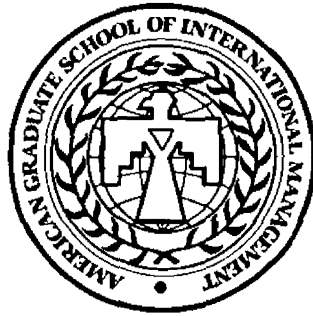
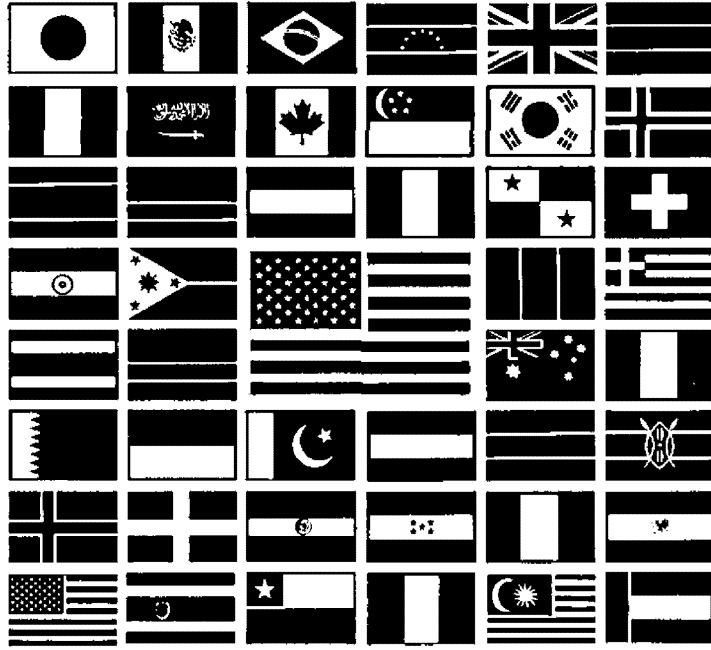


THUNDERBIRD

AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT



1988-89 BULLETIN/CATALOG



THUNDERBIRD

AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT



1988-89 BULLETIN/CATALOG

THUNDERBIRD CAMPUS
GLENDALE, AZ 85306

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**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

SUMMER SESSION 1988

May 31	Foreign Student Day/Dormitories Open
June 1-3	Orientation, Testing, Registration
June 6	Classes Begin, Thunderbird Campus, Financial Registration
June 8	Classes Begin, Guadalajara Campus
June 8	Last Day for Late Academic Registration, Changes in Schedule
July 2-4	Holiday, Independence Day (Dining Hall Closed, 3 days)
August 9	Last Day of Classes
August 10-12	Final Examinations
August 12	Commencement
August 15	Closure of Dormitories, 5:00 p.m.

FALL SEMESTER 1988

August 22	Dormitories Open
August 23	Foreign Student Day
August 24-26	Orientation, Testing, Registration
August 29	Classes Begin, Financial Registration
September 2	Last Day for Late Academic Registration, Changes in Schedule
September 3-5	Holiday, Labor Day (Dining Hall Closed 3 days)
November 24-27	Thanksgiving Break (Dining Hall Closed 4 days)
December 8	Last Day of Classes
December 9	Finals Break
December 10-16	Final Examinations
December 16	Commencement
December 19	Closure of Dormitories, 5:00 p.m.

WINTERIM 1989

January 2	Dormitories Open
January 3	Registration, Classes Begin
January 20	Final Examinations

SPRING SEMESTER 1989

January 23	Dormitories Open
January 24	Foreign Student Day
January 25-27	Orientation, Testing, Registration
January 30	Classes Begin, Financial Registration
February 3	Last Day for Late Academic Registration, Changes in Schedule
March 24-27	Easter Break (Dining Hall closed 4 days)
March 28	Classes Resume
May 11	Last Day of Classes
May 12	Finals Break
May 13-19	Final Examinations
May 19	Commencement
May 22	Closure of Dormitories, 5:00 p.m.

SUMMER SESSION 1989

May 29	Dormitories Open
May 30	Foreign Student Day
May 31 and June 1-3	Orientation, Testing, Registration
June 5	Classes Begin, Thunderbird Campus, Financial Registration
June 7	Classes Begin, Guadalajara Campus
June 7	Last Day for Late Academic Registration, Changes in Schedule
July 4	Holiday, Independence Day (Dining Hall closed)
August 8	Last Day of Classes
August 9-11	Final Examinations
August 11	Commencement
August 14	Closure of Dormitories, 5:00 p.m.

FALL SEMESTER 1989

August 21	Dormitories Open
August 22	Foreign Student Day
August 23-25	Orientation, Testing, Registration
August 28	Classes Begin, Financial Registration
September 1	Last Day for Late Academic Registration, Changes in Schedule
September 2-4	Holiday, Labor Day (Dining Hall closed 3 days)
November 23-26	Thanksgiving Break (Dining Hall closed 4 days)
December 7	Last Day of Classes
December 8	Finals Break
December 9-15	Final Examinations
December 15	Commencement
December 18	Closure of Dormitories, 5:00 p.m.



Tim Polland receives his Master of International Management degree.

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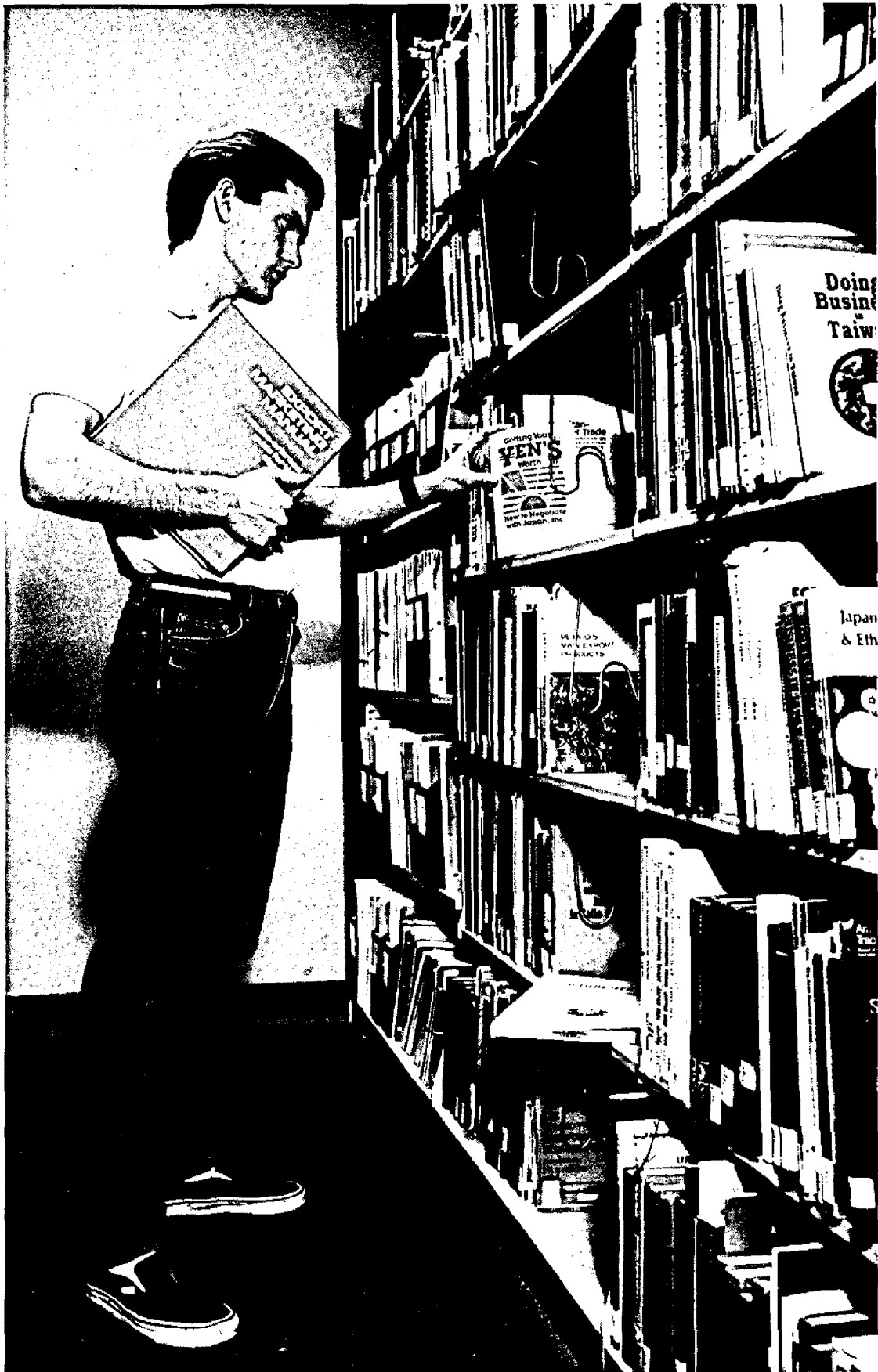


"I think what you really come away from the School with is not only the cultural experience, but the contacts and the people that you meet. It's the network and the feeling of togetherness that gets generated here in the desert, and they really do support each other. People really do get jobs from other alums. T'birds really do have a community all around the world. In a day and age when business is so competitive, any advantage that you have can really help you. This School has really got it."

Janet Almroth
 Thunderbird Class of 1988
 B.A., Cultural Anthropology, 1978
 Tufts University

"When I was working in industry, I found that there were a lot of people who were doing things very poorly from an international point of view.... Few were interested in learning about the culture or language of the customers they were working for.... What I like most about this School is that not only does it offer the business fundamentals, but it also has a tilt toward the international arena, which is what I'm interested in. Everyone here is interested in more or less the same field. Because of that, the courses are more focused, slanted toward international application, so it's really a fertile ground to study in."

Theo Miller
 Thunderbird Class of 1988
 B.A., Physics, 1981
 Middlebury College



The Barton Kyle Yount Memorial Library carries over 100,000 volumes in its collection. Shown above is Mathew Fjeldsted with a book by Dr. Robert Moran, one of Thunderbird's outstanding professors of cross-cultural communication.

INTERNATIONAL CAREERS

For more than 40 years, Thunderbird has been the leader in providing the world with international managers. More than 20,000 graduates are now working around the world in a variety of positions that utilize their unique Thunderbird education. A recent survey of business college deans published in the *U.S. News & World Report* cited Thunderbird as one of the best schools of management. Another academic survey published in the *Journal of International Business Studies* cited Thunderbird as the best in international management education.

In the increasingly interdependent world economy, there is great need for individuals who have an international management education. In *An Action Agenda for American Competitiveness*, a coalition of corporate, university, and Congressional leaders admonished, "Colleges and universities must significantly strengthen their international studies courses—language, cultural, political, economic—and make them readily available to U.S. business executives as part of their own lifelong learning programs." For over 40 years, Thunderbird has made this objective the foundation for its tripartite curriculum.

International commerce today represents a trillion dollars in worldwide business opportunity, and international economic issues are constantly in the forefront of modern business decision-making. Various factors have affected international trade in recent years: changing political ideologies in a substantial part of the world, the complexities of petroeconomics, changing comparative advantages, plus accompanying trade deficits and payment defaults. Such factors are creating a shift in traditional world trade and business patterns, causing an emphasis on joint ventures, especially in the automotive, pharmaceutical and electronics industries. We are also witnessing a trend in reverse direct investment with an increasing number of foreign firms establishing their facilities in the United States.

All of this points to the need for individuals properly educated in the complex realities of international commerce and cross-cultural communication. Thunderbird is the pioneer in this field of international management education, and the Thunderbird alumni network with graduates working in 106 countries is an incomparable resource. In addition, such education can also lead to a domestic assignment involving international transactions or a career as an entrepreneur with a global outlook. Approximately 80 percent of the graduates live in the United States and are largely involved in the international activities of their employers, which include small and large corporations as well as nonprofit organizations and government agencies.





Students gather in the outdoor pavilion, against the backdrop of the Academic Affairs Building, and the Erickson-Alumni Mall.



The perimeter road, lined with pine trees, defines the campus and separates the grounds from the surrounding community providing a tranquil atmosphere conducive to graduate study and on-campus interaction.

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.



PROFESSIONAL ASSOCIATIONS

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



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 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 Exit 211, Greenway Road, and drive west four miles to 59th Avenue. Greenway Road is midway between Bell Road and Thunderbird Road.

Physical Plant

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. Several buildings house faculty offices and classrooms. The main classroom complex, The Frank L. Snell Learning Center, completed in the fall of 1980, contains 29 rooms.

The new William Voris Hall of Modern Languages and the Joan and David Lincoln Computer Services Building were completed in early summer 1987. These buildings, as well as a new academic mall and pavilion, are the first phase of a new Faculty Center complex, scheduled for completion over a five-year period.

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 101,000 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 (ISRC)

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.

Dom Pedro II Research Center on Iberia, Ibero-America, and Lusohispanophone Africa

This center located in the Thelma Kieckhefer International Studies Center in Building C provides facilities for research on Iberia, Latin America and Lusohispanophone Africa. Files with computer accessibility are maintained on these areas containing financial, economic, governmental, political, and social information. It also contains a book-documents-and-periodicals collection on these areas.



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 1988-89 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 \$775 for a semester or \$630 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 \$740 per semester and \$580 per Summer Session.
- *Single occupancy rooms in West Dormitories.* A single room shares a 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 \$700 for a regular semester and \$565 for a Summer Session.
- *Single occupancy rooms in East Dormitory.* A single room shares a 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 \$685 per semester and \$560 per 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. D, E and G are carpeted, F and H are not. Cost is \$655 per room for a regular semester, and \$500 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 \$1,100 for a regular semester, or \$850 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 \$1,000 per person per semester and \$675 for the Summer Session, which is approximately \$9.04 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. Physicians are available to see students and covered dependents on an appointment basis from 1:30 to 4:00 p.m., Monday through Friday. In case of acute illness, the nurse is on call 24 hours a day and may refer students to a nearby clinic or hospital for emergency care.

Student Insurance

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.

A waiver of the student insurance program will be given to any student who presents proof of similar coverage at the time of registration. Students waiving the program will receive a partial refund of their tuition and fees. However, students waiving the program may still use the campus health center facilities and schedule appointments with the on-campus doctors. All referrals to off-campus physicians and labs would be at the expense of the student's personal health 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 15249 N. 59th Avenue.

Career Services Center

The major focus of the Career Services Center, located in the Franz G. Talley building, is service both to the students and the employers. Emphasis is upon providing professional career counseling, planning and placement services to the students while maximizing recruiting success for the employers. The students are taught that placement is a personal process depending upon their own knowledge, research, initiative and resourcefulness. While at Thunderbird, they learn career management skills through a process which extends through each semester. The Career Services Center helps students to:

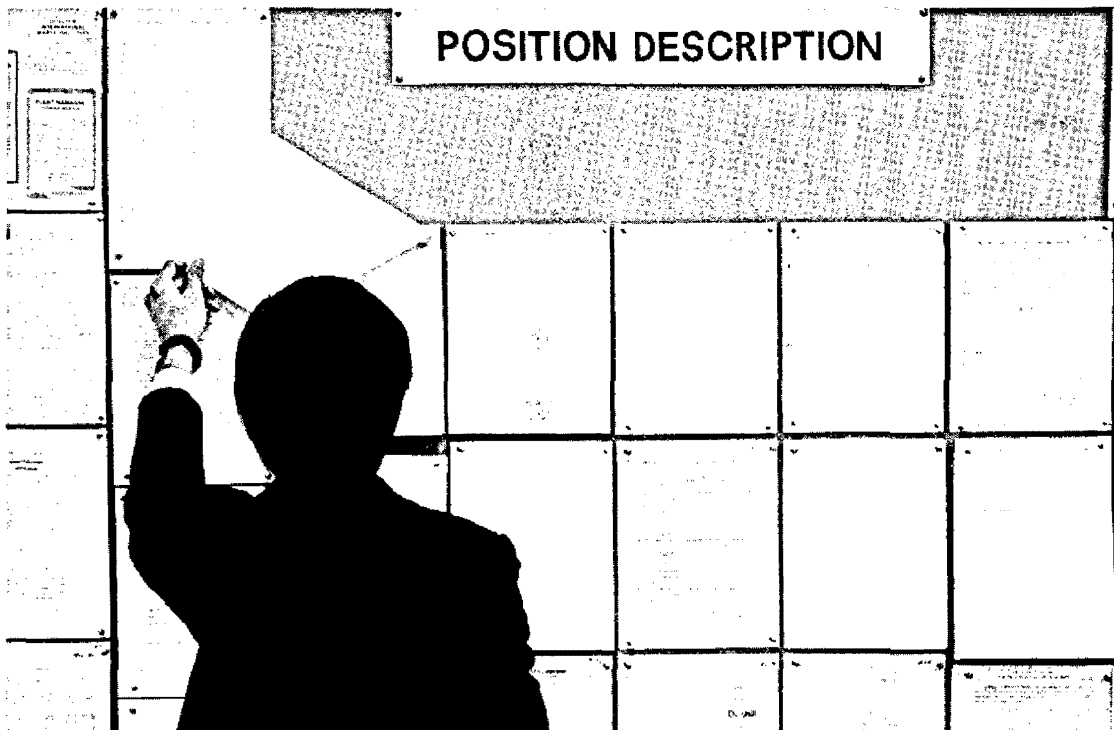
- Engage in effective self-assessment;
- Obtain occupational/employment information;
- Explore the full range of employment opportunities;
- Present themselves effectively as candidates; and
- Obtain optimal employment in the careers of their choice.

Thunderbird graduates are thus able to apply these skills over a lifetime of career growth.

Recruiting information is available from coordinators who schedule on-campus interviews and post positions of companies not able to recruit on campus. Students must be registered and making satisfactory progress toward the degree to be eligible to use the recruiting services of the Career Services Center.

A **Resume Book** is published for each semester's graduating class and distributed to over 1,000 prospective employers. The intent of this publication is to provide the factual information about students to a large number of organizations representing both domestic and international operations.

Students make use of the Career Services Center lobby where they have access to a **Resource Center** of more than 1500 company and organizational



The Career Services Center hosted 242 employer visits during the 12-month period in 1987-88.

files, employer and geographic directories, and career planning books and periodicals. Also located in the lobby is the **Thunderbird Career Guidance Information System**, a new computerized service designed to answer more than 500 career-related questions.

Each semester, all new students receive the **Placement Manual** written specifically for the career choice and placement needs of graduate students in management. Outlined in this manual are the steps necessary to effectively utilize the resource materials and personnel of the center.

Both the **Graduate Associate Program** and the **Career Services Student Committee** present career workshops and programs to help other students. Workshops include career planning, resume writing, and interviewing workshops, which give students the opportunity to see themselves in videotaped practice interviews. The Career Services Center Student Committee schedules tours of the center and plans events to help students meet with professionals representing internationally-oriented employers.

Other services include the administration of the **Thunderbird Graduate Management Internship** program which integrates academic study with meaningful work experience at a professional level. See page 53 for further description.

Alumni, too, benefit from the resources of the Career Services Center through the **Alumni Placement Service**, a computerized matching service provided in cooperation with management recruiters seeking personnel primarily for multinational business. Experienced alumni may purchase this service for a membership fee.



Thunderbird internships provide enriching practical experience for students. Shown above is intern Dan Rhodes with Phoenix City Mayor Terry Goddard, and Phoenix Chief of Protocol, Doug Wilson. As part of his internship, Dan was instrumental in producing Japan Week, a week-long series of business, cultural, and sporting events.

Interfaith Center

The Interfaith Center, near the 59th Avenue 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, alumni, 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.



The international parade of flags is a Thunderbird tradition during the Opening Ceremony each semester and at special events.



Alumni from the rugby team return to campus for their annual game against the current student team.

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 representative list of chartered clubs, but many other clubs exist and are formed as the student body profile changes:

CHARTERED CLUBS

- | | |
|---------------------------------|--------------------|
| Aerobics Club | Japan Club |
| Africa Club | LDS Club |
| Asia Club | Latin America club |
| China Club | Liaison Club |
| Christian Fellowship | Marketing Club |
| Computer Club | Middle East Club |
| Couples Club | Newman Club |
| Cycling Club | Portuguese Club |
| Entrepreneurs Club | Rugby Club |
| French Club | Spanish Club |
| German Club | T'Bird Dance Club |
| Import-Export Club | Table Tennis Club |
| International Business Women | Toastmasters |
| International Wine Tasting Club | Windsurfing Club |

Campus Publications

The student newspaper, *Das Tor*, which means "The Gate," is published each week under student editorship. It contains details of campus events, news 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, 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 Arizona Republic/Phoenix Gazette International Advertising Award recognizes the outstanding advertising presentation in the INTERAD class.

The Jonas Mayer Distinguished Alumnus Award is bestowed once each year by the Thunderbird Alumni Association upon an alumnus who has reflected great credit on American multinational business. The association also grants awards for career achievement in business and industry, public service, entrepreneurship, banking and finance, and service to Thunderbird.



EXTERNAL AFFAIRS

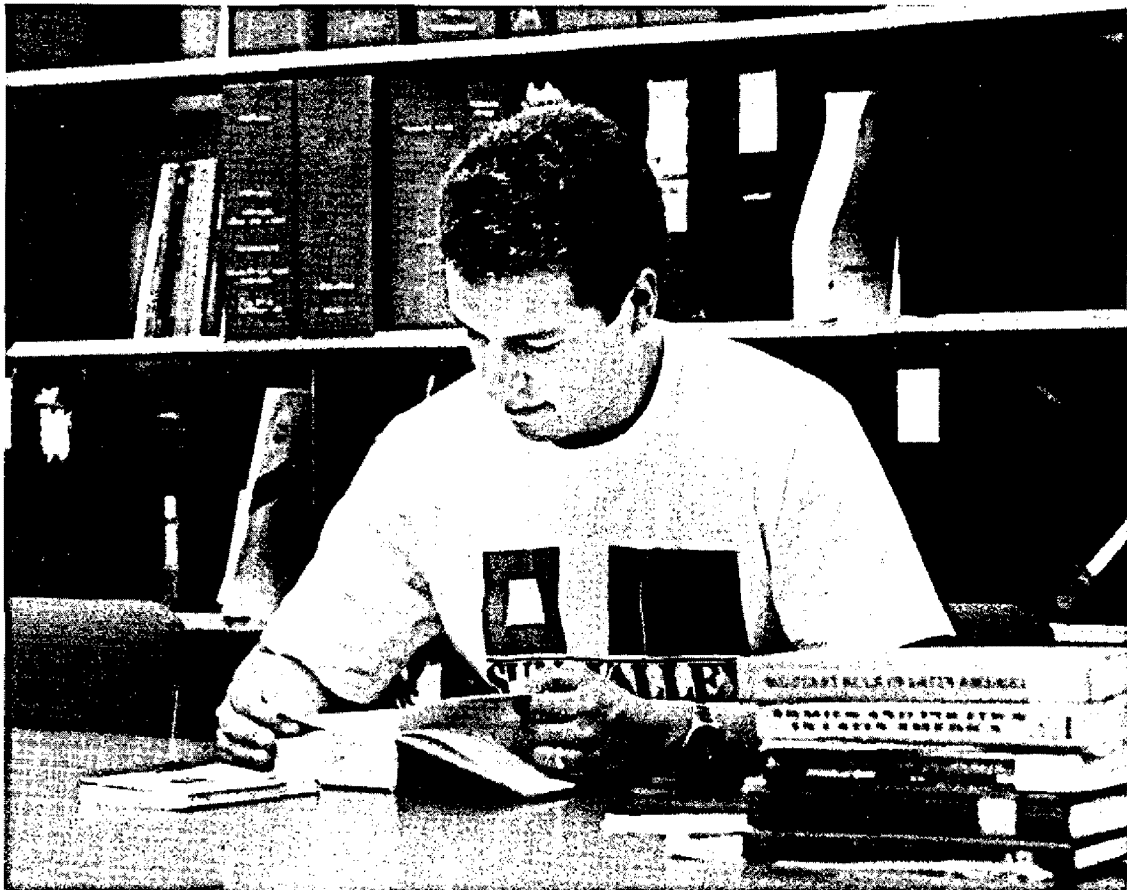
The Office of External Affairs conducts programs and activities for Thunderbird to develop understanding and financial support from all its publics for its educational goals. The Alumni and Communication Offices are extensions of the Office of External Affairs and report to the Vice President of External Affairs.

Alumni Relations Office

The Alumni Relations Office maintains current computerized files on alumni and their present locations as well as their job titles and employers. In addition, the office links more than 20,000 alumni around the globe through the Thunderbird Alumni Association. The network includes resource persons, who have facts about alumni meetings and business conditions in their particular region. The alumni publication, *Thunderbird Magazine*, is produced quarterly, keeping graduates around the world informed about news of their friends, business associates, their alma mater, and global affairs.

Communication

The Office of Communication, located in Founders Hall, manages the publications and public relations program of Thunderbird. Publications include the *Thunderbird Magazine*, the *Bulletin*, the Annual Report and a weekly internal newsletter. The office also manages national and international media relations and oversees a speakers program and special events.



Robert Feierbach is shown in the Barton Kyle Yount Memorial Library, which houses an extensive collection of international periodicals and global resources.

Development Office

The Development Office, located in the Franz G. Talley Alumni/Career Services Center, is the fund raising arm of the School. This office receives over 3,000 gifts annually from corporations, foundations, and individuals totaling approximately \$2 million annually. The Development Office works closely with the World Business Advisory Council, Career Services Center, and the Thunderbird Alumni Association to promote financial growth.

The Development Services Office under the Director of Development 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 executive development programs for corporate clients designed to prepare executives for international assignments. These programs can cover any international management subject. 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.

THE INTERNATIONAL EXECUTIVE

The International Executive [ISSN: 0020-6652], a review and reference journal, was purchased in 1984 from its founder and publisher, Dr. John Fayerweather, Professor Emeritus of International Business at New York University.

The journal features a review section, summarizing a selection of the best new articles, books and research on international business. The reference guide section provides an annotated bibliography categorized into twenty-six categories. In 1985, an index was introduced to facilitate research by cross-referencing citations by country and special interdisciplinary topics.

Annual subscriptions (3 issues per year) are \$35 (U.S. and Canada) and \$40 (all other countries). Subscriptions and inquiries should be directed to the Managing Editor, Campus Box 1700.

THE JOURNAL OF LANGUAGE FOR INTERNATIONAL BUSINESS

The Journal of Language for International Business is the only periodical devoted to the teaching and study of foreign languages, English for international business, and cross-cultural studies. It is a reference journal for international faculty and scholars published twice a year. The journal carries articles on language for business, cross-cultural studies and language teaching, as well as book reviews. Subscriptions are \$15 for individuals, \$25 for institutions and libraries, and \$35 for foreign subscribers. Subscription requests should be addressed to *The Journal of Language for International Business*, Department of Modern Languages.

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 the Commanding General 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.



Commencement ceremonies are held in May, August, and December. Students with good preparation in business and language courses are able to complete the program in one calendar year. Others normally finish in eighteen months.

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 School's nickname, "Thunderbird," remains widely known in international circles. 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 Association

From 1963 to 1983, the School was affiliated with the American Management Association. 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.



Dirk Wray and his wife, Debra, both received Master of International Management degrees from Thunderbird.

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. No single attribute outweighs others in the selection of members of an entering class. No specific undergraduate major or nonacademic experience is required for entrance or preferred by the Committee on Admissions. Although prior collegiate study in business or in foreign language provides an advantage to students in the Thunderbird curriculum, it 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 1 (800) 824-7333, by Telex 187123, or by FAX (602) 439-5432.

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 and this score is taken into account with the cumulative grade point average. Functional limitations and cultural backgrounds of students taking this test are 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 20.

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. The extent of meaningful extracurricular achievements and professional experience of the applicant is also of concern to the evaluators. 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 partial listing 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 the 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.
- 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). 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 and the application is fully processed.

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 of all applicants, and the TOEFL is also required in some cases (explained below).

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 at the School constitutes sufficient grounds upon which the School will require a student to withdraw.



Fotis Papadopoulos of Greece is one of more than 250 foreign students who attend Thunderbird each year, making up approximately 25 percent of the student body.

Test of English as a Foreign Language (TOEFL)

Applicants whose undergraduate instruction was primarily in any language other than English must submit proof of proficiency in English 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 (ES) 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 (ES) elsewhere before registering here, to enroll in ES courses at Thunderbird, or to obtain a partial or total ES 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 (ES3000) will 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.



"I chose Thunderbird over the other business schools...because it provided me with internationally accepted credentials and immediate access into an exceptional alumni network. The friendships I developed in my year in Glendale are among my most cherished. Thunderbird provided me the springboard for an international career, which placed me in three countries in my first ten years out of school."

James J. Beirne, Class of 1976
Director of Career Development and Placement,
Graduate Division
The Wharton School of the University of
Pennsylvania

FINANCIAL INFORMATION

TUITION, 1988-89

Regular Tuition

Tuition is \$4,195 for each Spring or Fall Semester, and \$3,075 for the Summer Session, for students enrolled on a full-time basis. For Winterim, the tuition is \$975 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 9 or fewer semester hours (or less than 8 hours in the Summer Session), including audits. Such students are charged a tuition fee of \$350 per semester hour of instruction, plus a registration fee of \$350 for each term of study. This includes accident and sickness insurance coverage. A waiver plan is available. 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 \$1,085 or 6 hours in a Summer Session for a flat-rate tuition of \$790. Special arrangements are made for spouses who take ES3000, 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, 1988-89

Student Fees

The Associated Students Legislative Council (ASLC) Fee is \$40 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 participate in financial registration, which is held on entering-student-registration day and the first day of classes each session or 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 in full prior to registration for further studies.

Please note that prior payment of fees does not constitute participation in financial registration. Students who do not financially register by the end of the second day of classes will have their academic registration cancelled. Students may reinstate their academic registration on a space available basis.

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 new 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 and there is nothing owing on the student's account:

- a. Cancellation of the housing application more than 30 days prior to the start of the 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. 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 pass room inspection at checkout.
- e. Failure to check out of the room officially with the resident assistant or housing office.
- f. 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



One of the many olive trees on campus frames the dormitories in the central quadrangle.

program. Students are notified of the amount of the deposit at special meetings and/or registration for the individual program.

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, 1988-89

Board

Board at the School is at the rate of \$1,000 per person (\$2,000 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 \$655 to \$775 for single students per semester. Apartments for married students without children are available at a rental cost of \$1,100 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	\$4,195	Tuition	\$3,075
ASLC Fee	40	ASLC Fee	25
Board	1,000	Board	675
Lodging (average rate)	<u>680</u>	Lodging (average rate)	<u>680</u>
TOTAL	\$5,915	TOTAL	\$4,455

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	\$4,195	Tuition	\$3,075
ASLC Fee	40	ASLC Fee	25
Rent	940	Rent	705
Utilities (telephone, electricity)	400	Utilities (telephone, electricity)	300
Food	<u>880</u>	Food	<u>660</u>
TOTAL	\$6,455	TOTAL	\$4,765

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 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 in levels I, II and III, nor are they allowed in most seminars. Courses being audited are included in the maximum number of semester hours allowed per term.

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 withdraw from 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.

FINANCIAL REGISTRATION

Students who do not financially register by the end of the second day of classes will have their academic registration cancelled. Students may reinstate their academic registration on a space available basis.

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 or other qualifying degree with a grade of B (3.0) or better, provided that such work meets the standards set by the individual departments. Additional credits are allowed in conformity with special institutional agreements.

The School is the sole judge of what constitutes the qualifying degree for

admission into graduate study and therefore what credits may be considered for transfer. For example, transfer credit petitions will not be approved for work taken during or prior to the completion of such degrees as the B.A. or B.S., Licenciado, Maîtrise, Diplom or Staatsexamen, Siviløkonom, Civilingenjor, Meester, to name a few. 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. Grades of transfer work are not considered 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	AU	=	Audit
C	=	2.0	WP	=	Withdrawal Passing
C-	=	1.7	WF	=	Withdrawal Failing
			I	=	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 cumulative 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.

5900 SERIES COURSES

An individual may enroll in only one 5900 or higher numbered course in any one term. Not more than one 5900 or higher numbered course may be taken in absentia. Courses numbered in the 5900s are unstructured and may not be used to meet departmental graduation requirements. They are always graded on a pass/no credit basis.

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 retake a course once in the hope of improving a grade. A letter grade earned in the repeated course will expunge the original letter grade. However, the original course remains on the transcript with an asterisk indicating that the course was retaken.

DISCHARGING INCOMPLETE GRADES

Grades of "I" 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. In courses where there are waiting lists and/or in courses where the instructor's permission is required, students who are enrolled but do not attend the first class session may be administratively dropped by the professor, unless they have given proper notification to the professor.

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. The school 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.



Dan Milne of Dallas, Texas is one of more than 900 graduates who receive the Master of International Management degree each year.

GRADUATION REQUIREMENTS

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.

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. Returning students will be required to re-establish their language proficiency level by taking the appropriate tests.

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 \$2.00 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.

REQUIREMENTS

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. Degree candidates must meet requirements in each of the three departments as well as overall requirements of the institution.

Summary of Institutional Requirements

Candidates for the Master of International Management degree are required to complete a minimum of 42 semester hours of course work less allowable transfer of credit. Not more than 12 of the 42 hours may be at the 3000 level. Candidates who are unable to qualify for sufficient waivers may be required to complete as many as 57 semester hours if they are native speakers of English and 66 semester hours if they must complete the 3000 level English course.

Students must earn an aggregate grade point average of 3.00(B) in graded courses. Only courses completed with a grade of C- or better are acceptable in the satisfaction of any requirement for the degree of Master of International Management; however, all letter grades will be included in the calculation of student grade point averages.

A minimum of 24 semester hours must be earned in study on the Thunderbird Campus in Glendale.

A minimum of 30 semester hours at the 4000/5000 level are required.

Institutional requirements (42 Hours)

12 Hours Maximum—3000 level—Waivable

30 to 42 Hours—4000 and 5000 level—Required

Summary of Departmental Requirements*

Department of International Studies (9 Hours)

3 Hours—3000 level—Waivable

3 Hours—4000 or 5000 level—Waivable

3 Hours—4000 or 5000 level—Required

Department of Modern Languages (15 to 21 Hours)

For Native Speakers of English:

6 or 7 Hours—3000 level—Waivable

6 Hours—4000 level—Waivable

3 or 4 Hours—4010 level—Waivable

REQUIREMENTS

For non-native speakers of English:

15 Hours — 3000 level English — Waivable

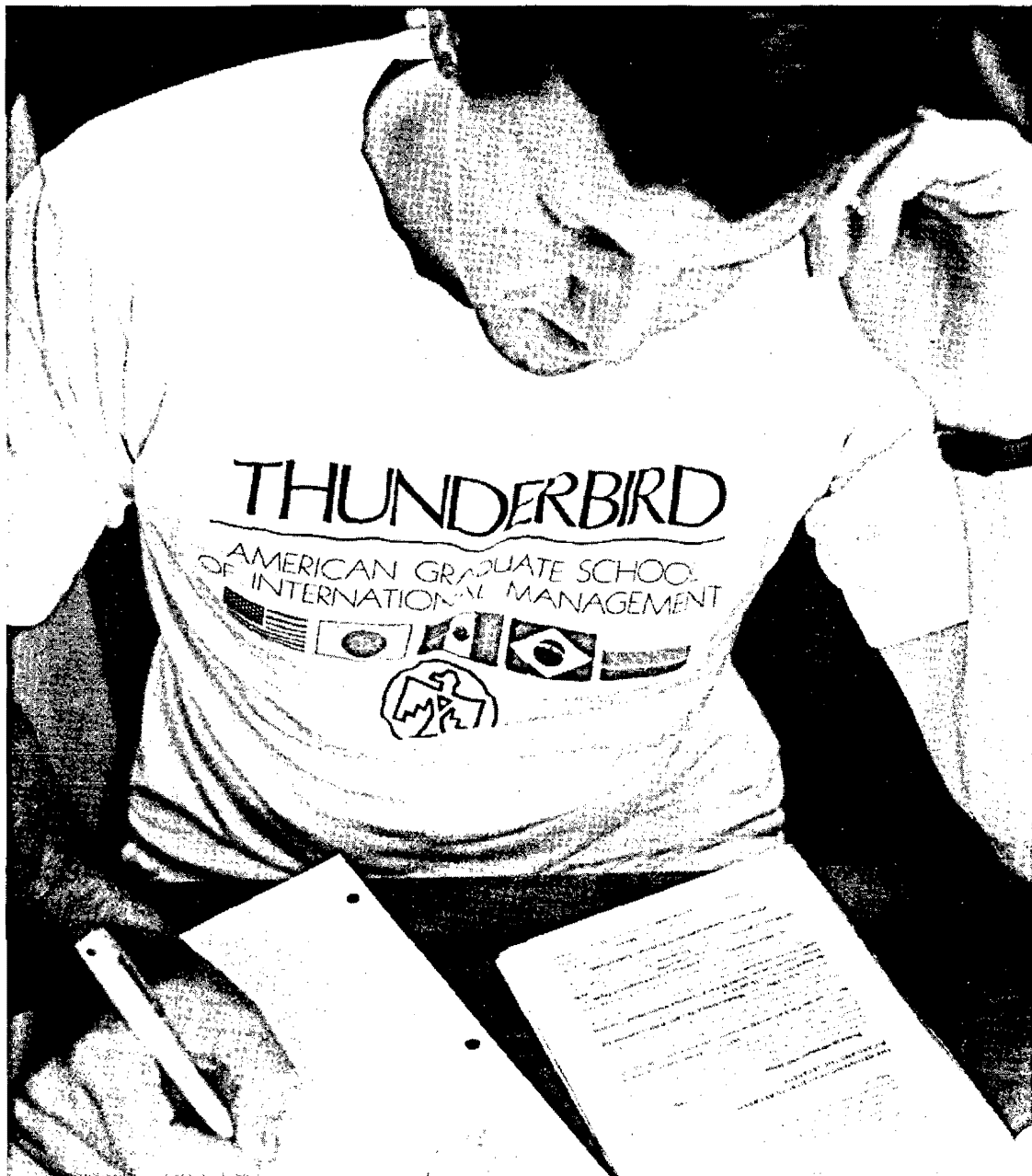
6 Hours — 4000 level English — Waivable

Department of World Business (33 Hours)

18 Hours — 3000 level — Waivable

15 Hours — 4000 or 5000 level — Required

*Please see pages 33-40 for detailed requirements. See pages 44-45 for changes in graduation requirements effective for students entering **Fall Semester 1989** or later.



Mario Golab of Argentina reviews an international case study. Mario received his undergraduate degree from Technion, ITT, in Israel.

Waivers

A waiver is the official recognition by an academic department that a student has met a departmental requirement for graduation in some manner other than having completed course work at the School. Prospective students are encouraged to complete as many introductory courses as possible prior to matriculation in order to maximize the time available for upper-level courses focusing on areas of special interest. Degree candidates may qualify for waivers through courses completed at other institutions or, for some requirements but not all, successful performance on examinations administered by CLEP or by the faculty. Details of requirements for waivers are indicated on pages 33-40. Waivers in no way constitute a reduction in the minimum of 42 semester hours required for the M.I.M. degree.

Explanation of Course Numbering

Courses at the 3000 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 4000 level are advanced courses on specialized topics which assume some prior familiarity with the subject matter.

Courses at the 5000 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 5901, 5902 and 5903 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. Written permission to enroll in Independent Research courses must be obtained by the student during the semester prior to the semester in which the course will be taken.

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 by students able to waive several of the foundation courses. Although one calendar year suffices for the majority of students, candidates are urged to consider the depth and quality of education available in the curriculum rather than just the time required to complete minimum requirements. Many of the rare and challenging courses at the 4000 and 5000 level are available only to those who enter with substantial waivers or who extend their enrollment for an extra term. All work should be completed within five years preceding the graduation date.

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.

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 3000 level)^a

	Semester Hours		Total
	3000 level	4000 or 5000 level	
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.

^bStudents who must take ES3000 (15 hours) may require a total of 66 semester hours.

Note: See page 44 for changes in graduation requirements effective for students entering Fall 1989 or later.



"The best advice I could give incoming students would be to take all 3000-level business courses or waive them with CLEP tests before coming to Thunderbird in order to take more advanced courses here."

*Elizabeth Short
Class of 1986*

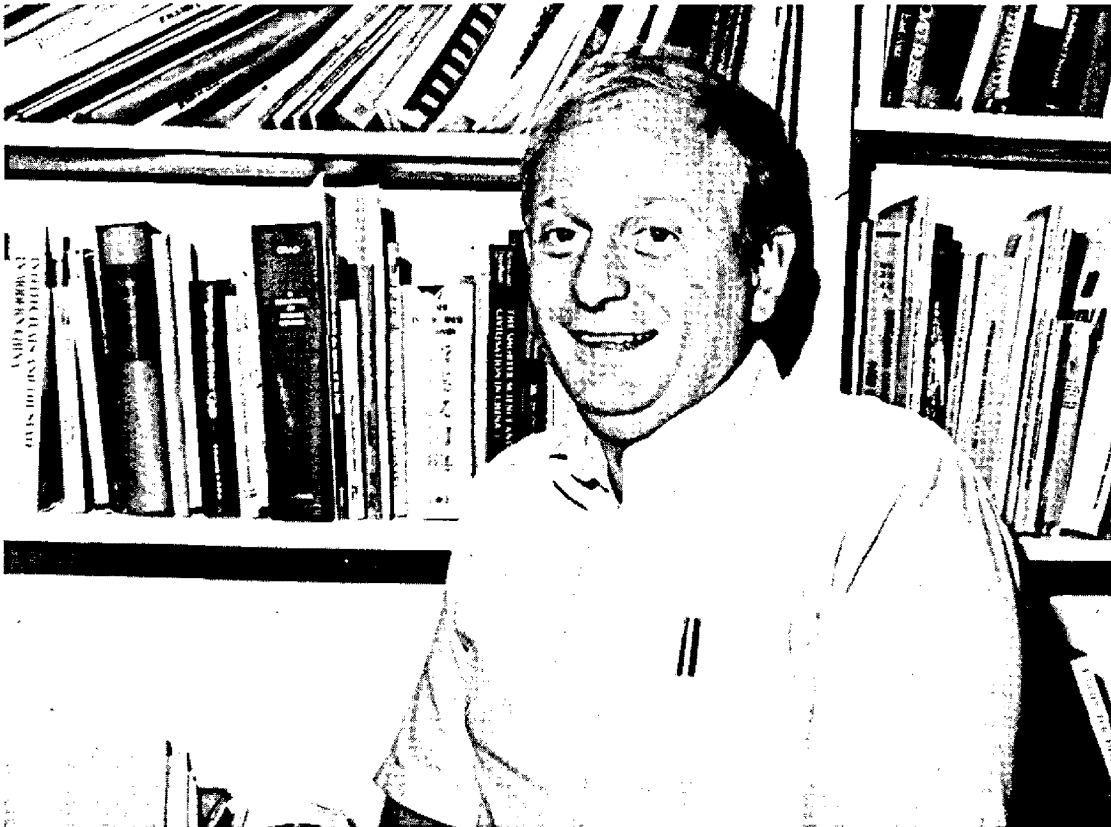
DEPARTMENT OF INTERNATIONAL STUDIES

Introduction

Failure "to understand and to adapt" to the overseas environment is a major cause of executive failure in international operations. The curricula of the Department of International Studies is designed to facilitate understanding of and adaptation to foreign environments so that the international manager may focus upon succeeding rather than just surviving or coping. Much of success in the international field has to do with individual outlooks and characteristics, i.e., personal flexibility, a tolerance for ambiguity, a predisposition toward cultural empathy, and a certain sense of adventure.

The Department of International Studies focuses upon fostering such a personal outlook, building a fundamental substantive knowledge base relevant to the international management professional, and equipping students with a conceptual framework from the humanities and the social sciences essential for informed analysis and decision-making in a foreign milieu. These qualities, plus language skills, are essentially what differentiates "domestic" from international management education.

Fundamental to the education and enculturation of the international manager is the acquisition of the basic core knowledge of the international business environment and analysis of a regional specialization. These fundamentals and concentrations are provided: a methodology, an approach, and a "store" of knowledge. They enhance and support the knowledge and training gained in the other two parts of the tripartite curriculum.



Dr. John Frankenstein teaches classes in Modern China and led the Thunderbird exchange program at the University of International Business and Economics in Beijing in 1988.

Requirements

All students are required to take nine semester hours of work in International Studies, composed of one 3000-level survey course and two 4000 or 5000-level courses. The 3000-level course must be in one of the following: Asia, Europe, Latin America, Middle East/North Africa, Sub-Saharan Africa, or International Political Economy. The 3000-level course may be waived with undergraduate equivalent work; one 4000-level course may be waived but only with duplicate courses taken in graduate standing. All students must take at least three credit hours of 4000 or 5000-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.

Waivers

Waivers are allowed, but a student must take at least three (3) credit hours of work in the Department of International Studies at the 4000 or 5000 level. All course work accepted for waivers must have grades of "B" or better. The following criteria apply for waivers of some specific courses.

IS3100 INTERNATIONAL BUSINESS ENVIRONMENT: ASIA;
IS3200 INTERNATIONAL BUSINESS ENVIRONMENT: EUROPE;
IS3300 INTERNATIONAL BUSINESS ENVIRONMENT: LATIN AMERICA;
IS3400 INTERNATIONAL BUSINESS ENVIRONMENT: MIDDLE EAST/
NORTH AFRICA;
IS3500 INTERNATIONAL BUSINESS ENVIRONMENT: SUB-SAHARAN
AFRICA:

Waivers for these world area courses are granted on the basis of a transcript that demonstrates a grounding in at least three of the following fields of study focusing on the area: History, Political Science, Economics, Geography, Anthropology, and Sociology. Only courses with a grade of B or better will be considered. Language courses and living experience will not be considered.

IS3800 INTRODUCTION TO INTERNATIONAL POLITICAL ECONOMY:
Waivers may be granted on the basis of courses taken in macroeconomics, microeconomics and international economics in combination with courses taken in comparative politics or international relations.

ALL 4000-LEVEL COURSES: Waivers for IS4000-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 5000-level courses.

Summary of Requirements: Department of International Studies (9 Hours)*

Required: 3 hours - 3000 level - waivable
3 hours - 4000 or 5000 level - waivable
3 hours - 4000 or 5000 level - mandatory

NOTE: Not more than one 5900 or higher numbered course may be taken in any one term. These courses are unstructured and may not be applied toward meeting department requirements.

*See pages 44-45 for changes in degree requirements effective for students entering in Fall 1989 or later.

DEPARTMENT OF MODERN LANGUAGES

Introduction

The Department of Modern Languages offers courses in eight languages: Arabic, Chinese, French, German, Japanese, Portuguese, Spanish and English as a second language. These courses 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.

Requirements

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.

Three courses (numbered 3000, 4000, and 4010) 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 (ES3000, ES4010 and ES4050). Incoming students with no demonstrable language proficiency or training are placed into a 3000-level language course of their choice. (Separate regulations apply to English as a Second Language.) These students therefore complete the language requirement by taking 3000, 4000, and 4010-level courses in that language. By taking this sequence, the student completes the requirements of this department for general language proficiency and business vocabulary proficiency.



The student newspaper, *Das Tor*, which means "The Gate," carries news of campus activities, as well as student contributions on world events.

Incoming students with some competence 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) 3000, (b) 4000, (c) 4010, or (d) above 4010. For those placing above 4010, the second test is given, covering business vocabulary proficiency. If the student passes this second test, then *all* language requirements are waived. The student may undertake additional language courses as electives. The student who does not pass the business vocabulary proficiency test must choose one of the following options:

- (1) Take any language course beyond the 4010 level in that language, or —
- (2) Take a 4010-level course in any other language for which the 4000 level was waived, or —
- (3) Take PO4020 (Accelerated Business Portuguese for Speakers of Spanish).

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 4010 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.

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 its feasible to meet graduation requirements.

English as a Second Language

Courses in English are offered at various levels to assist the student for whom English is a second language. The readings and lectures are designed to provide an understanding of the business vocabulary and to improve general communication skills.

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 must complete the test before registering for classes. Upon completion of this examination, the students are placed in one of the following categories:

- (1) Intensive English (ES3000*) or
- (2) ES4010 and ES4050 or
- (3) ES4050 or
- (4) Waived from further language requirements.

Students placed in Intensive English are required to take ES4010 and ES4050 in the second semester of residence. Students placed into ES4010 and

ES4050 must take both during their first semester. Students placed directly into ES4050 are required to complete the course in the first semester of residence.

Students enrolled in the Intensive English course (ES3000*) 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.

*ES3001, a 12-credit-hour course, is offered in summer

Waivers

Waivers in the Department of Modern Languages are granted only by examination as noted in the requirements paragraphs above.

Summary of Requirements: Department of Modern Languages

For Native Speakers of English:

6 or 7 hours - 3000 level - Waivable

6 hours - 4000 level - Waivable

3 or 4 hours - 4010 level - Waivable**

For Non-native Speakers of English

15 hours - 3000 level English - Waivable

6 hours - 4000 level English - Waivable

**Students waiving a 4010-level class may be required to take an additional class to meet the business vocabulary proficiency.



Dr. Wanda Lauterborn, assistant professor of Spanish, received her undergraduate education in Peru.

LANGUAGE TESTING

Effective with the Fall of 1989, the American Council for the Teaching of Foreign Languages (ACTFL) Oral Proficiency Examination will be available to students on a voluntary basis in selected languages. Students will be permitted to include the official results on their placement resumes.

Testing Center Thunderbird is the language testing center for the following institutions:

The Camara de Comercio e Industria de Madrid offers Spanish students, at very selected colleges and universities in the United States, the opportunity to take the examinations for the *Certificado de Español Comercial*, and the *Diploma de Español Comercial*. Thunderbird is authorized to administer the C.C.I.M. examinations. At Thunderbird, the examinations are usually administered on campus during the month of April.

The Chambre de Commerce et d'Industrie de Paris which offers students of commercial and business language in French, opportunity to take two types of examinations: The "Certificat Pratique" and the more advanced "Diplôme." The examinations are administered in many centers all over the world twice a year. At Thunderbird the examinations are administered once, in the Fall semester.

The Goethe Institut in conjunction with the American Association of Teachers of German, the German American Chamber of Commerce, the Carl Duisberg Society and the Carl Duisberg Centers. Thunderbird is the testing center for the 5½ hour examination through which the student earns the *Diplom Wirtschaftsdeutsch* for the U.S.A.

The University of Michigan offers once a year, at official test centers around the world, the Examination for the Certificate of Proficiency in English. Thunderbird is the Michigan Test Center for the western United States and Canada. The ECPE is usually administered on the campus during the month of October.



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 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

REQUIREMENTS AT THE 3000 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:

- WB3100 Survey of Accounting (financial and managerial)
- WB3200 Fundamentals of Economics (micro and macro)
- WB3300 Statistics
- WB3313 Introduction to Management Use of Computer Systems and Software
- WB3400 Fundamentals of Management
- WB3500 Fundamentals of Marketing

Students are encouraged to waive any of these 3000-level courses that duplicate previous studies. If the student has had comparable course work at an accredited institution at either the graduate or undergraduate level, with a grade of C or higher, the course(s) may be waived. 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 several of the 3000-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.

Waivers

WAIVERS AT THE 3000 LEVEL: If a CLEP score is to be used as the basis for waiving a 3000-level course, the CLEP score must be presented and recorded by the first day of class for any 4000-level course for which the waived 3000-level course is a prerequisite. The bases for waiving 3000-level courses are:

- WB3100 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.
- WB3200 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.
- WB3300 STATISTICS
Satisfactory completion of an elementary statistics course covering prob-

ability theory, measures of central tendency in disciplines such as economics, business, psychology, education, etc.; three semester hours or more. Grade of C or better.

WB3313 INTRODUCTION TO USE OF COMPUTER SYSTEMS AND SOFTWARE

Satisfactory completion of an introductory course covering concepts of data processing, including computer terminology, computer software and hardware, a high-level computer language and electronic spreadsheet; three semester hours or more. Grade of C or better.

WB3400 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 50.

WB3500 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.

REQUIREMENTS AT THE 4000 LEVEL: Students graduating from Thunderbird are required to complete 15 semester hours at the 4000/5000 level in World Business, including the completion at Thunderbird, or prior to entering the MIM degree program, of the following core requirements:

1. WB4140 Cost and Management Accounting
or
WB4150 Intermediate Accounting
2. WB4300 Decision Models with Computer Applications
or
WB4320 Production and Operations Management
or
WB4530 International Marketing Research
3. WB4200 International Finance and Trade
4. WB4210 Managerial Finance
5. WB4500 International Marketing Management

WAIVERS AT THE 4000 LEVEL: 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 waived and an alternate 4000 or 5000-level World Business course taken in its place.

Graduate credit for one of the above courses may be accepted in transfer, subject to transfer allowances imposed by the *Bulletin*. The effect of this transfer would be to reduce the World Business requirement at the 4000/5000 level to 12 hours. A student may be able to qualify for both waiver and transfer with the same course.

No more than one 5900 or higher numbered course may be taken in any one term. Courses numbered in the 5900s are unstructured and may not be applied toward meeting departmental requirements.

Summary of Requirements

Department of World Business (33 Hours)
 18 hours - 3000 level - Waivable
 15 hours - 4000/5000 level - Required

**SAMPLE COURSE OF STUDY FOR
 STUDENT WITH ALL WAIVABLE 3000-LEVEL COURSE WORK COMPLETED.**
 (42 hours required, 12 of which may be 3000-level)*

	Semester Hours		
	3000 level	4000 or 5000 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 3000 level)	42

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

Note: See pages 44-45 for changes in graduation requirements effective for students entering FALL 1989 or later.

**SAMPLE COURSE OF STUDY FOR AN
 ENGLISH-SPEAKING STUDENT PROFICIENT IN ONE OTHER LANGUAGE*
 WITH ALL WAIVABLE COURSE WORK COMPLETED.**
 (42 hours required, 12 of which may be 3000-level)*

	Semester Hours		
	3000 level	4000 or 5000 level	Total
International Studies	—	3	3
Modern Languages	—	—	—
World Business	—	15	15
Electives (Any Department)	—	24	24
TOTAL	—	42 (12 hours may be 3000 level)	42

*A language taught at Thunderbird.

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

Note: See pages 44-45 for changes in graduation requirements effective for students entering FALL 1989 or later.

REQUIREMENTS

**SAMPLE COURSE OF STUDY FOR A
STUDENT PROFICIENT IN TWO LANGUAGES^a WITH
NO OTHER WAIVABLE COURSE WORK.**

(42 hours required, 12 of which may be 3000-level)*

	Semester Hours		Total
	3000 level	4000 or 5000 level	
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.

Note: See pages 44-45 for changes in graduation requirements effective for students entering FALL 1989 or later.

"I was born in Viet Nam, lived ten years in Ireland, and five years in Hong Kong before going to college in Kansas. Then, I went to Taiwan for six months and fell in love with Asia. I looked at [other schools], but T'bird seemed very practical and I'm a very practical person. It had language, which I wanted; it had area studies, which I wanted; as well as lots of business. The tripartite system is the reason I came here.

The students are extremely friendly, extremely helpful. I had just come back from a year in Taiwan, and six weeks in Japan, and I was a little disoriented coming back to the States. Everyone was so helpful that it made me feel very much at home very quickly.

*Kate E. O'Neill
Thunderbird Class of 1988
B.A., French, University of Kansas, 1981
M.A., Linguistics, 1985*

**SAMPLE COURSE OF STUDY FOR AN
ENGLISH-SPEAKING STUDENT WITH NO FOREIGN LANGUAGE AND
NO WAIVABLE COURSE WORK.**

(42 hours required, 12 of which may be 3000-level)*

	Semester Hours		
	3000 level	4000 or 5000 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.

Note: See pages 44-45 for changes in graduation requirements effective for students entering FALL 1989 or later.



More than 20,000 Thunderbird graduates are now working for over 6,000 multinational corporations in 106 countries around the world.

REQUIREMENTS

**SAMPLE COURSE OF STUDY FOR A
FOREIGN STUDENT WITH NO WAIVABLE COURSE WORK AND
MINIMAL PROFICIENCY IN ENGLISH.**

(42 hours required, 12 of which may be 3000-level)*

	Semester Hours		
	3000 level	4000 or 5000 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.

^aES3000 is a 15-hour course in the spring and fall semesters. In summer it is a 12-hour course (ES3001).

Note: See pages 44-45 for changes in graduation requirements effective for students entering FALL 1989 or later.

REQUIREMENTS FOR STUDENTS ENTERING IN FALL OF 1989 OR LATER

Requirements: Department of International Studies, 1989

Departmental requirements for all students entering the degree program or returning after an absence in Fall 1989 or later will be twelve semester hours (four courses) allocated as follows:

IS3010 - International Political Economy 3 Hrs
This course is required for all students. It may be waived by examination. The International Studies Advanced Placement Examination (ISAPE) will be offered during orientation week.

One of the following regional courses: 3 Hrs

- IS4010 - Regional Business Environment; Asia
- IS4020 - Regional Business Environment; Europe
- IS4030 - Regional Business Environment; Latin America
- IS4040 - Regional Business Environment; Mid East/N. Africa
- IS4050 - Regional Business Environment; Sub-Saharan Africa
- IS4060 - Regional Business Environment; North America

This requirement may be met by taking or waiving one of the above courses. These courses will be the equivalent of courses currently numbered IS3100, IS3200, IS3300, IS3400, IS3500 and IS4810. The new courses will not be open to students having credit for the equivalent courses. Waivers for these regional courses will be granted on the same basis as that in effect for the current 3000 level courses. Neither language courses nor living experience will be considered.

Two additional courses numbered IS4100 through IS5899 6 Hrs
 Courses numbered IS4100 through IS4999 may be waived on the same basis as current 4000 level courses. 5000 level courses may not be waived. A minimum of one course numbered IS4100 through IS5899 must be taken in the department.

Note: Courses numbered in the IS5900s are unstructured and may not be used to meet departmental requirements.

Total 12 Hrs

Requirements: Department of World Business, 1989

WB3210, Introduction to Managerial Finance, a new course at the 3000 level, will be required. WB3210 will cover the same topics as the current WB4210, which will be discontinued. The World Business 3000 level requirement will be 21 semester hours.

All 3000 level courses may be waived based upon appropriate graduate or undergraduate course work at other institutions and some may be waived by CLEP examinations or examinations given by the faculty. Waivers based upon previous course work will require a grade of B or better. A conditional waiver may be granted on a marginally lower grade, but this may only be done by personal interview with a professor and only during the orientation week prior to initial registration.

CLEP scores of 53 or higher will be accepted to waive WB3100, WB3200, WB3400 and WB3500. CLEP examinations may not be used to waive WB3210, WB3300 and WB3313. CLEP examinations must be taken prior to arrival and official score reports must be shown and recorded prior to initial registration.

WB4212 Advanced Corporate Finance (a new course) and WB4500 International Marketing Management will be grouped with WB4400 Multinational Business Management. Students will be required to take or waive two of the three courses. Requirements for other WB4000 level courses remain unchanged. Waiver requirements for WB4000 level courses remain unchanged.





Gary Pacific, class of 1972, manager, countertrade, McDonnell Douglas Company, was a guest lecturer during the countertrade seminar in Winterim.



John Flasko, class of 1975, senior vice president and country manager for Mexico, Bank of America, spoke during Winterim on "Staffing the International Division."

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 and language courses abroad. A student may enroll in only one Winterim course, which meets daily and normally offers three semester hours of credit.

During the 1988 Winterim, Thunderbird was host to more than 90 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 1987 or 1988 Winterim. Although many of the seminars may be offered again in 1989 and 1990, several new courses are also expected to be offered.

Department of World Business: Winterim, 1987/1988

WB3400 FUNDAMENTALS OF MANAGEMENT*

WB3500 FUNDAMENTALS OF MARKETING*

WB4270 INVESTMENT PORTFOLIO ANALYSIS (3 hours)

This conference course featured speakers from the securities industry and investment banking community. Trends in the investment environment were addressed by a panel of guest lecturers. An extensive set of selected and text readings were assigned, and written exams were administered. Topics included the globalization of securities markets; emerging investment media; portfolio immunization and insurance techniques; securitization; and international investment and portfolio diversification. Prerequisite: WB4210 or equivalent, or permission of the instructor. Course was on a graded basis. Not open to students with credit in WB4271.

WB4580 INTERNATIONAL CONSUMER MARKETING MANAGEMENT SEMINAR (3 hours)

This seminar course took consumer marketing international. It included how

to assess a business opportunity in a foreign country and the steps required to develop a successful product and marketing approach. Primary emphasis was on strategy and execution for product development, advertising, and sales. Related aspects of manufacturing, legal, buying, finance, and personnel were also covered. Case studies and class discussion illustrated various aspects of the course. Prerequisite: WB3500. Course was on a pass/no credit basis.

WB4591 COUNTERTRADE AND OFFSET BARTER SEMINAR (3 hours)

This seminar was designed to cover the entire spectrum of offset and countertrade business from a managerial perspective. The course dealt with specific problems on how to set up a program, to administer a program, and the negotiations of the deals. Guest lecturers with experience in doing actual offset and countertrade were invited. Students were assigned readings as well as a text. Topics included: (1) preparations before negotiations, (2) actually negotiating and structuring deals, (3) structure and administration, (4) legal aspects and (5) planning viewpoints. In addition, the course covered financing and foreign government regulations. Specific case studies were used as a basis for illustrating the usefulness of the offset and countertrade program. Course was on a pass/no credit basis.



Abelardo Curdumi, class of 1974, senior vice president, Latin America, First National Bank of Chicago, was a guest lecturer during the banking conference in Winterim.

- WB4610 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. Prerequisite: WB3200 or equivalent. The course was on a pass/no-credit basis.
- WB4620 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: WB3200 and either WB4200 or WB4290. Course was on a pass/no credit basis.
- WB4660 JOHNSON & HIGGINS INTERNATIONAL INSURANCE AND RISK MANAGEMENT CONFERENCE (3 hours)
The conference 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. Written examinations were given. Prerequisites: WB3100 and WB3300. The course was on a pass/no credit basis.
- WB5650 CORPORATE EXECUTIVE OFFICER SEMINAR (3 hours)
This seminar provided a comprehensive treatment of the recent challenges faced by corporate executive officers in the multinational economy. The seminar was organized around a series of lectures given by guest lecturers who are or have been top-level executives in major U.S. corporations. Each speaker examined current international issues of major importance and, wherever possible, addressed the impact of that issue on corporate strategy. *The topics covered included: (1) an international assessment of the world economy in the next decade; (2) Free Trade: Fact or Fiction; (3) the impact of the U.S. dollar on the global sourcing practices of major U.S. companies.* Students were assigned lecture material on each company, and selected readings on the topics covered in the seminar. Prerequisite: WB4400 or equivalent, and permission of the instructor. Class limit: 20 students. Course was on a pass/no credit basis.

Department of International Studies: Winterim, 1987/1988

IS3100 INTERNATIONAL BUSINESS ENVIRONMENT: ASIA*

IS4420 MODERN SAUDI ARABIA

This course was concerned with the development of Saudi Arabia from the eighteenth century to its present rise as a regional and international power. Special emphasis was placed on the cultural, socio-economic, and business aspects of this oil-producing desert kingdom.

IS4800 ECONOMIC DEVELOPMENT AND SOCIAL CHANGE*

IS4880 CROSS-CULTURAL COMMUNICATION FOR INTERNATIONAL MANAGERS*

IS5020 SEMINAR ON SELECTED RESEARCH TOPICS: EUROPE (3 hours)

This course offered a perspective on modern Britain in the context of its close relationship with the United States and with a view to arriving at a case study, focused on the defense industries of both countries. Accordingly, it examined economic performance and social change in Britain, as they influence and shape membership of NATO. A defensive alliance is only as strong as the economies of its member nations. Thus this course also considered the crash of 1987, the faded memories of 1929 and the current prospects. Then it described the current problems facing the Western Alliance: the Warsaw Pact threat, arms control, developments in armaments cooperation and the political and technical trends that will determine the future health of the defense industries of western countries. Finally, it considered procurement policy in the United States and the United Kingdom, and examined collaborative weapon programs between them.

IS5740 UNITED STATES FOREIGN POLICY*

*For course descriptions, see department course offerings.



Students Thomas Funk, Hernan Carvallo, Ayman Hijjawi, and Arleen Knight visit with Alan Ockene, class of 1953, vice president of Goodyear International Corporation during Winterim.

Department of Modern Languages: Winterim**ML5400 ADVANCED BUSINESS LANGUAGE ABROAD (3 hours)**

This seminar is offered in countries where the languages taught at Thunderbird are spoken, with the specific aim of further developing familiarity with local business concepts, practices, and terminology. Prerequisites: 4010 (level III proficiency) and permission of the instructor.

**FOREIGN PROGRAMS**

Every year Thunderbird students study on campuses around the globe in special programs designed to augment their international management curriculum and increase their exposure to other cultures. The programs, located in Europe, Asia and Latin America, involve nearly 200 students each year.

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.

Additional details on individual foreign programs may be obtained from the Dean of Students.

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.

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: La Universidad Autónoma de 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.

Germany: European Business School

Students with a high level of German language proficiency have the opportunity to attend the European Business School at Schloss Reichartshausen near Wiesbaden either fall or spring semester. This is a fifteen semester credit hour



Dr. Klaus Evard, president, European Business School (EBS), one of the schools with which Thunderbird has an exchange program, visits with Dr. William Voris, Thunderbird president, in West Germany.

program taught in German, with the opportunity for a two-month internship with a German or U.S. multinational corporation upon completion of the academic semester.

France: Summer Program

Each summer, subject to demand, Thunderbird offers a nine-week session in Paris. Upper level courses in French, World Business and International Studies are offered by a faculty of Thunderbird and French scholars.

Like its Mexican counterpart, the primary purpose of the program is to give continuing students the opportunity to sharpen language skills and study European business practices in a total immersion setting.

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 to study at the University during the Summer or Winterim based on fluency in Mandarin Chinese, background in Asian culture, and scholastic excellence.

Spain: Escuela Superior de Administración y Dirección de Empresas

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 of 4000-5000 level courses 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.

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 spring semester. Up to 15 hours of 4000 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 3000-level business courses to be eligible for consideration for the program.

**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 student's 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: 5910 provides part-time (parallel) and 5930 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*. Students who participate in the 5930 internship **must** return to campus, enroll, and complete a minimum of six hours to receive credit for this course. The total fee for enrolling in the 5930 course is \$975, and the fee for the 5910 course is computed with the total semester's schedule.

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. Students interested in the program should contact the Career Services Center where the match is made between employer needs and student interests.

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 \$1,085, or up to 6 semester hours in the Summer Session for a flat-rate tuition of \$790.

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

Arizona State University

A dual-degree program with Arizona State University (ASU) offers the opportunity for students to receive the Master of International Management degree from Thunderbird and the Master of Business Administration degree from ASU without duplication of courses. The program requires 30 semester hours of credit completed on the Thunderbird Campus and 27 semester hours of advanced business courses at ASU. Certain specific courses are required under the program. In addition, a cross-registration option is available. Both schools are planning modifications for Fall, 1989. The two schools are located within an hour's drive of each other, and the program may be started at either institution, although students will usually find it advantageous to begin the dual-degree program at Arizona State University.



Pedro Cheng-Fu has an international background typical of many Thunderbird students. Born in Korea, he attended junior high, high school and university in Costa Rica, and received his bachelor's degree from the University of Kansas in the United States. He is fluent in Chinese, Spanish, and English.

For further information about the dual degree program or the cross-registration option, write the Office of Academic Affairs at Thunderbird, or the Graduate Programs Office, College of Business, Arizona State University, Tempe, AZ 85287.

Drury College

Thunderbird has established a dual-degree program with Drury College, requiring the completion of 30 semester hours of specified study at Thunderbird 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 9 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 3000-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 39, 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.

CDS International, Inc., Germany

CDS International, Inc., (known as the Carl Duisberg Society) offers programs for qualified U.S. graduates of Thunderbird which combine advanced language training with a 12-18 month internship in Germany. CDS waives the general German Language Examination for Thunderbird students who receive an "A" grade in German 4010. CDS arranges the necessary residency and work permits in cooperation with the Federal Employment Agency (ZAV in Frankfurt) and CDS's partner organization, the Carl Duisberg Gesellschaft, for those accepted into the program. Prerequisites for application include successful completion of the MIM degree and the necessary German language proficiency.



COURSES OFFERED

DEPARTMENT OF INTERNATIONAL STUDIES

Professors: Duarte (Chair), Moran, Peters, Riddle, Sours, Springer, S. Tancer; Trapans;

Associate Professors: Conklin, Frankenstein, Mahoney, R. Tancer;

Part-time Instructors: Anene, Celozza, Chardon, Crowder, Duffy, Kim, Masreliez-Steen,

Maxwell, Meyer zu Natrup, Morris, Owens, Renwick, Roberts, Scoville, Vander Zee,

Wagenlehner, Wight, Williams, Wilson.

List of Courses: Department of International Studies

- IS3100 International Business Environment: Asia
- IS3200 International Business Environment: Europe
- IS3300 International Business Environment: Latin America
- IS3400 International Business Environment: Middle East
- IS3500 International Business Environment: Sub-Saharan Africa
- IS3800 Introduction to International Political Economy
- IS4100 Modern Japan
- IS4120 Modern China
- IS4133 ASEAN/Modern Southeast Asia
- IS4200 Britain, France, and Germany
- IS4250 East European Economic Systems
- IS4280 Labor and Management in Europe
- IS4300 Modern Mexico
- IS4320 Modern Brazil
- IS4770 Diplomacy, Negotiation and Bargaining
- IS4800 Economic Development and Social Change
- IS4810 Contemporary America
- IS4811 Doing Business in the United States
- IS4820 *Global Service Delivery*
- IS4831 Economic Geography and Global Resources
- IS4880 Cross-Cultural Communication for International Managers
- IS5010 Seminar on Selected Research Topics: Asia
- IS5020 Seminar on Selected Research Topics: Europe
- IS5030 Seminar on Selected Research Topics: Latin America
- IS5040 Seminar on Selected Research Topics: Middle East and North Africa
- IS5050 Seminar on Selected Research Topics: Sub-Saharan Africa
- IS5060 Seminar on Selected Research Topics: North America
- IS5070 Seminar on Selected Research Topics: International Relations
- IS5200 European Integration
- IS5240 East-West Trade Seminar
- IS5260 European and American Economic Thought
- IS5300 Iberia, Ibero-America, Business, Culture, Values
- IS5352 Latin American and Caribbean Economic Integration
- IS5450 Doing Business in the Middle East

- IS5620 Doing Business in Canada
- IS5630 Global Service Operations Analysis
- IS5740 United States Foreign Policy
- IS5760 World Arms Trade
- IS5800 Transnational Corporate Environment
- IS5810 Nationalism and Expropriation (Managing International Conflict by the Multinational Enterprise)
- IS5820 Political Risk and Global Change
- IS5830 Comparative Administration of Nonprofit Organizations
- IS5850 Tourism and Economic Development
- IS5860 Os Paises de Expressão Portuguesa Hoje (The Portuguese Speaking Countries Today)
- IS5880 Differing Value Orientations
- IS5890 Advanced Cross-Cultural Communication Seminar
- IS5901 Topics in International Studies: Independent Research (1 credit)
- IS5902 Topics in International Studies: Independent Research (2 credits)
- IS5903 Topics in International Studies: Independent Research (3 credits)
- IS5910 Internship: Part time
- IS5920 Master's Thesis
- IS5930 Internship: Full time



Craig Andrew, Sarah Eichinger and Wes Larson meet the challenges of attending summer term at Thunderbird. Courses are held all year long, and nearly 75 percent of the students attend summer term in order to finish the program in 12 to 18 months.

Course Descriptions: Department of International Studies

- IS3100 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.
- IS3200 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.
- IS3300 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.
- IS3400 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.
- IS3500 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.
- IS3800 INTRODUCTION TO INTERNATIONAL POLITICAL ECONOMY (3 hours)
This course offers an introduction to the fundamentals of the international business environment and its three major aspects: (1) the institutional framework and policy management of international economic relations, (2) risk assessment and strategic analysis of nation-states, and, (3) the operational and organizational concerns of the transnational enterprise. The purposes of the course are twofold: (1) to provide the international manager with an informed perspective on the institutions and policy processes that shape economic relations between international and national actors and

among economic blocs as a foundation for further study in the Thunderbird Tripartite Programs (2) to provide the international manager with the substantive base and analytical tools necessary for acquiring an informed perspective.

- IS4100 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: IS3100 or equivalent.
- IS4120 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: IS3100 or equivalent.
- IS4133 ASEAN/MODERN SOUTHEAST ASIA (3 hours)
This course is designed to help international managers gain a better understanding of the ASEAN world and thus improve their ability to do business in this increasingly important political and economic region of the Asia-Pacific area. The course contents are arranged according to three historical-sociological frameworks: (1) the geographical and historical background; (2) nationalism and issues of modernization; and (3) regionalism and the international environment. This course is offered subject to faculty availability, and not offered every or any designated semester. Prerequisite: IS3100 or equivalent. Not open to students with credit for IS4130.
- IS4200 BRITAIN, FRANCE, AND GERMANY (3 hours)
This course provides an in-depth area briefing on Britain, France and Germany. It focuses on domestic rather than international developments, and covers recent historical background, current government policies, economic regulation and national economic planning. Particular attention is paid to tax policies, social welfare payments, labor-management relations and the investment climate. Prerequisite: IS3200 or equivalent.
- IS4250 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 extent of this region's growing trade with the West.
- IS4280 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



Shaded by desert trees is the building that houses the International Studies faculty and the International Studies Research Center.

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. Prerequisite: IS3200 or equivalent.

IS4300 MODERN MEXICO (3 hours)

The objectives 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." Prerequisite: IS3300 or equivalent.

IS4320 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. A base is established for political risk analysis and economic forecasting. Prerequisite: IS3300 or equivalent.

IS4770 DIPLOMACY, NEGOTIATION AND BARGAINING (3 hours)

This course examines the essentials of negotiation and bargaining in the habitat of public diplomacy. It considers the theory and strategy of negotiation as well as the tactics of bargaining in two settings: trade talks and arms control negotiations. The first half of the course is devoted to review and debate about the above with a mock round of negotiation. During the second half of the course, students assume assigned negotiating positions on (1) a new round of trade talks between the United States, Japan, and Western Europe; (2)

an arms control summit involving the United States, the Soviet Union, Great Britain and France. Prerequisite: Any 3000-level international studies course or equivalent.

- IS4800 **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.
- IS4810 **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.
- IS4811 **DOING BUSINESS IN THE UNITED STATES (3 hours)**
This course is intended to provide students with an understanding of how business is conducted in the United States, the regulatory environment within which it operates, and the major issues it faces today: international competitiveness, management issues, labor relations, pluralism in the workplace, ethics, demassification and entrepreneurship. Problems confronting business are approached through analysis of the company's roles and responsibilities toward its different stakeholders. Discussions, debates and role-playing are used to understand the changing role of international managers doing business in the U.S., and guest speakers and visits to companies are an integral part of the course material. Prerequisite: IS4810 or equivalent.
- IS4820 **GLOBAL SERVICE DELIVERY (3 hours)**
This course examines the role of the service sector in economic growth and development, issues in services trade, and the management and marketing of international services. Issues confronted by international service managers and public officials are illustrated by case analyses of service firms, country service sector analyses, and analyses of global trends in key service industries (e.g., transportation, communications, finance, advertising, construction, tourism).
- IS4831 **ECONOMIC GEOGRAPHY AND GLOBAL RESOURCES (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. It also deals with the location of major industries and transportation geography. Not open to students with credit in IS4830. Prerequisite: IS3800 or equivalent.
- IS4880 **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.

- IS5010 SEMINAR ON SELECTED RESEARCH TOPICS: ASIA (3 hours)
Prerequisite: Permission of the instructor*.
- IS5020 SEMINAR ON SELECTED RESEARCH TOPICS: EUROPE (3 hours)
Prerequisite: Permission of the instructor*.
- IS5030 SEMINAR ON SELECTED RESEARCH TOPICS: LATIN AMERICA
(3 hours)
Prerequisite: Permission of the instructor*.
- IS5040 SEMINAR ON SELECTED RESEARCH TOPICS: MIDDLE EAST AND
NORTH AFRICA (3 hours)
Prerequisite: Permission of the instructor*.
- IS5050 SEMINAR ON SELECTED RESEARCH TOPICS: SUB-SAHARAN AFRICA
(3 hours)
Prerequisite: Permission of the instructor*.
- IS5060 SEMINAR ON SELECTED RESEARCH TOPICS: NORTH AMERICA
(3 hours)
Prerequisite: Permission of instructor*.
- IS5070 SEMINAR ON SELECTED RESEARCH TOPICS: INTERNATIONAL
RELATIONS (3 hours)
Prerequisite: Permission of the instructor*.
- IS5200 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: IS3200 or equivalent and permission of the instructor.*
- IS5240 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.*
- IS5260 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: IS3200 or IS4810 or equivalent and permission of the instructor.*

- IS5300 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: IS3200 or IS3300 or equivalent and permission of the instructor.*
- IS5352 LATIN AMERICA AND CARIBBEAN ECONOMIC INTEGRATION (3 hours)
Consideration is given to the current techniques of doing business within the Latin American and Caribbean economic integration systems: Mexico, the Caribbean 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. This material will be consistent with the Caribbean Basin Initiative (CBI) reflecting the U.S. policies in the 1980's. 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. Prerequisite: IS3300 or equivalent and permission of the instructor.* Not open to students with credit for IS5350 or IS5351.
- IS5450 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. Prerequisite: Permission of instructor.*
- IS5620 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.*
- IS5630 GLOBAL SERVICE OPERATIONS ANALYSIS (3 hours)
This seminar explores the various techniques available to analyze the efficiency and effectiveness of international public and private sector service organizations through case analysis. Each student is expected to consult with an existing service firm regarding improvements in the service delivery system. Prerequisites: IS4820, WB3300 and either WB4400 or WB4530 and permission of the instructor.*
- IS5740 UNITED STATES 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: IS3800 or equivalent and permission of the instructor.*

- IS5760 **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.*
- IS5800 **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: IS3800 and permission of the instructor.*
- IS5810 **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.*
- IS5820 **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: IS3800 and permission of the instructor.*
- IS5830 **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: IS4820 and permission of the instructor.*

- IS5850 **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.
- IS5860 **OS PAISES DE EXPRESSÃO PORTUGUESA HOJE (THE PORTUGUESE SPEAKING COUNTRIES TODAY) (3 hours)**
 This seminar is concerned with contemporary economic, political, business, social, and cultural developments in Portugal, Brazil, and Portuguese-speaking African nations. An analysis is made in the Portuguese language of economic, political, business, and social problems and issues currently confronting the Portuguese-speaking world (Portugal, Brazil, Angola, Mozambique, Guinea-Bissau, São Tomé e Príncipe, Cape Verde, Timor and Macao), as well as their achievements in the arts, music, and literature. Current periodicals and other sources are utilized in preparation of oral and written research reports. Prerequisite: Either IS3200, IS3300, IS3500, or equivalent; fluency in the Portuguese language, and permission of the instructor.*
- IS5880 **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: IS4880 or equivalent, or permission of the instructor.*
- IS5890 **ADVANCED CROSS-CULTURAL COMMUNICATION SEMINAR (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: IS4880 or IS5880 or permission of the instructor.*
- IS5901 **TOPICS IN INTERNATIONAL STUDIES: INDEPENDENT RESEARCH (1 credit)**
- IS5902 **TOPICS IN INTERNATIONAL STUDIES: INDEPENDENT RESEARCH (2 credits)**
- IS5903 **TOPICS IN INTERNATIONAL STUDIES: INDEPENDENT RESEARCH (3 credits)**
 This is a special program for independent research on an approved topic in the



Dr. Harry Owens, a Thunderbird alumnus, is a frequent visiting professor of cross-cultural communication.

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. The course is offered on a pass/no credit basis.

IS5910 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. The course is offered on a pass/no credit basis.

IS5920 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. The course is offered on a pass/no credit basis.

IS5930 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. The course is offered on a pass/no-credit basis.

NOTE: Not more than one 5900 or higher numbered course may be taken in any one term; these courses are unstructured and 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.



The Thunderbird curriculum emphasizes a real-world approach for doing business on an international scale.

DEPARTMENT OF MODERN LANGUAGES

Professors: Britt, Chang, Critz, Dequenne, Peters, Ramsey, Schutte, Valdivieso;
 Associate Professors: Akutsu, Boller, Call, Corrigan, Finney, Jackson, Johnson, Kenman,
 King, Klein, Kumayama, Kuo, Laugier, Lerond, Parshall, Pérez, Pinheiro (Chair),
 Roessler, White;
 Assistant Professors: Bailey, Lauterborn, Meneses;
 Instructors: Chen, Cline, Estes, Lanham;
 Part-time Instructors: Corbridge, Eaton, Graham, Hofmann, Rogers, Stoops.

List of Courses: Department of Modern Languages

Level I (3000), Level II (4000) and Level III (4010) courses in Arabic, Chinese, French, German, Japanese, Portuguese, Spanish. All 3000-level courses are 6 hours, except for Arabic and Japanese which are 7 hours. All 4000-level courses are 6 semester hour courses. All 4010 courses are 3 semester hours except Chinese, which is 4 hours. In addition to these basic levels, the following are also available:

PO4020	Accelerated Business Portuguese for Speakers of Spanish
CH4050	Chinese Reading and Writing
JA4050	Japanese Reading and Writing
AR4200	Advanced Business Language
CH4200	Advanced Business Language
FR4200	Advanced Business Language
GE4200	Advanced Business Language
JA4200	Advanced Business Language
PO4200	Advanced Business Language
SP4200	Advanced Business Language
AR4500	Commercial Correspondence
FR4500	Commercial Correspondence
GE4500	Commercial Correspondence
JA4500	Commercial Correspondence
PO4500	Commercial Correspondence
SP4500	Commercial Correspondence
SP4550	Advanced Commercial Spanish: Documentation and Operations
SP5200	Major Topics in Latin America
CH5300	Contemporary Social, Political, Sociocultural, and Economic Problems
FR5300	Contemporary Social, Political, Sociocultural, and Economic Problems
GE5300	Contemporary Social, Political, Sociocultural, and Economic Problems
JA5300	Contemporary Social, Political, Sociocultural, and Economic Problems
PO5300	Contemporary Social, Political, Sociocultural, and Economic Problems
SP5300	Contemporary Social, Political, Sociocultural, and Economic Problems
FR5500	Economic and Commercial French
SP5500	Economic and Commercial Spanish
ES3000	Intensive English as a Second Language (15 credit hours)
ES4002	Advanced Conversation for Non-native Speakers
ES4010	Advanced English as a Second Language
ES4050	Advanced English Composition and Introductory Business Communications
ES4100	Business Communications for Foreign Students
EN5000	Advanced Business Communications for Executives
ML5901	Topics in Modern Language: Independent Research (1 credit)
ML5902	Topics in Modern Language: Independent Research (2 credits)
ML5903	Topics in Modern Language: Independent Research (3 credits)
ML5920	Thesis

Course Descriptions: Foreign Languages

- AR3000 ARABIC LEVEL I (7 hours)
- CH3000 CHINESE LEVEL I (6 hours)
- FR3000 FRENCH LEVEL I (6 hours)
- GE3000 GERMAN LEVEL I (6 hours)
- JA3000 JAPANESE LEVEL I (7 hours)
- PO3000 PORTUGUESE LEVEL I (6 hours)
- SP3000 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 (300C) and two periods per week (three in the case of Arabic and Japanese) of grammar analysis (300F) "Fundamentals."

- AR4000 ARABIC LEVEL II (6 hours)
- CH4000 CHINESE LEVEL II (6 hours)
- FR4000 FRENCH LEVEL II (6 hours)
- GE4000 GERMAN LEVEL II (6 hours)
- JA4000 JAPANESE LEVEL II (6 hours)
- PO4000 PORTUGUESE LEVEL II (6 hours)
- SP4000 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 (400C), and two periods per week of grammar (400F) "Fundamentals." Prerequisite: Level I or Level I waiver

- PO4020 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 PO3000/4000 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



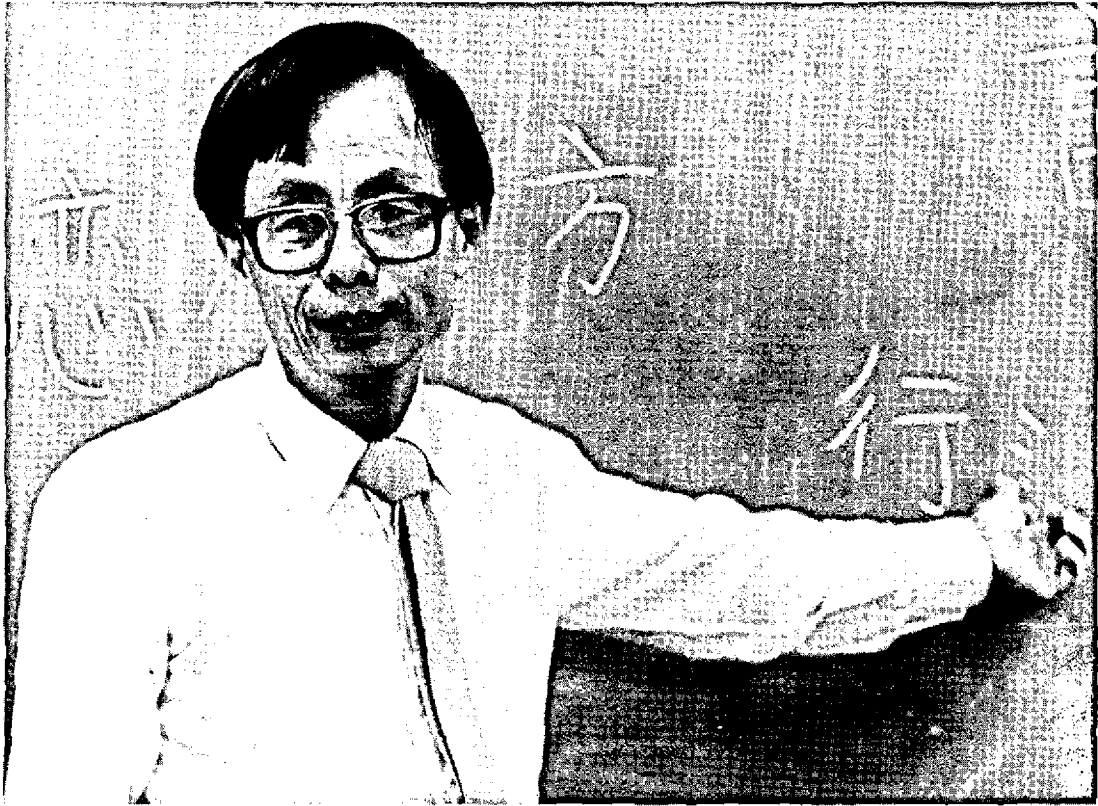
Jaime Perez, educated in Cuba and the United States, teaches Spanish.

periods per week of conversation (402C), and three periods per week of grammar (402F). Prerequisite: SP4010 or Spanish III waiver, or permission of instructor.*

- AR4010 ARABIC LEVEL III (3 hours)
- FR4010 FRENCH LEVEL III (3 hours)
- GE4010 GERMAN LEVEL III (3 hours)
- PO4010 PORTUGUESE LEVEL III (3 hours)
- SP4010 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: Level II or Level II waiver.

- CH4010 CHINESE LEVEL III (4 hours)
 - JA4010 JAPANESE LEVEL III (3 hours)
- Continuous emphasis is placed on accuracy of pronunciation and tone



Professor Andrew Chang teaches both Japanese and Chinese.



Akihisa Kumayama, associate professor of Japanese, received his undergraduate degree in Japan and his graduate degrees in the United States.

(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 five times per week, and Japanese courses meet four times per week. Prerequisite: Level II or Level II waiver.

CH4050 CHINESE READING AND WRITING (3 hours)

JA4050 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: Level III or Level III waiver.

AR4200

CH4200

FR4200

GE4200

JA4200

PO4200

SP4200 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: Level III or Level III waiver.

AR4500

JA4500

PO4500

SP4500 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: Level III or Level III waiver.

FR4500 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: Level III or Level III waiver.

- GE4500 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: Level III or Level III waiver.
- SP4550 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 noncorporate 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: Level III or Level III waiver.
- SP5200 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: Level III or Level III waiver.
- CH5300
 FR5300
 GE5300
 JA5300
 PO5300
 SP5300 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: Level III or Level III waiver.
- SP5500 ECONOMIC AND COMMERCIAL SPANISH (3 hours)
 This course is taught at the level of the *Exámenes de Español Comercial* prepared by the *Cámara Oficial de Comercio e Industria de Madrid* and revolves around such topics, essential to the international business executive, as distribution, the stock market, organization management, and banking, as well as major topics of the Spanish economy, including geographic conditions, economic development, agriculture, and basic industries. The course focuses on business terminology and a wide variety of activities, such as student presentations, translation and dictation exercises, commercial correspondence, documentation reviews, and written and oral exercises which will help the student improve linguistic skills, assimilate business vocabulary and gain a great deal of practical knowledge of commercial Spanish which is applicable

anywhere in the Spanish-speaking world. Prerequisites: Level III or Level III waiver and permission of the instructor.*

- FR5500 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 Francais Commercial et Economique examinations and possibly by the higher level Diplome 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: Level III or Level III waiver and permission of the instructor.*

Course Descriptions: English as a Second Language

- ES3000 INTENSIVE ENGLISH AS A SECOND LANGUAGE (15 hours; This course is offered as ES3001 for 12 credits 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 are 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.
- ES4002 ADVANCED CONVERSATION FOR NON-NATIVE SPEAKERS (3 units)
This elective course is designed to develop effective oral communication skills for interpersonal and small group exchanges, to develop content and delivery skills that are fundamental to effective public speaking, and to develop a reasonable and comfortable level of fluency. In addition to three class meetings per week, each student receives tutoring in the instructor's office. The goal of such tutoring is to improve the student's intelligibility through work on individual pronunciation problems and through work on rhythm, pitch, linkage, and sentence stress. Prerequisite: Permission of the instructor.*
- ES4010 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: ES3000, or ES3001, or ES3000 waiver. Concurrent enrollment in ES4050 is required.

- ES4050** **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, forceful and concise writing, and on the linear development of ideas. Periodic written and some oral class reports are required. Prerequisite: ES3000, or ES3001, or ES3000 waiver. NOTE: If both ES4010 and ES4050 are taken, they must be taken concurrently.
- ES4100** **BUSINESS COMMUNICATIONS FOR NON-NATIVE SPEAKERS (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: ES4050, or ES4050 waiver, or permission of the instructor.
- EN5000** **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.*



Small classes are an important part of language instruction. Conversation classes are normally limited to eight students.

Course Descriptions: Research and Thesis

ML5901 TOPICS IN MODERN LANGUAGES: INDEPENDENT RESEARCH
(1 credit)

ML5902 TOPICS IN MODERN LANGUAGES: INDEPENDENT RESEARCH
(2 credits)

ML5903 TOPICS IN MODERN LANGUAGES: INDEPENDENT RESEARCH
(3 credits)

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 approval during the preceding semester. 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. The course is offered on a pass/no credit basis.

ML5920 MASTER'S 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. The course is offered 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.



Students Minoru Miramoto of Tokyo and Jeffery Flathers of Rochester, Minnesota get acquainted during the Opening Ceremony held each semester.

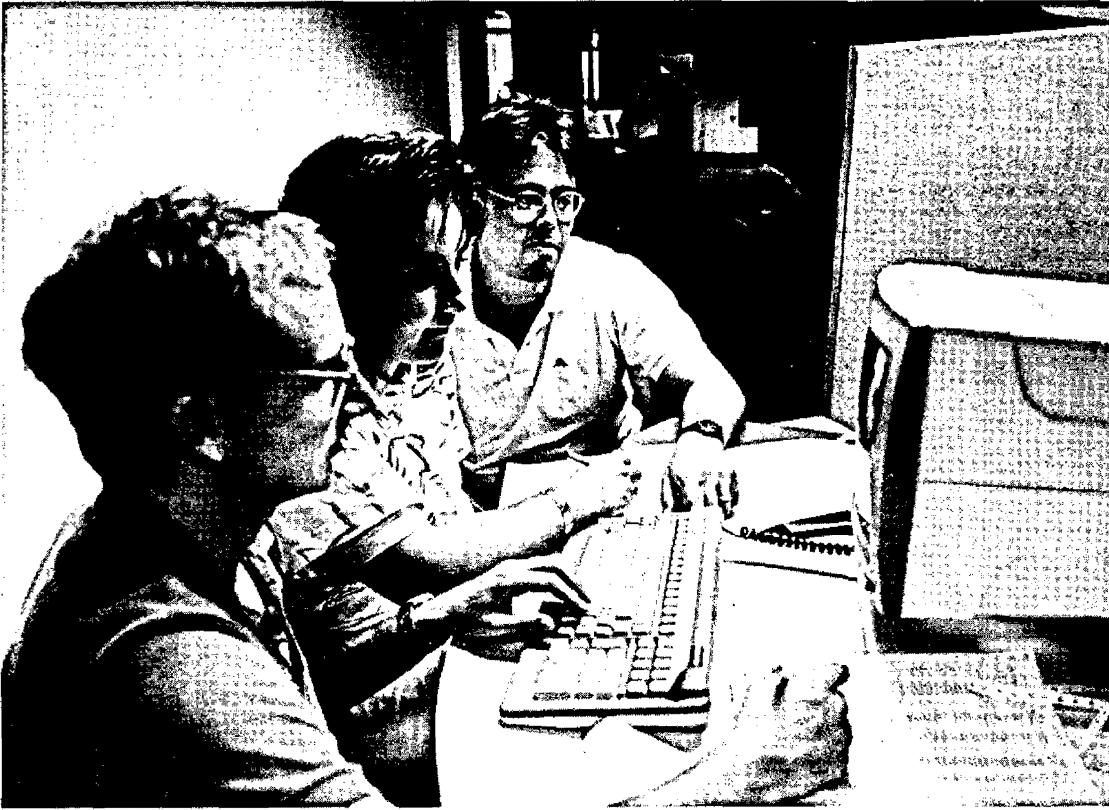
DEPARTMENT OF WORLD BUSINESS

Professors: Cox (Chair), Foroughi, Foster, Geer, Heathcotte, Hoskins, Kim, Lindholtz, McMahon, Mathis, Mills, O'Connell, Voris, Voth;
Associate Professors: Bergevin, Bossert, Carrada-Bravo, Goehle, Guthery, Hosseini, Johnson, Keat, B. Reed, W. Reed, Schmidt, Ting, Valencia;
Assistant Professors: Hoshor, Lynch, Sherman, Tuzzolino, Zerio;
Visiting: Garvin, Gottlieb, Pring, Waldrip, Wyman;
Part-Time Instructors: Dotterer, Guymon.

Courses Offered: Department of World Business

All courses are three semester hours except where indicated.

WB3100	Survey of Accounting
WB3200	Fundamentals of Economics
WB3300	Statistics
WB3313	Introduction to Management Use of Computer Systems and Software
WB3400	Fundamentals of Management
WB3500	Fundamentals of Marketing
WB4140	Cost and Management Accounting
WB4150	Intermediate Accounting
WB4200	International Finance and Trade
WB4210	Managerial Finance
WB4220	Agribusiness
WB4271	International Investments
WB4290	Money and Banking
WB4300	Decision Models with Computer Applications
WB4320	Production and Operations Management
WB4400	Multinational Business Management
WB4430	International Human Resources Management
WB4460	Organizational Behavior
WB4490	International Trade Administration
WB4500	International Marketing Management
WB4530	International Marketing Research
WB4540	International Industrial Marketing
WB4560	International Consumer Marketing
WB4600	Legal Environment of International Business
WB4700	International Insurance
WB5101	International Accounting
WB5120	Financial Statement Analysis
WB5200	International Banking
WB5250	Multinational Corporate Finance
WB5400	Entrepreneurship
WB5480	International Business Policy and Decision-Making
WB5500	International Marketing Projects Workshop: Industrial Products
WB5510	International Marketing Projects Workshop: Consumer Products
WB5550	Bank Marketing
WB5570	"INTERAD" Advanced International Marketing and Advertising Workshop
WB5590	International Purchasing and Countertrade
WB5700	International Risk Management and Insurance Seminar
WB5901	Topics in World Business: Independent Research (1 credit)
WB5902	Topics in World Business: Independent Research (2 credits)
WB5903	Topics in World Business: Independent Research (3 credits)



Many of the classes use computer simulation exercises as teaching tools.

- WB5910 Internship: Part-time
 WB5920 Master's Thesis (4 hours)
 WB5930 Internship: Full-time

Course Descriptions: Department of World Business

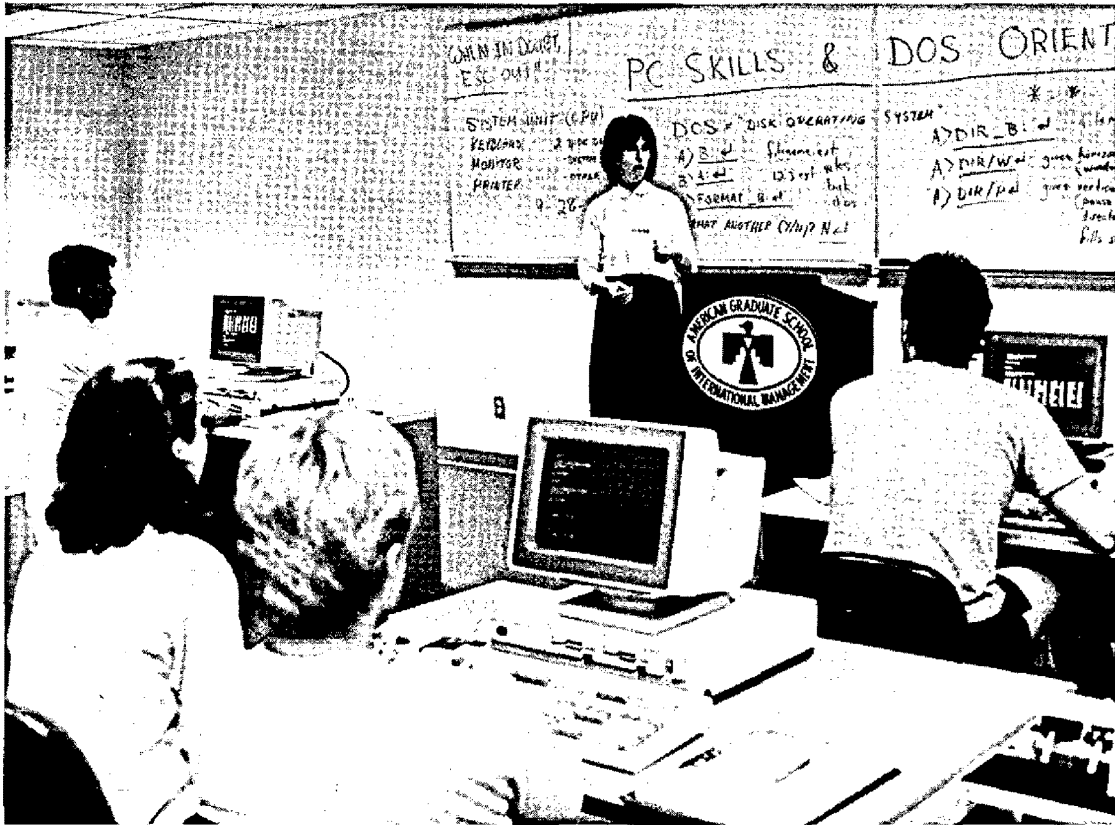
- WB3100 SURVEY OF ACCOUNTING (3 hours)
 This course introduces the student to both financial and managerial accounting. Topics covered include: financial statements; the accounting cycle; theory and terminology; accounting for inventories, plan assets, bonds payable, and capital stock; the cash flow statement; product costing; budgeting and analysis of cost behavior. **REQUIRED.**
- WB3200 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.**
- WB3300 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. **REQUIRED.**

- WB3313 **INTRODUCTION TO USE OF COMPUTER SYSTEMS AND SOFTWARE (3 hours)**
This course provides an introduction to management use of computers. It enables students to integrate computer systems in their own problem solving by using both interactive and time-sharing computers to develop relevant business programs and master current specific software. This course involves three aspects of computers: fundamentals of hardware and software technology; BASIC programming; electronic spread sheet competency (LOTUS 1-2-3®); and introduction to up-to-date data-base management package (dbase III-plus®). Minicomputer and microcomputer applications are used to research the stated goals. **REQUIRED.** Not open to students with credit for WB3310.
- WB3400 **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.**
- WB3500 **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.**
- WB4140 **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 managerial decision-making in both domestic and multinational corporations. Prerequisite: WB3100 or equivalent. Not open to students with credit in WB4141. **EITHER THIS COURSE OR WB4150 REQUIRED.**
- WB4150 **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: WB3100 or equivalent. **EITHER THIS COURSE OR WB4140 REQUIRED.**
- WB4200 **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 mech-

anisms; an examination of trade theory, commercial policy and selective trade problems of developing countries Prerequisite: WB3200 or equivalent. REQUIRED.

- WB4210 **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: WB3100, WB3200 and WB3300, or equivalents; REQUIRED.
- WB4220 **AGRIBUSINESS (3 hours)**
This 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: WB3200 or equivalent.
- WB4271 **INTERNATIONAL INVESTMENTS (3 hours)**
This course is designed to introduce students to existing and emerging investment media and techniques. Topics explored included modern portfolio theory; securities markets; pricing models; international portfolio diversification; mutual fund performance; options and futures; investment analysis; immunization strategies; securitization; and arbitrage pricing. Prerequisite: WB4210 or equivalent. Not open to students with credit for WB4270.
- WB4290 **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: WB3200 and WB3300, or equivalents.
- WB4300 **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



Classes in computer usage are held in the new Joan and David Lincoln Computer Center.

topics are covered as the semester schedule permits. Prerequisite: WB3300 or equivalent. Additional quantitative background desirable. EITHER THIS COURSE OR WB4320 OR WB4530 REQUIRED.

WB4320 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: WB3300 or equivalent. EITHER THIS COURSE OR WB4300 OR WB4530 REQUIRED.

WB4400 MULTINATIONAL BUSINESS MANAGEMENT (3 hours)
 This course expands the Fundamentals of Management (WB3400) from the domestic to the international arena. Concentration is given to; the strategies and structure of the multinational enterprise (MNE); the movement of monies, goods, skills and technology across borders; barriers to entry; home/host governments; developing and command economies; country (macro) and project (micro) risk models; staffing; ethics; corporate responsibility; and sociocultural influences. Lectures, cases and research projects emphasize comparative management — domestic versus international and cross-cultural. Prerequisites: WB3400 and WB3500, or equivalents.

WB4430 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 students' 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: WB3400 or equivalent.

- WB4460 ORGANIZATIONAL BEHAVIOR (3 hours)**
This course studies organizations as working systems attempting to achieve certain goals and objectives. The structure of organizations, various environments in which organizations exist and decision-making are reviewed as well as other areas of importance. Problems associated with modern organizations including scarce resources, political risk, motivation, and control of employees are also carefully reviewed. Text material, speakers and case studies, are used to round out the resources available for study.
- WB4490 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: WB3500 or equivalent.
- WB4500 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: WB3500 or equivalent. **REQUIRED.**
- WB4530 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: WB3300 or equivalent. **EITHER THIS COURSE OR WB4300 or WB4320 REQUIRED.**
- WB4540 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: WB3500 or equivalent.

- WB4560 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: WB3500 or equivalent.
- WB4600 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.
- WB4700 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.
- WB5101 INTERNATIONAL ACCOUNTING (3 hours)
 This course 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 WB4150 or equivalent and permission of the instructor.* Not open to students who have received credit for WB5100.
- WB5120 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: WB4140 and WB4150, or equivalents, and permission of the instructor.*
- WB5200 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: WB4200, WB4210 and WB4290 or equivalents, and permission of the instructor.*

- WB5250 **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: WB4150, WB4200 and WB4210, or equivalents, and permission of the instructor.*
- WB5400 **ENTREPRENEURSHIP (3 hours)**
This is a premier course for those considering the formation or acquisition of their own business at some point in their career. The course consists of lectures, mini-cases, presentations by students, guest lectures by entrepreneurs, and two projects: the evaluation of a business opportunity and a formal business plan. Lectures cover the major areas of interest to the entrepreneur; qualitative and quantitative evaluation, ratios, cash flows, legal entities, debt and equity funding, planning, budgeting, pro-formas, acquisitions/mergers, start-ups, buyouts, licenses, regulations, taxes, insurance, family operation, management succession, franchising, expansion, bankruptcy, failure, risk and microcomputers. Prerequisites: WB4140 or WB4150, WB4210 and WB4500, or equivalents, and working knowledge of the IBM/PC and LOTUS 1-2-3®, and permission of the instructor.*
- WB5480 **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. The simulation emphasizes the impact of exchange rates, tax rates, inter-company and local financing, transfer pricing, development of long and short-range strategies, and statement analysis. Support programs for calculations are available. The course also includes lectures and case studies which require rigorous and logical analysis of objectives and strategies used in a multinational environment. Prerequisites: WB3400 and nine hours of 4000/5000 level World Business courses including one course from each of the following two groups: (a) WB4140, WB4200, or WB4400; and (b) WB4210, WB4300, or WB4500; and permission of the instructor.*
- WB5500 **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: WB4500 and WB4530 or equivalents, and permission of the instructor.* NOTE: Instructors may specify additional requirements before approval of specific projects.

- WB5510 **INTERNATIONAL MARKETING PROJECTS WORKSHOP: CONSUMER PRODUCTS (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: WB4500 and WB4530, or equivalents, and permission of the instructor.*
- WB5550 **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: WB4210, WB4290, and either WB4140 or WB4150 or equivalents, and permission of the instructor.*
- WB5570 **"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-4560 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: WB4500, WB4530 and WB4560 or equivalents and permission of the instructor.*
- WB5590 **INTERNATIONAL PURCHASING AND COUNTERTRADE (3 hours)**
 This course addresses three important, interrelated aspects of multinational business management: purchasing, negotiations and countertrade. Students are trained at both the conceptual and operational levels. Student teams develop operational skills through a corporate-sponsored purchasing project and through an intensive, role-playing simulation of negotiating countertrade agreements. Student teams work on corporate-sponsored international purchasing projects to achieve an international purchasing plan for the sponsor. The objective of the negotiations component is to prepare students both for



Patrick Quagliano, class of 1978, returns to campus to judge the Interad student advertising projects. He is vice president and account supervisor of McCann Erickson Advertising Agency in New York.

business negotiations in the U.S. and cross-cultural negotiations. Emphasis is placed on negotiating purchasing and countertrade agreements. The countertrade component assists in the development of skills to successfully plan, negotiate, and conclude countertrade agreements, focusing on the advantages and limitations of the various forms of countertrade and concluding with a multisession negotiation simulation of countertrade agreements. Prerequisites: WB4500, and at least one of the following courses: WB4490, WB4540, IS4880, or equivalent, and permission of the instructor.

WB5700 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: WB4140, WB4200 and WB4700 or equivalents and permission of the instructor.*

- WB5901 TOPICS IN WORLD BUSINESS: INDEPENDENT RESEARCH (1 credit)
WB5902 TOPICS IN WORLD BUSINESS: INDEPENDENT RESEARCH (2 credits)
WB5903 TOPICS IN WORLD BUSINESS: INDEPENDENT RESEARCH (3 credits)

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. The course is offered on a pass/no credit basis.



Barbara Olson, director of internships, makes arrangements for worldwide placement of interns.

- WB5910 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.
- WB5920 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. The course is offered on a pass/no credit basis.
- WB5930 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 pre-registration.



"In working with American business here [in Thailand], there's nothing like saying you're a T'bird. People know right away you're on their side; not to mention it just makes it a lot more interesting.... Through the local Thunderbird group, which has become very active recently, I got to meet a lot of people and see who the contacts might be. Some of the people... I've known since Thunderbird. Socially, some of our best friends here are Thunderbirds."

Niels Marquardt, Class of 1980
 U.S. Embassy
 Bangkok, Thailand



NCR's first Award of Excellence went to Andres Jaffe, a student from Venezuela.

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, and part-time work. Complete packets of financial aid information and forms are available from the Financial Aid Office. Applications for assistantships should be made to the Dean of Admissions for review by the Scholarship Committee. Inquiries concerning loans and part-time work should be sent to 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*.

SPOUSE EMPLOYMENT

A few opportunities exist on campus for employment of spouses of students. These include clerk/typists, receptionists, mail clerks, secretaries, data entry clerks and research assistants. Spouses who wish to work on campus should contact the Office of Financial Aid when they arrive on campus. All such positions are considered part of the student's financial aid package.

ASSISTANTSHIPS, SCHOLARSHIPS AND FELLOWSHIPS

Applications for scholarships or assistantships should be submitted along with a candidate's application for admissions. Applications for the Summer or Fall Semesters, along with all supporting papers, must be received no later than March 1; those for Spring by October 1. Awards for Summer Semester and Fall Semester are announced around March 20 and May 1, respectively and those for the Spring Semester around November 1. One application form is sufficient to request consideration 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 GMAT 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, usually in an administrative office. These awards are available to entering students only.

AIESEC Assistantship

One assistantship is offered each term (spring, summer, fall) to a member of AIESEC (International Association of Students in Economics and Management). The assistantship covers half tuition for the first two successive terms and requires ten hours of service to the school per week during each term. To be eligible the applicant must have been a dues-paying member of AIESEC for at least one year and served in an affiliated university leadership position; or in a leadership position at the regional, national or international level. The application must be accompanied by a letter of recommendation from a member of either the AIESEC Board of Advisors or Directors.

Arizona University Assistantships

Three assistantships are offered each term (fall, spring and summer) to promising graduates of one or more of the three state universities: the University of Arizona, Arizona State University, and Northern Arizona University. These assistantships cover half of the tuition for the first two successive terms and require ten hours of service to the School per week during each term.

Chase Manhattan Fellowship in Banking and Finance

One fellowship in the amount of \$5,000 is awarded each year to an incoming student interested in banking and finance. The recipient is required to assist the finance faculty in the Department of World Business for ten hours per week during the term of the fellowship.

Consular Corps Scholarship

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

Johnson & Higgins Insurance Scholarships

At least three scholarships are awarded annually to returning students, who will be studying international insurance. The students are chosen by the scholarship committee on the basis of merit displayed in undergraduate courses, extracurricular achievements and subsequent experience. Recipients are required to assist insurance faculty in the World Business Department for ten hours per week during each term.

Johnson & Higgins Scholarship

One scholarship of \$1,000 is awarded annually (fall semester) to a student chosen by the scholarship committee on the basis of merit displayed in undergraduate courses, extracurricular achievements and subsequent experience.

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 fall, spring, and summer to Peace Corps volunteers who have completed their enlistment. These assistantships cover half of the tuition for the first two successive terms and require ten hours of service to the School per week during each term.

Procter & Gamble Company Scholarship

A scholarship will be awarded each semester to an entering foreign student in the amount of \$3,000. The scholarship will be renewed for a total of four (4) semesters as long as the student meets the scholarship standards. Students will be chosen by Procter & Gamble Company officials and will be required to work ten (10) hours a week on campus during each semester.

Amalio M. Suarez Memorial Fellowship

A fellowship is offered each fall and spring term, in memory of the late Professor Amalio M. Suarez, to an incoming student with an undergraduate major in Spanish, with preference given to the father of a family. The recipient receives half of the tuition for the first two successive terms and is expected to assist the Department of Modern Languages for ten hours per week during each term.

Valley National Bank — Roger A. Lyon 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/mini-week employees of Valley National Bank.

Veterans Assistantships

Three assistantships are offered each term (fall, spring, and summer) to honorably discharged veterans of the United States Armed Services. Applicants may be veterans of the Air Force, Army, Coast Guard, Marine Corps, or Navy. In addition to scholastic achievement at the undergraduate level, criteria will include motivation for an international career and extracurricular achievements which give evidence of leadership qualities. *These assistantships cover half of the tuition for the first two successive terms and require ten hours of service to the School per week during each term.*

Worldwide Assistantships

Ten assistantships are offered each term (fall, spring, and summer) to qualified applicants from all parts of the world. Candidates will be judged primarily on the basis of scholastic achievement at the undergraduate level, although consideration will be given to extracurricular and professional

activities, and to the candidate's motivation toward a career in international management. These assistantships cover half of the tuition for the first two successive terms and require ten hours of service to the School per week during each term.

FMC Scholarships

Two scholarships in the amount of \$2,500 are offered each year (fall, and spring) to students who have undergraduate degrees in technical fields. Each requires 10 hours of service to the School per week during the term of the scholarships.

The Honeywell Scholarship

One scholarship in the amount of \$1,000 is offered each fall semester to a student who has an undergraduate degree in engineering. It requires 5 hours of service to the school per week during the term of the scholarship.

Continental Grain Foundation Fellowship in International Business

One fellowship is awarded each fall in the amount of \$5,000 to be applied toward tuition costs for three semesters, provided a grade of "B" (3.0) or better is achieved in the initial semester. The recipient is required to assist agribusiness faculty in the Department of World Business for 10 hours per week during each term.



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 of 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 60 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, the City of Glendale, and the Glendale Chamber of Commerce.

The Hearst Foundation Scholarship Grants

The Hearst Foundation has established a fund for grants to second and third semester students to be known as Hearst International Scholars. Selection will be on the basis of scholarship and financial need.

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 the 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 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 career 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.

Gayle Roessl Memorial Scholarship

This scholarship fund was established by Ian Christopher McCluskey in memory of his wife, Gayle Frances Roessl, who died of cancer at the age of 27 before she realized her goal of completing her studies at Thunderbird. Two \$500 scholarships are awarded each year (Fall and Spring) based on financial need and academic performance.

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

Partial assistantships are in the amount of \$500 per semester and require five hours of work per week for a faculty member.

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.

Friends of Thunderbird 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 application forms. For most state loan programs, the maximum loan is \$7,500 per academic year (2 semesters); however, there are some states and/or lending institutions that will only lend \$7,500 per twelve-month period. An American College Testing (ACT) Family Financial Statement (FFS) is required to establish eligibility for a Guaranteed Student Loan. Forms are available from the Financial Aid Office.

Supplemental Loans for Students (SLS)

This loan program makes additional funds available to graduate students. Students may borrow \$4,000 per academic year (2 semesters) under this program. Student borrowers may request deferment on the principal while they are enrolled as full-time students.

Application procedures for loans should be initiated at least three months before the funds are needed. The Thunderbird Application for Financial Aid, the loan application, and the ACT Family Financial Statement are required. 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.

Perkins Loans (Formerly National Direct Student Loans)

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. The American College Testing (ACT) Family Financial Statement and the Thunderbird Application for Financial Aid are required before a student will be considered for a Perkins Loan. Financial Aid Transcripts are required from all schools previously attended.

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 & Broby Chicago advertising consultants, was instrumental, while a member of the board of Directors, in securing contributions for the fund.

NOTE: These funds (Schurz and Louis) are currently committed in support of the PERKINS (NDSL) Loan Fund program at Thunderbird.



Cathy Coates receives the Barton Kyle Yount Outstanding Student Award at commencement ceremonies.

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 I Street N.W. Washington, DC 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.

The J.M. Klein Veterans Loan Fund

Two loans in the amount of \$2,500 each are offered annually during the last semester of study to honorably discharged veterans of the United States Armed Services. Applicants may be veterans of the United States Air Force, Army, Marine Corps, or Navy. These loans carry seven percent simple interest annually and must be repaid within ten years of graduation from Thunderbird. Interest begins to accrue at graduation. Selection of the recipients by the Scholarship Committee is based upon financial need, scholastic achievement, and extracurricular achievements giving evidence of leadership qualities. Those receiving the loans are expected to render five hours of service per week to an academic department during their final semester.

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.

SATISFACTORY ACADEMIC PROGRESS

In order to be judged as making satisfactory academic progress, a student must have completed a minimum of 21 credit hours for the two most recent Spring and Fall Semesters and 18 credit hours for the most recent Spring and Summer Semesters or Summer and Fall Semesters with a 3.0 or better or the approval of the Academic Affairs Department. All third and fourth semester students must show satisfactory progress to be eligible for Guaranteed Student Loans, and Federal College Work-Study. According to Federal regulations and those of the Faculty Senate, it is required that the M.I.M. degree be completed within two calendar years, excluding leaves of absence.

If a student is denied financial aid due to lack of satisfactory academic progress, a student must take a course load during his or her out-of-status semester which brings the student back into status (i.e. being able to graduate in four semesters of course work.)





Dr. William Voris has been president of Thunderbird since 1971.

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"When I was a senior at Columbia...friends said, 'You really should look into a school called 'Thunderbird'....After school, working in Taiwan, I heard more about Thunderbird from alumni I met there and really identified with what they were doing, both in their work and in their life style. I could have gone to a business school and taken courses in international business, but the majority of those schools still concentrate on traditional business management, meaning American business. I like to move toward an international community, a global market, a global village as they call it, bringing people and countries closer together. This School teaches you to cross cultural boundaries. That's what makes this School."

David Peng
Thunderbird Class of 1987
B.A., Political Science, 1983
Columbia University



Dr. Barbara Reed teaches accounting courses, including *International Accounting*, in the World Business Department.



Dr. Beverly Springer, *International Studies*; Ruben Meneses, *Modern Languages*; and Maureen Greer, *World Business*, were voted outstanding professors by the graduating students.

FACULTY

DEPARTMENT OF INTERNATIONAL STUDIES

JOHN GORDON CONKLIN, *Associate Professor of International Studies*

B.A. (1963), University of the Americas; M.A. (1966), Northern Illinois University; Ph.D. (1975), University of Arizona.

Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan; 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; Director, Dom Pedro II 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; Co-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); Visiting Professor, Institute for International Studies and Training, Japan.

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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? Getting Your Yen's Worth: How to Negotiate with Japan, Inc.*

DOROTHY I. RIDDLE, *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; President, ISI International Service Institute, Inc.; International Board of Advisors, Volador Corporation; Author: *Service-Led Growth: The Role of the Service Sector in World Development* (Praeger).

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B.A. (1962), University of California, Berkeley; M.B.A. (1985) Southern Illinois University, Edwardsville; M.A. (1968), 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; Visiting Scholar, Department of Business Administration, Tunghai University, Taiwan; Participant, National Defense University and Naval War College Symposia.

BEVERLY TANNER SPRINGER, *Professor of International Studies*

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 Colorado. Director, Thunderbird Summer Program, Paris, France; Secretary-Treasurer of Southwest Labor Studies Association.

ROBERT S. TANCER, *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; Board of Trustees, Flagstaff Institute.

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B.A. (1954), Barnard College; LL.B. (1956), University of Michigan; Ph.D. (1970), Columbia University.

Private law practice, Arizona and District of Columbia; Chief of Translation Department, Allende and Brea law firm, Buenos Aires; Professor of Comparative Constitutional Law, Universidad Nacional Pedro Henríquez Ureña, Santo Domingo; Author: *Economic Nationalism in Latin America*; Board of Directors, Mountain Bell Foundation; Arizona Executive Board of Mountain Bell; Meracor Mortgage Corp; National Board of Advisors, University of Arizona, College of Business and Public Administration.

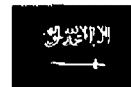
ANDRIS TRAPANS, *Professor of International Studies*

B.A. (1958), Stanford University; M.A. (1961), Ph.D. (1978), University of California, Berkeley.

Research economist and military logistics consultant, RAND Corporation. Author: *Soviet Military Power in the Baltic Area*.

PART-TIME INSTRUCTORS:

John Nnamdi Anene, Albert Celozza, Roland Chardon, Louis Crowder, Patrick Duffy, Jung Bae Kim, Gunnila Masreliez-Steen, Kenneth Maxwell, Maria Meyer zu Natrup, Stephen Morris, Harry Owens, George Renwick, Ivor Roberts, Sheila Scoville, Regina Vander Zee, Gunther Wagenlehner, Albert Wight, Edward Williams, Douglas Wilson.



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

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Director Thunderbird Summer Program, Universidad Autónoma de Guadalajara.

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Diplôme Assistant Médical (1946), Institut de Médecine Tropicale, Prince Léopold, Antwerp, Belgium; B.A. (1961), Syracuse University, New York; M.A. (1965), Middlebury College, Vermont; Doctorat d'Université (1970), Université de Paris (Sorbonne).

Assistant Professor, Head of the French Department, University of Redlands; Director, University of Redlands Summer-in-France at Tours, and University of Redlands European Program, Salzburg.



Dr. Richard Mahoney sprints to the podium to accept the award as outstanding professor in the International Studies Department.

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Chief of Party for UCLA, Beijing English Language Center, People's Republic of China.
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Acting Head of Department of Slavonic and Oriental Studies, University of Victoria, Canada;
Author, *Oral English Lessons for Lao Speakers: Dialogs and Drills*; Coauthor, *English for Lao Speakers: Vocabulary, Conversational and Written English*.
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Lecturer, University of Hamburg, Germany; Assistant Professor of Spanish, University of Southern Colorado, Pueblo.
- ANTOINETTE LEROND, *Associate Professor of French*
C.A.P.-E. (1952), Université de Nancy, France; M.A. (1979), Tulane University.
Assistant Professor of French, University of Hawaii.
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Diplôme d'Auxiliaire Social (1946), Institut des Hautes Etudes Sociales de Bruxelles; Attestation, second professional degree, Ecole Provinciale de Service Sociale, Charleroi, Belgium.

Assistant Director, Office of Professional Orientation, Thuin, Belgium.

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Doctor en Derecho (1954), Universidad de la Habana, Cuba; M.A. (1964), Ohio University.

Assistant Professor and Assistant Director, Escuela Profesional de Comercio de Marianao, Havana, Cuba; Private law practice; Author: *Legislación Mercantil, Laboral y Fiscal*.

ISSA PETERS, *Professor of Arabic and Middle East Studies*

B.A. (1958), University of Damascus; M.A. (1960), Michigan State University; Ph.D (1974), Columbia University.

Associate Professor, Defense Language Institute; Lecturer, Georgetown University.

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Licenciada em Letras Neolatinas (1961), Pontifícia Universidade Católica do Rio de Janeiro; Diploma of Associate of the Institute of Education (1962), University of London; M.A., Education (1963), Columbia University; M.A., Spanish-Portuguese (1966), University of Illinois.

Assistant Professor of Romance Languages, Memorial University of Newfoundland, Canada; Head of Division of Tests and Measurements, City of Rio de Janeiro; Coauthor: *Elementary Portuguese Workbook*.

ROBERT M. RAMSEY, *Professor of English as a Second Language*

B.A. (1963), M.A. (1964), Ph.D. (1974), University of Michigan.

Director of Courses, Institute of North American Studies, Barcelona, Spain. Profesor Adjunto, Universidad Autónoma de Barcelona. Headmaster, American School of Barcelona. Professor,



Ruben Meneses, assistant professor of Spanish, and student Julie Franz, converse in his office in the new William Voris Hall of Modern Languages.

FACULTY

American College of Barcelona. Author: *English Through Patterns; English for International Business; English for Communication*; Exchange Professor, University of International Business and Economics, Beijing.

HELMUT ROBERT ROESSLER, *Associate Professor of German*

B.A. (1966), New Mexico State University; M.A. (1968), University of California, Irvine.
Author: *Deutsche Geschaeftskorrespondenz*.

LILITH E. SCHUTTE, *Professor of German*

B.A. (1967), M.A., (1969), Arizona State University; Ph.D. (1973), University of Oregon.

JORGE VALDIVIESO, *Professor of Spanish*

Licenciado en Derecho y Ciencias Sociales (1960), Universidad Central del Ecuador; B.A., (1968), M.A., Education (1969), M.A., Spanish (1970), Ph.D. (1976), Arizona State University.

Supervisor, N.D.E.A. Institute in Spanish, Fairfield University; Legal Advisor, Government of Ecuador; Consul (A.H.) of Ecuador for Arizona; Director, Thunderbird Summer Program, Universidad de Guadalajara; Co-Author: *Negocios y comunicaciones*.

ELZA E. WHITE, *Associate Professor of French*

B.A. (1963), M.A. (1966), Arizona State University.

PART-TIME INSTRUCTORS:

Leith Corbridge; Annie Eaton; Clara Graham; Agnes Hofmann; Silvia Rogers; Beth Stoops.



Thierry Oulevay concentrates on Managerial Finance.

DEPARTMENT OF WORLD BUSINESS

PETER M. BERGEVIN, *Associate Professor of World Business*

B.S. (1976), Salem State College; M.S. (1977), Ph.D. (1985), Arizona State University. Assistant Professor of Accounting, University of Nevada, Las Vegas; Assistant Professor of Accounting, Trinity University.

W. RICHARD BOSSERT, *Assistant Vice President for Academic Affairs and Associate Professor of World Business.*

B.A. (1950), Indiana University.

Manager International Operations, Automotive Products Group, Rockwell International Corporation; Administrative Manager, International Division, Dana Corporation; Account Executive, PLATKA Export Corporation; Commercial Manager, International Division, Perfect Circle Corporation; Director of affiliates in Venezuela, United Kingdom, Portugal, Chile, and Mexico.

FRANCISCO CARRADA-BRAVO, *Associate Professor of World Business*

Licenciado (1971), Universidad Nacional Autónoma de México; M.A. and Ph.D. (1980), University of Colorado, Boulder.

General Manager, Refrescos Pascual, Mexico City; Director, Economic Analysis, Ministry of Communications and Transportation, Mexico City; Assistant Professor, Universidad Nacional Autónoma de México; Associate Researcher, University of Colorado, Boulder; Director of Economic Studies and Professor of Economics, Instituto Tecnológico de Estudios Superiores de Monterrey; Visiting Associate Professor, Harvard; Visiting Associate Professor, University of California at Los Angeles; Associate Professor of Business, Laredo State University.

CLIFTON B. COX, *Professor of World Business; Chair, Department of World Business.*

B.A. (1941), M.S. (1948), Auburn University; Ph.D. (1950), Purdue University; D.Sc. (1968), Auburn University; D.Ag. (1976), Purdue University; LL.D. (1978), Troy State University.

Vice Chairman and member of Executive Office and Executive Vice President, The Greyhound Corporation; Chairman and Chief Executive Officer, Armour and Company; Professor of Agricultural Economics, Purdue University; Visiting Research Professor, Harvard University; Assistant Professor, Auburn University; Project Manager in Agriculture, Grace Commission, (1982).

TAHIRIH KHODADOUST FOROUGH, *Professor of Accounting*

B.A. (1963), Tehran Business School; M.S. (1968), University of Tehran; ICAME (1971), Stanford University; Ph.D. (1975), University of Oregon; Expert Accountant (1977), Iran.

Project and Financial Analyst, Industrial and Mining Development Bank of Iran; Manager and Professor, Iran Advanced Management Program, University of Tehran; Senior Research Analyst, Iran Center for Management Studies; Assistant Professor and Chairman, Accounting Department, University of Tehran; Associate Professor, University of Nevada-Reno.

ROBERT D. FOSTER, *Professor of International Agribusiness*

B.A. (1955), University of Wichita; M.A. (1967), Ph.D. (1968), University of Oregon. Associate Professor, Louisiana Tech University; Director, Dalhousie University; Associate Professor, St. Mary's University; Fiscal and Monetary Advisor to the Governments of Korea, Afghanistan, the Organization of Eastern Caribbean States; President, M.A.E., Inc.

JAMES GARVIN, *Distinguished Corporate Lecturer*

B.S. (1949), LaSalle College.

Branch Manager, Regional Manager, Middle East; Regional Manager, Australia, New Zealand; Director of Operations, Far East; Director International Sales Office, IBM Corporation.

MARSHALL GEER, *Vice President for Academic Affairs and Professor of Economics*
 B.S. (1961), M.B.A. (1962), University of Denver; M.A. (1967), Ph.D. (1968), University of Oregon.

Assistant Professor, University of Colorado; Visiting Assistant Professor, University of Oregon; Assistant Professor, University of Northern Colorado; Fulbright Exchange Professor, La Universidad Autónoma de Guadalajara, Mexico; Board of Directors, Council on International Educational Exchange; Executive Committee, Association of International Educational Administrators; Commissioner at Large, Commission on Institutions of Higher Education, North Central Association.

DONNA G. GOEHLE, *Associate Professor of World Business*

B.A. (1968), University of Minnesota; M.B.A. (1975), Southern Illinois University; Ph.D. (1978), Michigan State University.

Assistant Professor Marketing and International Business, Graduate School of Business Administration, Michigan State University; Assistant Professor Marketing and International Business, Western Michigan University; Eli Lilly Visiting Professor of Organization Behavior, Albion College; Consultant to IBM Corporation, Textile Laundry Council of America, Citibank, State of Michigan, The Upjohn Company, author: *Decision Making in Multinational Corporations*.

ROBERT GOTTLIEB, *Visiting Professor of World Business*

B.S. (1939), North Carolina State University

Manager of Exports/Imports, Ashland Chemical Co.; General Manager, Melamine Chemical, Inc.; Executive Vice President, Fisher Chemical Co.; Vice President of Manufacturing, The Ott Chemical Co.; Plant Manager, Rexall Chemical Co.; Research Engineer, Stauffer Chemical Co.; Research Engineer, Sheffield Farms Co.

DENNIS A. GUTHERY, *Associate Professor of Marketing*

B.S. (1970), M.S. (1975), Auburn University; Ph.D. (1979), Michigan State University. Assistant Professor, Auburn University at Montgomery; Visiting Professor, Graduate School of Administration, Universidade Federal do Rio Grande do Sul, Brazil.

BRYAN HEATHCOTTE, *Professor of Finance*

A.B. (1961), M.B.A. (1965), D.B.A. (1970), Indiana University.

Assistant Professor of Finance, Arizona State University; Board of Directors, Jacuzzi Bros., Inc.; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

WILLIAM R. HOSKINS, *Professor of World Business*

B.A. (1952), University of Washington; M.B.A. (1953), D.B.A. (1959), Indiana University. Professor of Marketing, Bowling Green State University; Visiting Professor: Cranfield School of Management, England; The University of New England, N.S.W. Australia; Korea University, Seoul, Korea; Technische Universität, Berlin; Assistant Professor, Indiana University, Academy of International Business Fellow.

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B.A. (1969), University of Hawaii; B.S. (1972), M.S. (1974), Arizona State University; Certified Public Accountant (1981).

Accounting Section Supervisor, Arizona Game and Fish Department; Field Auditor, Interstate Commerce Commission; Assistant Professor of Accounting, Mount Union College, Chapman College; Staff Accountant, Samuel Gershon C.P.A.; Internal Auditor, City of Phoenix.

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B.S. (1973), University of Tehran; M.S. (1978), Iowa State University; M.S. (1980), University of Florida; Ph.D. (1983), University of Arkansas.

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B.S.I.E. (1957), University of Dayton; M.B.A. (1959), Xavier University; B.S.E.E. (1960), University of Dayton; Ph.D. (1968), Stanford University.

Former President/CEO and present Member of the Board, First Central Bank; President/CEO/Member of the Board, Sincere Press, Inc.; Vice Chairman of the Board, International Wines and Spirits Ltd.; Member of the Board, EAB Venture Corp.; Member of the Board, Goldmark Foods;

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B.B.A. (1974), City College of New York; M.A. (1950), Washington University; M.A. (1952); Ph.D. (1959), University of Chicago.

IBM Corporation: Manager, Statistics; Planning Consultant; Manager Special Projects, Finance (European Headquarters, Paris); Manager, Finance Controls (Paris); Manager, Financial Education; Adjunct Professor of Finance, Pace University; Adjunct Associate Professor, Iona College.

TAEHO KIM, *Professor of Economics*

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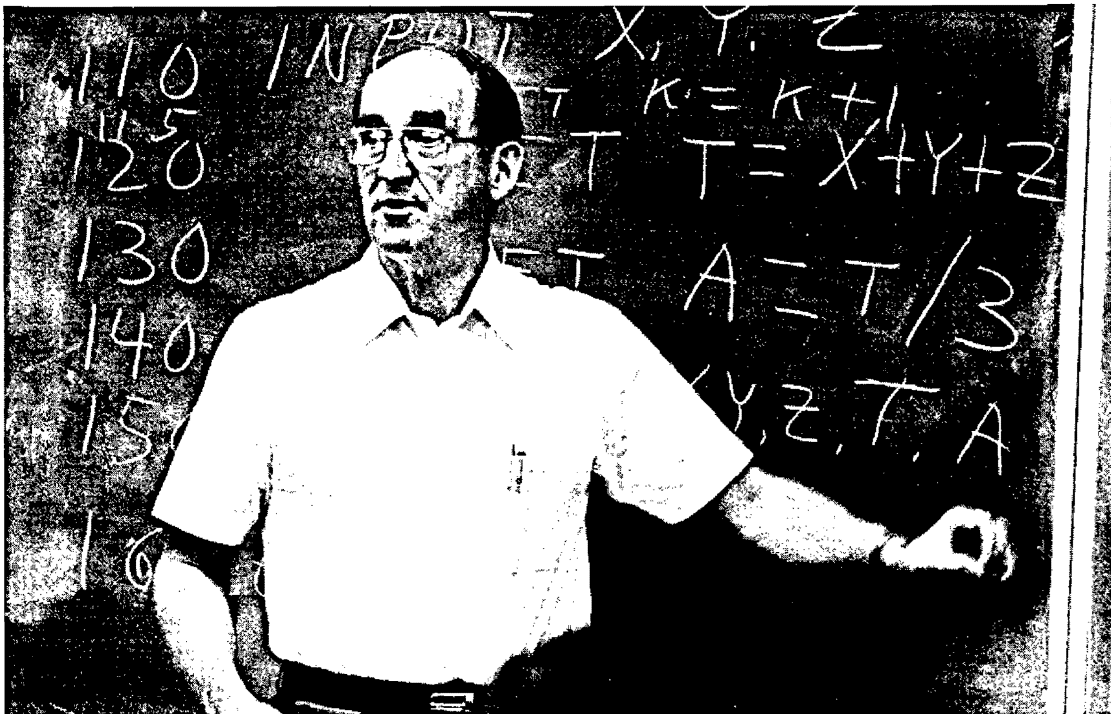
JOHN T. LINDHOLTZ, *Professor of World Business*

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

Marketing Management, The Procter and Gamble Company, Canada and the Philippines; Account Supervisor, Leo Burnett Co., Inc., Chicago; Division Manager, International Packers, Ltd. of São Paulo; General Manager, Stanton-Quadrant International, S.A. de C.V., Mexico City.

JAMES T. LYNCH, *Assistant Professor of World Business*

B.S. (1947); M.S. (1961), Lehigh University; M.B.E. (1967), Claremont Graduate School. Registered Professional Engineer, Pennsylvania (1953); Consultant Corporate Finance Staff; Manager Cost Accounting and Business Analysis, Process Computer Department, General Electric Company.



James Lynch, who teaches courses in computer systems and applications, was formerly with the corporate finance staff and computer department of General Electric Company. Many of the Thunderbird faculty members have both academic and corporate credentials.

ROBERT J. McMAHON, Professor of World Business

A.B. (1971), M.A. (1972), Ph.D. (1974), University of Southern California.
 Product Promotion Manager, Carrier Corporation; Vice President, Group Head, Rummrill-Hoyt Company; Vice President, Director of Marketing, Fuller and Smith and Ross; Senior Vice President, Director of Marketing, Lloyds Bank California. Board of Regents, Mount St. Mary's College; Board of Directors, Citibank (Arizona) and SRC Corporation. Author: *Marketing Planning; Marketing Planning for Banks; Marketing in the Real World; Bank Marketing Handbook; Bank Marketing Planner.*

F. JOHN MATHIS, Professor of World Business

B.A. (1962); M.A. (1964), University of California; Ph.D. (1966), University of Iowa.
 Senior Portfolio Officer, International Finance Corporation; Senior Financial Policy Analyst, The World Bank; Chief International Economist, Continental Illinois National Bank; Vice President and International Economist, Chase Manhattan Bank; Senior Fellow International Banking Studies, University of Virginia; Adjunct Professor, Universities of Illinois, Roosevelt, and Fordham; Associate Professor, State University of New York; Assistant Professor, University of Illinois.

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 Vice President-Controller and Treasurer, Canadian subsidiary of Avon Products, Inc.; Assistant to the President and Acting President, Welco Industries, Inc.; Controller and Personnel Director, Realistic Corporation; Staff Auditor, Arthur Andersen & Co.; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan; Exchange Professor, University of International Business and Economics, People's Republic of China; Visiting Professor, Helsinki School of Economics, Helsinki, Finland; Chairman, Advanced Management Seminar, Brussels, Belgium.

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 Assistant Professor, University of Texas, El Paso; Colonel, U.S. Air Force (Ret.); Civil Engineering Commander; Director of Special Studies, Tactical Air Warfare Center; Branch Chief, Systems Safety Engineering, Hq. USAF Inspection and Safety Center; Management of aircraft system development and procurement; Visiting Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

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Visiting Professor, Tatung Institute of Technology, Taiwan; Visiting Professor, New York University; Lecturer, National University of Singapore; Visiting Professor, University of Hawaii PAMI program; Author: *Business and Technological Dynamics in Newly Industrializing Asia*; *Multinational Risk Assessment and Management for Marketing and Investment Decisions*.

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B.S. (1968), Manhattan College; M.S. (1974), Polytechnic Institute of New York; Ph.D. (1987), Arizona State University.

Lecturer, Manhattan College, Economics and Finance; Assistant Professor of Finance, Long Island University; Doctoral Fellow and Faculty Associate, Arizona State University, Operating Officer, Citibank, New York City; Project Engineer, Harris Corporation; Engineer, CBS.

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B.S. (1974), Carroll College; M.B.A. (1976) Louisiana State University; M.A. International Affairs (1976), Ohio University; Ph.D. (1982), Georgia State University. Assistant Professor, Texas Tech University; Hispanic Research Consultant, Kenneth Hollander and Associates.

WILLIAM VORIS, President of the School and Professor of International Management.

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

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

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B.A. (1955), Bethel College; M.B.A. (1959), Wichita State University; D.B.A. (1964), Indiana University; C.P.A. Certificate, Kansas, (1961).

Senior Vice President and Chief Financial Officer and Member of the Board, Hesston Corporation; Chairman of the Board of the Sedgwick State Bank; Associate Professor and Head of the Accounting Department, Wichita State University; Instructor, Kansas State University; Accountant, Arthur Young and Company.

JACKSON W. WALDRIP, Visiting Professor of World Business

A.B., University of Tennessee; M.A., University of Tennessee; Ph.D., The American University, Washington, D.C.

Associate Dean, Chapman College; Professor of Management, Chapman College; Professor, Eastern Illinois University; Manager, Eli Lilly International Corp.; Chief Account Executive, Allied Systems Corp.

SUMNER H. WYMAN, Adjunct Professor of Marketing and Advertising

B.B.A. (1937), Bernard Baruch School of Business (C.U.N.Y.);

Partner, Chief Executive Officer, Gumbinner-North Advertising Agency; President, Wyman Associates; Associate Professor of Advertising and Marketing (part-time), Bernard Baruch School of Business; Professor in Residence, Arizona State University.

JOHN M. ZERIO, *Assistant Professor of World Business*

B.S. (1974), M.B.A. (1975) Escola de Administração de Empresas, São Paulo; M.A. (1982), The Johns Hopkins University; Ph.D. (1986), Syracuse University.
Export Manager, Ford Philco do Brasil S.A.; Assistant Professor, Faculdades Tibirica de Administração e Comercio Exterior; Trade Consultant, International Trade Research Group, Washington, D.C.

PART-TIME INSTRUCTORS:

William Dotterer, Vernon Guymon.



LIBRARY

SUSAN BLEDSOE, *Assistant Librarian*

B.A. (1971), University of Cincinnati; M.A. (1978), Spalding University.
Reference Librarian/ILL Consultant, Arizona Department of Library, Archives and Public Records;
Acquisitions Librarian, Spalding University.

GRETCHEN GRAHAM, *Acquisitions Librarian*

B.A. (1971), Eastern Washington University; B.A. (1978), University of Nevada, Las Vegas; M.L. (1983), University of Washington.
Assistant Reference Librarian, New Mexico State University; Librarian for Resources on Developing Countries, Kansas State University; Information Specialist, Winrock International Institute for Agricultural Development.

RUSSELL L. SEARS, *Chief Librarian*

B.S. (1969), Northern Arizona University; M.L.S. (1977), University of Arizona; M.I.M. (1987), American Graduate School of International Management.



FACULTY EMERITI

CHRISTIAN A. LARSEN, *Professor Emeritus of World Business*
University of Washington

ALVIN M. MARKS, *Professor Emeritus of International Management*
Litt.B. (1930), B.S. (1932), M.Ed. (1934), Rutgers University.

GERARD R. RICHTER, *Professor Emeritus of World Business.*
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Forbes
February 13, 1984

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Director, Human Resources Development
Coca-Cola USA

Dwight Coffin
Vice President/Human Resources
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Continental Illinois National Bank &
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FMC Corporation

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Senior Vice President
First City National Bank of Houston

Gary Brecke
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First Interstate Bank of Arizona

Abelardo S. Curdumi, '74
Vice President, Trade Finance Division
The First National Bank of Chicago

Nick Renna, '72
Senior Vice President
First Republic Bank Dallas, N.A.

Larry McDonald
Director/Industrial Relations
for International Operations
Ford Motor Company

Charles P. Pieper
Vice President
Corporate Sourcing and Trading
General Electric Company

Jacques Sardas
Executive Vice President
The Goodyear Tire & Rubber Company

O. Tom Jeffries
Director, Finance & International
Business Operations
Honeywell, Inc.



Duane R. Kullberg (center), managing partner and CEO, Arthur Andersen & Co., is shown receiving the International Executive of the Year Award. On the left is Dr. William Voris, president of Thunderbird, and right is Richard Snell, chairman of the board and president, Ramada Inc., and vice chairman of the Thunderbird Board of Trustees.

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 International Business Machines
 Corporation

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 President & Chief Executive Officer
 Jafra Cosmetics

George Rainoff, '55
 Senior Vice President
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J.R. Michael Longua
 Director, Corporate College Relations &
 International Personnel Development
 Johnson & Johnson

Marvin B. Berenblum
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 Knight-Ridder Newspapers, Inc.

Ronald T. Woods
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 Marine Midland Bank

G. Jeff Mennen, '65
 Vice Chairman
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Mark Metzinger
 Senior Vice President
 MeraBank

Vincent S. Daniels, '74
 President
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Toshiyuki Oda
 Senior Vice President
 and Chief Human Resources Officer
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Steve Rothbaum
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Noe Kenig
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 Motorola, Inc.

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 Director, International Operations,
 Government Electronics Group
 Vice President, Military and
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Jeffrey Duxbury
 Manager, Corporate Auditing
 NCR Corporation/Western American
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Donald J. McLane, '74
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David W. Ogilvy, '72
 Vice President & Credit Admin.
 The Valley National Bank



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Jon Goodman was active in the student-alumni association, an organization that fosters interaction between students and Thunderbird alumni.

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Manager, Countertrade
McDonnell Douglas Corporation
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Mariya A. Toohey, '78
Manager, Trade Coordination
State of North Carolina
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Dusseldorf,
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Jeri R. Towner Denniston, '78
Marketing Services Manager
National Decision Systems
San Diego, California

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"We've got at least five T'birds in our company. My colleague in Hong Kong is a T'bird, I'm a T'bird, the general manager of our France factory is a T'bird, and there are several others. Brady hired me right out of Thunderbird and, incidentally, they interviewed exclusively at Thunderbird for this position and the position in Hong Kong. The network here is very cultivated. I have a lot of interaction with different T'birds not only at work, but after work on the golf course, tennis courts, and at the club. I get phone calls from T'birds, I purchase things from other T'birds, and I often contact T'birds in other companies to see where our two companies can work together for mutual benefit."

Randy Oudemans, Class of 1986
Regional Manager
W. H. Brady Company
Singapore

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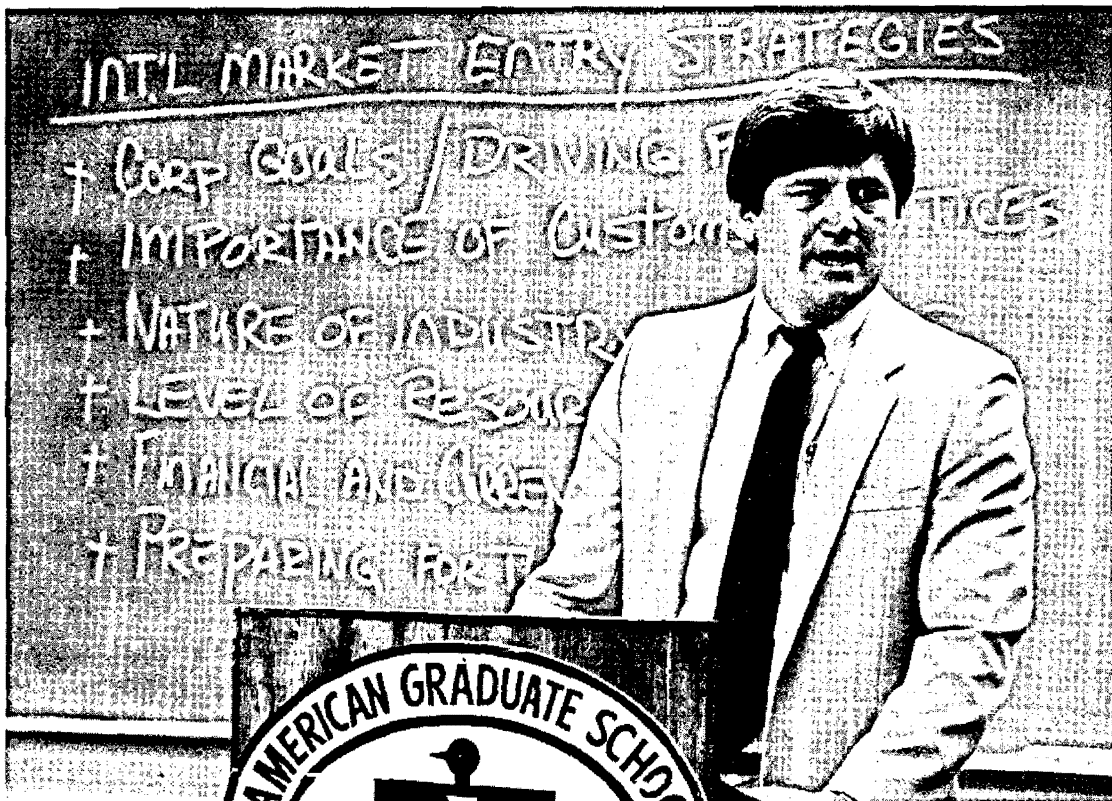
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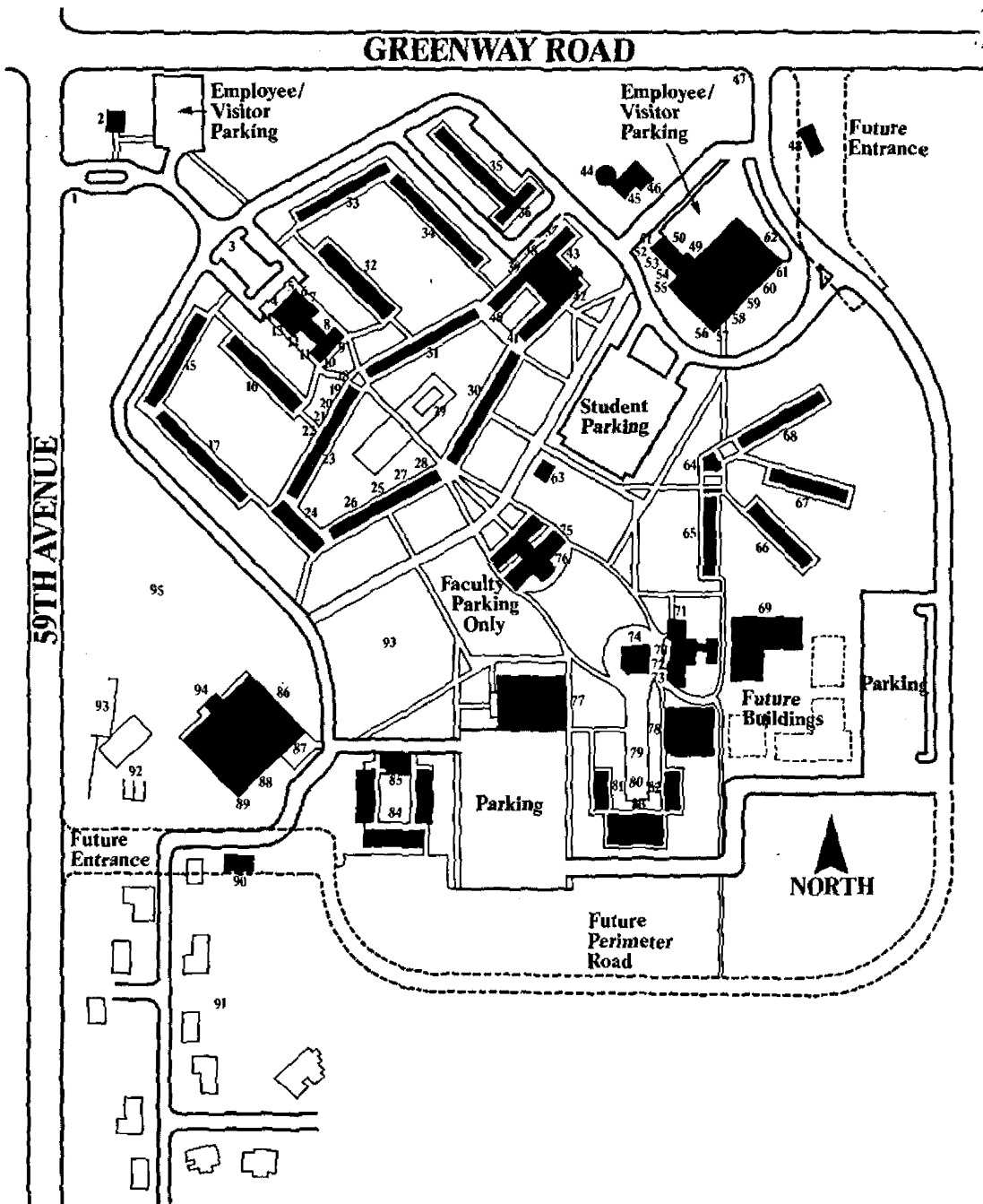
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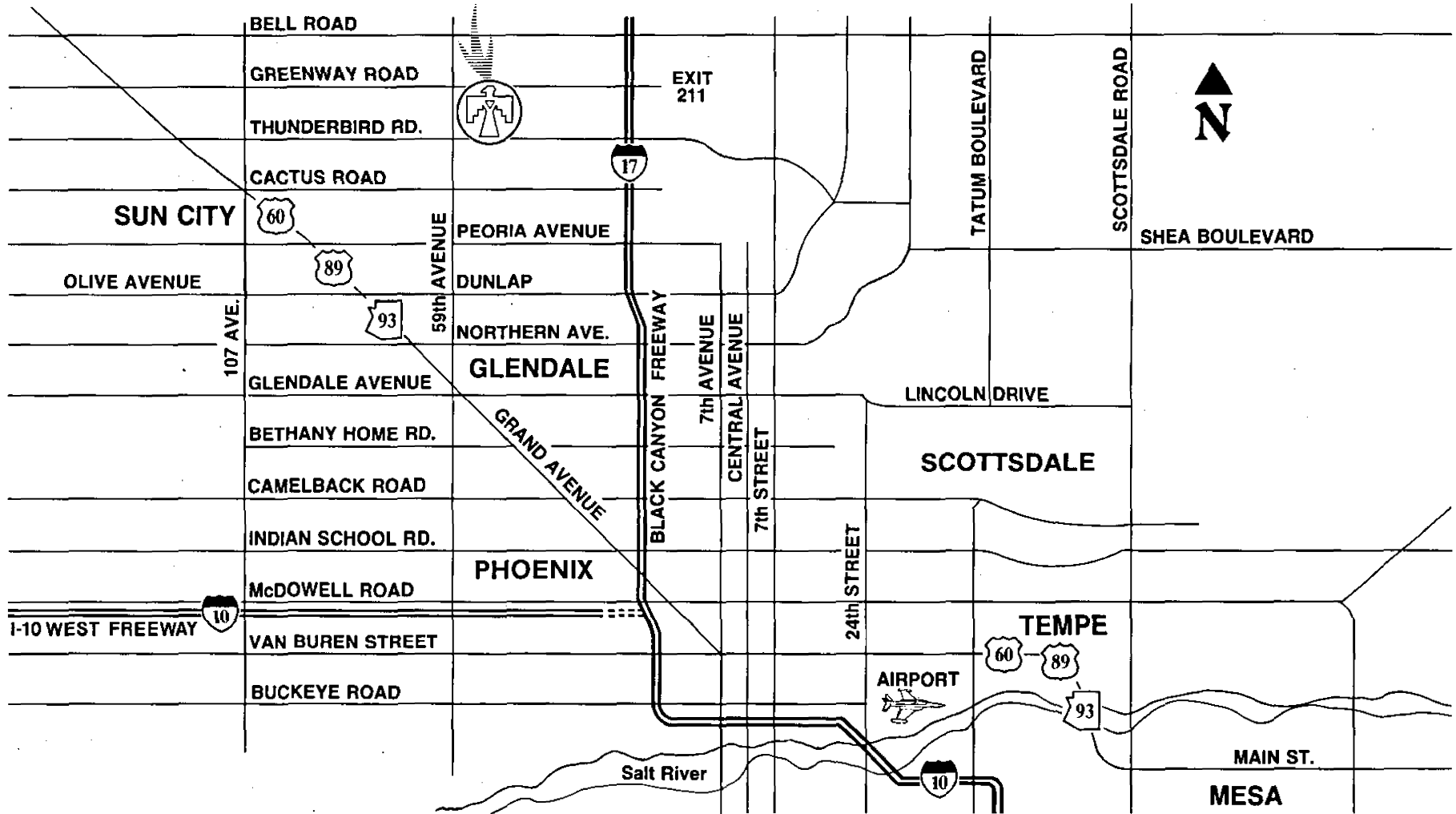
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