>
</tr>
<tr>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>D-</td>
<td>0.7</td>
</tr>
<tr>
<td>F</td>
<td>0.0</td>
</tr>
<tr>
<td>WP</td>
<td>1.3</td>
</tr>
<tr>
<td>WF</td>
<td>1.0</td>
</tr>
<tr>
<td>Inc.</td>
<td>0.7</td>
</tr>
<tr>
<td>NC</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Only courses completed with a grade of C- or better are acceptable in satisfaction of graduation requirements for the degree of Master of International Management or for the Certificate of Advanced Study.

Should a student receive a grade of lower than C- in a required course or a prerequisite course, the student must repeat the course before going on to the next higher level.

Inc. — A mark of Incomplete must be removed during the next term of enrollment or within one year, whichever is the shorter time. Otherwise, the Incomplete becomes a No Credit (NC).

All students on academic probation must maintain a minimum grade point average of 3.0 before being permitted to enroll in the following semester. This rule applies to students admitted on academic probation and those on academic probation because of failure to maintain a cumulative grade point average of 3.0.
Requirements for the Master of International Management Degree
Candidates for the degree of Master of International Management must complete a total of 48 semester hours, of which at least 24 must be earned in residence on the Glendale campus, with a grade point average of 3.0 or higher. This can mean three full semesters (one and one-half years), or two full semesters and a summer term. Students who meet the qualifications for transferring in up to 6 graduate credit hours from another institution (see section on Transfer of Credits) may reduce this requirement to 42 semester hours of study at AGSIM. Foreign students who are unable to waive any required courses and also unable to transfer in any graduate credit hours may have to complete a total of 54 semester hours in order to qualify for the M.I.M. degree. (See Pages 73-77). One calendar year suffices for the majority.

NOTE: Degree requirements will change, starting with the Fall Semester 1982. See Pages 76-77.

Master's Thesis
Candidates for the degree of Master of International Management may petition to write a thesis which will count for four hours credit toward the total number of hours required for the degree. An oral defense of the thesis is required. Information concerning thesis requirements may be obtained from the relevant Department, as each Department reserves the right to set its own standards with regard to content, subject matter, and form. Application forms for the thesis may be obtained from the Office of Academic Affairs.

Graduation with Distinction, or With Honors
A numerical score is used to determine those candidates who will be graduated With Distinction. A computed average of 3.80 must be attained for graduation With Distinction, and an average of 3.70 for graduation With Honors.

Auditing
Students wishing to audit courses must have approval for audit prior to registration or obtain approval for an audit during the period allotted for changes of schedule, as described in this Bulletin. Changes of schedule to audit status will not be allowed following this period. The charge for auditing is calculated on the same basis as tuition payable for courses taken for credit. Audits are not permitted in language courses at the 300 (CF), 400 (CF), and 401 (CF) levels, nor are they allowed in most seminars.
Credit Hours-Course Load
The maximum number of semester hours that a student may take (including audits) is 19 in a regular semester, 13 in summer, and 4 in Winterim. Under no circumstances is it permissible to enroll for more than these stated maximums. For changes effective in the Fall Semester 1982, see Pages 76-77.

Concurrent Enrollment
Concurrent enrollment in another institution must be approved in writing prior to registration by the Vice President for Academic Affairs. Students may not enroll for a total course load greater than listed above.

Class Attendance
Owing to the small size of the classes and the oral/aural approach to language training at the School, class attendance is required in the conversation and fundamentals courses offered by the Department of Modern Languages. Absences in a course will adversely affect the student’s grade. Class attendance may be required by individual instructors in the Departments of International Studies and World Business, at the instructor’s discretion.

Change of Schedule
The period for changes in schedule without payment of a fee is five class days in the Fall or Spring Semester, three days in the Summer Session, and two days in Winterim. No courses may be added to a student’s program after ten class days in the Fall or Spring Semester, and six class days in the Summer Session. Upon payment of a $5.00 fee, following the free periods listed above, students are permitted to drop courses up to the end of the eighth week in the Fall or Spring Semester or the end of the fifth week in a Summer Session. The appropriate notation (WP or WF) will be entered on the official transcript of the student’s record.

Transfer of Credits
A student who has completed relevant graduate-level study at an acceptable institution may, subject to approval, transfer up to a maximum of six semester hours of graduate work completed after receipt of the undergraduate degree with a grade of B (3.0) or better, provided that such work complements or duplicates courses now offered by the School, and provided that such work meets the standards set by the individual Departments. Students who transfer in credits from courses which, in the opinion of the relevant Department, substantially duplicate courses offered here cannot enroll in the duplicated
courses for credit. No account will be taken of the grades of transfer work in computing the student's grade point average at AGSIM. The transferring of hours in no way constitutes the waiver of a course. Basic language courses are not acceptable for transfer.

**Correction of Errors in Grading**
When filed with the Registrar's office, semester grades are final and are not subject to change by reason of a revision of the instructor's judgment. Changes may be made only to correct an error in computation or transcribing.

**Discharging of Incomplete Grades**
Grades of "Inc." may be discharged upon completing the course requirements to the satisfaction of the instructor, within one year, or within the student's next term of enrollment, whichever is the shorter time. Otherwise, the Incomplete becomes a No Credit (NC). It is the student's responsibility to make necessary arrangements with the instructor with regard to removing the Incomplete. The Incomplete grade received in the basic language courses must be removed before any subsequent higher level course may be undertaken.

**Retaking Courses**
A student may be permitted to register to retake a course in the hope of improving a grade. A letter grade earned in the repeated course will expunge the original grade. However, the original course remains on the transcript with an asterisk indicating that the course was retaken.

**Student Conduct**
Students at the School are preparing themselves for careers in which they will likely be given supervisory responsibilities at a senior corporate level. They are, therefore, expected to demonstrate maturity and self-discipline throughout the period of their study.

A student's continued enrollment, his receipt of academic credits, graduation, and the granting of any degree or certificate are strictly subject to the disciplinary authority of the School, which is free to cancel a student's registration at any time for conduct deemed inconsistent with the maturity expected of the international executive. AGSIM students are in general serious, well-motivated, and of superior character. Expulsions are very rare occurrences.
In addition, the School has the authority to expel students, if it has been determined that they cannot succeed in effectively handling any portion of the tripartite program leading to the Master of International Management degree. Details of required academic performance are set forth in each succeeding Student Handbook.

Transcript Regulations
One complete transcript of record is furnished the student at the conclusion of each term, without charge. For each additional transcript, a fee of two dollars is required. The application for the transcript of record must be made by the student himself, either on the regular form supplied at the Registrar's office or by written request. No transcripts, letters of recommendation, or certifications of attendance will be released on students who have not met their financial obligations to the School.

Awards
Several honorary awards are made by the School each year to its graduates and alumni:

THE BARTON KYLE YOUNT AWARD is conferred for excellence in scholarship, character, and accomplishment on nomination and election by the Faculty.

THE ALFRED KNIGHT AWARD is granted for excellence in scholastic achievement.

THE MARKETING AWARD recognizes excellence in the preparation of an international market research study.

THE WALL STREET JOURNAL AWARD is presented for excellence of work in the analysis of financial statements and in statistical accounting.

THE PHOENIX NEWSPAPERS, INC. INTERNATIONAL ADVERTISING AWARD recognizes the most outstanding advertising presentation.

THE JONAS MAYER AWARD is bestowed each year upon an alumnus who has reflected great credit on American multinational business.
TUITION AND FEES

Tuition is $2,250 for each Spring or Fall Semester, and $1,565 for the Summer Session, for students enrolled on a full-time basis. For Winterim, there is a registration fee of $45, plus a tuition rate of $185 for each semester hour of course work. Tuition is the same for all, regardless of state or country of residence.

Special Student fees apply to those carrying less than 12 semester hours (or less than 9 hours in the Summer Session), including audits. Such students will be charged a tuition fee of $185 per semester hour of instruction, plus a registration fee of $185 for each term of study. This includes accident and sickness insurance coverage. It does not entitle use of the Career Services Center (except for those students who have completed at least one full term).

Spouses of full-time students at the School may take up to 9 semester hours of study in a Fall or Spring Semester at a flat-rate tuition of $515, or 6 hours in a Summer Session for a flat-rate tuition of $390. Special arrangements are made for spouses who take ESL-INT, which would exceed the maximum number of hours allowed under this provision. If the spouse later becomes a candidate for the M.I.M. degree, then all credit hours are charged retroactively at the regular tuition rate for full-time students.

The Associated Students Legislative Council (ASLC) Fee is $25 for Spring and Fall Semesters, and $20 for the Summer Session. This is billed each student every term to support the wide variety of student sponsored activities on campus. Use of these funds is wholly at the discretion of the Council.

A $40 Application Fee must accompany a candidate’s application for admission and is not refundable.

All students are required to make financial arrangements during financial registration which is held on the first day of classes each semester. Those students who fail to pay their fees on this day or make arrangements to make deferred payments at a later date will be subject to a $25 late financial registration fee. Any balances outstanding from a previous term must be paid prior to registration for further studies.
A tuition deposit of $100 is to be sent upon receipt of a letter of conditional acceptance. This deposit is refundable up to 30 days prior to the first day of registration of the term for which official acceptance has been granted.

A $100 housing deposit is required of all students requesting on-campus housing, and rooms are assigned in the order in which deposits are received.

Deposits, in varying amounts, may be required of continuing students for special programs, such as Winterim, Guadalajara, Oxford, and ESADE. Students are notified of the amount of the deposit at special meetings and/or registration for the individual program.

**Board and Lodging**

Board at the School is at the rate of $660 per person ($1,320 per couple) per semester, subject to change. Single students and couples living in campus housing are required to patronize the dining hall. Student spouses who are working off campus may be given a five-day lunch credit.

Lodging rates are from $275 to $470 for single students per semester; suites for married students without children are available at a rental cost of $710 per semester. All rates are subject to change.

**Minimum Costs for a Term of Study**

<table>
<thead>
<tr>
<th></th>
<th>Spring or Fall</th>
<th>Summer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition</td>
<td>$2,250</td>
<td>$1,565</td>
</tr>
<tr>
<td>ASLC Fee</td>
<td>$25</td>
<td>$20</td>
</tr>
<tr>
<td>Board</td>
<td>$660</td>
<td>$440</td>
</tr>
<tr>
<td>Lodging (average rate)</td>
<td>$400</td>
<td>$300</td>
</tr>
<tr>
<td></td>
<td>$3,335</td>
<td>$2,325</td>
</tr>
</tbody>
</table>

Books and instructional supplies are not included in the regular tuition charge. For most students, their cost should not exceed $300 per semester.

The School reserves the right at any time to amend the regulations regarding tuition, fees, and method of payment.

**Refunds**

In the event of a student's withdrawal or dismissal from the School during the course of a semester, the tuition charge (not including fees) is subject to rebate in accordance with the following schedule:
Period of Student Status
From Start of Class

<table>
<thead>
<tr>
<th>Period of Status</th>
<th>Percent of Semester Tuition to be Refunded to Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two weeks or less</td>
<td>80%</td>
</tr>
<tr>
<td>More than two, up to three weeks</td>
<td>60%</td>
</tr>
<tr>
<td>More than three, up to four weeks</td>
<td>40%</td>
</tr>
<tr>
<td>More than four, up to five weeks</td>
<td>20%</td>
</tr>
<tr>
<td>Over five weeks</td>
<td>0</td>
</tr>
</tbody>
</table>

The above schedule of refunds also applies to any student who, in reducing his load to below 12 hours, would become a Special Student. A special schedule, pro rata on the above, applies to the Summer Session and to the Winterim.

Board is refundable to the nearest following 1st or 15th of the month. Lodging fees are not refundable. A special schedule applies to the Summer Session and the Winterim.

VETERANS

The School's program is approved for veterans under provisions of the Veterans Readjustment Benefit Act of 1966, Chapter 34, Title 38, U.S. Code (G.I. Bill). Children of veterans deceased or totally disabled may attend under the provisions of Chapter 35, Title 38, U.S. Code.

Veterans may obtain an application for Veterans Administration educational benefits by writing to the Dean of Admissions.

FINANCIAL AID

American Graduate School makes every effort to enable the deserving student in need of financial assistance to attend. Although financial resources are limited, an aid program has been designed to accommodate as many applicants as possible by means of assistantships, scholarships, fellowships, loans, and part-time work. Applications for Assistantships should be made to the Dean of Admissions for review by the Committee on Scholarships. Applications for loans and part-time work should be sent to the Financial Aids Office.

Applications for scholarships or assistantships should be submitted along with a candidate's application for admission. Applications for the Fall Semester or Summer Session grants, along with all supporting papers, must be received no later than April 1; those for the Spring by November 1. Awards for the Fall Semester and Summer Session will
be announced around May 1, and those for the Spring Semester around December 1. One application form is sufficient for any one or combination of assistantships, scholarships or fellowships. Only one award can be made to an individual.

Awards are made on the basis of both academic performance and financial need. To determine financial need, AGSIM requires students who are U.S. citizens or permanent residents to complete the Family Financial Statement (FFS) and Institutional Data Sheet (IDS) Forms, sending the former to the American College Testing Program, and the latter to American Graduate School. These forms are available from the AGSIM Financial Aids Office. Application procedures for loans should be initiated at least three months before the funds are needed. Loan proceeds received at the School after the date specified for financial registration are subject to the usual charges for late payment of tuition and fees.

Foreign students in this country on student visas should request the AGSIM Financial Aids Office to provide the proper application form to supply financial information in support of assistantship and scholarship applications.

Unless otherwise specified, assistantships and fellowships cover tuition costs for the first term in residence and are valid for one term only, not subject to extension. To be eligible for a scholarship or assistantship, the quality of the candidate's work at the undergraduate level must be equivalent to an overall minimum 3.5 grade point average. A score of at least 500 is required on the Graduate Management Admission Test.

Unless otherwise indicated, assistantships do not include room, board or other fees. The assistantships require recipients to render service up to fifteen hours per week. These grants are available only to newly entering students.

ARIZONA UNIVERSITY ASSISTANTSHIPS. Two assistantships are available each term to promising graduates of the State Universities of Arizona: University of Arizona, Arizona State University, and Northern Arizona University.

WORLD-WIDE ASSISTANTSHIPS. Ten one-semester assistantships are made available each Spring, Fall and Summer to qualified applicants from all parts of the world. Candidates will be judged primarily on the basis of scholastic achievement at the undergraduate level, although consideration will be given to extracurricular and professional activities, and to the candidates' motivation toward a career in international management. These assistantships are granted to superior
scholars with degrees in Business Administration, Management and World Business, Marketing, Economics, History, Political Science and Government, English or other Modern Languages, Finance, International Relations and Area Studies, Accounting, Engineering, and Agricultural Sciences.

ASSISTANTSHIPS FOR RETURNING VETERANS. Three assistantships are offered each term to honorably discharged veterans of the United States Armed Services. Applicants may be veterans of the United States Air Force, Army, Coast Guard, Marine Corps or Navy. In addition to scholastic achievement at the undergraduate level, criteria will include motivation for an international career and extracurricular achievements giving evidence of leadership qualities.

AMALIO M. SUAREZ MEMORIAL FELLOWSHIP. A fellowship is awarded each Fall and Spring Semester in memory of the late Professor Amalio M. Suarez to an incoming student with an undergraduate major in Spanish, with preference being given to the father of a family. The successful recipient will be expected to assist the Department of Modern Languages in the person’s field of specialty.

PEACE CORPS ASSISTANTSHIPS. Two assistantships are offered each term to Peace Corps Volunteers who have completed their service.

CONTINENTAL GRAIN FOUNDATION FELLOWSHIP. The Continental Grain Foundation awards annually one Fellowship in International Business. This Fellowship supplies full tuition costs, plus $100 per month for two semesters. In the case of a married recipient, an additional stipend of $500 is awarded.

THE ORGANIZATION OF AMERICAN STATES FELLOWSHIP. This annual Fellowship is offered to a bona fide citizen of one of the other American republics who meets the requirements for admission and who has been appointed by the proper agency of the Organization of American States. Prospective candidates should apply directly to American Graduate School for admission and at the same time make application for the Fellowship to the Technical Secretariat of the OAS Fellowship Program, Department of Technical Cooperation, Pan American Union, Washington, D. C. 20006. Travel expenses, study materials, and room and board of the successful candidate will be covered by the OAS Fellowship.
LASPAU SCHOLARSHIP. American Graduate School has agreed to accept each year one scholar nominated by the Latin American Scholarship Program of American Universities, a non-profit association affiliated with Harvard University. AGSIM provides a tuition waiver, but travel and living expenses are met by the individual scholars, their sponsoring university, and LASPAU.

AMERICAN MANAGEMENT ASSOCIATIONS SCHOLARSHIPS. Two scholarships are offered annually to sons and daughters of American Management Associations full-time employees, exclusive of American Graduate School. These scholarships provide tuition costs, room and board for the first semester, with continuing coverage in succeeding semesters if a satisfactory grade point average is maintained.

ARMCO INTERNATIONAL FELLOWSHIPS. Two fellowships of $2,500 each are awarded annually by Armco Foundation to students with an engineering background (a degree in civil, electrical, metallurgical or mechanical engineering) who pursue careers in international management. The grants are made in increments of $833 for each of the three terms of study necessary to complete the M.I.M. degree.

RAYMOND RUBICAM FELLOWSHIP. One two-term tuition fellowship, plus a stipend, is awarded each Spring Semester to a student chosen by the Scholarship Committee on the basis of undergraduate achievements, extracurricular activities, an interest in the marketing and advertising field, and subsequent work experience.

IBM FELLOWSHIPS. One-term partial tuition fellowships are awarded to a select number of students about to enter a third term of study. These fellowships are awarded on the basis of need, scholastic achievement and faculty recommendations.

ROBERT K. THOMAS FELLOWSHIP. A one-term partial tuition fellowship is awarded each semester, in the memory of Robert K. Thomas, to a student about to enter a third term of study. The award is based on need, scholastic achievement, and extracurricular activities.

AFIA WORLDWIDE INSURANCE SCHOLARSHIP. One scholarship of $1,000 is made available each Fall Semester to a student chosen by the Scholarship Committee on the basis of merit displayed in undergraduate studies, extracurricular achievements, and subsequent work experience.
JOHNSON & HIGGINS SCHOLARSHIP. Two partial scholarships are made available each Fall Semester to a student chosen by the Scholarship Committee on the basis of merit displayed in undergraduate studies and extracurricular achievements.

CELIA M. HOWARD FELLOWSHIPS. The Illinois Federation of Business and Professional Women's Clubs annually awards Celia M. Howard Fellowships for graduate study to women who have lived in Illinois for two or more years and are U.S. citizens. Awards are for tuition for one or two terms. January 1 is the deadline for applications. For information, write to Betty Yohnka, Chairman, Celia M. Howard Fellowship Committee, P. O. Box 164, Morris, Illinois 60450.

RAUL A. MASVIDAL SCHOLARSHIP. This Scholarship was established by an alumnus, Raul P. Masvidal, in memory of his father. A grant is made each Fall Semester, covering tuition for one semester, to a student of Latin American extraction, in need of financial assistance, who has the intention of joining an American firm in the field of international business. Preference is given to a married student.

JULIAN AND LEE SOBIN FELLOWSHIP. One Fellowship of $7,000 is awarded annually to a student chosen by the Scholarship Committee on the basis of undergraduate achievements, extracurricular activities, and subsequent work experience. The recipient must start in a Summer Session.

N. W. AYER FOUNDATION SCHOLARSHIP. One scholarship of $1,000 is made available each Spring Semester to a student interested in the field of marketing. Merit displayed in undergraduate studies is considered, together with financial need.

Miscellaneous Scholarship Grants:
About fifty grants are awarded during the year to second and third semester students, based on scholastic performance at AGSIM, financial need, and participation in campus activities. Students who qualify for these scholarship grants may make application to the Chairman of the Scholarship Committee at the end of their first or second term in residence. Funds for these scholarships are provided principally by the following:

COLONEL FRANK JAMES MORROW SCHOLARSHIPS. Funds amounting to $1,000 annually will be made available to a continuing student or students who exemplify the criteria of the Barton Kyle Yount
Award — excellence in scholarship, character and accomplishment. The scholarship was made available through the courtesy of Mrs. Laurence Emmons, Trustee Emerita, and applies only to sons and daughters of regular United States military personnel.

THE ALFRED AND HATTIE KNIGHT SCHOLARSHIPS. As a bequest from the late Alfred Knight, one of the founders of the School and former Chairman of its Board of Directors, second and third semester grants are made available annually.

FRIENDS OF THUNDERBIRD SCHOLARSHIPS. These scholarships are provided by the Friends of Thunderbird and from investment income of the proceeds of the Thunderbird Invitational Annual Balloon Races. These races are co-sponsored by the Friends of Thunderbird and the Glendale Chamber of Commerce.

DORIS THOMPSON PAINE MEMORIAL SCHOLARSHIP. This endowed scholarship fund is provided by friends of the late Doris Thompson Paine, founding President of Friends of Thunderbird. Grants are made available annually to needy and deserving students selected by the Scholarship Committee.

MARTHA L. SNYDER ALUMNI SCHOLARSHIP. The Martha L. Snyder Alumni Scholarship was established through contributions from alumni and friends at the time of Mrs. Snyder's retirement as Alumni director. This fund provides income which is distributed in the form of a scholarship in the amount of $250 each Fall and Spring Semester.

Student Loan Funds

WILLIAM LYTLE SCHURZ FUND. A student loan fund was established in February 1952, in the name of the late Dr. Schurz, former Dean of the Faculty, Director of the Department of Area Studies, and School President. Initial contribution was made by the School's student council and continuing support is given by alumni, industry and interested friends.

JOHN J. LOUIS LOAN FUND. The late John J. Louis, former senior partner of Needham, Louis & Brorby, Chicago advertising consultants, was instrumental, while a member of the Board of Directors of the School, in securing contributions for this fund.

NOTE: These Funds (Schurz and Louis) are currently committed in support of the National Direct Student Loan Fund program at AGSIM.
NATIONAL DIRECT STUDENT LOAN FUND. American Graduate School is cooperating with the United States Government in the Student Loan Program provided for under the National Defense Education Act of 1958. The purpose of this Act is to provide funds so that students with ability, who are in need of financial assistance, may be afforded an opportunity for higher education. Since funds available are limited, AGSIM requires students to borrow the maximum amount which their banks will grant under the Guaranteed Loan Programs and be second or third term students. The ACT Family Financial Statement is required before a student will be considered for a National Direct Student Loan. Students with a superior academic background are given preference. Application deadlines are July 1 for the Fall Semester, December 1 for the Spring Semester, and April 1 for the Summer Session. Funds will be committed and loans announced within 30 days of these dates. The ACT Institutional Data Sheet and the AGSIM Supplementary Information Form (contained in ACT packet) serve as the National Direct Student Loan Application.

GUARANTEED STUDENT LOANS (State and Federally Insured Loans):

State Loans. Most states have loan programs. For further information and application forms, contact your home bank.

Federally Insured Student Loans. Loans are available through banks participating in the Federally Insured Student Loan Program. Applications are available through home banks. NOTE: Since some states have a Guaranteed Student Loan Program, students should request an application to participate in the State program. Bankers can give advice on applicable programs.

United Student Aid Fund Loans. USAF has funds available through participating lenders. For further information, contact the Financial Aids Office.

IMPORTANT: The limit for any one or combination of Federally Insured and State Guaranteed, or USAF loans is $5,000 for each academic year.

NOTE: A student must be a U.S. citizen or permanent resident to be eligible to borrow from the National Direct Student Loan Program or any of the Federal, State or USAF Guaranteed Loan Programs.
SATISFACTORY PROGRESS REQUIREMENTS. Full-time students must meet the following criteria to be eligible for National Direct Student Loans, Federally Insured Student Loans, State Guaranteed Loans or USAF Loans:

A student must have completed a minimum of 24 credit hours in the two most recent Fall and Spring terms of enrollment (or 20 hours regular and Summer terms) with a minimum grade point average of 3.0 in order to be judged to be making satisfactory progress.

DOUGHERTY FOUNDATION LOANS. Limited loan funds (not to exceed $2,000 per student) are available from this Foundation for U.S. citizens who are Arizona residents. An ACT needs analysis form (FFS) is required, plus the Dougherty Foundation application (available from the Financial Aids Office).

THE LEO S. ROWE PAN AMERICAN FUND. Loans are available from this Fund, and are extended to citizens of the Latin American countries which are members of the Organization of American States. Application forms are available from the General Secretariat, Organization of American States, Washington, D.C. 20006. Recipients must agree to return to their home country after completion of studies.

THE HATTIE M. STRONG FOUNDATION administers a loan program for American students based solely on merit. Loans average between $1,000 and $2,000 per year. Applications should be made from January 1 to March 31 covering the scholastic year beginning the following Fall Semester. Students should apply in writing, giving a brief personal history and identification of the educational institution attended, subjects studied, and the amount of funds needed. If the applicants qualify for consideration of a loan, an application form will be mailed to them. Inquiries should be sent to: Hattie M. Strong Foundation, Student Loans, 409 Cafritz Building, 1625 Eye Street, N.W., Washington, D.C. 20006.

THE UNITED STATES STEEL CORPORATION LOAN FUND. The U.S. Steel Corporation, through its program of awarding loan funds to highly selected graduate schools throughout the United States, has provided a revolving loan fund for students at AGSIM. Application should be made to the Financial Aids Office. These loans are subject to availability of funds, and are reserved for students in their final semester who have exhausted all other loan sources.
PAULINE WILSON MEMORIAL LOAN FUND. Professor Paul M. Wilson established this loan fund in memory of his wife, Pauline. This fund has been augmented by donations from friends. Limited loans are available to cover modest needs and must be repaid within 30 to 60 days. Applications are made to the Financial Aids Office.

EMERGENCY LOAN FUND. The Associated Students Legislative Council has provided a small fund to be used for short-term emergency loans (usual limit is $50). The fund has been augmented by donations and by proceeds from the semiannual Bizarre Bazaar. Applications should be made to the Financial Aids Office.
CURRICULUM

The tripartite curriculum of American Graduate School is designed to reflect the breadth of specialized knowledge, techniques of communication, and problem-solving skills now required of the international executive. It provides a framework within which students of widely differing backgrounds and preparation can select courses suited to their individual interests and varied career objectives.

The course offerings of the Department of International Studies provide students with an ability to understand — from a variety of relevant disciplinary perspectives — the problems to be encountered in their international inter-relationships as private entrepreneurs, representatives of multinational corporations and their subsidiaries, or as representatives of social and governmental agencies. This Department not only teaches the student current economic, social, political and cultural conditions in one or more required areas of the world, but also trains the student to analyze these matters so as to be better equipped to deal with the changing international scene.

The Department of Modern Languages offers courses which train and equip students with linguistic skills and cultural insights necessary for them to successfully perform in assignments of transnational responsibility. Foreign students are provided with the opportunity to improve their command of American business English and to further develop their skills in correct, concise, clear and effective oral and written communications. In the three core courses, the audio-lingual conceptual method developed by the School is practiced, thus enabling students to learn how to speak, understand, read and write foreign languages, and to possess the resulting self-confidence to communicate and interact easily with nationals of the countries in which these languages are spoken. Complementing the core language courses offered by the Department are the various cross-disciplinary courses taught solely in a foreign language in the subject areas of economic, social and political problems of the world, as well as in the areas of communications, procedures and regulations relevant to today’s international manager.

The Department of World Business features a broad range of courses which respond to the differing backgrounds and interests represented within the student body. The curriculum is designed in recognition of the increasingly complex demands placed upon the executive personnel of international business and financial institutions that require a basic understanding of several functional specialties in the fields of business and finance as well as conversance with new quantitative tools and advanced managerial and marketing techniques. For this
reason, a wider range of international courses is offered than is typical of many more traditional graduate schools of business administration, and most courses possess a special international and practical orientation. A number of the members of the Department’s faculty have spent many years in senior executive international positions. Their approach may be described as pragmatic and people-oriented. This group is complemented by individuals with advanced degrees who are interested in the practical application of current theoretical knowledge to the solution of the immediate problems faced by the international manager today.

The courses in all Departments are, except in rare emergencies, taught by faculty members, not by graduate student assistants.

**Distribution Requirements (subject to change, Fall Semester 1982)**

**International Studies Courses:**
All students are required to take nine semester hours of work in International Studies. They are to take at least one introductory survey course (300 level) in a major world area or in international relations, and two 400 or 500 level courses. Those students who have already developed proficiency in one or more fields covered by the International Studies curriculum may petition for a partial waiver of the requirements. All students must take at least three credit hours in the Department, regardless of background. The Department of International Studies will not allow a student to use the same course for both a waiver and for a transfer of credit.

**Modern Languages Courses:**
A requirement of the AGSIM curriculum is that all students are expected to achieve conversational proficiency — as well as reading and writing ability — in one of the eight languages (including English) taught at the School, in addition to their native language. This requirement may be waived in part or in whole upon examination by the Department of Modern Languages to determine the level of the student’s proficiency obtained prior to admission to the School. The Department’s requirement is met when a student can demonstrate proficiency in one of these second languages at least equal to the completion of a 401-level course taught at the School. At that point, the student may undertake additional language studies, or otherwise use the elective credits (created by waivers) in any other Department. However, no student may enroll concurrently in two or more 300-level language classes without permission of the Department chairman.
World Business Courses:
Current requirements change for students entering Fall Semester 1984 and thereafter. See attachment to page 101 for these changes. Six core subjects will be required at the 300-level.

are both required to waive WB-320. Principles of both Management and of Marketing are required to waive WB-345. It is recommended that those preparing for admission into AGSIM include these basic business courses in their program leading to the baccalaureate degree. Previous course work used for waiver purposes may also be used for transfer credit, if in graduate standing. However, if a course is used for transfer credit because it substantially duplicates an AGSIM course, the duplicated course may not be taken for credit. Students may also challenge 300-level World Business courses by examination. The Department will accept the College Level Examination Program (CLEP) examinations as proof of proficiency in these areas. The CLEP test will be accepted for waiver purposes only and not for the purpose of credit. Information regarding minimum acceptable scores will be provided upon request. The tests are available at many schools throughout the country. It is recommended that testing be completed prior to arriving at AGSIM, so that results will be known before enrolling in first semester classes.

In addition, students are required to complete twelve semester hours of 400-500 level World Business courses, not subject to waiver.

Summary:
To summarize, therefore, the following is an outline of what is required in each of the three academic Departments:

INTERNATIONAL STUDIES:
One 300-level course covering one of the following: Asia, Europe, Latin America, Middle East/North Africa, Sub-Saharan Africa, International Relations, or International Political Economy. Two additional courses at the 400 or 500 level are also required. The three courses amount to nine hours. Although waivers are allowable, all students must take at least three credit hours of work in this Department.

MODERN LANGUAGES:
Level I, Level II, Level III courses in: Arabic, Chinese, French, German, Japanese, Portuguese, Spanish, or English as a Second Language. The complete language sequence amounts to fifteen
semester hours (16 hours for Arabic, Chinese, or Japanese), although subject to waiver. Foreign students who start with Intensive English (ESL-INT) must also complete ESL-400 and ESL-405, for a total of twenty-one hours of work in this Department.

WORLD BUSINESS:
One 300-level course in each of the following: Accounting, Management and Marketing, Economics, Statistics (Operations Analysis). These four courses amount to twelve semester hours, but any or all of them can be waived or challenged. In addition, twelve semester hours of work are required in courses at the 400 or 500 level. These 400-500 level courses cannot be waived or challenged, nor can the requirement be met with transfer credits.

Waivers of required courses in no way constitute a reduction in the number of hours required for the M.I.M. degree. A minimum of 48 semester hours of study is still required. Foreign students having no waiver rights may have to take up to 54 hours to meet graduation requirements. Experience demonstrates, however, that the vast majority of students will be able to qualify for the M.I.M. degree upon the completion of 48 hours of work during three terms in residence, or one calendar year.

NOTE: Curriculum and graduation requirements will change for students entering in the Fall Semester 1982. See Pages 76-77.

Explanation of Course Numbering
Courses at the 300 level are basic introductory lecture courses in the subject described. Students with graduate or undergraduate backgrounds in these subjects may, on occasion, bypass or waive these courses in accordance with departmental and School requirements.

Courses at the 400 level are advanced courses on specialized topics which assume some prior familiarity with the subject matter. Although primarily lecture courses, many of these courses are of the "pro-seminar" type or involve small-group discussion sessions each week.

Courses at the 500 level are limited enrollment seminars which students may take only by permission of the instructor. Permission of the instructor means that the instructor has the right to select the students allowed to enroll in the class, including the right to set appropriate qualitative standards, in addition to the established prerequisites.
Courses numbered 590 are independent research projects offered in each Department. They are usually open only to advanced degree candidates and to those who have demonstrated the academic maturity, scholarly interest, and technical ability required to undertake research with a minimum of supervision. An individual may enroll in only one 590 independent research project in any one term, subject to prior approval by the Office of Academic Affairs.

The following courses may not be taken concurrently: 590 (Independent Research Project), WB-591 (Internship), and 592 (Thesis). Only one of these courses may be taken in any one term.

The AGSIM Form Manual for Research Writing is expected to be followed in the preparation of written work in most courses.

Curriculum Changes
The School reserves the right to make whatever changes it finds appropriate at any time in course scheduling, assignment of instructors, and prerequisites for admission. A few courses are offered in alternate semesters or as demand warrants.

Students must meet the graduation requirements specified in the Bulletin in effect at the time of admission if their studies are uninterrupted (except for a Summer Session). Students returning after an absence of a semester (other than a Summer Session) must meet the graduation requirements in effect at the time of return and also complete a minimum of six semester hours of work.

NOTE: THE FOLLOWING CURRICULUM CHANGES BECOME EFFECTIVE STARTING WITH THE FALL SEMESTER 1982. ALL STUDENTS ENTERING IN THE FALL SEMESTER 1982, OR ANY TERM THEREAFTER, ARE SUBJECT TO THESE RULINGS:

- Candidates for the degree of Master of International Management must complete a total of at least 42 semester hours, of which at least 24 must be earned in residence on the Glendale campus.

- A maximum of 12 semester hours at the 300 level can count toward the MIM degree.

- A minimum of 30 semester hours at the 400/500 level are required.
— The maximum number of credit hours that a student may take (including audits) is 15 in the fall or spring terms, 12 in summer, and 3 in Winterim.

— A maximum of three semester hours of transfer credit is allowable (except for special provisions under dual-degree programs).
DEPARTMENT OF INTERNATIONAL STUDIES

Professors Duarte (Chair), Gulick, R., Moran, Peters, Sours, Tancer, S.B.; Associate Professors Conklin, Springer, Trapans; Assistant Professors Magyar, Mahoney; Visiting Lecturer Tancer, R. S.

IS-310 ASIAN SURVEY (3 hours)
This course seeks to promote an understanding of Asian views of the world, philosophical and religious systems of thought, and differing international political and legal systems. Other subjects include the development of East-West international relations, trends in economic development and integration, and discussion of the selected governments of the ASEAN nations of Southeast Asia, China, Japan, and India. This course concludes with a review of regional contemporary issues.

IS-320 EUROPEAN SURVEY (3 hours)
Economic, social, and political trends of postwar Western Europe are analyzed. The emphasis is on the area as a whole rather than on specific national developments, in order to provide the student with concepts and categories which can be applied to any Western European country. A major part of the course is devoted to the European integration movement, the progress of which will greatly influence U.S. economic, business, and political relations with Europe.

IS-330 LATIN AMERICAN SURVEY (3 hours)
The survey covers such materials as the influence of the Indian, Spanish, Portuguese, Black and later European immigrations on the subsequent economic, social, cultural, and political developments of the different nations of the area. The course examines particularly: intra-Latin American and inter-American relations, manifestations of political instability/stability, and an assessment of the factors leading thereto. The history of economic development, partly influenced by geography, which has led to such recent developments as the rise of economic nationalism, regional integration, and a wave of expropriations, is analyzed for future implications to the foreign investor.

IS-340 MIDDLE EAST SURVEY (3 hours)
This is a brief survey of the history of the Middle East beginning with the rise of Islam, with emphasis on current political
and socio-economic conditions. The course concentrates on the region as a whole rather than on individual countries, with particular attention paid to understanding Arab culture, especially as it relates to international business.

**IS-350 SUB-SAHARAN AFRICA SURVEY (3 hours)**

This interdisciplinary regional course emphasizes the common problems facing most African countries, rather than a country-by-country survey. It is intended to serve as a broad introduction to African studies, to provide an awareness of traditional Africa and the factors and conditions which have led these countries to take different paths since World War II.

**IS-370 INTRODUCTION TO INTERNATIONAL RELATIONS (3 hours)**

Introductory lectures analyze the perceptions of international relations by different regions of the world. Traditional concepts such as force, law, organizations, economic relations, etc., are then reviewed. The final part of the course examines the dynamic relationship between these concepts and the various regions as they determine the present state of international affairs.

**IS-380 INTRODUCTION TO INTERNATIONAL POLITICAL ECONOMY (3 hours)**

This course examines the policy management of international economic relations. Its purpose is to give the student an informed perspective on the policy processes that shape economic relations between North and South and among the industrialized nations. Four subject areas are covered: the International Monetary System; World Trade and Investment Organizations; the Multinational Corporation; the North-South Relationship.

**IS-410 MODERN JAPAN (3 hours)**

Focus is on the development of modern Japan and its growing role in worldwide political, cultural, military and economic affairs. Many aspects of business life in Japan are unique. In order to promote understanding of business conditions in Japan today, this course explores the nature of Japanese self-identity, the nature of today's Japanese society, and the new consumerism in Japan, with special emphasis on the middle class. It also deals with the business-government relationship, the distribution system, exchange and trade controls, monetary policy, and contemporary political and social issues. Prerequisite: IS-310 or equivalent.
IS-412 MODERN CHINA (3 hours)
This course examines the political, economic, and cultural environment of modern China. Its purpose is to enable the corporate decisionmaker to comprehend and to function effectively in China's changing society. The first half of the semester is devoted to the analysis of five subjects: Tradition and Revolution; The Institutionalization of the Communist Regime; The Communist Party and State; Economic Modernization and National Policy; and China and the United States. During the second half of the course, the class is divided into two seminar sections and examines two subjects: American foreign policy toward China and the trade and investment climate in the PRC. Prerequisite: IS-310 or equivalent.

IS-420 BRITAIN, FRANCE AND GERMANY (3 hours)
This course covers the culture, economics, politics and society of Britain, France and Germany. It focuses primarily on domestic rather than international developments. Cultural attitudes which have affected political, economic and business development are analyzed, as well as the effect increased affluence has had on these societies. Political and economic structures and their dynamics are examined on a country-by-country basis. Prerequisite: IS-320 or equivalent.

IS-421 MODERN GERMANY (3 hours)
This course is primarily concerned with Germany's evolution from 1870 to the present, with emphasis on the Imperial Period, the German Republic, the Nazi Era, and Post-World War II divided Germany. Political, social, economic, business, and cultural trends are examined as they relate to and are affected by domestic issues and developments.

IS-422 MODERN BRITAIN (3 hours)
This course deals primarily with Great Britain's development in the twentieth century. The course begins with the Boer War in Edwardian England and ends in the present day. Political, economic, and social trends are examined as they relate to and are affected by domestic issues and developments.

IS-424 SPAIN, PORTUGAL AND ITALY (3 hours)
The student is introduced to Spain, Portugal and Italy. The objectives are to provide the student with a knowledge of the history, culture and peoples of these nations and an understanding of their political and economic systems, as well as to
familiarize the student with contemporary problems and issues confronting them in the fields of business, diplomacy, and government.

IS-425

EAST EUROPEAN ECONOMIC SYSTEMS (3 hours)

This is an introduction to the East European command economies. Its objectives are to familiarize the student with the organization and operation of the Soviet and satellite economies, the mechanics of central planning, the firm and its management, and current reforms. Emphasis is also placed on the COMECON and economic integration. The course concludes with an examination of Communist foreign trade planning and management, and the extent of this region's growing trade with the West.

IS-428

LABOR IN EUROPE (3 hours)

Differences between the American and the European labor movements are delineated. Particular emphasis is placed on the vast differences among the labor movements of individual European countries. The study of current issues and problems among labor, management and government, including union participation in government and the pressures for union management of industry, are included. Current attitudes toward nationalization, workers councils and incomes policies are highlighted.

IS-430

MEXICO (3 hours)

The objectives of this introductory course are two-fold: first, to acquaint each student with a considerable amount of substantive information on Mexico's history, culture, people, and economic and political systems; second, to discuss issues that have consistently confronted Mexico. These include socio-racial discrimination, foreign intervention and exploitation, political repression, and economic underdevelopment. Such matters are viewed from "a Mexican perspective."

IS-431

ANDEAN COUNTRIES (3 hours)

Students are familiarized with the economic, political, social and cultural conditions in the following countries: Venezuela, Colombia, Ecuador, Peru, Bolivia and Chile. Particular emphasis is placed on the creation and performance of the Andean Community (ANCOM).

IS-432

MODERN BRAZIL (3 hours)

The goal of this course is to study in both historical and con-
temporary perspective the Brazilian people and their nation. The course, using a pro-seminar approach, is devoted to the study of the basic elements of Brazilian life: society, culture, government, politics, geography, economy, and business.

IS-438

INTER-AMERICAN RELATIONS (3 hours)

Exploration is undertaken of the history of relations between and among the nations of the Americas from independence to the present, emphasizing developments in the twentieth century such as the Pan American Movement, the Good Neighbor Policy, Alliance for Progress, Inter-American trade policies, and other current problems in inter-American cooperation.

IS-480

ECONOMIC DEVELOPMENT AND SOCIAL CHANGE (3 hours)

The student is introduced to the various theories and strategies of the industrialized and developing nations in their search for continuing development. Following a general theoretical introduction, the specific private and public sectoral approaches and rationales used by differing geographic regions to accomplish these aims are examined and analyzed. National economic plans and planning, the role of the entrepreneur, land reform, education, foreign aid, and population policies are also covered.

IS-481

CONTEMPORARY AMERICA (3 hours)

Facts and opinions are presented to help the student understand the United States, its people, culture, political and economic institutions and policies, and its role in world affairs. For the foreign student, it is intended to give an understanding of the dynamics of the American system, while U.S. nationals may attain a greater appreciation of the forces at work in their own country, so that they will be in a better position to explain "what the United States is" when dealing with foreign nationals.

IS-483

GLOBAL RESOURCES: HUMAN AND MATERIAL (3 hours)

This course analyzes the causes, effects and responses to global problems related to population growth, pollution, food, and natural resources. It probes such problems as the growing conflicts between "have" and "have not" nations, environmental issues concerned with the conservation of natural resources, and human survival.

IS-488

CROSS-CULTURAL COMMUNICATION FOR INTERNATIONAL MANAGERS (3 hours)

This course provides an intellectual and experiential forum for developing the interpersonal-intercultural communication and
interaction skills necessary for international managers. While learning to identify cultural aspects of verbal and non-verbal behavior of persons from different cultures and themselves, students come to recognize cultural differences which can cause difficulties in management situations.

IS-501 SEMINAR ON SELECTED RESEARCH TOPICS ON ASIA (3 hours) Prerequisite: Permission of the instructor.

IS-502 SEMINAR ON SELECTED RESEARCH TOPICS ON EUROPE (3 hours) Prerequisite: Permission of the instructor.

IS-503 SEMINAR ON SELECTED RESEARCH TOPICS ON LATIN AMERICA (3 hours) Prerequisite: Permission of the instructor.

IS-504 SEMINAR ON SELECTED RESEARCH TOPICS ON THE MIDDLE EAST/NORTH AFRICA (3 hours) Prerequisite: Permission of the instructor.

IS-505 SEMINAR ON SELECTED RESEARCH TOPICS ON SUB-SAHARAN AFRICA (3 hours) Prerequisite: Permission of the instructor.

IS-507 SEMINAR ON SELECTED RESEARCH TOPICS ON INTERNATIONAL RELATIONS (3 hours) Prerequisite: Permission of the instructor.

IS-520 EUROPEAN INTEGRATION (3 hours)
This seminar provides an in-depth study of the problems and prospects of European economic, social, and political integration. Emphasis is placed on research, reading, and discussion, both theoretical and practical. In addition to purely European developments, the course includes a section on U.S.-E.E.C. relations; an examination of the expansion of the E.E.C.; external relations; and an analysis of the various institutions of the Common Market. Prerequisite: Permission of the instructor.

IS-524 EAST-WEST SEMINAR (3 hours)
This seminar analyzes the economic relations of Eastern Europe, Russia, and China with the West and current developments in East-West trade. It is concerned with the role and importance of planners' and trade managers' behavior in these countries. It studies the problems posed by market penetration, barter trade, political influences in decision making, and business psychology of the "Red Executive." Prerequisite: Permission of the instructor.
EUROPEAN AND AMERICAN ECONOMIC THOUGHT (3 hours)
The focus of this course is contemporary thought in Europe and the United States. It is a readings seminar in which the student reads and discusses current works by authors such as Galbraith, Myrdal, and some European Marxists. Philosophical views of capitalism and socialism are discussed. Prerequisites: IS-320 or equivalent and permission of the instructor.

DOING BUSINESS IN MEXICO AND THE ANDEAN PACT COUNTRIES (3 hours)
Consideration is given to the current techniques of doing business in Mexico and the Andean pact nations. Materials and class discussion emphasize the legislation of the 1970’s as the new "rules of the game" for multinationals. The permanent effect of these laws is analyzed against the economic and political realities of the 1980’s. In addition to class discussions and lectures, a research paper is required covering the present environment for international business in a given sector in any one of the countries included.

AFRICAN ECONOMIC AND COMMERCIAL DEVELOPMENT (3 hours)
This seminar is for the student with an active interest in Sub-Saharan Africa’s economic potential. Theories of development and the present state of economic conditions are reviewed after which the seminar pursues a commercial focus. Students engage in a comparative survey of the major economic and commercial sectors of select countries in Africa. Economic opportunities as well as constraints are analyzed to yield a balanced managerial perspective.

U.S. FOREIGN POLICY (3 hours)
This course analyzes America’s role in international relations since World War II. It examines the twin concerns of American leadership (national security and moral identity) during 35 years of Cold War crisis. The seminar assesses the causes of the Cold War and the strategy of containment in Asia and Latin America. It also considers the interaction of the state system and the domestic political process in U.S. foreign policy. During the final six weeks of the semester, the seminar functions as the National Security Council. Students assume the positions of policymakers according to assigned roles. Prerequisites: IS-370 or equivalent, and permission of the instructor.

CULTURAL DIMENSIONS OF DIPLOMACY (3 hours)
This course involves an investigation of how different states approach their roles and international objectives in world af-
fairs. An analysis is made of the political and economic interests that states pursue which emanate from their distinct historical and cultural traditions, and also of the influence that foreign involvements have on the internal developments within these states. A contrast is made of the different approaches to international relations as they are demonstrated by various states in Europe, Africa, the Middle East, the Soviet Union, China, and other areas. Prerequisite: Permission of the instructor.

**IS-580**

**TRANSNATIONAL CORPORATIONS AND WORLD ORDER** (3 hours)

Examination is made of multinational enterprises as global organizations, with an emphasis on their world-wide impacts. It intends to provide a framework for understanding broad issues and is not directly concerned with questions of business management and administration. As the seminar is interdisciplinary, it assumes some familiarity with "social science," its methodology and interests, and some interest and capabilities in dealing with abstractions on the part of the student. Prerequisite: IS-380 (preferred) or IS-370 and permission of the instructor.

**IS-581**

**NATIONALISM AND EXPROPRIATION** (3 hours)

This seminar probes the inter-relationship between nationalism, economic nationalism, and the desire of nation-states to control their economic destinies. Expropriation is viewed as one means of achieving this control. Investigations cover such forms of nationalism as have existed and presently exist, the problems of national integration from both the political and economic viewpoints, and the history and patterns of expropriation. The legal and constitutional bases for expropriation as well as patterns of business-government relations in the extractive industries are examined. Each student prepares a research paper and makes an oral presentation. Prerequisite: Permission of the instructor.

**IS-582**

**THEORIES OF POLITICAL CHANGE** (3 hours)

The purpose of this seminar is to analyze the nature of political change and, particularly, the relationship between socioeconomic conditions and political events. The seminar is divided into two parts. Part I is designed to study and discuss major theories of political change. The theories considered apply to both industrial and non-industrial societies, and include both pluralistic and class approaches. Part II is devoted to the presentation and discussion of individual research projects. Prerequisite: Permission of the instructor.
IS-583  COMPARATIVE PUBLIC ADMINISTRATION (3 hours)
The seminar focuses on the problem of public administration in developing and developed countries. Attention is devoted to official attitudes and policies toward multinational corporations and other international entities. Prerequisite: Permission of the instructor.

IS-584  ECONOMIC DEVELOPMENT ADMINISTRATION (3 hours)
This seminar examines the problems of economic development administration in Third World countries. Bureaucratic-behavioral and political constraints in planning and project administration, the impact of national management styles, and problems of implementing foreign aid and assistance programs are among the topics covered, with a focus on non-profit organizations. Prerequisite: Permission of the instructor.

IS-585  TOURISM AND ECONOMIC DEVELOPMENT (3 hours)
The seminar focuses on the emergence of tourism as a major international business and the role it can play in economic development. The materials include current analyses of the tourist phenomenon prepared by authors with varied backgrounds. Class discussion emphasizes such topics as defining and marketing a tourist resource, public and private sector stimuli for tourism development, and financing tourist-related projects. Consideration is also given to social, political, and environmental effects that can occur, particularly in emerging nations where tourist development is carried out without regard to overall development goals and participation of the indigenous population. Prerequisite: Permission of the instructor, on the basis of a one-page essay explaining background, goals, and reason for wanting to enroll in this course. A research paper is required.

IS-586  OS PAISES DE EXPRESSÃO PORTUGUESA HOJE (THE PORTUGUESE SPEAKING COUNTRIES TODAY) (3 hours)
This seminar is concerned with contemporary economic, political, business, social, and cultural developments in Portugal, Brazil, and Portuguese-speaking African nations. An analysis is made in the Portuguese language of economic, political, business and social problems and issues currently confronting the Portuguese-speaking world (Portugal, Brazil, Angola, Mozambique, Guinea-Bissau, São Tomé e Príncipe, Cape Verde, Timor and Macao), as well as their achievements in the arts, music, and literature. Current periodicals and other
sources are utilized in preparation of oral and written research reports. Prerequisites: Either IS-320, IS-330, IS-350 or equivalent; fluency in the Portuguese language, and permission of the instructor.

**IS-587**  
**COMPARATIVE LABOR MOVEMENTS (3 hours)**  
The seminar deals with both national and international labor organizations. General information on developments and trends in the world today is read and discussed during the first part of the seminar. The remainder of the seminar is devoted to individual research. A student may direct his or her research to labor within an individual country or to international labor developments. The purpose of the seminar is to give the student a general understanding not only of trends in labor, but also of ways in which labor movements may vary in different parts of the world. Prerequisite: Permission of the instructor.

**IS-588**  
**DIFFERING VALUE ORIENTATIONS (3 hours)**  
The objective of this seminar is to develop skill in analyzing difficulties and problems in cross-cultural situations. Case studies are utilized to identify different leadership and management styles. Problem-solving strategies from various cultural perspectives are discussed to identify the basic value orientations underlying the behavior of managers from different cultures. Prerequisite: IS-488 or equivalent, or permission of instructor.

**IS-589**  
**ADVANCED CROSS-CULTURAL COMMUNICATIONS (3 hours)**  
The purpose of this seminar is to develop a sophisticated understanding of the issues in the rapidly developing field of cross-cultural communication applied to the world of the international manager. Topics such as the selection of international managers, various organizational designs with multicultural staffing, cultural constraints inhibiting transfer of management technologies, different behaviors exhibited by unskilled and skilled negotiations and re-entry to one’s home country and organization are discussed and developed in more detail. The seminar will be particularly useful for those interested in international human resource management. Prerequisites: IS-488 or IS-588, or permission of instructor.

**IS-590**  
**TOPICS IN INTERNATIONAL STUDIES: INDEPENDENT RESEARCH (1 to 3 hours)**  
This is a special program for independent research on an approved topic in the field of international studies. Regularly scheduled consultations between student and instructor are
required. This program is normally open only to third semester students with the permission of the instructor, and with the concurrence of the Chairman of the Department. The topic must be approved in the preceding semester.

IS-592

MASTER'S THESIS (4 hours)

Rules and regulations pertaining to the writing of the Master's Thesis may be obtained from the Department. The subject of the thesis must be approved in the preceding semester. The Department reserves the right to set its own standards with regard to content, subject matter, and other requirements.
I. FOREIGN LANGUAGE PROGRAMS

A. Foreword

All students are expected to have language proficiency in one of the eight languages taught at the School, in addition to their native language. This requirement may be met by completion of the basic language sequence in one of the eight languages taught, or it may be satisfied in part or in whole upon examination by the Department of Modern Languages to determine the level of the student’s proficiency at the time of enrollment in the School.

All entering students are required to take an initial language interview. Those students who have had no previous foreign language training will receive a card permitting them to enroll in the language of their choice. Students who have previous experience in the language they wish to pursue are required to take a language placement test in order to be placed in the appropriate level. Students having doubts about their hearing or speaking capacity, which could have a bearing on their ability to learn a language by the method used at the School, are advised to take an audiometer test prior to enrolling.

Students having functional limitations, attested to by a physician or a licensed specialist, which might restrict their learning of languages through the audio-lingual-conceptual method, should consult with the Chairman of the Department of Modern Languages in order to determine whether it is feasible for them to meet graduation requirements.

B. Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Language Level</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>AR-300</td>
<td>ARABIC LEVEL I</td>
<td>7</td>
</tr>
<tr>
<td>CH-300</td>
<td>CHINESE LEVEL I</td>
<td>6</td>
</tr>
<tr>
<td>FR-300</td>
<td>FRENCH LEVEL I</td>
<td>6</td>
</tr>
<tr>
<td>GE-300</td>
<td>GERMAN LEVEL I</td>
<td>6</td>
</tr>
<tr>
<td>JA-300</td>
<td>JAPANESE LEVEL I</td>
<td>7</td>
</tr>
<tr>
<td>PO-300</td>
<td>PORTUGUESE LEVEL I</td>
<td>6</td>
</tr>
<tr>
<td>SP-300</td>
<td>SPANISH LEVEL I</td>
<td>6</td>
</tr>
</tbody>
</table>

This course stresses phonological accuracy, develops fluency in oral production, and builds skills in aural comprehension. Some reading begins shortly after commencing this level, and basic writing is also presented, except in the non-Indo-European languages. Basic patterns of word formation and sentence structure are taught, and the vocabulary presented...
facilitates communication in the foreign language without imposing an undue burden on the students' learning process. Students should gain an active vocabulary of some 1,000 words and a recognition vocabulary of some 2,000 words. Classes are comprised of dialogues, pattern drills, controlled and semi-free conversations, oral-aural comprehension quizzes, question-answer exercises and other activities. Classes are conducted in the target language. These courses meet seven times each week for 50-minute periods. They are divided into two components: five periods per week of conversation (C) and two periods per week (three in the case of Arabic and Japanese) of grammar analysis (F).

<table>
<thead>
<tr>
<th>Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>AR-400</td>
<td>ARABIC LEVEL II (6 hours)</td>
</tr>
<tr>
<td>CH-400</td>
<td>CHINESE LEVEL II (6 hours)</td>
</tr>
<tr>
<td>FR-400</td>
<td>FRENCH LEVEL II (6 hours)</td>
</tr>
<tr>
<td>GE-400</td>
<td>GERMAN LEVEL II (6 hours)</td>
</tr>
<tr>
<td>JA-400</td>
<td>JAPANESE LEVEL II (6 hours)</td>
</tr>
<tr>
<td>PO-400</td>
<td>PORTUGUESE LEVEL II (6 hours)</td>
</tr>
<tr>
<td>SP-400</td>
<td>SPANISH LEVEL II (6 hours)</td>
</tr>
</tbody>
</table>

The phonological system of the target language is perfected in this course. More complex syntactical structures are learned, internalized and used. Dialogues reflect situations relevant to the international manager; i.e., a professional lexicon is taught. Considerable attention is given to reading and writing (except in those languages not using the Latin alphabet), by means of periodicals and books written in the target language. Progress is made toward achieving writing accuracy through dictation, compositions, and summaries of the reading assignments. In the "Fundamentals" component, frequent oral and written testing evaluates the student's ability to apply the grammar concepts that have been presented. Classes are comprised of dialogue recitation and adaptation, pattern drills, written exercises, dramatizations, aural-comprehension exercises, book reports and other activities. A recognition vocabulary of some 3,000 words and an active vocabulary of some 1,500 words are acquired by the conclusion of the course. These courses meet seven times each week for 50-minute periods. They are divided into two components: five periods per week of conversation (C), and two periods per week of grammar (F). "Fundamentals."

Prerequisite: 300-CF or Level I proficiency.
ARABIC LEVEL III (3 hours)
FRENCH LEVEL III (3 hours)
GERMAN LEVEL III (3 hours)
JAPANESE LEVEL III (3 hours)
PORTUGUESE LEVEL III (3 hours)
SPANISH LEVEL III (3 hours)

In these courses, emphasis is placed on the use of the target language in context. Accurate oral production, including intonation and stress patterns, is taught. Students practice complex sentence structures and acquire a cumulative recognition vocabulary of 5,000 words with an active vocabulary of approximately 2,500 words. Through readings in foreign newspapers, journals, and books, these courses familiarize future international managers with prevailing situations and conditions in the areas of the world where the target language is spoken, although to a restricted degree in the non-Latin alphabet languages. Individualized instruction is achieved by means of student pairs and small group discussion, the review of oral and written resumes of reading assignments, research papers, book reports, and short speeches on topics of special interest. These courses meet four times each week: three periods per week of conversation (C) and one period per week of grammar analysis (F). Prerequisite: 400-CF or Level II proficiency.

CHINESE LEVEL III (4 hours)

In this course, continuous emphasis is placed on accuracy of pronunciation and intonation, as well as on sentence structure and vocabulary. The topics of the dialogues cover most of the possible situations that a foreign business executive may encounter. Through guided practice, students learn to read with considerable facility with the aid of a Chinese character dictionary. Reading assignments are used as a basis for group discussions to help enhance spoken proficiency. Students also learn to write simple compositions. Drills on idiomatic expressions and more involved syntactic forms are given every week to provide a firmer knowledge of advanced grammar. These courses meet five times a week (four periods of conversation and one period of grammar). Prerequisite: CH-400-CF or Level II proficiency.

CHINESE WRITING (3 hours)
JAPANESE WRITING (3 hours)

This course is for the student who wishes to attain a greater ability to write Chinese or Japanese. Special emphasis is placed on appropriate written styles and the writing of sen-
tences, paragraphs, essays, simple reports, and explanatory materials. There are intensive written exercises daily and general compositions each week. Prerequisite: 401 or Level III proficiency.

**COMMERCIAL CORRESPONDENCE AND BUSINESS LANGUAGE (3 hours)**

The terminology and techniques used in commercial transactions, including the interpretation and writing of business materials, are studied. The course analyzes the form and content of ideas expressed in letters and documents used by government and business. A separate course description for each language is available at the office of the Department of Modern Languages. Prerequisite: 401 or Level III proficiency.

**ADVANCED BUSINESS GERMAN (2 hours)**

The course enables students to understand and discuss business journals and other current materials on economic and business subjects. Students acquire a general business vocabulary. In addition, emphasis is placed on the special terminology of a few topics selected from the following areas: banking, finance, marketing, management, economic policies, business organizations, labor relations, advertising. Reading, writing and interpretive skills are developed. Prerequisite: GE-401 or Level III proficiency.

**ADVANCED CONVERSATION AND COMPOSITION (2 hours)**

This course improves fluency, as well as reading and writing skills, while helping the student to acquire a specialized, more extensive vocabulary. A variety of current readings (except for Chinese and Japanese), with emphasis on international politics and business, are used. The students give talks and hold debates on current issues. A separate course description for each language is available at the office of the Department of Modern Languages. Prerequisite: 401 or Level III proficiency.
ADVANCED GRAMMAR (1 hour)

These courses deal with the most frequent grammatical problems encountered in the advanced language courses. The materials used each semester are based upon contemporary usage. Prerequisite: 401 or Level III proficiency.

SPECIAL GRAMMAR (1 hour)

This grammar course, for the advanced student, stresses independent study and research based upon current and individual structural problems. Prerequisite: 401 or Level III proficiency.

ADVANCED COMMERCIAL SPANISH: DOCUMENTATION AND OPERATIONS (3 hours)

Students are exposed to the laws and regulations relevant to commercial transactions in Spanish-speaking countries. Attention is given to the prevailing principles of contract law, sales, corporate and non-corporate forms of business organizations, and the pitfalls encountered in managerial activities performed by executives abroad. Current legal codes and commercial documents are studied, prepared, and discussed to enable the student to perform successfully in real situations. Highly technical vocabulary (approximately 500 words) is introduced. Prerequisite: SP-401 or Level III proficiency.

CONTEMPORARY SOCIOCULTURAL AND POLITICAL CONDITIONS (3 hours)

These courses examine current sociocultural and political structures found in some prominent Chinese-speaking, French-speaking, German-speaking, Japanese-speaking, Portuguese-speaking, or Spanish-speaking countries. Emphasis is placed on topics that are relevant to an understanding of the environment in which international business functions. Reading of current foreign materials, lectures, discussions, and assignments help to develop further students' reading ability,
their oral-aural skills, and their ability to write the language with a greater degree of sophistication. A separate course description for each language is available at the office of the Department of Modern Languages. Prerequisite: 401 or Level III proficiency.

**GE-520**

**CURRENT TOPICS IN THE FEDERAL REPUBLIC OF GERMANY (1 to 3 hours)**

This seminar is taught solely in German. Different topics are covered each semester. Subjects include such areas as: German Media, German Foreign Investments, German Social Structure, East-West Relations, etc. Individual research, lectures, and discussions are the basis for instruction. A description of the topic for the current semester is available at the office of the Department of Modern Languages. Prerequisite: GE-401 or Level III proficiency.

**SP-520**

**MAJOR TOPICS IN LATIN AMERICA (3 hours)**

This pro-seminar, taught solely in Spanish and involving the participation of students and guest speakers, covers major cultural topics of the times and special areas of the Hispanic world: the Caribbean, Mexico and Central America, the Pacific region, and the southernmost region of South America. Such topics as the study of culture, history and current problems facing the Hispanic countries and their impact on international management decisions are emphasized. Prerequisite: SP-401 or Level III proficiency.

**FR-530**

**CONTEMPORARY SOCIAL, POLITICAL, AND ECONOMIC PROBLEMS OF THE MOST PROMINENT FRENCH-SPEAKING COUNTRIES (3 hours)**

**GE-530**

**CONTEMPORARY SOCIAL, POLITICAL, AND ECONOMIC PROBLEMS OF GERMAN-SPEAKING COUNTRIES (3 hours)**

**SP-530**

**CONTEMPORARY SOCIAL, POLITICAL, AND ECONOMIC PROBLEMS OF LATIN AMERICA (3 hours)**

These courses offer the student the opportunity to study current social, political, economic, and business conditions as they affect the thinking and actions of the persons living in some of the major countries where the respective language is spoken. Information is gained from related text books, readings of well-recognized current periodicals, and outside readings directed by the instructor. Occasionally, a speaker
II. ENGLISH AS A SECOND LANGUAGE PROGRAM

A. Foreword

To help the student for whom English is a second language understand better the technical business vocabulary, the readings, and the lectures offered at American Graduate School of International Management, provision is made to offer courses in English applicable to various levels of understanding.

All entering foreign students whose native language is not English are required to take the English language placement test to ascertain the level of proficiency in the English language. Upon completion of this examination, the students are placed as follows: (1) Intensive English (ESL-300), (2) ESL-400 and ESL-405, (3) ESL-405, (4) waived from further language requirements, (5) refused admission into ESL-300 for failure to achieve an acceptable score on the English placement test, and required to take non-credit preparatory instruction in English, at the student's own expense.

Students placed in Intensive English are required to take ESL-400 and ESL-405 in the second semester of residence. Students placing into ESL-400 and ESL-405 must take ESL-400 during their first semester, and must complete ESL-405 no later than the second semester of residence, although they are encouraged to take both in the first semester. Students placing directly into ESL-405 are required to complete the course no later than their second semester, and they are encouraged to complete it in the first semester of residence.

Students enrolled in the Intensive English course receive individual academic counseling preparatory to undertaking further studies leading to the M.I.M. Before these students can participate in academic registration each semester, their class schedules must be approved in writing by the English professors.

B. Courses

ESL-300 INTENSIVE ENGLISH AS A SECOND LANGUAGE (15 hours)

The course focuses on the development of those skills necessary to successfully complete the coursework for the Master of International Management degree. Stress is given to technical and nontechnical vocabulary development, writing practices, dictation exercises, business readings, free conversation, and cross-cultural awareness. A wide variety of techniques is used in class and outside of class, both controlled and free. There is much practice and review of the major grammatical points. Intensive English as a Second Lan-
guage constitutes a full-time load and no other courses may be taken at the same time. During the semester, a student attends class 20 hours a week.

**ESL-400**

**ADVANCED ENGLISH AS A SECOND LANGUAGE (3 hours)**

Students are instructed in preparing oral and written summaries of reading assignments, and in the preparation of themes or reports of special interest to the individual students. Instruction is also given in advanced syntax, accompanied by extensive work on grammatical exercises and punctuation drills. At this level, students should have acquired a sizable vocabulary which they can use in sophisticated reading and writing. Their ability to speak and understand correct English should approach fluency. *Current periodicals* serve as texts. The class meets 4 hours per week. Prerequisite: ESL-300 or equivalent.

**ESL-405**

**ADVANCED ENGLISH COMPOSITION AND INTRODUCTORY BUSINESS COMMUNICATIONS (3 hours)**

This course is designed to improve the writing skills the students need for taking examinations and writing research papers. In addition, the course instructs the students in the fundamentals of effective business letter writing. Emphasis is placed on *individual error analysis*, *major areas of grammar difficulties*, writing forcefully and concisely, and on the linear development of ideas. Prerequisite: ESL-400 or equivalent.

**EN-410**

**BUSINESS COMMUNICATIONS FOR FOREIGN STUDENTS (2 hours)**

This course was developed for foreign students who wish to improve their command of English as related to the American business community. Students develop skills in writing correct, concise, clear, and concrete messages, while learning the various psychological approaches to effective written and oral communications.

Some attention is given to the writing of job resumes, application letters, and follow-up letters as well as to the interviewing process and other job-related activities, and basic instruction is given in report writing, especially in writing memorandum reports and short reports. Prerequisite: ESL-405 or equivalent.

**EN-500**

**ADVANCED BUSINESS COMMUNICATIONS FOR EXECUTIVES (3 hours)**

This is a practical business writing course developed for the American students and the foreign students waived out of the ESL program who recognize the need and demand for
improved business communications: business letters, memoro-
manda, reports, oral presentations.

The instructor stresses basic writing information and gives
considerable practice for gaining skill in writing correct, con-
cise, clear, concrete messages. Students learn the various
psychological approaches to effective written and oral com-
munications.

Attention is given to the writing of resumes, application letters
and follow-up letters as well as to the interviewing process
and other job-related activities. Prerequisite: EN-410 and/or
by permission of the instructor.

III. ML COURSES

ML-590 INDEPENDENT RESEARCH (1 to 3 hours)
The student undertakes independent reading and/or research
on approved topics in the field of Modern Languages. Topics
may range from those concerned with historical, literary, artis-
tic and cultural aspects of countries or areas whose native
language is taught at the School to those dealing with busi-
ness and financial, social, or political problems. A formal
proposal containing a clear statement of purpose must be
submitted for prior approval. Readings, discussion, and pa-
pers are in the target language. Close consultation with the
supervising instructor and approval from the Chairman of the
Department are required. Prerequisite: Adequate proficiency
in the relevant foreign language.

ML-592 THESIS (4 hours)
Rules and regulations pertaining to the writing of the Master's
Thesis may be obtained from the Department. The Depart-
ment reserves the right to set its own standards with regard to
content, subject matter, and other requirements. The subject
of the thesis must be approved in the preceding semester.
Near-native or native fluency in the relevant foreign language
and considerable background knowledge of the subject being
researched are required.
DEPARTMENT OF WORLD BUSINESS

Professors Cox, Geer, Lindholtz, McMahon, Voris, Wilson. Associate Professors Bossert (Chair), Culp, Foster, Frear, Hagan, Hall, Heathcotte, Kim, Mills, Reed, W., Riddle, Schlesinger. Assistant Professors Benson, Reed, B., Schmidt, Ting, Tuzzolino.

WB-310 FINANCIAL ACCOUNTING (3 hours)
This course introduces the student to the accounting model, the measurement processes involved, data classification and terminology essential to the interpretation and use of financial statements. **Required.**

WB-320 FUNDAMENTALS OF ECONOMICS (3 hours)
Students are introduced to the basic principles, concepts, and tools of economic analysis that are necessary for proper business planning. Its aim is to better the students' understanding of how a market economy operates, to familiarize them with some of the tools that are useful in making economic decisions, and solving economic problems, and to offer them an opportunity to acquire skill in using these tools. **Required.**

WB-330 OPERATIONS ANALYSIS (3 hours)
This course offers students an introductory survey of mathematical, statistical and computer procedures. Statistical methods and techniques focus on the organization, tabulation, analysis and interpretation of numerical data for management decision making. Topics included in this segment of the course include measures of central tendency and dispersion, probability and sampling, statistical inference and hypothesis testing, Bayesian analysis, correlation and regression analysis. Computer-oriented topics such as feasibility studies, system design, and computer operation illustrate the problems and opportunities facing the manager in the use of this tool. **Required.**

WB-331 FUNDAMENTALS OF DATA PROCESSING (1 hour)
This course is an introduction to the campus data processing facilities and to computer terminology. Students learn to access the computer and perform operations useful in other courses. Computer hardware and software are explained. Electronic Funds Transfer Systems, computer fraud, computer acquisition and the availability of outside services are discussed.

WB-345 INTRODUCTION TO MANAGEMENT AND MARKETING (3 hours)
This course is an introduction to the foundations, concepts,
WB-331 and 345 have been altered. WB-331 has been expanded to a 3-hour course, and starting with Fall Semester 1984, it is a REQUIRED course, although subject to waiver. The new title and course description are:

WB-331 INTRODUCTION TO MANAGEMENT USE OF COMPUTER MODELS & SYSTEMS (3 hours)
This course provides an introduction to management use of computers. It aims at enabling students to integrate computer models and systems into their own problem solving, through hands-on use of interactive, time-shared models and through designing and programming small computer models. This course reviews current computer technology from the general manager's perspective and highlights the issue involved in exploiting that technology. Students are required to learn BASIC programming language and to carry out a case project focused on a significant managerial problem, using the computer as a decision-making aid.

WB-345 was discontinued in the Fall Semester 1982. Instead, the two following courses are REQUIRED, although both are subject to waiver. The new titles and course descriptions are:

WB-340 FUNDAMENTALS OF MANAGEMENT (3 hours)
This course provides the basic management background for both domestic and international practice. The focus is pragmatic and behavioral rather than theoretical, and stresses contingency management as well as universal principles. Motivation, leadership, group dynamics, and organization theory provide an understanding of how to get things done through other people in the complex international environment. REQUIRED.

WB-350 FUNDAMENTALS OF MARKETING (3 hours)
This course provides an introduction to the variables and functions in the management of an international marketing effort. It includes the study of theory, while developing a practical knowledge of the marketing management system and its key components such as marketing planning control and coordination, mass communication, sales, marketing information, buyer behavior, product development, pricing and promotion, distribution channels, and logistics. REQUIRED.

Therefore, starting with Fall Semester 1984 there are six core subjects required in this Department, although each can be waived on the basis of satisfactory completion of similar course work elsewhere.

WB-310 FINANCIAL ACCOUNTING (3 hours)
WB-320 FUNDAMENTALS OF ECONOMICS (MICRO/MACRO) (3 hours)
WB-330 OPERATIONS ANALYSIS (3 hours)
WB-331 INTRODUCTION TO MANAGEMENT USE OF COMPUTER MODELS & SYSTEMS (3 hours)
WB-340 FUNDAMENTALS OF MANAGEMENT (3 hours)
WB-350 FUNDAMENTALS OF MARKETING (3 hours)

Please continue reading at WB-414 MANAGEMENT ACCOUNTING.
functions and variables involved in management and marketing practice. It includes an integrated study of theory for both disciplines while developing a working knowledge of how both functions are related and implemented in practical field settings. The management portion emphasizes contingency management concepts. Specific topics include leadership, motivation, decision-making and organization theory as applied in the modern multinational environment. The marketing portion encompasses the theory and application of integrated marketing systems including planning, marketing mix, control, mass communication, sales, product development, pricing, and distribution. Required.

WB-414 MANAGEMENT ACCOUNTING (3 hours)
Three different ways of constructing accounting for use by management are presented: full cost accounting which measures the total amount of resources used for a cost objective; differential accounting which focuses on the costs and revenues that are expected to be different if one alternative course of action, rather than another, is adopted; responsibility accounting which measures the inputs and outputs of responsibility centers. Prerequisite: WB-310 or equivalent.

WB-415 INTERMEDIATE ACCOUNTING (3 hours)
The student is provided with background in modern accounting theory and techniques. It includes a brief review of basic accounting theory and covers valuation of receivables, inventories, plant and equipment, investments, intangibles, liabilities, stockholder's equity, rights and warrants, cash flow, leases and price level adjustments. Prerequisite: WB-310 or equivalent.

INTERNATIONAL FINANCE AND TRADE (3 hours)
This course entails: an investigation of the nature of international payments, balance of payments, and foreign exchange markets; a study of alternative international monetary arrangements and the respective adjustment mechanisms; an examination of trade theory, commercial policy and selective trade problems of developing countries. Prerequisite: WB-320 or equivalent.

MANAGERIAL FINANCE (3 hours)
The students consider basic principles and analytical techniques of financial management. Topics include: overall financial assessment, planning and control; long-term investment decisions under certainty as well as under uncertainty; operational and financial leverages; valuation and cost of capital; working capital management with inventory and portfolio

101
MONEY AND BANKING (3 hours)

This course is designed to provide for the student an in-depth understanding of the workings of money in the present institutional settings. A balanced emphasis is given on both monetary theory and its policy implications, and on banking and financial markets. The topics covered in the first part include: the role of money; money stock determination; interaction between the money stock and the level of income; the Monetarist-Keynesian debate and its policy implications; workings of the Federal Reserve System. The second part covers: banking structure and regulation; commercial banking as a business; other financial intermediaries; the level and structure of interest rates; perspectives in money and banking. Prerequisites: WB-320 and WB-330, or equivalents.

INFORMATION SYSTEMS (3 hours)

This course covers management information systems from the using managers' perspective (as opposed to the computer design or information specialist viewpoint). It introduces the student to computer fundamentals, hardware components, technology advances, types of processing, and associated terminologies, while also covering such matters as: theories of management and organization, with an emphasis on functional organization; concepts of information theory and human information processing limits; design of functional information systems (manufacturing, marketing, accounting, and finance); the firm's tasks in planning, analyzing, and implementation of the MIS; need for special controls and security of MIS to deter fraud and other abuses. Prerequisite: WB-310 and WB-345, or equivalents.

PRODUCTION AND OPERATIONS MANAGEMENT (3 hours)

This course teaches the quantitative management of systems which is most often used in production areas but is finding increasing application in service and finance. The tools and techniques are capital budgeting, linear programming, forecasting, inventory methods, PERT, CPM, and decision theory. Topics covered include: system design and layout, job design and work methods, quality control, aggregate and disaggregate scheduling, and methods of control. Prerequisite: WB-330 or equivalent.
MANAGERIAL BUSINESS STRATEGIES (3 hours)

Students are provided an opportunity to gain actual management consulting experience with firms located in the area. The course is organized in conjunction with the Small Business Administration's Small Business Institute (SBI) Program. Students are organized into teams and assigned to businesses which are experiencing difficulty. The students analyze and isolate difficulties and prescribe strategies that will improve the operation of the firm. The course provides a unique opportunity for direct contact with business and for the application of classroom principles to actual business problems. Prerequisites: Completion of at least 12 hours of 400 and 500-level courses in this Department, or equivalents, and permission of the instructor.*

GUIDELINES IN WORLDWIDE OPERATIONS (3 hours)

This course provides elementary, brief background information on the guidelines used at management level in evaluating international operations for trade and investment. The purpose is to acquaint the student with the fundamental facets associated with worldwide operations. Study involves trade blocs, tariff and non-tariff barriers, business appraisal of political, economic and industrial climates, corporate structures related to markets, patents, and trademarks, types of ownership, joint ventures and license agreements, contracts, turnkey operations, anti-trust, taxation, communication, investment guarantees, financing and worldwide planning. Prerequisite: WB-345, or Management waiver.

ADVANCED INTERNATIONAL MANAGEMENT COMPARISONS (3 hours)

This course is primarily intended as a comparative management course illustrating the differences and similarities in management techniques and concepts in various parts of the world. It compares the extant set of management technology as practiced in the U.S. with those prevailing in other countries. The course is organized around management strategy, structure and processes, and is intended to acquaint international managers with the organizational culture of their foreign counterparts. Prerequisite: WB-345, or Management waiver.

INTERNATIONAL HUMAN RESOURCES MANAGEMENT (3 hours)

A working knowledge of the personnel function is provided from the line manager's perspective, in order to enable students to understand the role of personnel staff specialists. Case studies and outside readings focus the attention of the students on international personnel problems and improve
their ability to diagnose personnel problems using a contingency framework. Job analysis, employee selection, training, appraisal, promotion and discipline are the major factors, although the class also discusses recent legal developments affecting personnel such as OSHA, EEOC, Pension Reforms, etc. Of particular interest is the selection, training and orientation, and compensation and benefits for multinational expatriates. Prerequisite: WB-345, or Management waiver.

WB-449

INTERNATIONAL TRADE ADMINISTRATION (3 hours)

Techniques and procedures for conducting international trade are explored. Topics include: regulations, operations, organization, sales and sales channels; traffic, trade and sales terms; instruments and documentation, financing, barter, government licenses and export controls, marine insurance, forwarders and customs brokers. Export and import alternatives such as licensing, joint ventures and contract manufacturing are introduced as appropriate. Prerequisite: WB-345 or equivalent.

WB-450

INTERNATIONAL MARKETING MANAGEMENT (3 hours)

This course emphasizes the planning, organizing, coordinating, and controlling functions relative to international marketing management. The analysis and discussion of marketing management problems provide students with an opportunity to apply the principles of marketing. This includes using models and systems for marketing decision-making, determining marketing information and requirements, establishing criteria for planning and control systems, and becoming familiar with the practical application of computer support, organization design, and managerial strategies for the marketing of products and services by multinational organizations. Prerequisite: WB-345 or Marketing waiver.

WB-453

MARKET RESEARCH (3 hours)

Building upon a foundation in statistics, this course develops an understanding of market research methodology applied to international markets. Evaluating the potential value of the research to the firm, planning and designing of the research instruments and methods, and utilization of secondary data are the principal concerns of this course. Prerequisite: WB-330 or equivalent.

WB-454

INTERNATIONAL INDUSTRIAL MARKETING (3 hours)

This course provides working knowledge of industrial marketing in international operations, involving the full range of industrial products. Emphasis is placed on international selling procedures and sales management, with market research,
promotion, advertising and service as support functions. The course examines product characteristics, buyer/seller relations, government business, variations in marketing organization, types of distribution channels and selection, product planning and development, market evaluation, marketing planning, demand and sales forecasting, pricing policies, and other techniques, strategies, policies and ethics relevant to international industrial marketing. Prerequisites: WB-345, or Marketing waiver.

INTERNATIONAL CONSUMER MARKETING (3 hours)

This course explores procedures and techniques for marketing consumer products abroad. Particular emphasis is placed upon advertising and consumer promotion. Also, marketing functions such as product or brand management, distribution methods, product development, market research and sales management are covered. Prerequisites: WB-345, or Marketing waiver, and WB-453 or equivalent (WB-453 may be taken concurrently).

LEGAL ENVIRONMENT OF INTERNATIONAL BUSINESS (3 hours)

Representative legal questions arising out of doing business abroad are considered. Study is made of the interrelationships among laws of different countries as these affect individuals and business organizations attempting to operate internationally. The course provides the future executive with an awareness of how legal problems and their solutions can influence the direction of international business, and an understanding of the role of the attorney.

SEMINAR IN INTERNATIONAL ACCOUNTING (3 hours)

This seminar acquaints the students with domestic consolidations preparatory to translating foreign statements for consolidation in U.S. parent financial statements. It includes various international accounting management subjects such as: reporting problems, disclosures in statements, auditing and accounting practices in foreign countries, foreign base company income, minimizing foreign exchange losses, pricing policies, and methods of financing foreign operations. Prerequisite: WB-415 or equivalent, and permission of the instructor.*

FINANCIAL STATEMENT ANALYSIS (3 hours)

This course presents a comprehensive treatment of the analysis of financial statements as an aid to investing and lending decisions. It focuses on understanding the financial statements of domestic, multinational and foreign organizations, as
well as the methods by which they are analyzed and interpreted. Prerequisites: WB-415, and either WB-414 or WB-421 or equivalents, and permission of instructor.*

WB-520 INTERNATIONAL BANKING (3 hours)
A survey of the organization, structure, function, and regulation of the international activities of U.S. banks. An examination is made of the role and impact of international financial and money market activities, along with a comparison of foreign banking structure and organization with those of U.S. banks. The international lending decision process is also analyzed. Prerequisite: WB-420, WB-421, WB-429 or equivalents, and permission of the instructor.*

WB-525 WORKSHOP IN INTERNATIONAL FINANCE PROBLEMS (3 hours)
This is an intensive application of the theory of business finance to problems and cases with an international financial orientation. Macro topics include: balance of payments accounting and adjustments, foreign exchange markets, risks, risk reduction, and the international capital markets. Micro topics include: financing of international trade, capital budgeting in multinational enterprise, international taxation. Prerequisite: WB-420, WB-421 and either WB-414 or WB-415, or equivalents, and permission of the instructor.*

WB-547 ADVANCED MULTINATIONAL CORPORATE PLANNING, OPERATIONS AND CONTROL (3 hours)
Pragmatic approaches to planning, operations, controls, problems and solutions of multinational corporations in both headquarters and overseas subsidiaries, with emphasis on the importance of close and continuing operation between R & D, engineering, production, marketing, finance and legal departments. The background, growth and future of American, European and Japanese multinationals are analyzed as well as how, why, when and where they make direct investments overseas because of trade patterns, economic blocs and a philosophy of "one world — one market." Managerial problems, resulting from varying cultural backgrounds, educational systems, labor movements, nationalism, and participation by governments in the industrial sector are also stressed. Prerequisites: WB-440 or equivalent, and permission of the instructor.*

WB-548 POLICIES (3 hours)
This course is designed from the vantage point of the top manager or chief executive. The student has the opportunity to learn about the functions, rules and skills of top manage-
ment. The student develops skills in establishing goals and in identifying the functions, activities and strategies needed to achieve those goals, as well as an administrative sense of what is needed and what will work when making decisions. Prerequisites: WB-345; permission of the instructor and 9 hours of 400 or 500 level World Business courses, which must include at least one from each of the following two groups: Group A—WB-414, WB-421, WB-429, WB-420; Group B—WB-440, WB-441, WB-450.

INTERNATIONAL MARKETING PROJECTS WORKSHOP (3 hours)
This advanced marketing workshop is offered on a highly selective basis to students who have demonstrated outstanding proficiency in their marketing studies. Joint student-faculty analysis is made of international marketing projects submitted by leading U.S. corporations and government agencies. The team study method is used to produce professional, well-documented, written reports for the projects requested by sponsoring organizations. The course outcome is based on actual and current rather than hypothetical international marketing situations. Prerequisites: WB-450, WB-453 or equivalents, and permission of the instructor.* NOTE: Instructors may specify additional requirements before approval of specific projects.

MARKET ANALYSIS SEMINAR (3 hours)
This seminar builds upon a strong foundation in basic marketing research methodology in leading students into model-building for specific international market research problems. Its orientation is quantitative and depends heavily on in-depth knowledge of secondary data sources for international marketing problem solving. Prerequisite: WB-453 or equivalent and permission of the instructor.*

BANK MARKETING (3 hours)
This is a marketing course for finance students whose career objectives involve the banking industry. It provides an in-depth examination of the variety of banking services offered by commercial banks and the methods for marketing these services. Emphasis is placed on the marketing of such individual services as cash management, electronic funds transfer, NOW accounts, IRA and Keogh plans, accounts receivable financing, equipment leasing, credit and debit cards, money market instruments, car loans and leases, and commercial
loans. The course not only includes detailed planning but also considers the quantitative aspects of the bank marketing function as well. Extensive field study is required. Prerequisites: WB-429 or equivalent and permission of the instructor.*

**WB-557**

"INTERAD," ADVANCED INTERNATIONAL MARKETING AND ADVERTISING WORKSHOP (3 hours)

This is an advanced course for advertising career aspirants to either advertising agency or advertiser positions. This course advances the principles taught in WB-456 to application in an actual project. Students form advertising agency teams and compete in the development and presentation of complete marketing and advertising plans for the introduction of a product or service into a foreign market. Projects are financed by sponsoring companies. At the end of the semester, presentations are judged by executives of leading international advertisers and agencies. Enrollment is limited to 28 students. Offered only in Spring and Fall Semesters. Prerequisites: WB-456 or equivalent, and permission of the instructor after personal interview.*

**WB-561**

LEGAL FRONTIERS OF CONTEMPORARY BUSINESS (3 hours)

This seminar considers a sampling of contemporary problems facing international business. Class periods are devoted to discussions of selected materials assigned in advance. The readings principally utilize legal primary sources such as laws, legislative histories, treaties and government regulations. U.S. solutions and approaches are emphasized, reflecting both private and public sector alternatives. Foreign views are examined as contrasts, so that the student is offered a range of ideas for each of the units covered. Prerequisites: WB-460 or equivalent and permission of the instructor.* (Summer term only.)

**WB-590**

TOPICS IN WORLD BUSINESS: INDEPENDENT RESEARCH (1 to 3 hours)

This is a special program for independent research on an approved topic in the field of world business. Regularly scheduled consultations between student and instructor are required. This program is normally open only to third semester students with the acceptance of the instructor. The topic must be approved in the preceding semester. Prerequisite: Permission of the instructor*, and concurrence of the Chairman of the Department.
INTERNSHIP (3 hours)

Internships are sponsored by several businesses, the U.S. Department of Commerce, and the Arizona Department of Economic Planning and Development. These projects are normally open only to third semester students. Arrangements for internships must be made in the preceding semester. Availability of internships is contingent on the sponsoring agency. Prerequisites: Completion of at least 12 hours of 400 and 500-level courses in this Department, or equivalents, and permission of the instructor and Department Chairman. Only one internship will be allowed for credit during the period of a student's enrollment at AGSIM.

MASTER'S THESIS (4 hours)

Rules and regulations pertaining to the writing of the Master's Thesis may be obtained from the Department, as each Department reserves the right to set its own standards with regard to content, subject matter, and form. A student wishing to write a thesis must be a candidate for the degree of Master of International Management. The subject of the thesis must be approved in the preceding semester. Application forms for the thesis may be obtained from the Office of Academic Affairs.

*NOTE: "Permission of the Instructor" means that students must make personal contact with the instructor of the course and obtain written permission prior to registration or preregistration.
ALUMNI EDUCATIONAL COUNSELORS

Graduates of American Graduate School of International Management are in a good position to evaluate the objectives, facilities, effectiveness of the curriculum and life on the Campus as preparation for a future in international management. On the basis of their personal experiences, they can answer the many questions that arise in connection with such matters as expenses, social activities, and the many extracurricular events that are part of the program.

We are grateful to the many alumni who have volunteered to act as counselors to prospective students. They welcome visits from applicants to discuss the training offered and its usefulness in the light of the future plans of those interested in coming to the School.

Following is a partial list of domestic and international alumni counselors.

DOMESTIC COUNSELORS

ALASKA
HARRY R. OWENS, JR., M.D., International Health Consultant, Esperança, Inc.; Staff Physician, Norton Sound Health Corporation, Box 966, Nome, AK 99762 (Box 988, Nome, AK).

CALIFORNIA

JOHN B. BARNETT, Realtor, Century 21 Crown Realty, 2859 Hamner Ave., Norco, CA 91760 (3797 Chaparral Dr., Norco, CA 91760).

RANDALL A. BERA, Director of Market Research & Assistant to the President, Wrather Hotels, P. O. Box 8, Long Beach, CA 90801 (4335 Marina City Drive, #434, Marina Del Rey, CA 90291).

JAMES BUKOWSKI, Account Executive, Johnson & Higgins, 2029 Century Park East, Los Angeles, CA 90067.

ROBERT R. CARLSON, Manager, Business Development, Mitsubishi Int’l Corp., 555 South Flower St., Los Angeles, CA 90071 (2238 Mira Vista, Montrose, CA 91020).

ROGER SCOTT DANNISON, Planning Consultant, Xerox Computer Services, 5310 Beethoven Street, Los Angeles, CA 90066 (6180 Canterbury Dr., 243, Culver City, CA 90230).

JAMES M. FITZHUGH, Western Regional Manager, Circle Air Freight Corporation, 300 N. Oak St., Inglewood, CA 90301.

ROBERT C. FRASER, International Manager, Technicolor Audio-Visual, 299 Kalmus Dr., Costa Mesa, CA 92626 (2832 Walker Lee Dr., Los Alamitos, CA 90720).

ROLAND E. GARCIA, Owner, Roland E. Garcia Consulting, 3733 W. Shaw Ave., Fresno, CA 93711 (6293 N. Marks Ave., Fresno, CA 93711).
JOHN E. HAMILTON, Regional Manager, Allied Van Lines, Inc., 2482 Larkspur Ln. #179, Sacramento, CA 95825.

THOMAS L. HARVEY, Sales Manager, Truss-Com, 5550 Roseville Rd., North Highlands, CA 95660.

CLINT HOPSON, CLU, Pension Consultant, Price Raffel and Associates, 505 Tustin Ave., #238, Santa Ana, CA 92705.

ERNEST L. KANGAS, Western Sales Manager, Foreign Credit Insurance Association, 1990 N. California Blvd. Suite 830, Walnut Creek, CA 94596.

ALAIN J.-P. LABAT, International Trade Specialist, Versatec/Sub. of Xerox Corp., 2805 Bowers Avenue, Santa Clara, CA 95051 (1730 Halford Avenue #144, Santa Clara, CA 95051).

SUSAN LENTZ, Manager, Marketing Administration (International), Global Navigation, 2144 Michelson Dr., Irvine, CA 92715.

MICHAEL W. McBRIE, Sales Engineer, Optical Coating Lab, Inc., 2789 Giffen Ave., Santa Rosa, CA 95401.

GARY MILLER, President, Miracles Manifested, 1215 Joyce Ct., San Luis Obispo, CA 93401.

PAUL A. MILO, 925 Waverley, Palo Alto, CA 94301.

CHARLES E. NIEMANN, Travel Consultant, Vintage World Travel, 140 Vintage Faire, Modesto, CA 95356 (8461 Beckwith Rd., Modesto, CA. 95351).

THOMAS B. O'KEEFE, 996 Bonnie Brae, Laguna Beach, CA 97651.

JAMES REINNOLDT, Assistant Manager of Marketing and Sales, U.S., Singapore Airlines, 8350 Wilshire Blvd., Beverly Hills, CA 90211.

STEVEN A. ROSCO, Marketing Representative, Transpacific Transportation Company, One Wilshire Blvd., Los Angeles, CA 90017 (12851 Haster St., #15C, Garden Grove, CA 92640).

DON H. STAHELI, Social Services Practitioner, LDS Social Services, 5821 Lindo Paseo, San Diego, CA 92115.

WILLEM J. VERKAIK, 1112 Manitou Road, Santa Barbara, CA 93101.

DR. JOE WEATHERBY, Professor of Political Science, Dept. of Political Science, California Polytechnic State University, San Luis Obispo, CA 93407 (1775 Southwood Dr., San Luis Obispo, CA 93401).

COLORADO

S. ROBERT AUGUST, Director of Marketing, The Ranch Development Co., 11853 Pecos St., Denver, CO 80234 (12266 E. Bates Circle, Aurora, CO 80014).

TIMOTHY S. BURLEIGH, Account Executive, ContiCommodity Services, Inc., 50 South Steele St., Suite 950, Denver, CO 80209.

KENT GREGORY, Sales Representative, Republic Financial Corporation, P. O. Box 22564, Denver, CO 80222 (1390 S. Marion, Denver, CO 80210).

JOSEPH F. GURY, Business Consultant, P. O. Box 3275, Boulder, CO 80307.

BLAIRE J. KITTLESON, Broker-Investments and Real Estate, Blair Realty, and Blair Investments, 4347 East Colfax Avenue, Denver, CO 80220 (5730 East 17th Avenue Parkway, Denver, CO 80220).
TIMOTHY C. WALKER, Vice President, Marketing, Do-Ray Lamp Company, Inc., 4038 Dover Dr., P. O. Box 20, Colorado City, CO 81019 (P. O. Box 54, Colorado City, CO 81019).

CONNECTICUT

CHARLES W. GAMEROS, Supervising Marketing Analyst, The Travelers Insurance Co., One Tower Square, Hartford, CT 06115 (89C Sycamore Lane, Manchester, CT 06040).

DISTRICT OF COLUMBIA

USAMAH DABBAGH, Planning and Budgeting Officer, The World Bank, 1818 'H' Street, N.W., Washington, D.C. 20433.

TERRANCE G. LEONARDY, 3117 38th St. N.W., Washington, D.C. 20016.

M. CAMPER O'NEAL, JR., Corporate Financial Manager, American Export Group, Inc. 2600 Watergate, Washington, D.C. 20037 (3022 Ferndale St., Kensington, MD 20795).


FLORIDA

GARY C. COCHRAN, Vice-President, Radius International Corporation, 1 Countryside Office Park, Ste. 302, Clearwater, FL 33515 (533-B New York Ave., Dunedin, FL 33528).


JAMES J. McCARTHY, Certified Financial Planner, Anchor National Financial Services, 10730 N. 56th St., #224A, Tampa, FL 33617 (12308 N. 27th St., Tampa, FL 33612).

GARY PACIFIC, Director, International Division, Unarco-Midwest, 3331 NW 82 Ave., Miami, FL 33122 (8401 SW 181 St., Miami, FL 33157).

WILLIAM N. PATY, Assistant Vice President, Lloyds Bank International Ltd., One Biscayne Tower, Suite 3200, Miami, FL 33131.

McNEILL WATKINS, General Attorney, Texaco, Inc., P. O. Box 343300, 2121 Ponce de Leon Blvd., Rm. 825, Coral Gables, FL 33134.

GEORGIA

GREGORY JACK BRUSBERG, Assistant Vice President, The Citizens and Southern National Bank, 35 Broad Street, Atlanta, GA 30399 (3473 Northlake Way, Doraville, GA 30340).

ROBERT W. CHAMBERLIN, Senior Vice President and Manager, International Division, The First National Bank of Atlanta, P.O. Box 4155, Atlanta, GA 30302 (5027 Heatherdale Lane, N.E., Doraville, GA 30340).


JACK E. SCHALL, Underwriting Manager, Foreign Credit Insurance Association, 555 N. Omni International, Atlanta, GA 30303.

RODNEY TAYLOR, A. T. Kearney Management Consultants, 223 Perimeter Center Park, Atlanta, GA 30346.
HAWAII

JOHN BUTLER, Regional Manager, C. Lloyd Johnson Co., 2340-B Kam Highway, Honolulu, HI 96819 (3173 Beaumont Woods Place, Honolulu, HI 96822).

J. DAVID EAGLE, Senior Vice President/Director of Marketing, GECC Hawaii Leasing Corporation, P. O. Box 2448, Honolulu, HI 96804 (1029 Iiwi St., Honolulu, HI 96816).

DENNIS T. OSHIRO, Assistant Vice President, First Hawaiian Bank, International Banking Division, 165 South King Street, Honolulu, HI 96813.

FRED M. SMOOT, Vice President, Phoenix Pacific, Inc., 677 Ala Moana Blvd. #915, Honolulu, HI 96813.

IDAHO

ROGER B. MADSEN, 7842 Desert Ave., Boise, ID 83709.

ILLINOIS

ANTHONY R. ALLE, Associate Professor of Business Administration, Illinois Central College, East Peoria, IL 61611.

JERRY D. CONNER, Vice President/Account Supervisor, Leo Burnett Advertising, Prudential Plaza, Chicago, IL 60601.

BRIAN W. de la HOUSSAYE, Cargill Leasing Corporation, 616 Enterprise Drive, Oak Brook, IL 60521 (233 Third St., Crystal Lake, IL 60014).

JEROME L. GAARDER, International Sales Manager, Affiliated Hospital Products, Inc., 1820 West Roscoe Street, Chicago, IL 60657 (18921 South Oakwood Court, Country Club Hills, IL 60477).

WALTER A. HENDERSON, Planning Group, Arthur Andersen & Co., 69 W. Washington St., Chicago, IL 60602.

JAMES E. HANSEN, One Country Club Court, Harrisburg, IL 62946.

ALEANA HILES, Banking Officer, Continental Illinois National Bank and Trust Company of Chicago, 231 S. LaSalle St., Chicago, IL 60693.

PETER H. KINGMAN, Vice President, The Northern Trust Company, 50 South LaSalle St., Chicago, IL 60675.

TRACEY LERCH, 617 Limerick Lane, Apt. 1A, Schaumberg, IL 60193.

DAVID J. LOECHEL, Branch Manager, Foreign Credit Insurance Association, 20 N. Clark Street, Suite 804, Chicago, IL 60602 (212 N. Waiola Ave., La Grange, IL 60525).

IGOR I. MAMANTOV, Director of Exports, Ideal Industries, Inc., Becker Place, Sycamore, IL 60178 (726 Nordic Ct., Batavia, IL 60510).

BRIAN J. McCORRY, Assistant Program Manager, Harris Corporation, P. O. Box 4290, Quincy, IL 62301.

GARY A. MILLER, Vice President, National Westminster Bank Limited, 33 N. Dearborn - Suite 1130, Chicago, IL 60602.

RONA NEUNEKER, Marketing Representative, International Division, Alberto-Culver Company, 2525 Armitage Avenue, Melrose Park, IL 60150.

ASHOK D. PATEL, Manager, Mid East/Africa, C.F.H.S., Continental Can Company, 711 Jorie Blvd., Oak Brook, IL 60421 (1933 Loomes, Downers Grove, IL 60516).
PIETER A. VOS, Export Marketing Manager, Amphenol International Limited, Bunker Ramo Corporation, 900 Commerce Drive, Oak Brook, IL 60521 (160 N. Dean Drive, Palatine, IL 60067).

INDIANA
ROBERT C. BRADY, Sales Manager, Glascoat of Midwest Div. Uniglass, P. O. Box 723, Elkhart, IN 46515 (17229 C. R. #18, Goshen, IN 46526).

DENNIS B. KELLEY, Director-China Operations, Cummins Engine Company, Inc., #40854 1000 Fifth St., Columbus, IN 47201.

ANDREW J. LUBIN, Vice President, Export Sales, Alchem International, 4646 W. Jefferson Blvd., Fort Wayne, IN 46804 (2710 Copper Hill Run, Fort Wayne, IN 46804).

W. JERRY MARSHALL, President, Marshall Export Corporation, Box 3006, South Bend, IN 46619.

IOWA
JERRY N. CHAFFEE, President, Gordon Fennell Co., SGA Bldg., Cedar Rapids, IA 52401.

MILES D. FREITAG, Vice President, International, Salsbury Laboratories, 2000 Rockford Road, Charles City, IA 50616 (205 Blunt, Charles City, IA 50616).

KANSAS
SIEGFRIED M. (MIKE) KIEGERL, President, Professional Rehabilitation Management, Inc., 201 E. Santa Fe, Olathe, KS 66061.

JOHN R. WICKERSHAM, Senior Director, Food Service International, Pepsico, c/o Pizza Hut, Inc., Box 428, Wichita, KS 67201.

LOUISIANA

JOHN A. MELTZER, Vice President, Meltzer Associates; President, Meltzer Management, 316 S. Rampart St., New Orleans, LA 70112.

STEVEN STRAWN, 9458 High Point Road, Baton Rouge, LA 70810.

MARYLAND
M. CAMPER O'NEAL, JR. — see DISTRICT OF COLUMBIA

MASSACHUSETTS
C. MICHAEL BENNIS, 111 Suffolk Road, Chestnut Hill, MA 02167.

JAY J. DONOVAN, Consultant, Harrington, Keefe and Schork, Inc., One Boston Place, Boston, MA 02108 (12 Jones Avenue, Wilmington, MA 01887).

CHRISTIAN FEBIGER, Export Manager, Plymouth Rubber Co., Inc., 104 Revere St., Canton, MA 02021.

STEPHEN F. HALL, President, S. Richard Hall & Co., Inc., 25 Church St., Dedham, MA 02026.

ROBERT F. MacCACHRAN, Regional Manager, Latin America, Dennison Manufacturing Co., 300 Howard Street, Framingham, MA 01701.

MICHIGAN

MICHAEL J. CROUSE, Vice President-Area Head, National Bank of Detroit, 611 Woodward Ave., Detroit, MI 48232 (311 E. Frank St., Birmingham, MI 48009).

MICHAEL M. DIXON, Account Representative, Manufacturers National Bank, 411 W. Lafayette, Detroit, MI 48226.

STEVE ENGEL, Customer Service Manager, Asgrow Seed Company, Subsidiary of the Upjohn Company, Kalamazoo, MI 49001.

MINNESOTA

DIETER HELFEN, Account Executive, Clayton Brokerage Co. of St. Louis, Inc., 4015 West 65th St., Suite 300, Minneapolis, MN 55435.

ROBERT H. MARQUARDT, Staff Merchant, Cargill, Inc., P.O. Box 9300, Minneapolis, MN 55440.

MISSOURI

GEORGE L. HILLER, Vice President, Commerce Bank of Kansas City, N.A., P. O. Box 248, 922 Walnut Street, Kansas City, MO 64141.

CHARLES CLIFF MITCHELL, Vice President-Marketing, Mid-Western Machinery Co., Inc., 902 E. 4th St., Joplin, MO 64802 (Ridge Trail Rt. 5-Box 140, Joplin, MO 64801).

NEBRASKA

MICHAEL HARVEY, President, Michael Harvey Enterprises, 3222 Center St., Omaha, NE 68105.

W. SCOTT MORRIS, Leasing Officer, First National Bank of Omaha, One First National Center, Omaha, NE 68103.

NEW JERSEY

JAMES H. DAVIS, Deputy Manager of the Correspondent Banks Relationships Unit, National Bank of North America, 44 Wall Street, New York, New York 10005 (27 Park Lane, Fair Haven, NJ 07701).

STEVE L. GANDY, International Officer, Latin American Division, Fidelity Bank, Broad & Walnut Streets, Philadelphia, PA 19109 (310 Trenton Ave., Laurel Springs, NJ 08021).

BELMONT F. HAYDEL, JR., Department of Business Policy & Environment, School of Business Administration, Rider College, P.O. Box 6400, Lawrenceville, NJ 08648.

NEW MEXICO

LEO C. HAGEMAN, 107 Rosedale Circle, Belen, NM 87002.

NEW YORK

ADELAIDA CHIOCO ADDURU, 417 E. 57th Street, New York, NY 10022.

NANCY J. ARMSTRONG, Assistant Vice President, Lloyds Bank International Ltd., 95 Wall St., P. O. Box 38, New York, New York 10005.

ROBERT M. BALLINGER, Assistant Professor of Marketing Management, Siena College, Loudonville, NY 12211 (R. D. 4, Gansevoort, NY 12831).

LEANNE H. COLLETT, Assistant Vice President, United California Bank, 630 Fifth Ave., New York, NY 10111.

PAOLO E. COLOMBI, 218 Beach Avenue, Mamaroneck, NY 10543.

JAMES H. DAVIS — see NEW JERSEY
PETER X. HAHN, President, Miller/Hahn VW, P. O. Box 6, Auburn, NY 13021 (2391 E. Lake Road, Skaneateles, NY 13152).

KENNETH A. KRAUSNEY, Assistant Vice President, Bankers Trust Company, 280 Park Avenue, New York, NY 10017.


DEBORAH SCHILLER, Cogenel, Inc., 45 Rockefeller Plaza, New York, NY 10111.

JOHN D. STANTON, Registrar, Ithaca College, Ithaca, NY 14850.

CRAIG E. STEVENSON, Vice President and General Manager, NCNB International Banking Corporation, 44 Wall St., New York, NY 10005 (134 Baraud Road, Scarsdale, NY 10583).


NORTH CAROLINA
DONALD P. CARSON, Vice President, Wachovia Bank and Trust Company, N.A., P. O. Box 3099, Winston-Salem, NC 27102.

GARY J. FAYSASH, Vice President, First Union National Bank, International Division Corp-10, Charlotte, NC 28288.

PETER S. HOUSEKNECHT, Vice President, North Carolina Bank, Charlotte, NC 28255.

NORTH DAKOTA
DONALD C. NELSON, 802 South Drive, Fargo, ND 58103.

OHIO

HAROLD (HO) BLAIR, Executive Director, International Council of Mid-Ohio, 50 West Broad Street, Suite 2410, Columbus, OH 43215 (828 Mohawk Street, Columbus, OH 43206).

WILLIAM L. DEVIR, CIEME Systems Division, NCR Corporation, Europe Region, World Headquarters-2, Dayton, OH 45479 (1196 Ambridge Road, Centerville, OH 45459).

PAUL S. DULANEY, Senior Program Design Specialist, The Goodyear Tire & Rubber Company, 1144 E. Market St., Akron, OH 44316.

L. ROBERT EMMERICH, Vice President, National City Bank, 1900 East 9th Street, Cleveland, OH 44101 (1267 Ethel Ave., Lakewood OH 44107).

THOMAS HACKIM, Administrative Manager, Food Service & Consumer, Sales & Marketing, Owens-Illinois, Inc.-Lily Div., P.O. Box 1035, Toledo, OH 43666.

JAY ROBERT KRANER, International Sales Manager, Le Roi Division-Dresser, North Main & Russell Road, Sidney, OH 45365 (2634 Tomahawk Ct., Sidney, OH 45365).

JAMES M. MYERS, Sales Manager, The Steelastic Co., 1557 Industrial Parkway, Akron, OH 44310 (392 Schocalog Rd., Akron, OH 44320).

HANS F. NORDSTROM, Product Specialist, NCR Corporation, Latin America Region, World Headquarters-2, Dayton, OH 45479.
WALTER G. REINER, Real Estate Broker, Reiner Realty & Consultants, Inc., 5030 Westerville Rd., Columbus, OH 43229.

RANDOLPH J. SENKUS, 19634 S. Boone Rd., Columbia Station, OH 44028.

SUSAN L. STEIN, 563 Bartow Lane, Richmond Hts., OH 44143.

DAVID W. SWANSON, Vice President, Elden Pharmaceuticals, 705 E. Mulberry St., Bryan, OH 43506 (511 Rosemont, Bryan, OH 43506).

ROBERT W. WEDWICK, Strategic Planner, NCR Corporation, World Headquarters-2, Dayton, OH 45479 (2385 Marcia Dr., Bellbrook, OH 45305).


ROBERT J.H. ZUURDEEG, Product Specialist-Europe, NCR Corporation, World Headquarters-2, Dayton, OH 45479 (9732 Springwater Lane, Miamisburg, OH 45342).

OKLAHOMA
S. L. LAMBETH, 4407 E. 47 Place, Tulsa, OK 74145.

LEE SELBY, Crude Oil Supply Planning Manager, Cities Service Co., P. O. Box 300, Tulsa, OK 74102 (1352 E. 18th St., Tulsa, OK 74120).

OREGON

STEPHEN E. HALL, General Manager, Esley Development, 2245 N. W. Nicolai, P. O. Box 10688, Portland, OR 97210.

LARRY R. LAMB, President, Lamb Industries, Inc., 8835 - S. W. Canyon Lane, Suite 405, P. O. Box 25110, Portland, OR 97225 (6705 S. W. Raleighwood Lane, Portland, OR 97225).

PENNSYLVANIA
MARK E. BROSKEY, Manager of International Marketing, Graphic Arts Technical Foundation, 4615 Forbes Ave., Pittsburgh, PA 15213.

STEVE L. GANDY — see NEW JERSEY

AHMED M. HUSSEIN, International Sales Manager, FMC Corporation, Material Handling Systems Division, 3400 Walnut Street, Colmar, PA 18915 (103 Concord Place, Harleysville, PA 19438).

NORBERT W. JOSTEN, International Sales Manager-Asia, Boeing Vertol Company, Boeing Center, P. O. Box 16858, Philadelphia, PA 19142 (903 S. Providence Road, Wallingford, PA 19086).


MICHAEL L. QUINN, Regional Manager — Africa/Middle East, Eaton Corporation, 11000 Roosevelt Boulevard, Philadelphia, PA 19115.

DONALD W. STANEK, International Sales Manager, Air Products and Chemicals, Inc., Box 538, Allentown, PA 18105 (2862 Washington Street, Easton, PA 18042).

RHODE ISLAND

ALAN D. ANDREWS, International Officer, Industrial National Bank of Rhode Island, 111 Westminster St., Providence, RI 02903 (51 Thomas Olney Common, Providence, RI 02503).

DONALD A. DiNUCCIO, General Sales Manager, Elmwood Sensors, Inc., 1655 Elmwood Ave., Cranston, RI 02907 (32 Latham Farm Road, Smithfield, RI 02917).
JENNIFER P. WOODY, Loan Officer, Supervisor of International Credit, Commercial Credit Department, Industrial National Bank of Rhode Island, 111 Westminster St., Providence, RI 02903.

SOUTH CAROLINA

BARTON K. YOUNT III, Marketing Representative, IBM Corp., First National Bank Bldg., Main and Washington St., Columbia, SC 29201 (1301 Pinemont Dr., Columbia, SC 29206).

TENNESSEE


MICHEL H. RITTENBERG, Account Executive, Commodity Specialist, Merrill Lynch, 1 Commerce Square, Memphis, TN 38103 (7304 Hollorn Ln., Memphis, TN 38115).


TEXAS

BRUCE BLANKENSHIP, Vice President, Blankenship Developments, Inc., Box 5246, Lubbock, TX 79417.

BERND BRAND, Regional International Manager, Burlington Northern Air Freight, Inc., P. O. Box, 60495 AMF, Houston, TX 77205 (23306 Dew St., Huffman, TX 77336).

LESLIE (LES) A. CASTRO, Entrepreneur, Agro International, 1440½ Palm Blvd., #3, Brownsville, TX 78520.

ROGER K. CUNNINGHAM, Vice President, Capella Corporation, 5719 Kirby Drive, Houston, TX 77005.

L. KENT DENSLEY, Vice President, First City National Bank of Houston, 1111 Fannin Street, Houston, TX 77002.

HOLLAND B. EVANS, JR., International Marketing Administrator, Hydril Company, 3300 North Belt East, P. O. Box 60458, Houston, TX 77205.


JAMES A. HENDERSON, 500 Durango Ct., Irving, TX 75062.

GARY J. MARTIN, Student (Doctoral Candidate) Texas A & M University, P. O. Box 3855, College Station, TX 77844.

RANDOLPH K. MILLER, Vice President & Manager, Mexico, Central America, & Caribbean, Texas Commerce Bank National Association, 712 Main Street, Houston, TX 77002.


THOMAS A. MONROE, Area Manager Latin America, FMC Corp., Wellhead Equipment Division, P. O. Box 3091, 1777 Greens Road, Houston, TX 77067.

NICHOLAS F. RENNA, Vice President, Republic National Bank of Dallas, Pacific and Ervay Streets, Dallas, TX 75265.
KJELL E. SOLEM, Marketing Analyst, BJ-Hughes, Inc., Div. of Hughes Tool Co., 777 S. Post Oak Rd. #333, Houston, TX 77056 (3401 Ocee #302, Houston, TX 77063).

STEVE TOMS, Vice President, Marketing, Audio Visual Services, Inc., 2310 Austin Street, Houston, TX 77004 (3330 Midlane, Houston, TX 77004).

BOOKER R. WARREN, Southwest Region Manager, LNC Development Corporation, 12200 Ford Road, Suite 136, Dallas, TX 75234 (2602 Keystone Drive, Arlington, TX 76012).

JOHN D. WILLYARD, Manager, Foreign Credit Insurance Association, One Houston Center, Suite 1210, Houston, TX 77009 (8131 Wycomb, Houston, TX 77070).

UTAH
PAUL MILLER, 1555 E. 1325 N., Logan, UT 84321.

VERMONT
FREDERICK R. ANDRESEN, President, Cevas, Inc., Quechee, VT 05059 (Pomfret Rd., Woodstock VT 05091).

JON A. ESPING, Export Sales Representative, G. S. Blodgett Company, Inc., P. O. Box 586, Burlington, VT 05402.

VIRGINIA
CHARLES P. ANCONA, President, Ivy Construction Co., #2 Boar’s Head Lane, Charlottesville, VA 22901.

BRADLEY M. ROOF, Director of International Business Programs; Associate Professor, Department of Accounting & Finance, James Madison University, Harrisburg, VA 22807.

VICKI L. WARREN, Loan Administration Officer, United Virginia Bank, 900 East Main St., Richmond, VA 23219.

WASHINGTON

PATRICK LEMON, Vice President, Senior Account Executive, Frank B. Hall Consulting Company, Elliott Bay Office Park, 300 Elliott Avenue West, Seattle, WA 98119 (5860 N. E. Twin Spits Road, Hansville, WA 98340).

FRED S. SHIELDS, JR., President, Shields Books & Stationery, 415 Columbia St., P.O. Box 490, Pasco, WA 99301 (2513 Blue Hill Ct., Richland, WA 99352).

STEVIN VAN LUVEN, President, Exchange Enterprises, P.O. Box 3625, Bellevue, WA 98009.


WISCONSIN
RONALD T. ALONZO, Manager, Field Sales International (P & SP Group), Kohler Co., Kohler Memorial Drive, Kohler, WI 53044 (2335 N. 3rd St., Sheboygan, WI 53081).

THEODORE A. GURZYNISKI, Vice President, M & I West Suburban Bank, 3155 N. 124th Street, Brookfield, WI 53005.
JAGDISH PARMANAND PATEL, International Sales Manager, Globe International Division of Johnson Controls, 4285 N. Port Washington Rd., P. O. Box 591, Milwaukee, WI 53201.

DAVID A. SWEETERMAN, Sr. Vice President, Hoffmaster Co., 2920 N. Main St., Oshkosh, WI 54956 (570 Riford Rd., Neenah, WI 54956).

INTERNATIONAL COUNSELORS

ALGERIA
DJALAL KASSAMA, 4, Rue Boudoua Tahar, Belcourt, Algiers, Algeria.

AUSTRIA
PAUL A. TVEIT, Economic/Commercial Officer, American Embassy, 16 Boltzmann-gasse, A-1091 Vienna, Austria.

BELGIUM
VICTOR ALFARO, 19 Rue de Bemel, 1150 Brussels, Belgium.
ROSS P. MILLER, Marketing Manager-Middle East and Africa Region, Allen-Bradley T.S. GmbH, 103 Rue Colonel Bourg, 1040 Brussels, Belgium.

BRAZIL
JOHN ERNEST BEALE, Vice President and General Manager, Banco Internacional S.A., Rua Do Ouvidor 90 - 3 Andar, Rio de Janeiro CEP 200040, Brazil (AV-Almte. Alvaro Alberto 100 Apt. 1303, São Conrado 22600, Rio de Janeiro, Brazil).
JAMES A. BEST, Rua Ipanema 151-303, Barra da Tijuca, Rio de Janeiro, RJ, Brazil.
BYRON R. M. COELHO, Director-Finance FX, Banco Nacional De Credito Cooperativo S/A-BNCC, Setor Bancario Norte/Pal Desenvolvimento, 2° Andar, Brasilia D.F., Brazil.

CANADA
PETER GRASSL, Vice President, Chemical Bank, 181 University Ave., Toronto, Ontario, Canada M5H 3M7.
GEORGE LEE, President, Lee Importers, Ltd. and Gastown Investment 21 Ltd., 21 Water St., 3rd Floor, Vancouver, B.C. V6B 1A1 Canada (965 Fairmile Rd., West Vancouver, B.C., Canada).
E. GREGG WOOD, Transportation & Customs Supervisor, John Deere Ltd., P. O. Box 1000, Grimsby, Ontario, Canada L3M 4H5.

EGYPT
STEPHEN M. BUTLER, General Sales Manager, Mantrac, 22 Amin Fikry Street, P. O. Box 1054, Alexandria, Egypt.
GEORGE T. DeBAKEY, Area Manager-Middle East, Rockwell International, 15 Radwan El Tabib, 11th Floor, Giza, Cairo, Egypt (Rd. 22 House 70, Maadi, Egypt).

ENGLAND
R. CRAIG CROSSLEY, Sales Manager Europe West, Eaton Corporation, Cutler-Hammer Europa, Elston Road, Bedford, MK42 9LH England (139 Thornton Drive, Girton, Cambridge, CB3 ONE England).
BRYAN MANNING, European Sales Manager, Elmwood Sensors Ltd., North Shields, Tyne & Wear, NE29 8SA England (77 Tarrington Close, Wallsend, Tyne & Wear NE 28 OQT England).

GUAM
EDWARD ENGLISH, Operations Manager, FHP-Guam Medical Center, P.O. Box 6690-C, Tamuning, Guam 96911.

GUATEMALA
GEORGE R. LINDAHL, JR., Manager, Cia. Algodonera De América Central, S.A., 12 Calle 5-62, Zona 1, Guatemala, Guatemala (Avenida La Reforma 10-00, Zona 9, Guatemala, Guatemala).

INDIA
SHANKAR SUNDARAM, Manager-Business Development, Amalgamations Ltd., 803, Anna Salai, Madras 60002, India (Mahalakshmi, 25, Kasturi Rangan Road, Madras 600018, India).

ITALY
JEROME GRECO, Managing Director, Carrier Italia S.P.A., Via G. Boccaccio, 35, 20090 Trezzano sul Naviglio, Milan, Italy.

JAPAN
TATSUO NOBU, Assistant Manager, Orient Leasing Company, Ltd., 2-4-1, Hamamatsuchou, Minato-ku, Tokyo 105, Japan.
B. MICHAEL POWELL, JR., Vice President, American Home Assurance Co. (AIG), CPO Box 99, Chiyoda-ku, Tokyo 100-91, Japan.
NOBUKAZO YAMAGUCHI, Marketing Manager, Consumer Products Division, Miles Laboratories, Inc., Japan Branch, Aoyama Bldg., 2-3, Kita-Aoyama 1-chome, Minato-ku, Tokyo 107, Japan.

JORDAN
NAZZAL M. ARMOUTI, Deputy Managing Director, Jordanian-Cypriot Construction Industries Co., Ltd., P.O. Box 357, Amman, Jordan.

KOREA
DR. SE UNG LEE, President, Korea Industrial Gases, Ltd., Chung Mu Ro 2 Ka 64-5, Hani Bldg., Seoul, Korea.
JAMES H. RIDDLE, Vice President, Teledyne, C.P.O. Box 3599, 303 Nam Song Mansion, Itaewon, Seoul, Korea.

LUXEMBOURG
RALPH M. DELLA RATTA, JR., Assistant Vice President, American Fletcher National Bank, Luxembourg Branch, 40, Boulevard Joseph II, Luxembourg.

MEXICO
GIL MARIO AVILA PARRA, Civil Engineer, Forel De México, Madrid #21 - 315, Mexico 4, D. F., Mexico.
JOHN A. WARNER, President & CEO, Sabritas S.A. de C.V., (Pepsi Co., Inc.), Norte 45, No. 740, Industrial Vallejo, Mexico 15, D.F., Mexico.
CHARLES M. WEEKS, Gerente-División Norte, Burger Boy S.A., Apartado Postal 300 F, Monterrey, N.L., Mexico.

MOROCCO
NORWAY
EINAR BERGH, Manager, Public Relations, Mobil Exploration Norway, Inc., P. O. Box 510, 4001 Stavanger, Norway.

JOAN BLACKMAN CHRISTENSEN, Dr. Holms V. 6, Holmenkolen, Oslo 3, Norway.

CARSTEN FOYN-BRUUN, Export Sales Manager, Jarlsoe Fabrikker A/S, Boks 10, 3100 Toensberg, Norway (Joh. Wessmans Vei 2, 3155 Asgaardstrand, Norway).

PANAMA
GERALD H. GREENE, General Manager, Panama Kodak Companies, Apartado 7333, Panama 5, Republic of Panama.

PHILIPPINES
DR. MARY BARON, Psychologist, International School, Box 323, Makati, Metro Manila 3117, Philippines.


PUERTO RICO
OLE B. DAM, Master Scheduling Manager, Digital Equipment Corporation, P. O. Box 106, San German, Puerto Rico 00753.

JAVIER G. VASQUEZ, Marketing Executive, Publicidad Siboney, Box 6261 Loiza Station, Santurce, Puerto Rico 00914 (Cond. Los Pinos Apmt 10-E, East Bldg., Isla Verde, Puerto Rico 00913).

SINGAPORE

SPAIN
H. D. (BUCK) BROWN, Peña Sirio 16, Madrid 34, Spain.

SWITZERLAND
VICTOR C. FONTAINE, Asst. Manager, Parts & Service Marketing, Caterpillar Tractor Co., Caterpillar Overseas Ltd., 118 Rue Du Rhône, Geneva, Switzerland (11 Gret De Charpela, Geneva 1206, Switzerland).

THAILAND
MARK I. WHITCRAFT, Division Manager, Diethelm & Co., Ltd., 594 Luang Rd., Bangkok, Thailand (17 Soi Yenakart, Bangkok, Thailand).

VENEZUELA
BLAS R. CASARES, President, Corporación Ceres S.A., Apartado Postal 6603, Caracas 1010-A, Venezuela.


WEST GERMANY
HANS W. JANY, Consultant, Booz-Allen & Hamilton, Steinstrasse 2, 4000 Dusseldorf 1, West Germany.

AXEL H. MEES, Manager Logistics Planning, BMW-AG, Postfach 400240, 8000 Muenchen 40, West Germany (Ungererstr. 19, 8000 Muenchen 40 West Germany; after January 1982: Elektrastr. 17, 8000 Muenchen 81, West Germany).
WEST INDIES

GEORGE E. GRIMMETT, Geotranding, Ltd., Post Office Box 1579, Grand Cayman, Cayman Islands, British West Indies.
<table>
<thead>
<tr>
<th>Academic Affairs Office</th>
<th>22a</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration Building (Founder's Hall)</td>
<td>1</td>
</tr>
<tr>
<td>Alumni Office</td>
<td>24</td>
</tr>
<tr>
<td>Associated Students Legislative Council Office</td>
<td>18</td>
</tr>
<tr>
<td>Audio-Visual Center</td>
<td>35</td>
</tr>
<tr>
<td>Auditorium</td>
<td>7</td>
</tr>
<tr>
<td>Bedford Hall</td>
<td>45A</td>
</tr>
<tr>
<td>Bookstore</td>
<td>15</td>
</tr>
<tr>
<td>Buildings &amp; Grounds</td>
<td>11</td>
</tr>
<tr>
<td>Business Office</td>
<td>2</td>
</tr>
<tr>
<td>Career Services Center</td>
<td>25</td>
</tr>
<tr>
<td>Classrooms (also see Seminar Rooms)</td>
<td></td>
</tr>
<tr>
<td>1-5</td>
<td>32</td>
</tr>
<tr>
<td>6-14</td>
<td>31</td>
</tr>
<tr>
<td>15-17, 20</td>
<td>30</td>
</tr>
<tr>
<td>K-9, K-14</td>
<td>37</td>
</tr>
<tr>
<td>AV-1</td>
<td>35</td>
</tr>
<tr>
<td>Coffee Shop</td>
<td>6</td>
</tr>
<tr>
<td>Coleman Lounge</td>
<td>19</td>
</tr>
<tr>
<td>Crossroads Coffeehouse</td>
<td>41</td>
</tr>
<tr>
<td>D-1 Seminar Room</td>
<td>34</td>
</tr>
<tr>
<td>Dean of Students</td>
<td>12</td>
</tr>
<tr>
<td>Dining Hall</td>
<td>10</td>
</tr>
<tr>
<td>East Apartments</td>
<td>20</td>
</tr>
<tr>
<td>Faculty Building</td>
<td>22</td>
</tr>
<tr>
<td>Financial Aids</td>
<td>38</td>
</tr>
<tr>
<td>Founder's Hall (Administration Bldg.)</td>
<td>1</td>
</tr>
<tr>
<td>Goldwater Lounge</td>
<td>4</td>
</tr>
<tr>
<td>Hangar - Parking</td>
<td>28</td>
</tr>
<tr>
<td>Hangar - Storage</td>
<td>14</td>
</tr>
<tr>
<td>Health Center</td>
<td>13</td>
</tr>
<tr>
<td>Housekeeping</td>
<td>11</td>
</tr>
<tr>
<td>Housing Office</td>
<td>12</td>
</tr>
<tr>
<td>INTERCOM</td>
<td>39</td>
</tr>
<tr>
<td>Interfaith Center</td>
<td>36</td>
</tr>
<tr>
<td>International Studies Dept.</td>
<td>40</td>
</tr>
<tr>
<td>Key Manager Building</td>
<td>3</td>
</tr>
<tr>
<td>Key Manager Seminar Building</td>
<td>21</td>
</tr>
<tr>
<td>Kitchen</td>
<td>8</td>
</tr>
<tr>
<td>Kieckhefer Dorm</td>
<td>43</td>
</tr>
<tr>
<td>Kieckhefer Hall</td>
<td>45C</td>
</tr>
<tr>
<td>Lecture Hall</td>
<td>45B</td>
</tr>
<tr>
<td>Library</td>
<td>23</td>
</tr>
<tr>
<td>Litchfield Hall</td>
<td>45B</td>
</tr>
<tr>
<td>Modern Language Dept.</td>
<td>22c</td>
</tr>
<tr>
<td>North Residence Hall</td>
<td>42</td>
</tr>
<tr>
<td>Post Office</td>
<td>16</td>
</tr>
<tr>
<td>Pub</td>
<td>29</td>
</tr>
<tr>
<td>Racquet Ball Court</td>
<td>44</td>
</tr>
<tr>
<td>Restrooms</td>
<td>*</td>
</tr>
<tr>
<td>Security</td>
<td>11</td>
</tr>
<tr>
<td>Seminar Rooms</td>
<td></td>
</tr>
<tr>
<td>C-8, C-15, C-21, C-22, C-32</td>
<td>33</td>
</tr>
<tr>
<td>D-1</td>
<td>34</td>
</tr>
<tr>
<td>Snell, Frank L. Learning Center</td>
<td>45ABC</td>
</tr>
<tr>
<td>Sobo Lounge</td>
<td>26</td>
</tr>
<tr>
<td>Student Lounge</td>
<td>5</td>
</tr>
<tr>
<td>Support Services</td>
<td>17</td>
</tr>
<tr>
<td>Tennis Courts</td>
<td>27</td>
</tr>
<tr>
<td>Thunderbird Room</td>
<td>9</td>
</tr>
<tr>
<td>West Apartments</td>
<td>26</td>
</tr>
<tr>
<td>World Business Dept.</td>
<td>22b</td>
</tr>
</tbody>
</table>

Founder's Hall (Administration Building) | 1 |
| Business Office | 2 |
| Key Manager Building | 3 |
| Goldwater Lounge | 4 |
| Student Lounge | 5 |
| Coffee Shop | 6 |
| Auditorium | 7 |
| Kitchen | 8 |
| Thunderbird Room | 9 |
| Dining Hall | 10 |
| Security/Housing/Buildings/Grounds | 11 |
| Dean of Students/Housing Offices | 12 |
| Health Center | 13 |
| Hangar - Storage | 14 |
| Bookstore | 15 |
| Post Office | 16 |
| Support Services | 17 |
| ASLC Office | 18 |
| Coleman Lounge | 19 |
| East Apartments | 20 |
| Key Manager Seminar Building | 21 |
| Faculty Building | 22 |
| Academic Affairs Office | 22a |
| World Business Dept. | 22b |
| Modern Languages Dept. | 22c |
| Library | 23 |
| Alumni Office | 24 |
| Career Services Center (Placement) | 25 |
| Sobo Lounge/West Apartments | 26 |
| Tennis Courts | 27 |
| Pub | 29 |
| Classrooms 15-17, 20 | 30 |
| Classrooms 6-14 | 31 |
| Classrooms 1-5 | 32 |
| Seminar Rooms C-8, C-15, C-21, C-22, C-32 | 33 |
| D-1 Seminar Rooms | 34 |
| Audio-Visual Center | 35 |
| Interfaith Center | 36 |
| Classrooms K9-K14 | 37 |
| Financial Aids | 38 |
| INTERCOM | 39 |
| International Studies Dept. | 40 |
| Crossroads Coffeehouse | 41 |
| North Residence Hall | 42 |
| Kieckhefer Dorm | 43 |
| Racquet Ball Courts | 44 |
| Frank L. Snell Learning Center | 45 |
| Clay P. Bedford Hall | 45A |
| Paul Litchfield Hall | 45B |
| Thelma Kieckhefer Hall | 45C |
| Restrooms | * |
American Graduate School of International Management derives a part of its income from contributions donated by such world-minded business firms and foundations as those listed below. In addition, the School receives generous financial support from its many alumni and friends throughout the world.

AFIA Worldwide Insurance
ARMCO Foundation
ASPA Foundation
American Express Foundation
American Management Associations
The Arizona Bank
Arizona Public Service Company
N.W. Ayer Foundation
BankAmerica Foundation
Bechtel Power Foundation
Bliss & Laughlin Industries
Borg-Warner Foundation, Inc.
Campbell Soup Company
Cargill Incorporated
Carnation Company Foundation
Caterpillar Tractor Company
J. I. Case Company
Celia M. Howard Fellowship Fund
Chase Manhattan Bank, N.A.
Chemical Bank
Citibank
Clayton Fund
Continental Bank
Continental Grain Company
Continental Group Foundation
Corning Glass Works Foundation
Crown Zellerbach Foundation
Dow Chemical Company
John Deere Foundation
Earhart Foundation
Economics Laboratory, Inc.
Exxon Education Foundation
Federated Department Stores, Inc.
Firestone International Company
First City National Bank of Houston
First National Bank of Arizona Charitable Fund
First National Bank of Chicago
FMC Foundation
Ford Meter Box Company
Ford Motor Company Fund
Gannett Newspaper Foundation
General Mills Foundation
Getz Foundation
Goodyear Tire & Rubber Company Fund
Gulf Oil Foundation
Hearst Foundation
IBM Corporation
INA Foundation
International Telephone & Telegraph Corp.
Johnson & Higgins
Johnson & Johnson Associated Industries Fund
Johnson’s Wax Fund, Inc.
Kaiser Engineers, Inc.
Koechring Foundation
Kresge Foundation
Leo Burnett Company
Levi Strauss Foundation
Manufacturers Hanover Trust Company
Mellon Bank, N.A.
Motorola Foundation
Mountain Bell
NCR Foundation
Nordson Foundation
Northern Trust Company
Northrop Corporation
Onan Corporation
Owens-Illinois Charities Foundation
Pheps Dodge Foundation
Phoenix Newspapers, Inc.
Procter & Gamble Fund
R. J. Reynolds Industries, Inc.
Santa Fe Railway Foundation
Scaife Family Charitable Trust
Schering-Plough Corporation
Joseph E. Seagram & Sons, Inc.
Security Pacific Foundation
Sobin Chemicals, Inc.
Sperry Corporation Foundation
Standard Oil Co. of California
Stanley Works
Starr Foundation
Talley Industries, Inc. Foundation
Tenneco Incorporated
TRW Foundation
Union Carbide Corporation
United California Bank
United States Steel Foundation
Upjohn International, Inc.
Valley National Bank Foundation
Valley National Company
Valmont Foundation
Wheeler Machinery Company
POLITICAL CHANGE
ANALYSIS FINANCIAL
POLITICS TO INTERNATIONAL
MIDDLE EAST SURVEY
INTER-AMERICAN RELATIONS
GUIDELINES IN WORLDWIDE
DEVELOPMENT AND SOCIAL CHANGE
NATIONAL MARKETING PROBLEMS
DIPLOMACY, NEGOTIATING
BARGAINING COMPARATIVE
MOVEMENTS, THEORIES OF
CHANGE, CHINESE WRITING
FRENCH ADVANCED
THEORIES OF POLITICS
CONTEMPORARY CULTURE
POLICY IN EUROPE MARKETS
TOURISM AND ECONOMICS
MAJOR TOPICS IN LAW
REGIONAL APPROACHES
US FOREIGN POLICY
BASIC ADVERTISING
NATIONALISM AND
OPERATIONS