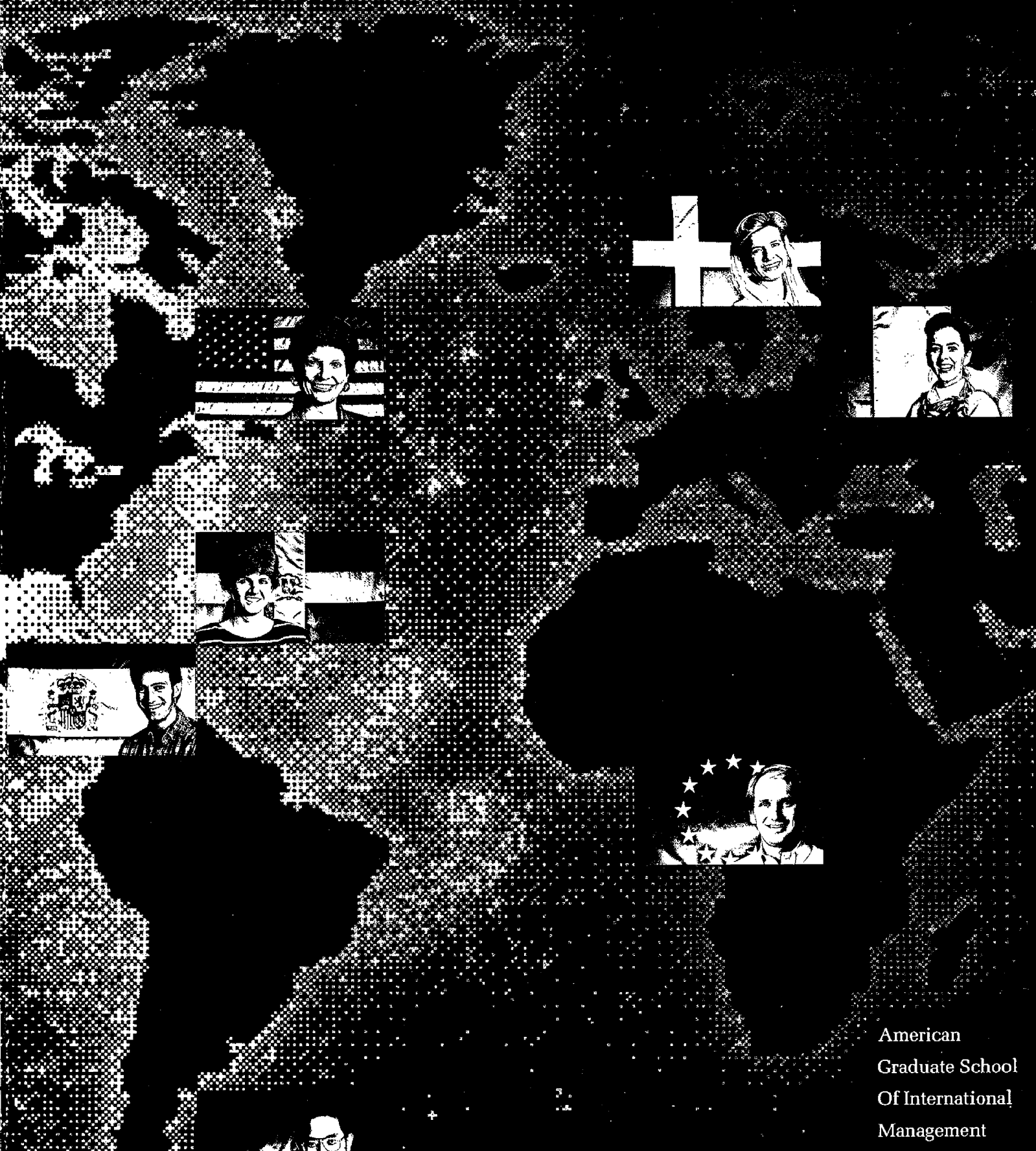


THUNDERBIRD



American
Graduate School
Of International
Management

Catalog 1990-91



"Our students often tell me that Thunderbird is one of the few places where they have found people who think like they do. These students are truly 'Citizens of the World,' and theirs is a global perspective. Many of them have traveled in several countries and speak several languages. Others, however, may never have owned a passport. Yet for all of them, it is their global viewpoint that sets them apart. If you are seeking a community of internationalists and you thrive on intellectual challenge, I invite you to be part of the Thunderbird experience. It will change your life."

Roy A. Herberger, Jr.
President

Thunderbird
The American
Graduate School
of International
Management

The 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. Thunderbird's reputation as America's premier graduate school has stood the test of time for more than 40 years in the board rooms of the world's most important corporations.

**American
Graduate
School of
International
Management**

Telephone:
(602) 978-7210

TELEX:
187123

FAX:
(602) 439-5432

**Admission
inquiries only:**
(800) 824-7333

Accredited by the North Central Association of Colleges and Schools, Thunderbird offers one degree — the Master of International Management, the M.I.M. The student who is well prepared in undergraduate business or language courses can complete the program in three terms, which can mean one year. Others may take 18 months.

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.

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

Address Inquiries to:

Dean of Admissions
American Graduate School of
International Management
Thunderbird Campus
15249 N. 59th Ave.
Glendale, AZ 85306

CONTENTS

3	Student Profile
4	Thunderbird Campus
6	The History of Thunderbird
8	The Thunderbird Network
12	Career Services
16	Major Thunderbird Employers
18	Admission
20	Student Services
23	Campus Resources
26	Housing and Food Service
30	Tuition and Fees
32	Financial Aid
40	Foreign Programs
42	Cooperative Programs
44	Winterim
48	Degree Requirements
50	Degree Program
52	Department Requirements
58	Courses and Prerequisites
80	Internships
82	Academic Regulations
84	Faculty
92	Administration and Trustees
94	World Business Advisory Council
96	Alumni Association
97	Alumni Educational Counselors
108	Maps
110	Index
112	Academic Calendar

**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 business.

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

More than 22,000 Thunderbird alumni occupy executive offices in multinational enterprises around the world. The bond that unites them is a combination of elements that make up the "Thunderbird Experience." It starts on the Thunderbird Campus and extends around the world.

It is a group of alumni living, working, and making business contacts in every state in the United States and 115 countries.

It is the "First Tuesday" tradition in New York, 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 grows from the challenges of a demanding curriculum.

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

Yes, the Thunderbird Experience is different, and it can't be found at the average graduate school. It is a special combination of unique individuals, outstanding faculty, demanding classes, campus friendships, and alumni contacts.

PROFILE OF THE STUDENT BODY

Student Population: 1,301 Students*

Distribution	Percentage
Female	35
Foreign National **	30

*Spring, 1990
**Representing 59 countries

Undergraduate Major*	Percentage
Business Administration and Related Studies	35
Social Sciences	13
Language (including English)	12
Economics	11
International Relations/Area Studies	7
Engineering/Technical	6
Physical/Life Sciences	6
Humanities and Fine Arts	5
Political Science/Government	5

*Representing 485 undergraduate colleges and universities (including 133 foreign institutions) and 68 individual major fields of study.

Age at Graduation	Percentage
Under 24 years	19
24-25	33
26-27	23
28-29	9
30 and over	16
Mean Age	27.4 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

"Thunderbird is home to some 1,300 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. Most have lived or worked overseas; many come to Thunderbird already speaking another language or two."

*Arizona Trend magazine
January 1989*

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, with cold mornings warming to pleasant afternoons.

"Welcome to Thunderbird, one of the youngest schools 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

Summers offer hot dry days with all buildings fully air conditioned and a swimming pool in the central quadrangle for cool recreation.

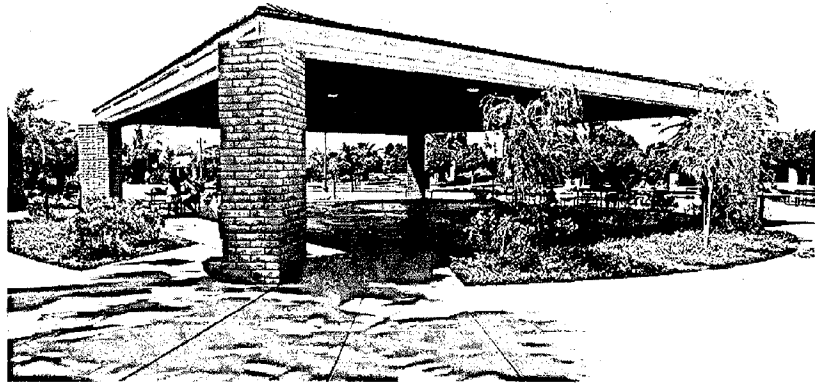
A drive of three or four hours takes one to the pine forests of northern Arizona, the ski resorts of Flagstaff, and the spectacular Grand Canyon. A half-day drive to the south passes through colorful desert vegetation to the city of Tucson and the Mexican border, gateway to Latin America.

The 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.



Southwestern architecture dominates the Thunderbird Campus with emphasis on outdoor facilities for study, entertainment, recreation, and conversation.

The West Apartments, completed in 1971 and renovated in 1983, have some units available for married students. They consist of 50 units in three two-story buildings, including a lounge and related facilities.

A special Key Manager residence and nine 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.

Campus Tours

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



"Work hard when you come here. There's time to have fun and meet people, but you really need to bear down and work. You should also take advantage of the cultural diversity here by going to the Pub and meeting people from all these different cultures. Take advantage of all the clubs we have on campus. That's a good way to get to know a lot of new people. Also, stop by the Career Services Center every day. The job I got was posted at the Career Center, and my recruiter was a Thunderbird. As a T'bird alum, I plan to be just as accessible as all the T'bird alums were to me."

R. Scott Moore '90
B.A., Spanish, 1986
Indiana University
Business
Research Analyst,
Dow Chemical

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.

"We made some important resolutions during the School's first year. One was that this school would always keep itself free to experiment both in subject matter and in educational techniques. Another was that the school would always keep itself wide awake to new developments and to new information. Third, we decided to make the instruction as practical and realistic as we possibly could without sacrificing an understanding of fundamental principles, which are also very important to realism."

Barton Kyle Yount
Founding
President, 1946

General Yount realized that U.S. business was going to be widely involved internationally after the war and 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 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.

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 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 expanded to include a variety of advanced courses for executives 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

On 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 (IBEAR) program.



"After I graduated from ASU, I interviewed for some investment banking positions. The Europeans I was interviewing with said, 'If you want international business, go to Thunderbird. That is the place to be.' I speak French, some German, some Spanish, and a few phrases in Japanese. I looked at other programs but none of them offered the same tripartite curriculum as Thunderbird, where all three areas are recognized as important. Thunderbird has a unique program, and I wanted to be a part of that."

Katrina
Gonnerman '90

B.S., Finance,
1985

Arizona State
University

Marketing,
Procter & Gamble

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. They are 22,000 strong in every state in the U.S. and 115 foreign countries. No question about it, Thunderbirds are the "in" group in international circles.

"My father went to Thunderbird in 1964, and that's how I found out about it. I had been in teaching for six years, and I wanted to make a major change in career. Having had entrepreneurial brothers and fathers talking business all the time, I identified with that more than I did with teaching, so I switched my career. I grew up as an Italian-American and lived 22 years in Italy, with an American mother and an Italian father, so I can see myself having a dual life, part in Italy and part in America."

Ellen Antinucci
'90
B.S., Psychology,
1982
University of
Oregon



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. This alumni network could be your lifelong connection in the world of international business.

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 22,000 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 their friends, business associates, their alma mater, and global affairs.

The Jonas Mayer Distinguished Alumnus Award is given each year by the Thunderbird Alumni Association to 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.



"I had been accepted in various M.B.A. programs across the country. The deciding factor was the tripartite degree and its uniqueness compared to the M.B.A. As Thunderbirds, we are a part of an elite international fraternity. We have forged special bonds here at school that will continue on into the working world. The support and assistance of alumni is key in bringing our network of T'birds even closer, assisting one another in job search, country orientation, social introduction, and school monetary assistance."

Stewart Sarkozy
B.A., International
Business &
German, 1988
Alma College

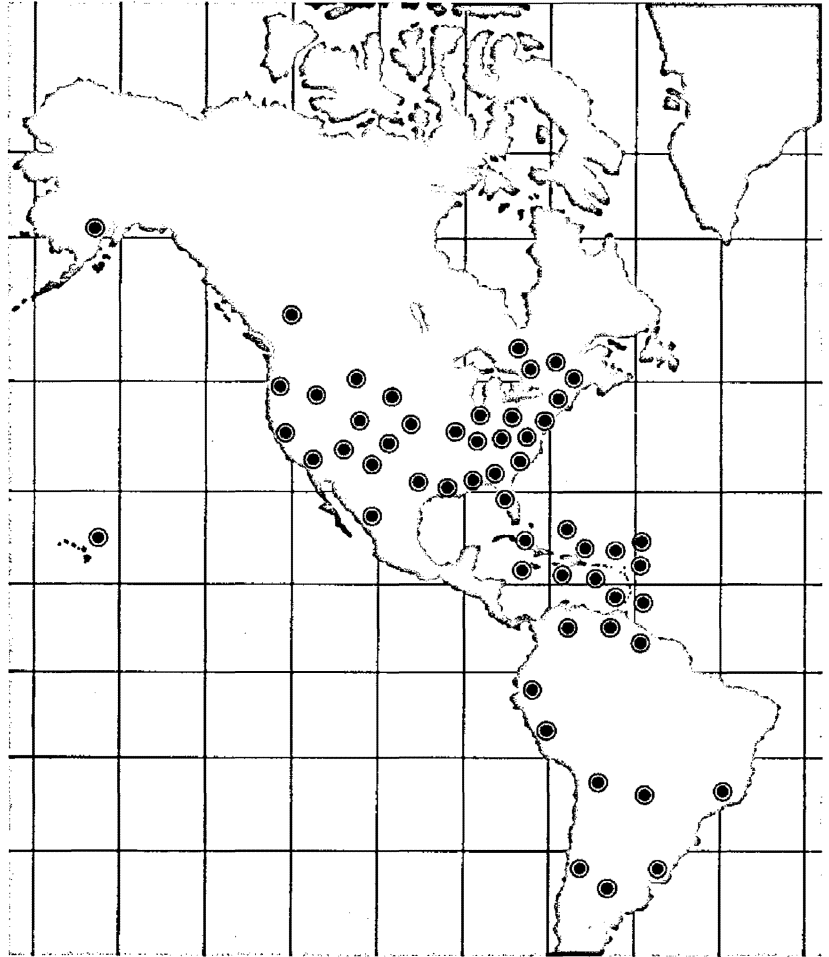
LOCATION OF ALUMNI

State	Number
California	3,255
Arizona	1,229
New York	1,031
Texas	933
Illinois	823
Florida	715
New Jersey	460
Washington	395
Colorado	365
Virginia	354
Ohio	347
Pennsylvania	321
Connecticut	303
Michigan	282
Minnesota	275
Massachusetts	274
Oregon	230
Georgia	211
Wisconsin	203
Maryland	191
Washington, D.C.	153
Missouri	151
Utah	145
North Carolina	141
Indiana	128
Kansas	98
New Mexico	98
Tennessee	91
Hawaii	84
Oklahoma	82
Nevada	63
Iowa	55
Louisiana	53
South Carolina	52
Nebraska	51
Montana	45
Kentucky	42
Alabama	37
New Hampshire	36
Alaska	28
Arkansas	28
Delaware	26
Maine	23
Vermont	21
Mississippi	21
North Dakota	19
Wyoming	15
Guam	13
South Dakota	10
West Virginia	5
Virgin Islands	5
American Samoa	1



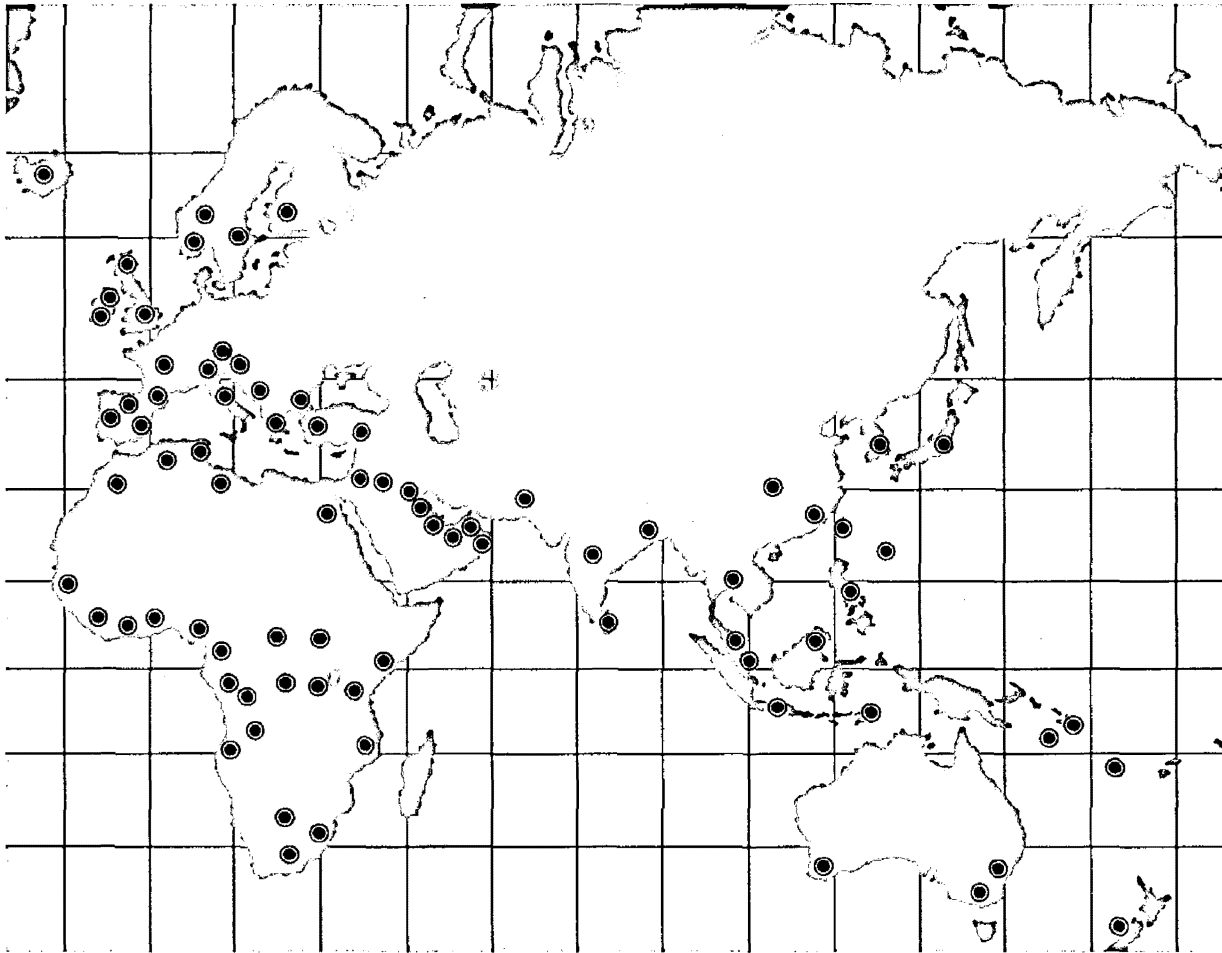
"The alumni network in Europe is a valuable resource that is always going to help. In every significant event in my life, Thunderbird has played a role; from my marriage, to my work, to my social life. Other people who lead more 'normal' lives can't understand why I'm getting mail from 30 different countries and phone calls from places like Nigeria."

John Cook '79
Abteilungs-
direktor,
Continental
European
Merchant Bank
Security Pacific
Bank A.G.
Frankfurt,
West Germany



LOCATION OF ALUMNI OVERSEAS*

Country	Number	Country	Number
Japan	476	India	43
Fed. Rep. of Germany	196	Italy	43
England	158	Australia	41
France	156	Argentina	36
Brazil	149	Chile	35
Hong Kong	138	Peru	34
Norway	136	Egypt	33
Mexico	135	People's Rep. of China	33
Spain	127	Panama	32
Venezuela	106	Ecuador	30
Canada	102	Philippines	29
Netherlands	90	Costa Rica	28
Taiwan	89	Iran	21
South Korea	82	Malaysia	21
Belgium	67	Austria	20
Singapore	67	Greece	18
Indonesia	58	Nigeria	17
Switzerland	58	Turkey	17
Thailand	52	Pakistan	17
Saudi Arabia	50	Sweden	16
Colombia	43	Bolivia	13



LOCATION OF ALUMNI OVERSEAS*

Country	Number	Country	Number	Country	Number
Guatemala	13	Liberia	4	Haiti	2
Kenya	13	Sudan	4	Oman	2
Jordan	12	Togo	4	Qatar	2
United Arab Emirates	12	Finland	4	Rwanda	2
El Salvador	11	Mozambique	4	Sri Lanka	2
Honduras	11	Portugal	4	Trinidad	2
Luxembourg	11	Netherlands Antilles	4	Algeria	2
Paraguay	10	Bahamas	3	Aruba	1
Bahrain	9	Botswana	3	Zaire	1
Ivory Coast	9	Cameroon	3	British Virgin Islands	1
Morocco	8	Denmark	3		
New Zealand	8	Jamaica	3		
South Africa	7	Libya	3		
Dominican Republic	7	Monaco	3		
Cyprus	6	Nepal	3		
Bangladesh	6	Barbados	2		
Kuwait	5	Bermuda	2		
Uruguay	5	Cayman Islands	2		
Israel	5	French Polynesia	2		
Senegal	4	Gabon	2		
Yugoslavia	4	Ghana	2		

*Partial listing of the 115 countries in which Thunderbird alumni are located.

Source: Office of Alumni Relations, 1990.

"I chose Thunderbird over 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 the springboard for my international career, which placed me in three countries in my first ten years out of school."

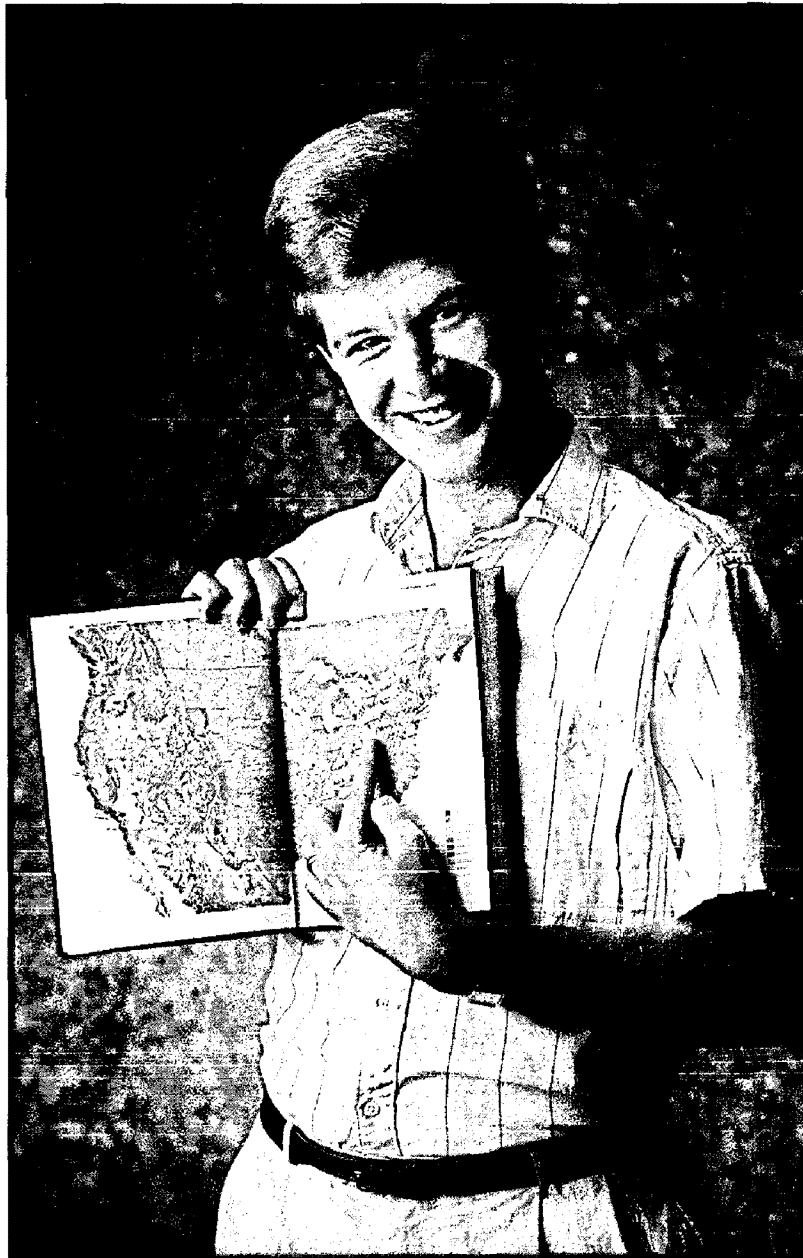
James J. Beirne '76
Director of Career Development and Placement, Graduate Division

The Wharton School of the University of Pennsylvania

The major focus of the Career Services Center, located in the Franz G. Talley building, is service both to the students and employers. Emphasis is upon providing professional career counseling, planning and placement services to the students while maximizing recruiting success for employers.

"I went through Career Services and interviewed [with the Royal Bank of Canada]. The Royal Bank hadn't recruited for this position for four years, so they looked at the most successful people in their own organization, then went to the colleges they were from. There are quite a few Thunderbird alumni working for the Royal Bank. In fact, the person who is in charge of all of Europe is a T'bird. When I went to New York to interview, I was there with a person from MIT, one from the University of Chicago, one from Wharton, and one from NYU."

Terry L. Grant '90
Corporate Account
Manager,
Royal Bank of
Canada



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. Employers state that they hire Thunderbird graduates because in addition to their expertise for the position, they are able to conduct business in other languages and cultures; they understand the changes in the international marketplace and the relationship to domestic operations; they have practical management skills including negotiation; they have the ability to collaborate in a cross-cultural environment where many have had living experiences; and they present themselves with a sense of behavioral maturity.

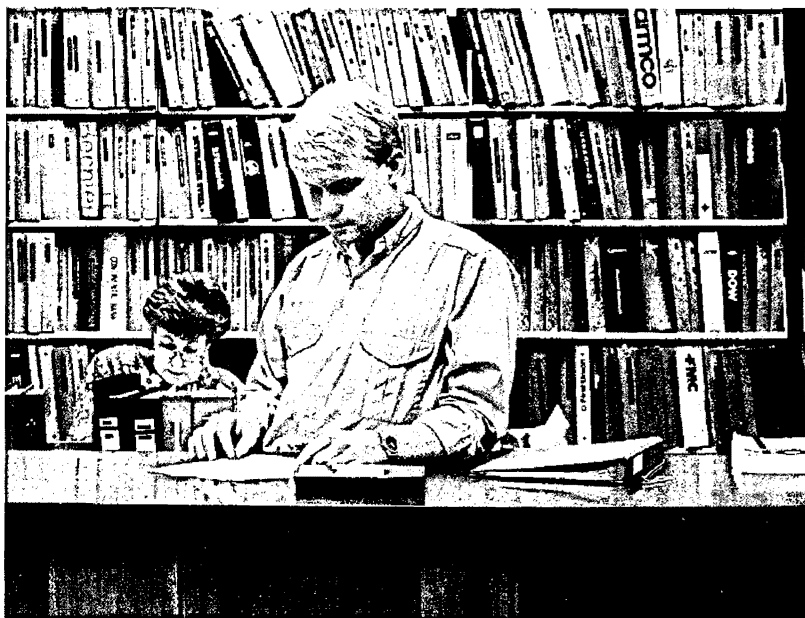
Recruiting information is available from coordinators who schedule on-campus interviews and post positions of companies not able to recruit on campus. Students must be registered and making satisfactory progress toward the degree to be eligible to use the recruiting services of the Career Services Center.

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 factual information about the 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 were 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.



The Career Services Resource Library provides files on hundreds of companies and organizations plus numerous directories, planning books, and periodicals.

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.

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.



*"Dear T'birds:
Finally! A title! An office! A secretary! A 5th Avenue location! And I'm in charge of the Far East. (South Korea, Taiwan, China, Hong Kong, Singapore, Thailand, Malaysia, Indonesia, and the Philippines). Four sales trips a year—L.A., Cannes, Milan and Far East tour. Just goes to show you, it pays to dream! And a T'bird let me know of the opening."*

Janet Almroth '88
Director of
Licensing,
RCA Columbia
Pictures
International
Video

B.A.,
Anthropology,
1978
Tufts University

"My time at Thunderbird was the most critical time in my life. I entered the international development program at AT&T straight from Thunderbird. AT&T hired people for the management development program from five schools: Harvard, Wharton, Stanford, MIT, and Thunderbird. After six months of learning company policies, procedures, products and structure, I went to Beijing to conduct the market analysis and write the PRC account plan for my division. I then proceeded to Hong Kong and Singapore to conduct an analysis of the financial aspects of AT&T's international operations in this region.

(Continued on page 15)

- Aetna (CT)
 Air Freight Services & Communications/AFSAC (CA)
 Akron Brass Company (OH)
 Alcon Laboratories, Inc.; International Finance (TX)
 Alcon Laboratories, Inc.; International Treasury (TX)
 Altenburg-Stralsunder (West Germany)
 AM International (IL)
 American Airlines - SABRE (TX)
 American Express; Consumer Card Group (AZ)
 American International Group (NY)
 AMTEX, a joint venture with Masland Industries (PA)
 Arthur Andersen & Co. (IL)
 Apple Computer, Inc. (CA)
 Arizona Department of Commerce (AZ)
 Asahi Agency (Japan)
 Asea Brown Boveri (NY)
 Asian Sources Group of Publications (IL)
 AT&T International (NJ)
 Backer Spielvogel Bates, Inc. (NY)
 BancOhio National Bank (OH)
 Bank of Boston (MA)
 The Bank of Nova Scotia (Canada)
 Barcelona Development Agency (NY)
 Baskin-Robbins International Co. (CA)
 Beltone Electronics (IL)
 Berlitz International (NY)
 The Black & Decker Corporation (MD)
 W. H. Brady Co. (WI)
 BSB New York (NY)
 Bucyrus-Erie Company (WI)
 California State World Trade Commission (CA)
 Campbell Soup Co. (NJ)
 Cargill Inc. (MN)
 Carnation Company (CA)
 Carver Boat Corporation (WI)
 Casa Alianza (Guatemala)
 J. I. Case Company (WI)
 Cenpac Securities Corporation (AZ)
 Center for International Financial Analysis & Research/CIFAR (NJ)
 Central Intelligence Agency (CO)
 Champion Road Machinery Ltd. (Canada)
 Chase Manhattan Bank (NY)
 Chelsea Corp. (TX)
 Chiat/Day/Mojo (NY)
 Chubb & Son, Inc. (NJ)
 CIGNA Corp. (PA)
 Cincinnati Milacron (OH)
 C. I. Tech International, Inc. (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.; Consumer Services Group (Thailand)
 Citibank, N.A.; Consumer Services Group International (NY)
 Citibank, N.A.; European Services Group (NY)
 Citibank, N.A.; Individual Bank Sector (AZ)
 Citibank, N.A.; Individual Bank Sector (NY)
 Citibank, N.A.; Investment Banking Division (NY)
 Citicorp North American Trade Services (IL)
 Citicorp Financial Corporation (AZ)
 CME/Campbell-Mithun-Esty Advertising (MN)
 CME/Campbell-Mithun-Esty Advertising (NY)
 CMS Enhancements, Inc. (CA)
 CMS Management Services (IN)
 CNN International Sales Limited (England)
 Coca-Cola International (GA)
 Colgate Palmolive (NY)
 Colorprep, Inc. (CA)
 Communications, Conferences & Exhibitions, Inc. (NY)
 Continental Bank (CA)
 Continental Bank (IL)
 Continental Grain (IL)
 Corroon & Black Corporation (NY)
 Dailey & Associates (CA)
 Dana Corporation (OH)
 DDB Needham (IL)
 Deere & Company (IL)
 Dekalb Genetics Corporation (IL)
 Delco Electronics Corporation (IN)
 Deutsche Bank AG (NY)
 Devon Systems International (West Germany)
 Didde Web Press Corporation (KS)
 Diesel Recon Company (TX)
 Christian Dior Perfume (NY)
 DMB&B (NY)
 Dow Chemical U.S.A. (CA)
 Dow Chemical U.S.A. (MI)
 Dow Chemical U.S.A. (TX)
 E. I. Du Pont de Nemours & Co. (DE)
 Du Pont Japan, Ltd. (Japan)
 Eastman Kodak (NY)
 Echosphere International (CO)
 Educational Services Exchange with China (CA)
 Electronic Data Systems (CA)
 Emerson Motor Co. (MO)
 Ensign-Bickford Optics Company (CT)
 ESCO Corporation (OR)
 ESCO Europe (Belgium)
 Esso (FL)
 Euro Brokers (NY)
 Executive Access Limited (Hong Kong)
 Exxon/Esso (FL)
 Falk do Brasil (Brazil)
 Federal APD (MI)
 Federal Bureau of Investigation (AZ)
 Federal Reserve Bank of San Francisco (CA)
 FHP, Inc. (CA)
 First Chicago Corporation (FL)
 First City Bancorporation (TX)
 First National Bank of Chicago (IL)
 First Wachovia Corporation (NC)
 Fisher Control International, Inc. (TX)
 Flying Tigers (CA)
 Foote, Cone & Belding (CA)
 Foote, Cone & Belding, Latin America (NY)
 Ford Lio Ho (Taiwan/ROC)
 Ford Motor Co. (MI)
 Freudenberg + Vilene International Ltd. (Hong Kong)
 Frito Lay (TX)
 Fun America, Inc. (CA)
 The Furst Group (IL)
 Gates Export Corporation (CO)
 General Foods Worldwide (NY)
 General Motors Corp.; Hydra-Matic Division (MI)
 General Motors Corp.; Inland Division (OH)
 General Motors Corp.; International Human Resources (MI)
 General Motors Corp.; Marketing & Product Planning Staff (MI)
 General Motors Corp.; Motors Trading Corp. (MI)
 General Motors Corp.; Packard Electric Division (MI)
 General Reinsurance Corporation (CT)
 General Semi-Conductor (AZ)
 Golden Bear International (FL)
 Goldman, Sachs & Company (TX)
 W. L. Gore, Inc. (AZ)
 Grove Worldwide (PA)
 Guardian Industries, Inc. (MI)
 Haas & McBryde International (NY)

Hallmark Cards, Incorporated (MO)
 Hardie Irrigation (CA)
 Harris Graphics Corporation (NH)
 Hershey Foods Corporation (PA)
 Heublein, Inc. (CT)
 Hill's Pet Products (KS)
 Holland Chemical International (The Netherlands)
 Honeywell, Inc. (AZ)
 HR International, Inc. (TX)
 IBM Latin America (NY)
 Ideal Industries, Inc. (IL)
 IGI, Inc. (NJ)
 In-Sink Erator (WI)
 The Industrial Bank of Japan (IL)
 Intel Corporation (CA)
 Jet Spray Corporation (MA)
 Johnson & Higgins (NY)
 Johnson & Johnson (NJ)
 Johnson Controls, Inc. (WI)
 The David J. Joseph Company (OH)
 Kadowaki Associates International Corp. (CA)
 Kellogg Company (MI)
 The Kohler Company (WI)
 Kraft General Foods, Inc. International (NY)
 L'Anza Arizona Salon Products (AZ)
 La Agencia de Orci & Asociados (CA)
 La Opinion (CA)
 Sara Lee Hosiery (NC)
 Life Support Products, Inc. (CA)
 Eli Lilly and Company (IN)
 Lindsey & Associates (CT)
 Lojas Americanas, S.A. (Brazil)
 MAI North American Incorporated (NY)
 Manufacturers Hanover Trust Co. (NY)
 Mars, Inc. (NJ)
 McCann-Erickson New York (NY)
 McDonnell Douglas (CA)
 McDonnell Douglas Helicopter Company (AZ)
 The McFletcher Corporation (AZ)
 McIlhenny Company (LA)
 McKinsey & Co. (DC)
 Medtronic Japan Co., Ltd. (Japan)
 Merck & Company, Inc. (NJ)
 Merck & Company, Inc. (Norway)
 Merck Sharp & Dohme International/MSDI (NJ)
 Meridien International Bank Limited (England)
 Metropolitan Life, Inc. (AZ)
 Mitsui & Company (USA), Inc. (NY)
 Molex Incorporated (IL)
 Monroe Auto Equipment Co. (MI)

Monsanto Company (MO)
 Moody's Investors Service (NY)
 Morgan Stanley Asia Ltd. (Hong Kong)
 Morgan Stanley & Co.; Brokerage Operations (NY)
 Morgan Stanley International (United Kingdom)
 Nacional de Dulces/Hershey Chocolate Co. (Mexico)
 National Bank of Detroit (MI)
 NCH Corporation (CA)
 NCH Corporation (TX)
 NCNB Texas National Bank (TX)
 NCR Corporation (CA)
 NCR Corporation; Asset Management (OH)
 NCR Corporation; Finance & Administration Dept. (OH)
 Nictrix Corporation (NJ)
 Nielsen & Nielsen, Inc. (CA)
 Nippon Motorola Limited (AZ)
 Nordson Corporation (OH)
 NW Ayer Incorporated (NY)
 Ogilvy & Mather (CA)
 Ogilvy & Mather (TX)
 Oracle Corporation; International Division (CA)
 OSI Industries, Inc. (IL)
 Otis Elevator (CT)
 Pacific InterTrade Corporation (CA)
 Paramount Cards (RI)
 Parbel (FL)
 Parker Drilling Co. (OK)
 Parker Hannifin Corporation (OH)
 M. L. Payton & Associates (TX)
 PBL Associates (CA)
 Peabody-Myers Corporation (IL)
 PELSAs; a subsidiary of Thompson Consumer Electrics/RCA Corp. (TX)
 Pepsi-Cola International (Cyprus)
 PepsiCo, Inc. (NY)
 PepsiCo Food International (TX)
 Philadelphia National Bank (PA)
 Philipp Brothers, Inc. (NY)
 Phoenix Chamber of Commerce (AZ)
 Pittsburgh National Bank (PA)
 Powell Associates, Inc. (AZ)
 PPG Industries, Inc. (PA)
 The Procter & Gamble Co.; Advertising Department (OH)
 The Procter & Gamble Co. (Taiwan)
 ProMark One (AZ)
 Recruit Jinzai Center Co., Ltd. (CA)
 Republic National Bank (NY)
 Russell Reynolds, Inc. (IL)
 Rhone-Poulenc, Inc. (NJ)
 Rite Hite Corporation (WI)
 Royal Bank of Canada (NY)

Russell Corporation (AL)
 Saatchi & Saatchi DFS/Pacific (CA)
 Salsbury Labs (IA)
 Schering Plough International (NJ)
 Sea-Land Corporation (NJ)
 Select Labs International (GA)
 Seton Company (PA)
 Shearson Lehman Hutton (NY)
 Shearson Lehman Hutton (Tokyo)
 Showtime Networks, Inc. (CO)
 Siboney Advertising (NY)
 Sigma Real Estate, Inc. (AZ)
 J. R. Simplot (ID)
 Smith & Nephew Medical (OH)
 Smith, Goerss & Ferneborg (CA)
 Solidon, S.A. (Mexico)
 SRO Consulting, Inc. (CA)
 St. George International/SGI (UT)
 Stonhard, Inc. (NJ)
 Systematics (AR)
 Tandem Computer, Inc. (CA)
 Tatham-Laird & Kudner (IL)
 Tekna, Inc. (CA)
 Tele-Com Products, Inc. (CA)
 Tetra Pak, Inc. (CT)
 J. Walter Thompson (NY)
 J. Walter Thompson U.S.A. (MI)
 Thompson Medical Company, Inc. (NY)
 Toyo Business Partners, Inc. (CA)
 Toyoda Automatic Loom Works, Ltd. (Japan)
 City of Tucson (AZ)
 U-Haul International (AZ)
 United Parcel Service (CT)
 United Research (NJ)
 Unit Rig (OK)
 Universal Flavors International, Inc. (IN)
 U.S. Department of Commerce; Intl. Trade Administration (AZ)
 U.S. Department of State; Office of Security (AZ)
 The Upjohn Company (MI)
 Valley National Bank of Arizona (AZ)
 Warn International (WA)
 Warner Lambert Company (NJ)
 Whirlpool Corporation (MI)
 Wilden Pump & Engineering Company (CA)
 Wilsons Suede & Leather (MN)
 Windsor Industries, Inc. (CO)
 Zenith Data Systems (MI)
 Zenith Electronics Corporation (Mexico)
 Zenith Electronics Corporation (TX)



"The most challenging and most rewarding of all my assignments occurred in the Middle East where I was responsible for coordinating a new effort to win a bid against major multinational companies from Europe and Asia. In three years, I've visited 30 countries, and remember, I hadn't been out of the U.S. when I came to Thunderbird. As you can see, Thunderbird gave me the background I needed."

Gregory A. Peters '86
 B.B.A., Finance
 University of Georgia

International Marketing-Finance Manager,
 AT&T Network Systems Sales International

* Includes organizations recruiting during the two-year period ending May 1990.

"I have interviewed with a broad array of companies for a broad range of positions. I've had offers from two different banks, as well as having interviews with Coca-Cola, an accounting firm, and another firm that could put me overseas. I've spoken to some people who say Thunderbird has given them excellent preparation for what they're doing and they feel they're ahead of everybody else. I think I am prepared because I have a broader view of what's happening in the world, a better understanding of global markets, and a stronger business background."

(Allen) Lance
McInnes

B.B.A., Finance,
1988

University of
Texas at Austin

Parent Company	Number of Thunderbirds Employed
Citicorp	174
Chase Manhattan Corp.	94
American Express Co.	93
BankAmerica Corp.	84
Merrill Lynch & Co., Inc.	76
General Motors Corp.	73
Sears Roebuck & Co.	68
U.S. Department of State	68
IBM	58
First Interstate Bancorp.	50
Manufacturers Hanover Corp.	49
Mitsubishi Corp.	43
Ford Motor Co.	41
General Electric Co.	41
RJR Nabisco Inc.	39
Caterpillar Tractor Co.	38
NCNB Corp.	38



Parent Company	Number of Thunderbirds Employed
U.S. Agency for International Development	38
American Telephone & Telegraph Co.	36
Security Pacific Corp.	36
Eastman Kodak Co.	36
American International Group, Inc.	35
Arthur Andersen & Co.	34
Goodyear Tire & Rubber Co.	32
Prudential Insurance Co. of America	31
U.S. Dept. of Commerce	30
Johnson & Higgins	30
First National Boston Corp.	30
Mitsui & Co. Ltd.	30
Continental Illinois Corp.	29
Motorola Inc.	29
Cargill Inc.	29
McDonnell Douglas Co.	28
NCR Corp.	27
Honeywell Inc.	27
Dupont E.I. de Nemours & Co., Inc.	27
Procter & Gamble Co.	27
First Chicago Corp.	27
Digital Equipment Corp.	26
U.S. Department of Commerce/ITA	26
Continental Grain Co.	25
Mobil Corp.	25
Unisys Corp.	24
U.S. Government	24
Johnson & Johnson	24
Chemical Banking Corp.	23
U.S. Army	23
Bank of Montreal	22
Standard Chartered Bank PLC	22
Intel Corp.	22
Valley National Corp.	22
Wells Fargo & Co.	21
PepsiCo Inc.	21
Roy M. Huffington	21
Allied Signal Corp.	20
Peace Corps	20
United Nations & Related Organizations	20
First City Bancorp of Texas, Inc.	19
Monsanto	19
Foote Cone & Belding Comm., Inc.	19
NCH Corp.	19
General Dynamics Corp.	18
Emerson Electric Co.	18
Boeing Co.	18

* A few of more than 8,000 companies that currently employ Thunderbird Alumni

Source: Office of Alumni Relations. June, 1989.



"I'm from the second largest city in Indonesia. I had an internship in Indonesia with a real estate company and then I went to an M.B.A. School for one semester, but I decided to transfer to Thunderbird. I felt that an M.B.A. program was just an extension of my undergraduate program, but here at Thunderbird, it's much more. I'll be working for Citibank as a management trainee in the consumer service group working with student loans, credit cards, etc. "

John Prawiromaruto '90

Management Trainee, Citibank Indonesia

B.A., Business Administration, 1987

University of Wisconsin at Whitewater

Recognizing the diversity in personality traits, skills, and talents required to satisfy the varied demands of business enterprises and government agencies, Thunderbird 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.

TEST DATES

GMAT

October 20, 1990

January 19, 1991

March 16, 1991

June 15, 1991

TOEFL

1990

Friday, Sept. 14

Saturday, Oct. 27

Saturday, Nov. 17

Friday, Dec. 7

1991

Saturday, Jan. 12

Friday, Feb. 8

Saturday, March 9

Friday, April 12

Saturday, May 11

Friday, June 7

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 later).

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.

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 completed six months to one year prior to the start 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. The 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, NJ 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 generally regarded as a minimal standard, when balanced with a GMAT score of 500. Other factors, especially professional experience, as well as extra-curricular 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.

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. Students admitted on probation must earn a 3.0 grade point average in letter grades for a minimum of nine (9) hours before being granted regular status.

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 two years.

English Language Requirement

Since English is the language of instruction used at Thunderbird, 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.

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 TOEFL score, the Thunderbird English Placement Test is the sole criterion in determining whether a student is required to take English as a Second Language 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 successful applicants are eligible for scholarships and assistantships, but this aid is usually limited to the most highly qualified. (See pp. 33-39 for further information.) All foreign nationals must arrange complete financing of at least one academic 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 in the back of this catalog. Representatives will also be present at MBA Forums in the United States.

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, and an essay describing international motivation and accomplishments.
- 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 Thunderbird.
- 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.

MBA Forums

- 1990**
- September 21-22
New York, NY
Omni Park Central Hotel*
 - October 12-13
Chicago, IL
Congress Hotel*
 - October 26-27
Boston, MA
57 Park Plaza Hotel*
 - November 2-3
Washington, DC
Capital Hilton Hotel*
 - November 9-10
Los Angeles, CA
Sheraton Plaza La Reina*
 - November 16-17
San Francisco, CA
Cathedral Hill Hotel*

Clubs form the centerpiece for the extracurricular life that is part of a Thunderbird education. More than 35 such clubs actively contribute to the School's intellectual and cross-cultural atmosphere. In addition, the School fosters strong student government with representation from a cross-section of the student body.



"After visiting here, I was fascinated by the international set-up and the international mix of the students. I still believe that is the greatest strength of the School—the student body. I found my job with Citibank through on-campus recruiting. I started in the international trainee program, and then I moved to my current position."

Uwe Reuter '87

Director, Personnel
and Legal Issues
Citibank, N.A.

Dusseldorf-
Staatsexamen in
Law, 1985

Goethe University
of Frankfurt

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

Aerobics Club
Africa Club
China Club
Christian Fellowship
Computer Club
Couples Club
Croquet Club
Entrepreneurs Club
French Club
German Club
Golf Club
Hash House Harriers
Import-Export Club
Indian Sub-Continental Club
International Business Women
International Wine Tasting Club
Japan Club
Korea Club
Latin America Club
Marketing Club
Middle East Club
Newman Club
Older and Bolder Club
Portuguese Club
Rugby Club
Russian Club
Ski Club
Soccer Club
Southeast Asia Club
Spanish Club
Tennis Club
Texas Club
Toastmasters Club
Ultimate Frisbee Club



Asia Night is one of several ethnic parties sponsored by the Associated Students. It features a fashion show of native dress, Asian food, and Asian entertainment.

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. *Thunderbolt*, a newsletter published by the ASLC Information Committee, contains announcements and a weekly calendar. *Fortune* is a pictorial roster of students published each semester.

Interfaith Center

The Interfaith Center, near the 59th Avenue entrance, is available for religious services of all denominations and 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.

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, 15249 N. 59th Avenue, Glendale, AZ 85306-3399.



"After I graduated [from the University of Texas], I told a professor that I was really interested in getting an international management degree. He gave me some choices: NYU, the University of South Carolina, and Thunderbird. I applied to all three of them, and was accepted to all three, but I got the idea that Thunderbird is totally committed to international management. I really like the School; there's a closeness here."

Richard Kit Wong
'90

Hong Kong
B.B.A., 1989
University of
Texas at Austin

Production
Manager,
Wilson's Suede
and Leather



"The most exciting thing about being a T'bird is the opportunity to be enlightened by speakers who have come from all over — like advisors to Gorbachev or people from the World Bank."

Heidi Luquer
B. A., French and English, 1985
University of Vermont

Lectures and Seminars

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

Recreation and Sports

Because of the excellent weather, most athletic activities take place outdoors. Facilities on the campus include a softball diamond, racquetball courts, volleyball courts, a soccer and touch football field, tennis and basketball courts. In addition, a swimming pool is situated in the central quadrangle. The School sponsors softball, soccer and rugby teams in league competition. The surrounding area offers 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.

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 is available to see students and covered dependents on an appointment basis for a portion of each day, 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.



Vladimir Checklin, deputy president of the U.S.-U.S.S.R. Trade and Economic Council in New York and economic advisor to Gorbachev, addressed the students on the Thunderbird Campus. Accompanying him and also speaking to the students was Dennis Sokol, '74, chairman and CEO of Medical Service Partners, which operates actively in the Soviet Union.

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, non-immigrant spouses and children of foreign students must be covered by this insurance plan, unless proof is given of existing similar coverage under another insurance plan.

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.

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 made 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.

Travel Agency

AIT Travel maintains an office on campus in the Post Office Lobby. An official American Express representative, AIT offers full travel services worldwide to any of 1,600 locations, including hotel and rental car discounts. Two agents are on campus Monday through Friday from 8 a.m. to 5 p.m. The agency offers many discounted vacation plans to any desired destination, and a 24-hour emergency en route assistance service.

The resources of the Barton Kyle Yount Memorial Library are specifically selected to support the unique Thunderbird curriculum. Other research and resource centers on campus further support Thunderbird students in their quest for specific information on international business, language, and culture.



The Lincoln Computer Center is a popular place for students, many of whom are in classes that use computer simulations in teaching such subjects as multinational corporate finance and international business policy.

Barton Kyle Yount Memorial Library

The library's collection of approximately 90,000 books and 1,200 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, Russian, 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. Inter-library loan services are available to students through the OCLC computer system and the CARL computer network. Other services include microform reader/printers, personal computers, photocopiers, electronic typewriters, and video cassette players.

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

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.

Career Services Resource Library

The Career Services Center maintains over 1,200 employer information folders and 300 reference materials of assistance in the career planning and placement process and 49 video tapes regarding employer information and career planning skills. These resources are used primarily in the Career Services Center where free informational materials are also available.

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.

"Major improvements are occurring rapidly on the Thunderbird Campus. A recent grant from AT&T will provide greatly improved computerization and networking for the campus. In addition, a new two-story dormitory is being built, and plans are under way for a new World Business/Administration Building. Other plans include significant expansion of the library and a new International Studies building. Many of these improvements will be completed in 1991, with others soon to follow."

Roy A. Herberger, Jr.
President

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.



"I worked for four years in accounting and finance before getting my law degree. I heard about Thunderbird from a number of individuals in the company I used to work for and from my professor of international business transactions in law school.

What separates Thunderbird from M.B.A. programs is that everything here has an international emphasis. Even just walking around the campus meeting different people you get an education."

Michael K. Phillips
B.A., Accounting and Business Administration, 1982

Malone College (Ohio)
Law degree, Wake Forest University, 1989

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, Communication and Development offices are extensions of the Office of External Affairs and report to the Vice President for External Affairs. A major capital campaign is also under the direction of the External Affairs Office.

The Office of Communication, located in Founders Hall, manages the publications and public relations program of Thunderbird. Publications include the *Thunderbird Magazine*, the *Catalog*, 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, located in the Alumni Hospitality House, 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. The Development Office also manages the Annual Fund, which encourages financial support for the school from alumni and friends. The office publishes the Donor Annual Report and ensures that all gifts to the School are properly recorded and acknowledged.

The Thunderbird Management Center

The Thunderbird Management Center develops and administers customized executive development programs for corporate clients who need to prepare their executives in international business disciplines. These programs can cover any international management subject including cross-cultural communication, international marketing, export development, and economic understanding. The Executive Language Program offers intensive training in the languages taught on campus.

The Center can accommodate individuals as well as groups either on or off campus from a few days to several months in duration. Participants receive concentrated customized training designed exclusively for their circumstances and needs. The Thunderbird Management Center usually determines needs in cooperation with the corporation's human resource department.

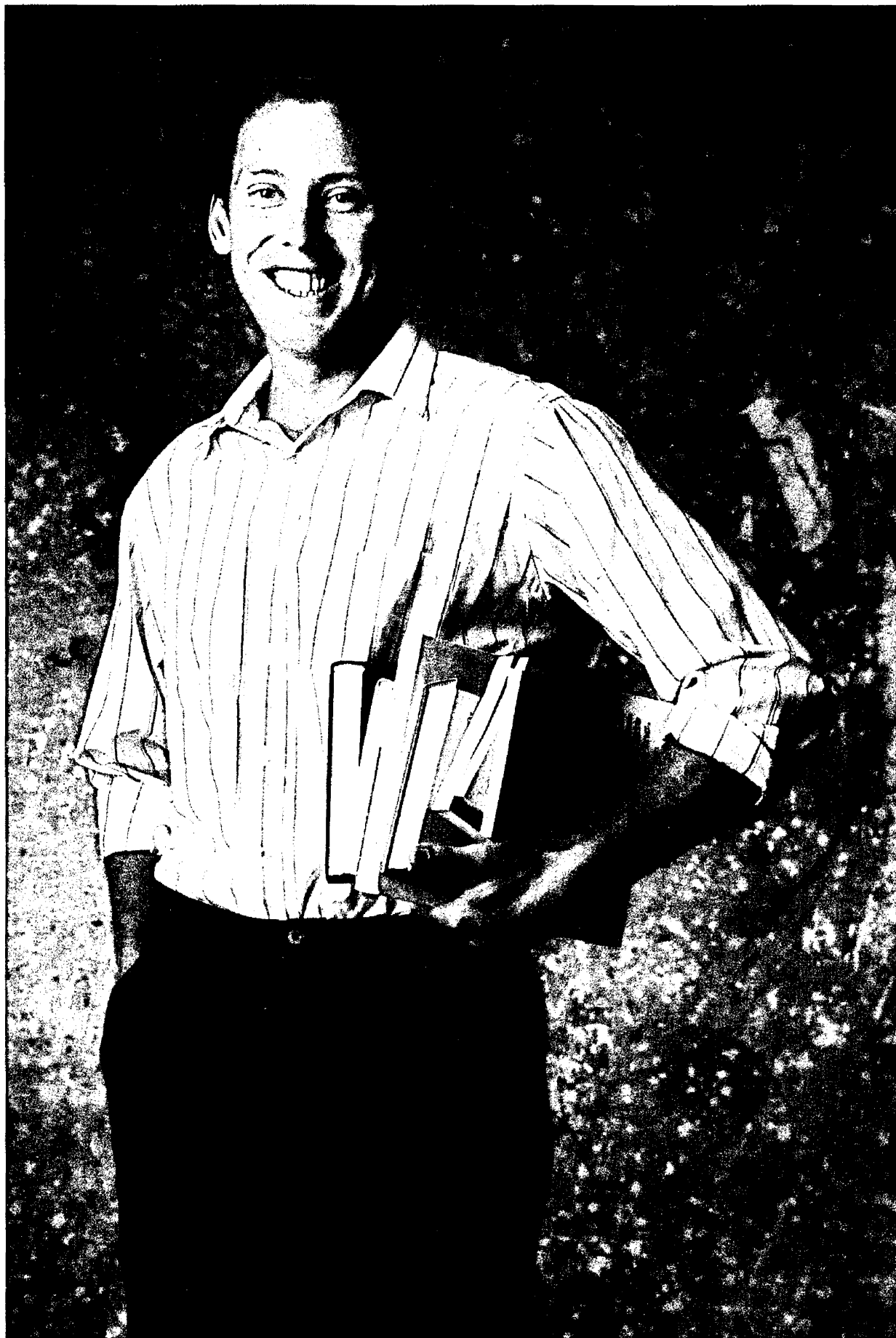
The International Executive

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.

In 1989, Thunderbird entered into a joint venture agreement with the American Management Association. The former triannual publication is now a bimonthly, featuring original articles, summaries of previously published articles, regular features and a reference guide. Subscriptions are available through the American Management Association, Subscription Services, P.O. Box 408, Saranac Lake, NY 12983. For further information, 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; add \$10 for overseas postage. Subscription requests should be addressed to Business Manager, The Journal of Language for International Business, Department of Modern Languages.



"The Sara Lee interview that I had on campus was my first big interview and was my number one choice out of all the interviews I had. It's the ideal job for a Thunderbird graduate because it uses all three areas of study – the language as well as the international studies and business aspects. I will be involved in all aspects of bringing a product overseas, including financing, budgeting, advertising, and working through distributors. In Japan, the Hanes products are very well known, and we're branching off from Japan."

Mark Ross '90

B.A., Business Administration/Management, 1984
Lewis and Clark College

Marketing,
Sara Lee Hosiery

One of the distinguishing features of Thunderbird is its collegial residential environment. Housing facilities on campus accommodate nearly 40 percent of the students, while nearby apartment units provide additional accommodations. If a housing assignment cannot be made on campus, the Housing Office offers assistance in locating accommodations off campus.

"I recommend that you live on campus or in close proximity and get involved with the Thunderbird activities - whether it's the ASLC [student government], or a club in the area of your choosing, such as the Middle East Club or the China Club or the Japan Club. It gives you an opportunity to interact both with students who are interested in that part of the world and with foreign students from that country."

Phillip Loeper
B.B.A., Business
Administration
1988

University of
New Mexico

ON-CAMPUS LIVING ACCOMMODATIONS

Incoming students should submit their application for housing well in advance. Housing assignments are made according to the date of receipt of housing deposit. Board is mandatory for all on-campus residents. Notification of housing availability is made 45 days prior to the beginning of the semester for which application is made.

Dormitories for Single Occupancy

Kieckhefer Hall (a.k.a. I Dorm) and J Dorm: These dorms are suites of eight single-occupancy rooms: four bedrooms and a community bath on one side of a large lounge and four bedrooms and a community 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:

- \$855 for Fall 1990 or Spring 1991 semester
- \$695 for Summer 1991 term
- \$175 for Winterim 1991 term

B Dorm: Two single-occupancy rooms have an interconnecting bathroom; air-conditioned and carpeted; each room has private entrance. This dorm is located near the pool and has a tendency to be noisier than other dorms.

Cost:

- \$815 for Fall 1990 or Spring 1991 semester
- \$640 for Summer 1991 term
- \$175 for Winterim 1991 term

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 and with laundry facilities adjacent to lounge. Barbecue 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:

- \$770 for Fall 1990 or Spring 1991 semester
- \$625 for Summer 1991 term
- \$175 for Winterim 1991 term

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

Cost:

- \$825 for Fall 1990 or Spring 1991 semester
- \$675 for Summer 1991 term
- \$175 for Winterim 1991 term

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

Cost:

- \$825 for Fall 1990 or Spring 1991 semester
- \$675 for Summer 1991 term
- \$175 for Winterim 1991 term

D, E, F, G, and 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:

- \$700 for Fall 1990 or Spring 1991 semester
- \$540 for Summer 1991 term
- \$175 for Winterim 1991 term

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:

- \$1,210 for Fall 1990 or Spring 1991 semester
- \$ 930 for Summer 1991 term
- \$ 350 for Winterim 1991 term

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

Cost:

- \$605 per person for Fall 1990 or Spring 1991 semester
- \$465 per person for Summer 1991 term
- \$175 per person for Winterim 1991 term



Tom and Katie Fox

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. Room 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.

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 financial registration; \$100 is kept as a security deposit and is refundable upon 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.

"I'll be working in Frankfurt for Devon, an American software company which has offices in major trading cities all over the world. We'll be living in Frankfurt for about two years. I looked at Columbia and at the Monterey program, but I had my mind set on Thunderbird. International Finance and Trade was my most beneficial class. It wasn't so much the facts that I learned; rather, it was having all the facts put together in an exciting way that encouraged me to continue to pursue international finance as a career."

Tom Fox '90
Sweden

B.A., Business
Economics, 1986
McCallister College
St. Paul, Minnesota
Devon

"Ever been bored by the provincialism of some business school students? Their talk of career paths and growth-share matrices? Then eavesdrop on chitchat in the coffee shop of the American Graduate School of International Management's Thunderbird Campus in Glendale, Arizona. One student mentions he might want to work in Paris after graduation; four other students immediately volunteer names of friends, business contacts, and favorite restaurants."

Forbes
February 13, 1984

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 owed on the student's account:

- Cancellation of the housing application more than 30 days prior to the first day of class.
- Graduation, or withdrawal, subject to the School policy.
- The School is not in a position to assign a bed or a room for the semester applied for.
- Officially checking out with the Resident Assistant or Housing Office and passing room inspection at check-out.

Forfeiture of Housing Deposit

The housing deposit will be forfeited under the following conditions:

- Cancellation of the housing application less than 30 days prior to the first day of class. Notification of cancellation must be in writing and addressed to the Housing Office, or made in personal contact with the Housing Office.
- Failure 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.
- Withdrawal from campus housing after having officially checked into the assigned room.
- Failure to pass room inspection at check-out. (Students are responsible for cleaning their own rooms.)



Although the shape of the Central Quad will remain the same, the new two-story "A" dorm will change the look of the main dormitory area. Dorm "A" will be a prototype for several new housing structures to be built over the next decade.

- Failure to officially check out of the room with the Resident Assistant or Housing Office.
- Failure to abide by the terms of the housing agreement.

On-campus Food Service

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. Help is available for off-campus housing through the Housing Office.

Dining Hall

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:

- \$1,080 for Fall 1990 or Spring 1991 semester (approx. \$10.25/day)
- \$ 730 for Summer 1991 term (approx. \$10.25/day)

The Dining Room is closed during Winterim.

The Coffee Shop

The 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, houses, townhouses, rooms in homes, roommates and local hotel/motel listings.

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



"I was chosen out of the resume book [for a job with Citicorp] through Career Services. I'll be in the management training program of their global trade services division in New York City doing special projects, rotating through different departments of global trade finances. Eventually, I'll be assigned to trade finance, and I'll probably be located in New York or Chicago, with a possible overseas assignment in a few years. The courses I took here were mainly finance and accounting. I also studied Arabic."

Judy Lee Phillips '90
B.S., Business, 1984
University of
Minnesota

Management
Associate,
Citibank, New York

Tuition for 1990-91 is \$5,670 for each Spring or Fall Semester and \$4,155 for the Summer Term for students enrolled on a full-time basis. For Winterim, the tuition is \$1,100 for one three-hour course. Tuition is the same for all, regardless of state or country of residence.

"The Thunderbird Mystique may be difficult to define, but it certainly exists. The students... 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*

Special-Student Fees

Special-Student fees apply to those carrying nine or fewer semester hours (or fewer than six hours in the Summer Term), including audits. Such students are charged a tuition fee of \$470 per semester hour of instruction, plus a registration fee of \$470 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 nine semester hours of study in a Fall or Spring Semester at a flat-rate tuition of \$1,470 or six hours in a Summer Term for a flat-rate tuition of \$1,070. 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, all credit hours are charged retroactively at the regular tuition rate for full-time students.

OTHER FEES, 1990-91

Student Fees

The Associated Students Legislative Council (ASLC) Fee is \$50 for Spring or Fall Semester, and \$35 for Summer Term. 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 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

Payment may be made at Academic Registration or in the Business Office by the end of the first day of classes. Failure to do so on this day will result in a \$50 late registration fee. Any balances outstanding from a previous term must be paid in full prior to registration for further studies. Students who do not financially register by the end of the first 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.

Veterans

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



Donald L. Staheli, President and CEO of Continental Grain told Thunderbird graduates, "Hopefully, one of the assets you will take with you from Thunderbird is an ability to react better, and faster, to the unknown and the unpredictable....The transition - from an era of reasonable predictability to an era of unpredictability - puts a premium on managers who can think globally and quickly and can be very flexible." - December, 1989

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 a rebate in accordance with the following schedule:

Period of Student Status From Start of Class	Percent of 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 Summer Term and to the Winterim. Board and lodging fees are not refundable.

"My advice is to mix with the students - that's where we learn the most. Also, get involved because your own Thunderbird experience will be more enriched and you'll take away better memories knowing that what you did made an impact. Go in and take time to talk informally with the professors and administrators."

Patricia Trosclair '90
B.A., Speech Communication, 1975
Dominican College of San Rafael
Senior Consultant, United Research, Inc.

MINIMUM COSTS FOR A SEMESTER/TERM OF STUDY

Fall or Spring Semester		Summer Term	
Tuition	\$5,670	Tuition	\$4,155
ASLC Fee	50	ASLC Fee	35
Board	1,080	Board	730
Lodging (average rate)	795	Lodging (average rate)	640
TOTAL	\$7,595	TOTAL	\$5,560

Books and instructional supplies are not included in the regular tuition charge. For most students, the cost should not exceed \$375 per semester.

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

ESTIMATED OFF-CAMPUS LIVING COSTS

Fall or Spring Semester		Summer Term	
Tuition	\$5,670	Tuition	\$4,155
ASLC Fee	50	ASLC Fee	35
Rent	950	Rent	720
Utilities (telephone, electricity)	400	Utilities (telephone, electricity)	300
Food	900	Food	675
TOTAL	\$7,970	TOTAL	\$5,885

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

The 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, part-time employment, and loans.



"There's a large community feeling here. You feel like you're part of a family. I decided to live on campus all three semesters because I feel you have a big support group here. I think financial aid is accessible, but you have to work at it. Working on campus is wonderful, because if you get a chance to work with a professor, you have an opportunity to know them on a personal and professional level."

Loren Reed

B.A., International Marketing and Asian Studies, 1986

Arizona State University

Complete packets of financial aid information and forms are available from the Financial Aid Office. 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 for review by the Scholarship Committee. 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 Term 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 a 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.

Assistantship/Scholarship/Fellowship Application Deadlines:

Summer	March 1
Fall	March 1
Spring	October 1

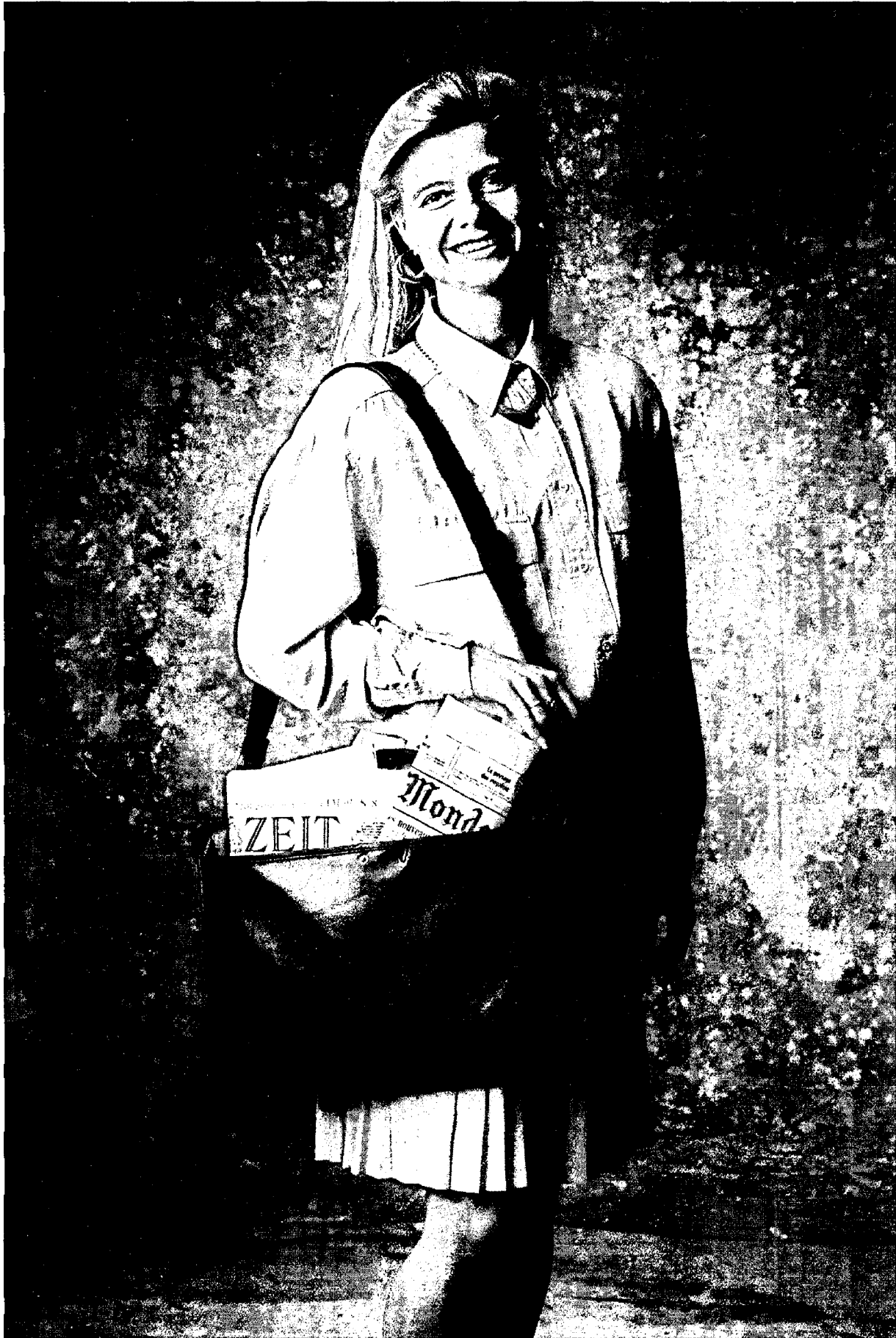
Unless otherwise specified, assistantships, scholarships and fellowships cover one-half of tuition costs for the first two semesters of attendance and are valid for two semesters only, not subject to extension. Assistantships, scholarships and fellowships do not include room, board or other fees unless 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.

AIESEC Assistantship

One assistantship is offered each term (spring, summer, fall) to a member of AIESEC (International Association of Students in Economics and Management). The assistantship covers half tuition for the first two successive 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.

Arizona University Assistantships

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



"Under the provisions of my AIESEC scholarship, I work ten hours a week on campus. It not only helps pay my tuition, but it also gives me a chance to interact with some of the people here at Thunderbird and learn how the administration functions. Everyone here is very international in their thinking, so even the most ordinary jobs have an international twist."

Eva Abrahamsson
AIESEC
Scholarship
Recipient

Sweden

B.S., Business and
Public
Administration,
1989

University of
Arizona

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.

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.

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. Application is made through the Thunderbird Scholarship Committee with final decision made by Merck.

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.

Presidential Scholarships

Five \$10,000 scholarships are offered each fall and spring and three are offered for summer to be applied to tuition for two semesters to outstanding Master of International Management candidates. Recipients are assigned directly to the president to be in a mentoring relationship with him.

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 hours per week on campus during each semester.

"The biggest influence for me to come to Thunderbird was during my work in the Peace Corps. I knew there was a large group of Peace Corps volunteers that went to Thunderbird because there is a scholarship offered here.

Before I came here, I thought being able to speak Farsi, Spanish and Portuguese was something. But I have classmates that speak those languages and then some. In my classes, there are people from Norway, Japan and everywhere. They give insight into my business courses as well. Most schools don't have that."

W. James Gohary '90
B.A., Economics/
Spanish, 1985
University of Texas
at Austin

Corporate Account
Manager,
Royal Bank of
Canada

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.

Thunderbird Scholarships

Ten scholarships are offered each fall and spring and seven for summer in the amount of \$5,000 to qualified applicants. Candidates will be judged primarily on the basis of scholastic achievement at the undergraduate level, although consideration will be given to the extracurricular and professional activities and to the candidate's motivation toward a career in international management. These scholarships require ten hours of service to the School per week during the semester of the scholarship.

Twenty \$2,500 scholarships are offered each fall and spring and fourteen for summer to qualified candidates. The same criteria are considered as for the \$5,000 scholarships. These scholarships require five hours of service to the School per week for the semester of the scholarship.

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 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.

Whirlpool Scholarship

One scholarship of \$5,000 is awarded annually (spring semester) to a student chosen by the Scholarship Committee, with final decision made by Whirlpool, on the basis of merit displayed in undergraduate courses, extracurricular achievements and subsequent experience.

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.

MISCELLANEOUS FELLOWSHIPS AND SCHOLARSHIPS

Arabic Scholarships

Students planning to study Arabic at Thunderbird may be eligible for scholarships up to \$4,500 based as follows:

Arabic Level I	\$ 1,500
Arabic Level II	2,000
Arabic Level III	1,000

Criteria is based on prior academic performance, GMAT score and financial need.

Deadlines are: December 1 for Winterim or Spring entrants; May 1 for Summer entrants. Submit letter of application to Scholarship Committee Chair, Thunderbird Student Affairs Department.

"Thunderbird, 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

July 13, 1987



"There was no way I could have come to Thunderbird without this scholarship. I am married with three young children, and financial aid was a necessity. I think a scholarship is especially important for the more mature student with a family who can't just pick up and leave without some financial security. It makes getting a further education attainable."

Craig Seegmiller '89

Johnson & Higgins scholar

B.A., Mathematics Education, 1986
Brigham Young University

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.

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 Scholarship

At least three scholarships are awarded annually to continuing 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 to students who have completed at least one semester.

Ahmed Zaki Yamani Arabic Studies Scholarship

A number of \$3,000 scholarships are awarded each year to continuing students pursuing Arabic language and Middle East studies. Applicants must be in academic good standing and making satisfactory progress in Arabic.

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. The scholarships honor Mavis Voris, wife of the President Emeritus and founder of Friends of Thunderbird.

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.

James Parshall/ Joseph Smith Memorial Scholarship

This scholarship was established by Professor Elyane Parshall in memory of her son, James Parshall and by William H. Schmidt '69 in memory of a fellow Thunderbird. This scholarship is to be awarded to a veteran of the Marine Corps who meets all the requirements of the Scholarship Committee.

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.

Martha L. Snyder Alumni Scholarship

The Martha L. Snyder Alumni Scholarship was established through contributions from alumni and friends at the time of Mrs. Snyder's retirement as alumni director. This fund provides income which is distributed in the form of a scholarship in the amount of \$250 each fall and spring semester.

PARTIAL ASSISTANTSHIPS

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 to 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 Guaranteed Student Loans)

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. We strongly recommend students continue to borrow through the same lender, if possible, if they have outstanding Stafford loans. Students who do not have outstanding Stafford loans may contact our office to discuss options.



Proceeds from the Thunderbird Classic hot air balloon race, held in November each year, go toward the Friends of Thunderbird Mavis Voris endowment fund, which provides scholarships for Thunderbird students. Since the inception of the race in 1975, more than 200 students have benefited from the endowment. The balloon race also serves as the focal point for homecoming, which draws alumni back to the campus. This year the event becomes a part of the Fiesta Bowl activities.



"Before entering Thunderbird, I worked for an international consulting firm that sent me worldwide to analyze foreign economies. 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."

Laura Kozloski '88
Worldwide
Strategic Planning
Analyst,
Otis Elevator Co.

Supplemental Loans for Students (SLS)

This loan program makes additional funds available to graduate students. Students may borrow up to \$4,000 per nine-month enrollment period 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 (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 who are eligible and in need of financial assistance may be afforded an opportunity for higher education.

FORMS AND DEADLINES

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, and general information form. Financial Aid packets are available from the Financial Aid Office.

Priority deadlines are as follows: April 1 for Fall entry; October 1 for Winterim 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.

Loan Application Deadlines:

Summer:	March 1
Fall	April 1
Winterim	October 1
Spring	October 1

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 (FFS) 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, D.C. 20006.

MISCELLANEOUS LOAN SOURCES THROUGH THUNDERBIRD

Emergency Loan Fund

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

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 term 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 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 Semester and Summer Term or Summer Term and Fall Semester 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).



"We are currently living in what may be the most exciting time in international commerce since the days of Marco Polo. You are fortunate to be entering the world of commerce at such a time."

Thunderbird
Commencement
December, 1988

Theodore Cooper
Chairman and CEO,
The Upjohn
Company

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.

"The Thunderbird curriculum includes many international aspects that you would never be able to study at another university. . . . I'll be in a training program for Eli Lilly in Indianapolis, Indiana; then I will probably be sent to Germany. My dream industry was pharmaceutical because I've had some experience in it, and my goal was to do something good for mankind. When I researched the industry, I used the alumni network. There are quite a few T'birds at Eli Lilly."

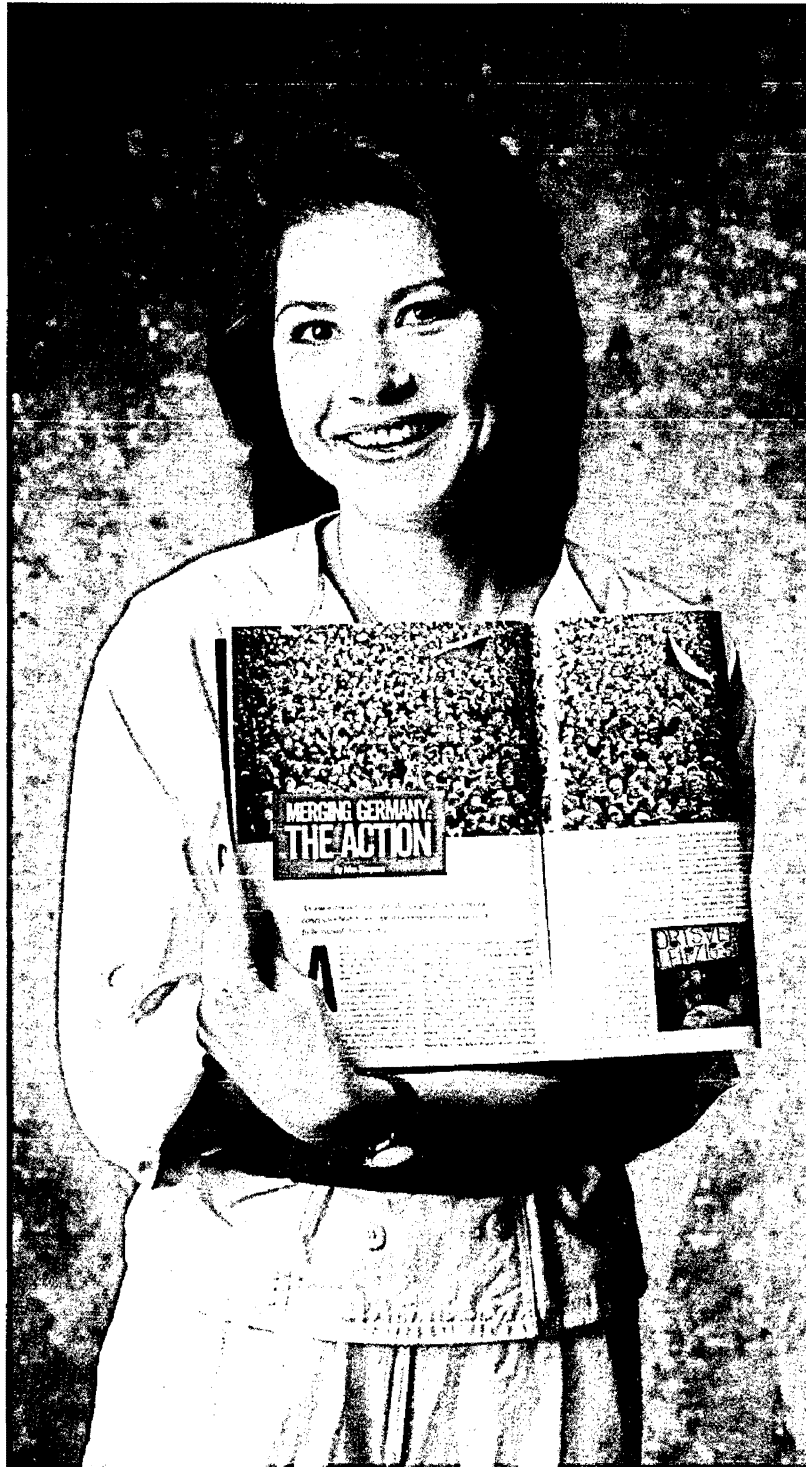
Anke Esslinger '90

Diplom-Betriebswirt,
European Business
School, 1989

Frankfurt,
West Germany

Wirtschaftsassistent,
1988

Marketing/Human
Resources,
Eli Lilly



Only students who have matriculated at Thunderbird and have gone through the appropriate on-campus selection processes are eligible for inclusion in the school's foreign programs. Because space in foreign programs is subject to a number of factors not under the control of Thunderbird, some students wishing to participate in a given program may not be accommodated. 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. Admission is very competitive, and final selection is made by I.I.S.T.

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 available.

Mexico: Summer Program

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 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.

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 15 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 France. Intermediate and upper level courses in French, World Business and International Studies are offered by a faculty of Thunderbird and French scholars. Like its Mexican counterpart, the primary purpose of the program is to give continuing students the opportunity to sharpen language skills and study European business practices in a total immersion setting.

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

Thunderbird and 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, 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.



Thunderbird has an exchange program with the European Business School near Wiesbaden in West Germany.

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 here and 36 hours at ESADE in order to earn both the M.I.M. and Master degrees. In addition students must complete all Thunderbird departmental requirements prior to departure for Spain. The language of instruction at ESADE is Spanish, and the Escuela is located in Barcelona. Admission to this program is very competitive and final selection is made by ESADE.

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 off-shore 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.



"I'm from Barcelona, and I have spent three summers in England. My undergraduate degree is from ESADE in Barcelona. Here at Thunderbird, you can see a lot of different cultures — more than at other M.B.A. programs. Also the course work is very different from the M.B.A., where you have only business courses."

Jose Verdera
M.B.A. ESADE,
1990
B.B.A. ESADE,
1988
Barcelona, Spain

“People who come to this school realize that to go into international business, you have to understand the world around you, the history, the geography, the cultures and the languages. In an idealistic way, that’s the only way of making the world a little closer. I think all of us have a little bit of that idealistic part of us – that we can help make the world a better place.” – Katrina Gonnerman ’90

“I was working for Up With People and discovered Thunderbird through another Up With People alumnus and through the link program the U of A (University of Arizona) had with Thunderbird. The unique thing about Thunderbird is it forces you to work in teams. The workload is so tough, demands so much in such a short time frame, that you have to develop a team concept. It’s something that stays with you the rest of your life.”

Willie Cone '79

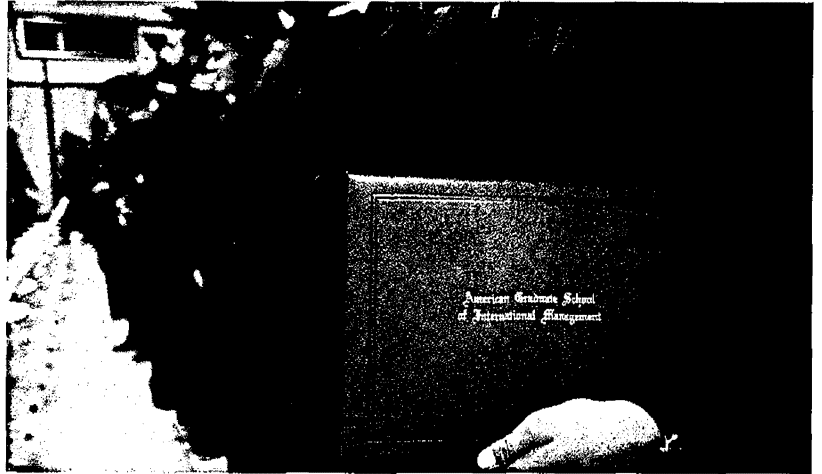
Executive Consultant/Senior Project Director, Special Promotional Events

Washington, D.C.

Arizona State University

A dual-degree program with Arizona State University (ASU) offers the opportunity for students to receive the Master of International Management (M.I.M.) degree from Thunderbird and the Master of Business Administration (M.B.A.) 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. Certain specific courses are required under the program. In a typical program of study, the student would begin at ASU. 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.



Cooperative programs with other schools enable Thunderbird students or graduates to earn dual degrees or have special advantages with other educational institutions.

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 (M.I.M.) 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 30 semester (45 quarter) hours. Such transfer of credit is not automatic but is determined by G.S.I.S. The doctoral program is flexible and self-selected and is consequently tailored to meet the needs of individual students.

University of Pittsburgh Doctoral Program

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



CDS International, Inc., Germany

CDS International, Inc., (known as the Carl Duisberg Society) offers programs for qualified U.S. graduates of Thunderbird which combine advanced language training with a 12-18 month internship in Germany. CDS waives the general German Language Examination for Thunderbird students who receive an "A" grade in German 4010. CDS

arranges the necessary residency and work permits in cooperation with the Federal Employment Agency (ZAV in Frankfurt) and CDS's partner organization, the Carl Duisberg Gesellschaft, for those accepted into the program. Prerequisites for application include successful completion of the M.I.M. degree and the necessary German language proficiency.

"I have secured a fabulous position with United Research, Inc., a management consulting firm. I will be a team leader and work with Fortune 100 and 200 companies. The company recruited on campus, and I attended the group meeting and asked for an interview for the next day. I already have 13 years of domestic sales, marketing and management experience. I'm older - 43 years old - and my purpose for studying at Thunderbird was to become 'internationalized.' That has happened."

Patricia Troclair '90
B.A., Speech Communication, 1975
Dominican College of San Rafael
Senior Consultant,
United Research, Inc.

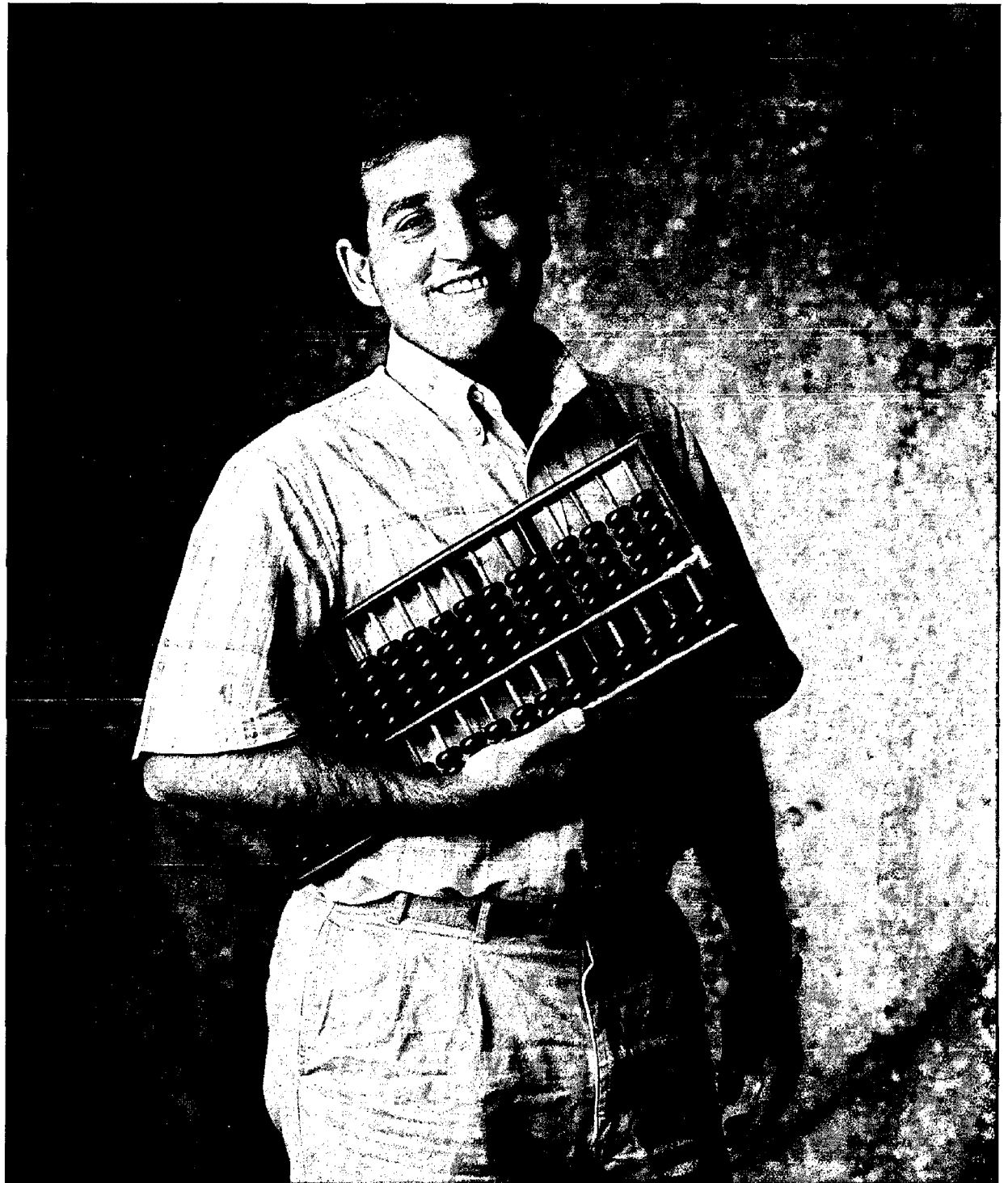
A three-week intensive program of specialized courses known as "Winterim" is held in January each year. During the 1990 Winterim, Thunderbird was host to more than 100 top executives from major multinational corporations, in addition to several international political leaders.

"I was taking an international banking seminar during Winterim and there were banking executives coming in from all over. The contacts gave me an idea of what banks were doing - which ones were growing and which ones weren't. It's one of the most practical courses I've taken here. It definitely helped me to take the initiative and say, 'Okay. Banking is what I want. I'm going to go after it.'"

James W. Gohary
'90

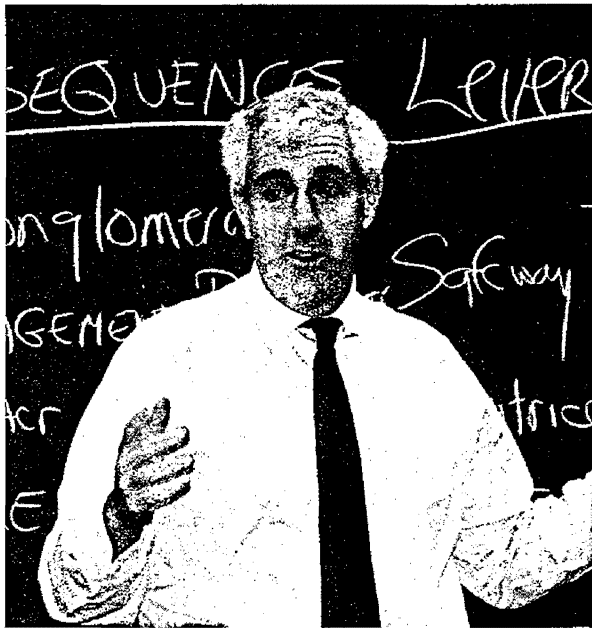
B.A., Economics/
Spanish, 1985
University of
Texas at Austin

Corporate
Account
Manager,
Royal Bank of
Canada



Most of the courses offered during Winterim are not available during the regular semester or are offered under a specialized format. In addition, Winterim courses normally feature outstanding guest lecturers who are prominent in the areas of international studies and world business. 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.

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.



Fred Rentschler, president and chief executive officer of Northwest Airlines, is professor for a day during Winterim. He was one of more than 100 executives who visited as a guest lecturer during the three-week period in January, 1990.

DEPARTMENT OF WORLD BUSINESS: WINTERIM

The following courses have been offered during previous Winterim sessions and are expected to be offered again in 1991.

WB3400 Fundamentals of Management*

WB3500 Fundamentals of Marketing*

**For course descriptions, see departmental course offerings.*

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 was on a pass/no credit basis.



"I grew up in Illinois and had no international background until I got involved with a German exchange program in high school. After that I took German in college and went to a German summer school. Eventually, I want to be employed in some way that will utilize my German language. The Agribusiness conference in Winterim was phenomenal because of the speakers that were there. Every day, we had at least one different speaker on all aspects of the food industry."

Bradley Loy '90
B.S., Finance, 1985
Arizona State University
OSI Industries, IL

WB4581 International Consumer Marketing Management Seminar

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

WB4591 Countertrade/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.

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.



"I started in Winterim, and it is definitely one of the most exciting times on campus for classwork. One thing that really struck me about Thunderbird is that I found myself getting as much education outside the classroom as inside because I met so many people from different countries. Another thing that has impressed me is that although they teach theory, they also emphasize the practical."

Kirsten Mudge
B.A.,
International
Political Science,
1988

University of
Puget Sound

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 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 coverage; 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.



Jeff Mennen, Thunderbird class of 1965, returns to the campus as a guest lecturer during Winterim, 1990. He is vice chairman of The Mennen Company and serves on the Thunderbird World Business Advisory Council.

WB5650 Corporate Executive Officer Seminar

(3 hours) This seminar provided a comprehensive treatment to 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: an international assessment of the world economy in the next decade; what U. S. industry must do to regain global competitiveness; and the impact of the U. S. dollar on the global sourcing practices of major U. S. companies. The subject for the 1990 Winterim seminar was: "What Is Your Company or Industry Doing to Prepare Itself for EC 1992?" Students were assigned lecture material on each company and selected readings on the topics covered in the seminar. Prerequisite: Permission of the instructor. Class limit: 20 students. Course was on a pass/no credit basis.



Patrick Duffy, Member of the British Parliament and President of the NATO Assembly, is a frequent lecturer during Winterim. In 1990 he gave a special lecture on the role of NATO in the new Europe.

DEPARTMENT OF INTERNATIONAL STUDIES: WINTERIM

- IS3010 International Political Economy***
IS4010 International Business Environment: Asia*
IS4800 Economic Development and Social Change*
IS4880 Cross-Cultural Communication for International Managers*
IS5021 Seminar on Selected Research Topics: Europe

(3 hours) This seminar focused on the future options for Europe in the age of East-West detente, the Gorbachev reforms, NATO-War-saw Pact force cuts, "Europe 1992" and the new era of U. S.-European relations. Both national security issues and issues affecting politics and the business environment were analyzed. Students were required to present class reports. Prerequisite: Permission of the professor.

New courses under consideration for Winterim 1991 include "Doing Business with Eastern Europe and Russia," "Survival Skills for Women and Minorities in International Management," "Environmental Control and Waste Management" and "Japanese Foreign Investment: Its Worldwide Scope and Impact."

IS5353 Global Manufacturing "Maquiladora" Workshop

(3 hours) This course was designed to prepare participants to face present realities of off-shore manufacturing by a combination of class-room work and reading assignments covering key issues. 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.

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.

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.

**For course descriptions, see departmental course offerings.*



"Since I left Thunderbird in May of 1972, I have spent 12 of the last 18 years abroad, living in Europe, the Middle East, and South America. Thunderbird changes you in ways that you don't even know about. You're no longer just an American, Japanese, Brazilian, German, or whatever it was you were before. You become an international person, and that's a big step."

McDiarmid
 "Mac" Messenger
 '72

Opening
 Ceremonies,
 June, 1990

Senior V.P.,
 First Interstate
 Trading Co.

The tripartite curriculum of the 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 departments as well as overall requirements of the institution.



"Most people who have gone here would say that you're trained to be more than just a number person. When you come here, you get the business aspect, but you also get other important things, like how to relate to other cultures and how to communicate in another language, which I think are more important. Most of all, Thunderbird helps open doors that wouldn't otherwise be available."

Elizabeth Morris, '89
Account Executive
Christian Dior
Perfumes

B.A., French
Language and
Culture, 1987
University of Kansas

CHANGES IN REQUIREMENTS

This *Catalog* reflects graduation requirements in effect for students who initially enroll, or return after an absence, in Fall 1990 or later. Students who may be subject to other requirements printed in earlier catalogs must contact the Office of Admissions and Records.

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.

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 Max. | 3000 level | Waivable |
| • 30 - 42 Hours | 4000 and 5000 level | Required |

SUMMARY OF DEPARTMENT 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 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 hours required for the M.I.M. degree.

Explanation of Course Numbering

Courses at the 3000 level are basic introductory 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.

Curriculum Changes

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

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 many 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.

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 admission criteria. Credits earned while in status as 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.



"Graduating from Georgetown as a language major, my focus had been on international studies and languages. I wanted to get some kind of business background, but I also wanted to keep up with the international studies. When you're dealing overseas, it's very important to understand the culture, the language and the history of the country in order to deal effectively. Thunderbird fosters that with the three-part curriculum."

Helene Tanous '90
B.S., Russian, 1987
Georgetown
University

DEGREE PROGRAM – Sample Courses of Study

Sample Course of Study

- English-speaking student
- Proficient in one other language*
- No other waivable course work

	<i>Semester Hours</i>		
	3000 level	4000 or 5000 level	Total

International Studies	3	9	12
Modern Languages	—	—	—
World Business	21	15	36
Electives (any dept.)	—	6	6
TOTAL	24	30	54

42 hours required, 12 of which may be 3000-level.
A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

*A language taught at Thunderbird.

Sample Course of Study

- English-speaking student
- No foreign language
- No waivable course work

	<i>Semester Hours</i>		
	3000 level	4000 or 5000 level	Total

International Studies	3	9	12
Modern Languages	6	9	15
World Business	21	15	36
Electives (any dept.)	—	—	—
TOTAL	30	33	63

42 hours required, 12 of which may be 3000-level.
A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

“Thunderbird is like a trampoline, such that if you want to go the traditional route, you can. It gives you the tools to go into an established company. But if you want to do something else, it synthesizes the business knowledge that you’ll need to work anywhere in the world, on your own, with a partner, in a small corporation, or wherever. It puts you in a position to be very competitive worldwide.”

Ellen Antinucci '90
B.S., Psychology,
1982
University of Oregon

Sample Course Of Study

- English-speaking student
- Proficient in one other language*
- All waivable course work completed

	<i>Semester Hours</i>		
	3000 level	4000 or 5000 level	Total

International Studies	—	3	3
Modern Languages	—	—	—
World Business	—	15	15
Electives (any dept.)	—	24	24
TOTAL	—	42	42

42 hours required, 12 of which may be 3000-level.
A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

*A language taught at Thunderbird.

Sample Course of Study

- Student with no waivable course work
- Minimal proficiency in English

	<i>Semester Hours</i>		
	3000 level	4000 or 5000 level	Total

International Studies	3	9	12
Modern Languages	15 ^a	6	21
World Business	21	15	36
Electives (any dept.)	—	—	—
TOTAL	39	30	69

42 hours required, 12 of which may be 3000-level.
A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

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

The program of study leading to the Master of International Management degree requires a minimum of 42 semester hours. No more than 12 of those may be 3000-level courses. Prospective students are encouraged to take as many introductory waivable courses as possible prior to matriculation in order to take advantage of Thunderbird's advanced international courses.

Total Program of Study for the Master of International Management Degree

A minimum of 42 semester hours are required, 12 of which may be 3000 level courses.* The following outline summarizes the overall required program of study leading to the Master of International Management degree. See pages 52-57 for details of specific required courses and waiver requirements.

	<i>Semester Hours</i>		Total
	3000 level	4000 or 5000 level	
International Studies:	3 (waivable)	9 (3 hours mandatory)	12
Modern Languages	6 ^a (waivable)	9 (waivable)	15
World Business	21 (waivable)	15 (mandatory)	36
TOTAL	30	33	63^a

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

^aStudents who must take ES3000 (15 hours) may require a total of 69 semester hours.



"I recommend that new students look at everything Thunderbird has to offer, because it has a lot. Map out your full curriculum – not just the classes you're going to take your first semester, but what you'd like to take your last semester, and what classes you're going to need in order to take those, because they require quite a few prerequisites. What's neat about Thunderbird is that it's an international immersion program. By the time you graduate, you're speaking a new language, not just a foreign language, but an international business language."

Patricia Butler '90
B.S., Engineering,
1983

Northern Arizona
University

John Carollo
Engineers
Phoenix, Arizona

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.

"I first found out about Thunderbird when I was teaching English in Japan. I bought the GMAT book in London and applied to take the test in Bangkok. Then I ended up taking the GMAT in a small mission school in Katmandu. I started filling out the application in Nepal and continued it during my travels through India. I actually wrote the essay on a train in India and had it typed on the only electric typewriter in a city of more than half a million in western India."

Michael Campbell
B.Sc., M.Sc., Information Technology
University of London, 1984

The International Studies curriculum is 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 is also 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.

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 courses numbered IS4100 through IS5899 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 *only* by examination. The International Studies Advanced Placement Examination (ISAPE) is offered during orientation week. Students may avail themselves of the opportunity to take the examination only once.

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: Middle East/North Africa
- IS4050 Regional Business Environment: Sub-Saharan Africa
- IS4060 Regional Business Environment: North America

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, Sociology and Anthropology. Only courses with a grade of B or better will be considered. Language courses and living experience will not be considered.

Requirements for IS4100 through IS5899:

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.

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, and if the grade received was B or better.

Waivers are not granted for 5000-level courses.

SUMMARY OF REQUIREMENTS

Department of International Studies (12 Hours)

- | | | |
|-----------|--------------------|------------------|
| • 3 Hours | 3010 level | Waivable by exam |
| • 6 Hours | 4000 or 5000 level | Waivable |
| • 3 Hours | 4000 or 5000 level | Required |



"Looking back at my involvement in AIESEC, I feel confident that the network I have developed during my travels will greatly enhance my ability to succeed as a global manager. Thunderbird supplements that experience with advanced academic education to create a unique combination that appeals so much to today's top corporations. The network still remains, as I see at Thunderbird the same faces and smiles of people I met in Tunisia, Belgium, Switzerland -- 25 countries."

Sanjiv Pandya
B. S., Business
Administration,
1987
University of
Tennessee

The Department of Modern Languages offers courses in nine languages: Arabic, Chinese, French, German, Japanese, Portuguese, Russian, Spanish and English as a Second Language. These courses equip students linguistically and culturally to perform international assignments successfully.



"At Thunderbird we have to study a language, a requirement that is not generally in an M.B.A. program. A lot of what sets Thunderbird apart from other schools is that, and the international nature of the whole school. Another thing that sets Thunderbird apart from other graduate business programs is the network of alumni it has throughout the world."

Chad George

B. S., International Management, 1989

Brigham Young University

Laie, Hawaii

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 nine 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 eight non-English languages taught at the School, regardless of any other language fluency they may possess.

Three courses (levels 3000, 4000, and 4010) comprise the basic foreign language sequence of 15 hours (16 hours for Arabic, Chinese, Japanese and Russian). 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.

Incoming students with some competence in one of the eight 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 six or more students register for the course. Thus, advanced courses may not be available in every language every semester.

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 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 into 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 into Intensive English (ES3000*) 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 only are required to complete the course in the first semester of residence.

Students enrolled in Intensive English (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.

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 Waivable
- 6 hours 4000 level Waivable

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

Language Testing

The American Council for the Teaching of Foreign Languages (ACTFL) Oral Proficiency Examination is available to students on a voluntary basis in selected languages. Students are 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 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 5 1/2 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.

"I'm taking French, but I came in with no knowledge of any foreign language. At Thunderbird, it's much easier to learn a language because of the intensive language classes. You go five days a week to a language class during your first two semesters, and you also go two days a week to grammar class. A lot of people who come here already know a language, so they may pick up an additional language."

Jeff Martin

B. A., C.I.S. and Management, 1986
Baylor University

The Department of World Business offers a wider range of international courses than traditional graduate schools of business administration. Most courses in the department have a special international and practical orientation. The faculty includes many individuals who hold strong academic credentials and have international and corporate experience.

"I found Thunderbird's 5000-level courses to be most beneficial. I took several of those courses. It's the workshops, the project classes, the group work. Before you come to Thunderbird, prepare yourself. Take a quarter or two of business courses at a local college so you can take advantage of Thunderbird's upper-level courses."

Mark Ross '90
B.A., Business Administration/
Management, 1984
Lewis and Clark College
Marketing,
Sara Lee Hosiery

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 convergence with quantitative tools and advanced managerial and marketing techniques. 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 requirements 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. Students who do not receive the minimum CLEP scores, will *not* be permitted to repeat the CLEP test before the six-month waiting period. (Students are encouraged to contact CLEP testing centers for specific requirements.)

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. This is 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 comparable 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. Due to the dynamic nature of this field, the course must have been taken within the last five years. 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 management course which pertains to the principles of management, organizational theory, and behavior, including a working knowledge of the fundamental concepts, processes, and functions of planning, organizing, staffing, controlling and directing; three semester hours or more. Grade of B* or better or CLEP score of a least 53.

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 a 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 Managerial 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 *Catalog*. 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.

5900-level Courses

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

"The core business courses were the most important because I had no business background before I came to Thunderbird. Any courses that can be waived should be completed before you come here, so you can take more upper-division courses."

William Amsden '90
B.A., International Studies, 1985

University of Washington

[Thunderbird intern in Japan with Ajinomoto, 1989]

Business Planning Coordinator,
Kodak Information Systems, Tokyo

Professors: Duarte, Moran, Sours, Springer, S.Tancer (Chair), Trapans;
Associate Professors: Conklin, Frankenstein, Mahoney, R. Tancer;
Assistant Professors: Celozza



"The company's success overseas results from the fact that corporate management understood from the outset that exporting is a separate and distinct opportunity [from domestic sales]. The ingredients for success abroad include sensitivity to cultural differences; recognition of a foreign market's distinctive features; communication in the foreign language; reliable communications between corporate headquarters and foreign allies..."

Sandy London '77
 Director,
 International
 Operations,
 Cybex

COURSE TITLE	PREREQUISITES
IS3010 International Political Economy	
IS3010 is required, but may be waived by examination only	
One of the following is required, but may be waived:	
IS4010 Regional Business Environment: Asia	IS3010 or equivalent
IS4020 Regional Business Environment: Europe	IS3010 or equivalent
IS4030 Regional Business Environment: Latin America	IS3010 or equivalent
IS4040 Regional Business Environment: Middle East	IS3010 or equivalent
IS4050 Regional Business Environment: Sub-Saharan Africa	IS3010 or equivalent
IS4060 Regional Business Environment: North America	IS3010 or equivalent
Two of the following courses numbered between IS4100 and IS5899 are required. Others may be used as electives.	
IS4100 Modern Japan	IS3010 and IS4010 or equivalents
IS4120 Modern China	IS3010 and IS4010 or equivalents
IS4133 ASEAN/Modern Southeast Asia	IS3010 and IS4010 or equivalents
IS4200 Britain, France, and Germany	IS3010 and IS4010 or IS4020 or IS4030 or IS4040 or IS4050 or IS4060 or equivalents
IS4250 East European Economic Systems and Reforms	IS3010 and IS4010 or IS4020 or IS4030 or IS4040 or IS4050 or IS4060 or equivalents
IS4282 Employees, Unions and Management in Europe	IS3010 and IS4020 or equivalents
IS4300 Modern Mexico	IS3010 and IS4030 or equivalents
IS4320 Modern Brazil	IS3010 and IS4030 or equivalents
IS4770 Diplomacy, Negotiation and Bargaining	IS3010 or equivalent and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS4800 Economic Development and Social Change	IS3010 or equivalent and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS4831 Economic Geography and Global Resources	IS3010 or equivalent and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS4832 International Environmental Policies and Global Resources	IS3010 or equivalent and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060

COURSE TITLE	PREREQUISITES
IS4880 Cross-Cultural Communication for International Managers	IS3010 or equivalent and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS4882 Business Ethics in the Multinational Environment	IS3010 or equivalent and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS5080 Seminar on Selected Research Topics: International Studies	IS3010 and permission of the instructor*
IS5200 European Integration	IS3010 and IS4020 or equivalent and permission of the instructor*
IS5240 East-West Trade Seminar	IS3010 and permission of the instructor*
IS5261 European and American Contemporary Thought	IS3010 and permission of the instructor*
IS5300 Iberia, Ibero-America, Business, Culture, Values	IS3010 and either IS4020 or IS4030 or equivalent, and permission of the instructor*
IS5712 The Role of Intelligence in U.S. Diplomacy and International Commerce	IS3010 and permission of the instructor*
IS5740 United States Foreign Policy	IS3010 and permission of the instructor*
IS5760 World Arms Trade	IS3010 and permission of the instructor*
IS5803 Direct Foreign Investment and Technology Transfer: The Public Policy Perspective	IS3010 and permission of the instructor*
IS5810 Nationalism and Expropriation	IS3010 and permission of the instructor*
IS5820 Political Risk and Global Change	IS3010 and permission of the instructor*
IS5850 Tourism and Economic Development	IS3010 and permission of the instructor* (One page essay - see course description)
IS5860 Os Pais de Expressão Portuguesa Hoje (The Portuguese-Speaking Countries Today)	IS3010 and either IS4020 or IS4030 or IS4050, or equivalent, fluency in the Portuguese language, and permission of the instructor*
IS5880 Differing Value Orientations	IS3010 and IS4880 or equivalents, and permission of the instructor*
IS5890 Advanced Cross-Cultural Communication Seminar	IS3010 and either IS4880 or IS5880, and permission of the instructor*
IS5901 Topics in International Studies: Independent Research (1 credit)	Permission of instructor* and concurrence of the Department of International Studies chair
IS5902 Topics in International Studies: Independent Research (2 credits)	Permission of the instructor* and concurrence of Department of International Studies chair
IS5903 Topics in International Studies: Independent Research (3 credits)	Permission of the instructor* and concurrence of Department of International Studies chair
IN5910 Internship: Part time	Permission of the Director of Internships* and concurrence of the Department of International Studies chair
IS5920 Master's Thesis	See course description on page 64.
IN5930 Internship: Full time	Permission of the Director of Internships* and concurrence of the Department of International Studies chair



"Thunderbird has a major advantage over state schools. We're more flexible, faster reacting, smaller... We're very responsive to the customer. When we want to change, we do it now – we don't talk about it for a year."

David C. Lincoln
Thunderbird Trustee
Chairman,
Lincoln Laser Company

**Permission of the instructor means that students must make personal contact with the instructor of the course and obtain written permission prior to registration.*

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.



“Several professors at my undergraduate school highly recommended this school for international business. I had always planned to go to graduate school, but I wanted some work experience first, so I worked in Boston for five years before I followed through on my application to Thunderbird. I had intended to go three semesters, but I decided to extend my program to four semesters so I could go on the IIST program. It was a wise choice.”

Catherine
Modaber '90

B.A., International
Studies, 1980
Dickinson College

Market Planner
S.L. Submarine
Cable Systems

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 reactions 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) This course provides an overview of the relevant facets of the environment for international business in Western Europe. Emphasis is given to information and analysis necessary to understand the current dramatic developments. Topics include national economic, political and demographic trends. Special attention is given to the European Community and the formation of the internal market. 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 socioeconomic 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. Prerequisites: IS3010 and IS4010 or equivalents.

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. Prerequisites: IS3010 and IS4010 or equivalents.

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 the 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. Prerequisites: IS3010 and 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 (East and West.) It deals with German reunification issues, but otherwise focuses on domestic rather than international developments, and covers recent historical background, current government policies, economic regulation and national economic planning in these countries. Particular attention is paid to tax policies, social welfare payments, labor-management relations and the investment climate. Prerequisites: IS3010 and IS4010 or IS4020 or IS4030 or IS4040 or IS4050 or IS4060 or equivalents.

IS4250 East European Economic Systems and Reforms

(3 hours) This is an introduction to the East European economies. Its objectives are to familiarize the student with the organization of Soviet and other East European economies, the mechanics of planning, the firm and its management, and the Gorbachev era upheavals and reforms. Particular attention is paid to the transition of these systems from centrally planned to market-type economies, and to the political context of this process. Note is also taken of the COMECON and problems of economic integration. The course concludes with an examination of foreign trade reforms and the region's growing business linkages to the West. Prerequisites: IS3010 and IS4010 or IS4020 or IS4030 or IS4040 or IS4050 or IS4060 or equivalents.

IS4282 Employees, Unions and Management in Europe

(3 hours) This course examines the sociological, legal and economic factors that shape the distinctive patterns of employer/employee relations in the U.K., France, Italy, Spain, Germany and Sweden. In addition, the course includes information on general trends and issues such as EC policies and migrant labor. Prerequisites: IS3010 and IS4020 or equivalents. Not open to students with credit for IS4280.

IS4300 Modern Mexico

(3 hours) The objectives of this introductory course are twofold: first, to acquaint each student with Mexico's history, culture, people, and economic and political systems; and second, to discuss issues that have consistently confronted Mexico including socioracial discrimination, foreign intervention and exploitation, political repression and economic underdevelopment. Such matters are viewed from "a Mexican perspective." Prerequisites: IS3010 and IS4030 or equivalents.

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. Prerequisites: IS3010 and IS4030 or equivalents.

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: IS3010 or equivalent and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060.

"[In Mexico] there is a formality involved in talking to vendors for products you want to buy. Normally, business is not spoken immediately; a facade of socializing takes place first. Who you know is important here. Business is not typically done by submitting bids; personal contacts and networking are more important. Price is important, but not always paramount. Building future business relationships can be the motivating factor behind a transaction."

Geoffrey
Horsfield '87
Financial
Controller
Zenith Corporation
Chihuahua,
Mexico

"When I leave Thunderbird, I'll always remember the cross-cultural class I had. I think Thunderbird has really prepared me concerning working with other people from different cultures. If you work in an international environment, you need to have a certain feeling for other cultures and other ways of doing business. I also learned how to handle a lot of things going on at the same time."

Anke Esslinger '90
Hamburg, West
Germany

Diplom-
Betriebswirt,
European
Business School,
1989

Wirtschafts-
assistent, 1988

Marketing/
Human
Resources,
Eli Lilly

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: IS3010 or equivalent, and one of the following which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060.

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: IS3010 or equivalent, and one of the following which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060. 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 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: IS3010 or equivalent, and one of the following which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060. 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: IS3010 or equivalent, and one of the following which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060.

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: IS3010 or equivalent, and one of the following which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060.

5000-LEVEL COURSES

IS5080 Seminar on Selected Research Topics: International Studies

(3 hours). Prerequisite: IS3010 and 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. Prerequisite: IS3010 and IS4020 or equivalent and permission of the instructor.*

IS5240 East-West Trade Seminar

(3 hours) This seminar analyzes the growing trade linkages of the Soviet Union, Eastern Europe and China with the West, and current developments in East-West trade policies and their business environment. It deals especially with the decision process in the business institutions and ministries of these countries preparatory to buying Western goods and services. It studies foreign trade planning and management in these countries, typical issues of trade promotion and market penetration, the role of countertrade, direct investment and joint ventures, East-West business psychology, and NATO country embargo policies and controls. The course concludes with an assessment of the Gorbachev-era upheavals and reforms, and their implications for East-West trade. A research paper is required. Prerequisites: IS3010 and 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: IS3010 and permission of the instructor.*

IS5300 Iberia, Ibero-America, Business, Culture, Values

(3 hours) This seminar examines and analyzes the national character and institutions, psychological traits, values, religion, customs and literatures of the Spanish, Portuguese and Ibero-American peoples to determine and assess their implications and impact on government, politics, diplomacy, management and business practices and attitudes. Comparisons are made with the U.S., Europe, and Asia. Each student prepares a research paper and makes oral presentations. Prerequisite: IS3010 and either IS4020 or IS4030 or equivalent and permission of the instructor.*

IS5712 The Role of Intelligence in U.S. Diplomacy and International Commerce

(3 hours) This seminar will examine the major components of the U.S. intelligence community and how they interact with consumers, including the President, in the policy world. It studies the intelligence process, from the formulation of requirements to dissemination of the finished product. The course assesses the relationship between analysts and policymakers to determine why the two groups are often mutually resentful and work at cross purposes. This breakdown between policy and intelligence, and remedies to avoid or ameliorate it, are also examined. The course will study the pros and cons of covert action, the issue of Congressional oversight, and, in particular, the problems confronting U.S. intelligence in the 1990s. Prerequisites: IS3010 and permission of the instructor.*

IS5740 United States Foreign Policy

(3 hours) This course analyzes America's role in international relations since World War II. It examines the twin concerns of American leadership (national security and moral identity) during 35 years of Cold War crisis. The seminar assesses the causes of the Cold War and the strategy of containment in Asia and Latin America. It also considers the interaction of the state system and the domestic political process in U.S. foreign policy. During the final six weeks of the semester, the seminar functions as the National Security Council. Students assume the positions of policy makers according to assigned roles. Prerequisites: IS3010 and permission of the instructor.*

IS5760 World Arms Trade

(3 hours) This is a seminar on international defense and arms transfer issues. Participants gain a thorough understanding of key topics of concern to defense decision makers, including the politics, economics and competitive dynamics of international defense procurement; management issues specific to the defense industries; analytical methodologies; problems of defense modernization; high technology management and the defense industrial base; and Department of Defense reform. Participants prepare a research paper. Prerequisite: IS3010 and permission of the instructor.*

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. Prerequisites: IS3010 and 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. Prerequisites: IS3010 and permission of the instructor.*

**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.*

Pat Gieseke was studying in the summer program at the European Business School when the Berlin Wall fell. She writes: "It was a great experience to travel there [to Berlin] right after the East Germans had been granted freedom. We all went into East Berlin for a day. It was a sharp contrast to what we had seen in the West. No one would have imagined that so many changes could have occurred in such a short time. So much history is being made~ so much emotion. I'm just glad that I can say, 'Ich war dabei, 'I was there.'"

Pat Gieseke '89
Trainee, Lufthansa
New York

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. Prerequisites: IS3010 and permission of the instructor.*

IS5850 Tourism and Economic Development

(3 hours) The seminar focus is the emergence of tourism as a major international business and the role it can play in economic development. Materials include current analysis of the tourist phenomenon prepared by authors with varied backgrounds. Class discussion emphasizes such topics as defining and marketing a tourist resource, public and private sector stimuli for tourism development, and financing tourist-related projects. Consideration is also given to social, political, and environmental effects that can occur, particularly in emerging nations where tourist development is carried out without regard to overall development goals and participation of the indigenous populations. A research paper is required. Prerequisites: IS3010 and permission of the instructor * on the basis of a one-page essay explaining background, goals, and reason for wanting to enroll in this course.

IS5860 Os Paises De Expressão Portuguesa Hoje (The Portuguese-speaking Countries Today)

(3 hours) This seminar is concerned with contemporary economic, political, business, social, and cultural developments in Portugal, Brazil, and Portuguese-speaking African nations. An analysis is made in the Portuguese language of economic, political, business, and social problems and issues currently confronting the Portuguese-speaking world (Portugal, Brazil, Angola, Mozambique, Guinea-Bissau, São Tomé e Príncipe, Cape Verde, Timor and Macao) as well as their achievements in the arts, music, and literature. Current periodicals and other sources are utilized in preparation of oral and written research reports. Prerequisites: IS3010 and either 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. Prerequisites: IS3010 and IS4880 or equivalents 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. Prerequisites: IS3010 and either IS4880 or IS5880 and permission of the instructor.*

IS5901 Topics In International Studies: Independent Research (1 hour)**IS5902 Topics In International Studies: Independent Research (2 hours)****IS5903 Topics In International Studies: Independent Research (3 hours)**

This is a special program for independent research on an approved topic in the field of international studies. Regularly scheduled consultations between student and instructor are required. This program is not open to entering students. The topic must be approved in the preceding semester. Prerequisites: permission of the instructor and the chair of the Department of International Studies. The course is offered on a pass/no credit basis.

IN5910 Internship: Part Time

(3 hours) Please see course description on page 80.

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.

IN5930 Internship: Full Time

(3 hours) Please see course description on page 80.

**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.*

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.



"I grew up in Ohio, but my father and mother are Hungarian, and I speak some Hungarian. When I was in college, my parents moved to Luxembourg. I did a junior year abroad in Cairo and later spent two years with the Peace Corps in Zaire. After that I went back to Cairo, and studied Arabic. While I was in the Peace Corps, I met a number of people who had graduated from Thunderbird, primarily working for USAID. I liked the jobs they were in and was pleased with what they said about the school."

Robert Lakos '90

B. A. in History, 1985
Tufts University



"The international studies classes are unique to Thunderbird. There are few business programs that are able to provide what Thunderbird does in terms of preparing someone to know about the regions of the world, and in terms of the economic and socioeconomic status, the culture, and the current events – things that are actually happening now. I think it's even more important (to be a cultural expert) than to be an expert in accounting or marketing."

Bashar Nejdawi
'90

Jordan

Senior Software
Engineer,
Motorola

B.S., Electrical
Engineering, 1983

Thames
Polytechnic
London, England

Professors: *Britt, Chang, Critz, Dequenne, Peters, Ramsey, Schutte, Valdivieso;*
 Associate Professors: *Akutsu, Call, Corrigan, Jackson, Johnson, Kenman, King, Klein, Kumayama, Kuo, Laugier, Lerond, Pinheiro (Chair), Roessler, Tuman, White;*
 Assistant Professors: *Bailey, Lauterborn, Meneses;*
 Instructors: *Boller, Chen, Cline, Eaton, Gordon, Lanham, Stoops;*



"I didn't speak a word of French before coming to Thunderbird. I did work pretty hard at my French while I was there, however, and a summer program in France helped a lot because I really got into the environment. Now I work in Paris as financial consolidation manager doing special projects in finance for Schlumberger, which is an oil services company. I work on a team that reports to the Board of Directors of the company."

Rebecca
Golden '89

B.B.A., Finance
and International
Business

University of
Texas

COURSE TITLE	PREREQUISITES
AR3000 Arabic Level I	
CH3000 Chinese Level I	
FR3000 French Level I	
GE3000 German Level I	
JA3000 Japanese Level I	
PO3000 Portuguese Level I	
SP3000 Spanish Level I	
RU3000 Russian Level I	
AR4000 Arabic Level II	AR3000 or AR3000 waiver
CH4000 Chinese Level II	CH3000 or CH3000 waiver
FR4000 French Level II	FR3000 or FR3000 waiver
GE4000 German Level II	GE3000 or GE3000 waiver
JA4000 Japanese Level II	JA3000 or JA3000 waiver
PO4000 Portuguese Level II	PO3000 or PO3000 waiver
RU4000 Russian Level II	RU3000 or RU3000 waiver
SP4000 Spanish Level II	SP3000 or SP3000 waiver
AR4010 Arabic Level III	AR4000 or AR4000 waiver
CH4010 Chinese Level III	CH4000 or CH4000 waiver
FR4010 French Level III	FR4000 or FR4000 waiver
GE4010 German Level III	GE4000 or GE4000 waiver
JA4010 Japanese Level III	JA4000 or JA4000 waiver
PO4010 Portuguese Level III	PO4000 or PO4000 waiver
RU4010 Russian Level III	RU4000 or RU4000 waiver
SP4010 Spanish Level III	SP4000 or SP4000 waiver
PO4020 Accelerated Business Portuguese for Speakers of Spanish	SP4010 or SP4010 waiver
SP4020 Accelerated Business Spanish for Speakers of Portuguese	PO4010 or PO4010 waiver
CH4050 Chinese Reading and Writing	CH4010 or CH4010 waiver
JA4050 Japanese Reading and Writing	JA4010 or JA4010 waiver
AR4200 Advanced Business Language	AR4010 or AR4010 waiver
CH4200 Advanced Business Language	CH4010 or CH4010 waiver
FR4200 Advanced Business Language	FR4010 or FR4010 waiver
GE4200 Advanced Business Language	GE4010 or GE4010 waiver
JA4200 Advanced Business Language	JA4010 or JA4010 waiver
PO4200 Advanced Business Language	PO4010 or PO4010 waiver
RU4200 Advanced Business Language	RU4010 or RU4010 waiver
SP4200 Advanced Business Language	SP4010 or SP4010 waiver

COURSE TITLE	PREREQUISITES
AR4500 Commercial Correspondence	AR4010 or AR4010 waiver
FR4500 Commercial Correspondence	FR4010 or FR4010 waiver
GE4500 Commercial Correspondence	GE4010 or GE4010 waiver
JA 4500 Commercial Correspondence	JA4010 or JA4010 waiver
PO4500 Commercial Correspondence	PO4010 or PO4010 waiver
SP4500 Commercial Correspondence	SP4010 or SP4010 waiver
SP4550 Advanced Commercial Spanish: Documentation and Operations	SP4010 or SP4010 waiver
EN5000 Advanced Business Communications for Executives	Permission of the instructor*
SP5200 Major Topics in Latin America	SP4010 or SP4010 waiver and permission of the instructor*
CH5301 Contemporary Social, Political, Sociocultural and Economic Issues	CH4010 or CH4010 waiver and permission of the instructor*
FR5301 Contemporary Social, Political, Sociocultural and Economic Issues	FR4010 or FR4010 waiver and permission of the instructor*
GE5301 Contemporary Social, Political, Sociocultural and Economic Issues	GE4010 or GE4010 waiver and permission of the instructor*
JA5301 Contemporary Social, Political, Sociocultural and Economic Issues	JA4010 or JA4010 waiver and permission of the instructor*
PO5301 Contemporary Social, Political, Sociocultural and Economic Issues	PO4010 or PO4010 waiver and permission of the instructor*
SP5301 Contemporary Social, Political, Sociocultural and Economic Issues	SP4010 or SP4010 waiver and permission of the instructor*
SP5500 Economic and Commercial Spanish	SP4010 or SP4010 waiver and permission of the instructor*
FR5500 Economic and Commercial French	FR4010 or FR4010 waiver and permission of the instructor*
ES3000 Intensive English as a Second Language	
ES4002 Advanced Conversation for Non-native Speakers	Permission of the instructor*
ES4010 Advanced English as a Second Language	ES3000 or ES3001 or ES3000 waiver; concurrent enrollment in ES4050 required
ES4050 Advanced English Composition and Introductory Business Communications	ES3000 or ES3001 or ES3000 waiver; and ES4010 or ES4010 waiver. Note: ES4010 may be taken concurrently
ES4100 Business Communications for Non-native Speakers	ES4050 or ES4050 waiver
ML5901 Topics in Modern Languages: Independent Research (1 credit)	Adequate proficiency in relevant foreign language, permission of the instructor* and concurrence of the Department of Modern Languages chair
ML5902 Topics in Modern Languages: Independent Research (2 credits)	Same as above
ML5903 Topics in Modern Languages: Independent Research (3 credits)	Same as above
IN5910 Internship: Part time	Permission of the Director of Internships* and concurrence of the Department of Modern Languages chair
ML5920 Master's Thesis	Near-native or native fluency in the relevant language (see course descriptions)
IN5930 Internship: Full time	Permission of the Director of Internships* and concurrence of the Department of Modern Languages chair



"During my internship with Suntory [a large Japanese beverage company], I got an inside look at a Japanese company. I was on a mergers and acquisitions project, and they were working out the financial details while I was there. I was translating English to Japanese and summarizing documents in Japanese."

Joel Goleburn '90
B. A., Economics,
1980
Brandeis
University

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.*

- 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)
 RU3000 Russian Level I (7 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 section, 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, Japanese and Russian) of grammar analysis (300F) "Fundamentals."

4000-LEVEL COURSES: MODERN LANGUAGES

- 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 composed 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.



Small classes of ten or fewer students, like this Portuguese class taught by Professor Maria Pinheiro, are characteristic of the Thunderbird language program.

- 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, (although to a restricted degree in non-Latin alphabet languages) these courses familiarize future international managers with prevailing situations and conditions in the areas of the world where the target language is spoken. 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.



"I needed a business background, but wanted to incorporate language, since I had an undergraduate liberal arts degree in German literature. The industry I'm in is highly global, despite the fact that I really haven't had an overseas assignment, and the marketplaces require an international perspective. The education I received here at Thunderbird gave me a practical academic background to understand cause and effect in the highly capitalistic market of trading grain."

James Conner '83
 Trader,
 Continental Grain

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.

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.

**CH4050 Chinese Reading and Writing
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 non-corporate forms of business organizations, and the pitfalls encountered in managerial activities performed by executives abroad. Current legal codes and commercial documents are studied, prepared, and discussed to enable the student to perform successfully in real situations. Highly technical vocabulary (approximately 500 words) is introduced. Prerequisite: Level III or Level III waiver.



"I am from Norway. My dad has always worked in international management, and in Norway, a high percentage of the GNP is in exports. I have traveled a lot and speak English, Swedish, and Danish, and have a working knowledge of German. I heard about this school from an alumnus in Norway at the Oslo Business School. The future career prospects coming from this School are great. . . . A friend who graduated in August now works for a Swedish company that is coming to recruit at the School."

John Bugge
B.B.A., Oslo Business School, 1989
Oslo, Norway

5000-LEVEL COURSES: MODERN LANGUAGES

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*



“Thunderbird has an excellent language program: first, because you can’t graduate without proficiency in another language; and second, because of the programs it offers. In the French program, you have the opportunity to take the Chamber of Commerce Test for either a certificate or a diploma. You also get to speak French with other students, rather than just in class.”

Jennifer Fondrevay

B.A., Political Science and French, 1989

University of Illinois, Champaign-Urbana

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, 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 and permission of the instructor.*

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 and permission of the instructor.*

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 y 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 presentation, 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 Français Commercial et Economique examinations and possibly by the higher level Diplôme Examinations de la Chambre de Commerce Internationale de Paris. The course includes economic trends, geography, government agencies, accounting, labor relations, and related fields such as business law, advertising, and banking. It also covers intensive vocabulary reviews, word usage, grammar reviews, translations, discussions, debates, and case studies. Prerequisites: Level III or Level III waiver and permission of the instructor.*

3000-LEVEL COURSES: 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.) This 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.

**Permission of the instructor means that students must make personal contact with the instructor of the course and obtain written permission prior to registration.*

4000-LEVEL COURSES: ENGLISH AS A SECOND LANGUAGE

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 and ES4010 or ES4010 waiver. NOTE: ES4010 may be taken concurrently with ES4050.

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.

5000-LEVEL COURSES: RESEARCH AND THESIS

ML5901 Topics in Modern Languages: Independent Research (1 hour)

ML5902 Topics in Modern Languages: Independent Research (2 hours)

ML5903 Topics In Modern Languages: Independent Research (3 hours)

The student undertakes independent reading and/or research on approved topics in the field of Modern Languages. Topics may range from those concerned with historical, literary, artistic and cultural aspects of countries or areas whose native language is taught at the School to those dealing with business and financial, social, or political problems. A formal proposal containing a clear statement of purpose must be submitted for approval during the preceding semester. Readings, discussion and papers are in the target language. Close consultation with the supervising instructor is required. Prerequisite: Adequate proficiency in the relevant foreign language, permission of the instructor* and concurrence of the chair of the Department of Modern Languages. The course is offered on a pass/no credit basis.

IN5910 Internship: Part Time

(3 hours) Please see course description on page 80.

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.

IN5930 Internship: Full Time

(3 Credits) Please see course description on page 80.

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.*



"We were exposed to more of the Japanese style of business because Brainware [the company I interned with] doesn't have very many international divisions. I was involved in the marketing and sales department, so I observed how the salesmen went about delivering and servicing their products. I went along on several sales calls and was sent to several trade shows."

Rebecca Baerveldt
Thunderbird intern in Japan, Fall, 1989
B.A., Business Administration, 1986
Washington State University

Professors: *Barrett, Cox, Foroughi, Foster, Geer, Heathcotte, Herberger, Kim, Mahmoud, Mathis, Mills, O'Connell, Voth, Woolverton*

Associate Professors: *Bergevin, Bossert, Carrada-Bravo, D. Guthery, Hosseini, Johnson (Chair), Keat, Pring, B. Reed, W. Reed, Rice, Schmidt, Schweizer, Tuzzolino, Valencia, Vor der Landwehr;*

Assistant Professors: *Greer, E. Guthery, Sherman, Wongtada, Zerio;*

Distinguished Corporate Lecturers: *Garvin, Gottlieb;*

Adjunct Professor: *Wyman*



"We have some unusual courses here that are not taught in other places. We are not a lock-step program, which most M.B.A.s are. In business [the Department of World Business], we only require 12 courses, but we teach 45, so there are a lot of electives. A student can build an individual curriculum."

Dr. Clifton Cox
Thunderbird Vice
President for
Academic Affairs

Quoted in
*International
Business*
magazine
June, 1990

COURSE TITLE	PREREQUISITES
All 3000-level courses are required, but all are subject to waiver	
WB3100 Survey of Accounting	
WB3200 Fundamentals of Economics	
WB3210 Fundamentals of Managerial Finance	WB3100 and WB3200 and WB3300 or equivalents; WB3300 may be taken concurrently
WB3300 Statistics	
WB3313 Introduction to Use of Computer Systems and Software	
WB3400 Fundamentals of Management	
WB3500 Fundamentals of Marketing	
Five specific 4000-level courses are required:	
<i>One of one:</i>	
WB4200 International Finance and Trade	WB3200 or equivalent
<i>One of two:</i>	
WB4140 Cost and Management Accounting	WB3100 or equivalent
WB4150 Intermediate Accounting	WB3100 or equivalent
<i>One of three:</i>	
WB4300 Decision Models with Computer Applications	WB3300 and WB3313 or equivalents
WB4320 Production and Operations Management	WB3300 and WB3313 or equivalents
WB4530 International Marketing Research	WB3300 and WB3313 and WB3500 or equivalents
<i>Two of three:</i>	
WB4212 Advanced Managerial Finance with Multinational Dimensions	WB3210 or equivalent
WB4400 Multinational Business Management	WB3400 and WB3500 or equivalents
WB4500 International Marketing Management	WB3500 or equivalent
4000-Level Electives:	
WB4160 International Auditing	WB4150 or equivalent
WB4220 Agribusiness	WB3200 or equivalent
WB4290 Money and Banking	WB3200 and WB3300 or equivalents
WB4430 International Human Resources Management	WB3400 or equivalent
WB4460 Organizational Behavior	WB3400 or equivalent
WB4541 International Business-to-Business Marketing	WB3500 or equivalent
WB4560 International Consumer Marketing	WB3500 or equivalent
WB4599 Export/Import Management	WB3500
WB4600 Legal Environment of International Business	
WB4700 International Insurance	

COURSE TITLE	PREREQUISITES
5000-Level Electives:	
WB5101 International Accounting	WB4150 or equivalent and permission of the instructor*
WB5120 Financial Statement Analysis	WB4150 or equivalent and permission of the instructor*
WB5200 International Banking	WB3210 and WB4200 and WB4290 or equivalents, and permission of the instructor*
WB5250 Multinational Corporate Finance	WB4150 and WB4200 and WB4212 or equivalents, and permission of the instructor*
WB5271 International Securities Investments	WB4200 and WB4212 or equivalents, and permission of the instructor*
WB5400 Entrepreneurship	All World Business foundation and core courses or equivalents; working knowledge of the IBM/PC and Lotus 1-2-3 [®] , and permission of the instructor*
WB5480 International Business Policy and Decision Making	WB3400 and nine hours of 4000/5000-level World Business courses, and permission of the instructor*
WB5482 International Business Policy	All World Business foundation and core courses, and permission of the instructor* (Offered in Summer)
WB5500 International Marketing Projects Workshop: Industrial Products	WB4500 and WB4530 or equivalents, and permission of the instructor* (Recommended: WB4541)
WB5510 International Marketing Projects Workshop: Consumer Products	WB4500 and WB4530 or equivalents, and permission of the instructor* (Recommended: WB4560)
WB5570 "Interad" Advanced International Marketing and Advertising Workshop	WB4500 and WB4530 and WB4560 or equivalents, and permission of the instructor*
WB5590 International Purchasing and Countertrade	WB4500 and at least one of the following: WB4599, WB4541, IS4880 or equivalent, and permission of the instructor*
WB5700 International Risk Management and Insurance Seminar	WB4200 and WB4700 or equivalents, and permission of the instructor*
WB5901 Topics in World Business: Independent Research (1 credit)	Permission of the instructor and concurrence of the Department of World Business Chair
WB5902 Topics in World Business: Independent Research (2 credits)	Permission of the instructor and concurrence of the Department of World Business Chair
WB5903 Topics in World Business: Independent Research (3 credits)	Permission of the instructor and concurrence of the Department of World Business Chair
IN5910 Internship: Part time	Permission of the Director of Internships and concurrence of the Department of World Business chair
WB5920 Master's Thesis	See Course Description on page 79.
IN5930 Internship: Full time	Permission of the Director of Internships and concurrence of the Department of World Business chair

"At Seiko [during my internship] I was transferred all around, first in the planning section for six weeks, then personnel, finance, information systems, and the watch division. I couldn't have been treated better. I very quickly became part of their team. I got involved in all the social activities. I was surprised to see such a family attitude among Seiko employees. I got the sense that I was part of a family or team."

Dieter Haberl
Austria
B.S. Economics and Finance, 1985
Lake Superior State University

*Permission of the instructor means that students must make personal contact with the instructor of the course and obtain written permission prior to registration.

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.

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, plant 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; evaluation 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 and WB3200 and WB3300, or equivalents; WB3300 may be taken concurrently. 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 and selected decision theory techniques. REQUIRED.

WB3313 Introduction to Use of Computer Systems and Software

(3 hours) This course provides an introduction to management use of computers. It enables students to integrate computer systems in their own problem solving by using both interactive and time-sharing computers to develop relevant business programs and master current specific software. This course involves four aspects of computers: fundamentals of hardware and software technology; BASIC programming; electronic spread sheet competency (LOTUS 1-2-3®); and introduction to an up-to-date data-base management package (dBase III-plus®). Minicomputer and microcomputer applications are used to reach the stated goals. REQUIRED.

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 direction. 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.

4000-LEVEL COURSES**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. 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.



"I worked for the Pentagon and the State Department for several years after Thunderbird. One day I saw an ad for someone to head Burroughs' international education program. I became the director of worldwide education marketing, and then went to work for Apple. Some graduates are disappointed that they don't find an international position immediately, but if they build their careers in a direction valuable to an international environment, they never know when they'll get a chance to apply it."

Alan T. Hill '62
Pacific Region
and Government
Marketing Manager,
Apple Computer,
Inc.

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; and examination of trade theory, commercial policy and selective trade problems of developing countries. Prerequisite: 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. Emphasis is placed on the strategies, structures, and management of the multinational enterprise (MNE). Lectures, cases, and research projects are used to demonstrate the movement of monies, goods, skills and technologies across borders, barriers to entry, cross-cultural influences on day-to-day managing, environmental impact on planning, and methods for controlling the transnational organization. Specific topics such as ethics, social responsibility, and the effects of political changes are included as current topic areas. Prerequisites: WB3400 and WB3500, or equivalents. **TWO of WB4212, WB4400, WB4500 REQUIRED.**

“Thunderbird has all the standard software of other business schools, plus a few that no one else in the U.S. has, including FORAD, the advanced game used by multinational corporations to simulate market conditions and teach foreign exchange, inventories, dividend policy, and so on under sets of domestic variables like devaluation or terrorism; and Augur, a software consultant program which teaches how to interpret signs in futures markets.”

*World Trade magazine
Fall, 1989*



"My family in Zambia has an internationally oriented business. I am taking International Marketing Management and find the course to be extremely helpful, particularly as I am going into trading. The professor worked for the Department of Commerce and is very knowledgeable about the international world of trade, and imports and exports."

Henry Banda
B.A., Economics,
1988
Rawlins College
Winter Park
Florida

WB4430 International Human Resources Management

(3 hours) Directed toward both the future line manager and the human resource professional, this course introduces the basic Human Resource functions such as compensation, benefits, employee relations, manpower planning, training, employment, and health/safety. It then uses cases, presentations by IHRM professionals, personal computer projects, discussion of current readings, and a "hands-on project" to demonstrate the use of these methods and techniques in the international arena. Attention is directed to both the expatriate and the foreign manager as part of the multinational's responsibilities in effectively managing their human resources around the world. Prerequisite: WB3400 or equivalent.

WB4460 Organizational Behavior

(3 hours) This course studies organizations as working systems of human beings attempting to achieve certain goals and objectives. Using cases, readings, guest speakers, directed discussions, and group projects, students are given opportunity to develop perspectives on how the human systems function within the structure of the organization. Moving from the micro view of individual behavior, to group behavior, and finally to the macro view of collective organizational behaviors, the topics of perception, values, group dynamics, leadership, motivation, communication, structural relationships, and organizational changes are discussed. Students analyze behaviors and develop recommendations which will most effectively deal with the complex challenges of human behavior in today's organizations. Prerequisite: WB3400 or equivalent.

WB4500 International Marketing Management

(3 hours) This course emphasizes the planning, organizing, coordinating and controlling functions of international marketing management. The analysis and discussion of marketing management problems provide students with an opportunity to apply the principles of marketing. This includes using models and systems for marketing decision making, determining marketing information and requirements, establishing criteria for planning and control systems, and becoming familiar with the practical application of computer support, organizational design, and managerial strategies for the marketing of products and services by multinational organizations. Prerequisite: WB3500 or equivalent. 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, WB3313 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.

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.

WB4599 Export/Import Management

(3 hours) This course covers in detail the techniques and procedures involved in successfully carrying out export and import transactions. Topics include the "language of international trade", INCO terms, payment terms, trade barriers, export licensing, pricing, order handling, insurance, international collections and international transportation. Documentation requirements of export and import operations are examined in detail. Import and customs clearance procedures are studied along with their relation to foreign product sourcing and international purchasing. The functions and operations of Foreign Trade Zones are illustrated and the important area of countertrade is introduced. Finally, the legislation which affects the international trader and some of the alternatives to exporting (licensing, foreign manufacturing and joint ventures) are covered. Prerequisite: WB3500. Not open to students with credit for WB4490.

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.



Alexander Kramer

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.

**Permission of the instructor means that students must make personal contact with the instructor of the course and obtain written permission prior to registration.*

5000-LEVEL COURSES**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 of 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 methods by which they are analyzed and interpreted. Prerequisites: WB4150 or equivalent 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 and 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. The 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 and WB4200 and WB4212, or equivalents and permission of the instructor.*

"I'll always remember my International Finance and Trade Class. It gave me my first real exposure to international economics, trade, finance, and all the realities of day-to-day business. Thunderbird has prepared me to act locally to whatever presents itself yet still think globally in looking for solutions."

Alexander Kramer '90

Project Manager in Finance, Pacific InterTrade Corporation

B.A., International Relations/Economic Development, Lake Forest College

WB5271 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 market; pricing models; portfolio diversification; mutual fund performance; options and futures; security analysis; immunization strategies; arbitrage pricing; investment banking; and securitization. Prerequisites: WB4200 and WB4212 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, working knowledge of the IBM/PC and LOTUS 1-2-3®; and permission of the instructor.*

WB5480 International Business Policy and Decision Making

(3 hours) This capstone course builds on and integrates skills and knowledge gained from specialized functional courses. The course consists of two major components: (1) an interactive simulation of a manufacturer operating in sixteen countries. This simulation allows the opportunity of running the operation at differing levels of risk. It covers the areas of sales, production, profit and treasury operations. Support programs to aid the student with the calculations are available. (2) a series of case studies which complement the simulation in that they are nonfinancial in nature and cover problems that general management is faced with. Prerequisites: WB3400 and nine hours of 4000/5000-level World Business courses and permission of the instructor.* Not open to students with credit for WB5482.

WB5482 International Business Policy

(3 hours) This capstone course helps the student understand the problems faced by, and the decisions made by, executive management who have to balance the needs and desires of shareholders, customers, employees, local country mores and government regulations. It will require consolidation of skills and knowledge from a variety of disciplines including management, finance, marketing, and ethics. The course uses the case study approach supplemented by readings and lectures. The cases are directed toward evaluating the conflicting pressures that management encounter rather than a detailed analysis of a particular facet. Prerequisites: All World Business Foundation and Core courses, and permission of the instructor.* Offered in Summer only. Not open to students with credit for WB5480.

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.

"The entrepreneurship class was really good from a business standpoint. You do two projects. The first one is a business evaluation, and you have to evaluate all aspects of a business, so it really forces you to look at the financial information, and to do a lot of calculations and also to consider the marketing and competition. Then, you have to develop your own business plan and consider the same aspects except that you're starting from scratch. It really forces you to take a balanced view of how you would start a business."

Patricia Butler '90
B.S., Engineering,
1983
Northern Arizona
University

John Carollo
Engineers

**Permission of the instructor means that students must make personal contact with the instructor of the course and obtain written permission prior to registration.*

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 and WB4530 and WB4560 or equivalents and permission of the instructor.*

WB5590 International Purchasing and Countertrade

(3 hours) This course addresses three important, inter-related 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: WB4599 or WB4541 or IS4880, or equivalent and permission of the instructor.*

**Permission of the instructor means that students must make personal contact with the instructor of the course and obtain written permission prior to registration.*

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 hour)

WB5902 Topics In World Business: Independent Research (2 hours)

WB5903 Topics In World Business: Independent Research(3 hours)

This is a special program for independent research on an approved topic in the field of world business. Regularly scheduled consultations between student and instructor are required. This course is not open to entering students. 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.

IN5910 Internship: Part Time

(3 hours) Please see course description on page 80.

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.

IN5930 Internship: Full Time

(3 hours) Please see course description on page 80.

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.



“Countertrade was one of the best classes I’ve taken here, because it’s such a little known field. It’s the wave of the future as far as international business is transacted, and not enough Americans understand that.”

Jennifer Myers '90
B.A., International Relations, 1988
Hamline University

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. 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.



"I studied the different marketing facilities that Shiseido has (during my internship in Japan), their sales techniques, distribution, factories, and research facilities. In the factories, we were able to see in detail how they implement their quality control practices, how they do their research, how they do the various tests for product quality, and how the workers take a lot of pride in the way the product is put together."

Gregg Lafayette
'90

B.S.,
Agribusiness
Management

Oregon State
University

Internships have been sponsored in previous years by Citibank, U.S. Department of Commerce, Coca Cola, General Motors, Arizona World Trade Association, Seiko, DuPont, Arizona Office of Economic Planning and Development, Eli Lilly International and many others.

The Thunderbird Graduate Management Internship is organized into two regularly offered courses: IN5910 provides part-time and IN5930 provides full-time internship experience.

Students who participate in the IN5930 internship must return to campus, enroll, and complete a minimum of six hours to receive credit for this course. This is an academic course and financial arrangements must be made with the business office prior to leaving campus for the internship. Additional tuition information may be obtained from the Internship Office.

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 the semester prior to the actual work experience. This may include language testing and/or intensive language training for certain foreign internships.

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 experience, is submitted at the conclusion of the work experience to the academic advisor. Only one internship will be allowed for credit during the period of a student's enrollment at the American Graduate School of International Management. The three (3) credits for Internship may be applied toward the 42-hour minimum requirements, but may not be used to meet departmental requirements in World Business, International Studies or Modern Languages, and are on a pass/no credit basis.

Internship assignments are limited in number and are available with a variety of multinational business and government agencies throughout the world. Students interested in the program should contact the Internship Office for additional information.

COURSE DESCRIPTIONS:

IN5910 Internship: Part-time

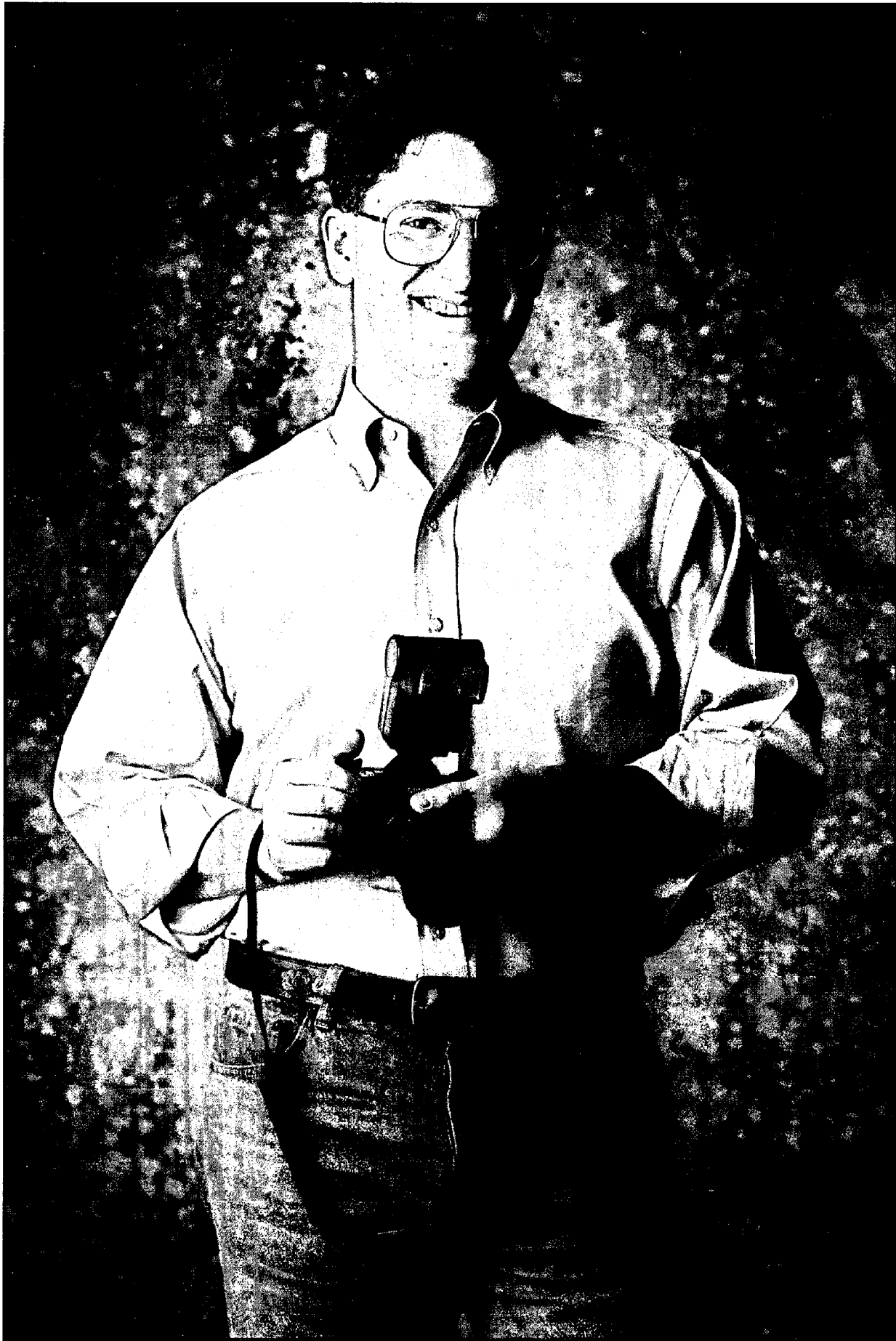
(3 hours) Part-time internship assignments are undertaken at the same time as other course work. They are almost exclusively in the Phoenix/Glendale area. Internships have several business sponsors. Arrangements must be made in the semester preceding the actual work experience. These assignments are normally open only to third-semester students. Internship credit may not be used to satisfy departmental requirements. Prerequisites: permission of the Director of Internships* and concurrence of the appropriate academic department chair. The course is graded on a pass/no credit basis.

IN5930 Internship: Full Time

(3 hours) Students alternate a term of study with a term of work on a full-time job with industry or government. Students must have completed two semesters (minimum 24 credit hours) of Thunderbird study. Participants are required to return to the Thunderbird Campus and to complete an additional six hours of work to receive credit for this internship. 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 Director of Internships and concurrence of the appropriate academic department chair. 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 Director of Internships means that students must make personal contact with the internship office and be formally assigned to a specific program prior to academic registration.*



"I spent a year in Norway as an American Field Service student. I'm half Norwegian, and I wanted to learn where my family came from. Toward the end of college, I decided that there was a lot of opportunity for Japanese speakers, so I went to Japan. I was recently hired for Eastman Kodak's company in Japan based on a recommendation from a manager who had interviewed me on campus."

William Amsden
'90

B.A., International
Studies, 1985
University of
Washington

Thunderbird
intern in Japan
with Ajinomoto,
1989

Business Planning
Coordinator

Eastman Kodak
Information
Systems
Tokyo, Japan

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 *Catalog*. 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 Term, 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 Term. 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 and Spring Semester or the end of the fifth week in the Summer Term. The appropriate notation (W) will be entered on the official transcript of the student's record.

Payment of Tuition and Fees

Students who do not pay tuition and fees, or make appropriate substitute arrangements with the business office by the end of the first day of class in any term, will be dropped from classes. Students may reinstate their academic registration after payment of fees on a space available basis.

Concurrent Enrollment

Concurrent enrollment in another institution must be approved in writing by the Vice President for Academic Affairs prior to registration. 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 degree as the B.A. or B.S., Licenciado, Maîtrise, Diplom or Staatsexamen, Siviløkonom, Civilingenjor, Meester, to name a few. Students who transfer in credits from courses which, in the opinion of the relevant department, substantially duplicate courses offered here, cannot enroll in the duplicated courses for credit. Grades of transfer work are not considered in computing the student's grade point average at Thunderbird. The transferring of hours in no way constitutes the waiver of a course. Basic language courses are not acceptable for transfer.

Grading Code

Grades are given and recorded as follows:

A = 4.0	D+ = 1.3
A- = 3.7	D = 1.0
B+ = 3.3	D- = 0.7
B = 3.0	F = 0.0
B- = 2.7	P = Pass
C+ = 2.3	AU = Audit
C = 2.0	W = Withdrawal
C- = 1.7	I = Incomplete
	NC = No Credit

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

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

Academic Probation

All students on academic probation must maintain a minimum cumulative grade point average of 3.0 before being permitted to enroll in the following semester. This rule applies to students admitted on academic probation and those on academic probation because of failure to maintain a cumulative grade point average of 3.0.

5900 Series Courses

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

Correction of Errors in Grading

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



"I grew up on a ranch in Montana and I'd never been out of the United States. Thunderbird gave me a chance to find out what was going on in the world and I began to narrow my focus toward international banking. I spent eight years with American Express in foreign and domestic assignments including Germany, Pakistan, London, and New York. In 1980 I was offered a position in Bahrain with a new bank, and in 1988, I came to Istanbul to open their merchant bank here."

David Carpita '67
General Manager,
Yatirimbank
Istanbul, Turkey

Retaking Courses

A student may be permitted to retake a course once in the hope of improving a grade. A letter grade earned in the repeated course will expunge the original letter grade. However, the original 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 Department 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.

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 *Catalog* in effect at the time of admission, if their studies are uninterrupted by an absence of more than one semester (excluding summer or Winterim). Students returning after an absence of more than one semester (excluding summer or Winterim) must follow all regulations in effect for students entering in that term and must complete a minimum of six semester hours. Such returning students will be required to re-establish their language proficiency levels by taking the appropriate tests. Returning students will be expected to pay tuition and fees in effect at the time of return.

Five-year Rule

Degree requirements must be completed within five calendar years of a student's initial enrollment. Courses completed earlier than five years before the effective date of graduation may not count toward degree requirements.

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.



"Thunderbird gave me the business skills necessary for both management and work overseas, as opposed to science, which is my original background. I have used the Thunderbird network, and I come back here occasionally [to recruit]; this is probably my fifth or sixth time to interview on campus. I just hired a Latin American manager who graduated last year."

Bruce L.
Crumley '76

Vice President,
Stonhard
International

B.S., Chemistry,
1970

Texas A & M
University

DEPARTMENT OF INTERNATIONAL STUDIES

Albert F. Celozza, Assistant Professor of International Studies

A.B. (cum laude 1976), M.P.A. (1979), University of the Philippines; M.A. (1983), Ph.D. (1987) Claremont Graduate School.

Instructor in History, Public Administration, University of the Philippines (UP); Research Associate, College of Public Administration, University of the Philippines; Environmental Resources Management, Clark University; Contemporary Diplomacy, Institute of World Affairs; Intern, United Nations, New York; Coordinator, Congressional Internships; Faculty Member, Political Science and Economics, and Advisor, Model United Nations, Phoenix College, Phoenix, Arizona.

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

Joaquim M. Duarte, Jr., Dom Pedro II Professor of Iberian Brazilian and Lusohispanophone African Studies; Coordinator, Thunderbird International Symposium; 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; Director ITT Key Issues Lecture Series (Thunderbird 1981-82.)

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. (1973), Princeton University; M.A. (1975), Ph.D. (1980), 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; Author: *JFK:Ordeal in Africa* (Oxford University Press.) Board of Directors (elected,) Central Arizona Project; Board of Directors, Chicanos por la Causa; Board of Directors, Benton Foundation. John F. Kennedy Scholar, University of Massachusetts 1987-1988.

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; Coauthor: *Managing Cultural Differences*, (1979,1987,1990); *Managing Cultural Synergy*, (1982); Author: *So You're Going Abroad:Are You Prepared?*, (1982,1990); *Getting Your Yen's Worth: How to Negotiate with Japan, Inc*, (1985); *Venturing Abroad in Asia*, (1988); *International Management's Cultural Guide to Europe*, (1990); Senior Editor: *Global Business Management for the 1990's* (1990.)

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.



Dr. John Frankenstein has published numerous articles on China and has spent considerable time in the PRC. He has served as a U.S. Foreign Service Officer in Hong Kong, Taiwan, France, Italy, Belgium, and Senegal.

"There's a charismatic, really interesting student body here who have done a lot of different things. Many of the teachers, also, have lived overseas or studied languages, so they're just as interesting. The learning environment here is very unique. I will take away a lot of nuances here in an environment that I certainly wouldn't have gotten at any other school."

Judy Lee Phillips '90
B.S., Business, 1984

University of
Minnesota

Management
Associate,
Citibank, New York



Dr. Beverly Springer, Professor of International Studies, is a frequent international lecturer on Europe 1992 and the European labor market. This year, her seminar will focus particularly on the implications of 1992.

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. Member of Team 92 of the European Community. Editorial Board of *International Journal of Human Resource Management*.

Robert S. Tancer, Associate Professor of International Studies

B.A. (1957), L.L.B. (1957), University of Michigan; L.L.M. (1960), Harvard Law School.

Member of American, Arizona and District of Columbia Bar Associations. Private law practice, Arizona. Board of Trustees, Flagstaff Institute; Desert Cities Mayors Conference Board.

Shoshana Baron Tancer, Chairman, International Studies Department, Professor of International Studies

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

Member Arizona Bar Association. Chief of Translation Department, Allende and Brea law firm, Buenos Aires; Professor Comparative Constitutional Law, Universidad Nacional Pedro Henriquez Urena, Santo Domingo; Author: *Economic Nationalism in Latin America*; Arizona Executive Board of U.S. West; National Board of Advisors, University of Arizona, College of Business and Public Administration; Member of Visiting Committee to the Stanford University Libraries; Desert Cities Mayors Conference Task Force.

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*.

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), Shizouka-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, Instructor 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.

Master translator, Taiwan Telecommunications Administration. Specialist, Tourism Council, Republic of China. Instructor of Chinese and Japanese, N.D.E.A. Institute, University of Colorado, University of Kansas, University of Texas and Washington University, St. Louis. Instructor of Chinese and Japanese, Washington University. Author, *A Thesaurus of Japanese Mimesis and Onomatopoeia*.

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.

"There's an incredible group of alumni that get together all over the world constantly. I run into them almost all the time in business, and they are talking about groups getting together in Oslo or in Frankfurt or in Brussels. I think the strength of the alumni network is really in the strength of the individuals that come here."

B. Kent Woodard '73
B.B.A., Finance, Marketing, 1972
University of Texas
Senior V.P., First City Bancorporation of Texas

"No matter what class you take, most of the teachers have some foreign knowledge and foreign influence, and they can make that class so exciting because they can relate it to an international environment. If that's what you're interested in, like I was, it could make all the difference in the world."

Leland Kurfess '90
B.S., Business Administration, 1987
University of Redlands
Systematics

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. Director, Winterim in France Program.

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.

Larry W. Gordon, Instructor of Portuguese

B.A. (1975), M.A. (1987), University of New Mexico.

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.

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, Tunghai 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; Maîtrise (1977), Université de Paris (Sorbonne).

Wanda Lauterborn, Assistant Professor of Spanish

Titulo 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.

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 Test 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; Professor 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.

Walter Vladimir Tuman, Associate Professor of Russian

B.A. Russian (1967), Fordham University; M.S. (1969), Ph.D. (1975), Russian Language and Literature, Applied Linguistics, Georgetown University.

Director Foreign Language Laboratory, Louisiana State University; Assistant Professor of Russian, Hollins College, Virginia.

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; Coauthor: *Negocios y comunicaciones; Studia Hispanica Medievalia*.

Elza E. White, Associate Professor of French

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

DEPARTMENT OF WORLD BUSINESS

M. Edgar Barrett, Vice President for Executive Education and Distinguished Professor of Policy and Control

B.S. (1967), Portland State University; MBA (1969), Ph.D. (1971), Stanford University.

Instructor, Assistant Professor and Associate Professor, Harvard University; Professor of Accounting and Director of Maguire Oil and Gas Institute, Southern Methodist University; Visiting Professor, INSEAD; Visiting Professor, Columbia University Executive Programs; Cary M. Maguire Professor of Oil and Gas Management and Director of Executive MBA Programs, Southern Methodist University; Editor, Financial Reporting Section and Editor, Small Sample Studies Section, *The Accounting Review*; Editorial Board Member: *The Accounting Review, Journal of International Business Studies, Petroleum Management*; Author, *Management Strategy in the Oil and Gas Industry: Cases and Readings*; Editor, *Case Problems in Management Accounting*, First and Second Editions; President, Management Education Center, Inc.



Dr. M. Edgar Barrett is the newly appointed Vice President for Executive Education and Distinguished Professor of Policy and Control at Thunderbird.

Peter M. Bergevin, Associate Professor of World Business

B.S. (1976), Salem State College; M.S. (1977), Ph.D. (1985), Arizona State University.

Assistant Professor of Accounting, University of Nevada, Las Vegas; Assistant Professor of Accounting, Trinity University.

W. Richard Bossert, Assistant Vice President for Academic Affairs; Associate Professor of World Business

B.A. (1950), Indiana University.

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

"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

"Because of Thunderbird, I feel prepared to go out into the world. The seminars, workshops, different outside speakers, especially CEOs from companies, really have prepared me. Also, the work that we were asked to do on class projects is, I think, what we are going to do eventually in our new jobs. The teachers here are very accessible; we can talk to them about our futures."

John Prawiromaruto '90

B.A., Business Administration, 1987

University of Wisconsin at Whitewater

Citibank, Indonesia

Francisco Carrada-Bravo, Associate Professor of World Business

Licenciado (1971), Universidad Nacional Autónoma de Mexico; M.A. and Ph.D. (1980), University of Colorado. General Manager, Refrescos Pascual, Mexico City; Director, Economic Analysis, Ministry of Communications and Transportation, Mexico City; Assistant Professor, Department of Economics, Universidad Nacional Autónoma de Mexico; Associate Researcher, International Research Center, University of Colorado, Boulder; Director of Economic Studies and Professor of Economics, Division of Business Administration and Social Sciences, Instituto Tecnológico de Estudios Superiores de Monterrey (ITESM); Visiting Associate Professor, Center for International Affairs, Harvard University; Visiting Associate Professor, Department of Economics, University of California at Los Angeles (UCLA); Associate Professor of Business, Laredo State University.

Clifton B. Cox, Vice President for Academic Affairs, Professor of World Business

B.A. (1941), M.S. (1948), Auburn University; Ph.D. (1950), Purdue University; D.Sc. (1968), Auburn University; D.Ag. (1976), Purdue University; LL.D. (1978), Troy State University. Vice Chairman and member of Executive Office and Executive Vice President, The Greyhound Corporation; Chairman and Chief Executive Officer, Armour and Company; Professor of Agricultural Economics, Purdue University; Visiting Research Professor, Harvard University; Assistant Professor, Auburn University; Project Manager in Agriculture, Grace Commission, (1982).

Tahirih Khodadoust Foroughi, Professor of Accounting

B.A. (1963), Tehran Business School; M.S. (1968), University of Tehran; ICAME (1971), Stanford University; Ph.D. (1975), University of Oregon. Expert Accountant (1977), Iran; Project and Financial Analyst, Industrial and Mining Development Bank of Iran; Manager and Professor, Iran Advanced Management Program, University of Tehran; Senior Research Analyst, Iran Center for Management Studies; Assistant Professor and Chairman, Accounting Department, University of Tehran; Associate Professor, University of Nevada-Reno.

Robert D. Foster, Professor of World Business

B.A. (1955), University of Wichita; M.A. (1967), Ph.D. (1968), University of Oregon. Fiscal and Monetary Advisor to the Governments of Korea, Afghanistan and the seven-member countries of the Organization of Eastern Caribbean States; Director, Government Studies Programme, Dalhousie University; Chairman, Governor's Advisory Committee, Kansas; President, M.A.E., Inc.; Carnegie Fellow, University of Oregon; Associate Professor, Wichita State University, St. Mary's University, Louisiana Tech University.

James Garvin, Distinguished Corporate Lecturer

B.S. (1949), LaSalle College. Branch Manager, Regional Manager, Middle East; Regional Manager, Australia, New Zealand; Director of Operations, Far East; Director International Sales Office, IBM World Trade Corporation.

Marshall Geer, Director of Management Information Services and Professor of Economics

B.S. (1961), M.B.A. (1962), University of Denver; M.A. (1967), Ph.D. (1968), University of Oregon. Vice President for Academic Affairs, American Graduate School of International Management; Assistant Professor, University of Colorado; Visiting Assistant Professor, University of Oregon; Assistant Professor, University of Northern Colorado; Fulbright Exchange Professor, La Universidad Autónoma de Guadalajara, Mexico; Board of Directors, Council on International Educational Exchange; Executive Committee, Association of International Educational Administrators; Commissioner at Large, Commission on Institutions of Higher Education, North Central Association.

Robert Gottlieb, Distinguished Corporate Lecturer

B.S. (1939), North Carolina State University. Manager of Exports/Imports, Ashland Chemical Co.; General Manager, Melamine Chemical, Inc.; Executive Vice President, Fisher Chemical Co.; Vice President of Manufacturing, The Ott Chemical Co.; Plant Manager, Rexall Chemical Co.; Research Engineer, Stauffer Chemical Co.; Research Engineer, Sheffield Farms Co.; Visiting Exchange Professor, University of International Business And Economics, Beijing.

Maureen E. Greer, Assistant Professor of World Business

B.S. (1977), California State University; M.B.A. (1982), California State University; CPA (1982). Faculty Associate, Arizona State University; Lecturer, San Jose State University; Senior Accountant, Deloitte Haskins & Sells, Emerging Business Services Department; Controller, Farallon Industries, Inc.

Dennis A. Guthery, Goodyear Chair of Industrial Marketing

B.S. (1970), M.S. (1975), Auburn University; Ph.D. (1979), Michigan State University. Past President, Business Association of Latin American Studies; Assistant Professor, Auburn University at Montgomery; Visiting Professor, Graduate School of Administration, Universidad Federal do Rio Grande do Sul, Brazil.

E. Esther Guthery, Assistant Professor of Management Information Systems

B.S. (1974), Auburn University; M.B.A./I.S. (1983), Auburn University at Montgomery; Ph.D. (1989), Arizona State University.

Bryan Heathcotte, Professor of Finance

A.B. (1961), M.B.A. (1965), D.B.A. (1970), Indiana University. Assistant Professor of Finance, Arizona State University; Board of Directors, Jacuzzi Bros., Inc.; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

Roy A. Herberger, Jr., President and Professor of International Marketing

B.A., (1966), M.A., (1968), University of Texas; Ph.D. (1971), University of Colorado.

Dean, Edwin L. Cox School of Business, Southern Methodist University; Associate Dean for Academic Affairs, Graduate School of Business, University of Southern California, Los Angeles; Director of International Business Education and Research Program, University of Southern California; FSLIC Advisory Board, Mercury and Ben Milam Savings; Chairman, Arizona Joint Legislative Study Committee on International Trade; Chairman, International Committee, Greater Phoenix Economic Council; American Management Association International Council; American Assembly of Collegiate Schools of Business (AACSB) International Affairs Committee and Strategic Issues.

Hassan K. Hosseini, Associate Professor of World Business

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

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

Paul R. Johnson, Associate Professor of World Business; Chair, Department of World Business

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

Former President/CEO/Member of the Board, First Central Bank; President/CEO/Member of the Board, Sincere Press, Inc.; Vice Chairman of the Board, International Wines and Spirits Ltd.; member of the Board, EAB Venture Corp.; Member of the Board, Goldmark Foods; Member of the Board, The Witmoore Group; Executive Vice President/Division Manager, European American Banking Corp.; Vice President/Director of M.I.S., Irving Trust Company; Manager of Scientific Marketing Programs, IBM Corp.; Resident Graduate Study Fellow, Stanford/IBM; Development Engineer/Research Engineer, Standard Register Corp.; Faculty Member/Thesis Review Board, Stonier Graduate School of Banking; Lecturer, Harvard University, Stanford University, Vanderbilt University; Men of Achievement, *Directory of International Biographies*, *Standard and Poor's Register*, *Who's Who in America*.

Paul G. Keat, Associate Professor of World Business

B.B.A. (1949), City College of New York; M.A. (1950), Washington University; M.A. (1952), Ph.D. (1959), University of Chicago.

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

Taeho Kim, Professor of Economics

B.A. (1965), Kookmin College, Korea; M.A. (1969), Ph.D. (1973), University of Colorado.

Research Economist, Korea Development Bank; Fulbright Graduate Fellow, University of Colorado; Assistant Professor of Economics, Pennsylvania State University; Faculty Fellow, University of Virginia Center for International Banking Studies; Exchange Professor, University of International Business and Economics, Beijing, China.

Essam Mahmoud, Professor of Management Science

B.A. (1964), University of Technology at Cairo; M.B.A. (1973), Ain Shames University; M.B.A. (1978); Ph.D. (1982), State University of New York.

Assistant Professor, University of Technology at Cairo; Assistant Professor, Canisius College; Assistant Professor, Concordia University, Montreal; Associate Professor, West Virginia University; Associate Professor, University of Michigan-Flint; Associate Professor, University of North Texas. Consultant to United Nations Transfer of Know-How by Expatriate Nationals (TOKEN) Project in Egypt, Westwood Pharmaceutical Co.; Carborundum Co.; General Motors Corporation; InfoNational, Inc.



Dr. John Mathis, Professor of World Business, has extensive banking and finance experience including several years as financial policy analyst with the World Bank.

F. John Mathis, Professor of World Business

B.A. (1962), M.A. (1964), University of California; Ph.D. (1966), University of Iowa.

Senior Portfolio Officer, International Finance Corporation; Senior Financial Policy Analyst, The World Bank; Chief International Economist, Continental Illinois National Bank; Vice President and International Economist, Chase Manhattan Bank; Senior Fellow International Banking Studies, University of Virginia; Adjunct Professor, Universities of Illinois, Roosevelt, and Fordham; Associate Professor, State University of New York; Assistant Professor, University of Illinois.

"I have found out that consulting dovetails very closely into what we're teaching in class. It gives us exposure to what corporate treasurers and bankers are thinking. It also gives us some real-life case situations that we can relate in class and opens the door to place our students in these companies, either as interns or on a permanent basis."

Dr. John Mathis
Thunderbird
Professor of
World Business

“Major corporations – and even mid-sized businesses – are now realizing that they must learn to focus globally – whether the task is product development or finding the right executive to market that product. To some extent, America’s business future will depend on how well B-schools prepare tomorrow’s leaders for the international corporate battlefields of the ’90s – and beyond. One pioneer of international management techniques is the American Graduate School of International Management, ... The ingredients of Thunderbird’s international expertise?... Faculty... Curriculum... Student body... Networking.”

*Management Review
May 1990*

James L. Mills, Professor of International Finance and Banking

A.B. (1968), San Diego State University; M.S. (1971), Ph.D. (1973), University of Oregon.
Production Coordinator, Tomax, San Diego, California; Visiting Assistant Professor, Portland State University; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan; Visiting Associate Professor, McMaster University, Hamilton, Ontario; Visiting Professor of Business, Netherlands School of Business, Breukelen, The Netherlands; Director, First Arizona Savings and Loan.

John O’Connell, C.V. Starr Professor of Insurance

B.A. (1968), Western Washington State College; M.S. (1971), University of Oregon; M.B.A. (1975), Ph.D. (1975), The Ohio State University.
Associate Professor, Arizona State University; Commercial Multiline Underwriter, Unigard Insurance Group; Training Department, Unigard Insurance Group - CPCU - Charter Property and Casualty Underwriter, ARM - Associate in Risk Management; AAI - Accredited Advisor in Insurance.

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.

Barbara L. Reed, Associate Professor of Accounting

B.S. (1957), Wilmington College; M.S. (1975), Ph.D. (1982), Arizona State University.
Exchange Professor, University of International Business and Economics, People’s Republic of China; Visiting Assistant Professor, Arizona State University; Visiting Professor, Helsinki School of Economics, Helsinki, Finland.

Wallace Reed, Associate Professor of Accounting

B.B.A. (1960), University of Cincinnati; M.S. (1974), Arizona State University; Certified Public Accountant (1962).
Vice President-Controller and Treasurer, Canadian subsidiary of Avon Products, Inc.; Assistant to the President and Acting President, Welco Industries, Inc.; Controller and Personnel Director, Realistic Corporation; Staff Auditor, Arthur Andersen & Co.; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan; Exchange Professor, University of International Business and Economics, People’s Republic of China; Visiting Professor, Helsinki School of Economics, Helsinki, Finland; Chairman, Advanced Management Accounting Seminar, Brussels, Belgium.

Gillian Rice, Associate Professor of Marketing

B.S. (1977), Ph.D. (1982), The University of Bradford.
Lecturer, Preston Polytechnic (U.K.); Visiting Professor, State University of New York; Assistant Professor, Canisius College; Assistant Professor, Concordia University, Montreal; Assistant Professor, West Virginia University; Associate Professor, University of Michigan-Flint.

Donald L. Schmidt, Associate Professor of World Business

B.S. (1959), Oklahoma State University; M.S. (1963), Rensselaer Polytechnic Institute; Ph.D. (1983), Arizona State University.
Assistant Professor, University of Texas, El Paso; Colonel, U.S. Air Force (Ret.); Civil Engineering Commander; Director of Special Studies, Tactical Air Warfare Center; Branch Chief, Systems Safety Engineering, Hq. USAF Inspection and Safety Center; Management of aircraft system development and procurement; Visiting Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

Jason S. Schweizer, Associate Professor of World Business-Visiting

B.A. (1974), Northern Arizona University; M.A. (1975), University of Nebraska/Lincoln; Ph.D. (1979), University of Nebraska/Lincoln.
Supervisor Organizational Development, Arizona Public Service Company; Assistant Professor Management, Northern Arizona University, Colorado State University, University of Miami/Coral Gables.

Robert G. Sherman, Assistant Professor of Finance

B.A. (1972), Cuttington College and Divinity School; M.I.M. (1975), American Graduate School of International Management; M.B.A. (1977), Ph.D. (1983), Arizona State University.
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.

Frank Tuzzolino, Associate 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.

Dale Vor der Landwehr, Associate Professor of World Business - Visiting

B.A. (1961), Michigan State University; M.S. (1969), Wayne State University; Ph.D. (1974), Wayne State University.

Visiting Scholar and Associate Professor, Graduate School of Management, UCLA; Associate Professor, Graduate School of Management, University of California Irvine; Associate Professor, Department of Finance, California State University Fullerton; Assistant Professor, Department of Economics, Michigan State University; Research Analyst and U.S. Treasury Agent, Federal Reserve Bank of Chicago, Detroit Branch.

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.

Nittaya Wongtada, Assistant Professor of World Business

B.A. (1976), Chiang Mai University; M.S. (1979), Northern Illinois University; Ph.D. (1986), University of Tennessee.

Fulbright Scholarship; Graduate Research Assistant, Graduate Teaching Assistant, Instructor, University of Tennessee, Knoxville; Faculty Member, Chiang Mai University, Thailand; Assistant Professor, George Mason University.

Michael W. Woolverton, Continental Grain Professor of Agribusiness

B.S. (1966), M.B.A. (1973), Kansas State University; Ph.D. (1978), University of Missouri.

Managing Editor, *Agribusiness: An International Journal*.

Professor and Assistant Director, School of Agribusiness and Environmental Resources, Arizona State University; Visiting Professor, The Amos Tuck School of Business Administration, Dartmouth College; Assistant Professor, Department of Agricultural Economics and Rural Sociology, The Ohio State University; Venture and Acquisition Analyst, Cargill, Inc.; Field Sales Representative, Geigy Agricultural Chemical Company; Author: *Marketing in Agribusiness, Cases in Agribusiness Management, and Computer Concepts for Agribusiness*.

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 an International Marketing and Advertising Consultancy; 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.

PRESIDENT EMERITUS

William Voris, President Emeritus and Trustee Professor of International Management

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

President, American Graduate School of International Management, 1971-1989; Dean, College of Business and Public Administration, University of Arizona; Professor and Chairman of the Department of Management, California State University at Los Angeles; Professor, University of Tehran, Iran; Professor, The American University of Beirut, Lebanon, Advisor to the King Abdulaziz University in Saudi Arabia; Author: *Production Control; The Management of Production*.

FACULTY EMERITI

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

Gerard R. Richter, Professor Emeritus of World Business, University of Berlin

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/Reference Librarian

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

Dixie Klatt, Cataloging/Reference Librarian

B.A. (1969), Wisconsin State University; M.A. (1971) University of Wisconsin; M.L.S. (1984) University of Arizona.

Law Librarian, Winston & Strawn; Cataloging/Reference Librarian, Phoenix Public Library; Business Librarian, Landauer Associates.

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

The Honorable
Jeane J. Kirkpatrick
Former U.S.
Ambassador to the
United Nations
Commencement
Address, May 1984
Thunderbird
Campus

The Thunderbird administration has set an agenda for the 1990s that includes several new buildings, major library improvement, state-of-the-art worldwide communication technology, additional financial aid for students, enhanced degree programs, a major thrust into executive education, more expansion into foreign countries, and an international business park.

"The American Graduate School of International Management has emerged as the leader in International Business's first ranking of the top graduate schools for international business."

International Business magazine
June 1990

President

Roy A. Herberger, Jr., B.S., M.B.A., Ph.D.

Special Assistant to the President
Mischa Semanitzky, B.M., M.M., Ed.D.

Vice President for Executive Education
M. Edgar Barrett, B.S., M.B.A., Ph.D.

Vice President for Student Affairs
Brian Bates, A.B., M.S., M.S.

Vice President for Academic Affairs
Clifton B. Cox, B.S., M.S., Ph.D.

Vice President for External Affairs
Director, Capital Campaign
Jenny St. John, B.A.

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

Chair, Department of World Business
Paul Johnson, B.S.I.E., M.B.A., B.S.E.E., Ph.D.

Chair, Department of Modern Languages
Maria C. F. Pinheiro, B.A., M.Ed.

Chair, Department of International Studies
Shoshana Tancer, B.A., LL.B., Ph.D.

Associate Vice President for Development
F. Randolph Schilling, B.S.

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

Assistant Vice President for Academic Affairs
W. Richard Bossert, B.A.

Assistant Vice President for Communication
Nelda S. Crowell, B.A., M.A.

Assistant Vice President for Personnel
Evelyn L. Theobald, B.A., M.B.A.



Dr. Roy Herberger is shown visiting with students, a practice he began early in his first year as president of Thunderbird. He assumed the new position on July 1, 1989.

Chief Librarian
Susan Bledsoe, B.A., M.A.

Director of Alumni Relations
Bobbie M. Boyd, B.A.

Campus Health Center
Beth H. Clark, R.N.

Director of Management Information Services
Marshall Geer, B.S., M.B.A., M.A., Ph.D.

Director of College Relations
Julia Harvey

Director of Thunderbird Management Center
William Kane

Financial Aid Officer
Catherine King-Todd, B.A.

Foreign Student Advisor
Karen B. Nejdawi, B.A., Ed.M.

Director of Internship Education
Barbara J. Olson, B.S.

Director of Career Services
Kathryn Vegso, B.S., M.S.

Director of Physical Plant
Robert T. Watts

Manager of Computer Services
Norman L. Wilder, B.S.

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

Executive Vice President Emeritus
Berger Erickson, D.I.L.

Chairman of the Board
Richard Snell

Barbara McConnell Barrett
 Attorney At Law

John E. Berndt
 President, AT&T
 International Communication Services

David A. Brooks
 Division Executive,
 U.S. Consumer Banking Group,
 Western Division
 Citicorp

John F. Burlingame
 Retired Vice Chairman
 General Electric Company

Jack E. Donnelly*
 (Ex Officio, Thunderbird
 Alumni Association)
 President
 Bailey and Donnelly Associates, Inc.

Robert H. Duckworth
 Senior Advisor
 First Interstate Bank of Arizona N.A.

Bert A. Getz
 President
 Globe Corporation

Gary K. Herberger
 President
 Herberger Enterprises, Inc.

Roy A. Herberger, Jr.
 President
 American Graduate School of
 International Management

Thomas R. Horton
 President and Chief Executive Officer
 American Management Association

Kenneth A. Jacuzzi*
 KJ, Inc.

Edward B. Juliber
 Edward B. Juliber Associates

Joseph M. Klein*
 Retired President
 Pleuss -Staufer Industries, Inc.

Richard J. Lehmann
 Chairman of the Board and
 Chief Executive Officer
 Valley National Bank

David C. Lincoln
 Chairman
 Lincoln Laser Company

James A. McClung
 Vice President, International
 FMC Corporation

Allen T. McInnes
 (Ex Officio, World Business
 Advisory Council)
 Executive Vice President
 Tenneco Inc.

Robert E. Mercer
 (Retired) Chairman of the Board and
 Chief Executive Officer
 The Goodyear Tire & Rubber Company

Alfred F. Miossi*
 Retired Executive Vice President
 Continental Bank, Chicago

Clarke A. Nelson
 Chairman
 Landmark Genetics, Inc.

E. V. O'Malley, Jr.
 Retired President
 The O'Malley Companies

L. Roy Papp
 L. Roy Papp and Associates

James G. Parkel
 IBM Director
 Corporate Support and
 Community Program
 International Business Machines Corp.

J. Kenneth Seward*
 Senior Vice President
 Johnson & Higgins

James P. Simmons
 Senior Consultant
 Myers, Craig, Vallone and Company

Richard Snell
 Chairman, President and
 Chief Executive Officer
 Pinnacle West Capital Corporation

Charles M. Stockholm*
 Managing Director
 Trust Company of the West

Mae Sue Talley
 Former U.S. Department of State
 Agency for International
 Development

William S. Thomas, Jr.
 Executive Vice President
 Security Pacific Bank

William C. Turner
 Chairman
 Argyle Atlantic Corporation

Daniel D. Witcher*
 Retired Corporate Senior Vice President
 Assistant to the President
 The Upjohn Company

C. H. Yahņ, Jr.*
 President and Chief Executive
 Officer
 Gold Medal Inc.

Douglas Yearley
 Chairman and Chief Executive
 Officer
 Phelps Dodge Corporation

Founders

Finley Peter Dunne, Jr.
 Retired Executive Director
 The Temple of Understanding, Inc.

Frank L. Snell
 Snell & Wilmer

Trustees Emeriti

Clay P. Bedford
 Retired President
 Kaiser Aerospace & Electronics

George F. Getz, Jr.
 Chairman and Chief Executive
 Officer
 Globe Corporation

Sherman Hazeltine
 Retired Chairman of the Board
 First Interstate Bank of Arizona, N.A.

G. R. Herberger
 Chairman of the Board
 Herberger Enterprises, Inc.

Thelma H. Kieckhefer
 Chairman, Board of Trustees
 Arizona Heart Institute Foundation

John C. Pritzlaff, Jr.
 Former Ambassador to Malta

Guy Stillman*

**Thunderbird Alumnus*

*"Slowly but surely,
 hands-on interna-
 tional experience is
 moving ... into the
 'must have' slot for
 those on the cor-
 porate fast track.
 Numerous com-
 panies are
 redesigning their
 management
 development
 programs to
 include interna-
 tional assignments.
 Many are cutting
 older people
 without such ex-
 perience from suc-
 cession plans and
 asking executive
 recruiters to find
 high-level inter-
 nationalists to fill
 the gaps."*

*New York Times
 July 10, 1988*

The World Business Advisory Council is a group of companies that have a close relationship with the School through recruiting Thunderbird graduates and providing financial support. Company representatives are actively involved in providing advice and counsel to the School.

"From the outset, Thunderbird students were instructed that American traders, diplomats, and investors could enhance their chances for success by taking to heart the credo, 'When in Rome....' Still harping on that theme...the school's 12-month intensive three-part curriculum focuses on language study, political and economic geography, and international business. Outside the classroom, Thunderbird enriches its foreign and domestic students with socials, lectures, and linguistic games." America West Airlines Magazine December, 1989

Klaus E. Agthe
Executive Vice President
Asea Brown Boveri, Inc.

Wayne Anderson
President
Arizona Chamber of Commerce

Marvin B. Berenblum
Consultant
Heidrick & Struggles

C. Jackson Blair
Senior Vice President
Corroon and Black

Michael Boyatt '60
General Manager - Marketing
Esso Caribbean & Central America

Werner Braum
Vice President
Ramada International

Gary Brecke
Vice President, Branch Manager
First Interstate Bank of Arizona

Robert Campbell
Executive Director/International
Deloitte Touche

Dwight Coffin
Vice President/Human Resources
Continental Grain

Patrick Connolly
Senior Vice President and
General Manager
Dresdner Bank, AG

John C. Cooper '61
Vice President
Merrill Lynch - Capital Markets

Ross F. Crawford
President
Dominion Financial Group

Abelardo S. Curdumi '74
Senior Vice President
International Debt Trading Unit
First National Bank of Chicago

Vincent Daniels '74
President
Minequip Corporation

Greg DeYonker
Executive Director
New Business Development and
African Operations
General Motors Corporation

John M. DiEleuterio
Director, Human Resources
Campbell Soup Company

Jeffrey Duxbury
Manager, Corporate Auditing
NCR Corporation

Ray Einsel
Vice Chairman
Citibank, Arizona

Gene Famula
Director of International Operations
American International Group, Inc.

John A. Florida '62
President/Brazil
J. Walter Thompson Company

Houghton Freeman
President
American International Group, Inc.

Michael J. Hickey
Vice President, Personnel
International Nabisco Brands, Inc.

Aleana Hiles '78
Vice President
Continental Illinois National Bank

Edward P. Hoppe
General Manager
Asia, Africa & Australasian Region
Eastman Kodak Company

Kenneth W. Husband
Partner
Arthur Andersen & Co.

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

Henry Kay
Vice President
International Marketing
Allergan Pharmaceuticals

Allyn W. Keiser '73
Senior Vice President and
General Manager
Canadian Imperial Bank of
Commerce

Noe Kenig
Vice President and Director
Corporate Multinational Operations
Motorola, Inc.

D. Larry Kroh '69
Director, Human Resources
Development
Coca-Cola Company

Fernando Leal
Corporate Vice President
The Upjohn Company

Donald B. Lindner
Executive Vice President
Security Pacific Bank Arizona

Robert Londoño '69
Senior Vice President
Chemical Bank

J. R. Michael Longua
Director, Corporate College Relations
and Special Personnel
Development Programs
Johnson & Johnson

Robert J. Mason
Director, University Relations
Monsanto Company

James A. McClung
Vice President
FMC Corporation

Larry McDonald
Director
Industrial Relations for
International Operations
Ford Motor Company

Timothy McGinnis '68
Senior Vice President and
General Manager
The Chase Manhattan Bank, N.A.

Allen T. McInnes
Executive Vice President
Tenneco, Inc.

Donald J. McLane '74
President
Pacific/South Division
Nordson Corporation

G. Jeff Mennen '65
Vice Chairman
The Mennen Company

Daniel Mullen
Treasurer
Talley Industries, Inc.

Jerome Nunn
Vice President of Sales
Bridgestone/Firestone, Inc.

Robert O'Connell
Senior Vice President
Human Resources
American Express Company

Toshiyuki Oda
Senior Vice President
and Chief Human Resources Officer
Mitsui & Co., (USA), Inc.

David W. Ogilvy '72
Vice President
Valley National Bank of Arizona

James G. Parkel
Director of Employee Relations
International Business Machines
Corporation

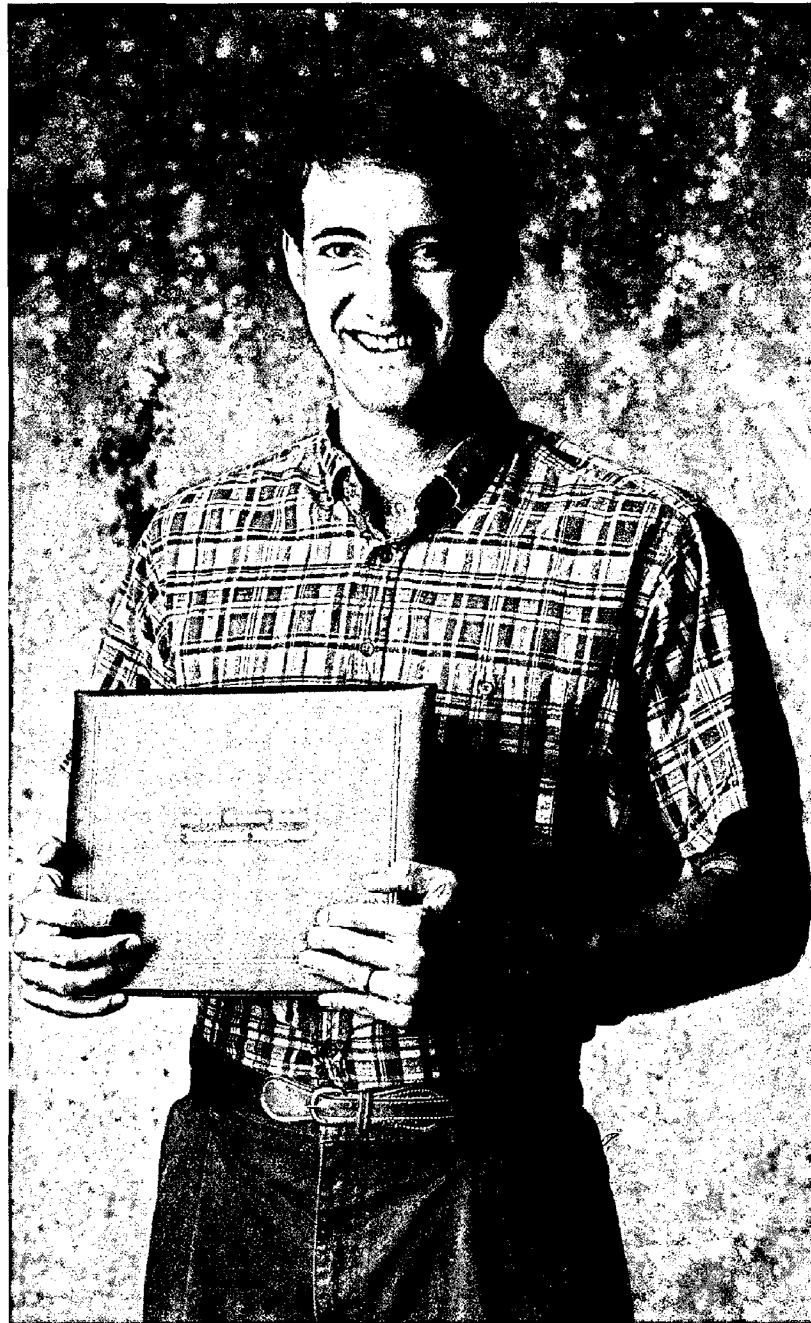
Peggy Peckham '74
Senior Vice President
Chase Bank, Arizona

Richard Pede
Director of Human Resources
World Vision International

Charles P. Pieper
President and Chief Executive Officer
General Electric Medical Systems

Bruce Procter '75
Vice President
Continental Illinois National Bank

Patrick J. Quinn
Director, International Operations
Government Electronics Group
Motorola, Inc.



"I want to work overseas, and I speak a foreign language. Thunderbird is everything I would like in a graduate school. Just the concept of the school made it worthwhile for me to quit my job [with BankAmerica] and go back to school. Deciding to come here was the greatest decision I've made in a long time. I really have enjoyed it—the teachers, the small classes, and the international atmosphere."

Leland Kurfess '90
B.S., Business Administration, 1987
University of Redlands
Systematics

George Rainoff '55
Senior Vice President
Johnson & Higgins

Nick Renna '72
Senior Vice President
NCNB Texas

Bernard Rethore
President
Phelps Dodge Industries

Jacques Sardas
Executive Vice President
The Goodyear Tire & Rubber
Company

William Schoppenhorst
Vice President, Human Resources
Rogers Corporation
William E. Stillman
Publisher
Connect Magazine

Ronald T. Woods
Vice President
Manufacturers Hanover Trust
Company

Clarence H. Yahn, Jr. '62
President and Chief Executive Officer
Gold Medal, Inc.

**BOARD OF DIRECTORS,
OFFICERS & EX-OFFICIO
BOARD MEMBERS
1989-90**

Chairman of the Board

Jack E. Donnelly '60
President
Bailey & Donnelly Associates, Inc.
Scottsdale, Arizona

President

Daniel D. Witcher '50
Corporate Senior Vice President and
Assistant to the President (Retired)
The Upjohn Company
Kalamazoo, Michigan

Vice Presidents

John C. Cook '79 *+
Abteilungsdirektor
Continental European Merchant
Bank
Security Pacific Bank A.G.
Frankfurt, West Germany

Robert G. Lees '77
President and Chief
Executive Officer
Pacific InterTrade Corporation
Westlake Village, California

McDiarmid R. Messenger '72 *+
First Interstate Trading Company
Los Angeles, California

Peggy A. Peckham '74
Senior Vice President
Deputy Credit Officer
The Chase Bank of Arizona
Scottsdale, Arizona

Thomas A. Peterson '77
President
Sigma Digital Systems, Inc.
Scottsdale, Arizona

Secretary

Bobbie M. Boyd *+
Director, Alumni Relations
American Graduate School of
International Management
Glendale, Arizona

Ex Officio Members

Roy A. Herberger+
President
American Graduate School of
International Management
Glendale, Arizona

Richard Snell+
Chairman
Pinnacle West Capital Corporation
Phoenix, Arizona

Board Members

President (Ex Officio)
Associated Students Legislative
Council (ASLC)
American Graduate School of
International Management
Glendale, Arizona

George T. DeBakey '73
Vice President
International Systems
Development Corporation
Washington, D.C.

Eric A. Denniston '80
President
Eric Denniston & Associates
San Diego, California

Webb F. Elkins '63
Senior Vice President
Drake Beam Morin, Inc.
Boston, Massachusetts

Gary L. Pacific '72
Manager, Countertrade
McDonnell Douglas
Helicopter Company
Mesa, Arizona

Charles M. Stockholm '56
Managing Director
Trust Company of the West
San Francisco, California

Mariya A. Toohey Fogarasi '78
Manager, Trade Coordination
State of North Carolina
Toronto, Canada

Jeri Towner Denniston '78
Director of Market Planning
National Decision Systems
San Diego, California



"We are charged with a mission: to provide the continuity and direction for our school, a responsibility, which we may not take for granted. It is our responsibility to care enough to offer the guidance Thunderbird will require to develop its full potential for the future, our future... It is critical for students to be introduced to responsible net-working prior to graduation, and I encourage you to explore these opportunities."

From "Message to the Alumni" *Thunderbird Magazine* Spring, 1990

Daniel D. Witcher '50
President
Thunderbird
Alumni Association



An important activity of the Thunderbird Alumni Association is the alumni awards program. Shown are award recipients Timothy McGinnis '68, Senior Vice President and General Manager, The Chase Manhattan Bank; Stephen Hall '69, President, Global Trading Services; and Francis Najafi, President, The Pivotal Group.

John A. Florida '62
President and Chief Executive Officer
J. Walter Thompson Company, Brazil
Area Director, Ecuador and Peru
Sao Paulo, Brazil

Stephen F. Hall '69
President
Global Trading Services
Dedham, Massachusetts

William H. Holtsnider '59
President, Paper Mate Division
Corporate Vice President (Retired)
The Gillette Company
Wellesley, Massachusetts

Larry K. Mellinger '68
Executive Director of the United States
Inter-American Development Bank
Washington, D.C.

Clarence H. Yahn, Jr. '62
President and Chief Executive Officer
Gold Medal, Inc.
Richmond, Virginia

Honorary Board Members

Joseph M. Klein '47+
Retired
Past Chairman of Board of Trustees
American Graduate School of
International Management
Pacific Palisades, California

Berger Erickson '86+
Executive Vice President Emeritus
American Graduate School of
International Management
Glendale, Arizona

** Not a member of the board of directors
+ Non-voting*

More than 900 Alumni Educational Counselors located around the world have volunteered to act as counselors to prospective students. A partial listing follows. They welcome contacts from applicants to discuss Thunderbird and international management.

DOMESTIC COUNSELORS**Alabama**

JENNIFER ALCANTARA
Trade Finance Officer
SouthTrust Bank of Alabama,
N.A.
P.O. Box 2554
Birmingham, AL 35290

Alaska

GARY MILLER
General Manager
Credit Bureau of Alaska
3003 Minnesota Drive Ste 300
Anchorage, AK 99503
(18722 Guillemot Circle
Anchorage, AK 99516-6113)

Arizona

NOBLE U. BLACKSHEAR, III
Director of Int'l Sales
Arizona Wholesale Supply Co.
2020 E. University Dr
Phoenix, AZ 85034
(7429 N. 177th Ave
Waddell, AZ 85355)

JO ANN CHANG
International Trade Specialist
City of Tucson
Economic Development
P.O. Box 27210
Tucson, AZ 85726-7210
(2041 E. 2nd St
Tucson, AZ 85719)

THOMAS M. ELLINWOOD
Manager-Int'l Client Services
Citibank (Arizona)
P.O. Box 3043
Tucson, AZ 85716

ALAIN HARTMANN
Broker/Asset Manager (Real Estate)
Hartmann and Associates
4651 N. 1st Ave #204
Tucson, AZ 85718

R. LYNN HURLBERT
General Manager
Industrial/Energy Sales
2509 W. Knowles Ave
Mesa, AZ 85202

ROBERT H. MASON
Financial Consultant
Merrill Lynch
5460 E. Broadway Ste 350
Tucson, AZ 85711

RICHARD C. OBST, Jr.
16228 N. 11th Pl
Phoenix, AZ 85022

GARY R. OLSON
Senior Vice President
Chase Bank of Arizona
4000 N. Central Ave
Phoenix, AZ 85012
(10521 E. Windrose Dr
Scottsdale, AZ 85259)

MARY L. SLIGER
Marketing Executive
Westinghouse
745 N. Gilbert Rd Ste 124-114
Gilbert, AZ 85234

AUBREY T. WALDEN
Asst. Vice President
Valley National Bank
P.O. Box 29529
Phoenix, AZ 85038

ROBERT WEDWICK
President
Software Installation Services
4133 W. Wood Dr
Phoenix, AZ 85029

California

JOHN A. ALLRED
Vice President
The Bank of California
550 S. Flower St
Los Angeles, CA 90071

DONNA M. AMBROSE
Mgr. - Int'l Treasury
Hughes Aircraft Company
P.O. Box 45066
Bldg. C1-B102
Los Angeles, CA 90045

VICKI NEASHAM AMON
Project Manager, Quality
Next, Inc.
900 Chesapeake Dr
Redwood City, CA 94063

LISA S. ANTHONY-SIERRA
941 Towse Dr
Woodland, CA 95695

SURESH APPAVOO
860 Liberty Ct
Tracy, CA 95376

MARTIN S. AVIDAN
VP & Deputy Manager
Credit Lyonnais
515 S. Flower St #1600
Los Angeles, CA 90071

JASNA LISAC BARON
545 Spencer St
Glendale, CA 91202

WINSTON A. BARRIE
1707 San Vicente Blvd
Santa Monica, CA 90402

JOHN WEBER BLAIR
Marketing Manager
IKS American Corporation
1555 West Rosecrans Ave
Gardena, CA 90249
(2722 East 20th St #303
Signal Hill, CA 90804)

HOWARD L. BODNER
Account Executive
Lavi Industries
27810 Avenue Hopkins
Valencia, CA 91316
(5460 White Oak Ave #E108
Encino, CA 91316)

JAMES BUKOWSKI
Asst. Vice President
Johnson & Higgins
2029 Century Park E
Los Angeles, CA 90067
(5662 Walnut Ridge Dr
Agoura Hills, CA 91301)

DAVID S. BURKS
Manager, Product Marketing
BT TYMNET
2560 N. 1st St
San Jose, CA 95161
(5003 Palmetto #93
Pacifica, CA 94044)

LYNNE M. BYRNE
Director West Coast Operations
ML Payton & Associates
P.O. Box 702
Larkspur, CA 94939

SAHNG SEOK CHA
Asst. Vice President
Hanmi Bank
3660 Wilshire Blvd
Penthouse A
Los Angeles, CA 90010
(1021 12th St #106
Santa Monica, CA 90403)



"Thunderbird graduates 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."

Brian Bates
Vice President for
Student Affairs

JEFFREY H. COATS
3104 Walnut Ave
Manhattan Beach, CA 90266

ROBERT W. COURTNEY
Director, Project Development
& Management and
General Counsel
King International Group
811 W. 7th St Ste 1220
Los Angeles, CA 90048
(115 N Doheny Dr #309
Los Angeles, CA 90048)

JOSEPH T. CUSACK
Senior Marketing
Representative
Computer Information
Enterprises
2685 Dow Ave #B
Tustin, CA 92680
(2402 N. Spruce
Santa Ana, CA 92706)

DANIEL R. DALTON
1808 Trym St
Hayward, CA 94541

GREGORY D. DONNAN
Manager
Special Hazards Division
Cosco Fire Protection, Inc./
Zurn Constructors, Inc.
321 E. Gardena Blvd
Gardena, CA 90247
(1346 Oakheath Dr
Harbor City, CA 90710)

ROBERT C. DUNCAN
Attorney
Ernst & Young
555 Capitol Mall Ste 650
Sacramento, CA 95814
(29 Starlit Circle
Sacramento, CA 95831)

GEORGE K. EASTON, Ph.D.
Assistant Professor
Information & Decision
Systems Dept.
College of Business
San Diego State University
San Diego, CA 92182

BOB GARRETT
Asst. Vice President
Union Bank
1800 Harrison St
Oakland, CA 94612
(1210 Bentley St
Concord, CA 94518)

MARIO S. GOLAB
President
M/X Consultants, Inc.
P.O. Box 210456
San Francisco, CA 94121-0456

EDWARD G. GOLDWATER, D.C.
P.O. Box 7384
Riverside, CA 92513

JOSEPH HALLABAY
Sales/Marketing Manager
Global Marketing Services
P.O. Box 3384
Santa Clara, CA 95050

DOUGLAS G. HANSEN
President
International Images
6055 Arosa St
San Diego, CA 92115

MIKE HAUN
181 Coronado Ave
San Carlos, CA 94070

JOHN E. HAWES
Export/Import Operations
and Risk Manager
System Integrators, Inc.
3900 Lennane Dr
Sacramento, CA 95834

PAMALA KAY HERNANDEZ
Marketing Consultant
Hernandez & Associates
14451 Oxford Ave
Tustin, CA 92680

JEFFREY HOMAYOUNI
Owner
Medical Computer Systems
10803 Blix St #1
North Hollywood, CA 91602

CLINT HOPSON, APA, ChFC, CLU
President
Clint Hopson Pension &
Insurance Services, Inc.
2344 South Pullman St
Santa Ana, CA 92705-5507

STEVE HORTON
2844 Lyon #301
San Francisco, CA 94123

SHARON ILENE JONES
1011 19th St Apt A
Santa Monica, CA 90403

DAVID W. JOSEPHSON
Director
ARBI Transnational, Inc.
16960 Algonquin St #4-201
Huntington Beach, CA 92649

ERNEST L. KANGAS
Senior Vice President
CIA Insurance Associates
1731 Technology Drive Ste 270
San Jose, CA 95110-1312
(110 Radford Court
San Ramon, CA 94583-4622)

NEAL A. KERR
Program Estimator
General Dynamics Space
Systems Division
P.O. Box 85990
San Diego, CA 92138

ALAIN J. P. LABAT
Vice President
International Operations
Valid Logic System
2820 Orchard Parkway
San Jose, CA 95134

AMANDA ROBERTS LAROSA
Senior Market Analyst
Bridgestone/Firestone, Inc.
17500 Redhill Ave Ste 140
Irvine, CA 92714
(20 Las Alforjas
Rancho Santa Margarita, CA 92688)

STEPHEN J. LINNEY
Financial Manager
Cellular Technics, Inc.
Great Western Bank Bldg.
7600 Dublin Blvd Ste 305
Dublin, CA 94568
(506 E. Mesa
Fresno, CA 93710)

LAURA LUKENS
10382 Holman Ave
Los Angeles, CA 90024

MICHAEL W. MCBRIDE
Sales Manager
Aircro Coating Technology
2700 Maxwell Way
Fairfield, CA 94533
(167 Firethorn Dr
Rohnert Park, CA 94928)

FRANCES MCCUTCHON
1009 E. Canon Perdido
Santa Barbara, CA 93103

BRUCE C. MARKS
Manager Major Accounts
Genesis Electronics
3078 Prospect Park Dr
Rancho Cordova, CA 95670

LYNN E. METCALF, Ph.D.
Assoc. Professor of Marketing
Business Administration Dept.
School of Business
California Polytechnic
State University
San Luis Obispo, CA 93407

PAUL A. MILO
Manager Asia/Pacific
Operations
Versatec/Xerox Co.
2710 Walsh Ave
Santa Clara, CA 95051

RICHARD P. O'CONNOR
President
Strategic Marketing and
Resource Technologies
2602 Las Gallinas Ave
San Rafael, CA 94903

JIRO OI
Product Manager
Rohm Corporation
8 Whatney
Irvine, CA 92718

THOMAS B. O'KEEFE
Owner
T. B. O'Keefe Co.
P.O. Box #4981
Laguna Beach, CA 97651

STEVEN ANTHONY ROSCO
1025 W. Sycamore St
Anaheim, CA 92805

HOWARD ROSENMAN
Int'l Sales Manager
Educational Insights, Inc.
19560 S. Rancho Way
Dominguez Hills, CA 90220

TAMARA LINDSEY SHEPHERD
Marketing Assistant
Commercial Real Estate
J. R. Parrish, Inc.
1960 The Alameda Ste 100
San Jose, CA 95126
(20665 Lomita Ave
Saratoga, CA 95070)

STERLING G. SHIMOJI
5991 E. Pacific Coast Hwy #4
Long Beach, CA 90803

TOM SODER
Owner
Alpha Centauri Products
3031 Tisch Way Ste 200
San Jose, CA 95128

JOY L. STEVENSON
5003 Palmetto #93
Pacifica, CA 94044

CLAUDE TELLEF
Manager
Grant Thornton Accountants
and Consultants
One California St #2100
San Francisco, CA 94111

JOHN A. WARNER
John Warner Consulting Co.
7480 Country Club Dr
La Jolla, CA 92037

Colorado

S. ROBERT AUGUST
President
S. Robert August & Company
8400 E. Prentice Ave #435
Englewood, CO 80111

JOE E. BARNES
Manager
Andersen Consulting
717 17th St Ste 1900
Denver, CO 80202
(13215 S. Resort Dr
Conifer, CO 80433)

BRUCE BLANKENSHIP
President
Blankenship Financial
Services
2469 Kalmia Ave
Boulder, CO 80304

SUZANNE K. HELMICK BOOK
Corporate Banking Officer
First Interstate Bank of Denver
633 17th St
Denver, CO 80270
(900 S. Columbine St
Denver, CO 80209)

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

GLEN R. NELSON, CMA
Manager Regional Accounts
Payable
U.S. West Communications
930 15th St Room 650
Denver, CO 80202

JACKIE TREECE
5404B W. Canyon Trail
Littleton, CO 80123

Connecticut

C. MICHAEL BENNIS
President
Bennis Intercapital Inc.
2 Larch Tree Lane
Westport, CT 06880

LYNN WISE OLIVER
10 Nearwater Rd
Rowayton, CT 06853

DAWN S. RODRIGUEZ
International Trade Specialist
State of Connecticut
Department of Economic
Development
International Division
865 Brook St
Rocky Hill, CT 06067-3405
(66 Mountain Rd
West Hartford, CT 06107)

WILLIAM G. WHITEHEAD
Director, Marketing
AXIA Services Inc.
One of the Aetna Life &
Casualty Companies
45 Glastonbury Blvd
Glastonbury, CT 06033
(135 Stevens Lane
Glastonbury, CT 06033)

District of Columbia

JOHN E. BEALE
Investment Officer
International Finance
Corporation
1818 H Street NW Rm Q7047
Washington, DC 20433

JUDITH K. COLE
Attorney-Adviser-Int'l
U.S. Department of State
Washington, DC 20520
(5635 Vantage Point Rd
Columbia, MD 21044)

DAVID ROBB CRALLÉ
Investment Insurance Officer
Political Risks-Latin America
Overseas Private Investment Corp.
1615 M St NW
Washington, DC 20527
(1517 Corcoran St NW
Washington, DC 20009)

JON GOODMAN
242 12th St SE
Washington, DC 20003

MONIQUE HANIS
Marketing Associate
International Executive Reports
717 D St NW Ste 300
Washington, DC 20004
(1600 Prince St #302
Alexandria, VA 22314)

BRIAN MARSHALL
Director for U.S.
Membership & Publications
U.S. - Mexico
Chamber of Commerce
1900 L St NW Ste 612
Washington, DC 20036

KATHRYN M. PARKER
Export Development Specialist
U.S. Small Business
Administration
1441 L St NW RM 501A
Washington, DC 20416
(13815 Cabernet Ct
Chantilly, VA 22021)

ANN RISDON PICKENS
Political Officer
U.S. Department of State
Gaborone
Department of State
Washington, DC 20521-2170
(American Embassy
P.O. Box 90
Gaborone, Botswana, Africa)

DANIEL H. SCHOONMAKER
1825 R St NW
Washington, DC 20009

Florida

DAVID W. ALLPHIN
X-Ray Product Sales Manager
Latin America
GE Medical Systems
5101 NW 21st Ave Ste 310
Ft. Lauderdale, FL 33309
(12347 NW 26th Ct
Coral Springs, FL 33065)

CHRIS BECKER
6654 Sweet Maple Lane
Boca Raton, FL 33433

KEVIN M. BECKER
Vice President
NCNB National Bank
P.O. Box 5337 (DTMIA2-2)
Miami, FL 33102-5337

EDWARD T. BENIZZI
Territory Manager
John Deere Industrial
Equipment Co.
P.O. Box 1321
Baltimore, MD 21203-1321
(13851 Wilmington Ct
Jacksonville, FL 32223)

DAVID BRIDEWELL
Consultant
4434 Glenview Lane
Winter Park, FL 32792

FRANCO CAMPANA
274 NE 6th Ct
Boca Raton, FL 33432

JOHN FONVIELLE
Law Student
Florida State University
College of Law
W. Jefferson Ave
Tallahassee, FL 32306-1034
(434 W. Jefferson Ave #310
Tallahassee, FL 32301)

TOM W. GLÄSER
Region II Language Arts
Curriculum Coordinator
Region II Operations
Dade County Public School
14027 NE 16th Ct
North Miami, FL 33181
(2133 Funston St
Hollywood, FL 33020)

JERRY GRECO
President
Greco International, Inc.
5759 Parkview Point Dr
Orlando, FL 32821

TOM HACKIM
710 Jamestown Blvd #1290
Altamonte Springs, FL 32714

ARILD HAUGAN
4949 Marbrisa Dr #1406
Tampa, FL 33624

PETER S. HOUSEKNECHT
Vice President
NCNB National Bank
150 Southeast Third Avenue
P.O. Box 010831 DTMIA2-7
Miami, FL 33101-0831
(P.O. Box 560863
Miami, FL 33256-0863)

WILLIAM J. MESSETT, III
President
Messett Associates, Inc.
9100 S. Dadeland Blvd Ste 1407
Miami, FL 33156

CHRISTOPHER T. MORRISON
Property Manager
Lincoln Property Company
201 South Biscayne Blvd Ste 350
Miami, FL 33131

ALFREDO A. NEUHAUS
Director, Int'l Accounts
American Express TRS Co.,
Inc.
P.O. Box 8888
Miami, FL 33102

MALCOLM T. SANFORD,
Ph.D.
Professor - Entomology
University of Florida
202 Newell Hall - 0312 IFAS
Gainesville, FL 32611-0312

JAMES F. SMITH
Commercial Lending Officer
Sun Bank/Miami
1111 Lincoln Rd
Miami Beach, FL 33139
(9359 Fontainebleau F209
Miami, FL 33172)

W. BRYAN SMITH
Executive Vice President
MedCentral Corp.
7108 Causeway Blvd
Tampa, FL 33619
(3901 Santee Way
Valrico, FL 33594)

W. CLIFF TOPPING
Executive Director
Tampa Bay International
Trade Council
801 E. Kennedy Blvd
Tampa, FL 33602

PETER WARNOCK, Ph.D.
Professor
University of Florida-IFAS
1062 McCarty Hall
Gainesville, FL 32611
(6414 N.W. 18th Ave
Gainesville, FL 32605)

PETER A. WARREN
821 Lyons Rd
Apt #21202
Coconut Creek, FL 33063

Georgia

GARY COCHRAN
Senior Manager
Deloitte & Touche
285 Peachtree Center Ave
Ste 2000
Atlanta, GA 30303-1234

JOSEPH F. HOWELL
Manager, Atlanta Office
Thompson Recruitment
Advertising
Subsidiary of J. Walter Thompson
2296 Henderson Mill Rd
Ste 306
Atlanta, GA 30345
(104 Wynfield Trace
Norcross, GA 30092)

DAVID G. KELLY
Regional Manager
Select Laboratories, Inc.
P.O. Box 2497
Gainesville, GA 30503
(3510 Thompson Bend
Gainesville, GA 30506)

GEORGE T. NORTON, JR.
Director
Atlanta District Office
U.S. Department of Commerce
U.S. and Foreign Commercial
Service Ste 504
1365 Peachtree St NE
Atlanta, GA 30309

AMELIA P. SANDLER
Foreign Exchange
Corporate Trader
First Wachovia Corp. Services
First National Bank of Atlanta
2 Peachtree St NW MC418
Atlanta, GA 30383

JIM TRANER
205 14th St NE
Atlanta, GA 30309

Hawaii

DENNIS T. OSHIRO
President
International Business
Resources, Inc.
900 Fort St Ste 1777
Honolulu, HI 96813

Idaho

ROGER B. MADSEN
Attorney at Law
836 La Cassia Dr Ste 16
Boise, ID 83705
(7842 Desert Ave
Boise, ID 83709)

NANCY K. NAPIER, Ph.D.
Assoc. Professor/Chairman
Dept. of Management
Boise State University
1910 University Dr
Boise, ID 83725

Illinois

ANTHONY R. ALLE
Professor of Business Admin.
and International Marketing
Illinois Central College
East Peoria, IL 61611

MAUD AREND
2347 North Racine
Chicago, IL 60614

ANN CONNORS
Vice President
Commerce Financial Corp.
200 E. Randolph Dr
Chicago, IL 60601

VICTOR C. FONTAINE
Vice President &
General Manager
Nissan Kizai Nice Inc.
310 Beinoris Dr
Wood Dale, IL 60191
(6305 N. Imperial Dr
Peoria, IL 61614)

THOMAS D. HOBSON III
Financial Futures Specialist
Goldman Sachs & Co.
4900 Sears Tower
Chicago, IL 60606

ANNIE WAXMAN LÓPEZ
4909 Pershing Ave
Downers Grove, IL 60515

TERRY MCGUIRE
Deputy Director
French Technology Press
Office
401 N. Michigan Ave Ste 601
Chicago, IL 60611

MURRAY J. MEYER
Business Manager
Motorola Inc.

International Cellular
Subscriber Div.
Cellular Subscriber Div.
1475 W. Shore Dr
Arlington Heights, IL 60004
(4435 N. Shorewood Dr
Hoffman Estates, IL 60195)

DON O'SULLIVAN
4411 Sheffield Ct
Gurnee, IL 60031

ANN F. ROSEN
Int'l Sales Manager
The Hedman Company
1117 W. Armitage
Chicago, IL 60614

BRAD RUGGER
1530 N. Hudson #3
Chicago, IL 60610

JULIA D. STONE
Associate Publisher
Rotor & Wing Int'l
P.O. Box 1790
News Plaza
Peoria, IL 61604
(3204 N. Parish Ave
Peoria, IL 61604)

MELISSA R. TAYLOR
Vice President
Corporate Finance
Westpac Banking Corporation
225 W. Washington
Chicago, IL 60606
(4811 South Kenwood
Chicago, IL 60615)

JURIS A. ULMANIS
Product Planning Manager
Motorola Inc.
1309 E. Algonquin Rd.
Schaumburg, IL 60196

MARY M. UPPGREN
Director of Training
Hotel Nikko
320 N. Dearborn
Chicago, IL 60610

PIETER A. VOS
Director, European Operations
The Hedman Company
1158 W. Armitage Ave
Chicago, IL 60614
(160 Dean Dr
Palatine, IL 60067)

WILLIAM D. WROBEL
Consultant
W.D. Wrobel & Assoc.
371 Melrose Lane
Crystal Lake, IL 60014

THOMAS E. ZAPP
Division Credit Mgr.
Latin America
John Deere Intercontinental Ltd.
400 19th St
Moline, IL 61265
(47 White Pine Rd
Geneseo, IL 61254)

JEFFREY D. JACOB
Market Manager
Mayflower Group
P.O. Box 107
Indianapolis, IN 46206-0107
(5853 Plum Valley Dr
Memphis, TN 38115)

DENNIS B. KELLEY
President
Pacific World Trade, Inc.
8888 Keystone Crossing
Ste 1307
Indianapolis, IN 46240

BRIAN J. McCORRY
Director, Customer Service
The O'Brien Corporation
2001 W. Washington
South Bend, IN 46628
(15631 Embers Dr
Mishawaka, IN 46545)

ZORAN M. OBRADOVIC
President
Meridian Int'l Trade Corp.
P.O. Box 747
Crown Point, IN 46307



Tom Hobson '79, an alumnus educational counselor in the Chicago area, returns to campus to assist with fund-raising efforts for the library.

Indiana

JAMES E. HANSEN
Senior Vice President and
Manager - International
First National Bank
of Louisville
P.O. Box 36000
Louisville, KY 40233
(1018 Broadleaf Ct
Lanesville, IN 47136)

DENNIS WAYNE HOWARD
Director, Marketing
Intat Precision, Inc.
State Route 3 North
P.O. Box 488
Rushville, IN 46173
(611 N. Harrison St
Rushville, IN 46173)

RODNEY TAYLOR
President
R. A. Taylor & Co., Ltd.
17555 Bending Oaks Ct
Granger, IN 46530

Iowa

RANDALL W. CROW
President
Direct Mark Inc.
139 4th St
West Des Moines, IA 50265
(129 27th Ct
West Des Moines, IA 50265)

MAUREEN A. JOHNSON
803 North 5th St
Burlington, IA 52601

KENT C. MERICLE
Vice President/Manager
Norwest Bank International
Iowa Office
666 Walnut St
Des Moines, IA 50304-0837

ANN CRAMER NORDQUIST
5750 Columbine Dr
Johnston, IA 50131

JULIE R. PENNINGTON
Graduate Research Asst.
Dept. of Agricultural
Economics
260 Heady Hall ISU
Iowa State University
Ames, IA 50011
(P.O. Box 1147 Welch PO
Ames, IA 50010)

ANNE McCORMICK REED
International Sales Coordinator
Universal Gym Equipment, Inc.
930 27th Avenue SW
Cedar Rapids, IA 52406
(334 19th St SE
Cedar Rapids, IA 52403)

Kansas

JULIA DALFIUME
Design Administrator
DST Systems, Inc.
1004 Baltimore
Kansas City, MO 64105
(6806 Antioch, Apt 128
Merriam, KS 66204)

JON LEE FEIGNER
President
Marketing Consultant
Feighner Printing & Marketing
5248 Dixie Ct
Kansas City, KS 66106

KENNETH W. HOLBROOK
President
Koch Materials Co.
P.O. Box 2338
Wichita, KS 67201
(12 Sandalwood
Wichita, KS 67230)

Kentucky

JAMES E. HANSEN
see INDIANA

Louisiana

KEITH L. CROMLEY
P.O. Box 70770
New Orleans, LA 70172

TOM DIRKX
Manager, Int'l Mkt Dev't
Frymaster
8700 Line Ave
Shreveport, LA 71135
(427 Maple Ridge Dr
Bossier City, LA 71111)

JULIA M. FEKETE
2475 Rhododendron Ave
Baton Rouge, LA 70808

ROBERT W. HESSON, JR.
President and CEO
Healthcare Marketing &
Management Services
2716 St. Nick Dr
New Orleans, LA 70131

STEVEN MOBLEY
President
Stelos International, Inc.
P.O. Box 50904
New Orleans, LA 70150

STEVEN STRAWN
9458 High Point Rd
Baton Rouge, LA 70810

Maine

RONALD E. McCOWEN
P.O. Box 644
Bangor, ME 04401

THOMAS B. SANDERS, Ph.D.
Assistant Professor of Finance
School of Business, Economics
and Management
University of Southern Maine
Portland, ME 04103
(25 Downeast Lane
Scarborough, ME 04074)

Maryland

EDWARD T. BENIZZI
see FLORIDA

BRIAN W. BLACK
Vice President
Int'l Marketing
JLG Industries, Inc.
JLG Drive
McConnellsburg, PA 17233
(8280 Waterside Ct
Frederick, MD 21701)

RANDY BOYER
CFI Chesapeake District
Sales Manager
1221 Providence Rd
Towson, MD 21204

JUDITH K. COLE
See DISTRICT OF COLUMBIA

GEORGE T. DEBAKEY
5303 Marlyn Drive
Bethesda, MD 20816

FRANK T. DOUGHERTY
Director of Marketing,
Latin America
W.L. Gore and Associates, Inc.
2401 Singerly Rd
Elkton, MD 21921

CLIFTON A. FOSTER
Director of Investments
The Tower Companies
11501 Huff Court
North Bethesda, MD 20895
(4836 Drummond Ave
Chevy Chase, MD 20815)

SUSAN IRICK
3445 Cherry Hill Ct
Beltsville, MD 20705

KATHRYN D. LINDQUIST
Senior Int'l Trade Specialist
Maryland Office of Int'l Trade
Maryland Int'l Division
World Trade Center-7th Fl
401 E. Pratt
Baltimore, MD 21202
(9308 Pirate's Cove
Columbia, MD 21046)

DAVID B. TERRAR
23663 Rolling Fork Way
Gaithersburg, MD 20882

Massachusetts

SABUUR ABDUL-KAREEM
Director
Language Pacifica of MA
Amherst Creamery Bldg
150 Fearing St Ste 15
Amherst, MA 01002
(105 Grayson Hall
U of MA
Amherst, MA 01003)

SALVATORE D'AMATO
Director of Marketing
A.I.M. Insurance Agency Inc.
1800 West Park Dr
Westboro, MA 01581
(80 Tracey Dr
Whitinsville, MA 01588)

CHRISTIAN FEBIGER
Export Manager
Plymouth Rubber Co. Inc.
104 Revere St
Canton, MA 02021
(24 Crescent St
Wellesley, MA 02181)

BRIAN KELLY
478 Shawmut Ave #8
Boston, MA 02118

RICHARD MACKNEY
42 Williston Dr
Longmeadow, MA 01106

BRYAN MANNING
Vice President, Mktg
Fasco Sensors & Controls
700 Narragansett Park Dr
Pawtucket, RI 02861
(1050 Brook Rd
Milton, MA 02186)

PETER B. SARGENT
Senior Vice President
BayBank Boston, N.A.
175 Federal St
Boston, MA 02110

ROBERT W. STONE
Director of Sales
Boston Medical Products, Inc.
87 Rumford Ave
Waltham, MA 02154
(40 Whippoorwill Lane
Concord, MA 01742)

VICTORIA THOMAS
9 Monument Ave
Charlestown, MA 02129

LAURIE B. WRIGHT
Finance Projects Leader
Digital Equipment Corp.
129 Parker St
Maynard, MA 01754
(19 Conant St Apt 2
Danvers, MA 01923)

Michigan

ROBERT C. BRADY
17226 Burkshire Dr
Grand Haven, MI 49417

LYNN ELIZABETH FENTON
Implementation Manager
Electronic Data Systems
700 Toner Dr
Troy, MI 48089
(1821 Axtell Rd #1
Troy, MI 48084)

GREGORY K. MOORE
2911 Danford Creek Dr #3C
Kalamazoo, MI 49009

KATHRYN K. RAMMING
Product Specialist
Kirsch Division
Cooper Industries, Inc.
309 N. Prospect St
Sturgis, MI 49091
(68159 Edgewater Beach
White Pigeon, MI 49099)

PAMELA K. RYAN
5226 Birchwood Dr
Kalamazoo, MI 49009

JOSEPH C. SCHMIEDER
Vice President
Marketing & Sales
Oliver Products Co.
445 Sixth St
Grand Rapids, MI 49509
(2517 Robinson Rd
Grand Rapids, MI 49506)

Minnesota

TRACY E. HUFFORD
Marketing Consultant
5235 11th Avenue South
Minneapolis, MN 55417

JOSEPH P. O'DOWD
Director
International Marketing
Solvay Animal Health
1201 Northland Dr
Mendota Heights, MN 55120
(1201 Yale Pl #1011
Minneapolis, MN 55403)

MARY-HOLLIS ROSS
Vice President, Director
of Direct Marketing
Colle & McVoy
7900 International Dr
Minneapolis, MN 55425
(3978 Vandan Rd
Minnetonka, MN 55345)

RANDI S. N. YODER
Associate Dean
External Affairs
Carlson School of Management
University of Minnesota
271 19th Ave. S.
Minneapolis, MN 55455

Missouri

JULIA DALFIUME
See KANSAS

JOHN T. DUNN
Group Product Manager
Ralston-Purina
Checkerboard Square 5CBC
St. Louis, MO 63164

IZZET R. "IKE" GÜNEY
Area Manager
Financial Analysis
Southwestern Bell Telephone
One Bell Center
26-V-4

St. Louis, MO 63101
(8 Quail Run Ct
St. Charles, MO 63303)

TOM STRAUSS
Trade Specialist
U.S. Dept of Commerce
7911 Forsyth Blvd Ste 610
Clayton, MO 63105

Montana

PAUL L. FRANTZ
206 S. 15th Ave #23
Bozeman, MT 59715

Nebraska

KEVIN D. ASBJÖRNSON
1907 South 116th St
Omaha, NE 68144

GARY E. GEIGER
Manager, Int'l Business
Development
Valmont Industries, Inc.
Valley, NE 68064

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

ROBERT S. HERMAN
Sr. Vice President
Data Transmission Network Corp.
8805 Indian Hills Dr Ste 350
Omaha, NE 68114

Nevada

MARGRIT E. KULL
2375 East Tropicana Ave Ste #3
Las Vegas, NV 89119

THOMAS G. MATSON
Director of Marketing
Nevada Bell
595 E. Plumb Lane
Reno, NV 89502
(1961 Mountain Vista Way
Reno, NV 89509)

New Jersey

STEPHEN P. COLLINS
1635 Linden Blvd
Vineland, NJ 08360

R. CRAIG CROSSLEY
Plant Manager
Eaton Corporation
Aircraft Controls Division
88 Ford Rd
Denville, NJ 07834
(7 North Crane Rd
Mountain Lakes, NJ 07046)

SARA L. FLOHR
Manager, Planning and Budgeting
Plasma Physics Laboratory
Forrestal Campus
PM&E Bldg 2nd Fl
Princeton University
Princeton, NJ 08543

BELMONT HAYDEL, Ph.D.
Associate Professor of Business
Policy & Environment
Rider College
2083 Lawrenceville Rd
Lawrenceville, NJ 08648

RAJEER MERCHANT
Strategic Planning
AT&T
Int'l Communication Services
412 Mt. Kemble
Morristown, NJ 07960

GREGORY A. PETERS
Managing Director -
Middle East/Africa
AT&T Network Systems
1300 Mt. Kemble Ave
Basking Ridge, NJ 07920

JAIME R. POLIT
Coffee Trader
Cargill Coffee
150 Allen Center
Allen Rd
Liberty Corner, NJ 07938

MICHEL H. RITTENBERG
11 Winding Way
Madison, NJ 07940

DONALD W. STANEK
Director, International Sales
Reheis Inc.
235 Snyder Ave
Berkeley Heights, NJ 07922
(205 Reeder St
Easton, PA 18042)

DAPHNE SUN
Marketing & Sales Service
Manager, Asia/Australia
M&M/Mars, Inc.
High St
Hackettstown, NJ 07840
(19 Westminster Lane
Middletown, NJ 07748)

ROBERTA H. WEAVER
71-B Tuxedo Pl
Vauxhall, NJ 07088



Belmont Haydel '57 returns to campus to participate in Winterim as a Presidential fellow. He has also served as a guest lecturer and is an active alumnus educational counselor.

JACK WILLYARD
Vice President
Financial Products Div.
Sedgwick James, Inc.
1290 Avenue of the Americas
6th Floor
New York, NY 10104
(554 Lenox Ave
Westfield, NJ 07090)

New Mexico

ERNEST BRUSS
President
Plant Designs, Inc.
3219 Candelaria, NE
Albuquerque, NM 87107
(1331 Park Ave SW #1005
Albuquerque, NM 87102)

ANNE W. HONSTEIN
Senior Vice President
First National Bank of
Santa Fe
P.O. Box 609
Santa Fe, NM 87504-0609

CHERI L. TILLMAN
Owner
Cheri Tillman, Project
Management
P.O. Box 53278
Albuquerque, NM 87192

New York

ROBERT M. BALLINGER
Asst. Professor of Marketing
and Management
Siena College
Loudonville, NY 12211
(1 Parnil Dr R D 4
Wilton, NY 12831)

VICKI M. BANNER
Account Executive
Michael Klepper Assoc.
805 3rd Ave
New York, NY 10022

PAMELA BARIT
60 W. 66th St 14F
New York, NY 10023

PAUL R. COLLINS
Regional Manager
Business International
Corporation
P.O. Box 178
Fairport, NY 14450

BRET DANDOY
International Sales
Shearson Lehman Hutton
200 Vesey St 6th Fl
New York, NY 10285-0600
(395 South End Ave 18K
New York, NY 10280)

MARGO HAMILTON
Marketing Director
Bausch & Lomb
Eyewear Division
42 East Ave
Rochester, NY 14603

VINCENT P. KARL
President
Peter A. Karl
International
Sales Corp.
P.O. Box 824
Utica, NY 13503

ROBERT B. LANDIS
First Vice President
Deutsche Bank AG
New York Branch
31 West 52nd
New York, NY 10019

BARNEY LEHRER
565 Fort Washington Ave #2D
New York, NY 10033

JUDITH LEIBHOLZ
Asst. Vice President
Banque Indosuez
1230 Ave. of the Americas
New York, NY 10020

FRANK MATHEIS
Marketing Communications Mgr.
Carl Zeiss Inc.
One Zeiss Dr
Thornwood, NY 10540
(37 Maple Hill Dr
Mahopac, NY 10541)

THOMAS G. MILLER
721 Middlebury Rd
Webster, NY 14580

JEREMY NASH
280 Park Ave S 14M
New York, NY 10010

JOAO A. PENIDO
Vice President
Swiss Bank Corp.
4 World Trade Center 4th Fl
New York, NY 10048
(30 East 37th St #9A
New York, NY 10016)

LAURIE SCHNEYER
50 Hillpark Ave 1R
Great Neck, NY 11021

JOHN D. STANTON
Registrar
Ithaca College
Ithaca, NY 14850

IRVIN S. VARKONYI
Cargo Sales Manager,
North America
Martinair Holland
1165 Northern Blvd
Manhasset, NY 11030

TIM C. WALKER
Vice President
Sales & Marketing Worldwide
Truck-Lite Co., Inc.
310 E. Elmwood Ave.
Falconer, NY 14733
(P.O. Box 1263
Jamestown, NY 14702)

ROBERT C. WHEELER
Outsourcing Manager
Emerson Industrial Controls
3036 Ait Blvd
Grand Island, NY 14072
(739 Elmwood Ave
Buffalo, NY 14222)

JACK WILLYARD
see NEW JERSEY

North Carolina
FREDERIC C. BENSON
Director, International
Sales & Marketing
Engineered Controls
International, Inc.
100 Rego Dr
Elon College, NC 27244
(8 Timberidge Pl
Greensboro, NC 27410)

RHONDA FOLLRATH
1262 W. Fourth
Winston-Salem, NC 27101

MARY ANN HUNDLEY
Rt 4 Box 260
Newton, NC 28658

CLIFF WOODBURY
Product Manager
Alcatel Network Systems
2912 Wake Forest Rd
Raleigh, NC 27609
(2220 Heathrowe Pl
Raleigh, NC 27609)

North Dakota
DEL CARVER
President
Advanced Technology Ltd.
310 7th St NW
West Fargo, ND 58078
(2213 34th Ave S
Fargo, ND 58104)

DONALD C. NELSON
Chartered Life
Underwriter
802 South Dr
Fargo, ND 58103

Ohio
DOUGLAS M. ARNOLD
Owner
Arnold & Co. Communications
3785 S. Green Rd
Beachwood, OH 44122

ALAIN B. BROWN
Accounts Manager
Amcast Industrial Corp.
3931 S. Dixie Ave
P.O. Box 98
Dayton, OH 45401
(2309 Willowgrove Ave
Kettering, OH 45409)

BRAD CAMRUD
Asst. Brand Manager
Procter & Gamble
P.O. Box 599 3-C GO
Cincinnati, OH 45201-0599
(3420 Shaw #3
Cincinnati, OH 45208)

BILL CHILDS
1797 Berkshire Club Dr
Cincinnati, OH 45230

LARRY L. DECKERHOFF
173 Lakeside Dr
New Concord, OH 43762

WILLIAM L. DEVIR
Manager
Monarch Marking/Pitney Bowes
P.O. Box 608
Dayton, OH 45401
(10300 Grand Vista Dr
Centerville, OH 45458-4416)

TIM C. FLINN
District Sales Manager - Far East
Copeland Corporation
1675 W. Campbell Rd
Sidney, OH 45365

STEVEN R. HERING
Vice President
Huntington Bank
Huntington Center
Columbus, OH 43287

ROBERT (BOB) S. MALOTT
Assoc. Director/
Business Manager
Edison Animal
Biotechnology Center
Wilson Hall/West Green
Ohio University
Athens, OH 45701
(34 Cable Lane
Athens, OH 45701)

WALTER REINER
President
Reiner Realty & Consultants
5030 Westerville Rd
Columbus, OH 43231
(554 Timberlake
Westerville, OH 43081)

HARLAN SCHOTTENSTEIN
ENBE Inc.
5198 East Main St
Columbus, OH 43213

THOMAS C. SMYTHE
Owner
Subway Sandwich Shop
3134 Belmont Ave
Youngstown, OH 44507

JULIE S. YOUNG
18944 Winslow
Shaker Heights, OH 44122

Oklahoma
BRIAN GAULER
Director, International
Business Development
Oklahoma State University
109 Cordell N.
Stillwater, OK 74078

NEVETT S. GROVE
Sr. Product Manager
Memorex Telex
4343 South 118th East Ave
Tulsa, OK 74146
(5519 S. Atlanta
Tulsa, OK 74105)

S. L. LAMBETH
2205 E. 66th Pl
Tulsa, OK 74136

LARRY E. MCCARVER
Director,
New Business Development
Wheatley Gaso Inc.
6750 S. 57th West Ave
Box 2069
Tulsa, OK 74101

JOHN P. MCKAY
5524 East 75th St
Tulsa, OK 74136

TIM P. RICKARDS
Equipment/Catalog System
Coordinator
Phillips Petroleum Co.
630 H P.O.B.
Bartlesville, OK 74004
(1824 Rolling Hills Pl
Bartlesville, OK 74006)

DAVID E. SHAFFER, Ph.D.
International Sales Manager
Ditch Witch International
Div. of The Charles Machine
Works, Inc.
P.O.B. 66
Perry, OK 73077

Oregon
RICHARD J. BONACCORSI
International Accounts
Manager
Owens-Illinois, Inc.
5850 NE 92nd Dr
Portland, OR 97220

HUSTON BUNCE
President
HUB International Inc.
2187 S.W. Main St Ste 11
Portland, OR 97205

HARRY R. OWENS, JR., M.D.
1978 NE Lotus - 14C
Bend, OR 97701

ARLY RICE-KNIGHT
Executive Director
Willamette International
Trade Center
1059 Willamette St
Eugene, OR 97401
(2584 W. 28th Ave
Eugene, OR 97405)

JANE SCHEIDECKER
Associate Dean for Development
117 Friendly Hall
University of Oregon
Eugene, OR 97403
(3685 Bardell
Eugene, OR 97401-8025)

JAMES D. THAYER
President
Overseas Strategic Services
101 SW Main St Ste 1800
Portland, OR 97204
(2135 NW 107th Pl
Portland, OR 97229)

Pennsylvania

SUSAN SCHELLER ARSHT
423 W. Washington St
Schnecksville, PA 18078

SETH W. BECKER
Int'l Procurement Specialist
Victaulic Company of America
4901 Kesslerville
Easton, PA 18042
(123 Quaker Dr
Bethlehem, PA 18017)

WILLIAM C. BETTS
Int'l Marketing Manager
EMCEE Broadcast Products
P.O. Box 68
White Haven, PA 18661
(105 John St
Kingston, PA 18704)

BRIAN W. BLACK
see MARYLAND

MARK E. BROSKEY
8 Windsor Ct
Pittsburgh, PA 15220

OLE DAM
Materials Manager
Bell & Howell
795 Roble Rd
P.O. Box 7950
Lehigh Valley, PA 18001-7950

PLATO GHINOS
Vice President
Federated National Inc.
810 Cricklewood Dr
State College, PA 16803
(250 Tofrees Ave #311
State College, PA 16803)

ANDREW LUBIN
President
Midland Export Ltd.
Ste 118
Neshaminy Plaza 2
Bensalem, PA 19020
(226 Penn Valley Terrace
Yardley, PA 19067)

PAUL G. MERLINO
Asst. Vice President
Johnson & Higgins
2 Logan Square
Philadelphia, PA 19103

KAREN S. NORELLI
115 W. Langhorne Ave
Bethlehem, PA 18017

AILINN M. OGDEN
Financial Analyst
Mellon Bank N.A.
Technology Products Dept.
One Mellon Bank Center
Tenth Floor
Pittsburgh, PA 15258

SYLVIA A. SANDIN
Manager, Field Service Parts
Laser Magnetic Storage Corp.
2621 Van Buren Ave
Norristown, PA 19403
(1051 Penn Circle G208
King of Prussia, PA 19406)

PETE WOOD
403 Potomac Ct
Wexford, PA 15090

Rhode Island

PETER G. LAMBERTON
14 Circuit Dr
East Providence, RI 02915

BRYAN MANNING
see MASSACHUSETTS

South Carolina

BRIAN FERRAR
Senior Product Mgr.
NCR Corp.
3245 Platt Springs Rd
W. Columbia, SC 29169
(112 Flodden Ct.
Columbia, SC 29212)

JOHN R. WICKERSHAM
President
RMG, Inc.
P.O. Box 25396
Greenville, SC 29616-0396

Tennessee

WILLIAM M. FERRY
Owner-Manager
Bill Ferry & Assoc.
5932 Sedberry Rd
Nashville, TN 37205

DAVE HANSEN
Asst. Vice President
Cargill, Inc.
8000 Centerview Pkwy
Cordova, TN 38018

JEFFREY D. JACOB
See INDIANA

ROBERT L. LEVINE
Asst. to the Administrator
Superior Home Health Care
9333 Park West Blvd Ste 100
Knoxville, TN 37923

Texas

ERIC M. ADAMS
5440 King Pl
El Paso, TX 79932

DAVID A. BAGLEY
Manager-Comptrollers
Southwestern Bell
Telephone Company
One Bell Plaza
Room 2620
Dallas, TX 75202
(7014 Vivian Dr
Dallas, TX 75223)

WILSON BALLARD
Supervisor of U.S. Import/
Export Systems
Zenith Electronic Corporation
6601 South 33rd Street
McAllen, TX 78503
(Oriente 3 N° 100
Rio Bravo, Tamaulipas
Mexico)

PAUL WILLIAM BRADLEY
6071 Village Bend #701
Dallas, TX 75206

RAUL CONEJO
Int'l Credit Manager
Aviall of Texas
Airline Services Div
3300 N. Love Field
Dallas, TX 75209
(4108 Woodridge Circle
Eules, TX 76039)

DOUG DEARDORF
Marketing Manager
Price Waterhouse
2212 Arlington Downs Rd
Suite 100
Arlington, TX 76011
(205 Timberlane Terrace
Eules, TX 76039)

PAUL S. DULANEY
P.O. Box 336
211 Pecan St
Clyde, TX 79510

HOLLAND B. EVANS, JR.
President
Evans and Wood & Co., Inc.
P.O. Box 1533
Houston, TX 77251

MARTINA M. GALLAGHER
Marketing Manager
American Teleprocessing Corp.
10681 Haddington Ste 100
Houston, TX 77043

L. C. HAGEMAN
President
de la Plaza
International, Inc.
8461 Castner Dr Ste 111
El Paso, Texas 79907

RONA N. HOUSTON
1000 Cypress Station Dr.
#706
Houston, TX 77090

GILBERT R. KHOURY
Manager, International
Freight Forwarding
Salinas Forwarding Co., Inc.
P.O. Box 161072
Irving, TX 75016-1072
(10452 Rosser Circle
Dallas, TX 75229)

RUSSELL LAUGHEAD
President
J. R. Laughead, Inc.
2100 W. Loop South #806
Houston, TX 77027
(5121 Huckleberry Circle
Houston, TX 77056)

ALEXANDER MAKRIS
Health Management
Consultant
1100 Nasa I Rd
Houston, TX 77058

IGOR MAMANTOV
President
Dallas International
Marketing, Inc.
P.O. Box 587
Richardson, TX 75080
(2444 Fairway Circle
Richardson, TX 75080)

GARY J. MARTIN
Director of Planned Giving
Texas A & M University
Development Foundation
610 Sterling C. Evans Library
College Station, TX 77843

R. K. MILLER
Attorney-at-Law
Law Offices of Nancy Harrelson
Hausman
675 Main St
Eagle Pass, TX 78852

MORTADA M. MOHAMED
Regional Director
Middle East/Africa
Texas Department of Agriculture
P.O. Box 12847
Austin, TX 78711
(9745 Anderson Village Dr
Austin, TX 78729)

KELLY JETT MURPHREY
1015 Francis Dr
College Station, TX 77840

FRANCIS PIRON, Ph.D.
Asst. Professor of
Int'l Marketing
Division of Mgmt & Mktg
The University of Texas
at San Antonio
San Antonio, TX 78285

LLOYD R. REEDER
Vice President of Sales
Greenlee Landscape
Lighting Mfg.
1220 Champion Circle #116
Carrollton, TX 75006
(1744 Crescent Creek Lane
Plano, TX 75025)

CLAIRE A. SEIBLY
Banking Officer
NCNB Texas, Financial
Resource Management, Inc.
1201 Main St
Dallas, TX 75202
(5614 Ridgedale Ave
Dallas, TX 75206)



In addition to being an alumnus educational counselor, C. H. "Chuck" Yahn '62 is also a member of the Thunderbird Board of Trustees and the World Business Advisory Council.

MAX R. TARBOX
Attorney
McWhorter, Cobb & Johnson
1722 Broadway
Lubbock, TX 79401

ROBERT K. WILLIAMS
Operations Controller
Cooper Industries
5838 Welch Ave
El Paso, TX 79905
(9353 Viscount, 3011
El Paso, TX 79925)

Utah
RICHARD LARSEN
President
Aquatic Marketing
874 W. 400 N.
West Bountiful, Utah 84087

PAUL MILLER
Senior Vice President
Crossland Mortgage Corp.
60 East South Temple
Ste 300
Salt Lake City, UT 84111
(583 North 180 East
Centerville, UT 84014)

M. RAY TAYLOR
Vice President, Finance
Alpine/Quantum
Water Systems Int.
170 South Mountain Way Ste 107
Orem, UT 84058
(1858 North 80 East
Orem, UT 84057)

Virginia
CHARLES P. ANCONA
P.O. Box 5242
Charlottesville, VA 22905

PAUL K. ARBO, CLU, ChFC
President
Advanced Insurance Planners, Inc.
7630 Little River TrnPk #302
Annandale, VA 22003

WILLIAM W. CONE
Executive Consultant/
Sr. Project Director
Special Promotional Events
1202 S. Washington St
Box 819-C
Alexandria, VA 22314

MONIQUE HANIS
see DISTRICT OF COLUMBIA

GARY L. HOGENSON
Asst. Vice President
Signet Bank
International Division
P.O. Box 25970
Richmond, VA 23260
(9233 Harmad Dr
Richmond, VA 23235)

LINDA L. JAEKEL
District Sales Manager
Equifax Marketing Decision
Systems
1595 Spring Hill Rd
Suite 310
Vienna, VA 22182

MARIE KISSEL
4412 N. Washington Blvd
Arlington, VA 22201

**STEPHEN HARRINGTON
MAHOOD**
Director of Budgets
Northern Virginia Community College
40001 Wakefield Chapel Rd
Annandale, VA 22003
(407 Cambridge Rd
Alexandria, VA 22314)

GEORGE L. HILLER
10 Bisley Ct
Richmond, VA 23233

KATHRYN M. PARKER
see DISTRICT OF COLUMBIA

BRADLEY M. ROOF, Ph.D.
Associate Professor
School of Accounting
James Madison University
Harrisonburg, VA 22807

MARK A. SOMMER, III
Consultant
The Sommer Group
1038 Jamestown Crescent
Norfolk, VA 23508

MARTHA H. WAHOSKI
Director
Industry Information Systems
National Office Products
Association
301 N. Fairfax St
Alexandria, VA 22314
(7903 Mt. Woodley Pl
Alexandria, VA 22306)

VICKI L. WARREN
Vice President
Crestar Bank
919 E. Main St
Richmond, VA 23219

C. H. YAHN, JR.
President
Chief Executive Officer
Gold Medal, Inc.
P.O. Box 2028
Richmond, VA 23216

Washington
TOORADJ AKHAVAN
President
Washington Trade
International
13901 N.E. 175th St
Suite C-2
P.O. Box 2488
Woodinville, WA 98072-2488

SUSAN D. GUIDRY
Manager, International
Finance Companies
PACCAR Inc.
P.O. Box 1518
Bellevue, WA 98009

R. STEVE HATCH
President
Washington State Int'l
Trade Fair, Inc.
1020 First Interstate Center
999 Third Ave
Seattle, WA 98104

NAUSHER M. KHAN
5203 240th Ave NE
Redmond, WA 98053

BRENT LAWRENCE
9411 NE 32nd
Bellevue, WA 98004

ELISE MCGLEW MUNRO
2104 Halleck Ave SW
Seattle, WA 98116

DUANE PARTAIN
Instructor
Hotel/Restaurant Admin.
245 D Todd Hall
Washington State University
Pullman, WA 99164-4724

**MARY ANN TASKER-
THOMPSON**
Field Sales Representative
Anthem Electronics
19017 120th Ave NE
Suite 102
Bothell, WA 98011
(20500 NE 179th St
Woodinville, WA 98072)

DAVID YOUMANS, Ph.D.
Extension Trade Specialist
Washington State University
W. 601 First Ave
Spokane, WA 99204

Wisconsin

ANNA M. BESHENSKY
Asst. Vice President
First Bank Milwaukee
201 W. Wisconsin Ave
Milwaukee, WI 53259-1000
(2424 E. Webster #304
Milwaukee, WI 53211)

ROBIN M. BIRD
1321 N. Franklin Pl #3C
Milwaukee, WI 53202

DOUGLAS E. BLOM
4875 N. Newhall
Whitefish Bay, WI 53217

CHARLES COBERLY
3005 S. Seminole Hwy
Madison, WI 53711

JAGDISH P. PATEL
1934 Laura Lane
Waukesha, WI 53186

BRADFORD L. STONG
Financial Support Manager
Pacific and Far East
S.C. Johnson and Son, Inc.
1525 Howe St
Racine, WI 53403-5011
(800 Emerson Ave
S. Milwaukee, WI 53172)

**INTERNATIONAL
COUNSELORS****Algeria**

Djalal Kassama
General Manager
Bekfel Industries
4B, Rue Boudoua Tahar
Belcourt, Alger 16014
Algeria

Belgium

PAUL R. KERN
Regional Manager, Europe
Smith & Wesson Distributing Inc.
Quai du Roi Albert 33
Liège B4020
Belgium

EROL VERBEECK

Vice President
Member of the Board
Verbeeck Packaging NV
Industrial Park Terbekehof
Moerelei, 131 B-2610 Wilrijk
(Antwerp)
Belgium

Botswana

ANN RISDON PICKENS
see DISTRICT OF COLUMBIA

Brazil

DEAN MORGAN MCCASKILL
General Manager
Latin America South Region
Nordson Corporation
(Nordson do Brasil)
Alameda Araguaia, 1350
Alphaville, Barueri CEP 04600
São Paulo, Brasil
(Alameda Perú 686
Alphaville 2, Barueri
São Paulo, Brasil)

Canada

ANDRÉ GAZAL
Manager-Trade finance
Bank of Montreal
129 St. Jacques-12th Fl.
Montreal, Québec
Canada H2Y 1L6
(80 Berlioz, #1702
Nuns Island, Québec
Canada H3E 1N9)

GEORGE LEE

President
Lee Importers Ltd.
21 Water St., 3rd Fl.
Vancouver, B.C. V6B 1A1
Canada

MARK ROUSSEAU

Owner
Standard Computing
Box 22081
Banker's Hall Post Office
Calgary, Alberta T2P 4J1
Canada

LORNA WRIGHT

Asst. Professor
School of Business
Queen's University
Kingston, Ontario
Canada K7L 3N6

**China, People's
Republic of**

SCOTTY MCNUTT
Executive Director of Marketing
Bell South
Shanghai Centre
Shanghai, China

Costa Rica

ANTHONY C. HASSIOTIS
President/Regional CCO
Citicorp S.A.
Edificio Plaza de la
Artilleria 5TO Piso
Calle 4 Avenida
Central y Primera
San José, Costa Rica

JANET MESSNER

Director of Market Development
AT&T de Centroamerica S.A.
Edificio Centro Colón
Piso 7 Oficina 7-8
Paseo Colón
San José, Costa Rica

Egypt

TIM BURLEIGH
Regional Director Middle East
U.S. Wheat Associates, Inc.
12 Midanel Sheikh Youssef
Cairo Barclays Bank, 6th Fl.
Garden City
Cairo, Egypt

England

MARK RUDOLPH
Vice President, Sales
CNN International
25-28 Old Burlington St.
London W1X 1LB
England
(4 Hatherley Rd.
Kew Gardens Richmond
Surrey TW9 3LH
England)

France

PHILIPPE J.E. DEYMES
Secretary General
Kimberly-Clark France
7 Avenue Ingres
Paris 75016
France

MARK SCOTT HENDEL

Operations Manager
Allied Signal Turbo Services
12 Route de Kirchheim
67520 Marlenheim
France

J. L. MARCUCCI

Product Manager, Europe
Emco Wheaton S.A.
Parc Hightec Batiment
Meriden
9, Avenue du Canada
91966 Les Ulis Cedex
France

R. NIELS MARQUARDT

First Secretary
American Embassy
2 Avenue Gabriel
75382 Paris Cedex 08
France

**Germany, Federal
Republic of**

DIRK de YOUNG
Export Manager
Transnorm System GmbH
Förster Str. 2
D-3207 Harsum
West Germany
(Hauptstr. 10
D-3207 Harsum
KL. Förste
West Germany)

CRAIG STEVEN HEINZE

Export Manager -
Int'l Business Development
Nokia Consumer Electronics
P.O. Box 1720
D-7530 Pforzheim
West Germany

PAUL R. TILLMAN

Product Manager
Kellogg Company
Kellogg (Deutschland) GmbH
P.O. Box 10 42 40
D-2800 Bremen 1
West Germany

Greece

BRUCE W. THOMAS
Vice President
Bank of America
39 Panepistimiou
10227 Athens
Greece

Guam

EDWARD ENGLISH
Associate Regional Vice President
FHP, Inc. Asia Pacific Region
P.O. Box 6578
Tamunina, Guam 96911

Guatemala

FRANCIS WILLIAM BRUDERER
Manager
Marott
1a Avenue 12-77 Zone 10
Edificio Santa Clara II
Oficina 203
Guatemala City, Guatemala
(12 Avenue "A", 13-69, Zona
10
Guatemala City, Guatemala)

GEORGE R. LINDAHL, JR.
9a Calle 5-25, Zona 14
Guatemala City, Guatemala

Hong Kong

NANCY V. BALDWIN
34-B, Block A
78 Bonham Rd.
Hong Kong

STEVEN L. GANDY

Vice President and
Regional Manager
Pittsburgh National Bank
Hong Kong Branch
1008 Two Exchange Square
Hong Kong

PATRICIA MURTHA-GREENFIELD

15 Creasy Road
Jardines Lookout
Hong Kong

India

SHANKAR SUNDARAM
25 Kasturi Rangan Rd.
Madras 600018
India

Indonesia

D. J. GOLDSMITH
Managing Director
I.E.S.
P.O. Box 410-KBY
Jakarta Selatan
Indonesia 12001

Israel

STEVEN EDWARD LIPPMAN
75 Levinsky St.
Tel Aviv
Israel 66855

Italy

J. WRIGHT WITCHER
Group Manager, Italy
Upjohn Italia Sp.A
Via G.E. Upjohn, 2
20040 Caponago (MI)
Italy
(Residenza Fontana 831
20090 Segrate-Milano (MI)
Italy)

Japan

DR. MARY BARON
Director, Program Administration
University of Maryland
International Bus & Mgt Institute
Koito Bldg
12-4, Nishi Shinjuku
6-chome
Shinjuku-ku Tokyo 160
Japan

GARY C. ROBERTS

Asst. Manager, Int'l Dept.
Morinaga Milk Industry Co., Ltd.
33-1, 5-chome, Shiba
Minato-ku, Tokyo 108
Japan
(51-5-207 Ichigao-cho
Midori-ku, Yokohama 227
Japan)

MUTSUMI SUZUKI
Brand Manager
Procter & Gamble Far East Inc.
2-16, 4-chome, Koraibashi
Chuo-ku, Osaka 541
Japan

OSAMU YAMADA
General Manager
Pont Data (Japan)K.K.
Futaba Kaikan Bldg.
16-5 Nihonbashi Kabuto-cho
Chuo-ku, Tokyo 103
Japan

Korea, Republic of
JUNG-BAE KIM, Ph.D.
Professor of Int'l
Business & Marketing and
Director of Kyungwon
University Library
College of Business & Economics
Kyungwon University
Seongnam City, Republic of Korea
(190-230, Sadang-dong
Dongjak-ku, Seoul, Korea)

SAMUEL P. MONCURE
President
Dinol Korea Co. Ltd.
Room 702, Handuk Bldg.
#1337-33, Seocho-Dong
Seocho-ku, Seoul, Korea

JAMES H. RIDDLE
Vice President
Teledyne
C.P.O. Box 3599, Seoul, Korea

WILLIAM R. ROTHMAN
Business Manager
Seoul Foreign School
55 Yonhi Dong
Seoul 120-113, Korea

CYNTHIA TIEDEMAN
IB French Educator
Seoul Foreign School
55 Yonhi Dong
Seoul 120-113, Korea

Lesotho
JIM FREER
Assoc. Peace Corps Director
for Administration
Peace Corps/Lesotho
P.O. Box 554
Maseru 100, Lesotho

Malaysia
DAVID S. BENSON
Market Development
Manager (Asia)
Coopers/Pitman-Moore
P.O. Box 544
46670 Petaling Jaya
Selangor Darul Ehsan
Malaysia

Mexico
WILSON BALLARD
see TEXAS

MARCOS R. GARAY
President
Garay, Pizá y Asociados
Monte Libano 280
Lomas de Chapultepec
Mexico, D.F. Mexico 11000
(Cofre de Perote 286-101
Lomas de Chapultepec
Mexico D.F., Mexico 11000)

GARTH E. SEARS
Regional Manager, Latin America
National Refractories
Apartado Postal 31-9
Box #466
Club Santa Anita
Jalisco, Mexico 45050

KATHLEEN M. SIFER
Vice President & Representative
Mellon Bank N.A.
Hamburgo 213, 12° P
Colonia Juarez
Mexico D.F., Mexico

Netherlands
MILLY TER HEEGE
Managing Director
Profile Management
International Business Consultants
P.O. Box 4020
1009 AX Amsterdam
The Netherlands

Netherlands Antilles
HAROLD L. MEEKS
Owner-Managing Director
Carigroup, N.V.
111 Times Square
Windwardside, Saba
Netherlands Antilles
(The Orchard, Booby Hill
Windwardside, Saba
Netherlands Antilles)

New Zealand
W. J. G. (John) Bowen
Director
The Meeting Group Limited
P.O. Box 25-324
St. Heliers, Auckland
New Zealand
(13 Allum Street
Kohimarama, 5 Auckland
New Zealand)

Norway
JAN BLICHFELDT
Publicis FCB
Bygdøy Allé 4
0257 Oslo 2
Norway
(Thereses Gate 44B
0168 Oslo 1
Norway)

ROBERT C. FRASER
Senior Commercial Officer
US & Foreign
Commercial Service
American Embassy
Oslo Norway
Drammensveien 18
Oslo, Norway

SUSAN LOO
Daglig Leder (Managing
Director)
International Language School
Nedre Slottsgt. 23
0157 Oslo 1
Norway

Philippines
JAMES K. SAVAGE
Regional Manager
Plexchem International Inc.
P.O. Box 1172 MCC
Makati, Metro Manila
Philippines

Puerto Rico
JAVIER G. VÁSQUEZ
General Manager
Keebler Company
P.O. Box 2549
Bayamon, Puerto Rico 00621
(Cond. Los Pinos East
Apartment 7-I Isla Verde
Puerto Rico 00913)

Singapore
RAYMUNDO A. YU JR.
Executive Director and
General Manager
Merrill Lynch Int'l Bank Ltd.
50 Raffles Place
28th Floor Shell Tower
Singapore 0104
(39 Chancery Lane, #01-24
Villa Chancery
Singapore 1130)

Spain
WILLIAM (BILL) FORD
Director Comercial
Goodyear Española
Plaça Catalunya 20, 6^a
08002 Barcelona, Spain
(Calatrava 10, 5^o2^a
08017 Barcelona, Spain)

MARK SILVERMAN
Senior Vice President
Marketing
Banco Bilbao Vizcaya
Alcala 45
28014 Madrid, Spain

JAN O. SKYBAK
Director, Sales & Marketing
BSN Group (France)
Giralt Laporta S.A.
Carretera Villaverde
KM. 8,200
28041 Madrid, Spain
(Calle Costa Rica 40, 7^o
28016 Madrid, Spain)

Sudan
AMIN SA HASSAN
Head, Loan & Affiliates
Finance
Arab Authority for Agric.
Investment and Development
AAAIID
Box 2102,
Khartoum, Sudan

Sweden
BJÖRN H. ALVÉN
Marketing Director
Tretorn
Box 931
S-251 09 Helsingborg
Sweden

Switzerland
CAROLYN J. KULL
Treasurer
Elsevier S.A.
Rue des Moulins 51
CH-2004 Neuchâtel 4
Switzerland
(Chemin du Châble 50
CH-2000 Neuchâtel
Switzerland)

Zaire
CHARLES SIGNER
Foreign Service Officer
U.S. Agency for Int'l
Development
American Embassy
USAID Kinshasa, Zaire
APO New York, NY 09662

Zambia
R. BALA
General Manager
Tata Zambia Limited
P.O. Box 30074
Lusaka, Zambia

"The educational experiences I value the most have been the projects that I have been able to do. The school has a lot of unique research projects that they are able to attract from businesses. Thunderbird makes us work in groups for almost everything we do. You get a bunch of high achievers together who are all used to doing everything on their own, and the synergy is incredible."

Katrina Connerman '90

B.S., Finance, 1985
Arizona State University

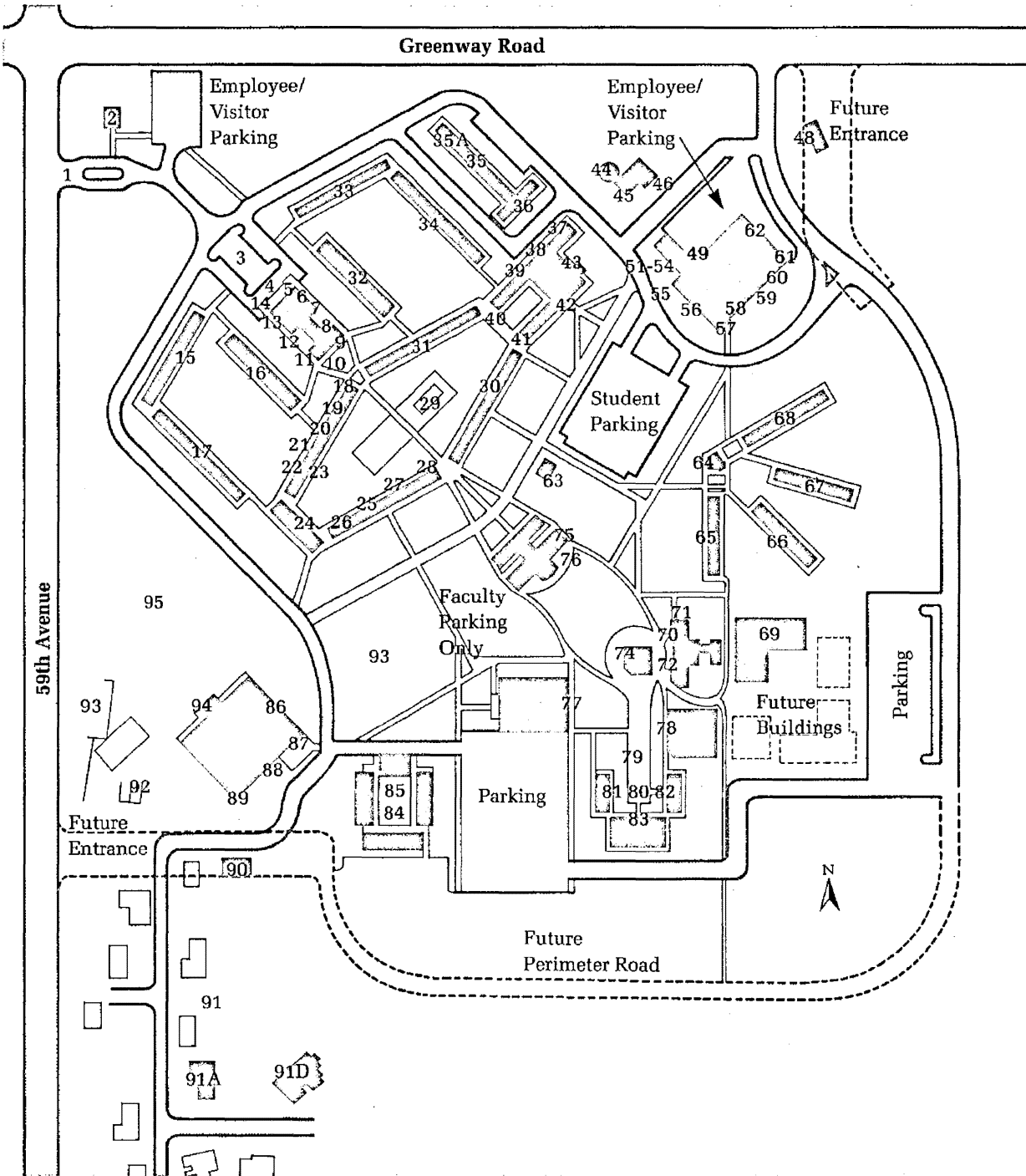
Marketing
Procter & Gamble

"A" Dormitory (under construction during 1990-91)	3	Entrance, Greenway Road	47	Pavilion, Erickson-Alumni	74
Academic Affairs (V.P.)	76	External Affairs (V.P.)	7	Personnel	9
Admissions, Records, College Relations	14	"F" Dormitory	33	Physical Plant (Housekeeping)	46
Admissions Annex	20	Financial Aid	88	Ping Pong Room	89
Alumni Hospitality House (Dev. Office)	91D	Flagpole	3	Post Office	60
Alumni Relations Office	91A	Foreign Student Advisor	88	President's Office	5
ASLC (Associated Students Legislative Council)	58	Founders Hall (Use main entrance for all offices)	4	Pub	87
Athletic Field	95	"G" Dormitory	17	Quadrangle	29
Audio Visual Aids	55	Game Room	37	Racquetball/Handball Courts	92
Auditorium	39	Gifford Seminar Room (D-1)	19	Residences	91
Auditorium Annex Meeting Room	40	Goldwater Lounge	36	Security	45
"B" Dormitory	31	"H" Dormitory	15	Seminar Rooms C-22, C-23, C-24	26
Balloon Race Office	57	Health Center	90	Showers	94
Basketball	93	Housing	88	Snell Learning Center	79
Bookstore	61	Insurance Faculty	63	Sobo Lounge	85
Business Affairs (V.P.)	11	<i>International Executive Journal, The</i>	22	Storage Hangar	62
Business Office	10	International Studies Department (Faculty)	27	Student Affairs	88
"C" Building	25	International Studies Research Center	28	Swimming Pool	29
Campus Tours	13	Internship Office	71	TAC Annex	88
Career Services Center	72	"I" (Kieckhefer Hall) Dormitory	16	Tell Interfaith Center	2
Cashier	60	"J" Dormitory	32	Tennis Courts	93
Central Services (Duplicating)	51-54	Jacuzzi Fountain	80	Thunderbird Activity Center (TAC)	86
Central Supply	49	Keyman Guest Rooms	35	Thunderbird Executive Training Center (V.P.)	35A
Classrooms 1-10	81	Kieckhefer Hall ("I") Dormitory	16	Thunderbird Management Center	48
Classrooms 11-20	82	Kitchen Delivery Area	43	Thunderbird Magazine	8
Classrooms 21-29	83	Laundry	50,64, 85	Thunderbird Room	42
Classrooms 31-35	24	Library	77	Travel Agency (AIT)	59
Coffee Shop	38	Lincoln Computer Building	78	Water Tank	44
Communication	6	Management Information Systems	78	Weight Room	64
Computer Services	78	Modern Languages, William Voris Hall of (Faculty Offices)	69	West Apartments	84
"D" Building	18			World Business Department (Faculty)	75
"D" Dormitory	23				
<i>Das Tor</i> (Student Newspaper)	56				
Dean of Students	88				
Development Office	91D				
Dining Hall	41				
"E" Dormitory	34				
East Apartments 1-12	65				
East Apartments 13-24	66				
East Apartments 25-36	67				
East Apartments 37-50	68				
Entrance, 59th Avenue	1				

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



The 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.

Classrooms

1-10	81
11-20	82
21-29	83
31-35	24
C-22, C-23, C-24	26

Faculty Offices

International Studies (Building "C")	25
Modern Languages	69
World Business (Tower)	75

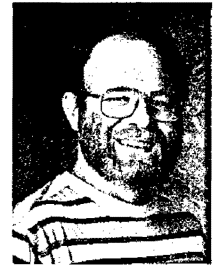
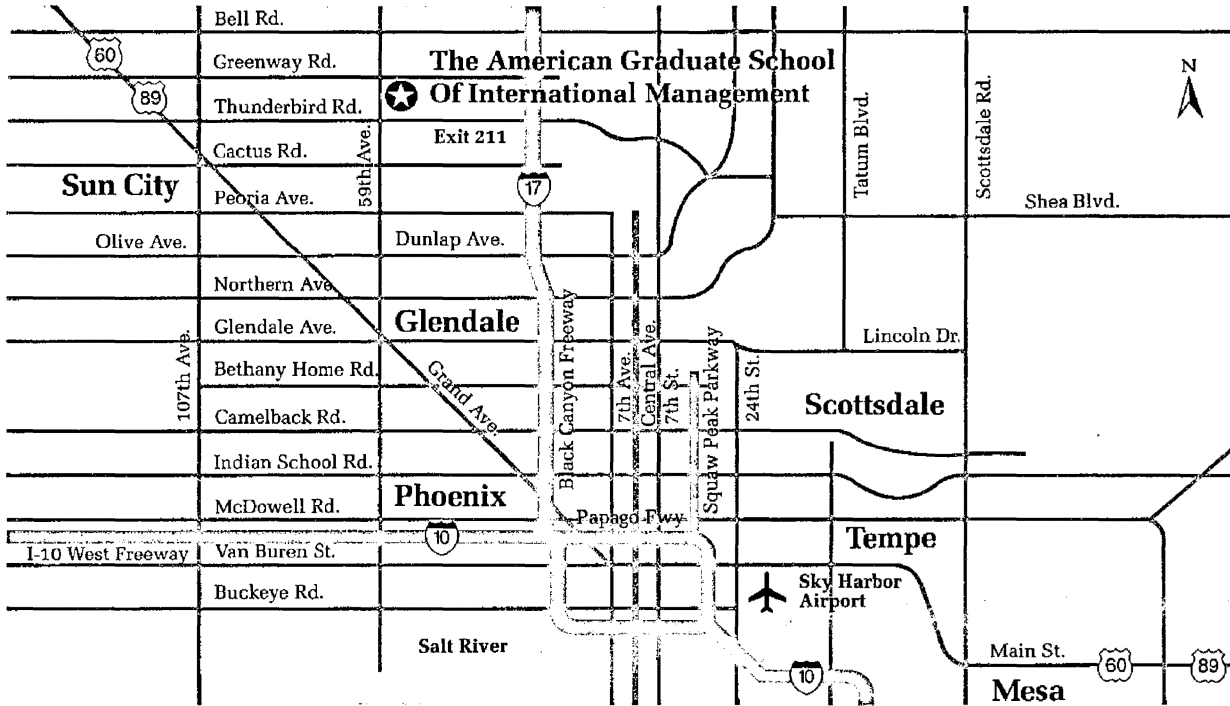
Dormitories

"A" Dormitory (under construction during 1990-91)	30
"B" Dormitory	31
"D" Dormitory	23
"E" Dormitory	34
"F" Dormitory	33
"G" Dormitory	17
"H" Dormitory	15
"J" Dormitory	32
Kieckhefer Hall ("I") Dormitory	16
East Apartments	65-68
West Apartments	84
Keyman Guest Rooms	35

Meeting and Seminar Rooms

<i>(Available by Reservation)</i>	
ASLC Meeting Room	58
Auditorium	39
Auditorium Annex	40
Classroom 21 (Snell Learning Center)	79
Gifford Seminar Room (D-1) ..	19
Goldwater Lounge	36
I.S. Conference Room	C-15
Sobo Lounge	85
Thunderbird Activity Center (TAC)	86
Thunderbird Room	42

- "I like the flexibility of the program. The M.I.M. can be shaped any way you want it to be. It can be as financial as you want it by taking a lot of finance courses, or it can be very marketing oriented or you can lean toward the international studies area. Getting an M.B.A. means going through all the steps, and everyone that graduates is pretty much on the same level. But here every M.I.M. candidate is unique."*
- W. James Gohary '90
B.A., Economics/
Spanish, 1985
University of Texas
at Austin
Corporate Account
Manager,
Royal Bank of
Canada
- Academic Calendar 112
Academic Probation 82
Academic Regulations 82
Administration 92
Admission 18
Alumni Association Board 96
Alumni, Location of 10
Alumni Placement Service 13
Alumni Relations Office 8
Alumni Educational
Counselors 97
Application Procedures 19
Application Fee 30
Arizona State University 42
Assistantships, Scholarships and
Fellowships 32
Attendance 83
Auditing 82
Awards 22
Barton Kyle Yount Memorial
Library 23
Calendar 112
Campus Tours 4
Campus Resources 23
Career Services 12
CDS International Inc.,
Germany 43
Certificate of Advanced Study 49
Change of Schedule 82
Changes in Requirements 48
China: University of International
Business & Economics 41
Class Attendance 83
Clubs 20
Communication, Office of 24
Computer Services 23
Concurrent Enrollment 82
Conduct 83
Cooperative Programs 42
Correction of Errors
in Grading 82
Course Numbering 49
Courses, International Studies 58
Courses, Modern Languages 66
Courses, World Business 72
Credit Hours and Course Load 82
Curriculum Changes 49
Degree Program 50
Degree Requirements 48
Development Office 24
Dom Pedro II Research Center 24
Dormitories 26
Drury College 42
Employers 16
Employment,
Spouse/Student 39
English as a
Second Language, Courses 70
English Language
Requirement 19
Equal Opportunity Policy 111
Errors in Grading, Correction 82
External Affairs 24
Facilities 4
Faculty, Department of
International Studies 84
Faculty, Department of Modern
Languages 85
Faculty, Department of World
Business 87
Fees 30
Financial Aid 32
Finland: Helsinki School of
Economics 41
Food Service 28
Foreign Programs 40
France: Summer Program 41
Germany: European Business
School 41
GMAT 18
Grading Code 82
Graduation Requirements 83
Graduation with Distinction
or Honors 83
Grievance Procedure 111
Health Services 22
History of Thunderbird 6
Housing Deposit 27
Housing and Food Service 26
Incomplete Grades,
Discharging 83
Insurance 22
Interfaith Center 22
International Studies
Requirements 52
International Studies Research
Center 23
International Executive, The 24
Internships 80
Japan: Institute for International
Studies and Training 40
Joan and David Lincoln
Computer Services Center 23
*Journal of Language for
International Business, The* 24
Language Requirements 54
Lectures and Seminars 22
Library 23
Living Accommodations 26
Loans 38
Location 4
Location of Alumni 10
Map, Campus 109
Master's Thesis 83
MBA Forums 19
Mexico: Summer Program 41
Modern Languages
Requirements 54
Name Change 6
Norway: Norwegian School of
Management 41
Objectives 2
Off-Campus Living Costs 31
Off-Campus Housing 28
On-Campus Housing 26
Organizations Recruiting
on Campus 14
Payment of Fees 30
People's Republic of China:
University of International
Business and Economics 43
Phoenix Area Map 110
Placement 13
Post Office 22
Probation 82
Recreation and Sports 22
Refunds 31
Requirements, Degree 48
Retaking Courses 83
Returning After an Absence 83
Sample Courses of Study 50
Scholarships 32
Spain: Escuela Superior de
Administración y Dirección de
Empresas 41
Special Students 49
Special-Student Fees 30
Spouses, Tuition 30
Student Publications 20
Student Government 20
Student Profile 3
Student Services 20
Student Conduct 83
Summary of Institutional
Requirements 48
Term of Admission 18
Test of English as a Foreign
Language 19
Thunderbird Field 6
Thunderbird Management
Center 24
Thunderbird Campus, The 4
TOEFL 18, 19
Total Program of Study
for the MIM Degree 51
Transcript Regulations 83
Transfer of Credits 82
Trustees, Board of 93
Tuition Deposit 30
Tuition and Fees 30
University of Pittsburgh 43
University of Denver 43
University of Arizona 42
Veterans 30
Waivers 48
Winterim 44
World Business
Requirements 56
World Business Advisory
Council 94
World Business Courses 72



"After 13 years in a domestic business, I came to believe that Thunderbird could be the springboard for a quantum leap toward an international career; but it takes courage to make that choice, and a lot of hard work to make it happen."

Lane Ginsberg
B.A., English '75
Colorado State University

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.

Inquires 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
15249 N. 59th Ave
Glendale, Arizona 85306
Telephone 602/978-7103

Inquires 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, California 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.

Fall Semester 1990

Mon., Aug. 20 Dormitories Open
 Tue., Aug. 21 New-Student Orientation
 Wed.-Fri., Aug. 22-24 Waivers, Counseling, Registration
 Mon., Aug. 27 Classes Begin
 Mon., Aug. 27 Last Day for Payment Arrangements
 Fri., Aug. 31 Last Day for Schedule Adjustments
 Sat.-Mon., Sep. 1-3 Labor Day Holiday
 (Dining Hall closed 3 days)

Thu.-Sun., Nov. 22-25 Thanksgiving Holiday
 (Dining Hall closed 4 days)

Thu., Dec. 6 Last Day of Classes
 Fri., Dec. 7 Finals Break
 Sat.-Fri., Dec. 8-13 Final Examinations
 Fri., Dec. 14 Commencement
 Mon., Dec. 17 Dormitories Close, 5 p.m.

Winterim 1991

Wed., Jan. 2 Dormitories Open
 Thu., Jan. 3 Registration, Classes Begin
 Wed., Jan. 23 Final Examinations

Spring Semester 1991

Mon., Jan. 28 Dormitories Open
 Tue., Jan. 29 New-Student Orientation
 Wed.-Fri., Jan 30-Feb. 1 Waivers, Counseling, Registration
 Mon., Feb. 4 Classes Begin
 Mon., Feb. 4 Last Day for Payment Arrangements
 Fri., Feb. 8 Last Day for Schedule Adjustments
 Fri.-Mon., Mar. 29-Apr. 1 Easter Holiday (Dining Hall closed 4 days)
 Thu., May 16 Last Day of Classes
 Fri., May 17 Finals Break
 Sat.-Thu., May 18-23 Final Examinations
 Fri., May 24 Commencement
 Mon., May 27 Dormitories Close, 5 p.m.

Summer Term 1991

Mon., Jun. 3 Dormitories Open
 Tue., Jun. 4 New-Student Orientation
 Wed.-Fri., Jun. 5-7 Waivers, Counseling, Registration
 Mon., Jun. 10 Classes Begin
 Mon., Jun. 10 Last Day for Payment Arrangements
 Wed., Jun. 12 Classes Begin, Guadalajara
 Wed., Jun. 12 Last Day for Schedule Adjustments
 Thu., Jul. 4 Independence Day Holiday
 Tue., Aug. 13 Last Day of Classes
 Wed.-Thu., Aug. 14-15 Final Examinations
 Fri., Aug. 16 Commencement
 Mon., Aug. 19 Dormitories Close, 5 p.m.

Fall Semester 1991

Mon., Aug. 26 Dormitories Open
 Tue., Aug. 27 New-Student Orientation
 Wed.-Fri., Aug. 28-30 Waivers, Counseling, Registration
 Sat.-Mon., Aug. 31-Sep. 2 Labor Day Holiday
 (Dining Hall closed 3 days)
 Tue., Sep. 3 Classes Begin
 Tue., Sept. 3 Last Day for Payment Arrangements

Mon., Sep. 9 Last Day for Schedule Adjustments
 Thu.-Sun., Nov. 21-24 Thanksgiving Holiday
 (Dining Hall closed 4 days)
 Thu., Dec. 12 Last Day of Classes
 Fri., Dec. 13 Finals Break
 Sat.-Thu., Dec. 14-19 Final Examinations
 Fri., Dec. 20 Commencement

Winterim 1992

Sun., Jan. 5 Dormitories Open
 Mon., Jan. 6 Registration, Classes Begin
 Fri., Jan. 24 Final Examinations

Spring Semester 1992

Mon., Jan. 27 Dormitories Open
 Tue., Jan. 28 New-Student Orientation
 Wed.-Fri., Jan. 29-31 Waivers, Counseling, Registration
 Mon., Feb. 3 Classes Begin
 Mon., Feb. 3 Last Day for Payment Arrangements
 Fri., Feb. 7 Last Day for Schedule Adjustments
 Fri.-Mon., Apr. 17-20 Easter Holiday
 (Dining Hall closed 4 days)
 Thu., May 14 Last Day of Classes
 Sat.-Thu., May 16-21 Final Examinations
 Fri., May 22 Commencement
 Mon., May 25 Dormitories close at 5 p.m.

Summer Term 1992

Mon., Jun. 1 Dormitories Open
 Tue., Jun. 2 New-Student Orientation
 Wed.-Fri., Jun. 3-5 Waivers, Counseling, Registration
 Mon., Jun. 8 Classes Begin
 Mon., Jun. 8 Last Day for Payment Arrangements
 Wed., Jun. 10 Last Day for Schedule Adjustments
 Fri., Jul. 3 Independence Day (July 4) Holiday
 (Dining Hall closed 3 days)
 Tue., Aug. 11 Last Day of Classes
 Wed.-Thu., Aug. 12-13 Final Examinations
 Fri., Aug. 14 Commencement
 Mon., Aug. 17 Dormitories Close, 5 p.m.

Fall Semester 1992

Mon., Aug. 24 Dormitories Open
 Tue., Aug. 25 New-Student Orientation
 Wed.-Fri., Aug. 26-28 Waivers, Counseling, Registration
 Mon., Aug. 31 Classes Begin
 Mon., Aug. 31 Last Day for Payment Arrangements
 Fri., Sep. 4 Last Day for Schedule Adjustments
 Mon., Sep. 7 Labor Day Holiday
 (Dining Hall closed 3 days)
 Thu.-Sun., Nov. 26-29 Thanksgiving Holiday
 (Dining Hall closed 4 days)
 Thu., Dec. 10 Last Day of Classes
 Sat.-Thu., Dec. 12-17 Final Examinations
 Fri., Dec. 18 Commencement
 Mon., Dec. 21 Dormitories Close, 5 p.m.

The four-day orientation and registration period begins with packet pick-up on the first morning of new-student orientation, normally on a Tuesday. Students should plan their travel in order to be on campus in plenty of time to check in early on that day.

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.