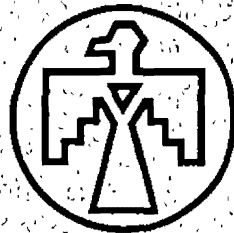


THUNDERBIRD

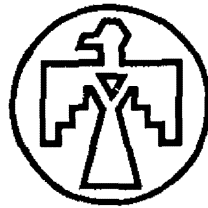
AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT



BULLETIN/1985-87

THUNDERBIRD

AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT



BULLETIN/1985-87

THUNDERBIRD CAMPUS
GLENDALE, AZ 85306

Address Inquiries to:

**Dean of Admissions
American Graduate School of International Management
Thunderbird Campus
Glendale, AZ 85306**

**Telephone:
(602) 978-7210**

TELEX 187123

**OBJECTIVES
OF THE
AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT**

- To provide an academically rigorous and pragmatically relevant Master's degree program in international management.
- To provide knowledgeable and socially responsive leadership in international institutions.
- To foster international understanding by developing sympathetic and mutually satisfactory business and cultural relations among peoples of the world.

ACADEMIC CALENDAR

FALL SEMESTER 1985

| | |
|-----------------------|--|
| August 20 | Foreign Student Day |
| August 21-23 | Orientation, Counseling, Testing, Registration |
| August 26 | Classes Begin, Financial Registration |
| August 30 | Last Day for Late Academic Registration, Changes in Schedule |
| September 2 | Holiday, Labor Day (Dining Hall Closed August 31, September 1,2) |
| November 28, 29,30 | Thanksgiving Break (Dining Hall Closed) |
| December 1 | Thanksgiving Break (Dining Hall Closed) |
| December 5 | Last Day of Classes |
| December 6 | Finals Break |
| December 7-13 | Final Examinations |
| December 13 | Commencement |

WINTERIM 1986

| | |
|------------|-----------------------------|
| January 6 | Registration, Classes Begin |
| January 24 | Final Examinations |

SPRING SEMESTER 1986

| | |
|---------------|--|
| January 28 | Foreign Student Day |
| January 29-31 | Orientation, Testing, Registration |
| February 3 | Classes Begin, Financial Registration |
| February 7 | Last Day for Late Academic Registration, Changes in Schedule |
| March 28-31 | Easter Break (Dining Hall Closed) |
| April 1 | Classes Resume |
| May 15 | Last Day of Classes |
| May 16 | Finals Break |
| May 17-23 | Final Examinations |
| May 23 | Commencement |

SUMMER SESSION 1986

| | |
|--------------|--|
| June 3 | Foreign Student Day |
| June 4-6 | Orientation, Testing, Registration |
| June 9 | Classes Begin, Thunderbird Campus, Financial Registration |
| June 11 | Classes Begin, Guadalajara Campus |
| June 11 | Last Day for Late Academic Registration, Changes in Schedule |
| July 4 | Holiday, Independence Day (Dining Hall Closed) |
| August 12 | Last Day of Classes |
| August 13-15 | Final Examinations |
| August 15 | Commencement |

FALL SEMESTER 1986

| | |
|----------------|--|
| August 26 | Foreign Student Day |
| August 27-29 | Orientation, Testing, Registration |
| September 1 | Holiday, Labor Day (Dining Hall Closed August 30, 31, Sept. 1) |
| September 2 | Classes Begin, Financial Registration |
| September 8 | Last Day for Late Academic Registration, Changes in Schedule |
| November 27-30 | Thanksgiving Break (Dining Hall Closed) |
| December 11 | Last Day of Classes |
| December 12 | Finals Break |
| December 13-19 | Final Examinations |
| December 19 | Commencement |

WINTERIM 1987

| | |
|------------|-----------------------------|
| January 5 | Registration, Classes Begin |
| January 23 | Final Examination |

SPRING SEMESTER 1987

| | |
|---------------|--|
| January 27 | Foreign Student Day |
| January 28-30 | Orientation, Testing, Registration |
| February 2 | Classes Begin, Financial Registration |
| February 6 | Last Day for Late Academic Registration, Changes in Schedule |
| April 17-20 | Easter Break (Dining Hall Closed) |
| April 21 | Classes Resume |
| May 14 | Last Day of Classes |
| May 15 | Finals Break |
| May 16-22 | Final Examinations |
| May 22 | Commencement |

SUMMER SESSION 1987

| | |
|--------------|--|
| June 2 | Foreign Student Day |
| June 3-5 | Orientation, Testing, Registration |
| June 8 | Classes Begin, Thunderbird Campus, Financial Registration |
| June 10 | Classes Begin, Guadalajara Campus |
| June 10 | Last Day for Late Academic Registration, Changes in Schedule |
| July 3 | Holiday, Independence Day (Dining Hall Closed) |
| August 11 | Last Day of Classes |
| August 12-14 | Final Examinations |
| August 14 | Commencement |

FALL SEMESTER 1987

| | |
|----------------|--|
| August 25 | Foreign Student Day |
| August 26-28 | Orientation, Testing, Registration |
| August 31 | Classes Begin, Financial Registration |
| September 4 | Last Day for Late Academic Registration, Changes in Schedule |
| September 7 | Holiday, Labor Day (Dining Hall Closed September 5, 6, 7) |
| November 26-29 | Thanksgiving Break (Dining Hall Closed) |
| December 10 | Last Day of Classes |
| December 11 | Finals Break |
| December 12-18 | Final Examinations |
| December 18 | Commencement |

WINTERIM 1988

| | |
|------------|-----------------------------|
| January 4 | Registration, Classes Begin |
| January 22 | Final Examinations |

SPRING SEMESTER 1988

| | |
|---------------|--|
| January 26 | Foreign Student Day |
| January 27-29 | Orientation, Testing, Registration |
| February 1 | Classes Begin, Financial Registration |
| February 5 | Last Day for Late Academic Registration, Changes in Schedule |
| April 1-4 | Easter Break (Dining Hall Closed) |
| April 5 | Classes Resume |
| May 12 | Last Day of Classes |
| May 13 | Finals Break |
| May 14-20 | Final Examinations |
| May 20 | Commencement |

"[Thunderbird is] the best source in all the world for international executives."
Lowell Thomas
Founding Trustee

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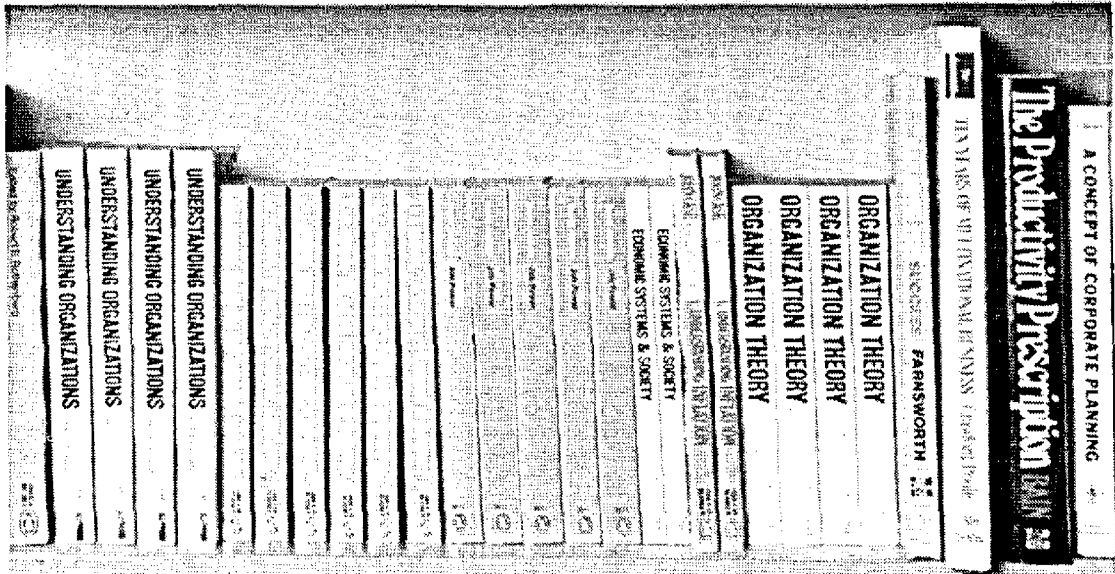
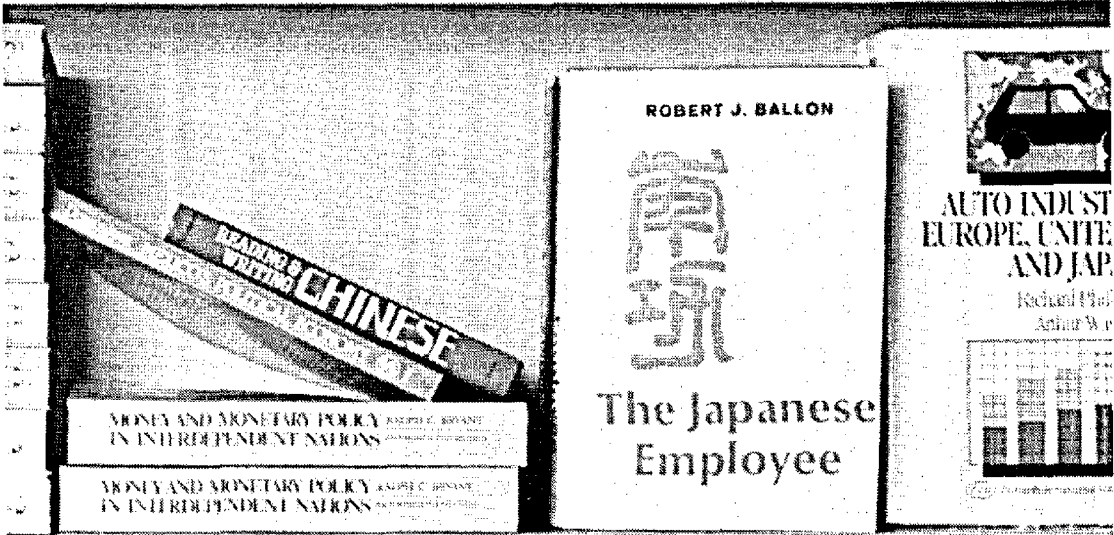
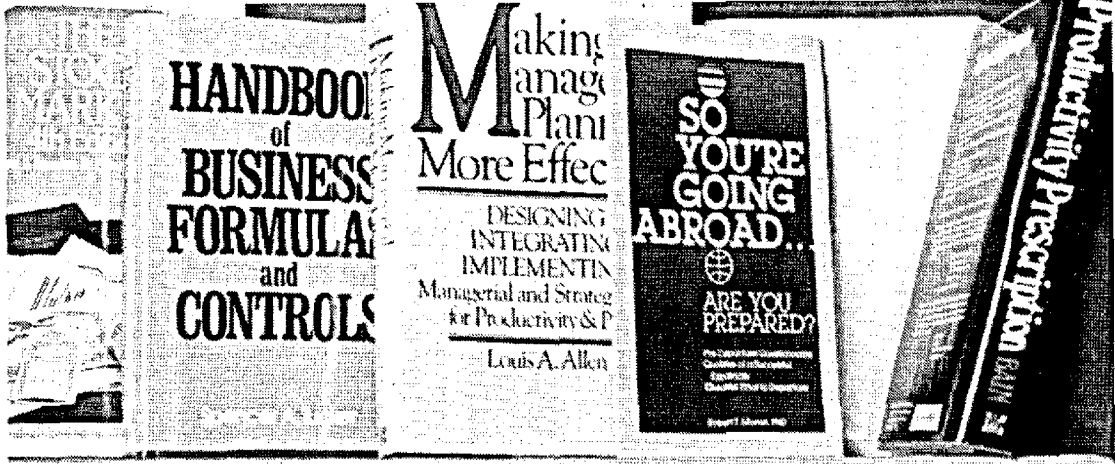
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INTERNATIONAL CAREERS

The volume of international commerce expanded dramatically in the 1960s and 1970s, creating a serious need for executives trained in the intricacies of world trade and finance. Consider the following facts:

- U.S. exports of goods and services amounted to nearly \$220 billion in 1984.
- Twenty percent of U.S. agricultural production is exported, amounting to \$38 billion in 1984.
- U.S. direct investment abroad amounted to \$226 billion in 1984.
- About one-third of U.S. corporate profits are generated by international activities.
- The value of U.S. private assets overseas increased from \$516.6 billion in 1980 to \$774 billion in 1984.
- GATT figures show that the volume of international trade amounted to \$1.8 trillion in 1984.

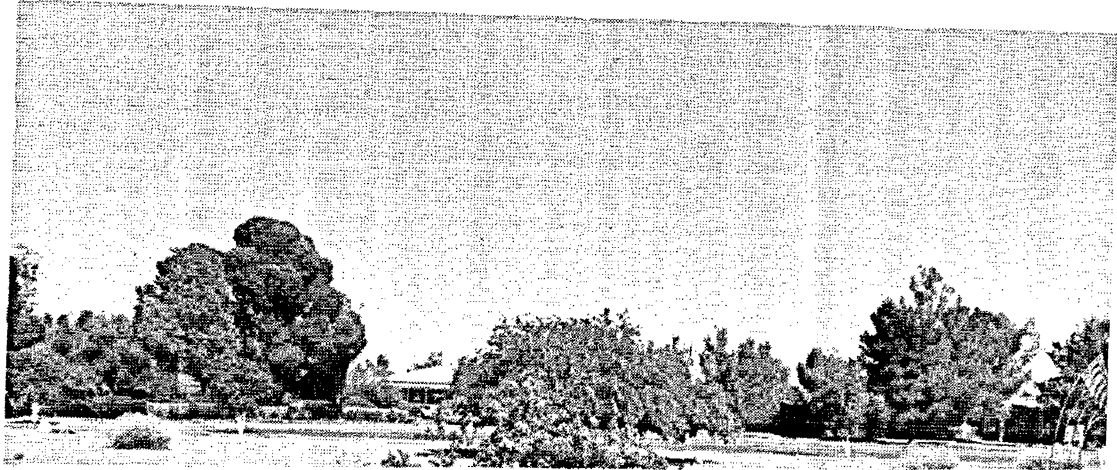
This involvement of Americans in international activities increases the need for talent in the fields of marketing, finance, business management, advertising, government operations, and technical assistance to developing areas. It has also created an urgent need to train people of all nationalities in the managerial practices and technical skills of other nations, for both domestic and global corporations.

However, the complexities of petroeconomics, worldwide recession, plus accompanying trade deficits and payment defaults have curtailed trade expansion in recent years. American direct investment abroad has grown at an average annual rate of only 1.6 percent since 1980. On the other hand, since 1979 foreign investment in the United States has exceeded American investment overseas every year — by as much as 7 billion dollars in 1983. Furthermore, U.S. export sales rose 10% in 1984, the first gain since 1981, helped by improved economies in many countries, recovering about half of the nearly \$37 billion decline registered from 1981 through 1983.

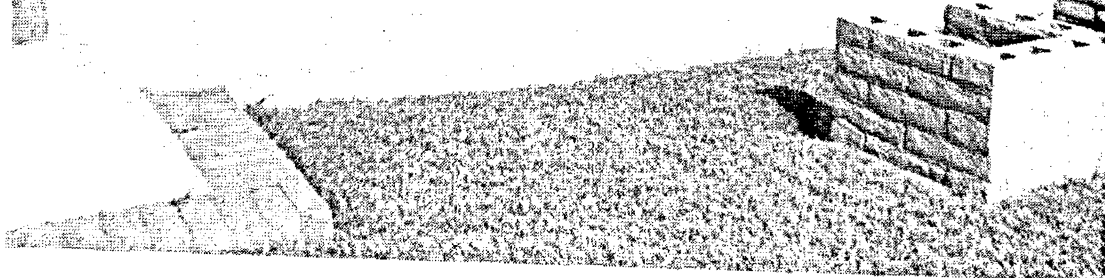
These complex issues are creating a shift in traditional world trade patterns, causing a decisive switch to joint ventures, especially in the automotive and electronics industries. In the electronics field alone, by one count, American companies forged 100 cooperative agreements with Western European partners in 1982-83.

All of this points to the need for individuals properly educated in the complex realities of international commerce and cross-cultural communication. Thunderbird was the pioneer in this field, and will celebrate its fortieth anniversary in 1986.

As of December, 1984, Thunderbird graduates were working in 106 countries. Nevertheless, such an education can also lead to a domestic assignment or a career as an entrepreneur. Most graduates live in the United States, but they are largely involved in international transactions in government as well as business, frequently requiring foreign travel.



AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT



GENERAL INFORMATION

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.



CAMPUS FACILITIES

Location

Located in one of the world's most desirable Sun Belt areas, Thunderbird is ideally situated for graduate study in Glendale, Arizona, a suburb of Phoenix. The sun shines 85 percent of the year and the average yearly rainfall is less than eight inches. At an elevation of 1,100 feet, winter temperatures are mild. Summers offer hot dry days with all buildings fully air conditioned and a large swimming pool in the central quadrangle for cool recreation.

A drive of three or four hours takes one to the pine forests of northern Arizona, the ski resorts of Flagstaff, and the spectacular Grand Canyon. A half-day drive to the south passes through colorful desert vegetation to the city of Tucson and the Mexican border, gateway to Latin America.

Thunderbird Campus is at the corner of 59th Avenue and Greenway Road; the main entrance is on 59th Avenue. If coming from the north or south, take Interstate 17 to Greenway Road and drive west four miles to 59th Avenue. Greenway Road is midway between Bell Road and Thunderbird Road.

Buildings and Grounds

The campus consists of 160 acres. The buildings occupy approximately 60 acres of landscaped grounds. The buildings are of the long, low ranch style, characteristic of western architecture.

Eleven dormitory buildings are arranged to form three quadrangles of lawn and shrubbery. The West Apartments, completed in 1971 and renovated in 1983, have some units available for married students. They consist of 50 units in three two-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

The resources of the library are specifically chosen to support the unique Thunderbird curriculum. The book collection, which is constantly increasing, numbers approximately 90,000 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.

The library subscribes to 1,116 domestic and international periodicals and newspapers. Services in the facility include microfilm reader/printers, photocopiers, and electric typewriters. The library also subscribes to DIALOG Information Services as well as many useful indexes and other reference books.

An extensive vertical file is maintained, containing current material covering countries, industries, commodities, business firms and all other subjects pertaining to the curriculum. Family and friends of the late Clifford Bevens donated money to provide equipment for a videocassette viewing room with four individual stations.

International Studies Research Center

The International Studies Research Center, located in the Thelma Kieckhefer International Studies Center 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, governmental, political, and social information, are maintained.



LIVING ACCOMMODATIONS

On-Campus Housing

Housing facilities on campus can accommodate approximately 45 percent of the students. Incoming students should apply for housing and forward the required \$300 deposit as early as possible. Continuing and returning students are given priority.

The following rooms are available for single students. Costs are for the 1985-86 academic year and are subject to change.

- *Single occupancy rooms in Kieckhefer Hall and J Dormitory 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 \$660 for a semester or \$535 for a Summer Session.
- *Single occupancy rooms in A and B Dormitories.* A single room shares a connecting bathroom with another single room. These rooms have air-conditioning and carpeting. Some are facing the pool. Each room has a private entrance. They cost \$625 per semester and \$495 per Summer Session.

- *Single occupancy rooms in East Dormitory.* 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 \$585 per semester and \$475 per Summer Session.
- *Single occupancy rooms in West Dormitories.* A single room shares a connecting bathroom with another single occupancy room. The rooms are air-conditioned, have carpeting and have a shared refrigerator with the other room. Each room costs \$565 for a regular semester and \$445 for a Summer Session.
- *Single rooms in D, E, F, G, and H Dormitories.* These facilities consist of four private bedrooms sharing a bathroom and a large lounge area. Rooms are air-conditioned and newly renovated. Cost is \$555 per room for a regular semester, and \$425 for a Summer Session.

Some West Dormitory units 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 \$980 for a regular semester, or \$750 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. Students with children must make arrangements for off-campus living quarters. The Housing Office offers assistance in locating apartments off campus.

Food Service

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 \$915 per person per semester and \$615 for the Summer Session, which is approximately \$8.35 per day. The Coffee Shop is open throughout the day (except weekends) and serves a variety of sandwiches, snacks and beverages.



STUDENT SERVICES

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 insured for both sickness and

accidents, 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, nonimmigrant 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.

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, AZ 85306.

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

Career Services Center

Placement activities are handled through the Career Services Center, located in the Franz G. Talley Alumni/Career Services Building. The center provides important assistance to degree candidates in planning for career employment. The center's research library includes more than 1,500 individual information files on employers with multinational operations.

Lecture series, workshops, and individual counseling are offered to assist degree candidates in defining their career objectives and in planning for and executing an effective program to find suitable employment to satisfy those objectives. Individual effort, however, is the most important ingredient in a student's success.

The center coordinates and schedules all campus recruiting efforts of over 300 representatives of business, government, and social service organizations in search of future international executives. The center publishes and distributes student resume books to more than 1,000 prospective employers three times annually.

As an additional service to Thunderbird graduates, the center also assists in alumni placement. Employers seeking experienced executives contact the Alumni Placement Coordinator. The resumes of qualified applicants are sent to the prospective employer for review and action. At the same time, qualified alumni are informed of current opportunities and make contacts directly if interested. Degree-holding alumni may use this service by paying a \$50 fee and sending 12 copies of their current resume. Resumes are kept in active status for a period of one year. Interested alumni should contact the Alumni Placement Coordinator (602) 978-7242.

Interfaith Center

The Interfaith Center, near the School entrance, is available for religious services of all denominations and for meditation.

Student Government

Student government is exercised through an elected Associated Students Legislative Council (ASLC). The council provides a forum for students to voice their opinions to the administration, faculty, and community at large.

The ASLC administers the student activities fund and provides for an atmosphere of cooperation among the students.

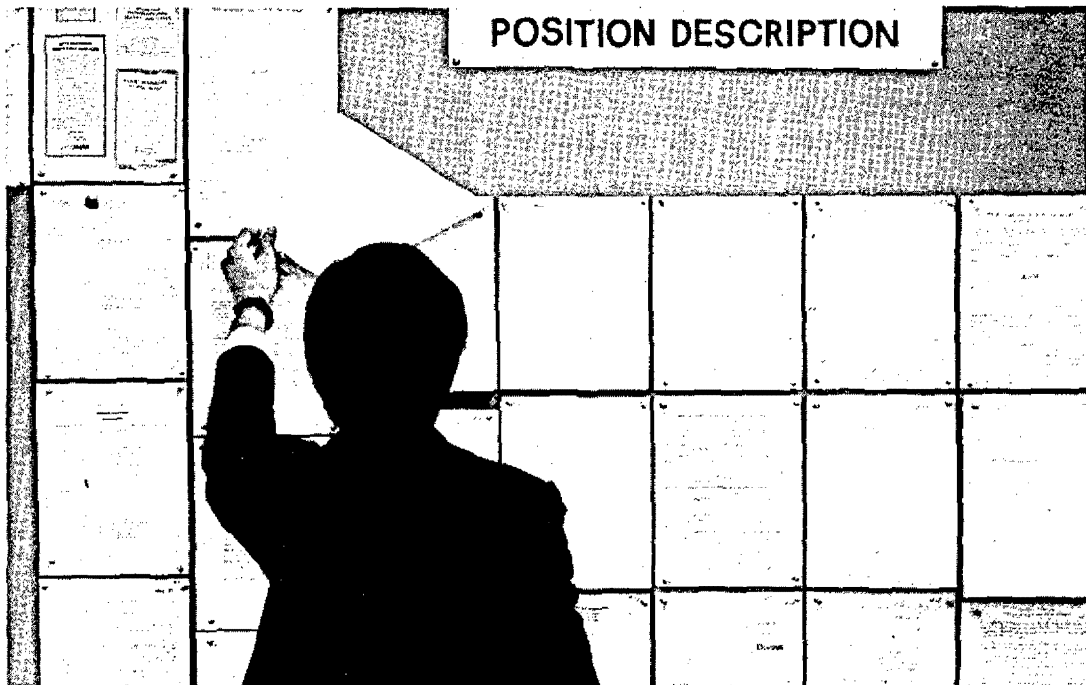
The ASLC committee structure allows students to participate in the School's admission, curriculum, scholarship, speakers, film, placement, library, spouses, and information functions. The ASLC serves to develop improved faculty-student-administration relationships. Student clubs under ASLC sponsorship generate the social, cultural and recreational activities necessary to supplement student life.

Clubs

Clubs are frequently formed by students studying the various languages and by students with interests in the specific regions of the world. Others are formed around special interests or religious faiths. The following is a list of all chartered clubs, but many other clubs exist and are formed as the student body profile changes:

CHARTERED CLUBS

- | | |
|------------------------------|-------------------------|
| Asia Club | Middle East Club |
| Christian Fellowship | Portuguese Club |
| Foto Club | Rugby Club |
| Greek Club | Spanish Club |
| International Business Women | Spouse Club |
| International Finance Club | T'bird Ballroom Society |
| Import Export Club | Table Tennis Club |
| LDS Club | Toastmasters |
| Liaison Club | Westlawn Club |
| Marketing Club | |



International job openings are posted on the Career Services bulletin board. More than 200 multinational corporations recruit regularly on the Thunderbird campus.

Campus Publications

The student newspaper, *Das Tor*, which means "The Gate," is published each week under student editorship. It contains details of campus events and announcements of general interest to students, faculty, and staff. *Thunderbird Week*, a newsletter published by the ASLC Information Committee, contains announcements and a weekly calendar. *Fortune* is a pictorial roster of students published each term.

Lectures and Seminars

Many 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.

Recreation and Sports

Because of 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. In addition, a swimming pool is situated in the central quadrangle. The School sponsors softball, soccer and rugby teams in league competition.

The surrounding area offers excellent opportunities for horseback riding, golf, and camping. The mountains in northern Arizona offer good skiing facilities within a three or four hour drive from campus.



AWARDS

Several honorary awards are made by the School each year:

The Barton Kyle Yount Award is the highest honor granted to a graduating student. It is conferred upon one student each term for excellence in scholarship, character, and accomplishment. Nomination and election are by the faculty.

The Alfred Knight Award is granted for excellence in scholastic achievement.

The Phoenix Newspapers, Inc. International Advertising Award recognizes the most outstanding advertising presentation in the INTERAD class.

The Jonas Mayer Distinguished Alumnus Award is bestowed once each year upon an alumnus who has reflected great credit on American multinational business.

The International Executive of the Year Award is presented annually to an executive in recognition of efforts to foster international understanding through mutually beneficial business management among peoples of the world.

EXTERNAL AFFAIRS

The Office of External Affairs conducts programs and activities for Thunderbird to develop understanding and financial support from all its publics for its educational goals. The Alumni and Communications Offices are extensions of the Office of External Affairs and report to the Director of 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 graduates and students, is of considerable value to those who wish data on their fellow Thunderbirds.

In addition, the office links more than 18,000 alumni around the globe through the Thunderbird Alumni Association. The network includes resource persons, who have facts about their area for alumni moving there, and alumni association contacts, who know of alumni meetings in their particular area. The alumni publication, *Thunderbird Magazine*, is produced quarterly, keeping Thunderbird graduates around the world informed about news of their friends, business associates, their alma mater, and global affairs.

Communications

The Office of Communications manages the publications and public relations program of Thunderbird. Publications include the *Thunderbird Magazine*, the *Bulletin*, the Annual Report, a weekly internal newsletter, and *Thunderbirds Worldwide*, a directory of alumni in foreign countries. The office also manages national and international media relations and oversees a speakers program and special events.

Corporate Development Office

The Corporate Development Office, located in the Franz G. Talley Alumni/Career Services Center, is the corporate fund raising arm of the School. This office receives over 100 gifts annually from corporations and foundations totaling approximately \$500,000 a year. The Corporate Development Office works closely with the World Business Advisory Council and the Career Services Center to promote corporate relations.

Development Services

The Development Services Office manages the Annual Fund, which encourages financial support for the School from alumni and friends. The office also publishes the *Donor Annual Report* and ensures that all gifts to the School are properly recorded and acknowledged.



THUNDERBIRD MANAGEMENT CENTER

Thunderbird Management Center develops and administers customized training programs for corporate clients designed to prepare executives for international assignments. Programs often include cross-cultural communications, business skills, political awareness and economic understanding. The Executive Language Program subdivision of these activities focuses on intensive language training.

Thunderbird Management Center accommodates individuals as well as groups either on or off campus for a few days, or many months in duration. Participants receive concentrated customized training designed exclusively for their circumstances and needs. Areas of instruction are usually determined in cooperation with the firm's human resource executives.

HISTORY OF THUNDERBIRD

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.

Thunderbird Field

The School was chartered as a nonprofit Arizona corporation on April 8, 1946, with General Yount as President. 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. Classes started on October 1, 1946, and the first class graduated on June 14, 1947.

Name Change

The School was founded under the name 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.

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 that freely discussed their worldwide personnel problems and the kind of training they considered most desirable.

Affiliation with American Management Associations

From 1963 to 1983, the School was affiliated with the American Management Associations. Recently, the 1963 agreement was replaced with a new agreement to continue a more limited affiliation. The School continues to retain 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.

Key Manager Courses

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 program continues under the direction of the Thunderbird Management Center.



Commencement ceremonies are held in May, August, and December. Most students with good preparation in business and language courses are able to complete the program in one calendar year.



ADMISSION

BASIC REQUIREMENTS

Qualifications

College and university graduates in good standing who, upon matriculation, hold a bachelor's degree or higher from accredited institutions recognized by the American Graduate School of International Management are eligible to be considered for admission as full-time students. This normally means a degree awarded after four years of university study at an accredited institution. Applicants holding degrees involving less than four years of undergraduate study are advised to communicate in writing with the Dean of Admissions prior to making application.

Recognizing the diversity in personality traits, skills, and talents required to satisfy the varied demands of business enterprises and government agencies, the School seeks a similar 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. No specific undergraduate major or nonacademic experience is required for entrance or necessarily preferred by the Committee on Admissions. Prior collegiate study in business or in foreign language is not a requisite for admission.

Waiting Period

Because 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, or by telephone, (602) 978-7210, or by Telex 187123.

Graduate Management Admission Test (GMAT)

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 is taken into account with the cumulative grade point average. Functional limitations of students taking this test will be considered when evaluating the score. Particulars can be obtained from GMAT, Educational Testing Service, CN 6103, Princeton, New Jersey 08541. Some foreign students are required to take the TOEFL, described on page 15.

Other Factors

A grade point average of 3.0 is regarded as a minimal standard, and this is taken into consideration along with the GMAT score. Of concern to the evaluators is also the extent of meaningful extracurricular achievements and professional experience of the applicant. Attention is given to aspects of the candidate's record that indicate maturity, leadership capabilities, and motivation toward a career in multinational business or international affairs.

Matriculation

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 questionable GMAT scores or grade point averages may require additional weeks of review by the Committee on Admissions for possible acceptance on probation.

School Representatives

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. A list of Alumni Educational Counselors is located at the back of the *Bulletin*.

Term of Admission

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 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:

- A completed official application form, accompanied by an application fee of \$40 which cannot be waived or refunded.
- An official transcript from each college attended. Students presently enrolled in college or graduate school should submit a transcript of work completed to date. While the admission decision can be made on the basis of a partial transcript, the final official transcript evidencing the award of the qualifying degree must be received by the Office of Admissions prior to matriculation at the School.
- Three letters of recommendation preferably on forms provided by the Office of Admissions.
- Official notice of the score on the Test of English as a Foreign Language (TOEFL) if the applicant's undergraduate instruction was in a language other than English.
- Official notice of the score received on the Graduate Management Admission Test (GMAT) for all applicants whose undergraduate instruction was in English. The Thunderbird code number is 4003.

Following the receipt of a Conditional Acceptance, the applicant must send a \$100 tuition deposit. An Official Acceptance will then be sent, provided the term is still open when the deposit is received.



FOREIGN STUDENTS

Thunderbird encourages applications for admission from students of all countries. Normally, more than 50 countries are represented in the enrollment. 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.

English Language Requirement

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.

Test of English as a Foreign Language (TOEFL)

Applicants whose undergraduate instruction was in any language 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, NJ 08541, U.S.A. All foreign students must take the Thunderbird English Placement Test at the time of registration, although exemption from this requirement may be allowed for those judged to be native speakers of English. A student scoring below the acceptable level may be required to take basic English as a Second Language instruction elsewhere prior to being allowed to enroll in courses at Thunderbird.

English as a Second Language (ESL) Courses

Regardless of the score on the TOEFL, the Thunderbird English Placement Test is the sole criterion in determining whether a student is required to take English as a Second Language (ESL) elsewhere before registering here, to enroll in ESL courses at Thunderbird, 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. degree. Before these students can participate in academic registration each semester, their class schedules must be approved by the English instructors. Students who are required to enroll in Intensive English (ESL-300) may find it necessary to spend an additional semester at Thunderbird in order to meet degree requirements.

Financial Assistance

Admission to the School does not imply financial assistance of any kind. Since Thunderbird 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 Worldwide 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 calendar year of studies at the School prior to the issuance of documents for student visas.



FINANCIAL INFORMATION

TUITION, 1985-86

Regular Tuition

Tuition is \$3,235 for each Spring or Fall Semester, and \$2,380 for the Summer Session, for students enrolled on a full-time basis. For Winterim, the tuition is \$875 for one three-hour course. Tuition is the same for all, regardless of state or country of residence.

Special-Student Fees

Special-Student fees apply to those carrying less than 10 semester hours (or less than 9 hours in the Summer Session), including audits. Such students are charged a tuition fee of \$270 per semester hour of instruction, plus a registration fee of \$270 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

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 \$840 or 6 hours in a Summer Session for a flat-rate tuition of \$560. Special arrangements are made for spouses who take ESL-300, 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.

OTHER FEES, 1985-86

Student Fees

The Associated Students Legislative Council (ASLC) Fee is \$30 for Spring and Fall Semesters, and \$25 for the Summer Session. This is billed to 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 ASLC.

Application Fee

A \$40 Application Fee must accompany a candidate's application for admission. This fee cannot be waived or refunded.

Payment of Fees

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 \$50 late financial registration fee. Any balances outstanding from a previous term must be paid prior to registration for further studies.

Tuition Deposit

A tuition deposit of \$100 is to be sent upon receipt of a Conditional Acceptance in order to obtain the Official Acceptance. This deposit is refundable up to 60 days prior to the first day of registration of the term for which Official Acceptance has been granted. Written notice concerning either a cancellation or a change to another term must be received by the Office of Admissions and Records prior to the 60-day period; otherwise the deposit is forfeited.

Housing Deposit

A \$300 housing deposit is required of all students requesting on-campus housing; \$200 of the deposit is credited to the first semester's housing fee at registration; \$100 is kept as a security deposit and is refundable at graduation or the termination of the housing contract. Rooms are assigned in the order in which deposits are received.

Housing Deposit Refund

The deposit will be refunded, upon request, under the following conditions, provided there are no financial claims against the deposit:

- a. Cancellation of the housing application more than 30 days prior to the start of the term (15 days prior to the Fall term).
- b. Graduation, or withdrawal subject to the School policy.
- c. The School is not in a position to assign a bed or a room for the term in question.

Forfeiture of Housing Deposit

The \$300 Housing Deposit will not be refunded under the following conditions:

- a. Cancellation of the housing application less than 30 days prior to the start of the term (15 days prior to the Fall term). Notification of cancellation must be in writing and addressed to the Housing Office, or made in personal contact with the Housing Office.
- b. Failure of assignee to claim room by midnight of the third day after the date specified as "Dormitories Open," unless prior notice is received from the assignee.
- c. Withdrawal from campus housing after having officially checked into the assigned room.
- d. Failure to abide by the terms of the housing agreement.

Special Deposits

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





One of many olive trees on the campus frames the dormitories in the central quadrangle. Nearly half the students live on campus.

FINANCIAL AID

American Graduate School of International Management has a broad program 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 students by means of assistantships, scholarships, fellowships, loans and part-time work. A description of those available is found at the back of the *Bulletin* along with instructions for application.

BOARD AND LODGING, 1985-86

Board

Board at the School is at the rate of \$915 per person (\$1,830 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.

Living Costs

Lodging rates are from \$555 to \$660 for single students per semester. Apartments for married students without children are available at a rental cost of \$980 per semester. A detailed schedule of rates is shown in the section on housing under General Information in the front of the *Bulletin*. All rates are subject to change.

Minimum Costs for a Term of Study

| <i>Fall or Spring Semester</i> | | <i>Summer Term</i> | |
|--------------------------------|----------------|------------------------|----------------|
| Tuition | \$3,235 | Tuition | \$2,380 |
| ASLC Fee | 30 | ASLC Fee | 25 |
| Board | 915 | Board | 615 |
| Lodging (average rate) | <u>590</u> | Lodging (average rate) | <u>475</u> |
| TOTAL | \$4,770 | TOTAL | \$3,495 |

Books and instructional supplies are not included in the regular tuition charge. For most students, their cost should not exceed \$350 per semester.

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

Estimated Off-Campus Living Costs

| <i>Fall or Spring Semester</i> | | <i>Summer Term</i> | |
|---------------------------------------|----------------|---------------------------------------|----------------|
| Tuition | \$3,235 | Tuition | \$2,380 |
| ASLC Fee | 30 | ASLC Fee | 25 |
| Rent | 1,400 | Rent | 1,050 |
| Utilities (telephone, electricity) | 450 | Utilities (telephone, electricity) | 550 |
| Food | <u>800</u> | Food | <u>600</u> |
| TOTAL | \$5,915 | TOTAL | \$4,605 |

Based on data from the U.S. Department of Commerce and Bureau of Business and Economic Research, Arizona State University.

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:

| <i>Period of Student Status From Start of Class</i> | <i>Percent of Semester Tuition to be Refunded to Student</i> |
|---|--|
| Two weeks or less | 80% |
| More than two, up to three weeks | 60% |
| More than three, up to four weeks | 40% |
| More than four, up to five weeks | 20% |
| Over five weeks | —0— |

The above schedule of refunds also applies to any student who, in reducing his or her load to below 10 hours, would become a Special Student. A special schedule, pro rata on the above, applies to the Summer Session and to the Winterim.

Board and 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.

ACADEMIC REGULATIONS

CREDIT HOURS AND COURSE LOAD

The maximum number of semester hours that a student may take (including audits) is 15 in a regular semester, 12 in summer, and 3 in Winterim. One additional credit hour per term is permitted only for students enrolled in 7-hour or 4-hour language classes.

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, 400, and 401 levels, nor are they allowed in most seminars.

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 five class days in the Fall or Spring Semester, and three 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.

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.

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 three 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. Additional credits are allowed in conformity with special institutional agreements. 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 Thunderbird. The transferring of hours in no way constitutes the waiver of a course. Basic language courses are not acceptable for transfer.

GRADING CODE

Grades are given and recorded as follows:

| | | | | | |
|----|---|-----|------|---|--------------------|
| A | = | 4.0 | D+ | = | 1.3 |
| A- | = | 3.7 | D | = | 1.0 |
| B+ | = | 3.3 | D- | = | 0.7 |
| B | = | 3.0 | F | = | 0.0 |
| B- | = | 2.7 | P | = | Pass |
| C+ | = | 2.3 | WP | = | Withdrawal Passing |
| C | = | 2.0 | WF | = | Withdrawal Failing |
| C- | = | 1.7 | Inc. | = | Incomplete |
| | | | NC | = | No Credit |

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.

ACADEMIC PROBATION

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.



Professor Yao Nien-Ching delivered the Commencement Address after serving for two semesters as an exchange professor from Beijing, People's Republic of China.

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 transcription.

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.

DISCHARGING 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 receiving and removing the Incomplete. The Incomplete grade received in the basic language courses must be removed before any subsequent higher level course may be undertaken.

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 policies are set by individual instructors in the Departments of International Studies and World Business.

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, the 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.

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 the *Student Handbook*.

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 REQUIREMENTS

The M.I.M. degree is currently awarded upon successful completion of at least 42 semester hours of work, according to the degree requirements outlined in the "Curriculum" Section of the *Bulletin*. 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.

Students must formally petition the Registrar for graduation during the term in which they plan to graduate. This must be done early in the term, if the students expect to be included in the graduation program and to have the diploma available in time.

RETURNING AFTER AN ABSENCE

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.

Students whose academic work was taken more than five years before the anticipated returning date should confer with the Dean of Admissions about the prevailing policy.

GRADUATION WITH DISTINCTION OR WITH HONORS

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

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 charged. The application for the transcript of record must be made by the student 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.



"Having just graduated in May, I feel fortunate to have landed a position starting in Asia. A great deal of my success I attribute to the alumni lists I picked up prior to leaving. I was overwhelmed by the generosity of the alums I met in Asia."

Marvin Maddox
Business International
Singapore

CURRICULUM

MASTER OF INTERNATIONAL MANAGEMENT DEGREE

DEGREE PROGRAM

Introduction

The tripartite curriculum of American Graduate School of International Management provides a program of instruction in three departments: International Studies, Modern Languages, and World Business leading to the Master of International Management degree.

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, 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.

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 or higher numbered course in any one term. Not more than one 590 or higher numbered course may be taken in absentia. Courses numbered in the 590s may not be used to meet departmental graduation requirements.

Waivers

In order to maximize the time available for upper-level courses focusing on areas of special interest, prospective students are encouraged to complete as many of the introductory courses as possible before they come. These requirements may be fulfilled through courses taken at other institutions, successful performance on CLEP examinations, or demonstration of ability to faculty members. (See descriptions in each department for detailed waiver requirements.) Waivers of required courses in no way constitute a reduction in the minimum number of hours required for the M.I.M. degree.

Degree Requirements

Candidates for the Master of International Management (M.I.M.) degree must complete a minimum of 42 semester hours of course work. U.S. citizens who are unable to waive any required courses and also are unable to transfer in any graduate credit hours may have to complete a total of 57 semester hours in order to qualify for the M.I.M. degree. Foreign students who must take Intensive English as a Second Language (ESL-300) and 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 66 semester hours in order to qualify for the degree.

The following restrictions apply to the program:

- At least 24 hours must be earned in study on the Thunderbird Campus in Glendale.
- The student must have a grade point average of 3.0 or better.
- A maximum of 3 semester hours of transfer credit is allowable except for special provisions under institutional agreements.
- A maximum of 12 semester hours at the 300 level will be accepted toward the degree.
- A minimum of 30 semester hours at the 400/500 level are required.

Time Period

The 42-hour program can be completed in three semesters (one and one-half years) or two full semesters and a summer term. One calendar year suffices for the majority of students.

Curriculum Changes

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

"Thunderbird has provided me with instant friends and contacts throughout the world during my career in international banking, which has been both gratifying and helpful."

John P. Weaver '52
Vice President
Bankers Trust
Sao Paulo, Brazil



OUTLINE OF PROGRAM OF STUDY

The following outline summarizes the overall required program of study leading to the Master of International Management degree:

**TOTAL PROGRAM OF STUDY
FOR THE MASTER OF
INTERNATIONAL MANAGEMENT DEGREE**

(42 semester hours required, 12 of which may be 300 level)^a

| | Semester Hours | | |
|-----------------------|--|-------------------------------|--|
| | 300 level | 400 or 500 level | Total |
| International Studies | 3 (waivable) | 3 (waivable) 3 (mandatory) | 9 |
| Modern Languages | 6 (waivable) ^b | 9 (waivable) | 15 |
| World Business | 18 (waivable) | 15 (mandatory) | 33 |
| TOTAL | 27 (Only 12 of which will be accepted toward the degree.) | 30 | 57 ^b (42 of which will be accepted toward the degree.) |

^aA maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

^bForeign students who must take ESL-300 (15 hours) may have to take a total of 66 semester hours.

"I think it awfully appropriate that graduates trained in sophisticated analysis and operation of the international sphere be prejudiced in the matter of freedom, and I hope that as you go into your progressively responsible positions in the world, you will do just that."

*The Honorable Jeane J. Kirkpatrick
Former U.S. Ambassador to the United Nations
Commencement Address, Thunderbird Campus
May 17, 1985*



DEPARTMENT OF INTERNATIONAL STUDIES**Introduction**

The course offerings of the Department of International Studies provide students with an ability to understand the problems to be encountered in their international relationships as private entrepreneurs, representatives of multinational corporations, or as representatives of social and governmental agencies. This department not only teaches the student current economic, social, political and cultural conditions in various 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.

Requirements: Department of International Studies

All students are required to take nine semester hours of work in International Studies, comprised of one 300-level survey course and two 400 or 500-level courses. The 300-level course must be in one of the following: Asia, Europe, Latin America, Middle East/North Africa, Sub-Saharan Africa, International Relations, or International Political Economy. The 300-level course may be waived with undergraduate equivalent work; one 400-level course may be waived but only with duplicate courses taken in graduate standing. All students must take at least three credit hours of 400 or 500-level course work 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.

Summary of Requirements: Department of International Studies

- Required: 3 hours - 300-level - waivable
- 3 hours - 400 or 500 level - waivable
- 3 hours - 400 or 500 level - mandatory

Note: IS-590, IS-591, IS-592, or IS-593 may not be applied toward meeting these requirements.

DEPARTMENT OF MODERN LANGUAGES**Introduction**

The Department of Modern Languages offers courses that equip students linguistically and culturally to perform international assignments successfully. Foreign students have an opportunity to improve their American business English and further develop their communication skills.

Eight languages are offered: Arabic, Chinese, French, German, Japanese, Portuguese, Spanish, and English as a Second Language. Three courses (numbered 300, 400, and 401) comprise the basic foreign language sequence of 15 hours (16 hours for Arabic, Chinese and Japanese). The basic sequence for English as a Second Language is 21 hours (ESL-300, 401, and 405).

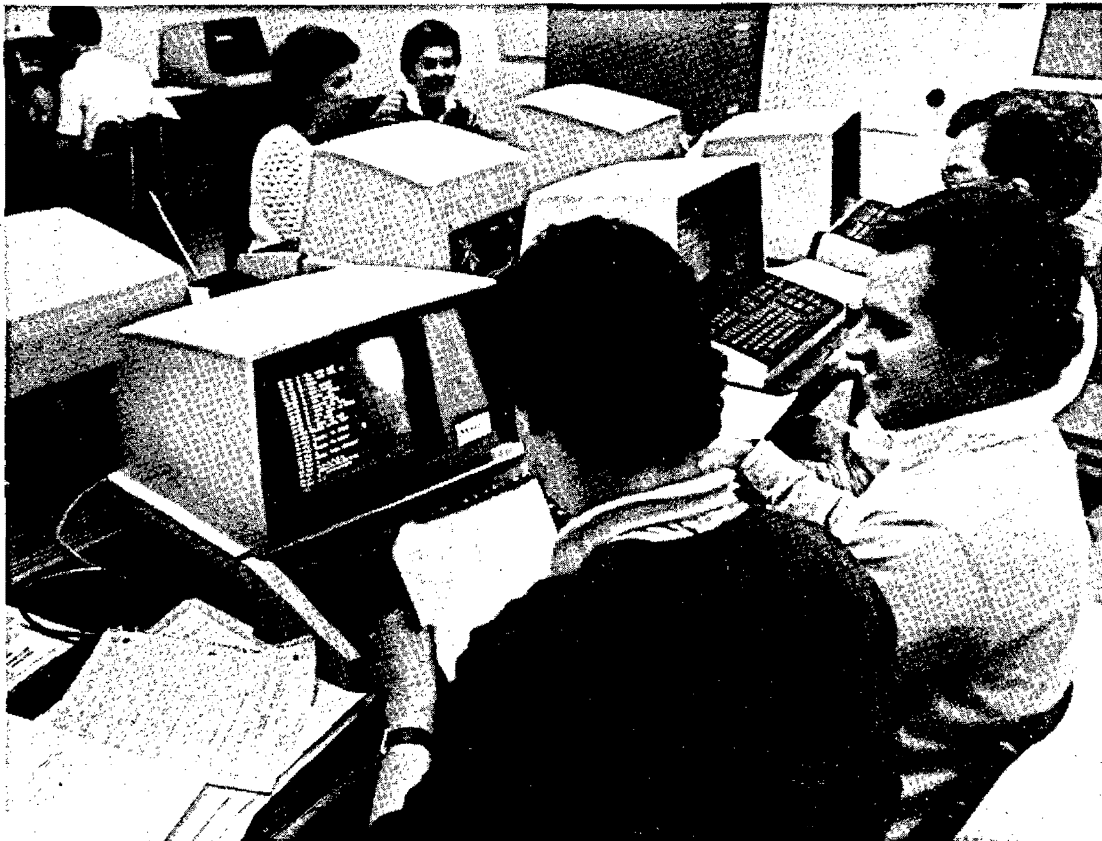
Complementing the core courses are a variety of courses taught in a foreign language and courses dealing with social, political, and economic topics as well as courses in commercial correspondence and business language. Language courses beyond the 401 level are offered only if 6 or more students register for the course. Thus, advanced courses may not always be available in every language every semester.

Requirements: Department of Modern Languages

In order to meet graduation requirements of this department, students must demonstrate a required level or proficiency in both general language and business vocabulary in one of the eight languages taught at the School, in addition to their native language.

Incoming students with no demonstrable language proficiency or training are placed into a 300-level language course of their choice (separate regulations apply to English as a Second Language.) These students therefore complete the language requirement by taking 300, 400, and 401 in that language. By taking this sequence, the student completes the requirements of this department for general language proficiency and business vocabulary proficiency.

Incoming students with some competency in one of the seven foreign languages taught here (in addition to their native tongue) are tested to determine their level of (1) general proficiency and (2) business vocabulary proficiency. The result of the general proficiency test places the student into one of the following course levels in the tested language: (a) 300, (b) 400, (c) 401, or (d) above 401. For those placing above 401, the second test is given, covering business vocabulary proficiency. If the student passes this second test, then *all* language requirements are waived. Naturally, the student may undertake additional language courses as an elective. However, for the student who does not pass the business vocabulary proficiency test, one of the



Computer simulation exercises give students an opportunity to apply their business knowledge in situations that are patterned after real corporate operations.

following options becomes necessary:

- (1) Take any language course beyond the 401 level in that language, or —
- (2) Take a 401-level course in any other language for which the 400 level was waived, or —
- (3) Take PO-400S (Accelerated Business Portuguese for Speakers of Spanish)

Language Limitations

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 Thunderbird, are advised to take an audiometer test prior to enrolling.

Students having functional limitations attested to by a physician or a licensed specialist that might restrict their learning of languages should consult with the Chair of the Department of Modern Languages to determine whether it is feasible to meet graduation requirements.

English as a Second Language

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

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. The only foreign students to be exempted from testing are those whom the English-as-a-Second-Language faculty determines are fluent in English, i.e. are native speakers of English. All others are tested. Upon completion of this examination, the students are placed in one of the following categories:

- (1) Intensive English (ESL-300) or
- (2) ESL-401 and ESL-405 or
- (3) ESL-405 or
- (4) Waived from further language requirements.

Students placed in Intensive English are required to take ESL-401 and ESL-405 in the second semester of residence. Students placed into ESL-401 and ESL-405 must take both during their first semester. Students placed directly into ESL-405 are required to complete the course in the first semester of residence.

Students enrolled in the Intensive English course (ESL-300) 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 by the English Section Coordinator.

Summary of Requirements: Department of Modern Languages

Basic Language Sequence:

- 6 (or 7) hours - 300 course - waivable
- 6 hours - 400 course - waivable
- 3 (or 4) hours - 401 course - waivable

English as a Second Language (Foreign Students only)

15 hours* - ESL-300 - waivable

3 hours - ESL-401 - waivable

3 hours - ESL-405 - waivable

*ESL-300 is a 12-hour course in the summer.

DEPARTMENT OF WORLD BUSINESS

Introduction

The Department of World Business curriculum recognizes the increasingly complex demands placed upon international executives who 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 traditional graduate schools of business administration. Most courses have a special international and practical orientation. A number of the members of the department's faculty have spent many years in senior international executive positions. Their approach is pragmatic and people oriented. This group is complemented by individuals with advanced degrees who are interested in the practical application of current theoretical knowledge.

Requirements: Department of World Business

REQUIREMENTS AT THE 300 LEVEL: The World Business foundation is designed primarily as preparation for the more advanced and specialized aspects of the program. The foundation courses represent the common body of business knowledge and are considered essential to the education of future executives, regardless of the area of business management they pursue.

The required courses are:

WB-310 Survey of Accounting (financial and managerial)

WB-320 Fundamentals of Economics (micro and macro)

WB-330 Statistics

WB-331 Introduction to Management Use of Computer Models and Systems

WB-340 Introduction to Management

WB-350 Introduction to Marketing

Students are encouraged to waive any of these 300-level courses that duplicate previous studies. It is recommended that those preparing for admission into Thunderbird include these basic business courses in their program leading to the bachelor's degree. Students may challenge 300-level World Business courses by CLEP examination. The department may accept the College Level Examination Program (CLEP) examinations as proof of proficiency in these areas. The CLEP test score may 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, and it is required that testing be completed prior to arriving at Thunderbird, so that results will be known before enrolling in first-semester classes.

REQUIREMENTS AT THE 400 LEVEL: Students graduating from Thunderbird are required to complete 15 semester hours at the 400/500 level in World Business, including the completion at Thunderbird, or prior to entering the MIM degree program, of the following core requirements:

1. WB-414 Cost and Management Accounting
or
WB-415 Intermediate Accounting
2. WB-430 Decision Models with Computer Applications
or
WB-453 International Marketing Research
3. WB-420 International Finance and Trade
4. WB-421 Managerial Finance
5. WB-450 International Marketing Management

If the student has had comparable course work at an accredited institution at either the graduate or undergraduate level, with a grade of B or higher, the course(s) may be replaced (substituted) by alternative 400 or 500-level World Business courses. WB-590, WB-591, WB-592 or WB-593 may not be used to replace a waived 400-level required course.

Graduate credit for one of the above courses may be transferred in, subject to transfer allowances imposed by the *Bulletin*, by demonstrating that a similar graduate course has been completed in an accredited graduate program with a grade of B or higher. The student must have been in graduate standing at the time of taking such a course. The effect of this transfer would be to reduce the World Business requirement at the 400/500 level to 12 hours. A student may be able to qualify for both of the above alternatives.

The following courses may not be taken concurrently: WB-590 (Independent Research Project), WB-591 (Internship), WB-592 (Thesis) and WB-593 (Internship). Only one of these courses may be taken in any one term. These courses may not be applied toward meeting the departmental 15-hour requirement.

Summary of Requirements: Department of World Business

- 18 hours - 300 level - waivable
- 15 hours - 400/500 level - mandatory



SAMPLE COURSE OF STUDY

English-speaking student proficient in one other language^a
with all waivable course work completed.

(42 hours required, 12 of which may be 300-level)*

| | Semester Hours | | |
|-------------------------------|--|------------------|--|
| | 300 level | 400 or 500 level | Total |
| International Studies | — | 3 | 3 |
| Modern Languages | — | — | — |
| World Business | — | 15 | 15 |
| Electives {Any Department} | 12 | 12 | 24 |
| TOTAL | 12 (May also be 400 or 500 level) | 30 (or more) | 42 (12 of which may be 300 level) |

^aA language taught at Thunderbird.

*A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.



Three students from the People's Republic of China were part of the Thunderbird exchange program with the University of International Business and Economics in Beijing.

SAMPLE COURSE OF STUDY

Student with all waivable 300-level course work completed.
 (42 hours required, 12 of which may be 300-level)*

| | Semester Hours | | |
|-------------------------------|----------------|--------------------------------------|-------|
| | 300 level | 400 or 500 level | Total |
| International Studies | — | 6 | 6 |
| Modern Languages | — | 9 | 9 |
| World Business | — | 15 | 15 |
| Electives (Any Department) | — | 12 | 12 |
| TOTAL | — | 42 (12 hours may be 300 level) | 42 |

*A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

SAMPLE COURSE OF STUDY

Student proficient in two languages^a with no other waivable course work.
 (42 hours required, 12 of which may be 300-level)*

| | Semester Hours | | |
|-------------------------------|---|------------------|--|
| | 300 level | 400 or 500 level | Total |
| International Studies | 3 | 6 | 9 |
| Modern Languages | — | — | — |
| World Business | 18 | 15 | 33 |
| Electives (Any Department) | — | 9 | 9 |
| TOTAL | 21 (Only 12 of which will be accepted toward the degree) | 30 | 51 (42 of which will be accepted toward the degree) |

^aOne language must be among those offered at Thunderbird.

*A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

SAMPLE COURSE OF STUDY**English-speaking student with no foreign language and no waivable course work.**

(42 hours required, 12 of which may be 300-level)*

| | Semester Hours | | |
|--------------------------|---|------------------|--|
| | 300 level | 400 or 500 level | Total |
| International Studies | 3 | 6 | 9 |
| Modern Languages | 6 | 9 | 15 |
| World Business | 18 | 15 | 33 |
| Electives Upper-Level | — | — | — |
| TOTAL | 27 (Only 12 of which will be accepted toward the degree) | 30 | 57 (42 of which will be accepted toward the degree) |

*A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

SAMPLE COURSE OF STUDY**Foreign student with no waivable course work and minimal proficiency in English.**

(42 hours required, 12 of which may be 300-level)*

| | Semester Hours | | |
|--------------------------|---|------------------|--|
| | 300 level | 400 or 500 level | Total |
| International Studies | 3 | 6 | 9 |
| Modern Languages | 15 ^a | 6 | 21 |
| World Business | 18 | 15 | 33 |
| Upper Level Electives | — | 3 | 3 |
| TOTAL | 36 (Only 12 of which will be accepted toward the degree) | 30 | 66 (42 of which will be accepted toward the degree) |

*A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

^aESL-300 is a 15-hour course in the spring and fall semesters. In summer it is a 12-hour course.



SPECIAL PROGRAMS

WINTERIM

A three-week intensive program of specialized courses known as "Winterim" is held in January each year. The courses normally feature outstanding guest lecturers who are prominent in the areas of international studies and world business. In addition, the Department of Modern Languages occasionally offers special advanced courses. A student may enroll in only one Winterim course, which meets daily and normally offers three semester hours of credit.

During the 1985 Winterim, Thunderbird was host to more than 80 top executives from major multinational corporations, in addition to several international political leaders. Most of the courses offered during Winterim are not available during the regular semester or are offered under a specialized format. Students are normally assigned outside readings and special projects outside of class. Many of the classes have limited enrollment and prerequisites, which are announced during the fall semester.

PREVIOUS WINTERIM COURSES

The following courses were offered during the 1985 Winterim. Although many of the seminars may be offered again in 1986 and 1987, several new courses are also expected to be offered.

Department of World Business: Winterim, 1985

- WB-331 INTRODUCTION TO MANAGEMENT USE OF COMPUTER MODELS AND SYSTEMS*
- WB-340 FUNDAMENTALS OF MANAGEMENT*
- WB-350 FUNDAMENTALS OF MARKETING*
- WB-418 TAXATION SEMINAR (3 hours)
This was an introductory course on taxes with an emphasis on tax planning. The areas covered included taxation of individuals (nonbusiness and business), partnerships and corporations, covered by faculty, guest lecturers and text assignments. Grading was based on homework assignments, class participation and examinations. Prerequisite was WB-310 or equivalent.
- WB-427 INVESTMENT PORTFOLIO ANALYSIS (3 hours)
This conference course was designed to provide participants, regardless of their field of concentration, with a firm grounding in the many facets of security and other financial investments and to focus on strategies for sound decision making. Conference speakers were top level experts from nationally and internationally known security houses. Topics included investments in common and preferred stocks; corporate, federal, and municipal bonds; stock index instruments, stock index options, international index funds; diversification into foreign equities; emerging securities markets abroad; the market in

financial futures; and the developing market in foreign currency options. Prerequisite: WB-320 or equivalent.

- WB-461 INTERNATIONAL AGRIBUSINESS CONFERENCE (3 hours)
Topics included (1) the world food situation; (2) the mechanics of agribusiness production, sales, transportation, and financing; (3) the futures markets—forecasting, trading, and regulation; and (4) the role of government and international constraints on agribusiness—policies, regulation, tariffs and quotas. Topics were addressed by a series of agribusiness experts from industry, government, and academe. A comprehensive final examination was given. The course was graded on a pass/no-credit basis. Prerequisite: WB-320 or equivalent.
- WB-462 INTERNATIONAL BANKING CONFERENCE (3 hours)
This conference course provided a comprehensive treatment of the recent developments in international banking activities. The conference was structured with a series of lectures given by guest lecturers, mainly from major U.S. banks. The students were assigned lecture follow-up materials and other selected readings. Topics included: (1) global banking strategy and organizational structure, (2) international fund transfer system, (3) trade-related functions, (4) international bank regulations at home and abroad, (5) funding sources and money markets, (6) special banking services by product line, (7) international lending, and (8) international banking by nonbank financial institutions. Prerequisites: WB-320 and WB-429. Class was limited to 60 continuing students and 10 entering students. Course was graded on a pass/no credit basis.
- WB-466 JOHNSON & HIGGINS INTERNATIONAL INSURANCE AND RISK MANAGEMENT CONFERENCE (3 hours)
The course featured a series of selected readings plus extensive guest lectures by industry executives engaged in overseas operations. Topics included identification, measurement, and treatment of multinational business risks; the role of insurance in risk management; organizing a risk management function; insurable commercial and political exposures; the nature of the insurance contract, pricing of insurance coverages; insurance company operations; the foreign insurance environment; operations of U.S. insurers in world markets; and risk management in the multinational corporation. Prerequisites: WB-310 and WB-330. Written examinations were given. The course was on a graded basis.
- WB-565 CORPORATE EXECUTIVE OFFICER SEMINAR (3 hours)
This seminar provided a comprehensive treatment of the recent challenges faced by chief executive officers in the multinational economy. The seminar was organized around a series of lectures given by guest lecturers who are or have been CEOs in major U.S. corporations. The topics covered included (1) an assessment of the economy in the next decade; (2) the CEO's response to new restrictions on world trade; (3) the competitive edge of U.S. technology; (4) the information revolution: managing the knowledge organization; (5) the business of energy; (6) the CEO in the multinational corporation; (7) systematic decision-making; (8) values in business management; (9) customer satisfaction: a key corporate policy; (10) the entrepreneurial dimension of the CEO's

role. The students were assigned lecture follow-up materials and other selected readings. Prerequisite: WB-440 or equivalent (preference was given to students who have taken WB-548), and permission of the instructor. Class limit: 20 students. Course was on a graded basis.

Department of International Studies: Winterim, 1985

IS-442 MODERN SAUDI ARABIA

IS-480 ECONOMIC DEVELOPMENT AND SOCIAL CHANGE*

IS-488 CROSS-CULTURAL COMMUNICATION FOR INTERNATIONAL MANAGERS*

IS-501 TOWARD THE 21ST CENTURY: GLOBAL ISSUES OF THE INTERNATIONAL BUSINESS ENVIRONMENT (3 hours)

This interdisciplinary seminar focused on selected issues of the future which will impact upon the international business environment. Grading was determined by two short research papers, one on methodologies of research of the future, and the other on a substantive topic of the student's choice picked in consultation with the instructor. No prerequisites. Course was open to all students.

IS-502A EUROPEAN SEMINAR — MODERN BRITAIN (3 hours)

This course described and evaluated the changes that have taken place in Britain since World War II, with the view to determining weaknesses, strengths and possible trends, national and international. It examined economic performance, industrial structures, wealth distribution and social change in Britain, and where possible, their relevance for policy-making in the United States. The course also investigated Britain's changing place in the world, her membership in NATO and the European Community, and her traditional relationships with the United States.

IS-502B EUROPEAN SEMINAR: NATO AND EUROPEAN SECURITY (3 hours)

This seminar included the following topics: background and founding of NATO, with special emphasis on the German situation; a comparison of NATO and the Warsaw Pact; the military strategic development up to the present time; the security situation in the Middle East, Afghanistan, and Poland; and East-West negotiations exemplified in the proceedings at the Mutual Balanced Forces Reduction and the Conference of Security and Cooperation in Europe, the development of peace movement and anti-Americanism in Europe.



Department of Modern Languages: Winterim

AR-425W**

CH-425W**

FR-425W**

GE-425W**

JA-425W**

PO-425W**

SP-425W ADVANCED CONVERSATIONAL PRACTICE (3 hours)**

These courses improve fluency, 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. These courses will not satisfy the commercial language requirement. They will be offered during the Winterim only, and if enrollment permits. Prerequisite: 401 or Level III proficiency

FR-530 CONTEMPORARY SOCIAL, POLITICAL, AND ECONOMIC PROBLEMS — FRANCE (3 hours)

This course offered the student the opportunity to study current social, political, economic, and business conditions in France. The course was offered by Dr. Robert Dequenne in France. Prerequisites: Satisfactory completion of Levels I, II, and III or equivalents, based on course work at Thunderbird or placement via the Thunderbird placement test.

*For course descriptions, see department course offerings.

**Modern Languages offerings show courses proposed for Winterim 1986.



FOREIGN PROGRAMS

Only students who have matriculated at Thunderbird and have gone through the appropriate on-campus selection process are eligible for inclusion in the School's foreign programs.

Japan: Institute for International Studies and Training

The School has an exchange relationship with the Institute for International Studies and Training of Japan whereby groups of their students attend Thunderbird, and a small, carefully screened group of Thunderbird 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 15 semester hours of work is allowable. Further details can be obtained from the Dean of Students.

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

Mexico: Guadalajara

Each summer, subject to demand, Thunderbird offers a ten-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 Thunderbird 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 obtained from the Dean of Students.

Europe: Summer Program

Each summer a group of up to 45 American Graduate School of International Management students may attend a special summer program in Europe to study the European economy and comparative business methods. While the location of the program varies from year to year, an attempt is made to include at least two different language and cultural areas. Additional details may be obtained through the Dean of Students.

People's Republic of China: University of International Business and Economics

The University of International Business and Economics (formerly Beijing Institute of Foreign Trade), the foremost training school for foreign trade specialists in the People's Republic of China, and Thunderbird 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 Thunderbird students may qualify for short visits to the University based on fluency in Mandarin Chinese, background in Asian culture, and scholastic excellence. Additional information may be obtained from the Dean of Students.

Spain: ESADE

Thunderbird has established a dual-degree relationship with the Escuela Superior de Administración y Dirección de Empresas (ESADE). Students beginning at Thunderbird must complete a minimum of 30 hours here and 36 hours at ESADE in order to earn both the M.I.M. and Master degrees. The language of instruction at ESADE is Spanish, and the Escuela is located in Barcelona. Admission requirements and other details may be obtained from the Dean of Students.

Norway: Norwegian School of Management

A group of up to 15 students may study at the Norwegian School of Management (Bedriftsøkonomisk Institutt) in Oslo, each fall semester. Up to 15 hours of 400 level credit may be earned during the semester. Courses are taught in English. In addition to the academic credit earned, the program provides Thunderbird students with an overseas experience in a small country where interesting developments are taking place regarding offshore oil production. Students must have completed at least one semester at Thunderbird and must have taken or waived all 300-level business courses to be eligible for consideration for the program. Regular tuition is charged. Transportation and living expenses are extra. Additional information may be obtained from the Dean of Students.

ON-CAMPUS PROGRAMS

Thunderbird Graduate Management Internship

Internship education at the American Graduate School 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 primary objective of the program is to maximize the benefit and value of the experience, consistent with the student's academic objectives and career interests.

The Thunderbird Graduate Management Internship is organized into two regularly offered courses: 591 provides part-time (parallel) and 593 provides full-time (alternating) internship experience. Descriptions of both courses can be found in the Department of World Business and the Department of International Studies sections of the *Bulletin*.

The term of work may be any one of the three academic terms (fall, spring, or summer). A formal paper integrating the internship experience and academic objectives, as measured by the accomplishment of defined learning objectives, is submitted at the conclusion of the work experience. Only one internship will be allowed for credit during the period of a student's enrollment at the American Graduate School of International Management. Internship assignments are limited in number and are available with a variety of multinational business and government agencies. The credits for Internship may be applied toward the 42-hour minimum requirements, but may not be used to meet departmental requirements in either World Business or International Studies.

Certificate of Advanced Study

Special students, or students who do not complete the full requirements for the M.I.M., may be given the Certificate of Advanced Study, provided they have completed 12 or more semester hours of 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 \$840, or up to 6 semester hours in the Summer Session for a flat-rate tuition of \$560.

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. 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.

COOPERATIVE PROGRAMS

Drury College

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 business-related 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 Arizona

Since January 1975, the College of Arts and Sciences of the University of Arizona has been offering a cooperative program with Thunderbird designed to provide humanistic and technical education in preparation for international careers. This program is popularly known as the "Thunderbird Minor."

Counselors at the college provide academic advisement designed to enable liberal arts students to derive optimal benefit from the intensive graduate courses offered at Thunderbird. Interested students should take courses in modern languages, international studies, business, economics, and computer science. The basic 300-level courses required in the Department of World Business may be waived if equivalent studies have been completed with satisfactory grades on the undergraduate level (see page 31 of this Bulletin). Such waivers give the student greater freedom of choice within the Thunderbird curriculum.

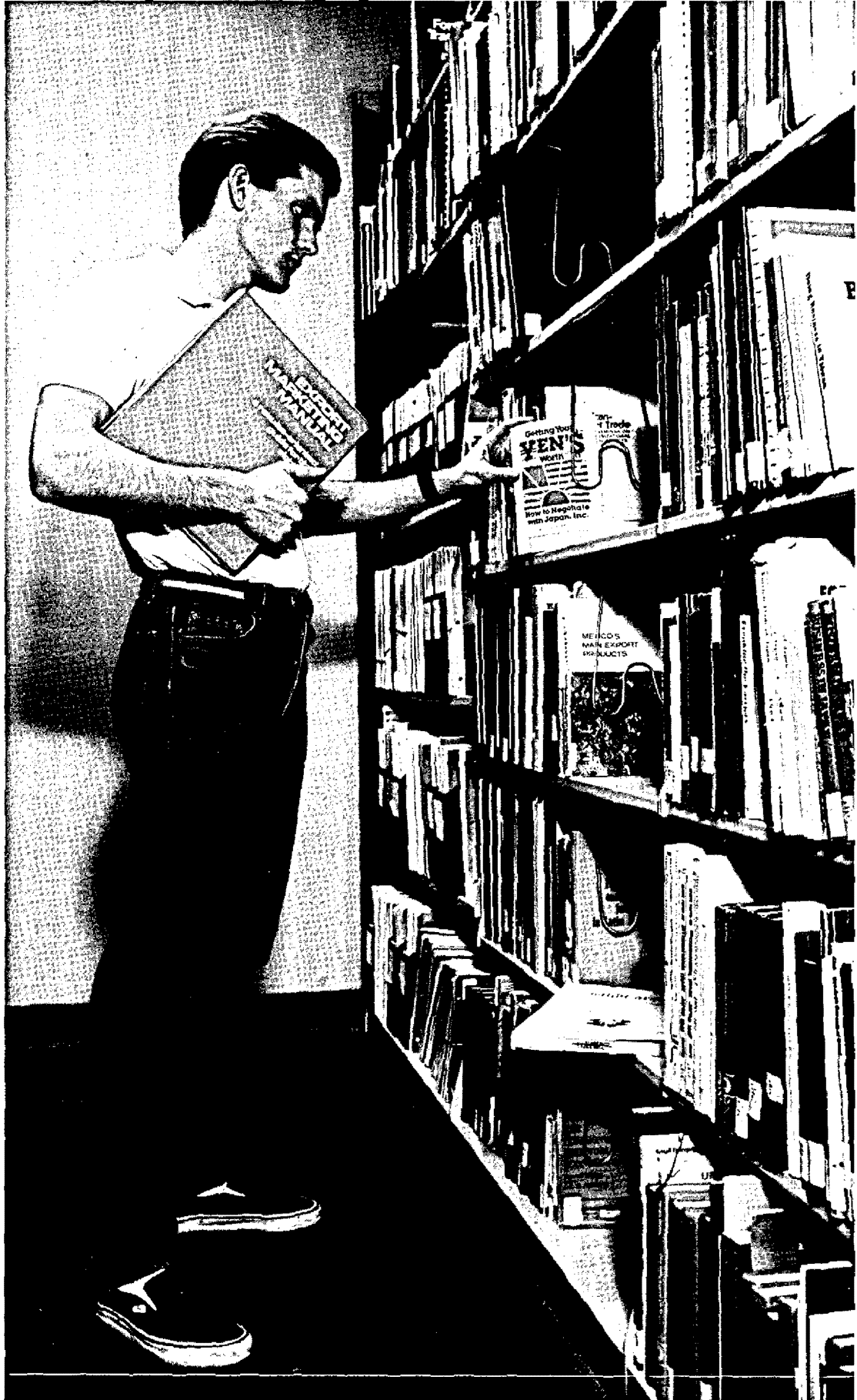
Several times a year Thunderbird representatives conduct interviews with prospective students in the facilities of the University of Arizona Placement Service (telephone (602) 621-2588).

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.

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 degree from American Graduate School of International Management.



COURSES OFFERED

DEPARTMENT OF INTERNATIONAL STUDIES

Professors: Duarte (Chair), Moran, Peters, Sours, Springer, S. Tancer;
Associate Professors: Conklin, Frankenstein, Mahoney, Riddle, Trapans;
Adjunct Associate Professor: R. Tancer;
Part-time Instructor: Weidemaier

List of Courses: Department of International Studies

- IS-310 International Business Environment: Asia
- IS-320 International Business Environment: Europe
- IS-330 International Business Environment: Latin America
- IS-340 International Business Environment: Middle East
- IS-350 International Business Environment: Sub-Saharan Africa
- IS-370 Introduction to International Relations
- IS-380 Introduction to International Political Economy
- IS-410 Modern Japan
- IS-412 Modern China
- IS-413 ASEAN and the Newly Industrialized Countries
- IS-420 Britain, France, and Germany
- IS-424 Modern Spain and Portugal
- IS-425 East European Economic Systems
- IS-428 Labor and Management in Europe
- IS-430 Modern Mexico
- IS-432 Modern Brazil
- IS-480 Economic Development and Social Change
- IS-481 Contemporary America
- IS-482 Global Service Delivery
- IS-483 Global Resources: Human and Material
- IS-488 Cross-Cultural Communication for International Managers
- IS-501 Seminar on Selected Research Topics: Asia
- IS-502 Seminar on Selected Research Topics: Europe
- IS-503 Seminar on Selected Research Topics: Latin America
- IS-504 Seminar on Selected Research Topics: Middle East and North Africa
- IS-505 Seminar on Selected Research Topics: Sub-Saharan Africa
- IS-507 Seminar on Selected Research Topics on International Relations
- IS-520 European Integration
- IS-524 East-West Trade Seminar
- IS-526 European and American Economic Thought
- IS-530 Iberia, Ibero-America, Business, Culture, Values
- IS-535 Doing Business in Mexico and the Andean Pact Countries
- IS-545 Doing Business in the Middle East
- IS-561 Global Trends in Employee-Employer Relations
- IS-562 Doing Business in Canada
- IS-563 Global Service Operations Analysis
- IS-574 U.S. Foreign Policy
- IS-576 World Arms Trade

- IS-580 International Corporate Environment
- IS-581 Nationalism and Expropriation: Managing International Conflict
- IS-582 Political Risk and Global Change
- IS-583 Comparative Administration of Nonprofit Organizations
- IS-584 Economic Development Administration and Foreign Aid
- IS-585 Tourism and Economic Development
- IS-586 Os Países de Expressão Portuguesa Hoje (The Portuguese Speaking Countries Today)
- IS-588 Differing Value Orientations
- IS-589 Advanced Cross-Cultural Communication
- IS-590 Topics in International Studies: Independent Research
- IS-591 Internship: Part-time
- IS-592 Master's Thesis
- IS-593 Internship: Full-time



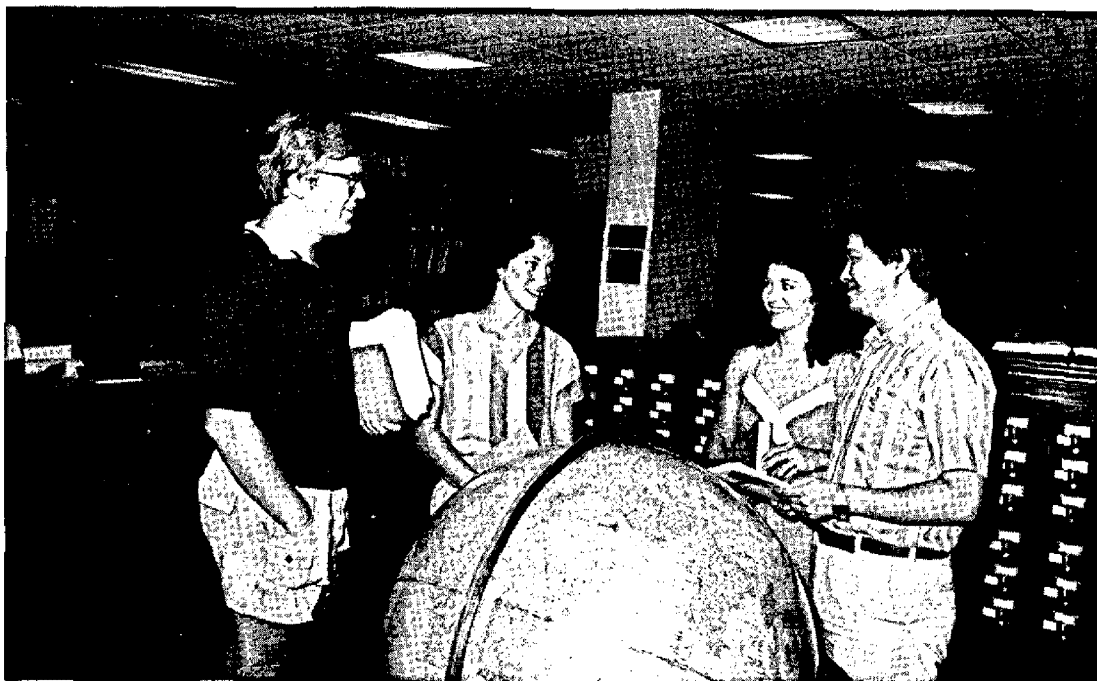
The library houses an extensive collection of foreign magazines and newspapers including major daily newspapers from around the world.

Course Descriptions: Department of International Studies

- IS-310 **INTERNATIONAL BUSINESS ENVIRONMENT: ASIA (3 hours)**
This course provides a context for the conduct of international business operations within the Pacific Basin. Using a framework of cross-cultural and comparative political ideologies, Eastern religious and social systems are examined, East-West interaction patterns are reviewed, and Asia's reaction to the West are explored. The course concludes with a description of the current international business environment in the ASEAN states of Southeast Asia, and the states and entities of East and Northeast Asia.
- IS-320 **INTERNATIONAL BUSINESS ENVIRONMENT: EUROPE (3 hours)**
The course provides students with an overview of relevant facets of the European international business environment. Topics include trends in European labor unions, management, government policies, and current political issues. *Demographic facts such as population trends and the location of major industries and resources* are covered. Special attention is given to the European Economic Community. In addition, students are introduced to primary sources used by specialists on Europe to obtain current data.
- IS-330 **INTERNATIONAL BUSINESS ENVIRONMENT: LATIN AMERICA (3 hours)**
This course introduces students to two dimensions of the area of Latin America: first, the acquisition of information to facilitate effective entry into a Latin American country, focusing upon national history, cultural and labor relations. The second dimension is the acquisition of information and development of skills for economic and political forecasting. This deals with national economic characteristics, public policy formulation and implementation, and policy in matters of trade, industry, agriculture, and foreign investment.
- IS-340 **INTERNATIONAL BUSINESS ENVIRONMENT: MIDDLE EAST (3 hours)**
This is a survey of the history of the Middle East countries, with attention to the international business environment. The course begins with an assessment of the rise of Islam and continues with a review of current political and socio-economic conditions. The course concentrates on the region as a whole rather than on individual countries, with particular attention to understanding Arab culture, especially as it relates to international business.
- IS-350 **INTERNATIONAL BUSINESS ENVIRONMENT: SUB-SAHARAN AFRICA (3 hours)**
This course concentrates on the political and economic environment the international manager must face in Sub-Saharan Africa. It deals with investment risk and market opportunity in the major African countries as well as the aspects of political change and diplomatic relations.
- IS-370 **INTRODUCTION TO INTERNATIONAL RELATIONS (3 hours)**
This course is a thorough review of international relations from systemic perspectives. Through lectures and class debates, the course deals with the various elements of the international political system, as well as current issues, and *their importance to the world business environment*. Issues range from the nuclear arms dilemma to the challenges posed by the emergence of Third World states. Through the preparation of a country survey, students develop analytical skills essential for the overseas executive.
- 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, and the North-South relationship.

- IS-410 MODERN JAPAN (3 hours)
This course focuses 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 is an intensive examination of the politics and economics of modern China, with an emphasis on the key link between politics and the business environment. The course offers an in-depth analytical perspective on modern Chinese politics and a thorough review of China's economic development. Students completing the course will have an enhanced understanding of the China market. Participants are responsible for the preparation and presentation of an in-depth research report. Prerequisite: IS-310 or equivalent.
- IS-413 ASEAN AND THE NEWLY INDUSTRIALIZED COUNTRIES (3 hours)
This is an intensive lecture/discussion course covering the countries and territories of the East Asia Pacific rim: the ASEAN states (Singapore, Malaysia, Philippines, Thailand, Indonesia, Brunei) plus Hong Kong, Taiwan, and South Korea. The course looks at the region's rapid growth and importance to the international economic system from both political and economic perspectives at the national and regional levels. Participants are responsible for the preparation of a class presentation and written report on a regional economic or political issue affecting the Pacific business environment. Prerequisite: IS-310 or equivalent. Fall Semester only.
- 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 that have affected political, economic, and business development are analyzed, as well as the effect of increased affluence on these societies. Political and economic structures and their dynamics are examined on a country-by-country basis.
- IS-424 MODERN SPAIN AND PORTUGAL (3 hours)
The goal of this course is to analyze and gain an understanding of the people of Iberia in both historical and current perspectives. Using a pro-seminar approach, an analysis is made of the basic elements of Spanish and Portuguese life: society, religion, cultural achievements, government, politics, labor, geography, economy, business management and investment policies, finances and national character traits and values.
- 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 the



Talk of international experiences is common at Thunderbird where the average age is 27, and many students have traveled and held previous jobs.

extent of this region's growing trade with the West.

IS-428 LABOR AND MANAGEMENT IN EUROPE

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 income policies are highlighted.

IS-430 MEXICO (3 hours)

The objective of this introductory course are twofold: first, to acquaint each student with Mexico's history, culture, people, and economic and political systems; and second, to discuss issues that have consistently confronted Mexico including socioracial discrimination, foreign intervention and exploitation, political repression and economic underdevelopment. Such matters are viewed from "a Mexican perspective."

IS-432 MODERN BRAZIL (3 hours)

The goal of this course is to analyze and understand the Brazilians in historical and current perspectives. Using a pro-seminar approach, an analysis is made of the basic elements of Brazilian life: society, religion, cultural achievements, government, politics, labor, geography, economy, business, management and investment policies, finances, national character traits, and values.

IS-480 ECONOMIC DEVELOPMENT AND SOCIAL CHANGE (3 hours)

This course is a survey of the process of economic and societal development of less developed countries (LDCs). Following a general theoretical introduction and an analysis of W. W. Rostow's model of stages of economic growth, the course focuses on main alternative investment strategies. National economic plans and

planning, the role of the entrepreneur and private enterprise, land reform, foreign aid, population control, and technology transfer policies are also covered. Emphasis is on the national-economic decision process and its workings in carrying out plans and policies in LDCs.

- 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 foreign students, it is intended to give an understanding of the dynamics of the American system. U.S. nationals may attain a greater knowledge of the forces at work in their own country, to better explain the United States when dealing with foreign nationals.
- IS-482 GLOBAL SERVICE DELIVERY (3 hours)
This course examines the nature of international and transnational service operations, reasons for the rapid expansion of the service sector in the global economy, issues in marketing intangibles, and the cultural implications of service delivery. Industries include banking, advertising, transportation, tourism, communications, wholesale/retail trade, brokerage, and recreation. Issues confronted by international service managers are illustrated by case study analysis.
- 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 nonverbal behavior of persons from different cultures and themselves, students come to recognize cultural differences that can cause difficulties in management situations.
- IS-501 SEMINAR ON SELECTED RESEARCH TOPICS: ASIA (3 hours)
Prerequisite: Permission of the instructor*.
- IS-502 SEMINAR ON SELECTED RESEARCH TOPICS: EUROPE (3 hours)
Prerequisite: Permission of the instructor*.
- IS-503 SEMINAR ON SELECTED RESEARCH TOPICS: LATIN AMERICA (3 hours)
Prerequisite: Permission of the instructor*.
- IS-504 SEMINAR ON SELECTED RESEARCH TOPICS: MIDDLE EAST AND NORTH AFRICA (3 hours)
Prerequisite: Permission of the instructor*.
- IS-505 SEMINAR ON SELECTED RESEARCH TOPICS: 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. relations with the Economic Community; an examination of the expansion of European Economic Community; external relations; and an analysis of the various institutions of the Common Market. Prerequisite: Permission of the instructor.*
- IS-524 EAST-WEST TRADE SEMINAR (3 hours)
This seminar analyzes the economic relations of the Soviet Union, Eastern Europe, and China with the West and current developments in East-West trade. It deals especially with the decision process in communist country ministries of foreign trade preparatory to buying western goods. It studies foreign trade planning and management in these countries, typical problems of market penetration, the role of countertrade, East-West business psychology, and NATO country embargo policies and controls. A research paper is required. Prerequisite: Permission of the instructor.*
- IS-526 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. Prerequisite: IS-320 or equivalent and permission of the instructor.*
- IS-530 IBERIA, IBERO-AMERICA, BUSINESS, CULTURE, VALUES (3 hours)
This seminar examines and analyzes the national character and institutions, psychological traits, values, religion, customs and literatures of the Spanish, Portuguese and Ibero-American peoples to determine and assess their implications and impact on government, politics, diplomacy, management and business practices and attitudes. Comparisons are made with the U.S., Europe, and Asia. Each student prepares a research paper and makes oral presentations. Prerequisite: permission of the instructor.*
- IS-535 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 1970s 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 1980s. In addition to class discussion 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.
- IS-545 DOING BUSINESS IN THE MIDDLE EAST (3 hours)
This course deals with legal and business aspects of specific countries in the Middle East and with the culture of the region as a whole, keeping its diversity in mind. Topics are discussed against the backdrop of current economic and political realities in the region. Research papers are required dealing with the climate for international business in a given sector or country.
- IS-561 GLOBAL TRENDS IN EMPLOYEE-EMPLOYER RELATIONS (3 hours)
This seminar acquaints students with new developments affecting living and working abroad, employee rights, quality of work life, "quality circles," and employment of women and minorities. Participating management practices in the U.S. are compared to those in other countries. Students do research on a country and subject of choice. Prerequisite: Permission of the instructor.*

- IS-562 **DOING BUSINESS IN CANADA (3 hours)**
This seminar examines current economic, social and political institutions and policies in Canada to determine their impact on Canadian business practices, as they affect both domestic and multinational companies. The climate for foreign investment and the attitude toward the United States and Third World countries are also analyzed to help the student determine future trends in dealing with Canada in a variety of business ventures. Each student is expected to write a research paper. Prerequisite: Permission of the instructor.*
- IS-563 **GLOBAL SERVICE OPERATIONS ANALYSIS (3 hours)**
This seminar explores the methodology, quantitative techniques, and policy issues involved in monitoring and evaluating program efficiency and effectiveness in international and transnational public and private sector service organizations. Each student is expected to analyze an existing service operation and design an effective operations management protocol. Prerequisite: WB-330 and permission of the instructor.*
- IS-574 **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 policy makers according to assigned roles. Prerequisite: IS-370 or equivalent and permission of the instructor.*
- IS-576 **WORLD ARMS TRADE (3 hours)**
This is a seminar on international defense and arms transfer issues. Participants gain a thorough understanding of key topics of concern to defense decision-makers, including the politics, economics and competitive dynamics of international defense procurement; management issues specific to the defense industries; analytical methodologies; problems of defense modernization; high technology management and the defense industrial base; and Department of Defense reform. Participants prepare a research paper. Prerequisite: Permission of the instructor.*
- IS-580 **TRANSNATIONAL CORPORATE ENVIRONMENT (3 hours)**
A global perspective is presented focusing on transnational corporations within the context of international political economy. This seminar provides a framework for understanding broad issues and analyzing specific topics that affect corporate strategic planning. Examples include political risk, the politics of the "North-South" debate, post-industrialism, and sovereignty/nationalism. Prerequisite: IS-380 or IS-370 and permission of the instructor.*
- IS-581 **NATIONALISM AND EXPROPRIATION: MANAGING INTERNATIONAL CONFLICT BY THE MULTINATIONAL ENTERPRISE (3 hours)**
As companies extend operations beyond the boundaries of a nation-state, they face issues that may arise from differences in legal requirements, cultural perceptions, or the level of political and economic development of the individuals. This seminar reviews and analyzes how companies deal with these issues in the areas of marketing, environmental concerns, human rights, questionable payments, labor disputes, terrorism, threats of expropriation, technology transfer, and others. Each student prepares a research paper and makes an oral presentation. Prerequisite: Permission of the instructor.*

- IS-582 **POLITICAL RISK AND GLOBAL 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 studies and discusses 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 ADMINISTRATION OF NONPROFIT ORGANIZATIONS (3 hours)**
This seminar focuses on public and private nonprofit service operations administration worldwide, emphasizing managerial constraints and strategies. Particular attention is given to defining and implementing organizational goals, methods of managerial control, and alternate methods for evaluating and increasing organizational effectiveness. Industries include governmental and intergovernmental agencies, charitable and membership organizations, health, education, and the arts. Emphasis is on synthesizing material from this course and other Thunderbird courses to prepare the student for management in the nonprofit sector. Prerequisite: IS-482 and permission of the instructor.*
- IS-584 **ECONOMIC DEVELOPMENT ADMINISTRATION AND FOREIGN AID (3 hours)**
This seminar examines problems of economic development administration problems in Third World countries, with a focus on the sub-national and project levels. Bureaucratic terrain, institutional, and political constraints in planning and project administration are examined. Problems of implementing foreign aid and assistance programs are also among the topics covered, with a focus on real-world issues. Prerequisite: Permission of the instructor.*
- IS-585 **TOURISM AND ECONOMIC DEVELOPMENT (3 hours)**
The seminar focus is the emergence of tourism as a major international business and the role it can play in economic development. Materials include current analysis 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 populations. A research paper is required. 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.
- 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, Saõ 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. Prerequisite: Either IS-320, IS-330, IS-350, or equivalent; fluency in the Portuguese language, and 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 the instructor.*
- IS-589 **ADVANCED CROSS-CULTURAL COMMUNICATION (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 organization 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 is particularly useful for those interested in international human resource management. Prerequisite: IS-488 or IS-588 or permission of the 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-591 **INTERNSHIP: PART TIME (3 hours)**
Internship assignments are accomplished parallel with other course work. Internships are sponsored by several government agencies, service and public sector employers. Arrangements must be made in the semester preceding the actual work experience. These assignments are normally open only to third-semester students. Internship credit may not be used to satisfy departmental requirements. Prerequisites: permission of the instructor* and concurrence of the Chair of the Department of International Studies. Internships are graded on a pass/no-credit basis.
- 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.
- IS-593 **INTERNSHIP: FULL TIME (3 hours)**
In this type of internship, students alternate a term of study with a term of work in a full-time job with industry or government, not for profit and other public sector employers. To be admitted to the program, students must have completed two semesters (minimum 24 credit hours) of Thunderbird study. Students who have completed the requirements for the degree are not eligible to participate in this course. Arrangements must be made in the semester preceding the actual work experience. Internship credit may not be used to satisfy departmental requirements. Prerequisite: permission of the instructor* and concurrence of the Chair of the Department of International Studies. Internships are graded on a pass/no-credit basis.

NOTE: Only one 590-level course may be taken in any department concurrently; these courses may not be applied toward meeting department requirements.

*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. Seminars are available subject to demand.

WAIVERS

Partial waivers are allowed, but a student must take at least three (3) credit hours of work in the Department of International Studies at the 400 or 500 level. All course work accepted for waivers must have grades of "B" or better. The following criteria apply for waivers of some specific courses.

IS-370 INTRODUCTION TO INTERNATIONAL RELATIONS: Waivers may be granted on the basis of a course in international relations, comparative politics, international economics or international political economy or some combination thereof. Other social science/humanities courses such as international communications, political anthropology, international political sociology, semester government internships, etc. may be considered as well. A waiver will not be granted solely on the basis of a single undergraduate international relations course.

IS-380 INTRODUCTION TO INTERNATIONAL POLITICAL ECONOMY: Waivers may be granted on the basis of courses taken in both international macroeconomics and microeconomics.

IS-310 BUSINESS ENVIRONMENT: ASIA; IS-320 BUSINESS ENVIRONMENT: EUROPE; IS-330 BUSINESS ENVIRONMENT: LATIN AMERICA; IS-340 BUSINESS ENVIRONMENT: MIDDLE EAST/NORTH AFRICA: Waivers for these world area courses are granted on the basis of a transcript that demonstrates a grounding in the history, politics, economy, society, cultures and business environment of the area. Waivers will be granted only on the basis of three or more courses. Language courses and life experience will not be considered.

ALL 400-LEVEL COURSES: Waivers for IS-400-level courses will be granted only if the courses being presented for consideration were taken while in graduate standing for graduate credit and if the courses duplicate courses offered here. No waivers are granted for 500-level courses.



"Thunderbird alumni in Jakarta have aided me a great deal in settling down here. My company was rather impressed by my connections that reduced housing costs by 50 percent of their original estimates, and by the ease of my moving here."

Stephen Booth
Euctectic Corporation
Jakarta, Indonesia

DEPARTMENT OF MODERN LANGUAGES

Professors: Chang, Critz, Dequenne, Peters, Ramsey, Schutte (Chair), Valdivieso;
Associate Professors: Akutsu, Boller, Britt, Call, Corrigan, Finney, Kenman, Johnson, King,
Klein, Kumayama, Kuo, Laugier, Lerond, Parshall, Pérez, Pinheiro, Reyes, Roessler,
White, Zeiner;
Assistant Professors: B. Gulick, Jackson, Meneses;
Instructors: Estes, Lanham;
Part-time Instructors: Cline, Corbridge, Freimark, Harrison, Hicken, Hofmann.

List of Courses: Department of Modern Languages

Level I (300), Level II (400) and Level III (401) courses in Arabic, Chinese, French, German, Japanese, Portuguese, Spanish. All 300-level courses are 6 hours, except for Arabic and Japanese which are 7 hours. All 400-level courses are 6 semester hour courses. All 401 courses are 3 semester hours except Chinese (4 hours). In addition to these basic levels, the following are also available:

- CH-405 Chinese Reading and Writing
- JA-405 Japanese Reading and Writing
- AR-420 Advanced Business Language
- CH-420 Advanced Business Language
- FR-420 Advanced Business Language
- GE-420 Advanced Business Language
- JA-420 Advanced Business Language
- PO-420 Advanced Business Language
- SP-420 Advanced Business Language
- AR-450 Commercial Correspondence
- FR-450 Commercial Correspondence
- GE-450 Commercial Correspondence
- JA-450 Commercial Correspondence
- PO-450 Commercial Correspondence
- SP-450 Commercial Correspondence
- SP-455 Advanced Commercial Spanish: Documentation and Operations
- SP-520 Major Topics in Latin America
- CH-530 Contemporary Social, Political, Sociocultural, and Economic Problems
- FR-530 Contemporary Social, Political, Sociocultural, and Economic Problems
- GE-530 Contemporary Social, Political, Sociocultural, and Economic Problems
- JA-530 Contemporary Social, Political, Sociocultural, and Economic Problems
- PO-530 Contemporary Social, Political, Sociocultural, and Economic Problems
- SP-530 Contemporary Social, Political, Sociocultural, and Economic Problems
- FR-550 Economic and Commercial French
- ESL-300 Intensive English as a Second Language
- ESL-401 Advanced English as a Second Language
- ESL-405 Advanced English Composition and Introductory Business Communications
- ESL-410 Business Communications for Foreign Students
- EN-500 Advanced Business Communications for Executives
- ML-590 Independent Research
- ML-592 Thesis

Course Descriptions: Foreign Languages

- AR-300 ARABIC LEVEL I (7 hours)
- CH-300 CHINESE LEVEL I (6 hours)
- FR-300 FRENCH LEVEL I (6 hours)
- GE-300 GERMAN LEVEL I (6 hours)
- JA-300 JAPANESE LEVEL I (7 hours)
- PO-300 PORTUGUESE LEVEL I (6 hours)
- SP-300 SPANISH LEVEL I (6 hours)

The approach is audio-lingual. There is little stress placed on the development of either the reading or writing skills, although written material is introduced in the latter part of the semester. Classes are normally limited to eight persons. In the conversation sections, the attempt is made to develop correct pronunciation, teach basic patterns and words, and develop fluency in oral production and aural recognition. Classes are composed of dialogues, pattern drills, controlled and semi-free conversations, comprehensive exercises, question-answer periods, and other activities. The use of a cassette player is required. 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) "Fundamentals."



Two women students prepare to receive their Master of International Management degrees. Approximately 30 percent of the students are women.

- AR-400 ARABIC LEVEL II (6 hours)
- CH-400 CHINESE LEVEL II (6 hours)
- FR-400 FRENCH LEVEL II (6 hours)
- GE-400 GERMAN LEVEL II (6 hours)
- JA-400 JAPANESE LEVEL II (6 hours)
- PO-400 PORTUGUESE LEVEL II (6 hours)
- SP-400 SPANISH LEVEL II (6 hours)

In these courses, the major stress continues to be placed on the development of the oral-aural skills, although considerable attention is also given to reading and writing. Dialogues reflecting situations relevant to the international manager, and periodicals and books written in the target language, serve as teaching material, except in those languages not using the Latin alphabet. 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. Conversation classes are comprised of dialogue recitation and adaptation, pattern drills, written exercises, dramatizations, comprehension exercises, book reports and other activities. The use of a cassette player is required. 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.

- PO-400s ACCELERATED BUSINESS PORTUGUESE FOR SPEAKERS OF SPANISH (7 hours)

This course is designed for the Spanish speaker (native or otherwise) who wishes to attain fluency in Portuguese in a shorter period of time than that of the regular PO-300-400 sequence. Frequent comparisons are made between the syntactical, lexical, morphological and phonetic systems of the two languages with major emphasis placed on those features of the Portuguese language which are different from Spanish. Reading materials are selected to introduce the student to fundamental vocabulary and concepts relevant to international management. This class is divided into two components: five periods per week of conversation (C), and three periods per week of grammar (F). Prerequisite: Spanish 401 waiver, Level III proficiency, or permission of instructor.

- AR-401 ARABIC LEVEL III (3 hours)
- FR-401 FRENCH LEVEL III (3 hours)
- GE-401 GERMAN LEVEL III (3 hours)
- PO-401 PORTUGUESE LEVEL III (3 hours)
- SP-401 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 well-rounded lexicon of business-related vocabulary. 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 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, short speeches on topics of special interest, and grammar review. These courses meet four times each week. Prerequisite: 400-CF or Level II proficiency.

- CH-401 CHINESE LEVEL III (4 hours)
JA-401 JAPANESE LEVEL III (3 hours)
Continuous emphasis is placed on accuracy of pronunciation and tone (Chinese)/intonation (Japanese) and rapid build-up of vocabulary, including a substantial body of business-related terms and idiomatic expressions. The topics of dialogues cover many of the possible situations that a foreign business executive may encounter in the country of the target language. Reading assignments are used as a basis for discussions to help enhance spoken proficiency. Written resumes of assigned readings and short speeches on topics of special interest enable students to use the language with greater dexterity and spontaneity. Through guided practice, students also learn to read the language better. Learning to use a Chinese character dictionary is also required. Chinese courses meet four times per week, and Japanese courses meet three times per week for conversation (C) and another period per week for grammar analysis. Prerequisite: CH-400CF/JA-400CF or Level II proficiency.
- CH-405 CHINESE READING AND WRITING (3 hours)
JA-405 JAPANESE READING AND WRITING (3 hours)
This course is for the student who wishes to attain a higher level of reading and writing skills. Special emphasis is placed on appropriate written styles and the writing of essays, simple reports, and explanatory materials. Designed as an introductory course to read business-related writings, this course trains the student to read economic news and articles in business journals, financial reports, and other business publications with the aid of a character dictionary. In addition to intensive reading exercises, discussion of reading assignments also upgrades the speaking skill on professional and semi-technical topics. Prerequisite: 401 or Level III proficiency.
- AR-420
CH-420
FR-420
GE-420
JA-420
PO-420
SP-420 ADVANCED BUSINESS LANGUAGE (3 hours)
This course improves fluency, as well as reading and writing skills, while helping the student to acquire a general business vocabulary. A separate course description for each language is available at the office of the Department of Modern Languages. Prerequisite: 401 or Level III proficiency.
- AR-450
JA-450
PO-450
SP-450 COMMERCIAL CORRESPONDENCE (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.
- FR-450 COMMERCIAL CORRESPONDENCE (3 hours)
The purpose of the course is to aid the student in developing an awareness of business letter writing psychology, effective structures and syntax, word usage, and style in the French language. Every effort is made to make the

material current, practical, relevant and applicable to immediate business usage. The student writes numerous letters of all types, from the basic and utility letters to the more advanced special letters, as well as employment and application materials. Some time is also devoted to translations of business related material. Prerequisite: FR-401 or Level III proficiency.

GE-450 **COMMERCIAL CORRESPONDENCE (3 hours)**
 This course combines business letter writing with a discussion of legal aspects and business procedures in Germany (HGB - BGB). Also, attention is given to such areas as how to enter the German market, personnel, differences in U.S. -German management styles, the monopoly of the German Post Office, the German railroads, etc. Prerequisite: GE-401 or Level III proficiency.

SP-455 **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.

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.

CH-530

FR-530

GE-530

JA-530

PO-530

SP-530

CONTEMPORARY SOCIAL, POLITICAL, SOCIOCULTURAL AND ECONOMIC PROBLEMS (3 hours)

These courses offer the student the opportunity to study current social, sociocultural, political, economic and business conditions in the target language. Emphasis is placed on topics that are relevant to an understanding of the environment in which international business functions. Information is gained from related textbooks, and readings directed by the instructor. Occasionally, a speaker who has expertise in some related area may be invited to lecture. A separate course description for each language is available at the office of the Department of Modern Languages. Prerequisite: 401 or Level III proficiency.

FR-550 **ECONOMIC AND COMMERCIAL FRENCH (3 hours)**

This course has the specific aim of preparing the student to take the International Examination(s) of the Paris Chamber of Commerce. The course encompasses all areas covered by the Certificat Pratique de Français Commercial et Economique examinations and possibly by the higher level Diplôme Examinations de la Chambre de Commerce Internationale de Paris. The course includes economic trends, geography, government agencies,

accounting, labor relations, and related fields such as business law, advertising, and banking. It also covers intensive vocabulary reviews, word usage, grammar reviews, translations, discussions, debates, and case studies. Prerequisite: FR-401 or Level III proficiency and permission of the instructor.

Course Descriptions: English as a Second Language

- ESL-300 INTENSIVE ENGLISH AS A SECOND LANGUAGE (15 hours; 12 hours in the summer)
The course focuses on the development of those linguistic skills necessary to successfully complete the course work 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 Language 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-401 ADVANCED ENGLISH AS A SECOND LANGUAGE (3 hours)
This course is designed to improve the foreign student's communication skills required for fluent and accurate expression in oral and written English. Attention is given to reviewing persistent areas of difficulty in grammar. Correct pronunciation, punctuation, and spelling are emphasized. General and technical vocabulary expansion is stressed. Readings are assigned from current business periodicals as well as from the textbook. Classwork relevant to the needs and interests of the international manager includes: writing summaries, memos, and reports; conducting oral presentations, business discussions, and job interviews. The class meets four hours per week. Prerequisite: ESL-300 or the 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. Periodic written and some oral class reports are required. Prerequisite: ESL-300 or the equivalent. NOTE: If both ESL-401 and 405 are taken, they must be taken concurrently.
- ESL-410 BUSINESS COMMUNICATIONS FOR NON-NATIVE SPEAKERS OF ENGLISH (3 hours)
This course offers non-native speakers of English the chance to improve their English as it relates to the U.S. business community. Students develop skills in writing correct, concise, clear messages while learning the cultural background and various psychological approaches to effective business communications. Some attention is given to the job search: writing resumes, application letters, and follow-up letters; preparing for and going through interviews. Prerequisite: ESL-405, or the equivalent of ESL-405, or permission of the instructor.

EN-500 ADVANCED BUSINESS COMMUNICATIONS FOR EXECUTIVES (3 hours)

This course offers native speakers of English and advanced non-native speakers the chance to improve their skills in communicating effectively in business. Students not only learn various psychological approaches to communicating effectively but also practice writing correct, concise, clear messages. Some attention is given to the job search: writing resumes, application and follow-up letters; preparing for and going through interviews. Prerequisite: Permission of the instructor.

Course Descriptions: Research and Thesis

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, artistic and cultural aspects of countries or areas whose native language is taught at the School to those dealing with business and financial, social, or political problems. A formal proposal containing a clear statement of purpose must be submitted for prior approval. Readings, discussion, and papers are in the target language. Close consultation with the supervising instructor and approval from the Chair of the Department of Modern Languages 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 department 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.



An important part of campus life is the cultural diversity of the student body. Normally approximately 25 percent of the students are from foreign countries with more than 50 countries represented.

DEPARTMENT OF WORLD BUSINESS

Professors: Cox (Chair), Dickie, Foroughi, Foster, Frear, Geer, Ghosh, Goodnow, Heathcotte, Hoskins, Kim, Lindholtz, McMahon, Mills, O'Connell, Voris;

Associate Professors: Bossert, Carrada-Bravo, Guthery, Hall, B. Reed, W. Reed, Schlesinger, Schmidt, Ting;

Assistant Professors: Hoshor, Hosseini, Sherman, Tuzzolino, Zerio;

Part-Time Instructors: Ahmad, Dotterer, Gottlieb, Green, Johnson, McGlinchy, Milliner, Otterman.

Courses Offered: Department of World Business

All courses are three semester hours except where indicated.

- WB-310 *Survey of Accounting*
- WB-320 Fundamentals of Economics
- WB-330 Statistics
- WB-331 Introduction to Management Use of Computer Models and Systems
- WB-340 Fundamentals of Management
- WB-350 Fundamentals of Marketing
- WB-414 Cost and Management Accounting
- WB-415 Intermediate Accounting
- WB-420 International Finance and Trade
- WB-421 Managerial Finance
- WB-422 Agribusiness
- WB-429 *Money and Banking*
- WB-430 Decision Models with Computer Applications
- WB-432 Production and Operations Management
- WB-440 Multinational Business Management
- WB-443 International Human Resources Management
- WB-449 International Trade Administration
- WB-450 International Marketing Management
- WB-453 International Marketing Research
- WB-454 International Industrial Marketing
- WB-456 International Consumer Marketing
- WB-460 Legal Environment of International Business
- WB-470 *International Insurance*
- WB-510 Seminar in International Accounting
- WB-512 Financial Statement Analysis
- WB-520 International Banking
- WB-525 Multinational Corporate Finance
- WB-540 Entrepreneurship
- WB-548 International Business Policy and Decision-Making
- WB-550 International Marketing Projects Workshop: Industrial Products
- WB-551 International Marketing Projects Workshop: Consumer Products
- WB-555 Bank Marketing
- WB-557 "INTERAD" Advanced International Marketing and Advertising Workshop
- WB-561 *Legal Frontiers of Contemporary Business*
- WB-570 International Risk Management and Insurance Seminar
- WB-590 *Topics in World Business: Independent Research*
- WB-591 Internship: Part-time
- WB-592 Master's Thesis (4 hours)
- WB-593 Internship: Full-time



Course Descriptions: Department of World Business

- WB-310 SURVEY OF ACCOUNTING (3 hours)
This course introduces the student to both financial and managerial accounting. Topics covered are the accounting model; the rules for selection, measurement, and classification of accounting data; standard terminology essential to the interpretation of financial statements; full cost accounting; and responsibility accounting. REQUIRED.
- WB-320 FUNDAMENTALS OF ECONOMICS (3 hours)
Students are introduced to the basic principles of economic analysis. Both the micro- and macro-foundations of economics are explored. Market mechanics are investigated. Students develop skills in the application of useful decision-making tools and techniques. REQUIRED.
- WB-330 STATISTICS (3 hours)
This business statistics course concentrates on basic statistical analysis for the manager. It covers typical descriptive measures of data: central tendency and dispersion, fundamentals of probability theory as a basis for subsequent statistical inference techniques; estimation and hypotheses testing of means and proportions. Simple linear regression and correlation analysis require student use of the computer for solutions to multiple regression. Chi-square goodness-of-fit tests and tests of independence are demonstrated. Additional topics are analysis of variance, selected decision theory techniques and time-series forecasting. REQUIRED.
- WB-331 INTRODUCTION TO MANAGEMENT USE OF COMPUTER MODELS AND SYSTEMS (3 hours)
This course provides an introduction to management use of computers. It enables 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 issues 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. REQUIRED.
- WB-340 FUNDAMENTALS OF MANAGEMENT (3 hours)
This course is an introduction to the principles of management, organizational theory, and behavior. It provides a working knowledge of the fundamental concepts, processes, and functions of planning, organizing, staffing, controlling and directing. Behavioral aspects such as leadership, motivation, group dynamics, and communications are also discussed in the context of the modern multinational environment. REQUIRED.
- WB-350 FUNDAMENTALS OF MARKETING (3 hours)
This course provides an introduction to the variables and functions in the management of a corporate 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.
- WB-414 COST AND MANAGEMENT ACCOUNTING (3 hours)
This course enables the student to gain a more in-depth understanding of management accounting. Emphasis is placed on the use of accounting data for



The moderate southwest climate is conducive to an informal campus atmosphere.

managerial decision-making in both domestic and multinational corporations. Prerequisite: WB-310 or equivalent. EITHER THIS COURSE OR WB-415 REQUIRED.

WB-415 INTERMEDIATE ACCOUNTING (3 hours)

The student is provided with background in modern accounting theory and techniques. The course includes a brief review of basic accounting theory and covers valuation of inventories, plant and equipment, investments, intangibles, liabilities, stockholders' equity, rights and warrants, cash flow, leases and price level adjustments. Prerequisite: WB-310 or equivalent. EITHER THIS COURSE OR WB-414 REQUIRED.

WB-420 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. REQUIRED.

WB-421 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 models; timing of financial policy; international business finance. Prerequisites: WB-310, WB-320, and WB-330, or equivalents. REQUIRED.

- WB-422 **AGRIBUSINESS (3 hours)**
 The course is an introduction to agribusiness with an emphasis on futures markets as tools for risk management in the production, processing, financing and merchandising of agricultural products from the perspective of the agribusiness firm. Topics discussed at the macro level include international trade in agribusiness, surplus and deficit producing areas, domestic and international policy issues, and potential developments in the future. Micro issues include production, logistics, merchandising and financing. Extensive and intensive simulated computer trading of agricultural and financial futures is an integral part of the course. Prerequisite: WB-320 or equivalent.
- WB-429 **MONEY AND BANKING (3 hours)**
 This course is designed to provide 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 money stock and the level of income, the monetarist-Keynesian debate and its policy implications and the 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 and perspectives in money and banking. Prerequisites: WB-320 and WB-330, or equivalents.
- WB-430 **DECISION MODELS WITH COMPUTER APPLICATIONS (3 hours)**
 This course emphasizes the effectiveness and efficiency of the computer as a decision tool for the modern manager (decision maker). It ensures that the student fully understands the concepts underlying the problem formulation and manual solution of each selected management science or statistical model before it is solved on the computer. Correct interpretation of the computer solution is stressed. The following models are covered: Multiple Linear Regression, Linear Programming, PERT Network, Cross-Tabs (Chi-Square Independence Test), and Simulation. Additional specific decision science topics are covered as the semester schedule permits. Prerequisite: WB-330 or equivalent. Additional quantitative background desirable. EITHER THIS COURSE OR WB-453 REQUIRED.
- WB-432 **PRODUCTION AND OPERATIONS MANAGEMENT (3 hours)**
 This course investigates the quantitative and analytical tools and techniques used by modern operations managers. Though most often used in production areas, these concepts have become central to the service disciplines as well. Topics include capital budgeting, linear programming, forecasting, inventory models, quality control, scheduling, analysis of some queuing models, PERT, CPM and decision theory. Prerequisite: WB-330 or equivalent.
- WB-440 **MULTINATIONAL BUSINESS MANAGEMENT (3 hours)**
 The course introduces the international dimensions of managerial decision-making for multinational business operations, including technological, economic, behavioral and environmental forces underlying a firm's decision to internationalize its management and operations. Specifically, it addresses the major issues in the transfer and development of product and managerial technologies. A global comparative perspective on these issues is also provided. Prerequisite: WB-340, WB-350, or permission of instructor.
- WB-443 **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 stu-

dents' attention 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, but attention is also directed to legal developments affecting *personnel* such as OSHA, EEOC and pension reforms. Of particular interest is the selection, training, orientation, compensation, and benefits for multinational expatriates. Prerequisite: WB-340 or equivalent.

- 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, freight forwarding and customs brokerage. Export and import alternatives such as licensing, joint ventures and contract manufacturing are introduced as appropriate. Prerequisite: WB-350 or equivalent.
- WB-450 INTERNATIONAL MARKETING MANAGEMENT (3 hours)
This course emphasizes the planning, organizing, coordinating and controlling functions of 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, organizational design, and managerial strategies for the marketing of products and services by multinational organizations. Prerequisite: WB-350 or equivalent. REQUIRED
- WB-453 INTERNATIONAL MARKETING 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 of research to the firm, planning and designing of research instruments and methods, and utilization of secondary data are the principal concerns of this course. Prerequisite: WB-330 or equivalent. EITHER THIS COURSE OR WB-430 REQUIRED.
- WB-454 INTERNATIONAL INDUSTRIAL MARKETING (3 hours)
The objectives of this course are (a) to develop an understanding of group buying behavior in industrial markets; (b) to develop an ability to analyze target markets in the international arena; and (c) to provide a working knowledge of the major elements of an international industrial program. The course examines product characteristics (product planning and development), types of *distribution channels and selection, organization, pricing policies, international selling procedures, and sales management policies*. The impact of these marketing variables on the marketing organization and marketing ethics are analyzed in detail. Prerequisite: WB-350 or equivalent.
- WB-456 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-350 or equivalent.
- WB-460 LEGAL ENVIRONMENT OF INTERNATIONAL BUSINESS (3 hours)
Representative *legal questions of the international business environment* are explored. Study is made of the interrelationships among laws of different countries as they 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. The role of the attorney is also investigated in this framework.

- WB-470 **INTERNATIONAL INSURANCE (3 hours)**
The objectives of this course are threefold: The first is to provide an understanding of risk in a business context, the role of insurance in the handling of risks, and the structure of insurance industries worldwide. Second, the basic operations of an insurance company are examined in order to show their relationships to the supply of insurance and the quality of service and security provided by an insurance company. Third, a study of the principles of risk management explores the alternatives to insurance for the handling of risks and the factors influencing the demand for insurance. Throughout the course, an emphasis is placed on differences in practice internationally and the effects of government regulation and taxation.
- WB-510 **SEMINAR IN INTERNATIONAL ACCOUNTING (3 hours)**
This seminar acquaints students with domestic consolidations preparatory to translating foreign statements for consolidation in U.S. parent financial statements, consolidations of foreign operations, accounting for foreign currency transactions, the effects of inflation on the consolidated financial statements of multinational corporations, and major differences between U.S. financial statements and those of foreign corporations. Prerequisites WB-415 or equivalent and permission of the instructor.*
- WB-512 **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-414, WB-415, WB-420, or equivalents, and permission of the instructor.*
- WB-520 **INTERNATIONAL BANKING (3 hours)**
This is 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. Prerequisites: WB-420, WB-421, WB-429 or equivalents, and permission of the instructor.*
- WB-525 **MULTINATIONAL CORPORATE FINANCE (3 hours)**
This course applies the theories of corporate and international finance to the problems of multinational financial management. Major topics are: multi-currency cash and exposure management; multinational tax and profit planning; international risk analysis and multinational capital budgeting; and issues in the evaluation of multinational organization and performance. This is done by lectures, case studies and a computerized simulation of multinational treasury management. Prerequisites: WB-420, WB-421 and WB-415, or equivalents, and permission of the instructor.*
- WB-540 **ENTREPRENEURSHIP (3 hours)**
This course is designed for those interested in innovating or considering the formation or acquisition of their own business at some point in their career. The course consists of lectures with some case studies, and guest lectures by

successful entrepreneurs. Lectures include formation, structure, capitalization, planning, scheduling, budgeting, advertising and promotion, personnel, book-keeping, taxes, contracts, regulations, and guidelines and ratios. Prerequisites: WB-414 or WB-415, WB-440, WB-420 or equivalents, and permission of the instructor.*

WB-548 INTERNATIONAL BUSINESS POLICY AND DECISION-MAKING
(3 hours)

This capstone course builds on and integrates skills and knowledge gained from specialized functional courses. The course offers interactive hands-on experience in decision making in a multinational environment through a computer-based simulation. Student teams manage a multinational company, which operates in sixteen countries. Knowledge of computer programming is not required. Decisions are made by each team in a competitive environment for twenty consecutive quarters. The simulation emphasizes the impact of exchange rates, tax rates, intercompany and local financing, transfer pricing, development of long and short-range strategies, and statement analysis. Support programs for calculations and optimization are available. The simulation requires integration of the various functions of a multinational company in an uncertain environment. The course also includes case studies, which require rigorous and logical analysis of objectives and strategies used in a multinational environment. Prerequisites: WB-340 and nine hours of 400/500 level World Business courses including one course from each of the following two groups: (a) WB-414, WB-420, or WB-440; and (b) WB-421, WB-430, or WB-450; and permission of the instructor.*

WB-550 INTERNATIONAL MARKETING PROJECTS WORKSHOP: INDUSTRIAL PRODUCTS (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.

WB-551 INTERNATIONAL CONSUMER MARKETING PROJECTS (3 hours)

This is an advanced marketing workshop offered on a selective basis for students with a career objective of marketing consumer products. Projects are sponsored by leading U.S. consumer products companies and are based on actual current international marketing situations. Course emphasis is placed on the marketing planning function and such essential considerations as consumer identification and buyer behavior, marketing investment strategies, price-value relationships, retail merchandising, and product and industry analysis. Prerequisites: WB-414, WB-450, WB-453 or equivalents, and permission of the instructor.*

WB-555 BANK MARKETING (3 hours)

This finance course is offered on a selective basis to students preparing for a banking career. It examines the financial services offered by U.S. commercial banks and the methods for marketing these services. Banking activities such as asset and liability management, risk and pricing, commercial lending, loan

decision and review process, deregulation, financial services merchandising, and credit policy are studied as viewed by management from a marketing perspective. In addition, the course includes detailed marketing planning and strategy determination as well as program development and budgeting. Extensive field study is required. Prerequisites: WB-429, WB-421, and either WB-414 or WB-415 or equivalents, and permission of the instructor.*

WB-557 "INTERAD" ADVANCED INTERNATIONAL MARKETING AND ADVERTISING WORKSHOP (3 hours)

This is an advanced course for students aspiring to either brand management or advertising agency positions. This course advances the principles learned in WB-456 to application in an actual consumer products international 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, team presentations are judged by executives of leading advertiser companies and agencies, who recruit students. Enrollment is limited to 35 students. The course is offered only in Spring and Fall Semesters. Prerequisites: WB-450, WB-456 or equivalents and permission of the instructor.*

WB-561 LEGAL FRONTIERS OF CONTEMPORARY BUSINESS (3 hours)

This seminar explores 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 modules covered. Prerequisites: WB-460 or equivalent and permission of the instructor.*

WB-570 INTERNATIONAL RISK MANAGEMENT AND INSURANCE SEMINAR (3 hours)

This course offers a more advanced treatment of the role of risk management in the handling of the risks to which large firms are exposed and the consequences for insurance companies and intermediaries. Subjects covered include management attitudes toward risk and the role of a risk manager; the identification and measurement of risk; physical loss control; financial loss control, including risk retention and captive insurance arrangements. Case studies form a large element of the teaching program and special emphasis is placed on international aspects of risk management and insurance programs. Prerequisites: WB-414, WB-420, WB-470 or equivalents and permission of the instructor.*

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 permission of the instructor. The topic must be approved in the preceding semester. Prerequisites: permission of the instructor,* and concurrence of the Chair of the Department of World Business.

WB-591 INTERNSHIP: PART-TIME (3 hours)

Internship assignments are accomplished parallel with other course work. Internships are sponsored by several businesses, the U.S. Department of Commerce (ITA), the Arizona World Trade Association and the Arizona

Office of Economic Planning and Development. Arrangements must be made in the semester preceding the actual work experience. These assignments are normally open only to third-semester students. Internship credit may not be used to satisfy departmental requirements. Prerequisites: permission of the instructor* and concurrence of the Chair of the Department of World Business. Internships are graded on a pass/no-credit basis.

- WB-592 **MASTER'S THESIS (4 hours)**
 Rules and regulations pertaining to the writing of the Master's Thesis may be obtained from the Chair of the Department of World Business, 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.
- WB-593 **INTERNSHIP: FULL-TIME (3 hours)**
 In this type of internship, students alternate a term of study with a term of work on a full-time job with industry or government. Participating organizations include Mellon Bank and Chemical Bank, General Motors, R.C.A., DuPont and Eli Lilly International, as examples. To be admitted to the program, students must have completed two semesters (minimum 24 credit hours) of American Graduate School study. Students who have completed the requirements for the degree are not eligible to participate in this course. Arrangements must be made in the semester preceding the actual work experience. Internship credit may not be used to satisfy departmental requirements. Prerequisite: permission of the instructor* and concurrence of the Chair of the Department of World Business. Internships are graded on a pass/no-credit basis.

*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.

WAIVERS

If a CLEP score is to be used as the basis for waiving a 300-level course, the CLEP score must be presented and recorded by the first day of class for any 400-level course for which the waived 300-level course is a prerequisite. The bases for waiving 300-level courses are:

- WB-310 **SURVEY OF ACCOUNTING**
 Satisfactory completion of both financial and managerial accounting, which can be satisfied by the normal undergraduate introductory accounting sequence (Accounting 101-102, or 201-202, etc.). Introductory courses at the graduate level usually cover both financial and managerial principles in one course. Grade of C or better or CLEP score of at least 50.
- WB-320 **FUNDAMENTALS OF ECONOMICS**
 Satisfactory completion of principles of economics course(s) covering both micro and macro economics; normally three semester hours each. Grade of C or better or CLEP score of at least 50.
- WB-330 **STATISTICS**
 Satisfactory completion of an elementary statistics course covering probability theory, measures of central tendency in disciplines such as economics, business, psychology, education, etc.; three semester hours or more. Grade of C or better or CLEP score of at least 50.

- WB-331 INTRODUCTION TO MANAGEMENT USE OF COMPUTER MODELS AND SYSTEMS**
Satisfactory completion of an introductory course covering concepts of data processing, including computer terminology, computer software and hardware, and a high-level computer language; three semester hours or more. Grade of C or better or CLEP score of at least 60.
- WB-340 FUNDAMENTALS OF MANAGEMENT**
Satisfactory completion of a staff management course which pertains to organizational theory, schools of authority, tools of staff management including organization charts, job descriptions, and compensation patterns, departmentation, line and staff, and related basic concepts of organizational work and relationship; three semester hours or more. Grade of C or better or CLEP score of at least 60.
- WB-350 FUNDAMENTALS OF MARKETING**
Satisfactory completion of an introductory course in marketing or marketing principles and practices; three semester hours or more. Grade of C or better or CLEP score of at least 50.

The required fifteen (15) hours of World Business courses at the 400 or 500 level are NOT SUBJECT to waiver.



"All employees who are working toward advancement to an organization's managerial rank must be international in orientation. Even if they never leave the United States, people in the organization are going to have to understand such things as the difference between Arabs and Iranians if their company or their organization is going to survive in the society we are predicting. Managers are going to have to understand the importance of foreign policy and the value of other languages. Multinational organizations are going to view their overseas and domestic programs as carefully integrated parts of an overall management pattern."

William Voris, President
American Graduate School of International
Management
Los Angeles Business & Economics
Winter 1981

FINANCIAL AID

American Graduate School of International Management has a broad program 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 students 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 Scholarship Committee. Applications for loans and part-time work should be sent to the Financial Aid Office.

ASSISTANTSHIPS, SCHOLARSHIPS AND FELLOWSHIPS

Applications for scholarships or assistantships should be submitted along with a candidate's application for admission. Applications for the Summer or Fall Semester, along with all supporting papers, must be received no later than April 1; those for the Spring by November 1. Awards for the Summer and Fall Semesters are 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 academic performance and test scores. Unless otherwise specified, assistantships and scholarships cover one-half of tuition costs for the first two terms of attendance and are valid for two terms 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 assistantship requires recipients to render service of ten hours per week for the first two terms. These awards are available to entering students only.

AFIA WORLDWIDE INSURANCE SCHOLARSHIP. One scholarship of \$1,500 is made available each Fall Semester to a student chosen by the Scholarship Committee on the basis of merit displayed in undergraduate studies, extra-curricular achievements, and subsequent work experience.

AMERICAN MANAGEMENT ASSOCIATIONS SCHOLARSHIPS. Two scholarships are offered annually to sons and daughters of American Management Associations full-time employees. 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.

ARIZONA UNIVERSITY ASSISTANTSHIPS. Three assistantships are available each semester to promising graduates of the state universities of Arizona: University of Arizona, Arizona State University, and Northern Arizona University.

N.W. AYER FOUNDATION SCHOLARSHIP. Two scholarships of \$1,000 each are 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.

CHASE MANHATTAN FELLOWSHIP IN BANKING AND FINANCE. One fellowship is awarded each semester to an incoming student interested in banking and finance. The fellowship supplies full tuition costs for two successive terms. The recipient is required to assist the finance faculty in the Department of World Business for ten hours per week during each term.

CONSULAR CORPS SCHOLARSHIP. One scholarship of \$1,000 is awarded each semester to an Arizona resident who has recently graduated from a State of Arizona university with a business major.

CONTINENTAL GRAIN FOUNDATION FELLOWSHIP. The Continental Grain Foundation annually awards one fellowship in international business. This fellowship supplies full tuition costs, plus \$100 per month for three semesters. In the case of a married recipient, an additional stipend of \$500 is awarded. The recipient is required to assist agribusiness faculty in the Department of World Business for ten hours per week during each term.

JOHNSON & HIGGINS SCHOLARSHIP. One scholarship is awarded annually each Fall Semester to a student chosen by the Scholarship Committee on the basis of merit displayed in undergraduate studies and extracurricular achievements.

LASPAU SCHOLARSHIP. American Graduate School of International Management 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. Thunderbird provides a tuition waiver, but travel and living expenses are met by the individual scholars, their sponsoring university, and LASPAU.

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

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.

VALLEY NATIONAL BANK — ROGER A. LYON MEMORIAL SCHOLARSHIP. The Valley National Bank offers one scholarship annually, providing full tuition for the first term, with continuing coverage in succeeding terms if a satisfactory performance is maintained for the length of time normally required to complete the requirements for the degree of Master of International Management. This award is available only to children of active, full-time or mini-week employees of Valley National Bank.

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 include motivation for an international career and extracurricular achievements giving evidence of leadership qualities.

WORLDWIDE ASSISTANTSHIPS. Ten assistantships are made available each spring, fall, and summer to qualified applicants from all parts of the world. Candidates are judged primarily on the basis of scholastic achievement at the undergraduate level, although consideration is given to extracurricular and professional activities, and to the candidate's 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.

HEARST ASSISTANTSHIPS. Several Hearst Fellows are selected each year under the Worldwide Assistantship program.

VALMONT INDUSTRIES SCHOLARSHIP. One full-time scholarship is available each term to a well-qualified student beginning his or her second term, who has either prior background in agribusiness or has taken the Agribusiness course (WB-422). Following the recipient's second term at Thunderbird, an internship will be undertaken at Valmont under the auspices of the Thunderbird Graduate Management Internship Program. Tuition for an additional term may be granted after the internship if the company deems it appropriate. Each term the recipient is assigned to work 10 hours per week for the agribusiness faculty of the Department of World Business.



MISCELLANEOUS FELLOWSHIPS

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 of tuition for one or two terms. January 1 is the deadline for applications. For information, write to: Chairman, Celia M. Howard Fellowship Committee, Illinois Federation of Business and Professional Women's Clubs, 528 South Fifth Street, Springfield, Illinois, 62701.

THE ORGANIZATION OF AMERICAN STATES FELLOWSHIPS. 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 of International Management 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.

MISCELLANEOUS SCHOLARSHIP GRANTS

About sixty grants are awarded each semester to second, third and fourth semester students, based on scholastic performance at Thunderbird, 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, second, or third term in attendance. Funds for these scholarships are provided principally by the following:

ASSOCIATION FOR CORPORATE GROWTH SCHOLARSHIPS. Two \$1,600 scholarships are awarded each year. The scholarships are awarded on the basis of academic excellence to students studying, interested in, or involved in an entrepreneurial career. Recipients must have completed one semester of study at the School. They will receive \$800 each succeeding semester. Recipients are required to render eight hours of service per week to the School each semester.

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

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.

COLONEL FRANK JAMES MORROW SCHOLARSHIPS. Small grants are made available to continuing 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.

DORIS THOMPSON PAINE MEMORIAL SCHOLARSHIP. This scholarship fund is provided by friends of the late Doris Thompson Paine, founding president of Friends of Thunderbird.

JAMES PARSHALL MEMORIAL SCHOLARSHIP. This scholarship was established by Professor Elyane Parshall in memory of her son, James Parshall. This scholarship is to be awarded to a veteran of the Marine Corps, who meets all the requirements of 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.



PARTIAL ASSISTANTSHIPS

CITICORP 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.

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.

PHIBRO SALOMON 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.



STUDENT LOAN FUNDS

STATE GUARANTEED LOANS. State Guaranteed Loans are available to U.S. citizens and permanent residents. The Financial Aid Office has a list of participating states with their addresses, as well as a limited number of state application forms. For most state loan programs, the maximum loan is \$5,000 per academic year (2 semesters). However, there are some states and/or lending institutions that will only lend \$5,000 per twelve-month period. Interest is 8 percent with a six-month grace period after graduation or withdrawal from school for students who have not borrowed previously. Interest will continue at 7 percent with a 9-month grace period or 9 percent with a 6-month grace period if a student has a previous unpaid loan with an outstanding balance at either 7 percent or 9 percent. Application is made through the School with the final approval by the lender and guarantee agency.

FEDERALLY INSURED LOANS. Federally Insured Loans are available to U.S. citizens or permanent residents. In most cases, students with a previous unpaid Federally Insured Loan should continue under this program. However, the loans are gradually being phased out by the government. Please check with your lending institution for the appropriate application. In other respects this loan is the same as the State Guaranteed Loan.

UNITED STUDENT AID FUNDS LOANS. The United Student Aid Funds Loans are available to U.S. citizens or permanent residents from participating lenders. The form required is the USAF application. In other respects, this loan is the same as the State Guaranteed Loan.

NOTE: The legal limit under any one of State Guaranteed Loans, Federally Insured Loans or United Student Aid Funds Loans is \$5,000 per academic year (two semesters). In certain instances, it is possible to borrow additional funds for the third semester (second year graduate status). Please check with the Financial Aid Office for details.

PLUS LOANS. This loan program, authorized for the first time as a result of the passage of Higher Education Amendments of 1980, makes additional loans available to graduate students. Graduate students may borrow a maximum of \$3,000 per year under this program, providing they show the need. The annual interest rate varies between 12 and 14 percent and repayment must begin 60 days after disbursement. Student borrowers may request deferment on the principal while they are enrolled as full-time students but must make interest payments. At the present time, a limited number of states have established procedures for participating in this program, so interested students should contact their lender for information and instructions. A 5 percent origination fee is charged on all Guaranteed and PLUS Loans (usually deducted from the loan check). 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.

NATIONAL DIRECT STUDENT LOAN. Thunderbird 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, Thunderbird requires students to borrow the maximum amount which their banks will grant under the Guaranteed Loan Programs and be second, third or fourth semester students. The ACT Family Financial Statement and ACT Institutional Data sheet are required before a student will be considered for a National Direct Student Loan.

WILLIAM LYTLE SCHURZ FUND. A student loan fund was established in 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 the fund.

NOTE: These funds (Schurz and Louis), are currently committed in support of the National Direct Student Loan Fund program at Thunderbird.

SATISFACTORY PROGRESS. In order to be judged as making satisfactory academic progress, a full-time student must have completed a minimum of 24 credit hours for the two most recent Fall and Spring semesters or a minimum of 20 credit hours for the most recent Spring and Summer, or Summer and Fall semesters with a 3.0 GPA or better. *All full-time third and fourth semester students must show satisfactory progress to be eligible for Guaranteed Student Loans, National Direct Student Loans, and Federal College Work Study.*



MISCELLANEOUS LOAN FUNDS

DOUGHERTY FOUNDATION LOANS. Limited loan funds (not to exceed \$2000 per student) are available from this foundation for U.S. citizens who are Arizona residents. An ACT needs analysis form (FSS) is required, plus the Dougherty Foundation application (available from the Financial Aid Office).

THE LEO S. ROWE PAN AMERICAN FUND. Loans are available from this fund, and are extended to citizens of the Latin American countries that 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. This foundation administers a loan program for American students based solely on merit. Loans average between \$1000 and \$2000 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 to be 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



MISCELLANEOUS LOAN SOURCES THROUGH THUNDERBIRD

EMERGENCY LOAN FUND. The Financial Aid Office has provided a small fund to be used for short-term emergency loans; the usual limit is \$100. The fund has been augmented by donations and by proceeds from the semi-annual Bizarre Bazaar. Loan requests should be initiated at the Financial Aid Office.

LOUISE GIFFORD LOAN FUND. Christy A. Peake, President of Robot Defense Systems, Inc. and a Thunderbird alumnus, has provided a revolving loan fund in recognition of Mrs. Gifford's service to American Graduate School of International Management. These loans are subject to the availability of funds and are reserved for students in their second, third, or fourth semester.

FRANK R. JACKLE MEMORIAL LOAN FUND. This loan fund has been established by Mrs. R.K.Thomas in memory of Professor Frank Jackle. Limited loans are available to cover modest needs and must be repaid within 30 to 60 days. Applications are initiated with the Financial Aid Office.

R. K. THOMAS MEMORIAL LOAN FUND. Mrs. R. K. Thomas has established this loan fund in memory of her husband, Robert K. Thomas. Loans are available to cover modest needs and must be repaid within 30 to 60 days. Applications are initiated with the Financial Aid Office.

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 Thunderbird. Application should be made to the Financial Aid Office. The maximum loan is \$500, subject to availability of funds, and is reserved for students in their final semester who have exhausted all other loan sources.

PAUL & PAULINE WILSON MEMORIAL LOAN FUND. This loan fund has been established in memory of Professor Paul Wilson and his wife Pauline. The 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 initiated with the Financial Aid Office.

STUDENT EMPLOYMENT. On-campus employment is limited to qualifying students and their spouses. Jobs are in the administrative and faculty offices and in various other capacities. It is primarily up to the student or spouse to find employment on campus. Applications procedures are available at the Financial Aid Office. Campus employment is funded by both the federal government and the School. In order to qualify for employment under the College Work-Study Program, it is necessary to complete an ACT Family Financial Statement.



AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

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Tenneco
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FACULTY

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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; Director, Thunderbird Summer Program, Universidad Autónoma de Guadalajara.

JOAQUIM M. DUARTE, JR., *Dom Pedro II Professor of Iberian, Brazilian and Lusohispanophone African Studies; Chair, Department of International Studies; Director, International Studies Research Center.*

B.A. (1947), M.A. (1949), Stanford University.

Lecturer, Hispanic American and Luso-Brazilian Studies, Stanford University; Assistant Editor, *Hispanic American Report*, Stanford University; Regional Head, National Security Agency; Area Desk Chief and Special Assistant to the Vice President for Latin America, Bank of America; Assistant Editor, *Review of Inter-American Bibliography*, Organization of American States; Translator, *The Life of Joaquim Nabuco*, Stanford University Press, 1950; "Joaquim Nabuco," *Encyclopedia Britannica*, 1970.

JOHN FRANKENSTEIN, *Associate Professor of International Studies*

B.A. (1961), Stanford University; M.A. (1967), San Francisco State University; Diploma in International Relations (1976), The Johns Hopkins School of Advanced International Studies European Center, Bologna, Italy; Ph.D. (1983), Massachusetts Institute of Technology.

Exchange Professor, University of International Business and Economics, People's Republic of China; Lecturer in Asian Studies, University of Massachusetts; U.S. Foreign Service Officer (Hong Kong, Taiwan, France, Italy, Belgium, Senegal).

RICHARD DOYLE MAHONEY, *Associate Professor of International Studies*

A.B. (1972), Princeton University; M.A. (1975), Ph.D. (1979), The Johns Hopkins University School of Advanced International Studies; J.D. (1980) Arizona State University.

Member, Arizona Bar Association; Exchange Professor, University of International Business and Economics, People's Republic of China; Oxford Management Centre; Professor, Thunderbird Summer Program, Universidad Autónoma de Guadalajara; Author: *JFK: Ordeal in Africa* (Oxford University Press).

ROBERT T. MORAN, *Professor of International Studies*

M.A. (1972), Ph.D. (1974), University of Minnesota.

Assistant Professor, University of Minnesota; Exchange Professor, University of International Business and Economics, People's Republic of China; President, Intercultural Communications, Inc., Minneapolis; Coauthor, *Managing Cultural Differences, Managing Cultural Synergy*; Author: *Negotiating in Japan; Non-Verbal Gestures Around the World; So You're Going Abroad, Are You Prepared?* and *Getting Your Yen's Worth: How to Negotiate with Japan, Inc.*

DOROTHY I. RIDDLE, *Associate Professor of International Studies*

B.A. (1964), University of Colorado; M.B.A. (1981), University of Arizona; Ph.D. (1968) Duke University.

Assistant Professor, College of William and Mary; Assistant Professor, Richmond College, CUNY; Exchange Professor, University of International Business and Economics, People's Republic of China; Visiting Professor, International Business Administration Institute, Tunghai University, Taiwan; President, Board of Directors, Group Health of Arizona.

MARTIN H. SOURS, *Professor of International Studies*

B.A. (1962), University of California, Berkeley; M.B.A. (1985), M.A. (1968), Southern Illinois University, Edwardsville; Ph.D. (1971), University of Washington.

AID Officer, Southeast Asia; Exchange Professor, Graduate School of Foreign Trade, Sung Kyun Kwan University, Seoul, Korea; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

FACULTY

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B.A. (1960), M.A. (1962), Ohio State University; Ph.D. (1971), University of Colorado.
Visiting Assistant Professor, University of Colorado. Visiting Lecturer, University of Northern
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Belgium.
- ROBERT S. TANCER, *Adjunct Associate Professor of International Studies*
B.A. (1957), LL.B. (1957), LL.M. (1960), Harvard Law School.
Private law practice, Arizona and District of Columbia.
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B.A. (1954), Barnard College; LL.B. (1956), University of Michigan; Ph.D. (1970), Colum-
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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
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B.A. (1958), Stanford University; M.A. (1961), Ph.D. (1978), University of California,
Berkeley.
Research Economist and Consultant, Department of Economics, RAND Corporation.

PART-TIME INSTRUCTOR:

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B.A. (1962), Keio University, Tokyo, Japan; M.A. (1971), Washington University, St.
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Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center),
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Título de Profesora (1950), Escuela Normal de Costa Rica; B.A. (1970), M.A. (1974),
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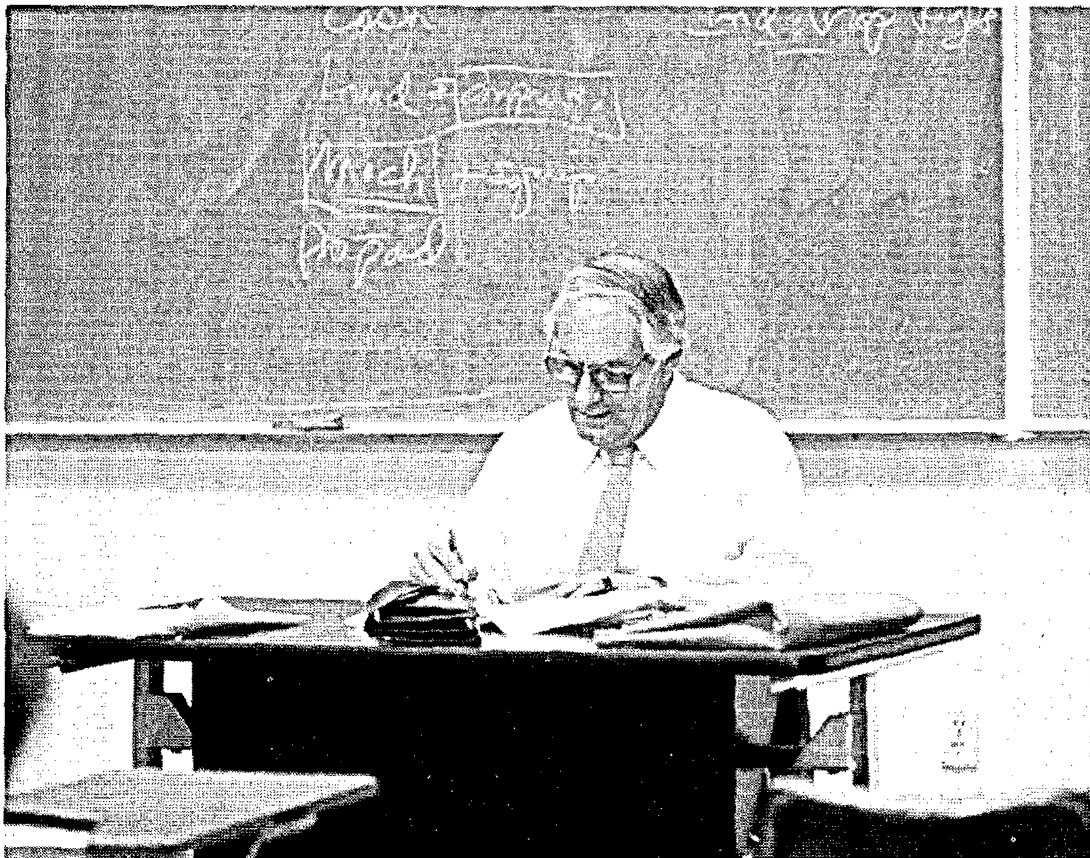
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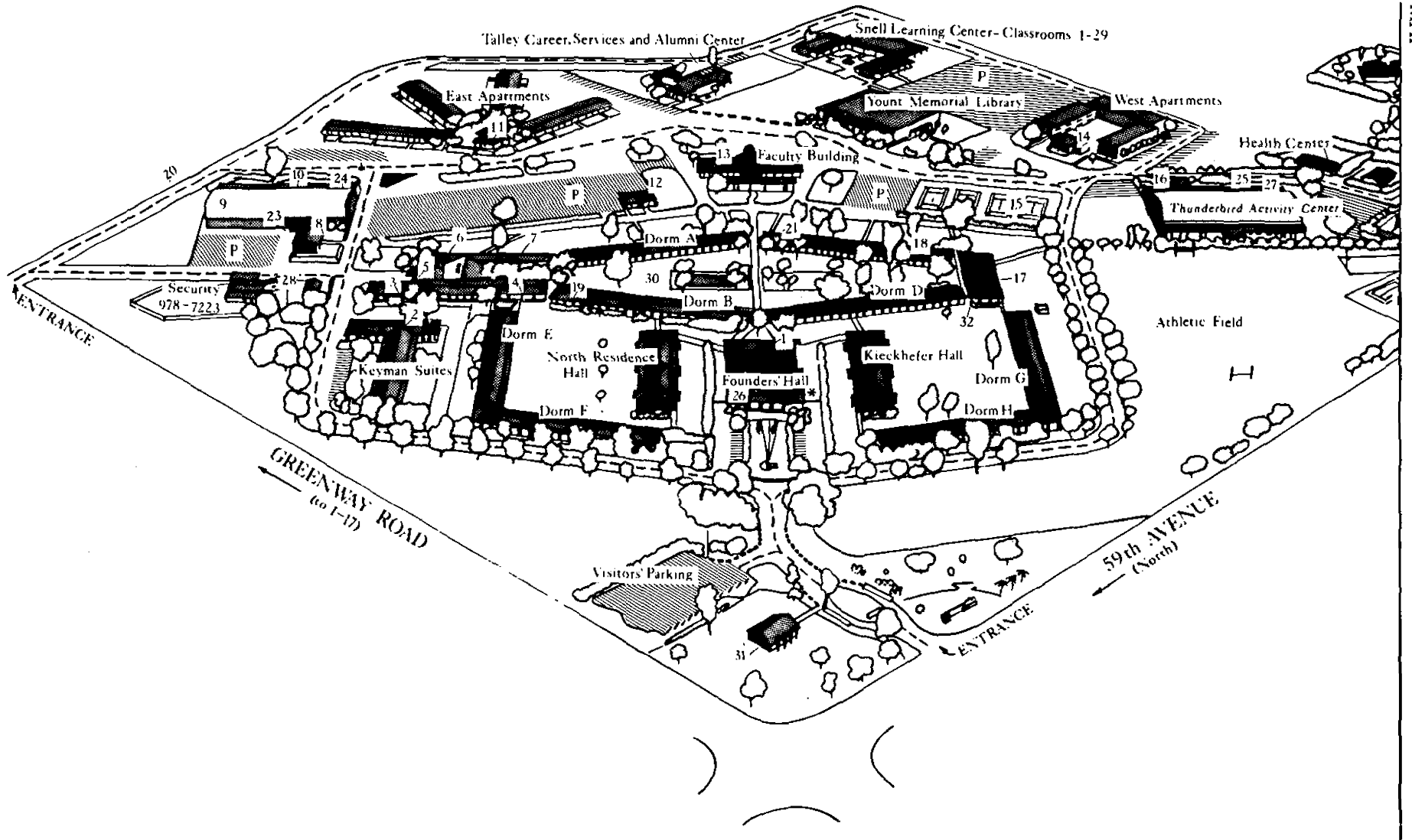
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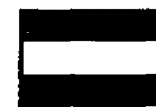
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