



THUNDERBIRD

AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT

1989-90
BULLETIN/CATALOG

The Thunderbird Mystique



From Austria to Zimbabwe, Thunderbird attracts students interested in a career in the international arena.

More than 20,000 Thunderbird alumni occupy executive offices in multinational enterprises around the world. The bond that binds them is that indefinable something they call the "Thunderbird Mystique."

It is a group of alumni living, working, and making business contacts in every state in the United States and 106 countries.

It is the "First Tuesday" tradition in Washington, D.C., Omaha, Paris, Mexico City, Taipei, and 157 other cities around the world where alumni meet to develop social and business relationships.

It is strangers who become instant friends when both learn they are T'birds.

It is an on-campus camaraderie where everyone knows everyone, and lifelong friendships transcend international barriers.

It is a team spirit that develops from the challenges of a demanding curriculum.

It is the cacophony of students practicing dialogues at the language tables in the Dining Hall.

Yes, the Thunderbird Mystique is real, but it can't be found at the average graduate school. It is a special combination of unique individuals, outstanding faculty, demanding classes, campus camaraderie, and alumni contacts. It starts at Thunderbird and leads around the world.

"The 'Thunderbird Mystique'... may be difficult to define, but it certainly exists. The students, 26 percent of whom come from 60 overseas countries are, undoubtedly, a different breed. Their belief in internationalism, such a contrast from the narrow introverted outlook of so many American business students, shines through the briefest conversation and their loyalty to the School is intense... Not one felt that they were not getting value for their money."

The Times
London, England
March 7, 1986

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.



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

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EQUAL OPPORTUNITY POLICY STATEMENT

American Graduate School of International Management, in compliance with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments Act of 1972, Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination Act of 1975, does not discriminate on the basis of race, color, national origin, religion, sex (including sexual harassment), handicap, or age in any of its policies, procedures, or practices; nor does the School, in compliance with the Age Discrimination in Employment Act of 1967, amended in 1978 and 1986, and the Vietnam Era Veterans Readjustment Act of 1974, discriminate against any employees or applicants for employment on the basis of their age or because they are disabled veterans or veterans of the Vietnam Era.

This nondiscrimination policy covers admission and access to, and treatment and employment in, the School's programs and activities. In conformance with School policy and pursuant to Executive Orders, pertinent laws and regulations, the School is an affirmative action, equal opportunity employer.

Inquiries regarding the School's equal opportunity policies, the filing of grievances, or to request a copy of the grievance procedures covering discrimination complaints may be directed to:

Evelyn L. Theobald, Assistant Vice President for Personnel
Title VI, Title IX and Section 504 Coordinator
Thunderbird Campus, Glendale, AZ. 85306
Telephone (602) 978-7103

Inquiries regarding Federal laws and regulations concerning nondiscrimination in education and the School's compliance with those provisions may also be directed to:

Office for Civil Rights
U. S. Department of Education
221 Main Street, Suite 1020
San Francisco, CA. 94105

GRIEVANCE PROCEDURE

Purpose

This procedure is intended to provide a means to resolve any complaints of discrimination in any School program or activity. The procedure is for the use of any student or applicant for admission, employee or applicant for employment who believes there has been unlawful discrimination on the basis of race, religion, color, national origin, handicap, age or sex. It is the intent of the School to include sexual harassment as a prohibited aspect of sexual discrimination.

Informal Procedure

Anyone who believes they have been discriminated against may choose to attempt to resolve the matter informally with the person alleged to have committed the violation or with the appropriate supervisor/administrator. An informal resolution may occur at any time.

Formal Procedure

If the person making the complaint is unsuccessful in obtaining an informal resolution or chooses to file the initial complaint formally, the following procedures should be followed:

1. The complaint should be presented in writing to the compliance officer within 30 days of the date on which the person making the complaint could reasonably be expected to know of the alleged violation.

The complaint will be investigated by the compliance officer and a written determination given within two weeks of receipt of the complaint.

2. If the complaint is not resolved in Step 1, a committee composed of the Vice President for Academic Affairs, the Dean of Students, and Chairman/Manager of the Department involved, with the compliance officer serving as nonvoting Chairman will hear the complaint.

A written decision will be given to the complaining person within ten working days after hearing the complaint.

3. Based on a finding on discrimination, the compliance officer will take the necessary steps to provide for an appropriate remedy. Steps will be taken to overcome the conditions that caused the complaint.

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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. Numerous articles and surveys have cited Thunderbird as the premier graduate school of international management.

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 42 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 petroconomics, 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.



Citicorp is the number one employer of Thunderbird graduates with 174 alumni working for Citicorp and its subsidiaries worldwide. Pictured (l-r) are Citibank intern Stuart Hinson; Jeff Smith '82, product manager, shelter products; and Faith Massingale, vice president, asset group product manager.

"Slowly, but surely, hands-on international experience is moving out of the 'nice, but not necessary' category and into the 'must have' slot for those on the corporate fast track. Numerous companies are redesigning their management development programs to include international assignments. Many are cutting older people without such experience—from succession plans and asking executive recruiters to find high-level internationalists to fill the gaps.

The reason for the change: competition from foreign countries, both in overseas markets and at home. The rivalry has intensified in nearly every industry, and American companies are rolling out all competitive weapons in their arsenals. They are buying materials from all over the world to keep costs down, they are tailoring products to the tastes of different cultures, and they are encouraging geographically dispersed divisions to share ideas."

*New York Times
July 10, 1988*

The Thunderbird Campus

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,

A special Key Manager residence 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 1980, contains 29 rooms.

The new William Voris Hall of Modern Languages and the Joan and David Lincoln Computer Services Building were completed in 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.



The Jacuzzi Fountain provides a peaceful area for students to practice language dialogues and study.



Bryce Banks, California, parks his favorite method of campus transportation.

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.

Facilities

The campus consists of 160 acres; the facilities occupy approximately 87 acres of landscaped grounds. The low, ranch style buildings are characteristic of southwestern architecture.

Eleven dormitories 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.

Campus Tours

Campus tours, led by student leaders called Thunderbird Ambassadors, are available every Thursday and Friday during the school year. Prospective students can have an on-site view of Thunderbird activities, including a complimentary luncheon in the student dining hall. Interested students should call ahead to the Office of Admissions and Records for details and/or reservations.

"Welcome to Thunderbird, one of the youngest schools of business in the U.S. and a trailblazer in management education. In some respects, Thunderbird rivals or even surpasses such bastions of prestige as Harvard and Stanford business schools."

Forbes
February 13, 1984

A Difference of Degree

American Graduate School of International Management (known worldwide as "Thunderbird") is a private nonprofit graduate school for men and women who want to be leaders in the world of international business.

Accredited by the North Central Association of Colleges and Schools, Thunderbird offers one degree—the Master of International Management, the M.I.M. degree. The student who is well prepared in undergraduate business or language courses can complete the program in three terms, which can mean one year.

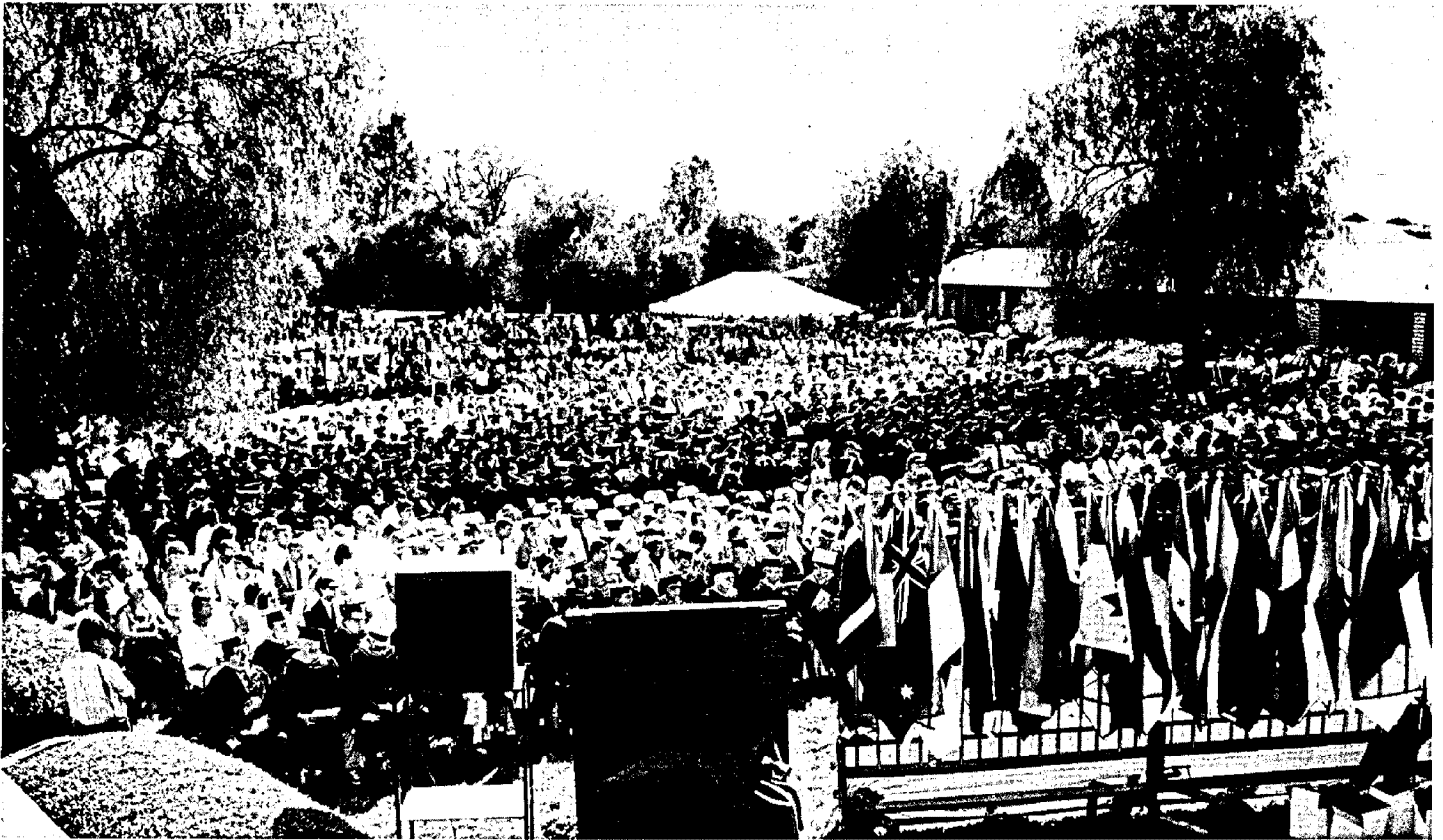
Spring, summer, and fall terms are offered, and students can start in any of those terms. Students may elect to spend one of them at a foreign location.

A January "Winterim" program is also available offering intensive seminars in such subjects as banking, consumer

marketing, agribusiness, countertrade, the corporate executive officer, cross-cultural communication, and Europe. Winterim annually features more than 90 guest executives as class lecturers and about 15 visiting worldwide faculty as Presidential Fellows.

Thunderbird has a well-established reputation as America's premier graduate school of international management. It is a reputation that has stood the test of time for more than 40 years in the board rooms of the world's most important corporations.

The School was established in 1946 on the principle that it takes specially educated men and women to do business on an international scale. They must speak the language, understand the customs, and know the intricacies of international business management.



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 18 months.

"Thunderbird, in Phoenix, the first school to focus solely on international management, is praised for a curriculum packed with languages, foreign studies, and world business courses."

U.S. News & World Report

Student Profiles

PROFILE OF THE STUDENT BODY

STUDENT POPULATION: 1,083 Students*

DISTRIBUTION	Percentage
Female	35
Foreign National**	27

*Fall, 1988
**Representing 63 countries

UNDERGRADUATE MAJOR* Percentage

Business Administration and Related Studies	36
Language (including English)	14
Social Sciences	12
Economics	11
International Relations/Area Studies	8
Political Science/Government	7
Engineering/Technical	6
Physical/Life Sciences	4
Humanities and Fine Arts	2

*Representing 448 undergraduate colleges and universities
(including 117 foreign institutions) and 93 individual
major fields of study.

AGE AT GRADUATION Percentage

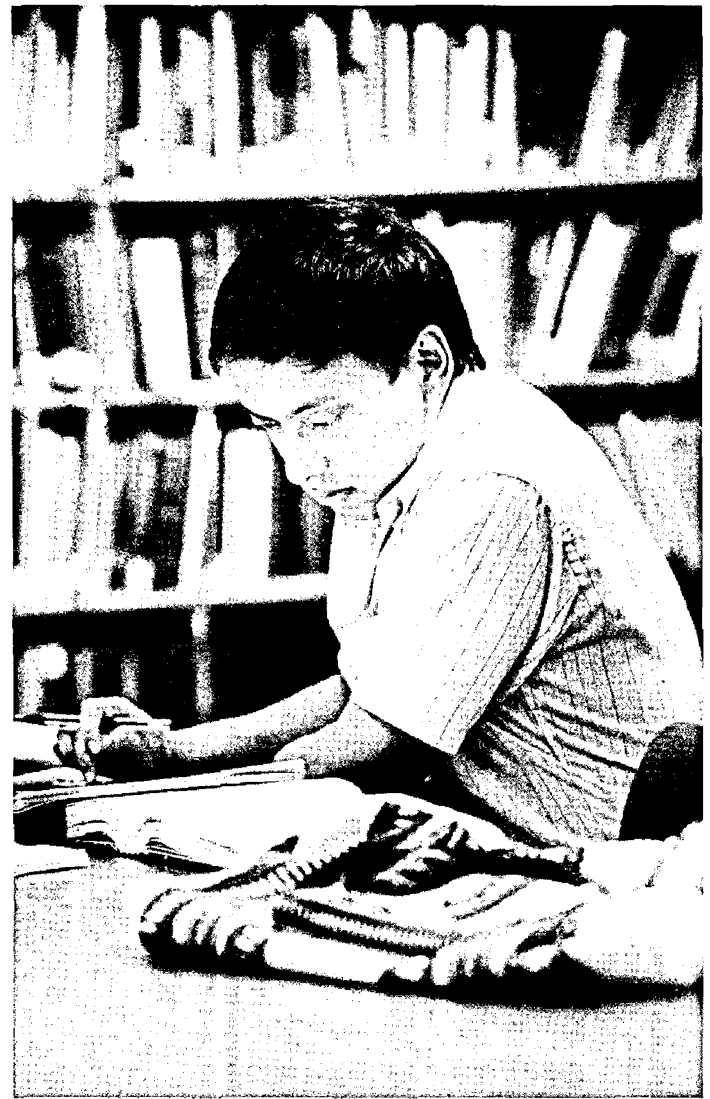
Under 23 Years	6
23-24	26
25-26	27
27-28	17
29 and over	24
Mean Age	27.3 years

DISTANCE OF UNDERGRADUATE CAMPUS FROM THUNDERBIRD Percentage

1-250 miles	7
251-500 miles	6
501-1,000 miles	16
1,001 and Over miles	71

"As important as it is to learn to get along with people from foreign cultures and countries half a globe away, the lessons we have learned at Thunderbird can and should be applied much closer to home—specifically to that person across the desk at work, or to the people with whom we live."

Linda Joy Magoon, class of 1984
Director of Service Quality for
Citibank, Arizona



Deepak Rajbhandary, Nepal, spends quiet time studying in the Barton Kyle Yount Library.

"It remains for each of us to watch, as you, our class of 1989, exercise your skills in developing the new alliance that will shape the future of our globe—less as Frenchmen, less as Brits, less as Koreans or Americans, but rather as citizens of the world."

Dr. Roy A. Herberger, Jr.
President
American Graduate School of International Management
Commencement, May 1989

The 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 Training Command during World War II. He realized that U.S. business was going to be widely involved internationally after the war ended. He also realized that very few Americans were properly trained for international assignments. He decided to do something about the problem.

Thunderbird Field

The School was chartered as a nonprofit Arizona corporation on April 8, 1946, with General Yount as President. In June of that year, the War Assets Administration turned over to the new school Thunderbird Field No. 1, a deactivated pilot training center sixteen miles northwest of Phoenix. Classes started on October 1, 1946, and the first class graduated on June 14, 1947. 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.

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.

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. The "E" flag continues to fly on the flagpole at Founder's Hall.

Courses for Executives

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 an overseas assignment. The program continues under the direction of the Thunderbird Management Center.

More Progress

Dramatic changes have occurred in the School over the past 18 years under the leadership of Dr. William Voris, who retired from the presidency June 30, 1989. During those years new courses were added in all departments, and instruction in Arabic, Chinese and Japanese were added to the five languages already taught. The world business foundation course structure and the core curriculum were developed, the language department added a business language requirement, and the international studies department instituted a new foundation course.

The campus has also undergone dramatic change with the addition of the Talley Career Services Building in 1978 and the Snell Learning Center in 1980. In 1987, the William Voris Hall of Modern Languages, the Joan and David Lincoln Computer Services Building, and the Erickson-Alumni Pavilion and Mall were dedicated as phase I of the proposed Faculty Center.

A New President

As of July 1, 1989, Dr. Roy A. Herberger Jr., became the eighth president of Thunderbird. Formerly one of the nation's leading business school deans, Dr. Herberger came to Thunderbird from a position as Dean of the Edwin L. Cox School of Business at Southern Methodist University. He had previously served as associate dean for academic affairs in the School of Business at the University of Southern California, where he founded and directed the International Business Education and Research program.



The air control tower with its distinctive blue glass is a campus landmark and currently houses the Office of Academic Affairs.

The Thunderbird Network

THE THUNDERBIRD NETWORK

No other school in the world can offer an international alumni body to match the Thunderbird network. Mention international business, and "Thunderbird" is the code word. Work in international business and Thunderbirds are everywhere: in the international divisions of nearly every major multinational corporation; in every government agency that deals with international trade; in all of the world's top advertising agencies; in the international office of nearly every state department of commerce; and in almost every major international insurance firm. They are 20,000 strong in every state in the U.S. and 106 foreign countries.

This alumni network could be your lifelong connection in the world of international business. No question about it, Thunderbirds are the "in" group in international circles.

Alumni Relations Office

The Alumni Relations Office maintains current computerized records 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.

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.



Alumni reunions are held annually each November in conjunction with the Thunderbird balloon races.

"Before entering Thunderbird I was fortunate enough to have worked for an international consulting firm that sent me worldwide to analyze foreign economics. The majority of my time was spent overseas talking to expatriates. I found that whether I was in Europe or Africa, Thunderbird and its alumni were very highly regarded. Whenever I spoke with my clients about returning to school, Thunderbird was the overwhelming recommendation from almost all. Those of them who were T'bird alumni enjoyed the vast Thunderbird network in both business and social relationships. Those that haven't attended school here all recognized its merit... The benefits from Thunderbird are more than just the formal training we've all received. I think we'll agree that the friendships we've made here, and the memories of people we have met will last forever."

Laura Kozloski
 Recipient, Barton Kyle Yount Award,
 Commencement, August, 1988

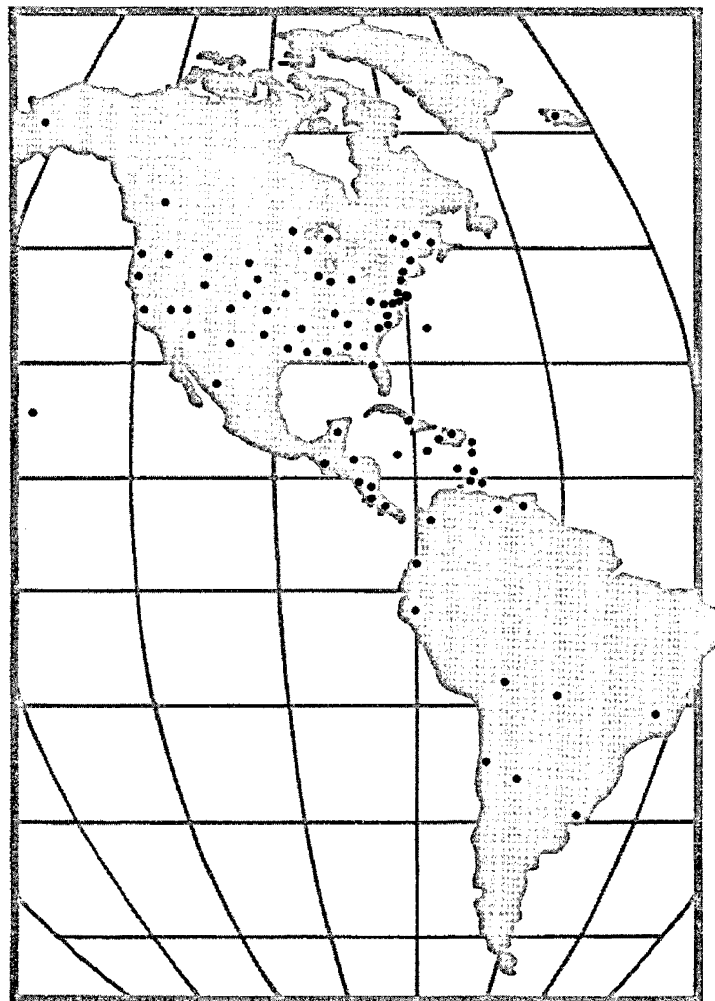
LOCATION OF ALUMNI

State	Number	State	Number
California	3,151	Hawaii	79
Arizona	1,207	Oklahoma	79
New York	1,057	Nevada	64
Texas	921	Iowa	56
Illinois	779	Rhode Island	56
Florida	668	Louisiana	51
New Jersey	437	Puerto Rico	50
Washington	364	Idaho	48
Ohio	343	South Carolina	48
Colorado	340	Nebraska	45
Virginia	336	Kentucky	42
Pennsylvania	318	Montana	40
Connecticut	293	New Hampshire	35
Massachusetts	286	Alabama	34
Minnesota	278	Delaware	28
Michigan	260	Alaska	25
Oregon	226	Arkansas	23
Wisconsin	199	Maine	22
Georgia	198	Vermont	22
Maryland	189	Mississippi	21
Washington D.C.	152	North Dakota	18
Missouri	148	Wyoming	16
Utah	143	Guam	15
North Carolina	135	South Dakota	9
Indiana	124	West Virginia	7
Kansas	96	Virgin Islands	5
New Mexico	94	American Samoa	1
Tennessee	91		

LOCATION OF ALUMNI/FOREIGN COUNTRIES*

1 Japan	448	50 Paraguay	10
2 Fed. Rep. of Germany	182	51 Ivory Coast	9
3 Brazil	153	52 Bahrain	8
4 France	149	53 Cyprus	8
5 England	148	54 Morocco	8
6 Hong Kong	135	55 United Arab Emirates	8
7 Norway	133	56 Dominican Republic	7
8 Mexico	133	57 Cameroon	5
9 Spain	121	58 Kuwait	5
10 Venezuela	106	59 New Zealand	5
11 Canada	97	60 Senegal	5
12 Taiwan	92	61 Uruguay	5
13 South Korea	81	62 Yugoslavia	5
14 The Netherlands	77	63 Bahamas	4
15 Singapore	62	64 Bangladesh	4
16 Belgium	60	65 Israel	4
17 Saudi Arabia	56	66 Liberia	4
18 Indonesia	54	67 Sudan	4
19 Switzerland	53	68 Togo	4
20 Thailand	45	69 Zaire	4
21 Colombia	43	70 Denmark	3
22 India	43	71 Finland	3
23 Egypt	37	72 Jamaica	3
24 Peru	36	73 Libya	3
25 Italy	35	74 Mozambique	3
26 Ecuador	35	75 Portugal	3
27 Chile	34	76 Barbados	2
28 Panama	34	77 Bermuda	2
29 Argentina	33	78 Botswana	2
30 Australia	32	79 Cayman Islands	2
31 Philippines	30	80 French Polynesia	2
32 People's Republic of China	29	81 Gabon	2
33 Costa Rica	25	82 Ghana	2
34 Iran	21	83 Haiti	2
35 Malaysia	21	84 Monaco	2
36 Austria	18	85 Nepal	2
37 Greece	17	86 Netherlands Antilles	2
38 Nigeria	17	87 Oman	2
39 Kenya	15	88 Qatar	2
40 Turkey	15	89 Rwanda	2
41 Bolivia	14	90 Sri Lanka	2
42 Pakistan	14	91 Trinidad	2
43 Sweden	13	92 Tunisia	2
44 Jordan	12	93 Algeria	1
45 El Salvador	11	94 Andorra	1
46 Honduras	11	95 Aruba	1
47 So. Africa	11	96 Belize	1
48 Guatemala	10	97 British Virgin Islands	1
49 Luxembourg	10	98 Brunei	1

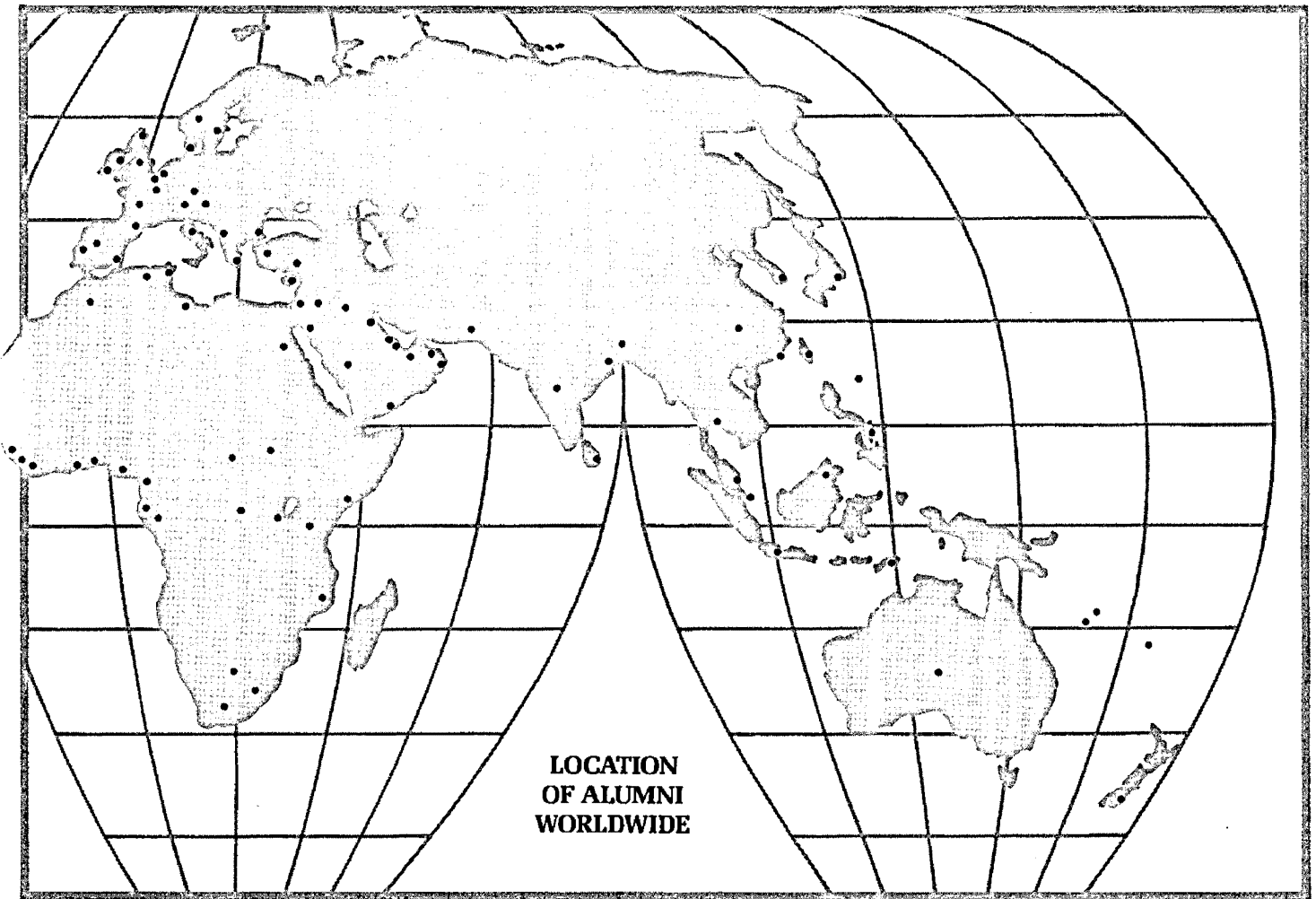
*Partial listing of the countries in which Thunderbird alumni are located. Source: Office of Alumni Relations, 1989



▲ Dots on the map above represent 106 countries around the world in which Thunderbird alumni live and work. The alumni in Europe/Middle East and in Asia hold T'bird get-togethers once a year. In addition, alumni in more than 150 cities hold monthly or seasonal events, including social events on the first Tuesday of every month, holiday gatherings, seminars, and career enhancement programs.

"Whatever your reasons for being here, there is one common denominator: each one of you believes that the world at large is worth knowing about. Each of you understands your life can be a richer experience if you can relate beyond the present boundaries of your existence. For that reason alone, you will soon become part of something that is hard to describe. Some compare us to an international society, club, clique, etc.; but more often it's left undefined and referred to as the Thunderbird Mystique, the network of people around the globe that have a special relationship for having shared this unique international experience. Expect to learn more than books could ever offer because the priceless library of Thunderbird is the presence of people — people like you, offering world views from worlds apart."

Dr. William Voris
 President Emeritus
 American Graduate School
 of International Management
 Opening Ceremony
 August, 1988



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 for External Affairs.

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.

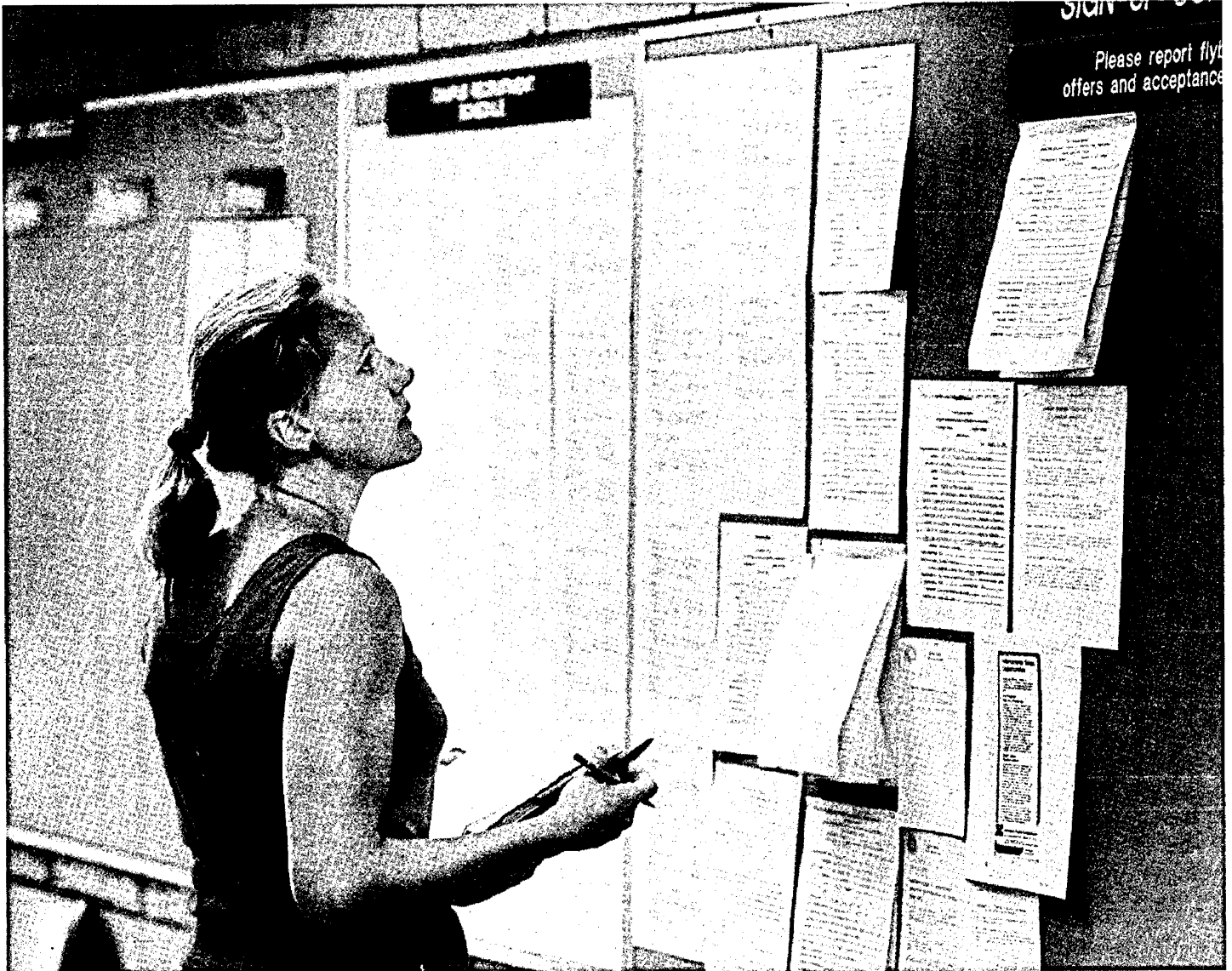
The Development Office under the Assistant Vice President for Development, is located in the Franz G. Talley Alumni/Career Services Center, is the fund-raising arm of the School. This office receives over 3,000 gifts from corporations, foundations, and individuals totaling approximately \$2 million annually. 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 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.



Each year enthusiastic students, faculty, and staff take part in a campus phonathon to raise funds and update alumni records.

Career Services



Julie Johnson, Minnesota, checks the recruiting schedule in the Career Services Center. Her goal is a marketing operations position in Europe. The Career Services Center hosted 233 employer visits during the 12-month period 1988-1989.

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 that 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 more than 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 1,500 company and organizational files, employer and

geographic directories, and career planning books and periodicals.

The **Thunderbird Career Guidance Information System**, a computerized service designed to answer more than 500 career-related questions, is the first equipment in the new **Johnson & Johnson Career Management Media Room**. All other equipment and software was provided by a grant from Johnson & Johnson.

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

Both the **Graduate Associate Program** and the **Career Services Student Committee** present career workshops and programs to help other students. Workshops by the Graduate Associates 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, plans events to help students meet with employers and posts the **Ad/Search** listing of positions published in major international newspapers.

Faculty cooperate with the Career Services Center to host recruiters and to recommend employers and alumni for the **Open Forum with Employers**. These programs are scheduled in the Career Services Center lobby where employers share with students information about their career areas, organizational operations and the international marketplace. Faculty members also assist in the marketing of interns, recent graduates and alumni to prospective employers.

The **Thunderbird Graduate Management Internship** program integrates academic study with meaningful work experience at a professional level. See the Course Descriptions section for further information.

Alumni, too, benefit from the resources of the Career Services Center. The **Alumni Placement Service** publishes two periodical bulletins: 1) the *Graduate Update*, designed as a free service for one year for recent graduates who must continue a job search off campus, and 2) the

Alumni Opportunities bulletin designed for the alumni who have experience and have been graduated for a minimum of three years. A registration fee is charged for the *Alumni Opportunities* bulletin. Management recruiters from corporations, small businesses and executive search firms list positions regularly in both publications for Thunderbird alumni.

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. Tuition is computed on the same basis as other academic courses.

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.

PLACEMENT SUMMARY, 1988-89

Salary Range	\$64,000-18,000
90/10th Percentile	\$45,000-29,000
Mean Salary*	\$35,628
Median Salary*	\$35,000
Number of Employer Visits	233
Number of Interview Schedules	383
Number of Interviews	3,189
Average Number of Interviews per Student	4.4

*In order to provide comparability with other published data, salary information contained in this report reflects Spring Semester, 1989 activity and includes only offers from those organizations who actively recruit on campus.

These figures are preliminary as of June 1989 and are subject to revision pending additional data.

"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

Organizations Recruiting on Campus

- Abbott Laboratories Inc. (IL)
 Air Freight Services and Communications/AFSAC (CA)
 Alexander Proudfoot (FL)
 Altenburg-Stralsunder (Fed. Rep. of Germany)
 American Express; Consumer Card Group (AZ)
 American International Group (NY)
 American International Healthcare (MD)
 AMTEX, a joint venture with Masland Industries (PA)
 Andersen, Arthur & Co. (IL)
 Apollo Computer, Inc. (MA)
 Apple Computer, Inc. (CA)
 Aquaheat Corporation (FL)
 Arizona Bank, The (AZ)
 Arizona Department of Commerce (AZ)
 Armour Dial International Co. (AZ)
 AT&T International (NJ)
 AT&T Network Systems International (NJ)
 Backer, Spielvogel, Bates Inc. (NY)
 Bank of America (Mexico)
 Bank of Boston (MA)
 Bank of Nova Scotia, The (Canada)
 Bankers Trust Company (NY)
 Barcelona Development Agency (NY)
 Bates, Ted International (NY)
 Beltone Electronics (IL)
 Berlitz International (NY)
 Black & Decker International Corporation (FL and MD)
 Blinder Robinson & Co., Inc. (AZ)
 Brady, W.H. Co. (WI)
 Bucyrus-Erie Company (WI)
 Burnett, Leo U.S.A. (IL)
 Campbell-Mithun-Esty (IL and NY)
 Campbell Soup Co. (NJ)
 Cargill, Inc. (MN)
 Carnation Company (CA)
 CDP International Inc. (OH)
 Center for International Financial Analysis & Research (NJ)
 Central Intelligence Agency (CA and CO)
 Champion Road Machinery Ltd. (Canada)
 Chase Manhattan Bank (NY)
 Chiat Day/Mojo (NY)
 Chrysler Corporation; International Division (MI)
 C. I. Tech International, Inc. (NY)
 CIGNA International Investment Advisors, Inc. (PA)
 Citibank, N.A.; Individual Bank Sector (NY and United Kingdom)
 Citibank, N.A.; Institutional Banking (NY)
 Citibank, N.A.; Asian Consumer Services (Singapore)
 Citibank, N.A.; Asia-Pacific Banking Group (NY)
 Citibank, N.A.; Consumer Services Group (Japan)
 Citibank, N.A.; European Consumer Services Group (NY)
 Citibank, N.A.; Korean Branch (Korea)
 Citicorp; Diners Club (CO)
 Citicorp Financial Corporation (AZ)
 CMS Management Services (IN)
 Coca Cola International (CA)
 Colgate Palmolive (NY)
 Commerce Exchange Ltd./Tradesource (AZ)
 Communications, Conferences & Exhibitions, Inc. (NY)
 Conoco (TX)
 Continental Bank (CA and IL)
- Continental Grain (IL and NY)
 Corroon & Black Corporation (NY)
 Crown Controls Inc. (OH)
 Cybex (NY)
 Dailey & Associates Advertising (CA)
 Data General (MA)
 DDB Needham (IL)
 Deere & Company (IL)
 Dekalb Genetics Corporation (IL)
 Del Mar Avionics (CA)
 Delco Electronics Corporation (IN)
 Deutsche Bank AG (NY)
 Ditch Witch International Inc. (OK)
 Dow Chemical U.S.A. (MI)
 Dow Jones & Co.; Asian Wall St. Journal Weekly (NY)
 Dresdner Bank AG (NY)
 Du Pont, E. I. De Nemours & Co. (DE)
 Du Pont Japan, Ltd. (Japan)
 Drexel Burnham Lambert (NY)
 Eastman Kodak (NY)
 Echosphere International (CO)
 Educational Services Exchange With China (CA)
 Electronic Data Systems (CA and TX)
 Elmwood Sensors Inc. (RI)
 Emerson Motor Co. (MO)
 Enkel Corporation (IL)
 ESCO (OR)
 ESCO Europe (Belgium)
 Esso (FL)
 Executive Access Limited (Hong Kong)
 Europe for Children (Belgium)
 Federal Bureau of Investigation (AZ)
 Federal Reserve Bank of San Francisco (CA)
 FHP, Inc. (CA)
 First Chicago Corporation (FL)
 First City National Bank of Houston; El Paso (TX)
 First City National Bank of Houston (TX)
 First Interstate Bank of Arizona (AZ)
 First Wachovia Corporation (NC)
 Flying Tigers (CA)
 Foote, Cone & Belding (CA and NY)
 Ford Motor Co. (MI)
 Forma Scientific Inc. (OH)
 Freudenberg-Vilene International Ltd. (Hong Kong)
 Furst Group, The (IL)
 General Foods Worldwide (NY)
 General Motors Corporation; Hydraulic Division (MI)
 General Motors Corporation; Inland Division (OH)
 General Motors Corporation; International Human Resources (MI)
 General Motors Corporation; Marketing & Product Planning Staff (MI)
 General Motors Corporation; Motors Trading Corporation (MI)
 General Semi-Conductor (AZ)
 Golden Bear International (FL)
 Goldman, Sachs & Co.; Credit Division (NY)
 Goldman, Sachs & Co.; Fixed Income Division (NY)
 Goldman, Sachs International Ltd. (United Kingdom)
 Gore, W. L. & Associates (AZ)
 GTE Spacenet (MA)
 Guardian Industries, Inc. (MI)
 Haas & McBryde International (NY)
 Hallmark Cards, Incorporated (MO)
 Harris Corporation (CA)
 Harris Futures Corporation (IL)
- HCI Chemicals Incorporated (TX)
 Hershey Food Corporation (PA)
 Hill's Pet Products (KS)
 Honeywell Inc.; Industrial Automation Systems Division (AZ)
 Hyatt Corporation (IL)
 IBM Corporation (AZ)
 Ideal Industries, Inc. (IL)
 IGI Inc. (NJ)
 Illinois, State of; Lt. Governor Ryan's Office (IL)
 Ink Company, The; a division of Marper, Inc. (CA)
 In-Sink Erator (WI)
 Intel (Japan)
 International Aqua Life (AZ)
 Intertrans Corporation (TX)
 Johnson Controls, Inc. (WI)
 Johnson & Higgins (NY)
 Johnson & Johnson (NJ)
 Joseph, David J. Company, The (OH)
 Kellogg Company (MI)
 Kentucky Fried Chicken International (FL)
 Kentucky Fried Chicken (KY)
 Kohler Company (WI)
 Kwikset; a subsidiary of Emhart Corp. (CA)
 L'Anza Arizona Salon Products (AZ)
 La Opinion (CA)
 Lattice Semiconductor (OR)
 Life Support Products, Inc. (CA)
 Lilly, Eli and Company (IN)
 Longstretch Co. (AZ)
 Manufacturers Hanover Trust Co. (NY)
 McCann-Erickson Worldwide (NY)
 McDonnell Douglas (CA)
 McFletcher Corporation (AZ)
 McKinsey & Co. (DC)
 Melroe International (Singapore)
 Mills & Allen Brokers Incorporated (NY)
 Mitsui & Company (USA) Inc. (NY)
 Mitsubishi Bank Limited (IL)
 Molex Incorporated (IL)
 Monroe Auto Equipment Co. (Belgium and MI)
 Monsanto Chemical Company (MO)
 Morgan Stanley & Co. (NY)
 Morgan Stanley & Co.; Operations (NY)
 Morgan Stanley & Co.; Sales & Trading (NY)
 Morgan Stanley International Ltd. (Japan)
 Morgan Stanley Asia Ltd. (Hong Kong)
 National Bank of Detroit (MI)
 NCH Corporation (CA and TX)
 NCNB Texas National Bank (TX)
 NCR Corporation (CA and OH)
 Nictrix Corporation (NJ)
 Nippon Motorola Limited (AZ)
 Nordson Corporation (OH)
 Northwest Airlines (MN)
 Ogilvy & Mather (NY)
 Omega Sea (RI)
 Omnigistics, Inc. (CA)
 Pacificorp Financial Services (OR)
 Paragon Electric Co., Inc. (WI)
 Paramount Cards (RI)
 Parbel (FL)
 Payhauler (AZ)
 PBL Associates (CA)
 Peabody Myers Corporation (IL)
 PELSA; subsidiary of Thompson Consumer Electronics/RCA Corp. (TX)
 Pepsico Food International (TX)
- Pepsico, Inc. (NY)
 Philadelphia National Bank (PA)
 Philipp Brothers, Inc. (NY)
 Phoenix Chamber of Commerce (AZ)
 Phoenix Sister Cities Commission (AZ)
 Pittsburgh National Bank (PA)
 Plan Hold Corporation (CA)
 Powell Associates, Inc. (AZ)
 PPG Industries, Inc. (PA)
 Procter & Gamble Co., The; Advertising Department (OH)
 ProMark One (AZ)
 Raychem (UT)
 Republic National Bank (NY)
 Reynolds, Russell, Inc. (IL)
 Ride Tool Company (OH)
 Rite Hite Corporation (WI)
 Rolm, an IBM Siemens Co. (VA)
 Saatchi & Saatchi Compton Inc. (NY)
 Saatchi, Saatchi Holdings U.S.A. (NY)
 Salomon Brothers Incorporated (NY)
 Salsbury Labs (IA)
 Schering-Plough (NJ and TN)
 Scali, McCabe, Sloves (NY)
 Sea-Land Corporation (NJ)
 Security Pacific Bank (Fed. Rep. of Germany)
 Select Labs International (CA)
 Shearson Lehman Hutton (NY)
 Shell Oil Company (NY)
 Sheridan Catheter Corporation (NY)
 Sherwood Capital Inc. (AZ)
 Siboney Advertising (NY)
 Sigma Real Estate, Inc. (AZ)
 Simplot, J. R. (ID)
 Smith & Nephew Medical (OH)
 Smith, Goerss & Ferneborg (CA)
 Sola Electric (IL)
 Steelcase Inc. (France)
 Stonhard, Inc. (NJ)
 Strauss, Levi & Co. (CA)
 Tatham-Laird & Kudner (IL)
 Tetra Pak, Inc. (CT)
 Thompson, J. Walter U.S.A. (CA and MI)
 Timken Company, The (OH)
 Trane Company, The (WI)
 UBS Securities Incorporated (NY)
 United Research (NJ)
 Upjohn Company, The (MI)
 U.S. Department of Commerce; I.T.A. (AZ)
 U.S. Department of State; Office of Security (AZ)
 U.S. Navy
 U.S./China Business Information, Inc. (AZ)
 Valley National Bank of Arizona (AZ)
 Van Leer Packaging Worldwide/Keyes Fibre Co. (CT)
 Walker Associates West (AZ)
 Warner Lambert Company (NJ)
 Weider Manufacturing Co. (NJ)
 Westvaco Corporation (NY)
 Whirlpool Corporation (MI)
 Wilden Pump & Engineering Company (CA)
 Wilson Suede & Leather (MN)
 Windsor Industries, Inc. (CO)
 World Affairs Council (AZ)
 Young & Rubicam (CA)
 Zenith Data Systems (MI)
 Zenith Electronics Corporation (TX and Mexico)

Includes organizations recruiting for full-time positions and internships during the two-year period ending May 1989.

Thunderbird Employers



(l-r) D. R. Belisle, assistant vice president for employer relations; Michael Longua, Johnson & Johnson; and Kathryn Vegso, director of career services, in front of the Career Services Resource Library. Johnson & Johnson currently employs more than 23 T'birds around the world and averages two to three new T'bird employees per year.

"Thunderbird is home to 1,000 students at a time. Each spends a year or 18 months immersed in the languages, customs and ways of business in foreign countries. The student body isn't like any other. It is an assemblage of overachievers, average age 27, who come from all over the world.

"To get through the challenging curriculum at Thunderbird, teamwork is essential, so students study, eat and socialize together, often in several languages. In the campus pub one recent Thursday night, students were playing pool and having intense conversations in an atmosphere of genuine multi-national camaraderie. Eight languages, including Arabic and Chinese, are taught at Thunderbird.

"Most have lived or worked overseas; many come to Thunderbird already speaking another language or two."

Arizona Trend
January 1989

MAJOR THUNDERBIRD EMPLOYERS

A FEW OF MORE THAN 8,000 COMPANIES THAT CURRENTLY EMPLOY THUNDERBIRD ALUMNI

Rank	Parent Company	Number of Thunderbirds Employed
1	Citicorp	174
2	Chase Manhattan Corp.	94
3	American Express Co.	93
4	BankAmerica Corp.	84
5	Merrill Lynch & Co., Inc.	76
6	General Motors Corp.	73
7	Sears Roebuck & Co.	68
7	U.S. Department of State	68
8	IBM	58
9	First Interstate Bancorp.	50
10	Manufacturers Hanover Corp.	49
11	Mitsubishi Corp.	43
12	Ford Motor Co.	41
12	General Electric Co.	41
13	RJR Nabisco Inc.	39
14	Caterpillar Tractor Co.	38
14	NCNB Corp.	38
14	U.S. Agency for Intl. Dev.	38
15	American Telephone & Telegraph Co.	36
15	Security Pacific Corp.	36
15	Eastman Kodak Co.	36
16	American Intl. Group, Inc.	35
17	Arthur Andersen & Co.	34
18	Goodyear Tire & Rubber Co.	32
19	Prudential Insurance Co. of America	31
20	U.S. Dept. of Commerce	30
20	Johnson & Higgins	30
20	First Natl. Boston Corp.	30
20	Mitsui & Co. Ltd.	30
21	Continental Illinois Corp.	29
21	Motorola Inc.	29
21	Cargill Inc.	29
22	McDonnell Douglas Co.	28
23	NCR Corp.	27
23	Honeywell Inc.	27
23	DuPont E.I. De Nemours & Co., Inc.	27
23	Procter & Gamble Co.	27
23	First Chicago Corp.	27
24	Digital Equipment Corp.	26
24	U.S. Department of Commerce/ITA	26
25	Continental Grain Co.	25
25	Mobil Corp.	25
26	Unisys Corp.	24
26	U.S. Government	24
26	Johnson & Johnson	24
27	Chemical Banking Corp.	23
27	U.S. Army	23
28	Bank of Montreal	22
28	Standard Chartered Bank PLC	22
28	Intel Corp.	22
28	Valley National Corp.	22
29	Wells Fargo & Co.	21
29	Pepsico Inc.	21
29	Roy M. Huffington	21
30	Allied Signal Corp.	20
30	Peace Corps	20
30	United Nations & Related Organizations	20
31	First City Bancorp of Texas, Inc.	19
31	Monsanto	19
31	Foote Cone & Belding Communications, Inc.	19
31	NCH Corp.	19
32	General Dynamics Corp.	18
32	Emerson Electric Co.	18
32	Boeing Co.	18

Admission

BASIC REQUIREMENTS

Qualifications

Thunderbird encourages applications for admission from students of all countries. Normally, more than 50 countries are represented in the enrollment. All applicants are expected to meet the same requirements for admission. The Graduate Management Admission Test (GMAT) is required of all applicants, and the TOEFL is also required in some cases (explained below).

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 fewer 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.

Admission Deadlines

Applications for admission are considered until the desired number of incoming students is reached for a particular term. Generally, this requires that applications be complete six months to one year prior to the commencement of the term requested.

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. 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 applicants are required to take the TOEFL, described on the next page.

Academic Requirements

A grade point average of 3.0 (B) on a 4.0 scale is regarded as a minimal standard, which is taken into consideration with the GMAT score. Other factors, especially professional experience, as well as extracurricular activities, are considered by the evaluators. Particular attention is given to aspects of the candidate's record that demonstrate maturity, leadership capabilities, and aptitude for a career in multinational business and international affairs.

TOEFL TEST DATES

FRI., SEPT. 15, 1989	SAT., MAR. 10, 1990
SAT., NOV. 18, 1989	FRI., APR. 6, 1990
FRI., DEC. 8, 1989	SAT., MAY 12, 1990
SAT., JAN. 13, 1990	FRI., JUN. 1, 1990
FRI., FEB. 9, 1990	

Obtain the 1989-90 TOEFL Bulletin for registration information by writing to:

Test of English as a Foreign Language
P.O. Box 6151, Princeton, NJ 08541-6151, USA

Acceptance for Admission

Students are admitted to the Master of International Management program for the Fall, Winterim, Spring or Summer terms. Qualified applicants are notified of acceptance shortly after receipt of the application and all supporting documentation. Applicants are considered *officially* admitted upon receipt of a required tuition deposit.

Admission on Probation

Applicants whose grade point average and/or GMAT scores fall below the desired level may be admitted on probation if the admissions committee determines that other factors offer compelling evidence of academic promise. Admission on probation requires that the student earn a grade point average of 3.0 in the first twelve hours of study.

GMAT TEST DATES

OCTOBER 21, 1989	MARCH 17, 1990
JANUARY 27, 1990	JUNE 16, 1990

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 three years.

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.



Karen Nejdawi, foreign student advisor, counsels Xiao Hongchi, a student from the People's Republic of China. Students from more than 55 nations make up one-fourth of the student body and represent over 125 foreign colleges and universities.

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 students whose native language is other than English must take the Thunderbird English Placement Test at the time of registration. 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. All students are considered for the Worldwide Assistantships but this aid is extremely limited. All foreign nationals must arrange complete financing of at least one calendar year of studies at the School prior to the issuance of documents for student visas.

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*.

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 \$250 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.

"I always wanted to be active in international trade or international business and I never could seem to get into it until I came across information about Thunderbird. I thought it sounded really promising and interesting, so I applied and that's how I got started. It was funny because when I was looking for a job after my undergraduate degree, there weren't a whole lot of possibilities. Nobody was really interested; and the minute I had my Thunderbird degree, it seemed like a lot of people were interested."

Horst Hotzy '75
Director/International Marketing
Circle Seal Controls

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. A physician assistant is available to see students and covered dependents on an appointment basis from 8:30 to 11:30 a.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.

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.

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	Soccer Club
Import-Export Club	Table Tennis Club
International Business Women	Toastmasters
International Wine Tasting Club	Windsurfing Club

Student Publications

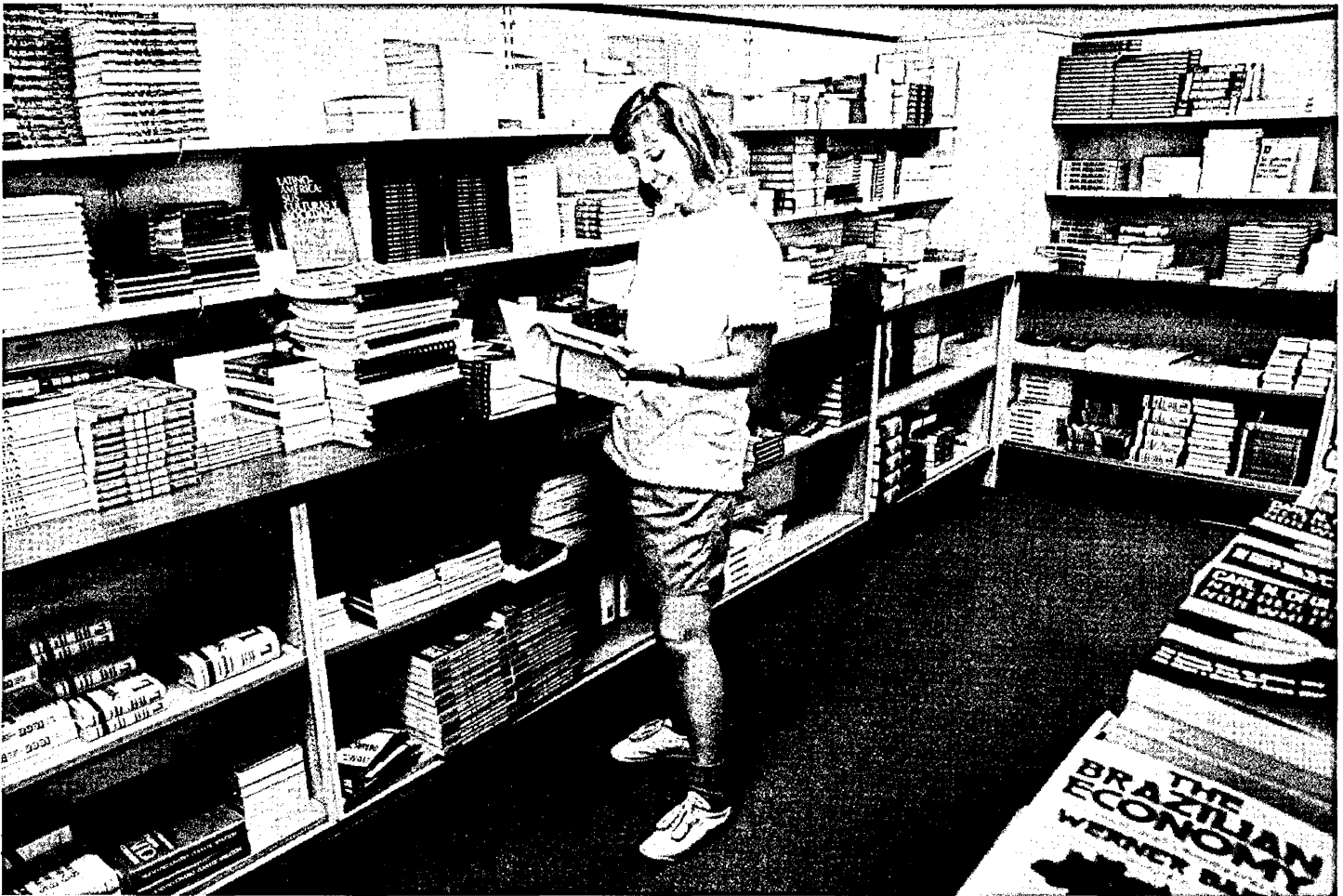
The student newspaper, *Das Tor*, which means "The Gate," is published each week under student editorship. It contains details of campus events, news and announcements of general interest to students, faculty, and staff. *Thunderbird Week*, a newsletter published by the ASLC Information Committee, contains 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 Thunderbird Bookstore carries more than 500 textbooks ranging from Managing Cultural Differences to Arabic language texts. Deborah Kallina is a graduate of Brown University and served as a volunteer for a community health project in Haiti through CARE.

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.



Alumni from the rugby team return to campus the first weekend in March for their annual game against the student team.

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.

"In my first week here, I went to a party, and within 45 minutes had met people from six different countries who each spoke two or three languages. This tends to give you a sense of traveling without leaving the campus."

*David Fremont '88
International Business Spec.
E.I. Du Pont de Nemours & Co.*

Campus Resources

Barton Kyle Yount Memorial Library

The resources of the library are specifically selected to support the unique Thunderbird curriculum. The collection of approximately 105,000 books and 1,100 journal and newspaper subscriptions concentrates on international business, international affairs, and country and cultural studies. Language studies are reinforced by over 9,000 books written in Arabic, Chinese, French, German, Japanese, Portuguese, and Spanish as well as a collection of audio and video cassettes. Extensive microfilm and microfiche collections provide retrospective coverage of selected journals, newspapers, and domestic and international corporate information.

Reference services include access to over 300 data bases through the DIALOG information retrieval system in addition to relevant indexes and reference publications. Interlibrary loan services are available to students through the OCLC computer system. Other services include microform reader/printers, personal computers, photocopiers, electric typewriters, and video cassette players and monitors.

The library is a member of the West Valley Library Network which entitles students to use the library collections of Arizona State University (Tempe and ASU West campus), Glendale Community College, and Glendale Public Library. Materials may be borrowed from these libraries according to the loan policies of the individual libraries.

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.

Career Services Resource Library

The Career Services Center maintains over 1,100 employer information folders and 250 reference materials of assistance in the career planning and placement process. These resources are used primarily in the Career Services Center lobby where free informational materials are also available.



Ben Prock, Phoenix, Arizona, studies in the Goodyear Periodical Room of the Barton Kyle Yount Library. The library houses 105,000 volumes including 1,100 journal and newspapers subscriptions.

The Joan and David Lincoln Computer Services Center

The Computer Services Department maintains a computer system and applications software which support a variety of academic and administrative applications. Computer terminals, printers, and software for student use are located in the center.

The International Executive

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

The journal features reviews and reference material of use to international business executives, researchers and academicians. The reference guide section provides an annotated bibliography. In 1985, an index was introduced to facilitate research by cross-referencing citations by country and special interdisciplinary topics.

For further information, please contact the Managing Editor, Campus Box 1700, Ext. 7249.

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.

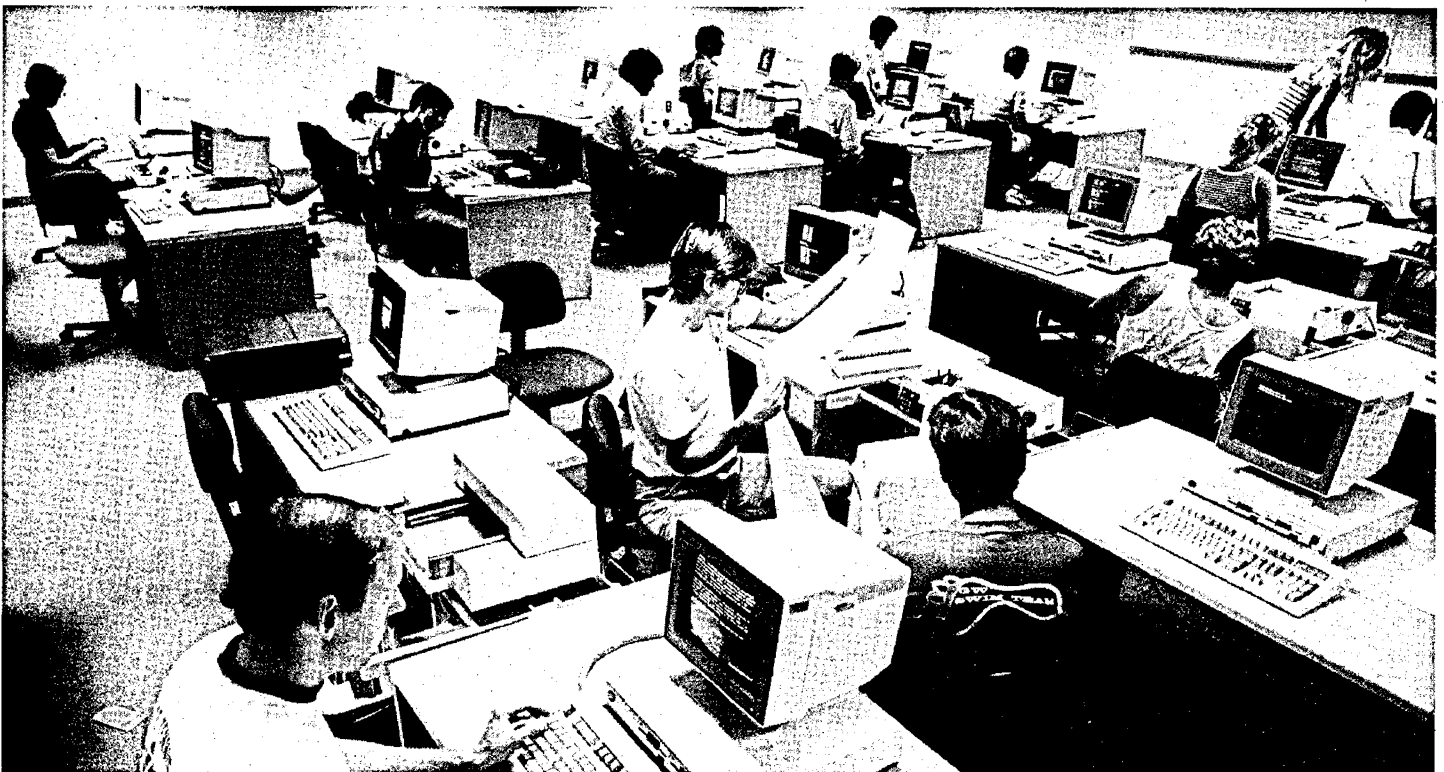
THUNDERBIRD MANAGEMENT CENTER

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 American Graduate School of International Management is known worldwide for its preparation of global business managers...the school also tailors short programs for the special needs of multinational corporations like Mitsubishi Electric..."

— *TIME Magazine*



The Joan and David Lincoln Computer Center offers personal computers for classes and student use. The Thunderbird curriculum emphasizes a real-world approach for doing business on an international scale.

Housing and Food Service

LIVING ACCOMMODATIONS

On-Campus

Board is mandatory for on-campus residents. Housing facilities on campus are limited and can accommodate about 45 percent of the students. Incoming students should submit application for Housing well in advance. Housing assignments are made according to the date of receipt of the housing deposit. **New students** must make a \$300 Housing Deposit; \$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. **Continuing and returning students** must make a \$100 Housing Deposit. The Housing Deposit is non-refundable if cancellation or deferral notice is not given 30 days prior to the first day of class for that semester.

Notification of housing availability is made 45 days prior to the beginning of the semester for which application is made. If a housing assignment cannot be made, the Housing Office offers assistance in locating accommodations off campus.

Dormitories for Single Occupancy

Kieckhefer Hall (a.k.a. "I" Dorm) & J Dorm: Single occupancy rooms, these dorms are suites of eight rooms: four bedrooms and a shared bath on one side of a large lounge and four bedrooms and a shared bath on the other side. One side could be females, one side could be males depending on who requests these dorms and how the assignments fall. They could also be all males or all females. They are air conditioned and carpeted. A large refrigerator is provided in the lounge.

Cost: \$815 for Fall, 1989 or Spring, 1990 semesters.
\$660 for Summer, 1990 session.
\$160 for Winterim, 1990 session.

A and B Dorms: Two single-occupancy rooms have an interconnecting bathroom. Rooms are air conditioned and carpeted. Each room has a private entrance. These dorms are located around the pool and have a tendency to be noisier than other dorms.

Cost: \$775 for Fall, 1989 or Spring, 1990 semesters.
\$610 for Summer, 1990 session.
\$160 for Winterim, 1990 session.

West Single Dorm: A single occupancy room shares a bathroom with another single room; air conditioned and carpeted. A large community lounge is provided with color television. Laundry facilities are adjacent to lounge. Barbeque grills are provided in the quad area. A small refrigerator is provided in the common area. Convenient parking is located around the building.

West (A) Rooms: These rooms are considerably smaller than the West (B) rooms. They have a large built-in desk and bookshelf. A large picture window overlooks the quad area.

Cost: \$735 for Fall, 1989 or Spring, 1990 semesters.
\$595 for Summer, 1990 session.
\$160 for Winterim, 1990 session.

West (B) Rooms: These rooms are the largest on campus. They have large closets with built-in dresser drawers and shelves.

Cost: \$750 for Fall, 1989 or Spring, 1990 semesters.
\$615 for Summer, 1990 session.
\$160 for Winterim, 1990 session.

East Dorm: Two single occupancy rooms share a bathroom; air conditioned, and carpeted. This is the only dorm in which parking is available in front of the room.

Cost: \$750 for Fall, 1989 or Spring, 1990 semesters.
\$615 for Summer, 1990 session.
\$160 for Winterim, 1990 session.

D-E-F-G-H Dorms: Each facility consists of four private bedrooms sharing a bathroom and large lounge area; air conditioned. D, E, and G are carpeted, F and H are not carpeted.

Cost: \$685 for Fall, 1989 or Spring, 1990 semesters.
\$525 for Summer, 1990 session.
\$160 for Winterim, 1990 session.

MARRIED COUPLES OR DOUBLE OCCUPANCY DORMITORIES

West Apartments

Married Couples: Quarters consist of a living room, bathroom, study area, and one bedroom with a double bed; air conditioned and carpeted. A small refrigerator is provided. There are no kitchen facilities in married housing. Family housing is not available on campus.

Cost: \$1,150 for Fall, 1989 or Spring, 1990 semesters.
\$ 890 for Summer, 1990 session.
\$ 320 for Winterim, 1990 session.

Double Occupancy: Same quarters as married, but two beds are provided.

Cost: \$575 per person for Fall, 1989 or Spring, 1990 semesters.
\$445 per person for Summer, 1990 session.
\$160 per person for Winterim, 1990 session.

All rooms contain necessary furniture: single-size bed, dresser, desk, chair, bookcase, bedside table, lamp and lounge chairs if no lounge is available in your area. Rooms rental includes utilities, phone and local phone service.

Housing is available on campus for those who may have functional limitations. Please notify the Housing Office if you will require these facilities.



Tracy Penwell and Steve O'Rourke relax at one of twelve dormitories on campus. Approximately half the students can be accommodated in campus residences.

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. Continuing and returning students must make a \$100 housing deposit. 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 first day of class.
- 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 semester applied for.
- d. Officially checking out with the Resident Assistant or Housing Office and passing room inspection at check-out.

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 the assignee to claim the 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. (Students are responsible for cleaning their own rooms.)
- 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.

On-campus food service is mandatory for all students living on campus.

The School is not equipped to handle special individual diets. Individuals with dietary restrictions should seek off campus housing (see below).

The Dining Hall is for students, spouses, faculty and staff, and serves meals daily throughout the academic year, excluding holiday recesses and other specified periods.

No Cooking Facilities are available on campus—Cooking is prohibited in dorm rooms and lounges.

Cost: \$1,030 per person for Fall, 1989 or Spring, 1990 semesters (which is approximately \$9.75 per day) \$695 for Summer, 1990 session (which is approximately \$9.75 per day)

The Dining Room is closed during Winterim.

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

Off-Campus Housing

The Housing Office offers assistance in locating apartments, housing, townhouses, rooms in homes, roommates, and local hotel/motel listings.

Meal plans for the on-campus Dining Hall are available through the Business Office.

"I decided to finish school at the University of Arizona because I wanted to be in Tucson, and Up With People offered me a job...I discovered Thunderbird through another Up With People alum and through the link program U of A had with Thunderbird."

Willie Cone '79
Special Events Consultant

Tuition and Fees

TUITION, 1989-90

Regular Tuition

Tuition is \$4,535 for each Spring or Fall Semester, and \$3,325 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 \$375 per semester hour of instruction, plus a registration fee of \$375 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 \$1,175 or 6 hours in a Summer Session for a flat-rate tuition of \$855. 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, 1989-90

Student Fees

The Associated Students Legislative Council (ASLC) Fee is \$50 for Spring and Fall Semesters, and \$35 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 the first two days 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.

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 \$250 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.

Special Deposits

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

Minimum Costs for a Term of Study

Fall or Spring Semester		Summer Term	
Tuition	\$4,535	Tuition	\$3,325
ASLC Fee	50	ASLC Fee	35
Board	1,030	Board	695
Lodging (average rate)	<u>785</u>	Lodging (average rate)	<u>620</u>
TOTAL	\$6,400	TOTAL	\$4,675

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

Students also need to budget for personal and transportation expenses for both on and off campus.

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

Estimated Off-Campus Living Costs

Fall or Spring Semester		Summer Term	
Tuition	\$4,535	Tuition	\$3,325
ASLC Fee	50	ASLC Fee	35
Rent	940	Rent	705
Utilities (telephone, electricity)	400	Utilities (telephone, electricity)	300
Food	<u>880</u>	Food	<u>660</u>
TOTAL	\$6,805	TOTAL	\$5,025

Students need to add personal and transportation figures to the above amounts.



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

REFUNDS

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

Period of Student Status From Start of Class	Percent of Semester Tuition to be Refunded to Student
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.

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 on the following pages.

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 employment. 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.

ASSISTANTSHIPS, SCHOLARSHIPS AND FELLOWSHIPS

Applications for assistantships, scholarships and fellowships should be submitted along with a candidate's application for admission. Applications for the Summer or Fall Semester, along with any 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. To be eligible for an assistantship, scholarship or fellowship, the quality of the candidate's work at the undergraduate level must be equivalent to an overall minimum 3.5 grade point average, and a score of at least 500 is required on the Graduate Management Admission Test.

Unless otherwise specified, assistantships, scholarships and fellowships cover one-half of tuition costs for the first two semesters of attendance and are valid for two semesters only, not subject to extension. Assistantships, scholarships and fellowships do not include room, board or other fees unless otherwise indicated. These awards are available to entering students only. In most cases, recipients are required to work ten hours per week for the first two semesters, usually in an administrative office. All assistantships, scholarships and fellowships are subject to funding.

Ahmed Zaki Yamani Arabic Studies Scholarship

One scholarship in the amount of \$12,000 is awarded each year to an incoming student interested in Arabic language and Middle East studies. The recipient will receive \$4,000 for the first semester. Equal amounts will be awarded for the second and third semesters providing the recipient remains in academic good standing and is making satisfactory progress in Arabic. The recipient is required to work ten hours per week for the School during each term.

AIESEC Assistantship

One assistantship is offered each semester (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 semesters and requires ten hours of service to the School per week during each semester. 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.

America West Airlines Scholarship

America West Airlines offers one scholarship annually in the amount of \$5,000. First preference is given to the dependents of full-time America West employees. Second preference is given to an Arizona resident. If no candidate exists from either category, the scholarship will be open to individuals who received their undergraduate degrees from an Arizona university.

Arizona University Assistantships

Three assistantships are offered each semester (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 semesters and require ten hours of service to the School per week during each semester.

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 first two semesters of the fellowship.

Coca-Cola Hispanic Scholarship Fund

One scholarship is awarded each year to an incoming American or foreign Hispanic. This scholarship provides half of the tuition for the first two successive semesters and requires ten hours of service to the School per week during each semester.

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.

Continental Grain Foundation Fellowship in International Business

One fellowship is awarded each fall in the amount of \$8,000 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 ten hours per week during each semester.



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

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 ten hours of service to the School per week during the semester 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 five hours of service to the School per week during the semester of the scholarship.

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 nonprofit 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.

Merck Sharp & Dohme International Fellowship

One fellowship is awarded each year in the amount of \$10,000 to be applied toward tuition costs for three semesters to a student interested in Japanese studies. The recipient is required to work ten hours per week during the first two semesters of the fellowship.

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 semesters and require ten hours of service to the School per week during each semester.

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 semester, 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 semesters and is expected to assist the Department of Modern Languages for ten hours per week during each semester.

Valley National Bank—Roger A. Lyon Scholarship

The Valley National Bank offers one scholarship annually, providing full tuition for the first semester, with continuing coverage in successive semesters if 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

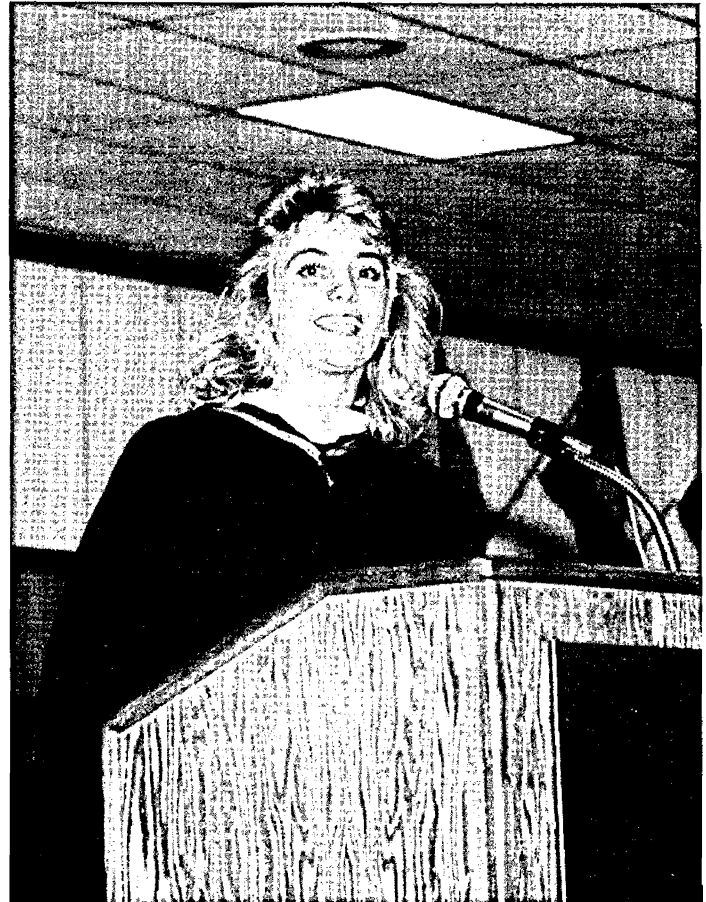
Three assistantships are offered each semester (fall, spring, and summer) to honorably discharged veterans of the United States Armed Services. Applicants may be veterans of the Air Force, Army, Coast Guard, Marine Corps, or Navy. In addition to scholastic achievement at the undergraduate level, criteria 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 semesters and require ten hours of service to the School per week during each semester.

Worldwide Assistantships

Ten assistantships are offered each semester (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 semesters and require ten hours of service to the School per week during each semester.

"My studies at Thunderbird have paid off in a significant way. The skills which I have acquired permitted me to transcend from being a liberally educated humanist with skills in literary and philosophical interpretation to being a versatile individual with practical as well as liberal skills. I feel that my intellectual horizon has been significantly broadened and that the time at Thunderbird has caused me to grow a great deal."

Frank Matheis '84
Marketing Manager
Argo Instrument Inc.



Laura Kozloski receives the Barton Kyle Yount Outstanding Student Award at commencement. Over 35 percent of Thunderbird students are female.

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 determined by the Foundation. 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 SCHOLARSHIPS

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 successive semester. Recipients are required to render eight hours of service per week to the School each semester.

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 the semester.

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.

GRANTS FOR CONTINUING STUDENTS

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 grants and scholarships may make application to the Chairman of the Scholarship Committee at the beginning of their second, third or fourth semester of study. Funds for these grants and scholarships are provided principally by the following:

Robert D. Foglesong Scholarship

This fund has been established by friends of Robert Foglesong. Preference is given to students of the Phoenix metropolitan area, then to students of the state of Arizona. Limited to residents of Arizona.

Friends of Thunderbird Mavis Voris 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 sponsored by the Friends of Thunderbird in cooperation with the City of Glendale.

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 ideals: excellence in scholarship, character and accomplishment. The scholarship was made available through the courtesy of Mrs. Laurence Emmons 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.

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.



Andres Jaffe, Venezuela, was the first recipient of the NCR award of excellence.

PARTIAL ASSISTANTSHIPS

One-semester partial assistantships are awarded to a select number of students about to enter a third semester of study. These assistantships are in the amount of \$500 per semester and require five hours of service per week for a faculty member. The assistantships are awarded on the basis of need, scholastic achievement and faculty recommendations. Funds for these partial assistantships are provided principally by the following:

Friends of Thunderbird Mavis Voris Scholarship Endowment Fund

IBM

Frank R. Jackle Memorial Fund

This fund has been established by Mrs. R.K. Thomas in memory of Professor Frank Jackle.

Michael Milburn Scholarship Fund

Phoenix Alumni Chapter

The Phoenix Alumni Chapter donates money each year to provide two assistantships to a third-semester student who has been working in the Alumni Office.

Robert E. Sexton Memorial Rotarian Scholarship Fund

This fund has been established in memory of Robert Sexton by Varney, Sexton, Lunsford, Aye Associates Architects, Inc. and the Glendale Rotary Club. Preference is given to an Arizona native.

R.K. Thomas Memorial Fund

This fund has been established by Mrs. R.K. Thomas in memory of her husband, Robert K. Thomas.

Paul and Pauline Wilson Memorial Fund

This fund has been established in memory of Professor Paul Wilson and his wife Pauline. The fund has been augmented by donations from friends.

STUDENT LOAN PROGRAMS

Stafford Student Loans (formerly GSL)

Stafford Student Loans are available to U.S. citizens and permanent residents. For most state loan programs, the maximum loan is \$7,500 per academic year (two semesters); however, there are some states and/or lending institutions that will only lend \$7,500 per twelve-month period. If students are unable to borrow through their home state, it is possible to borrow through an Arizona lending institution.

Supplemental Loans for Students (SLS)

This loan program makes additional funds available to graduate students. Students may borrow up to \$4,000 per academic year (normally two semesters) under this program. Student borrowers may request deferment on this loan (either principal or principal and interest) while they are enrolled as full-time students. Borrowers need to discuss this with their lender.

Carl 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 (FFS) is required to establish eligibility for the Stafford Student Loan, the Supplemental Loan for Students and the Carl Perkins Loan. It is also necessary to have the Thunderbird Financial Aid Application, Financial Aid Transcripts from all schools previously attended, even if no aid was received, a copy of your official acceptance letter and copies of federal tax returns on file. Financial Aid packets are available from the Financial Aid Office.

Priority deadlines are as follows: April 1 for Fall entry; October 1 for Winter or Spring entry; March 1 for Summer entry. 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.

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 a 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 and 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 Loan Fund program at Thunderbird.

MISCELLANEOUS LOAN PROGRAMS

Alternative Loans

There are alternative loans available to students at prime plus 2 percent in most cases. Students are able to borrow between \$2,000 and \$20,000 but usually are required to make payments while in school. Students may need to obtain a cosigner. Information and applications are available from the Financial Aid Office.

Dougherty Foundation Loans

Limited loan funds (not to exceed \$2,000 per student) are available from this foundation for U.S. citizens who are Arizona residents. An ACT needs analysis form (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 \$1,000 and \$2,000 per year. Applications should be made from January 1 to March 31 covering the scholastic year beginning the following fall semester. Students should apply in writing, giving a brief personal history and identification of the educational institution 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.

International SOS Assistance Emergency Loan Fund

International SOS Assistance, Inc., has provided a fund to be used for short-term emergency loans when students have a sudden need of cash to cover unexpected situations. These interest-free loans are administered by the Financial Aid Office. The loans are for short terms and small amounts of money.

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.

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 7 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.

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.

STUDENT EMPLOYMENT

Students or student spouses wishing to work on campus must first check with the Financial Aid Office to determine whether or not they are eligible to work. Jobs are primarily in the administrative and faculty offices. Eligible students/spouses find their own jobs, based on information received from 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 a financial aid packet put together by the School.

SPOUSE EMPLOYMENT

A few opportunities exist on campus for employment of spouses of students. These include clerk typists, receptionists, mail clerks, data entry clerks and general office assistants. Spouses who wish to work on campus should contact the Financial Aid Office when they arrive on campus. All such positions are considered part of the student's financial aid package. Foreign student spouses on F-2 or J-2 visas are not permitted to work.

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 students must show satisfactory progress to be eligible for Stafford and Perkins 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).

"The time I spent at Thunderbird was far and away the happiest and most productive portion of my entire education experience."

William H. Strong '67

President

Teledyne Industries International

Winterim

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 1989 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.

Department of World Business: Winterim

The following courses have been offered during previous Winterim sessions and are expected to be offered again in 1990.

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.



Diego Giurelo, manager, corporate services, Royal Bank of Canada (right) visits with students Dag Jensen and Alok Bal. In the center is Dr. Jim Mills, coordinator of the International Banking Conference.

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.



Carla Trum, class of 1982, lectured on Hispanic advertising strategies for consumer products during the Marketing to U.S. Hispanics section of Winterim 1989. More than 90 guest lecturers offer topics ranging from disposable diapers to nuclear risk management.

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.



Don Staheli, president and chief executive officer, Continental Grain, participated in the Corporate Executive Officer Seminar offered during Winterim 1989.

WB4562 MARKETING TO U.S. HISPANICS SEMINAR (3 hours)

This seminar course discussed the market characteristics and marketing strategies needed to reach the U.S. Hispanic consumer. Hispanics are one of the fastest growing consumer segments in the United States, with an estimated \$116 billion in purchasing power. Topics included: market size; population and geographical distribution; Hispanic culture and lifestyles; advertising and retailing to Hispanics; marketing research; national and spot Spanish language media marketing strategy to target Hispanics; and case studies. Several nationally recognized experts on Hispanic marketing guest lectured throughout the course. Students were assigned readings on the topics covered in the course. Prerequisites: WB3500 or equivalent. The course is on a pass/no credit basis.

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; and (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.

"Winterim was great! It was 15 days of exposure to speakers in all areas of the subject. What I learned I probably couldn't match in any other situation. I think it would be a mistake to go through a year at Thunderbird without attending Winterim."

*Bill Rothman, Class of 1989
Economics undergraduate major
Cleveland State University*



Aleana Hiles, class of 1978, returned as a guest lecturer in the International Banking Conference. Hiles is a vice president of Continental Illinois Bank.

Department of International Studies: Winterim

- IS3100 INTERNATIONAL BUSINESS ENVIRONMENT: ASIA* (Offered in Winterim, 1989, under this title, but equivalent to IS4010 in this *Bulletin*.)
- IS3800 Introduction to International Political Economy* (Offered in Winterim, 1989, under this title, but equivalent to IS3010 in this *Bulletin*.)
- 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.



President of NATO Assembly Patrick Duffy offered a section on NATO, Britain and the United States. He is a member of the British Parliament.

- IS5353 GLOBAL MANUFACTURING
"MAQUILADORA" WORKSHOP (3 hours)
This course was designed to prepare participants to face present realities of offshore manufacturing by a combination of classroom work and reading assignments covering key issues. Production sharing has been a leading growth phenomenon since 1960. Mexico has created over 320,000 jobs in 1,200 export factories to serve the U.S. and international markets since 1965. But Mexico is not alone. Now, some 50 countries and several thousand companies are participating in production sharing. This course explored not only the history of production sharing, but also the current situation and future outlook. Topics included semiconductor offshore manufacturing, manufacturing management, production issues, country strategy, labor views, political factors, Third World views, and other related themes. Experienced practitioners served as guest lecturers. A visit to Mexican maquiladoras capped the sessions. Prerequisite: Permission of the instructor.
- IS5400 OIL AND POLITICS IN THE MIDDLE EAST
- IS5851 INTERNATIONAL TOURISM WORKSHOP (3 hours)
The International Tourism Workshop was designed to explore major concepts in international tourism: what makes it possible and tourism's major contributions to the economic well-being of a nation. Several international tourism case studies were explored to obtain further global understanding. This workshop relied heavily on participation of tourist industry professionals from both the private and public sectors. These included representatives from the states of Arizona, U.S.A. and Sonora, Mexico, as well as leaders from the lodging and airline industries. Prerequisite: Permission of the instructor.

*For course descriptions, see department course offerings.

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.

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 39 semester hours of business courses at ASU. Students usually find it advantageous to begin the program at ASU. Certain specific courses are required under the program. In addition, a cross-registration option is available. The two schools are located within an hour's drive of each other.

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.

University of Arizona

Thunderbird has a long-standing agreement with the College of Arts and Sciences, at the University of Arizona to prepare students for careers in international management. The agreement assists students in any major who enroll in courses necessary for admission to Thunderbird, in business, international area studies and foreign languages. Students completing all major and degree requirements may complete the eighth semester of studies at Thunderbird, applying courses completed in that semester both to the bachelor's degree and the Master of International Management (MIM) degree.

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.



Eva Margarethe Vase of Denmark is studying Arabic, one of eight languages offered on the Thunderbird campus.

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.

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. Intermediate and upper level courses in Spanish, World Business, and International Studies courses 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 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. Intermediate and upper level courses in French, World Business and International Studies courses 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.

Finland: Helsinki School of Economics

The Helsinki School of Economics will accept up to twelve Thunderbird students at one time as non-degree candidates. Students may earn up to fifteen credit hours. Courses are taught in English. Students in this program pay their tuition and fees directly to the Helsinki School of Economics. Students may participate in this program during any semester or during the summer session.

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 MIM 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. Internship opportunities exist at the end of the academic portion of the program.

Degree Requirements

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.

Changes in Requirements

This *Bulletin/Catalog* reflects graduation requirements in effect for students who initially enroll, or return after an absence, in Fall 1989 or later. Continuing students should consult the proper *Bulletin* or contact the Office of Admissions and Records.

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.

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 63 semester hours if they are native speakers of English, or 69 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.

“The American Graduate School of International Management, nicknamed Thunderbird, may be the most international American graduate school of business. Founded in 1946 on a former air force base in Arizona, it’s larger than any other graduate international business program in the United States. With more than 1,000 students, Thunderbird is tenth in size [in full-time enrollment] among business schools in general.”

International Living
March 1989

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 (12 Hours)

3 Hours—3000 level—Waivable

6 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

For non-native speakers of English:

15 Hours—3000 level English—Waivable

6 Hours—4000 level English—Waivable

Department of World Business (36 Hours)

21 Hours—3000 level—Waivable

15 Hours—4000 or 5000 level—Required

*Please see the following pages for detailed requirements.

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. If an examination is to be used as the basis for waiving a 3000-level course, the score must be presented and the waiver entered in the records prior to registration for any 4000-level class for which the 3000-level course is a prerequisite. Details of requirements for waivers are indicated on the following pages. Waivers in no way constitute a reduction in the minimum of 42 semester hours required for the M.I.M. degree.



Through marketing projects classes, internships, and business simulation courses, students are constantly dealing with projects sponsored by companies and getting hands-on experience in the international monetary market.

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.

"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 come 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*

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.

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.

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. (See section on tuition and fees.)

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, but 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.

Special Students who later desire to complete work toward the degree requirements of the School, 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.



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

Degree Program

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)	6 (waivable) 3 (mandatory)	12
Modern Languages	6 (waivable) ^b	9 (waivable)	15
World Business	21 (waivable)	15 (mandatory)	36
TOTAL	30	33	63 ^b
	(Only 12 of which will be accepted toward the degree.)		(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 69 semester hours.

"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*

Sample Courses of Study

SAMPLE COURSE OF STUDY FOR AN ENGLISH—SPEAKING STUDENT PROFICIENT IN ONE OTHER LANGUAGE* WITH NO OTHER 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	9	12
Modern Languages	—	—	—
World Business	21	15	36
Electives (Any Department)	—	6	6
TOTAL	24	30	54
	(Only 12 of which will be accepted toward the degree)		
	(42 of which will be accepted toward the degree)		

*A language taught at Thunderbird.

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

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	42
	(12 hours may be 3000 level)		

*A language taught at Thunderbird.

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

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	9	12
Modern Languages	6	9	15
World Business	21	15	36
Upper-Level Electives	—	—	—
TOTAL	30	33	63
	(Only 12 of which will be accepted toward the degree)		(42 of which will be accepted toward the degree)

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

SAMPLE COURSE OF STUDY FOR A 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	9	12
Modern Languages	15*	6	21
World Business	21	15	36
Upper-Level Electives	—	—	—
TOTAL	39	30	69
	(Only 12 of which will be accepted toward the degree)		(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.

*ES3000 is a 15-hour course in the spring and fall semesters. In summer it is a 12-hour course (ES3001).

International Studies Requirements

DEPARTMENT OF INTERNATIONAL STUDIES

Introduction

Ability to understand and adapt to the overseas environment is a major reason for executive success in international operations. The curriculum of the Department of International Studies is focused on international business environment and is designed to acquaint students with foreign areas and their cultural management styles. It is also intended to provide students with an understanding of international public policy issues that confront multinational corporations, since it is increasingly government, in its variety of forms, that is shaping the climate in which business decisions are made.

The curriculum of the Department of International Studies is intended to provide the student with a conceptual framework for informed analysis of a foreign milieu. These qualities, plus language skills, are essentially what differentiates "domestic" from international management education.



(l-r) Maria Giangrosso, Florida, and Jane Mobbille, Washington, D.C., check a file in the International Studies Research Center.

Requirements

All students are required to take twelve semester hours of work in International Studies. Up to nine semester hours may be waived by qualified students, but at least three semester hours must be taken in the department.

REQUIREMENT AT THE 3000 LEVEL: IS3010 International Political Economy (3 hours) is required of all students.

Waiver at the 3000 level: IS3010 may be waived by examination. The International Studies Advanced Placement Examination (ISAPE) is offered during orientation week.

REQUIREMENTS AT THE 4000 LEVEL: One of the following regional courses is required:

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

Two additional courses numbered IS4100 through IS5899 are required.

Courses numbered IS5900 and above are unstructured and may not be used to meet departmental requirements.

Waivers at the 4000 level: Courses numbered between IS4000 and IS4099 (Regional Business Courses) may be waived 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.

Courses numbered between IS4100 and IS4999 are waived if the courses being presented for consideration were taken while in graduate standing for graduate credit and if the courses duplicate courses offered here.

Waivers are not granted for 5000 level courses.

Summary of Requirements

Department of International Studies (12 Hours)

3 Hours—3000 level—Waivable

6 Hours—4000 or 5000 level—Waivable

3 Hours—4000 or 5000 level—Required

Modern Languages Requirements

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. In addition, courses in Russian will be offered starting in the Spring Semester, 1990. 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 of proficiency in both general language and business vocabulary in one of the eight languages taught at the School in addition to their native language.

Students whose native language is determined to be other than English must satisfy graduation requirements with English. Students who are determined to have native fluency in English must meet graduation requirements with one of the seven non-English languages taught at the School, regardless of any other language fluency they may possess.

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.

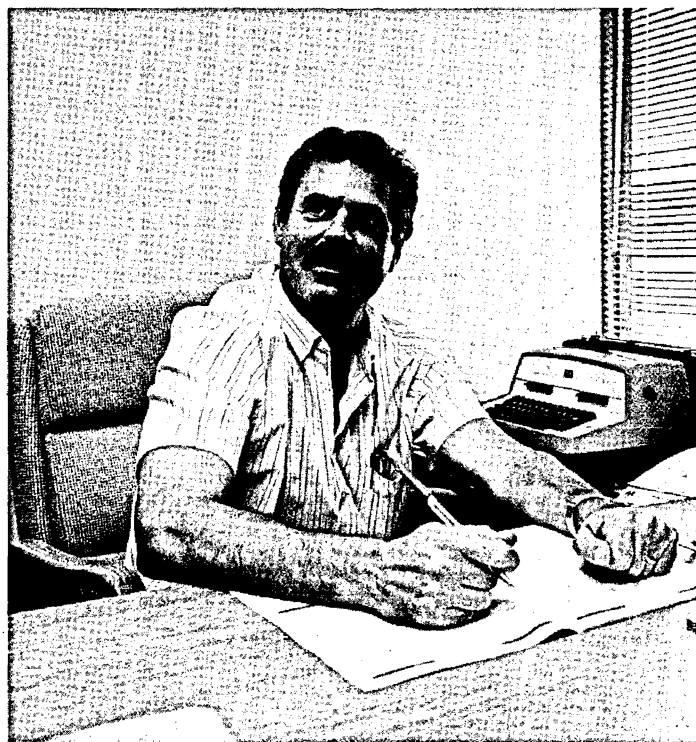
"[Thunderbird is] the best source in all the world for international executives."

Lowell Thomas
Founding Trustee

Incoming students with some competence in one of the seven foreign languages taught at Thunderbird (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), or —
- (4) Take SP4020 (Accelerated Business Spanish for Speakers of Portuguese).

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.



Professor Robert Ramsey teaches English as a Second Language. Small classes are an important part of language instruction and conversation classes are normally limited to eight students.

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 students whose native language is not English are required to take the English Language Placement Test to ascertain their level of proficiency in the English language. These students must complete the test before registering for classes. Foreign nationals claiming English as their native language and U.S. citizens whose native language is other than English must clear their status with the English-as-a-Second-Language faculty.

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 preceding paragraphs.

"While I was at Menasco in a marketing capacity, I spent a considerable amount of time overseas negotiating contracts... that's where I really needed my experience negotiating in foreign land using translators and using my language abilities that I learned here."

Stephen A. Marshall
Vice President and General Manager
Menasco

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.

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.

World Business Requirements

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 (FOUNDATION COURSES): 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:

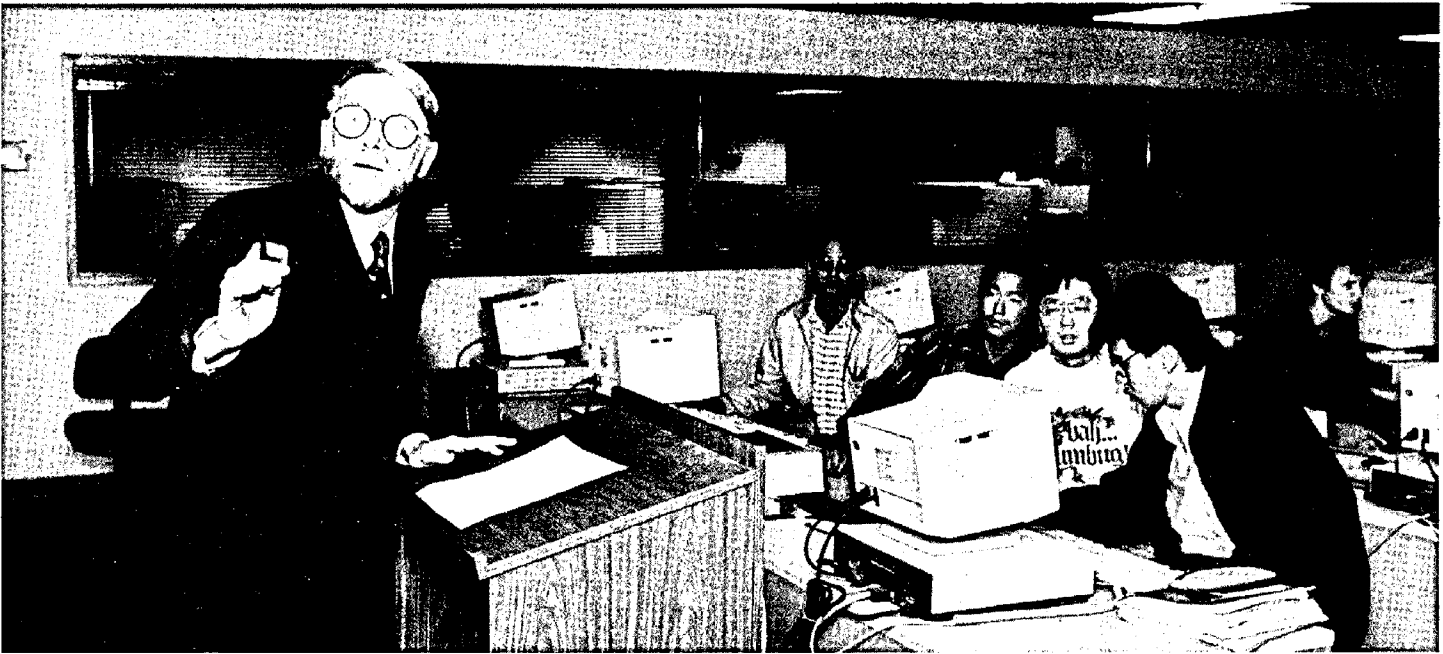
- WB3100 Survey of Accounting (financial and managerial)
- WB3200 Fundamentals of Economics (micro and macro)
- WB3210 Fundamentals of Managerial Finance
- WB3300 Statistics
- WB3313 Introduction to Management Use of Computer Systems and Software
- WB3400 Fundamentals of Management
- WB3500 Fundamentals of Marketing

Students are encouraged to waive any of these 3000-level courses that duplicate previous studies. It is recommended that those preparing for admission into Thunderbird include these foundation business courses in their program leading to the bachelor's degree. Please see the bases for waiving specific courses below.

The department may accept the College Level Examination Program (CLEP) examinations as proof of proficiency in these areas. The CLEP examinations may be accepted for waiver purposes only — not for the purposes of credit. The tests are available at many schools throughout the country. Testing must be completed prior to arriving at Thunderbird, so that results will be known before enrolling in first-semester classes.

Waivers at the 3000 level:

- 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 B* or better or CLEP score of at least 53.
- WB3200 **FUNDAMENTALS OF ECONOMICS**
Satisfactory completion of principles of economics course(s) covering both micro and macro economics; normally two courses of three semester hours each. Grade of B* or better or CLEP score of at least 53.
- WB3210 **FUNDAMENTALS OF MANAGERIAL FINANCE**
Satisfactory completion of an undergraduate or graduate course in introductory managerial or corporate finance covering financial analysis and planning, valuation and capital market theory, cost of capital and capital budgeting, dividend and capital structure theory, working capital management and long-term financing decisions. Usually the first finance course in a typical undergraduate business curriculum. Three semester hours or more. Grade of B* or better or a satisfactory score on the faculty administered test given during orientation week.
- WB3300 **STATISTICS**
Satisfactory completion of an elementary statistics course covering probability theory, measures of central tendency in disciplines such as economics, business, psychology, education, etc.; three semester hours or more. Grade of B* or better.
- WB3313 **INTRODUCTION TO USE OF COMPUTER SYSTEMS AND SOFTWARE**
Satisfactory completion of a 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 B or better or satisfactory score on the faculty-administered test given during orientation week.
- 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 related basic concepts of organizational work and relationship; three semester hours or more. Grade of B* or better or CLEP score of at least 53.



Professor Dale Vor der Landwehr uses the Nikkei Japanese News Retrieval System to simulate the life of the foreign currency futures trader in his International Finance and Trade class.

WB3500 FUNDAMENTALS OF MARKETING

Satisfactory completion of an introductory course in marketing or marketing principles and practices; three semester hours or more. Grade of B* or better or CLEP score of at least 53.

*A deferred waiver may be granted by the faculty on a marginally lower grade. Students may request that the deferred waiver be converted to a permanent waiver after completion, at the school and with a passing grade, of a 4000-level core course in the same subject area.

REQUIREMENTS AT THE 4000 LEVEL (CORE COURSES): 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 M.I.M. degree program, of the following five core requirements:

1. One of one required:
WB4200 International Finance and Trade
2. One of two required:
WB4140 Cost and Management Accounting
WB4150 Intermediate Accounting
3. One of three required:
WB4300 Decision Models with Computer Applications
WB4320 Production and Operations Management
WB4530 International Market Research
- 4./5. Two of three required:
WB4212 Advanced Corporate Finance with Multinational Dimensions
WB4400 Multinational Business Management
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 core course(s) may be waived and alternate 4000 or 5000-level World Business courses 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 (36 Hours)
21 Hours — 3000 level — Waivable
15 Hours — 4000/5000 level — Required

"Thunderbird alumni can now be found working in more than 100 countries. From Algeria to Argentina... they are making their mark in multinational companies. The result has been to set up an almost Masonic chain of contact, with former students boosting the school, encouraging others to go there and helping to provide fresh job opportunities."

— *The London Times*

Courses

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, Duffy, McGaw, Kim, Masreliez-Steen, Owens, Renwick, Roberts, Scoville, Sondrol, Vander Zee, Wagenlehner.

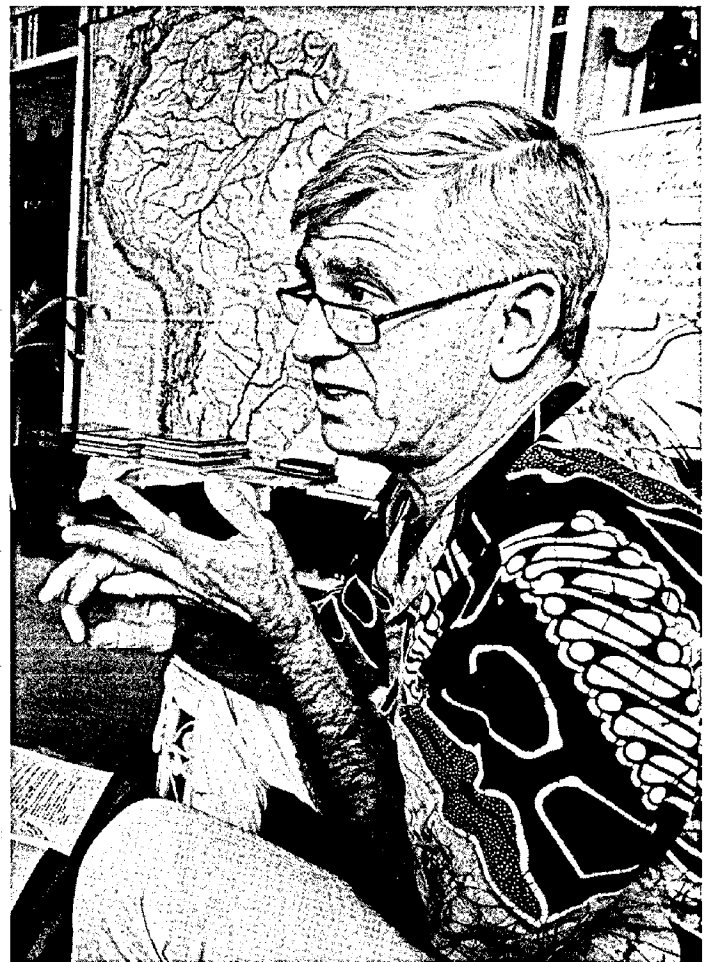
List of Courses: Department of International Studies

- IS3010 International Political Economy
- 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
- 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
- IS4811 Doing Business in the United States
- IS4820 Global Service Delivery
- IS4831 Economic Geography and Global Resources
- IS4832 International Environmental Policies and Global
Resources
- IS4880 Cross-Cultural Communication for International
Managers
- IS4882 Business Ethics in the Multinational Environment
- IS5080 Seminar on Selected Research Topics: International
Studies
- IS5200 European Integration
- IS5240 East-West Trade Seminar
- IS5261 European and American Contemporary Thought
- IS5300 Iberia, Ibero-America, Business, Culture, Values

- 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
- IS5803 Direct Foreign Investment and Technology
Transfer: The Public Policy Perspective
- IS5810 Nationalism and Expropriation
- 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

"For me, at the age of 32, Thunderbird has been a tremendous asset in my career. Since February 1, 1988 I am the new President for Parker Pen do Brasil. I assumed the position during difficult times for my country and the company, but feel that I am professionally prepared and structured to accomplish one more challenge in my life."

Bernardo A. Giacometti '78
President
Parker Pen do Brasil



Professor Joaquim Duarte, International Studies Department Chair, offers a seminar on Iberia, Ibero-American Business, Cultures, and Values.

Course Descriptions: Department of International Studies**IS3010 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. **REQUIRED.** Not open to students with credit for IS3800.

IS4010 REGIONAL 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. Prerequisite: IS3010 or equivalent. Not open to students with credit for IS3100.

IS4020 REGIONAL 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. Prerequisite: IS3010 or equivalent. Not open to students with credit for IS3200.

IS4030 REGIONAL 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. Prerequisite: IS3010 or equivalent. Not open to students with credit for IS3300.

IS4040 REGIONAL 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. Prerequisite: IS3010 or equivalent. Not open to students with credit for IS3400.

IS4050 REGIONAL 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. Prerequisite: IS3010 or equivalent. Not open to students with credit for IS3500.

IS4060 REGIONAL BUSINESS ENVIRONMENT: NORTH 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 the impact of government on everyday life. For foreign students, it is intended to give an understanding of the dynamics of the American system and people. 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. Prerequisite: IS3010 or equivalent. Not open to students with credit for IS4810.

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: IS4010 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: IS4010 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: IS4010 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: IS4010 or IS4020 or IS4030 or IS4040 or IS4050 or IS4060 or equivalent.

IS4250 EAST EUROPEAN ECONOMIC SYSTEMS (3 hours)

This is an introduction to the East European economies of the command economy type. 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 the Gorbachev era reforms. Emphasis is also placed on the COMECON and problems of economic integration. The course concludes with an examination of foreign trade reforms and the extent of this region's growing trade with the West. Prerequisite: IS4010 or IS4020 or IS4030 or IS4040 or IS4050 or IS4060 or equivalent.

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 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: IS4020 or equivalent.

IS4300 MODERN MEXICO (3 hours)

The objectives of this introductory course are two-fold: 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 socio-racial discrimination, foreign intervention and exploitation, political repression and economic underdevelopment. Such matters are viewed from "a Mexican perspective." Prerequisite: IS4030 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: IS4030 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: IS4010 or IS4020 or IS4030 or IS4040 or IS4050 or IS4060 or equivalent.



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.

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. Prerequisite: IS4010 or IS4020 or IS4030 or IS4040 or IS4050 or IS4060 or equivalent.

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 within the framework of its legal heritage. It analyzes the applicable aspects of the common law and legal system, 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. The impact of the U.S.-Canadian Free Trade Treaty is evaluated. Guest speakers and visits to companies are an integral part of the course material. Prerequisite: IS4060 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). Prerequisite: IS4010 or IS4020 or IS4030 or IS4040 or IS4050 or IS4060 or equivalent.

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. Prerequisite: IS4010 or IS4020 or IS4030 or IS4040 or IS4050 or IS4060 or equivalent. Not open to students with credit in IS4830.

IS4832 INTERNATIONAL ENVIRONMENTAL POLICIES AND GLOBAL RESOURCES (3 hours)

The business environment today requires an understanding not only of the "tools" of doing business, but

also of the basic physical environment in which we live. It further requires an understanding of the impact that decisions by individuals, corporations and governments have on the environment. This course explores the relationships between human and natural resources available in different parts of the world and the role of policymakers in the private and public sectors. As responsible managers of the future, such awareness is imperative. Prerequisite: IS4010 or IS4020 or IS4030 or IS4040 or IS4050 or IS4060 or equivalent. Not open to students with credit in IS4830.

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. Prerequisite: IS4010 or IS4020 or IS4030 or IS4040 or IS4050 or IS4060 or equivalent.

IS4882 BUSINESS ETHICS IN THE MULTINATIONAL ENVIRONMENT (3 hours)

Ethics are of increasing concern to the business community as questions of insider trading, bribery and conflict of interest become daily news items. Such questions and their resolution become even more complicated in the international arena, where standards are often in conflict with home country requirements. This course considers these issues in the context of corporate headquarters' solutions. Are these always satisfactory in the international environment? How should a multinational enterprise resolve them in a fashion consistent with the laws and policies of its home country and the country in which it is doing business? Prerequisite: IS4010 or IS4020 or IS4030 or IS4040 or IS4050 or IS4060 or equivalent.

IS5080 SEMINAR ON SELECTED RESEARCH TOPICS: INTERNATIONAL STUDIES (3 hours)

Prerequisite: Permission of the instructor.*

IS5200 EUROPEAN INTEGRATION (3 hours)

This course is designed for students who want to make an in-depth study of "1992" — the creation of the single market by the European Community. Students will read the latest information on "1992" and analyze the basic documents. Each student will research an aspect of "1992" such as the new approach to standardization for products. The implications of 1992 for the global economy may also be researched. This course is intended for students who have already had a course on the European Community. Prerequisites: IS4200 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 and its business environment. 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 issues in trade promotion and market penetration, the role of countertrade, joint ventures, East-West business psychology, and NATO country embargo policies and controls. A research paper is required. Prerequisite: Permission of the instructor.*

IS5261 EUROPEAN AND AMERICAN CONTEMPORARY THOUGHT (3 hours)

The focus of this course is contemporary thought in Europe and the United States. It is a readings seminar in which students read and discuss current authors such as Thurow, Kennedy, Dahrendorf and Schmidt. The authors selected represent important intellectual currents in their own country. The purpose of the seminar is to familiarize students with persons and trends in countries in Europe as well as the U.S. It is also intended to deepen the students' understanding of cultural differences. Prerequisites: 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: IS4020 or IS4030 or equivalent and permission of the instructor.*

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.*

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: Permission of the instructor.*

IS5760 WORLD ARMS TRADE (3 hours)

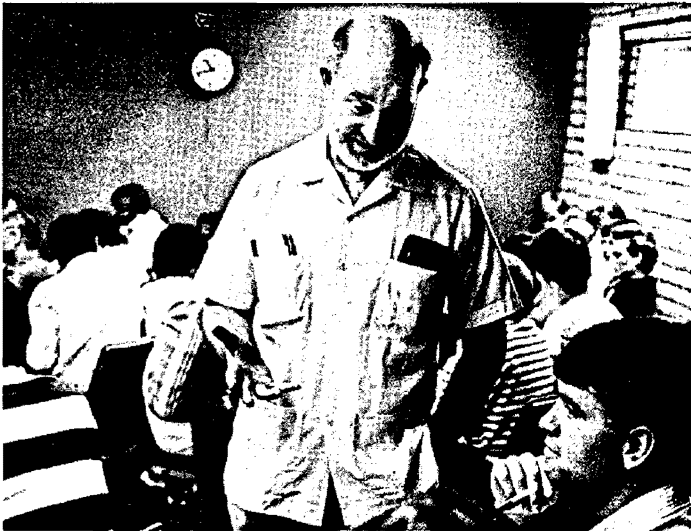
This is a seminar on international defense and arms transfer issues. Participants gain a thorough understanding of key topics of concern to defense decision-makers, including the politics, economics and competitive dynamics of international defense procurement; management issues specific to the defense 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: Permission of the instructor.*

"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 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. Harry Owens, a Thunderbird alumnus, is a frequent visiting professor of cross-cultural communication, and also conducts seminars on stress management.

IS5803 DIRECT FOREIGN INVESTMENT AND TECHNOLOGY TRANSFER: THE PUBLIC POLICY PERSPECTIVE (3 hours)

Direct foreign investment and technology transfer are among the most sophisticated methods of carrying out international business. What were once viewed as private arrangements between the foreign investor and the local partner, or a licensor and the licensee, have become the subject of complex negotiations as both governments enter the transaction and establish criteria, which the participants must follow in order to do business. This seminar examines a range of requirements, beginning with free access to the more heavily regulated environment. An attempt is made to determine factors that influence governmental decisions in both the exporting and receiving countries. Prerequisite: Permission of the instructor.*

IS5810 NATIONALISM AND EXPROPRIATION (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 their hosts. 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, and technology transfer affecting their ability to remain in the host nation and function effectively. 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: 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.*

IS5831 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.* Not open to students with credit for IS5630.

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, Saõ Tomé e Príncipe, Cape Verde, Timor and Macao), as well as their achievements in the arts, music, and literature. Current periodicals and other sources are utilized in preparation of oral and written research reports. Prerequisite: IS4020 or IS4030 or IS4050 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, and 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 and permission of the instructor.*

"The intensity of the courses, the orientation, and especially the language courses, pull the students together very much. With the tremendous number of group projects, you learn to work together, and you keep some of those friends for a long, long period of time, and that becomes your network, whether they're from the Netherlands or Norway. [The Mystique] does begin here."

Margaret Cohea '87

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 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 Chair 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.

DEPARTMENT OF MODERN LANGUAGES

Professors: Britt, Chang, Critz, Dequenne, Peters, Ramsey, Schutte, Valdivieso;

Associate Professors: Akutsu, Boller, Call, Corrigan, Jackson, Johnson, Kenman, King, Klein, Kumayama, Kuo, Laugier, Lerond, Parshall, Pérez, Pinheiro (Chair), Roessler, White;

Assistant Professors: Bailey, Lauterborn, Meneses;

Instructors: Chen, Cline, Eaton, Lanham, Stoops;

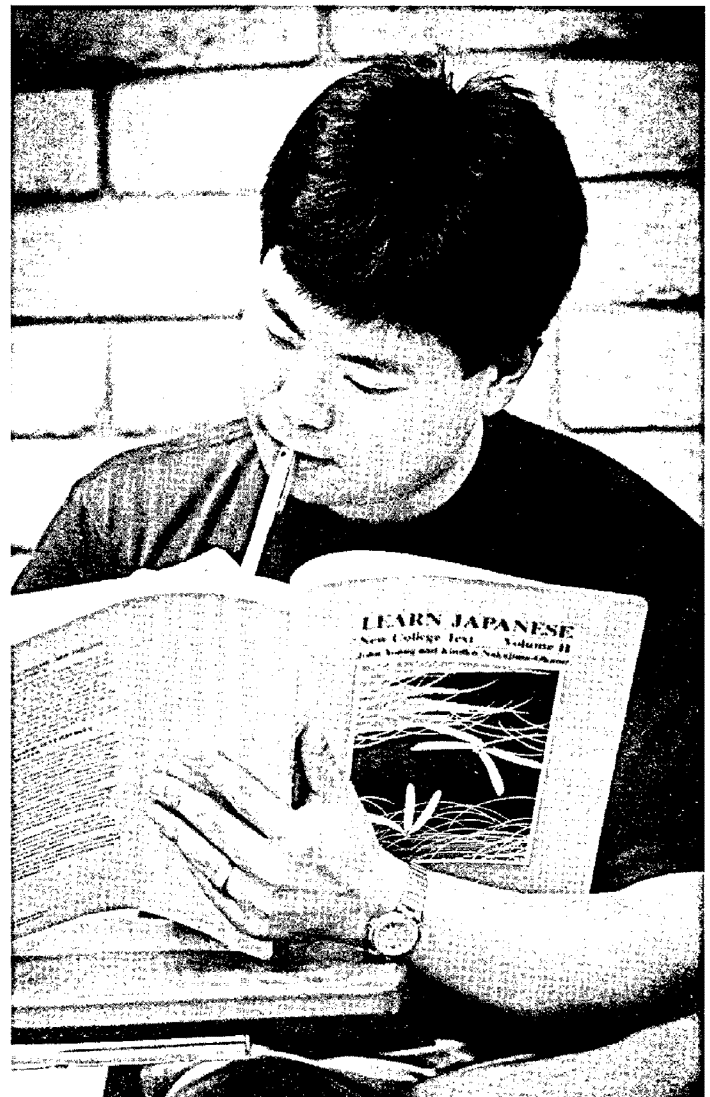
Part-time Instructors: Corbridge, Finney, Hofmann, Lobo, Rogers.

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. Level II (4000) and Level III (4010) courses in Russian will be taught beginning Spring 1990. In addition to these basic levels, the following are also available:

- PO4020 Accelerated Business Portuguese for Speakers of Spanish
- SP4020 Accelerated Business Spanish for Speakers of Portuguese
- 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
- RU4200 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
- CH5301 Contemporary Social, Political, Sociocultural, and Economic Issues
- FR5301 Contemporary Social, Political, Sociocultural, and Economic Issues
- GE5301 Contemporary Social, Political, Sociocultural, and Economic Issues

- JA5301 Contemporary Social, Political, Sociocultural, and Economic Issues
- PO5301 Contemporary Social, Political, Sociocultural, and Economic Issues
- SP5301 Contemporary Social, Political, Sociocultural, and Economic Issues
- 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



Kyung-hoon Choi from Korea concentrates on his Japanese language text.

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)
 RU4000 RUSSIAN 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 periods per week of conversation (402C) and three periods per week of grammar (402F). Prerequisite: SP4010 or Spanish III waiver.



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

SP4020 ACCELERATED BUSINESS SPANISH FOR SPEAKERS OF PORTUGUESE (7 hours)

This course is designed for the Portuguese speaker (native or otherwise) who wishes to attain fluency in Spanish in a shorter period of time than that of the regular SP3000/4000 sequence. Frequent comparisons are made between the syntactical, lexical, morphological and phonetic systems of the two languages with major emphasis placed on features of the Spanish language that are different from Portuguese. Reading materials are selected to introduce the student to fundamental vocabulary and concepts relevant to international management. This class is divided into two components: five periods per week of conversation (402C) and three periods per week of grammar (402F). Prerequisite: PO4010 or Portuguese III waiver.

- AR4010 ARABIC LEVEL III (3 hours)
 FR4010 FRENCH LEVEL III (3 hours)
 GE4010 GERMAN LEVEL III (3 hours)
 PO4010 PORTUGUESE LEVEL III (3 hours)
 RU4010 RUSSIAN 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 (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.

"Dear T'birds,

China has been awesome! I can't believe we're over halfway through with our studies. I know you have heard of our involvement in the U.S.-China Joint Economic Session. What an opportunity it has been to see the direct interaction between Chinese and American businessmen! The group we have here from Thunderbird is getting along quite well, and I'm hanging onto Dr. Frankenstein's shirt tails—soaking up everything he says!... Our contacts at UIBE (The University of Business and Economics in Beijing) are taking us to see and do everything."

Tom Newman, Class of '88

Written while on the summer program in Beijing

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

RU4200

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.
- 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.*
- 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.
- CH5301**
FR5301
GE5301
JA5301
PO5301
SP5301 **CONTEMPORARY SOCIAL, POLITICAL, SOCIOCULTURAL AND ECONOMIC ISSUES (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. Prerequisites: 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 semester hours in the summer.)
The course focuses on the development of those linguistic skills necessary to successfully complete the course work for the Master of International Management degree. Stress is given to technical and nontechnical vocabulary development, writing practices, dictation exercises, business readings, free conversation, and cross-cultural awareness. A wide variety of techniques 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 hours)
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.*

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.

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.

"I did enjoy learning German. Of course, it makes it especially rewarding when I can apply it. The reason I was picked out of 40 other consultants (all of whom had been here much longer) was that I spoke German!!"

Anne R. Boer '83
Vice President
Bankers Trust Co.
New York, NY

DEPARTMENT OF WORLD BUSINESS

Professors: Cox (Chair), Foroughi, Foster, Geer, Heathcotte, Hoskins, Kim, Lindholtz, McMahon, Mathis, Mills, O'Connell, Voth;

Associate Professors: Bergevin, Bossert, Carrada-Bravo, Goehle, Guthery, Hosseini, Johnson, Keat, B. Reed, W. Reed, Schmidt, Ting, Valencia;

Assistant Professors: Lynch, Sherman, Tuzzolino, Zerio;

Part-Time Instructor: Guymon;

Distinguished Corporate Lecturers: Garvin, Gottlieb;

Adjunct Professor: Wyman.

Courses Offered: Department of World Business

All courses are three semester hours except where indicated.

- WB3100 Survey of Accounting
- WB3200 Fundamentals of Economics
- WB3210 Fundamentals of Managerial Finance
- 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
- WB4160 International Auditing
- WB4200 International Finance and Trade
- WB4212 Advanced Managerial Finance with Multinational Dimensions
- WB4220 Agribusiness
- 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
- WB4541 International Business-to-Business 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
- WB5270 International Securities Investment
- 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)
- WB5910 Internship: Part-time
- WB5920 Master's Thesis (4 hours)
- WB5930 Internship: Full-time



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

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)

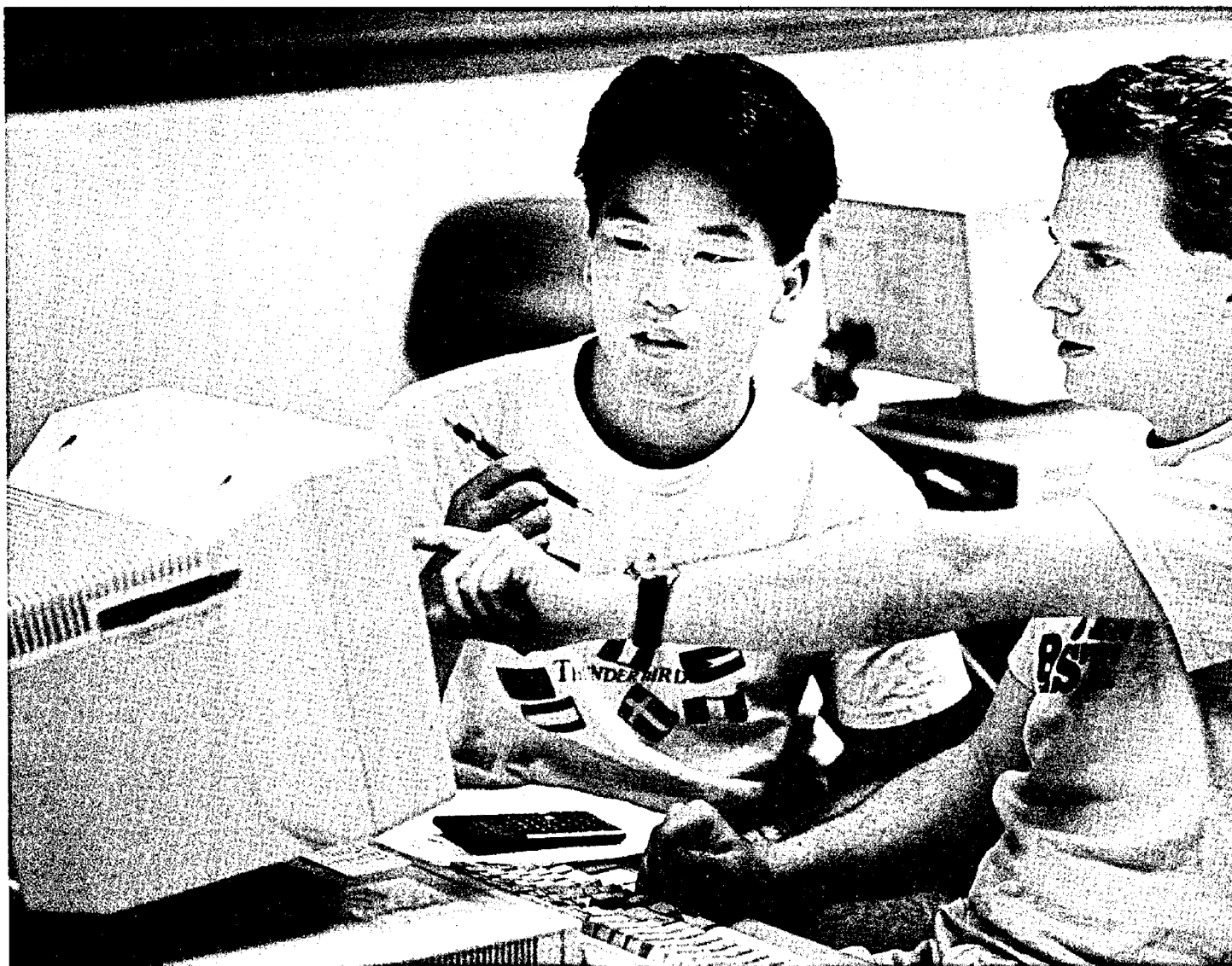
Students are introduced to the basic principles of economic analysis. Both the micro- and macro-foundations of economics are explored. Market mechanics are investigated. Students develop skills in the application of useful decision-making tools and techniques. **REQUIRED.**

WB3210 FUNDAMENTALS OF MANAGERIAL FINANCE (3 hours)

This course presents the basic principles and analytical techniques of financial management. Topics include: financial analysis and planning; valuation and capital market theory; cost of capital and capital budgeting; dividend and capital structure theory; working capital management; and long-term financing decisions. Prerequisites: WB3100, WB3200 and WB3300 or equivalents. **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.**



(l-r) Heihachiro Shoda, Japan, and Scott Armstrong, North Carolina, work in the Computer Services Center. Many of the classes use computer simulation exercises as teaching tools.

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.**

"They [Thunderbird students] were presenting solutions to real world problems... As we've come to expect from the best students at our best graduate business schools, they were articulate, poised and armed with reams of information and analysis."

—Arizona Trend

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.**

WB4160 INTERNATIONAL AUDITING (3 hours)

This course investigates the degree of conformity between an economic entity's reported financial disclosures and the established accounting criteria for such disclosures. It includes an evaluation of internal control systems and a methodology of account verification. International aspects of the course address the issues of an audit engagement where customs, language, monetary measures and accounting principles vary. The application of professional standards, including ethics, are discussed. Prerequisite: WB4150 or equivalent.

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

WB4212 ADVANCED MANAGERIAL FINANCE WITH MULTINATIONAL DIMENSIONS (3 hours)

This second course in finance stresses financial decision-making through advanced readings and case studies in capital structure, cost of capital, capital budgeting, leasing, dividend policy, mergers and acquisitions, and financial forecasting. Where appropriate, the multinational aspects of these topics are addressed. Prerequisite: WB3210 or equivalent. **TWO of WB4212, WB4400, WB4500 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.

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 topics are covered as the semester schedule permits. Prerequisites: WB3300 and WB3313 or equivalents. 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. Prerequisites: WB3300 and WB3313 or equivalents. 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. TWO of WB4212, WB4400, WB4500 REQUIRED.

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.

"... The unique thing about it is, Thunderbird forces you to work in teams. You don't survive there unless you perform like teams whether it's InterAd, or International Finance class, or whatever. The workload is so tough, demands so much in such a short time frame, that you have to develop a team concept which you will have to live with the rest of your life. There are few things you can do totally on your own; you've got to work with other people that you may or may not like, or disagree with, or whatever... In that team there may be people from three or four different countries with totally different perspectives on how you ought to obtain your objective."

*Willie Cone '79
Special Events Consultant*

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. Prerequisite: WB3400 or equivalent.

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.



Professor Donna Goehle teaches courses in International Industrial Marketing and International Consumer Marketing in the World Business Department.

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. TWO of WB4212, WB4400, WB4500 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. Prerequisites: WB3300 and WB3500 or equivalents. EITHER THIS COURSE OR WB4300 or WB4320 REQUIRED.

WB4541 INTERNATIONAL BUSINESS-TO-BUSINESS 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. Not open to students with credit for WB4540.

"This school is about the process of living and working in a complex real world filled with very complex real people. We're not just about getting the right answer on a finance test. We are about the process of making intelligent decisions that are going to affect real people in very different real social contexts. We're not about putting on a marketing presentation. We are about learning to understand people's needs on their own terms and getting out the goods and the services to meet them — anywhere. The people of the world are diverse; so are we."

John Warner '83

- 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. Prerequisite: 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 consolidation 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 seminar entails the study of several major aspects of international banking. The course combines readings, case studies and an international bank management game. The first part of the course covers topics in international monetary environments in which banks operate: theory of international capital movement, international money (including artificial currency units), foreign markets, Eurocurrency markets, and international monetary policy cooperation. The second part covers topics in activities of international banks: theory of international banking, international bank regulation, process of international financial innovation, international bank asset/liability management (game), analysis of international portfolio investment, international trade finance, debt servicing capacity analysis, international lending and debt rescheduling issues. Prerequisites: WB3210, WB4200 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: multicurrency 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 WB4212, or equivalents and permission of the instructor.*

"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

WB5270 INTERNATIONAL SECURITIES INVESTMENTS (3 hours)

This course introduces students to existing and emerging investment media and techniques. Topics include the domestic and international aspects of modern portfolio theory; securities markets; pricing models; portfolio diversification; mutual fund performance; options and futures; security analysis; immunization strategies; arbitrage pricing; investment banking; and securitization. Prerequisites: WB4212 and WB4200 or equivalents and permission of the instructor.* Not open to students who have credit for WB4270 or WB4271.

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, family operation, management succession, franchising, expansion, bankruptcy, failure, and risk. Prerequisites: All World Business Foundation and Core courses or equivalents, and working knowledge of the IBM/PC and LOTUS 1-2-3® and permission of the instructor.*

"Dear Professor Johnson:

I just wanted to let you know that my consulting practice is doing well after a long slow start. In 1988 it all came together when I contracted with Banco Sabadell to assist their clients in entering the U.S. market. My situation is exactly what I dreamed about while in your class. I want to acknowledge the contribution that you and your entrepreneurship class have made to my development.

Specifically, your class provided the structure I needed to put my ideas into action. If you recall, the business plan I wrote was probably the worst of all time, but it started me on the path of learning to organize and plan properly. More than just teaching how to do a plan, you also demystified the process of starting a business. ... You helped shift my attitude from 'What am I capable of doing?' to 'Where do I want to invest my time and energy? What needs to be done? and How much will it cost?' I've been selling that philosophy to my clients ever since."

Paul T. Vella '86

International Management Consultant

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, intercompany 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: WB4200 and WB4212 and either WB4140 or WB4150 and one additional 4000-level core course or equivalents 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: WB4541 is recommended.

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.* NOTE: WB4560 is recommended.

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. Prerequisite: WB4290 and permission of the instructor.*



(far right) Martin Susz, class of 1979, returns to campus to judge the InterAd student advertising projects. He is vice president/account director for J. Walter Thompson in New York.

WB5570 "INTERAD" ADVANCED INTERNATIONAL MARKETING AND ADVERTISING WORKSHOP (3 hours)

This is an advanced course for students aspiring to corporate marketing, brand management or advertising agency positions. It utilizes the principles learned in International Marketing Management, International Marketing Research and International Consumer Marketing through an actual international consumer product project in a real life atmosphere. Students are formed into advertising agency teams and compete in the development and presentation of complete research, marketing, positioning, advertising and sales promotion plans for the introduction and/or broadening of sales of a product or service in a foreign market of a sponsor's choice. The teams are sponsored by companies. At the end of the semester, team presentations are judged by executives of major advertising agencies and leading corporate marketers. Enrollment is limited. The course is offered only in the Fall and Spring 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 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 multi-session 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.*

"When trade is done on an international scale, chances are good that someone involved in the exchange is a graduate of the American Graduate School of International Management, best known by its nickname 'Thunderbird.'

This unusual graduate school offers what may be the only course in the country devoted to international negotiations, countertrade, and purchasing. The course, which carries three semester hours of graduate credit, is offered during the regular semester and also in a special 3-week program in January aptly named 'Winterim.'"

Barter News
Issue No. 19

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: 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.

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.

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.

"I chose Thunderbird because it wasn't a generic MBA; I wanted to avoid that. I reviewed the curriculum and I liked what I saw. I liked the fact that they incorporate practical experience into the curriculum, including the workshops. The finance and advertising workshops really appeal to me. I've participated in the Thunderbird graduate management internship, which is a full-time internship program, so I'm gaining even more practical experience in bank marketing at Citibank.

"One of the things that is unique about Thunderbird is that we work on real world problems here. We're not working out of a textbook; we're solving real world problems."

Stuart Hinson '88
Marketing Assistant
Carnation Company

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.



Each semester Thunderbird attracts a variety of speakers on topics of international interest. His Excellency Dr. Clovis Maksoud of Lebanon, Ambassador of the League of Arab States to the United Nations, spoke on campus recently.

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, Maitrise, Diplom or Staatsexamen, Sivildkonom, 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 Regulations continued on the following page.)

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.

RETAKE 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

Class attendance is required in the Level I, II and III classes offered by the Department of Modern Languages and in the first three levels of ES (English) classes. Absences in these courses will adversely affect the student's grade.

Class attendance policies are set by individual instructors in the Departments of International Studies and World Business and in advanced courses in the Department of Modern Languages. 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.

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.

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; Visiting Professor, European Business School, Oestrich-Winkel, West Germany.



Professor John Conklin leads the summer program in Guadalajara and teaches courses in Mexico and international political economy.

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; Agency/Interline Assistant Director of Braniff International Airways; 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; Institute of International Education Travel Fellow in Brazil; Gulbenkian Foundation and Portuguese Ministry of Foreign Relations Research Fellow in Portugal; Co-director of Thunderbird Winterim programs in Iberia and Brazil.

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.

RICHARD DOYLE MAHONEY, *Associate Professor of International Studies*

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

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

ROBERT T. MORAN, *Professor of International Studies*

M.A. (1972), Ph.D. (1974), University of Minnesota. Assistant Professor, University of Minnesota; Exchange Professor, University of International Business and Economics, People's Republic of China; President, Intercultural Communications, Inc., Minneapolis; Coauthor: *Managing Cultural Differences, Managing Cultural Synergy*; Author: *Negotiating in Japan; Non-Verbal Gestures Around the World; So You're Going Abroad: Are You Prepared? Getting Your Yen's Worth: How to Negotiate with Japan, Inc; Venturing Abroad in Asia.*

"Thunderbird's reputation as a superior school for training business leaders is recognized the world over. Indeed, Thunderbird's students (they call themselves 'T'birds') represent nearly 50 foreign countries as well as the United States. Student James Bonfils sees this as one of the most positive aspects of the school. 'The variety of backgrounds and countries represented at Thunderbird provides an education in itself,' he says.

"The faculty at Thunderbird is a blend of Ph.D.s and former business executives with extensive international experience. This diverse faculty provides the student with a pragmatic and useful education, which develops the leadership skills necessary to perform at the highest levels of international management. 'The hands-on experience that the faculty are able to share with the students is invaluable,' says Deborah Camper, president of the student body. 'You can apply what you are learning more realistically.'"

The Margin
Mar./Apr. 1989

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*.

MARTIN H. SOURS, *Professor of International Studies; Editor, The International Executive*
 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.

SHOSHANA BARON TANCER, *Professor of International Studies*
 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*; Arizona Executive Board of U.S. West; Meracor Management Corporation Board; 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. Foreign Area Fellow, Ford Foundation; Author: *Maintenance in the Soviet Air Force, Soviet Military Power in the Baltic Area*.

PART-TIME INSTRUCTORS:

John Nnamdi Anene, Albert Celozo, Roland Chardon, Patrick Duffy, Dickinson McGaw, Jung Bae Kim, Gunnila Masrelietz-Steen, Harry Owens, George Renwick, Ivor Roberts, Sheila Scoville, Paul Sondrol, Regina Vander Zee, Gunther Wagenlehner.



[l-r] Professors Martin Sours, International Studies, and William Hoskins, World Business, participated in an externship program with AT&T. They are shown with John E. Berndt, AT&T, and a member of the Thunderbird board of trustees.

DEPARTMENT OF MODERN LANGUAGES

SUGURU AKUTSU, *Associate Professor of Japanese*
B.A. (1962), Keio University, Tokyo, Japan; M.A. (1971), Washington University, St. Louis, Missouri.
Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

JUTTA M. BAILEY, *Assistant Professor of German*
M.A. (1978), Mannheim University, Ph.D. (1985) University of Arkansas
Assistant Professor of German, Cottey College.

CARMEN MADRIGAL-BOLLER, *Associate Professor of Spanish*
Título de Profesora (1950), Escuela Normal de Costa Rica; B.A. (1970), M.A. (1974), Arizona State University.

CHRISTA W. BRITT, *Professor of German*
B.A. (1973), M.A. (1974), Arizona State University; Ph.D. (1985) Texas Tech University.

CLIFFORD B. CALL, *Associate Professor of Spanish and Director of Executive Language Programs*
B.A. (1961), Arizona State University; M.A. (1969), Brigham Young University.
Director, Thunderbird Summer Program, Universidad Autónoma de Guadalajara; Director, Thunderbird Bilingual Program.

ANDREW C. CHANG, *Professor of Chinese and Japanese*
B.A. (1956), National Taiwan University; M.A. (1964), Seton Hall University.

YUMIKO CHEN, *Instructor of Japanese*
B.A. (1980), Tsuda College, Tokyo, Japan; M.A. (1982), Arizona State University.

RUTH Y.C. CLINE, *Instructor of Chinese*
B.E. (1974), University of Miami; M.E. (1976), Miami University.

DENNIS M. CORRIGAN, *Associate Professor of Portuguese and Spanish*
B.A. (1961), University of Idaho; M.A. (1966), Wichita State University; B.F.T. (1967), American Graduate School of International Management.
Director, Thunderbird Summer Program, Universidad Autónoma de Guadalajara.

MARY ANNE CRITZ, *Professor of Portuguese*
B.A. (1966), Mundelein College; M.A. (1969), Ph.D. (1979), University of Iowa.
Instructor, OLM, Rio de Janeiro, Brazil; Instructor, Mundelein College, Chicago; Instructor, University of Iowa, Iowa City; Assistant Professor, University of Pittsburgh.

ROBERT G.H. DEQUENNE, *Professor of French*
Diplôme Assistant Médical (1946), Institut de Médecine Tropicale, Prince Léopold, Antwerp, Belgium; B.A. (1961), Syracuse University, New York; M.A. (1965), Middlebury College, Vermont; Doctorat d'Université (1970), 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.

ANNEE BROSSARD EATON, *Instructor of French*
Licence d'espagnol et de portugais, Université de Haute-Bretagne, Rennes, France.
Associate Professor of French; French teacher for the Adult Program, Phoenix College.

BARBARA KWAN JACKSON, *Associate Professor of Chinese*
B.A. (1974), M.A. (1976), Ph.D. (1983), University of Arizona.

ALICE P. JOHNSON, *Associate Professor of English as a Second Language*
B.A. (1968), M.A. (1970), University of California, Los Angeles.
Chief of Party for UCLA, Beijing English Language Center, People's Republic of China.

LEON F. KENMAN, *Associate Professor of English as a Second Language*
A.B. (1961), University of Cincinnati; M.A. (1967), Cornell University; Ph.D. (1975), University of Texas at Austin.
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*.

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

ANDRE KLEIN, *Associate Professor of French*
B.S. (1964), Long Island University; M.A. (1971), New York University.



Christa Britt, professor of German, has taught at Thunderbird since 1970.

AKIHISA KUMAYAMA, *Associate Professor of Japanese*
B.A. (1965), Kansai University, Osaka, Japan; M.A. (1973), Oriental Studies; M.A. (1973), English as a Second Language, University of Arizona; M.I.M. (1988), American Graduate School of International Management.
Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan. Author: *Usage of the English Articles (a, an, the)*.

JANE CHU-MEI KUO, *Associate Professor of Chinese*
B.A. (1969), National Taiwan University; M.A. (1974), California State University, Fresno.
Lecturer, Mandarin Training Center, National Taiwan Normal University, Taipei, Taiwan; Visiting Professor, Chinese Language Center, Tughai University, Taichung, Taiwan.

ZEDDIC D. LANHAM, *Instructor in English as a Second Language*
B.A. (1962), Arizona State University.

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

WANDA LAUTERBORN, *Assistant Professor of Spanish*
Título de Profesora de Educación Secundaria (1965), Pontificia Universidad Católica del Perú, Lima; M.A., Education (1967), Wichita State University; M.A., Spanish (1972), University of Nebraska, Lincoln; Ph.D. (1985) University of Colorado, Boulder.
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.

RUBEN L. MENESES, Assistant Professor of Spanish
B.A. (1974), M.A. (1977), Arizona State University.

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

JAIME ANTONIO PEREZ, Associate Professor of Spanish
Doctor en Derecho (1954), Universidad de la Habana, Cuba; M.A. (1964), Ohio University.
Assistant Professor and Assistant Director, Escuela Profesional de Comercio de 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.

MARIA CARLOTA FIGUEIREDO PINHEIRO, Associate Professor of Portuguese; Chair, Department of Modern Languages
Licenciada em Letras Neolatinas (1961), Pontificia 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; Instructor, University of Iowa; Director, Winterim Program in Brazil; 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; Adjunct Professor, Continuing Education, Northern Arizona University; 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.

BETH STOOPS, Instructor of English as a Second Language
B.A. (1976), Bowling Green State University; M.A. (1983), University of Arizona.
Coordinator of ESL Courses, Thunderbird Management Center.

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; Director, Winterim Program in Spain; Coauthor: *Negocios y comunicaciones*.

ELZA E. WHITE, Associate Professor of French
B.A. (1963), M.A. (1966), Arizona State University.

PART-TIME INSTRUCTORS:
Leith Corbridge; Laurence M. Finney; Agnes Hofmann; O. Lobo; Silvia Rogers.



Professor Akihisa Kumayama teaches Japanese. He received his undergraduate in Japan and his graduate degrees in the U.S.

"We must ask why do so few business schools give adequate emphasis to the international aspects of business (One that does in full measure is the American Graduate School of International Management in Arizona...) Most American schools of business are still unable to deliver comprehensive training at undergraduate and graduate levels in international finance, marketing, and other critical subject. One reason, of course, is a natural lag in the ability to acquire faculty members fully qualified to deliver this education. Eventually this will be remedied, but the problem is now."

Thomas R. Horton
President and CEO
American Management Associations
in *Management Review*, August 1983

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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
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Exchange Professor, University of International Business and Eco-
nomics, Beijing.

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B.S. (1977), California State University; M.B.A. (1982), Cali-
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Graduate Assistant, Arizona State University; Lecturer, San Jose
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President, Business Association of Latin American Studies; Assistant
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B.A. (1952), University of Washington; M.B.A. (1953), D.B.A.
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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 Univer-
sity, Academy of International Business Fellow.

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B.S. (1973), University of Tehran; M.S. (1978), Iowa State
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B.B.A. (1949), City College of New York; M.A. (1950), Washington University; M.A. (1952), Ph.D. (1959), University of Chicago.

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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.

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F. John Mathis teaches International Finance and Trade and coordinates the International Banking Conference during Winterim.

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HUGH PRING, Associate Professor of World Business
Ph.D. (1955), University of Wales.

Research Scientist, EMI Electronics; Research Scientist, Vickers Research; A/FE Director of Business Plans; Director, Planning System, IBM.

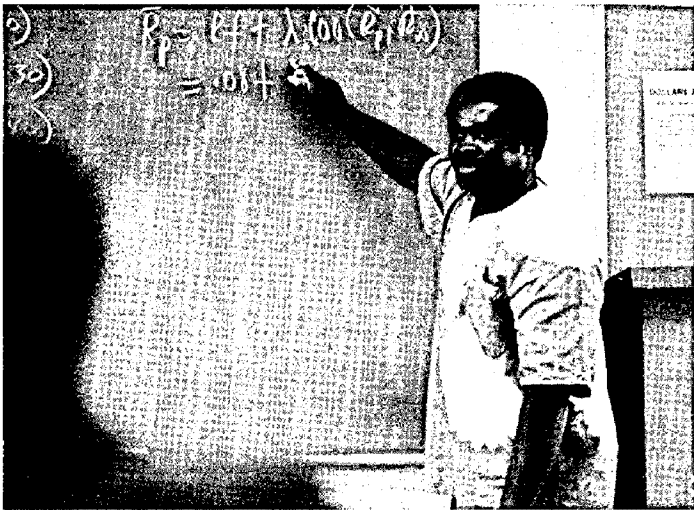
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Professor Robert Sherman is a 1975 graduate of Thunderbird and teaches Managerial Finance. He is also a consultant to the African Development Bank of the Ivory Coast.

ROBERT G. SHERMAN, Assistant Professor of Finance
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Faculty Associate, College of Business, Arizona State University; Research Specialist, Ministry of Planning and Economic Affairs, Liberia; Assistant Minister of Finance for Banking, Liberia; Consultant, African Development Bank, Abidjan, Ivory Coast.

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B.E. (1970), University of Malaya, M.B.A. (1972), University of Washington; Ph.D. (1977), New York University.
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*.

FRANK TUZZOLINO, Assistant Professor of World Business
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.

HUMBERTO VALENCIA, Associate Professor of Marketing
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.

MELVIN H. VOTH, Professor of World Business
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.

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, 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.

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LIBRARY

SUSAN BLEDSOE, Chief 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.

KRISTINE AINSWORTH SWANK, Acquisitions Librarian

B.A. (1986), Dana College, Blair, Nebraska; M.L.S. (1988), University of Arizona.

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University of Washington

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Dr. Roy A. Herberger, Jr. became the eighth president of Thunderbird on July 1, 1989.



Dr. William Voris, president emeritus, presided over his 54th consecutive commencement ceremony in May.

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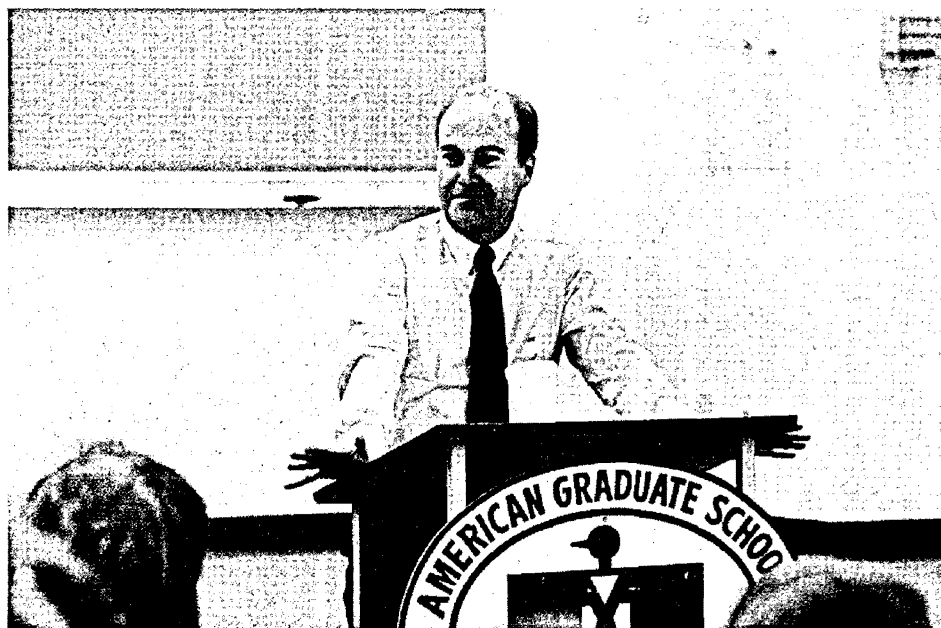
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Professor of Economics

Carleton College

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President
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Graduates of American Graduate School of International Management are in a good position to communicate information about Thunderbird. On the basis of their personal experiences, they can answer many questions concerning the curriculum, facilities, social activities, and the effectiveness of the program in relation to their careers.

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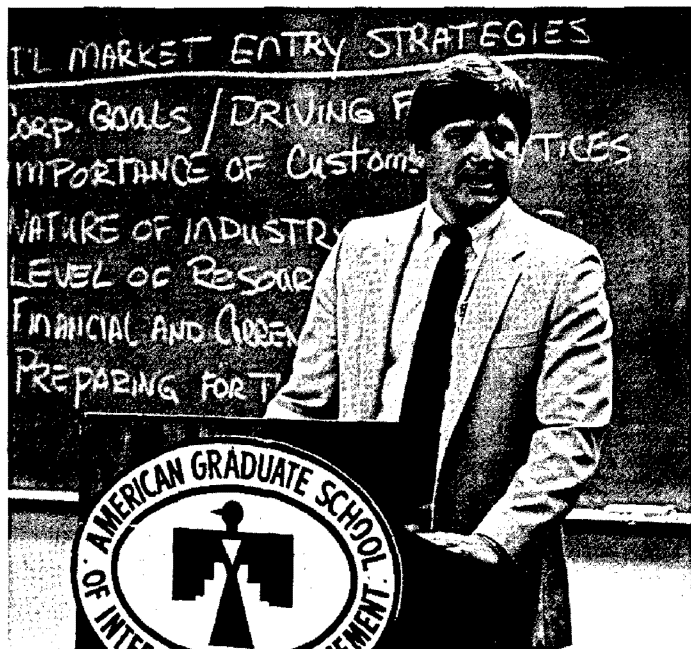
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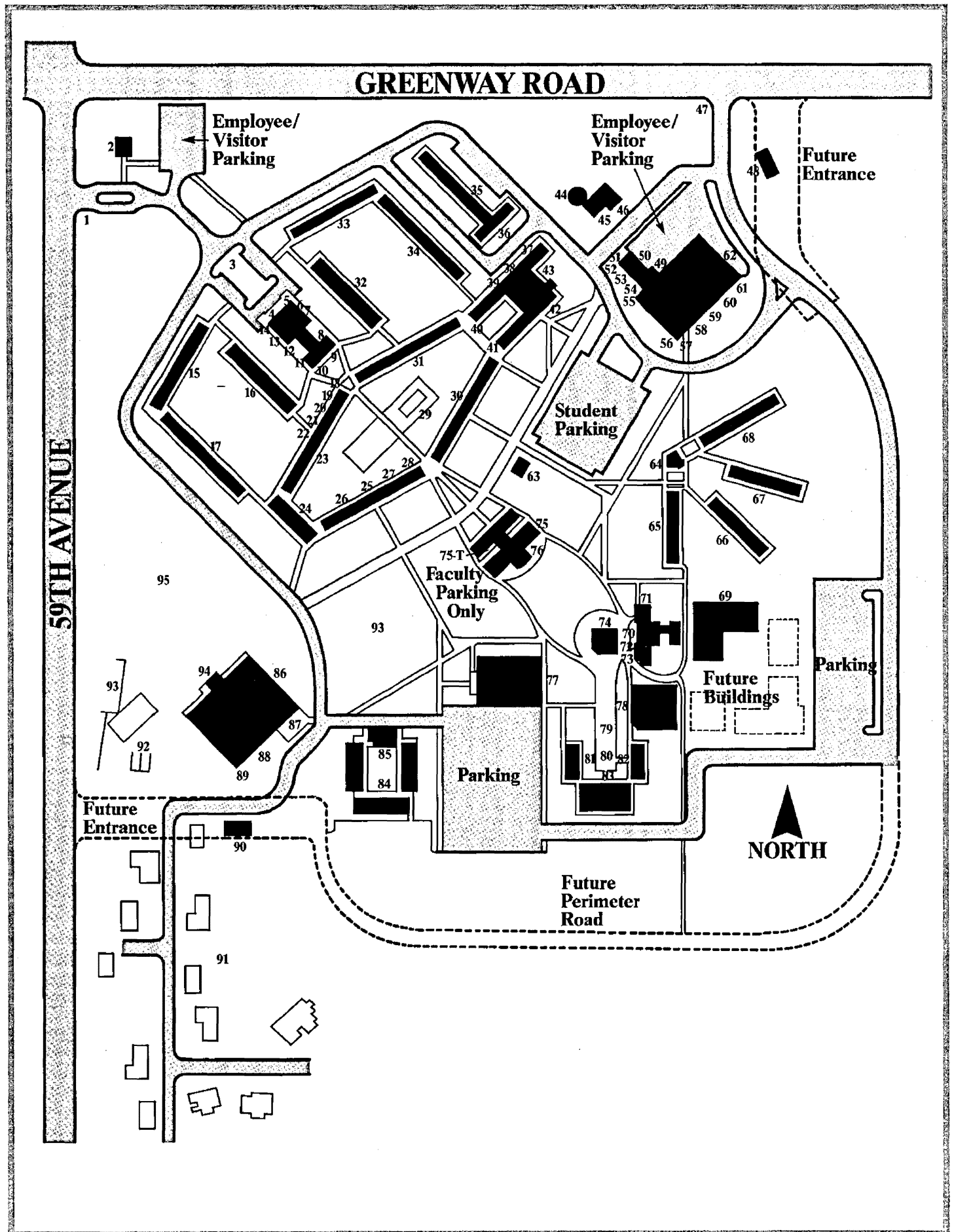
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Thunderbird Campus Map

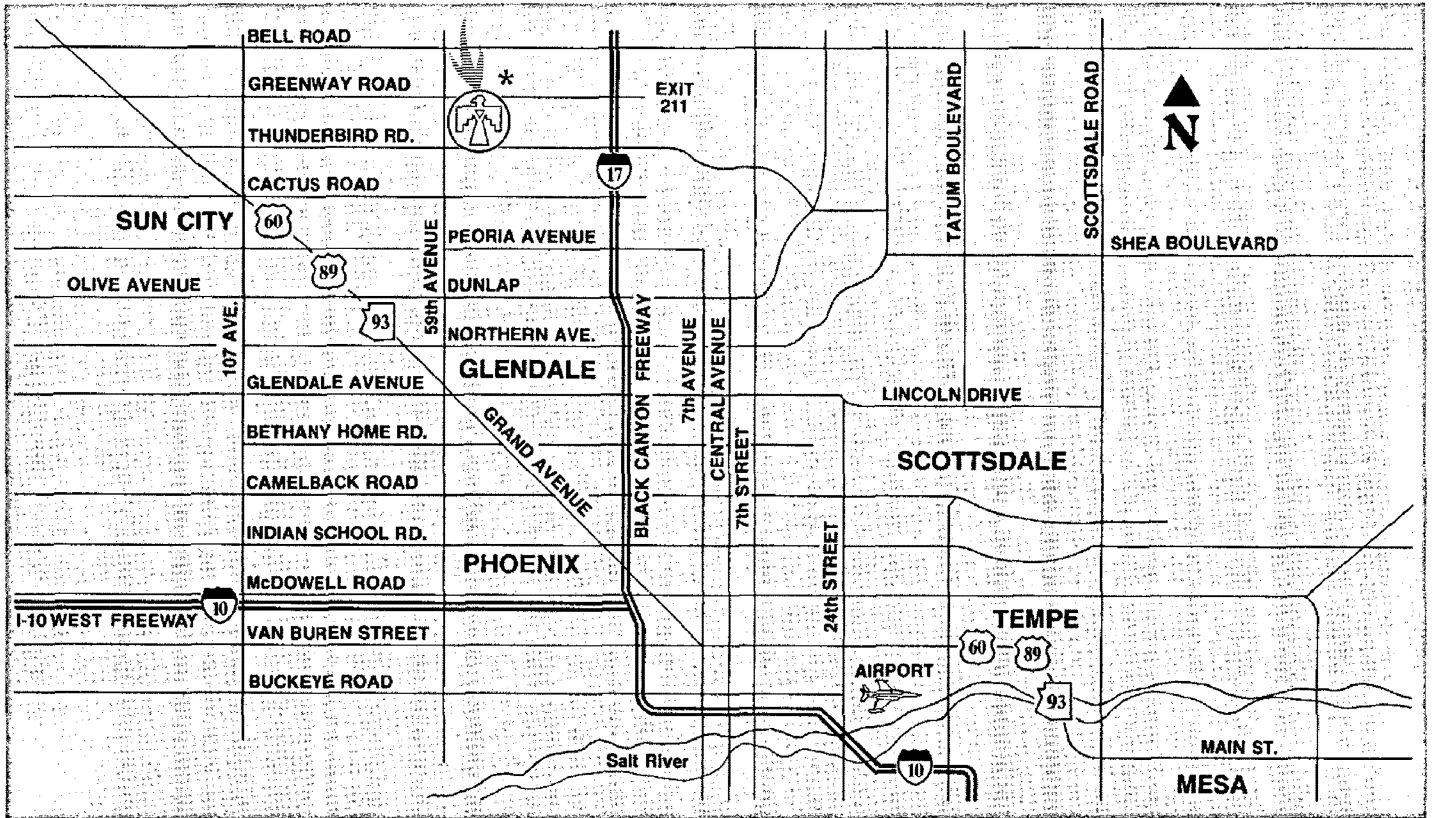
"A" Dormitory	30	East Apartments 1-12	65	Kitchen Delivery Area	43
Academic Affairs (V.P.)	76	East Apartments 13-24	66	Laundry	50, 85, 64
Admissions, Records, College Relations	14	East Apartments 25-36	67	Library	77
Admissions Annex	20	East Apartments 37-50	68	Modern Languages, William Voris Hall of (Faculty Offices)	69
Alumni Relations Office	88	Entrance, 59th Avenue	1	Pavilion, Erickson-Alumni	74
ASLC (Associated Students Legislative Council)	58	Entrance, Greenway Road	47	Personnel	9
Athletic Field	95	External Affairs (V.P.)	7	Physical Plant	46
Audio Visual Aids	55	"F" Dormitory	33	Ping Pong Room	89
Auditorium	39	Faculty Senate (C-24)	27	Post Office	60
Auditorium Annex Meeting Room	40	Financial Aid	54	President's Office	5
"B" Dormitory	31	Flagpole	3	Pub	87
Balloon Race Office	57	Foreign Student Advisor	13	Racquetball/Handball Courts	92
Basketball	93	Founders Hall (Use main entrance for all offices)	4	Residences	91
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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



Phoenix Area Map



* 15249 N. 59th Avenue; Glendale, AZ 85306



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.

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DIRECTORY (Area Code 602)

Academic Affairs	978-7250
Admissions	978-7210
Business Office	978-7140
Dean of Students	978-7133
Department of International Studies	978-7182
Department of Modern Languages	978-7255
Department of World Business	978-7150
Financial Aid	978-7130
Housing	978-7132

Academic Calendar

FALL SEMESTER 1989

August 21	Dormitories Open
August 22	New Student Orientation
August 23-25	Testing, Registration
August 28	Classes Begin
August 28-29	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 p.m.

WINTERIM 1990

January 1	Dormitories Open
January 2	Registration, Classes Begin
January 19	Final Examinations

SPRING SEMESTER 1990

January 22	Dormitories Open
January 23	New Student Orientation
January 24-26	Testing, Registration
January 29	Classes Begin
January 29-30	Financial Registration
February 2	Last Day for Late Academic Registration, Changes in Schedule
April 13-16	Easter Break (Dining Hall closed 4 days)
April 17	Classes Resume
May 10	Last Day of Classes
May 11	Finals Break
May 12-18	Final Examinations
May 18	Commencement
May 21	Closure of Dormitories, 5 p.m.

SUMMER SESSION 1990

May 23	Dormitories Open
May 29	New Student Orientation
May 30-31 and June 1	Testing, Registration
June 4	Classes Begin, Thunderbird Campus
June 4-5	Financial Registration
June 6	Classes Begin, Guadalajara
June 6	Last Day for Late Academic Registration, Changes in Schedule
July 4	Holiday, Independence Day
August 7	Last Day of Classes
August 8-10	Final Examinations
August 10	Commencement
August 13	Closure of Dormitories, 5 p.m.

FALL SEMESTER 1990

August 20	Dormitories Open
August 21	New Student Orientation
August 22-24	Testing, Registration
August 27	Classes Begin
August 27-28	Financial Registration
August 31	Last Day for Late Academic Registration, Changes in Schedule
September 1-3	Holiday, Labor Day (Dining Hall closed 3 days)

November 22-25	Thanksgiving Break (Dining Hall closed 4 days)
December 6	Last Day of Classes
December 7	Finals Break
December 8-14	Final Examinations
December 14	Commencement
December 17	Closure of Dormitories, 5 p.m.

WINTERIM 1991

January 1	Dormitories Open
January 2	Registration, Classes Begin
January 22	Final Examinations

SPRING SEMESTER 1991

January 28	Dormitories Open
January 29	New Student Orientation
January 30-February 2	Testing, Registration
February 4	Classes Begin
February 4-5	Financial Registration
February 8	Last Day for Late Academic Registration, Changes in Schedule
March 29-31 and April 1	Easter Break (Dining Hall closed 4 days)
April 2	Classes Resume
May 16	Last Day of Classes
May 17	Finals Break
May 18-24	Final Examinations
May 24	Commencement
May 27	Closure of Dormitories, 5 p.m.

SUMMER SESSION 1991

June 3	Dormitories Open
June 4	New Student Orientation
June 5-7	Testing, Registration
June 10	Classes Begin, Thunderbird Campus
June 10-11	Financial Registration
June 12	Classes Begin, Guadalajara
June 12	Last Day for Late Academic Registration, Changes in Schedule
July 4	Holiday, Independence Day
August 13	Last Day of Classes
August 14-16	Final Examinations
August 16	Commencement
August 19	Closure of Dormitories, 5 p.m.

FALL SEMESTER 1991

August 26	Dormitories Open
August 27	New Student Orientation
August 28-30	Testing, Registration
August 31-September 2	Holiday, Labor Day (Dining Hall closed 3 days)
September 3	Classes Begin
September 3-4	Financial Registration
September 9	Last Day for Late Academic Registration, Changes in Schedule
November 21-24	Thanksgiving Break (Dining Hall closed 4 days)
December 12	Last Day of Classes
December 13	Finals Break
December 14-20	Final Examinations
December 20	Commencement
December 23	Closure of Dormitories, 5 p.m.

The School reserves the right to make whatever changes in dates it deems appropriate in the above Academic Calendar and any other portion of this *Bulletin/Catalog*.



THUNDERBIRD

AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT
GLENDALE, ARIZONA USA 85306

