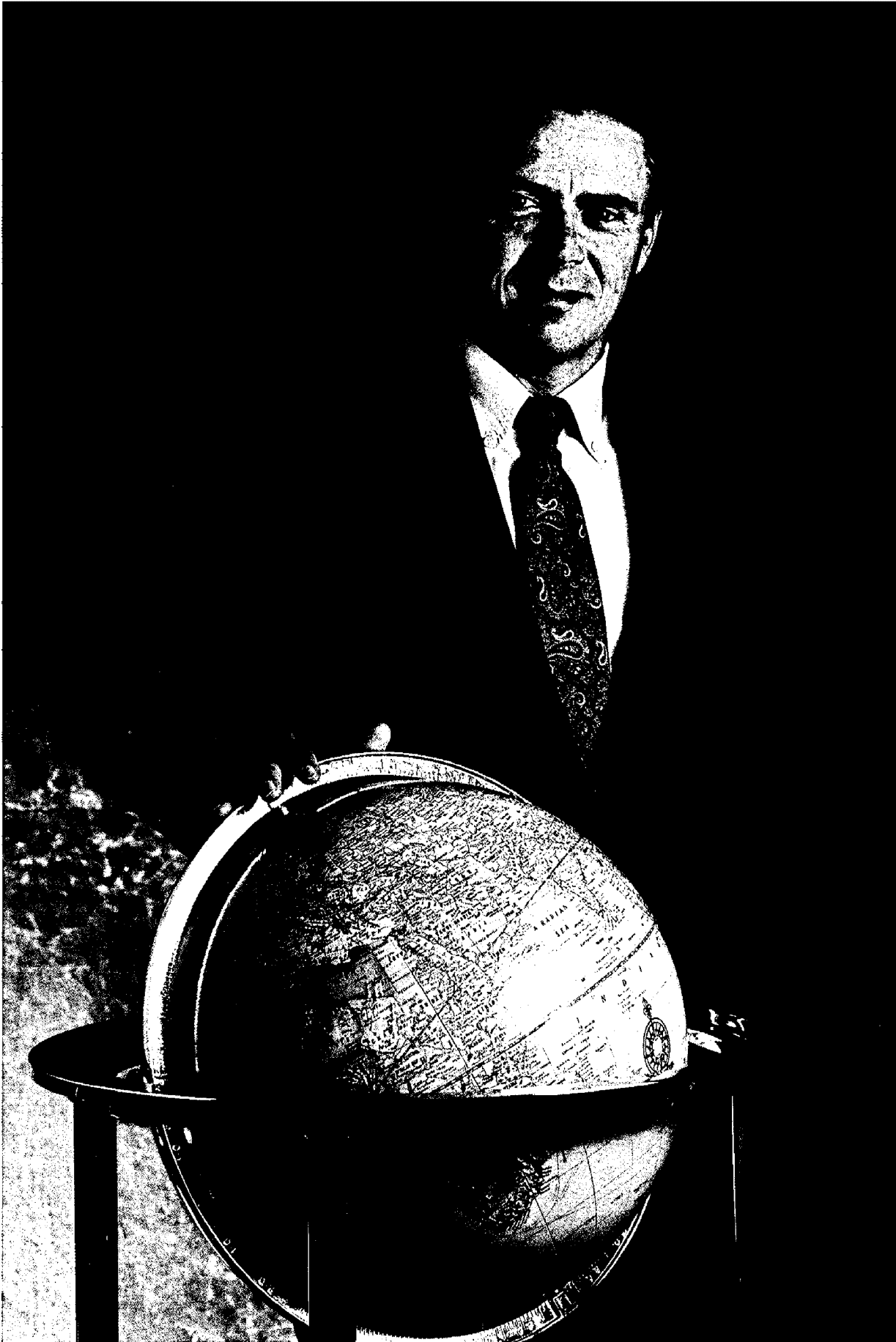


# THUNDERBIRD



The American Graduate School  
of International Management  
Catalog 1992-1993



*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

*Thunderbird, The American Graduate School of International Management, is a private nonprofit graduate school for men and women who want to be leaders in the global arenas of business, government or not-for-profit. Thunderbird's outstanding reputation has stood the test of time for more than 45 years in the world's most important corporations and organizations.*

**The American Graduate School of International Management**

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

**TELEX:**  
187123

**FAX:**  
(602) 439-5432

**Admission Inquiries only:**  
(800) 848-9084

**Address Inquiries to:**  
Dean of Admissions  
The American Graduate School of International Management  
15249 North 59th Avenue  
Glendale, AZ USA  
85306-6003

Accredited by the North Central Association, Thunderbird offers the Master of International Management (M.I.M.) as its primary degree. In addition, it offers three related degrees: the Executive Master of International Management (E.M.I.M.), the Master of International Health Management (M.I.H.M.), and the Master of International Management of Technology (I.M.O.T.).

The M.I.M. program is primarily for full-time graduate students who may complete the degree in three to four terms (12 to 18 months), depending upon prior educational preparation. Completion time is also affected by off-campus options, such as internships and foreign programs.

The executive degree program offers full-time executives the opportunity to get an E.M.I.M. without interrupting their careers. Please see page 47 for more information.

The M.I.H.M. is a cooperative degree program with the University of Arizona, and the I.M.O.T. is a cooperative degree program with Arizona State University. Additional information on the M.I.H.M. appears on page 88. Please call for information on the I.M.O.T.

Thunderbird's academic year is scheduled into spring, summer, and fall terms; students can enter at any of these times.

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**Objectives of The American Graduate School of International Management**

To provide an academically rigorous and pragmatically relevant master's degree program in international management.

To provide knowledgeable, ethical, and socially responsive leadership in international affairs.

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

Thunderbird was established in 1946 on the principle that to do business on a global scale, men and women must be able to speak the languages, understand the customs, and know the intricacies of international business management.

More than 24,000 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 more than 130 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.

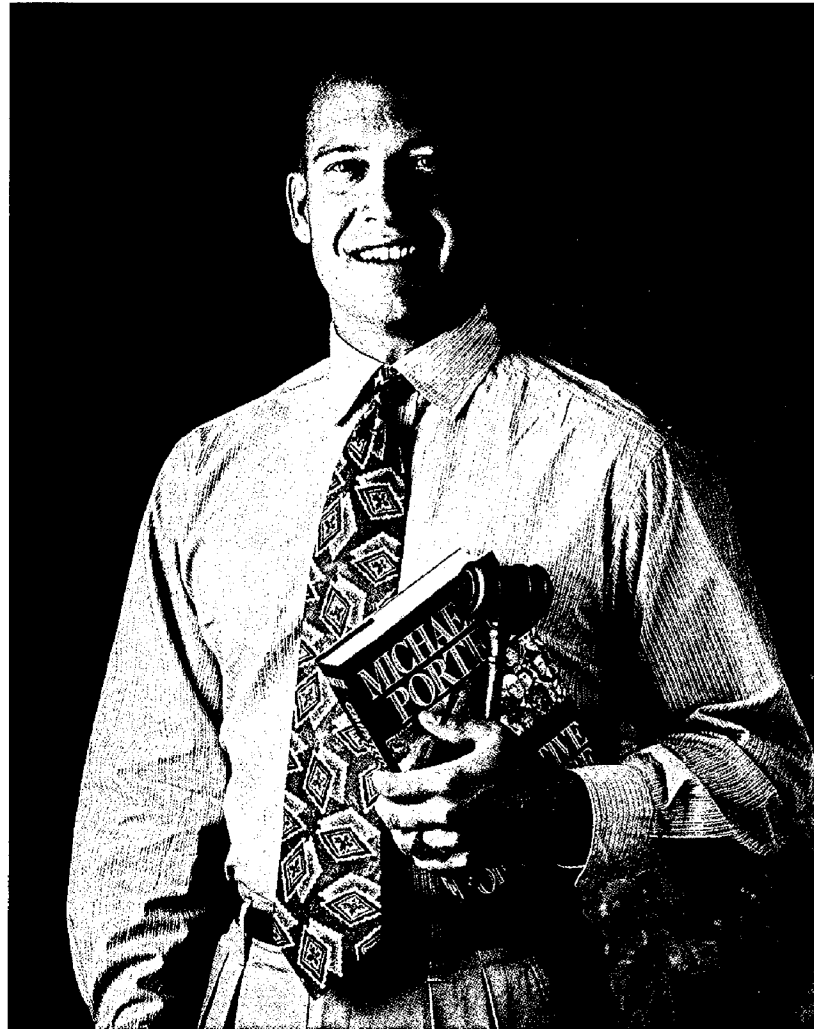
It is strangers who become instant friends when both are T'birds.

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 language 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.



*Most important of all is the "Thunderbird Mystique." I experienced this firsthand when called to duty in the Persian Gulf. Letters from friends, incredible support from the School's administration, and the professors allowing me and my comrades to finish the semester early were all evidence of what makes Thunderbird special. The spirit that pervaded the campus cannot be described, only felt. But in my heart, I knew what the "Thunderbird Mystique" was all about.*

Steven J. Galindo '92

B.S., Computer Sciences, 1983

Southwestern Oklahoma State University

**PROFILE OF THE STUDENT BODY**

**Student Population:** 1,300 Students\*

Distribution	Percentage
Female .....	39
Foreign National** .....	28

\*Fall, 1991  
\*\*Representing 64 countries

**Undergraduate Major\*** **Percentage**

Business Administration .....	25
Language .....	15
Social Sciences/Humanities .....	15
Engineering/Sciences .....	14
Economics/Related .....	11
International Relations/Area Studies .....	10
Political Science/Government .....	10

\*Representing 544 undergraduate colleges and universities (including 154 foreign institutions) and 209 individual major fields of study.

Full-time Work Experience	Percentage
Less Than 2 years .....	14
2 - 4 years .....	55
5 - 7 years .....	21
8 - 10 years .....	5
over 10 years .....	5
Average Years .....	3.25



*Located in the Sun Belt area of the Southwest, Thunderbird is situated 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.*



*Thunderbird is the closest approximation in the States to living overseas; the everyday interaction here on campus strengthens cultural awareness as would taking part in an internship or an overseas program. Only at Thunderbird can one find such complete international immersion. I have found this "learning arena" to incorporate many of the elements that I had experienced overseas, and to be an optimal setting for those who have yet to experience the privilege.*

Ted Devlin '92  
B.A., Multinational Business Operations, 1983  
Florida State University



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

Summers are hot and dry, and all buildings are fully air conditioned. A swimming pool in the Central Quadrangle provides refreshing summer recreation.

A drive of three or four hours takes one to the cool climate of northern Arizona with its pine forests, ski resorts, 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, north of Thunderbird Road. If coming from the north or south, take Interstate 17 to Exit 210B, Thunderbird Road West, and drive west four miles to 59th Avenue. Turn north on 59th Avenue to the entrance.

### Facilities

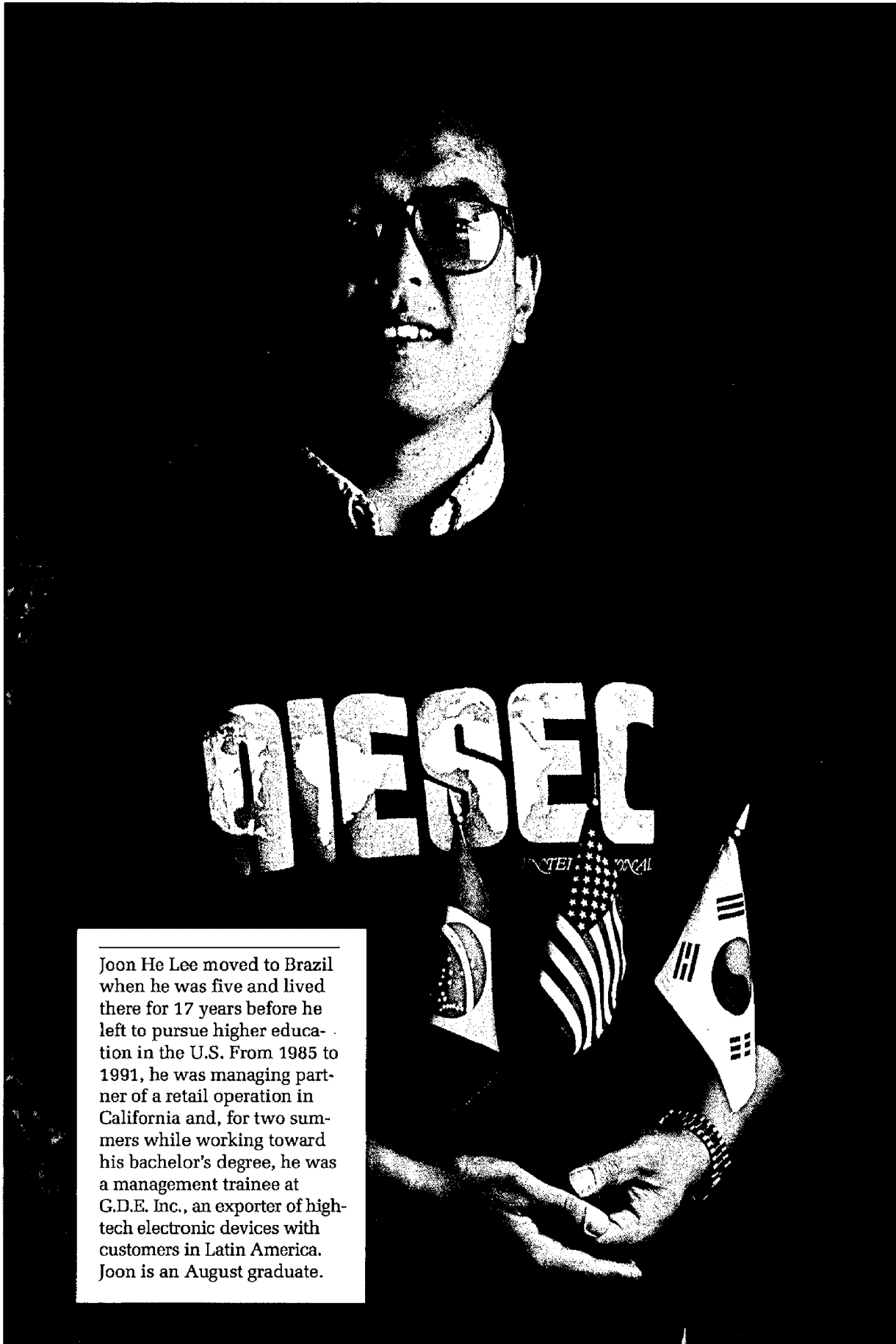
The total grounds consist of 160 acres; the campus occupies approximately 87 acres of landscaped area, featuring several low, ranch-style buildings characteristic of southwestern architecture as well as five new buildings of contemporary southwest design.

Eleven residence halls are arranged to form three quadrangles of lawn and plantings. The West Apartments, completed in 1971 and renovated in 1983, consist of 50 units in three two-story buildings, including a lounge and related facilities. A special Key Manager residence hall and nine faculty residences are also located on the campus.

The main classroom complex, The Frank L. Snell Learning Center, completed in 1980, contains 29 rooms that surround the Jacuzzi Fountain. Nearby are the Barton Kyle Yount Memorial Library and the Franz G. Talley Career Services Building. In 1987, the William Voris Hall of Modern Languages and the Joan and David Lincoln Computer Services Building were added to this complex, along with a new academic mall and pavilion. These facilities were joined by a new International Studies building, a new lecture hall building, and the new World Business/Joan and David Lincoln Administration Building, all completed during the 1991-92 academic year.

### Campus Tours

Visitors are welcome, and walking tours, led by student leaders called "Campus Ambassadors," are scheduled every Monday, Thursday, and Friday during the school year. Tours begin at 12:00 noon from the Campus Ambassador Office in the Thunderbird Activity Center, and include a complimentary lunch in the student dining hall, followed by information sessions at 2:00 p.m. Those interested should call the Office of Admissions in advance for details and reservations.



Joon He Lee moved to Brazil when he was five and lived there for 17 years before he left to pursue higher education in the U.S. From 1985 to 1991, he was managing partner of a retail operation in California and, for two summers while working toward his bachelor's degree, he was a management trainee at G.D.E. Inc., an exporter of high-tech electronic devices with customers in Latin America. Joon is an August graduate.

Brazil

### Joon He Lee '92

*I came to the United States in 1984 to pursue a college education and "the American Dream." The MIM degree at Thunderbird makes that dream one step closer to reality. Born in Korea, raised in Brazil, and with a keen interest in international business, it was natural for me to come to Thunderbird. Thanks to my involvement with AIESEC, an international student organization, I received a scholarship to study here. Thunderbird is a place where one can find a diversity of cultures, ideas, and people, all moving toward the common goal of becoming "citizens of the world."*

B.A.,  
International  
Business, 1990  
California State  
University,  
Fullerton

*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). The Commanding General of the U.S. Army Air Training Command during World War II realized that U.S. business was going global and that very few Americans were prepared for the challenge.*

*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

### **Thunderbird Field**

To help Americans enter the emerging international business environment, General Yount decided to open a school specializing in global business education after World War II. 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.

### **Name Change**

The School was founded under the name American Institute for Foreign Trade. The name was 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," however, remains well known in international circles.

### **President's E Award**

On November 9, 1965, the United States Government presented the School with the President's "E" Certificate for Export Service. 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 educational program of the School had gained such a high reputation that leading corporations requested a special executive training course. The Key Manager Program was arranged to give corporate executives and their spouses intensive conversational language training in preparation for overseas assignments. The program expanded to include a variety of advanced courses for executives under the direction of the Thunderbird Management Center. Today, the Thunderbird Executive Training Center offers even more training and an Executive Master of International Management degree.

### **More Progress**

Dramatic changes occurred at Thunderbird from 1971-89 under the leadership of Dr. William Voris, who retired from the presidency in 1989. During those years new courses were added in all departments, and instruction in Arabic, Chinese and Japanese were added to the five foreign 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 interna-

tional studies department instituted a new foundation course.

The campus changed dramatically 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.

### **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 at Southern Methodist University, Dr. Herberger had previously served as associate dean for academic affairs in the School of Business at the University of Southern California, where he founded and directed the International Business Education and Research program. During his tenure, the School has added three new degrees, opened a facility in Japan, added Russian and Italian to the language curriculum, and expanded the executive education program. A two-year \$10 million building program provided a new residence hall, a new lecture hall building, and a new International Studies Building in 1991. The new World Business Administration Building opened in early 1992.



As the third in his immediate family to join the ranks of T'birds worldwide, Christopher Hansot is well acquainted with Thunderbird. While here, he plans to take advantage of upper-level courses in world business and Japanese, which he says will prepare him for Japan's challenging business environment. He has been granted a summer internship with the U.S. Olympic Committee in Colorado Springs, Colorado.

Japan

**Christopher B.  
Hansot '93**

*I first learned about the Thunderbird network from my father, who graduated over 30 years ago from Thunderbird. More recently, I have seen it in action through my sister, who graduated in December 1990 and now works in Japan. First Tuesdays take place in watering holes all over the world and are a valuable source of local information, not to mention a lot of fun. In Japan alone, there are over 500 graduates who keep in touch through the network.*

B.A.,  
International  
Affairs, 1988  
Georgetown  
University

*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. Alumni are 24,000 strong in every state in the U.S. and more than 130 foreign countries. No question about it, Thunderbirds are the "in" group in international circles.*

*The London "First Tuesday" group impressed me with their commitment to Thunderbird. Some had graduated only a year ago, others many years ago. If there was any doubt in my mind about choosing Thunderbird, their enthusiasm and commitment removed it completely.*

Angus Ian  
William Lyon '93  
United Kingdom  
B.A., Business  
Studies/Market-  
ing, 1991  
University of  
Hertfordshire,  
England  
(Rotary Scholar)



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 24,000 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 office also helps coordinate annual alumni reunions in Europe and Asia. These events and the alumni homecoming each November offer alumni networking and continuing education opportunities.

*The Jonas Mayer Distinguished Alumnus Award* is the highest award 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.



Julie Norquist graduated in May and flew to Paris a few weeks later, where she was on her way to a couple of interviews. She plans a career in either marketing or communications and would eventually like to specialize in production or international marketing management. She has been a production assistant/intern with ABC News, a marketing assistant for Ken 7, and an intern for American Express, all located in Paris.

France

**Julie Norquist '92**

*I was working with ABC News in Paris when I was informed of my acceptance to Thunderbird. I had considered other "top" MBA programs in the U.S. and elsewhere, however, no school possessed the combination of unique qualities of Thunderbird. When I told my French and American colleagues about my acceptance, they couldn't stop commenting on how lucky I was! Thunderbird is truly known throughout the world.*

B.A.,  
International  
Relations, 1989

University of  
California,  
Berkeley

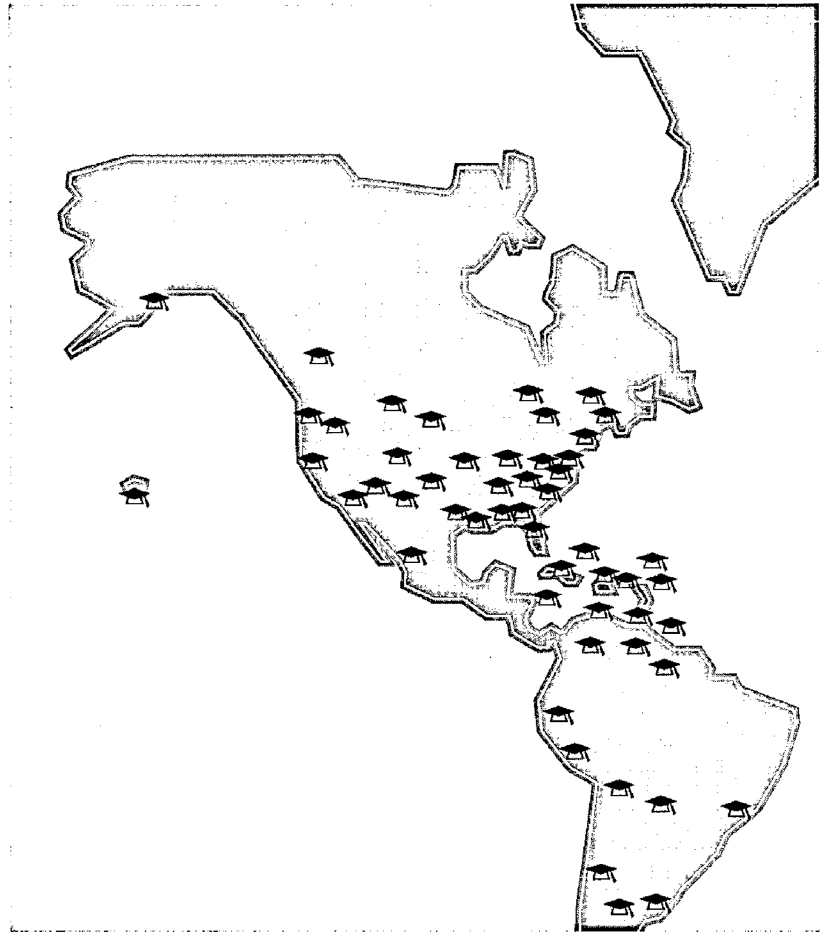
LOCATION OF ALUMNI

U.S. State/Territory	Number
California	3510
Arizona	1389
Texas	1044
New York	931
Illinois	857
Florida	849
Washington	505
New Jersey	467
Virginia	425
Colorado	400
Ohio	375
Pennsylvania	336
Connecticut	318
Michigan	308
Minnesota	302
Massachusetts	284
Oregon	257
Georgia	240
Wisconsin	228
Maryland	216
Utah	187
Missouri	163
Washington D.C.	162
North Carolina	147
Indiana	135
New Mexico	108
Kansas	105
Tennessee	98
Oklahoma	91
Hawaii	87
Nevada	76
Iowa	72
South Carolina	64
Louisiana	62
Idaho	59
Puerto Rico	55
Nebraska	53
Rhode Island	52
Montana	48
Kentucky	47
Alabama	39
Arkansas	33
Alaska	30
Delaware	30
New Hampshire	30
Maine	28
Vermont	23
Mississippi	22
North Dakota	19
Wyoming	18
Guam	16
South Dakota	11
Virgin Islands	8
West Virginia	6
American Samoa	1
Mariana Islands	1



*My first experience with the Thunderbird network was in Japan. I was invited to an alumni reception for Dr. Herberger's first trip to Japan as president of Thunderbird. After just one evening of socializing with some of the 300 attendees, I knew that there was no other group of people I would rather be a part of than the Thunderbird alumni.*

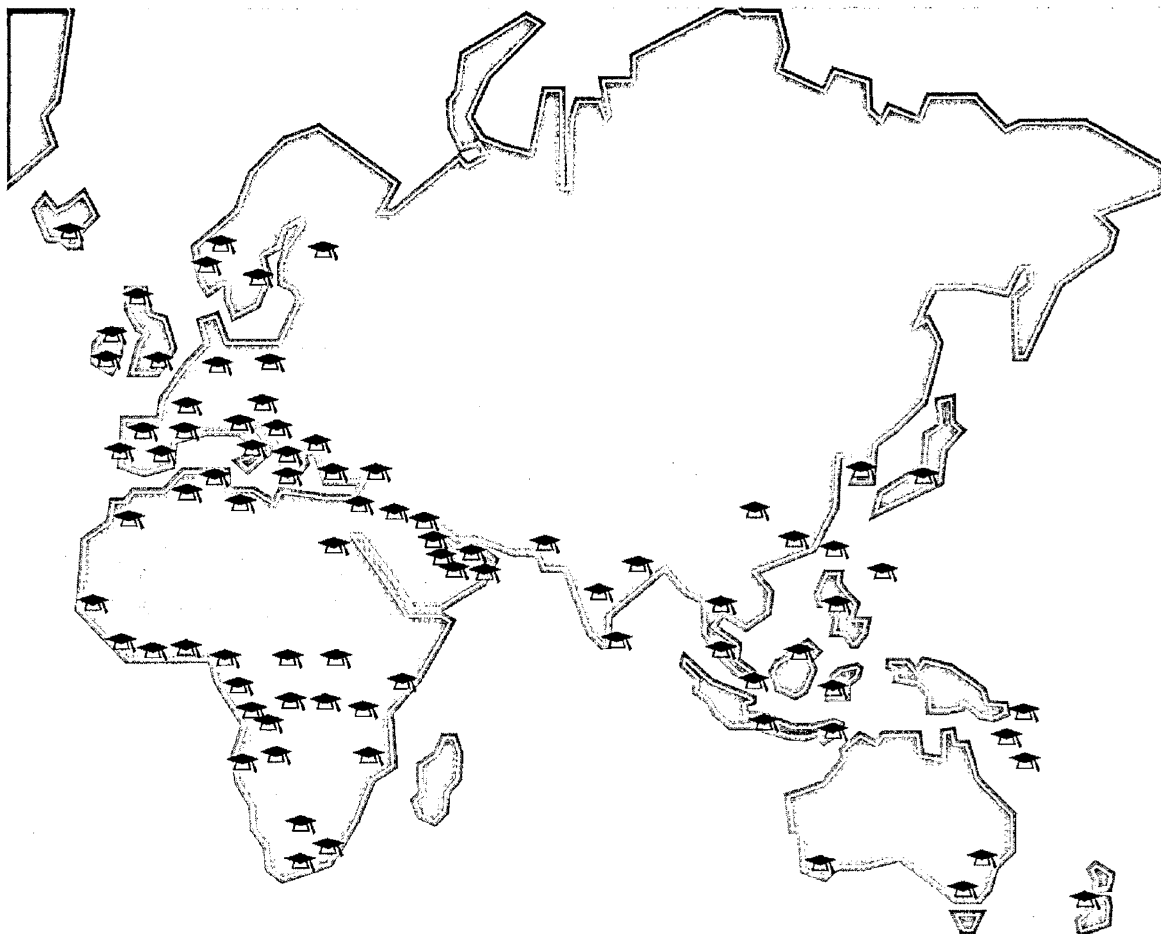
Matthew Allbee '92  
 B.S., Business Administration, 1987  
 California State University, Sacramento



LOCATION OF ALUMNI OVERSEAS\*

Country	Number	Country	Number
Japan	575	Panama	39
Fed. Rep. Of Germany	269	Argentina	36
France	207	Egypt	36
England	200	Ecuador	33
Mexico	175	Chile	32
Brazil	160	Philippines	29
Spain	160	Austria	28
Hong Kong	158	Costa Rica	27
Norway	146	Malaysia	25
Canada	114	Nigeria	22
The Netherlands	109	Sweden	21
Venezuela	105	Turkey	19
Taiwan	103	Bolivia	18
Belgium	91	Greece	17
South Korea	90	Guatemala	17
Singapore	84	Iran	17
Thailand	69	Pakistan	17
Indonesia	68	Kenya	15
Switzerland	68	Luxembourg	15
Italy	54	New Zealand	12
Saudi Arabia	49	El Salvador	11
Australia	48	Honduras	11
Colombia	46	Bahrain	10
Peru	44	South Africa	10
India	43	United Arab Emirates	10
People's Rep. Of China	42	Bangladesh	9

Source: Office of Alumni Relations, February, 1992.



LOCATION OF ALUMNI OVERSEAS\*

Country	Number	Country	Number	Country	Number
Cyprus	9	Botswana	3	Ethiopia	1
Ivory Coast	9	Cayman Islands	3	Guinea	1
Jordan	9	French Polynesia	3	Isle Of Man	1
Paraguay	9	Libya	3	Kuwait	1
Finland	8	Nicaragua	3	Madagascar	1
Morocco	8	Qatar	3	Mali	1
Portugal	8	Sudan	3	Niger	1
Dominican Republic	7	Zimbabwe	3	Northern Ireland	1
Israel	7	Aruba	2	Oman	1
Jamaica	7	Belize	2	Papua New Guinea	1
Denmark	6	Cameroon	2	Rep. Of Guinea	1
Poland	6	Chad	2	Romania	1
Uruguay	6	Czechoslovakia	2	Rwanda	1
Mozambique	5	Gabon	2	Scotland	1
Senegal	5	Ghana	2	(Former) Soviet Union	1
Haiti	4	Ireland	2	Sri Lanka	1
Hungary	4	Liberia	2	Swaziland	1
Iceland	4	Malawi	2	Syria	1
Nepal	4	Monaco	2	Trinidad	1
Netherlands Antilles	4	Sierra Leone	2	Wales	1
Togo	4	Tanzania	2	Yemen Arab Republic	1
Tunisia	4	West Africa	2	Zambia	1
Yugoslavia	4	Barbados	1		
Zaire	4	British Virgin Is.	1		
Bahamas	3	Burkina Faso	1		
Bermuda	3	Congo	1		

\*Partial listing of the more than 130 countries in which Thunderbird alumni are located.



Leaving a good position on a major newspaper in Asia to return to graduate school raised a lot of eyebrows, but I wanted to expand my horizons and seek new professional challenges. I have watched the "globalization" process in action and I could see that having a global business education would be the key to my future growth potential. The Thunderbirds I met at "First Tuesdays" only cemented my conviction that I was making the right choice.

R. Bosworth Dewey '93  
B.A., Northern Studies, 1981  
Middlebury College, Vermont



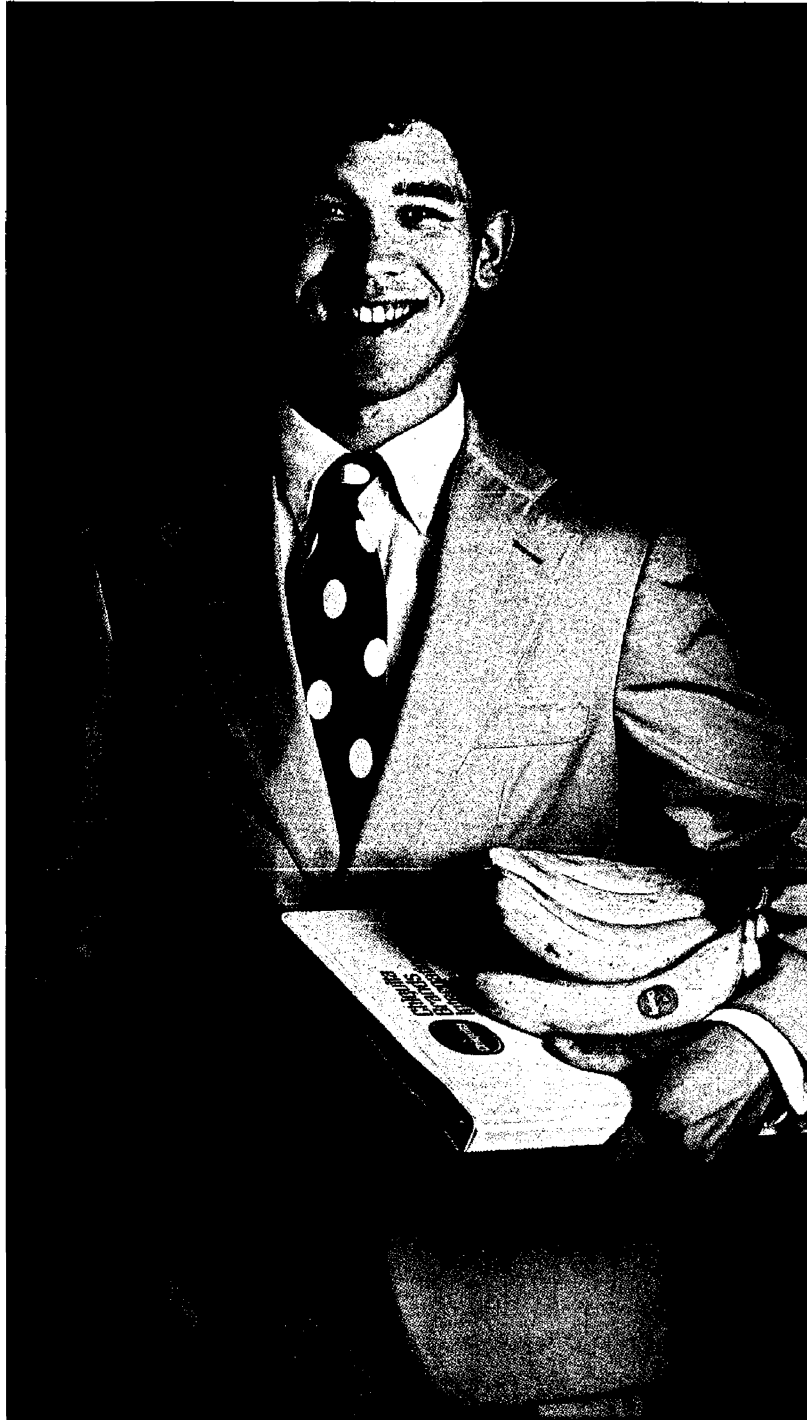
*The major focus of the Career Services Center, located in the Franz G. Talley building, is service to both students and employers. Emphasis is upon providing professional career counseling, planning and placement services to the students while maximizing recruiting success for employers.*

*In a recent job interview in Guatemala, the woman interviewing me inquired extensively about my course work and professors at Thunderbird. Minutes later, the country manager entered the office and commented on the fact that a T'bird was interviewing a T'bird. I was offered and have accepted a management trainee position at the company—Chiquita Brands International—at the headquarters in Cincinnati, Ohio. While other schools are advertising the implementation of new international business programs, Thunderbird is looking toward its 46th anniversary.*

Dorn Wenninger '92

B.A.,  
International  
Relations and  
Spanish, 1991

Kent State  
University



The Career Services Center teaches students 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 center's services for students are designed to:

- Assist them in making informed postgraduate plans;
- Provide the information, guidance, and counseling necessary for them to implement these plans;
- Enhance their educational experience with academic internships and other professional work experiences; and
- Support their efforts to pursue suitable employment.

With the assistance of Career Services, Thunderbird graduates identify their immediate career objectives and learn to apply career management skills that they can draw upon throughout their professional careers. 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 poise and maturity.

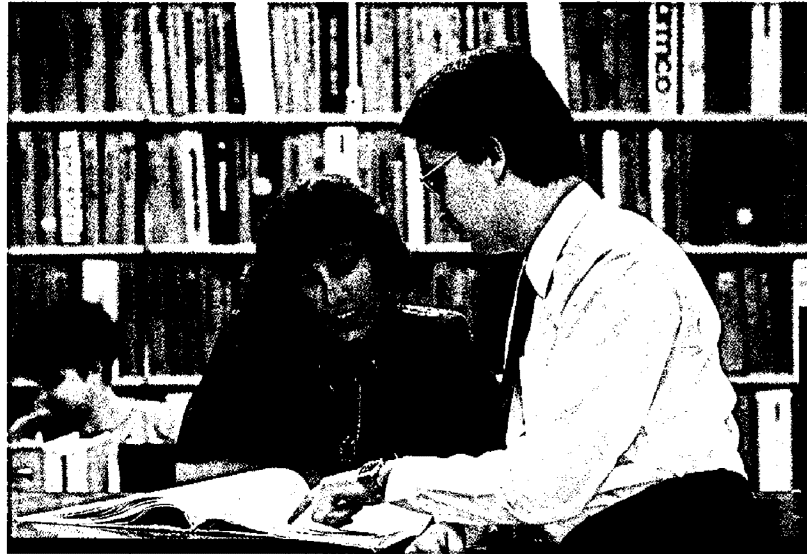
Recruiting information is available from coordinators who schedule on-campus interviews and post positions of companies not able to recruit on campus. Students must be registered and making satisfactory progress toward the degree to be eligible to use the recruiting services of the Career Services Center.

A **Resume Book** is published for each semester's graduating class and distributed to more than 1,000 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, videotapes, and career planning books and periodicals.

Equipment and software, provided by a grant from Johnson & Johnson, are in the **Johnson & Johnson Career Management Media Room**.

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 the manual are the steps necessary to utilize the resource materials and personnel of the center.



*The Career Services Resource Library provides files on hundreds of companies and organizations plus numerous directories, planning books, periodicals, and other resources to aid students in their job search.*

Both the **Graduate Associate Program** and the **Career Services Student Committee** present career workshops and programs to help other students. Workshops led 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.

Students are involved in the marketing of graduates by participating in the International Career Opportunities (ICO) groups. Faculty members 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*, 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 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.



*One workshop that Career Services offered that was particularly helpful was on interviewing skills. They videotaped me in a mock interview so that I could learn from mistakes and improve my interviewing skills. I had the opportunity to work for Uchidate Company, Ltd. in Hiratsuka, Japan during my third semester. While working there, I gained firsthand knowledge about Japanese business and culture and improved my Japanese communication skills.*

Kimberly D. Kearney '92  
B.S., Finance, 1989  
University of Nebraska



*I view my study at Thunderbird as an investment in myself and the pay-off depends on the job I get after graduation. With the help of the Career Services Center and an on-campus interview, I got a challenging job at Citibank, Frankfurt.*

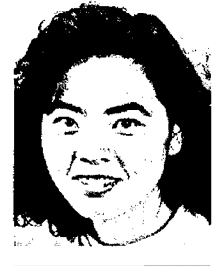
Robert M. Smit  
'92

The Netherlands  
B.B.A., Marketing  
and Management,  
1989

Nijenrode, The  
Netherlands  
School of  
Business,  
Breukelen

- Abbott Laboratories International Company (IL)  
AM/PM Japan (Japan)  
Alexander Industries (CA)  
Alexander Proudfoot (FL)  
American Express Bank Ltd. (NY)  
American International Group (NY)  
Ameritrust (OH)  
Anheuser Busch, Inc. (CA)  
Anheuser Busch, Inc. (MO)  
Apple Computer, Inc. (CA)  
Apple Latin America CHIP Program (CA)  
Arizona Department of Commerce (AZ)  
Asahi Agency (Japan)  
Asbury Associates, Inc. (FL)  
Asian Sources Group of Publications (IL)  
AT&T International (NJ)  
AT&T Network Systems International (NJ)  
NW Ayer (NY)  
Backer Spielvogel Bates Worldwide, Inc. (NY)  
Banawi Industrial Group (Saudi Arabia)  
Banca Commerciale D'Italia (IL)  
Banque Indosuez (France)  
Banyu Pharmaceuticals (Japan)  
BCMG (NY)  
Bell Helicopter (TX)  
Best Western International, Inc. (AZ)  
British Telecom North America (MI)  
Burger King Corporation (FL)  
California World Trade Commission (CA)  
Camel, Inc. (CA)  
The Capital Group (CA)  
Cargill (MN)  
Carrier Taiwan Company Ltd. (Taiwan)  
J. I. Case International (CA)  
Central Europe Trust Company Ltd. (CT)  
Central Intelligence Agency (CO)  
Chelsea Corp. (TX)  
Chubb Group of Insurance Companies (NJ)  
CIAL (Portugal)  
CIGNA Worldwide, Incorporated (PA)  
Cincinnati Milacron International Marketing Co. (OH)  
Citibank, N.A.; Asia Pacific Group, Corporate (NY)  
Citibank, N.A.; Consumer Services/Asia Pacific (NY)  
Citibank, N.A.; Consumer Services/Europe (NY)  
Citibank, N.A.; Consumer Services/Latin America (NY)  
Citibank, N.A.; Global Financial Services (NY)  
Citibank, N.A.; Private Banking Group (NY)  
Citicorp/Citibank (Belgium)  
Citicorp/Citibank (England)  
CME/Campbell-Mithun-Esty Advertising (MN)  
CMS Management Services (IN)  
The Coca-Cola Company (GA)  
Colgate Palmolive (NY)  
Commerzbank (Germany)  
Computer Intelligence (CA)  
Continental Grain; Corporate Human Resources (IL)  
Continental Grain; North American Grain Division (IL)  
Corona Beer (Mexico)  
Crown (France)  
Curran Software GmbH (Germany)  
CYBEX International (NY)  
DDB Needham (IL)  
Del Mar Avionics (CA)  
Deloitte & Touche (CT)  
Deutsche Bank (Germany)  
Devon Systems International (Germany)  
DMB&B (NY)  
Dow Chemical U.S.A. (MI)  
Dow Chemical U.S.A. (TX)  
DuPont (DE)  
Eastman Kodak (NY)  
EB Signal a.s. (Norway)  
Echosphere Corporation (CA)  
Echosphere International (CO)  
Educational Services International (CA)  
Electronic Data Systems (CA)  
Elkem (Norway)  
ESCO Corporation (OR)  
Esso Caribbean (Guatemala)  
Evans (CA)  
Exxon (TX)  
Federal Bureau of Investigation (AZ)  
Federal Express (TN)  
FHP, Inc. (CA)  
First Interstate Bank of Arizona (AZ)  
Fisher Controls International, Inc. (TX)  
Foote, Cone & Belding, Latin America (NY)  
Ford Motor Credit Co. (MI)  
Formax, Inc. (IL)  
Franciscan Renewal Center (AZ)  
E. & J. Gallo Winery (CA)  
Generac Corporation (WI)  
General Motors Corp.; Delco Moraine NDH Division (OH)  
General Motors Corp.; International Human Resources (MI)  
General Motors Corp.; Packard International (OH)  
GeoChem International Corporation (CT)  
GeoWorks (CA)  
Goldman, Sachs & Company (Japan)  
Goldman, Sachs & Company; Global Operations Division (NY)  
Goldman, Sachs & Company; Information Technology (NY)  
Goldman, Sachs & Company; Security Sales (TX)  
Grant Thornton (NY)  
Greater Phoenix Economic Council (AZ)  
Grey Advertising, Inc. (CA)  
Guardian Industries, Inc. (MI)  
Hach Company (CO)  
Hallmark Cards, Incorporated (MO)  
Harris Corporation (FL)  
Harris Corporation; Farinon Division (CA)  
HDM Los Angeles (CA)  
Hessische Landesbank-Girozentale (NY)  
Holland Chemical International (The Netherlands)  
Honigberg International (IL)  
Hughes Aircraft (CA)  
The Iams Company (OH)  
IBM (Norway)  
IDS Financial Services (CA)  
Informatic (Russia)  
Instituto Tecnologico y de Estudios Superiores (Mexico)  
Intel Corporation (AZ)  
International Language Association (Japan)  
Interserv International Services (TX)  
Japan Airlines (Japan)

- Japan-America Society of Phoenix/JAS (AZ)
- Johnson & Johnson (NJ)
- Johnson Controls, Inc. (WI)
- Jones Global Group, Inc.; Jones Intercable, Inc. (CO)
- KAO Corporation (Japan)
- Kellogg Company (Australia)
- Kellogg Company (France)
- Kellogg Company (Mexico)
- Kellogg Company (MI)
- Kellogg Company (Spain)
- Korean Airlines (Korea)
- Kroy Incorporated (AZ)
- Language Enterprise (NY)
- Eli Lilly and Company (IN)
- Lymphomed, Inc. (IL)
- 3M (MN)
- MAI Plc. (NY)
- Manufacturers Hanover Trust (NY)
- Mars, Incorporated (NJ)
- Masland Industries (PA)
- McCann-Erickson New York (NY)
- McCoy-Ellison, Inc. (NC)
- McDonnell Douglas Helicopter Company (AZ)
- The McFletcher Corporation (AZ)
- Merck & Company, Inc. (NJ)
- Metropolitan Financial Services (AZ)
- Mitsui Petrochemical Industries, Ltd. (Japan)
- Mitsubishi Trust (Japan)
- Monroe Auto Equipment Co. (MI)
- Monsanto Company; Latin American World Area (MO)
- Morgan Stanley International (United Kingdom)
- Morgan Stanley Japan Ltd. (Japan)
- Nagano Hidaka Inc. (Japan)
- Nambu Foundation Ltd. (NY)
- NBD Bank, N.A. (MI)
- NCH Corporation (TX)
- NCNB Corporation (TX)
- NCR Corporation (OH)
- Nippon Motorola Limited (AZ)
- Nordson Corporation (OH)
- Occidental Chemical Asia Limited (TX)
- Ogilvy & Mather (Taiwan)
- Ogilvy & Mather (TX)
- OPIC (DC)
- Oracle Corp. (CA)
- Orkla Borregaard a.s. (Norway)
- Parker Drilling Co. (OK)
- Parker Hannifan (OH)
- PC Globe Inc. (AZ)
- Peat Marwick (CA)
- Pebble Technology, Inc. (AZ)
- Pepsi-Cola International (NY)
- PepsiCo, Inc. (NY)
- PepsiCo Foods International (TX)
- PepsiCo International (TX)
- Phelps Dodge Industries (AZ)
- Phoenix Chamber of Commerce (AZ)
- Pioneer Hi-Bred International, Inc. (IA)
- Pittsburgh National Bank (PA)
- PPG Industries, Inc. (PA)
- Price Waterhouse (NY)
- The Procter & Gamble Co. (AZ)
- The Procter & Gamble Co. (Taiwan)
- The Procter & Gamble Co.; Advertising Department (OH)
- Protein Technologies International (MO)
- Prudential Property & Casualty Co. (AZ)
- RCA Components (Mexico)
- RCA Corporation (IN)
- RHA Group (CA)
- The RHO Company (GA)
- R.J. Reynolds/M.C. Tobacco Co., Ltd. (Japan)
- Royal Bank of Canada (NY)
- Royal Club Evian (France)
- Sanwa Bank (Japan)
- Schering Plough International (NJ)
- Seiko I (Japan)
- Shearson Lehman (AZ)
- Shearson Lehman (NY)
- Shiseido Co., Ltd. (Japan)
- Sigma Real Estate (AZ)
- Silvaco International (CA)
- SkyMall (AZ)
- A. O. Smith Electrical Products Company (OH)
- Smith & Nephew Europe (TN)
- Stonhard, Inc. (NJ)
- Streamline Shippers Association (CA)
- Sumitomo Bank (Japan)
- Sunstar, Inc. (Japan)
- Suntory (Japan)
- Synergetics (MA)
- Syntellect, Inc. (AZ)
- Systematics (AR)
- Takashimaya (Japan)
- Tatham-Laird & Kudner (IL)
- Teledyne, Inc. (VA)
- Teledyne Laars (CA)
- Tetra Pak (TX)
- J. Walter Thompson (Italy)
- J. Walter Thompson (NY)
- Tokyo Gas Co., Ltd. (Japan)
- Tonjon Company (IL)
- Toyo Business Partners, Inc. (CA)
- Tracer Research Corporation (AZ)
- The Trane Company (WI)
- Transpacific Communications (NC)
- TRINOVA Corporation (OH)
- Uchidate Co., Ltd. (Japan)
- Unibaco (NY)
- United Parcel Service (CT)
- United Research (NJ)
- U. S. Consulate/Montreal (Canada)
- U. S. Department of Commerce; ITA (AZ)
- U. S. Department of Commerce; ITA (DC)
- U. S. Department of State (DC)
- U. S. Department of State; Office of Security (AZ)
- U. S. Department of Treasury (DC)
- U. S. & F.C.S./Toronto (Canada)
- U. S. West (CO)
- Universal Flavors International, Inc. (IN)
- The Upjohn Company (MI)
- The Upjohn Company (Japan)
- The Upjohn Company (Thailand)
- Valley National Bank of Arizona (AZ)
- Viskase Corporation (IL)
- Volkswagen AG (Germany)
- Warner Lambert Company (NJ)
- Washington International Center of Meridian House International (DC)
- Westdeutsche Landesbank (Germany)
- Whirlpool Corporation (MI)
- Willis Corroon Corporation (NY)
- Wilson Sporting Goods Company (IL)
- Windsor Industries, Inc. (CO)
- The World Bank (DC)
- World Gold Council (NY)
- World Trade Association/Phoenix (AZ)
- World Trade Center of Phoenix (AZ)
- World Trade Network (AZ)
- World University Games Properties (NY)
- Young & Rubicam (NY)
- Zenith Electronics Corporation (TX)



*From my working experience, I have found that the more people you know, the more business you will get. That's why I chose Thunderbird. It gave me the chance to create my own international network that will benefit me in my future international career.*

Yan Jin '92  
 China  
 B.A., English, 1983  
 M.A., Accounting, 1988  
 Wuhan University, China

\*Includes employers who recruited Thunderbird students for internships and full-time positions during 1990-91.

The contacts I have made at Thunderbird, together with the existing alumni network, are factors that will be important advantages for my international career. The diversity of cultures and backgrounds in our very close student community is one of the most important factors for broadening one's international perspective.

Sven Thorslund '92

Sweden

M.B.A.,  
International  
Program, 1991

University of  
Gothenburg,  
Sweden



**Parent Company**      **Number of Thunderbirds Employed**

U.S. Dept of Commerce/ ITA . . . . .	27
Bank of Boston . . . . .	26
Continental Bank N.A. . . . .	26
Procter & Gamble Co. . . . .	26
Shearson Lehman Hutton Inc. . . . .	26
Arthur Andersen & Co. . . . .	25
Citicorp . . . . .	25
FNB of Chicago . . . . .	25
NCNB Texas . . . . .	25
Cargill Inc. . . . .	24
Honeywell Inc. . . . .	24
Digital Equipment Corp. . . . .	23
U.S. Army . . . . .	23
Wells Fargo Bank N.A. . . . .	23
Security Pacific Nat'l Bank . . . . .	22
American Int'l Group Inc. . . . .	20
Continental Grain Co. . . . .	20
Du Pont E.I. de Nemours & Co. . . . .	20
Morgan Stanley & Co. Inc. . . . .	20
NCH Corp. . . . .	20
Boeing Co. . . . .	19
Chemical Bank . . . . .	19
Coca-Cola Co. . . . .	19
Coopers & Lybrand . . . . .	19
Johnson & Johnson Co. . . . .	19
Bank of Nova Scotia . . . . .	18
Bankers Trust Co. . . . .	18
Federal Express Corp . . . . .	18
Goodyear Tire & Rubber Co. . . . .	18
Monsanto Co. . . . .	18
Union Bank Co. . . . .	17
Coldwell Banker Co. . . . .	17
Dow Chemical Co. . . . .	17
National Westminster Bank . . . . .	17
Price Waterhouse & Co. . . . .	17
Eli Lilly & Co. . . . .	16
Huffco Indonesia Inc. . . . .	16
Nordson Corp. . . . .	16
U.S. Air Force . . . . .	16
Abbott Laboratories . . . . .	15
CIGNA Worldwide Inc. . . . .	15
General Dynamics Corp. . . . .	15
McDonnell Douglas Corp. . . . .	15

*\* A few of more than 9,000 companies that currently employ Thunderbird Alumni. Source: Office of Alumni Relations, February 1992.*

<b>Parent Company</b>	<b>Number of Thunderbirds Employed</b>	<b>Parent Company</b>	<b>Number of Thunderbirds Employed</b>
Citibank N.A. . . . .	110	U.S. Agency for Int'l Dev . . . . .	36
Chase Manhattan Bank N.A. . . . .	87	Ford Motor Co. . . . .	35
U.S. Dept of State . . . . .	86	Intel Corp. . . . .	32
Bank of America NT & SA . . . . .	67	Motorola Inc. . . . .	31
Merrill Lynch . . . . .	64	American Express Co. . . . .	30
IBM Corp. . . . .	49	Dean Witter Reynolds Inc. . . . .	29
Electronic Data Systems . . . . .	42	Johnson & Higgins . . . . .	29
Manufacturers Hanover Trust Co. . . . .	37	U.S. Government . . . . .	28
U.S. Dept of Commerce . . . . .	37	Caterpillar Inc. . . . .	27
		Eastman Kodak Co. . . . .	27
		NCR Corp. . . . .	27



Masaki Ebine's family owns a boutique in Sano Tochigi, Japan, where they specialize in women's apparel, some of which is imported. While at Thunderbird, Masaki is concentrating on international marketing and English. After he graduates, he will return to Japan to help his family globalize their business even further. He is interested in importing and exporting, and dreams of going to Paris, mecca of the fashion world.

## Japan

### Masaki Ebine '93

*As the world faces inevitable interdependence among countries, business leaders cannot ignore the significance of international management. Only a few schools offer international business programs and Thunderbird is at the top. In addition to its strong academic program, Thunderbird has a strong alumni network and provides students with opportunities to learn about other cultures through school activities such as Asia Night, Africa Night and Europe Night. I have traveled in more than 10 different countries and appreciate the different cultures represented at Thunderbird.*

B.A., English,  
1989

Dokkyo  
University,  
Saitama-ken,  
Japan

*Recognizing the variety of skills and characteristics required for success in international leadership, Thunderbird seeks a wide diversity in the ages, backgrounds, work experience and education of its student body. Thunderbird encourages applications for admission from students of all countries. Normally, more than 60 countries are represented in Thunderbird's enrollment.*

### Test Dates

**1992-1993  
Academic Year**

### GMAT

October 17, 1992  
January 16, 1993  
March 20, 1993  
June 19, 1993

### TOEFL

August 8, 1992  
September 11, 1992  
October 24, 1992  
November 21, 1992  
December 11, 1992  
January 9, 1993  
February 13, 1993  
March 12, 1993  
April 3, 1993  
May 8, 1993  
June 4, 1993

Prospective students and visitors are encouraged to visit Thunderbird. Members of the "Campus Ambassadors," a student service club, conduct tours of the campus, host guests at lunch, and present group information sessions. Tours begin at 12:00 noon from the Campus Ambassador Office in the Thunderbird Activity Center on Mondays, Thursdays and Fridays.

Administrators, faculty and alumni also travel worldwide to speak with and make presentations for prospective students. In addition, they represent Thunderbird at MBA Forums and at graduate school fairs held in the United States and in selected foreign countries. Many alumni make themselves personally available to give information about the School, based on their experiences. A list of these Alumni Educational Counselors appears on pages 105-114 of the *Catalog*.

### Application Requirements

All applicants are expected to meet the same requirements for admission. This standard 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 clarify their particular situation with the Dean of Admissions prior to making application.

### Application Deadlines

Admission applications for either the summer term or the fall semester need to be submitted, complete with all supporting documents, by **January 31**, preceding the term or semester. Applications for the spring semester must be submitted, complete with all supporting documents, by the preceding **July 31**.

Admission decisions will be made within eight weeks after the deadlines. Receipt of the application is acknowledged, along with a list of missing documents. It is the applicant's responsibility to make sure all items have been received on a timely basis. Applicants from overseas are encouraged to apply early.

### Term Designation

Students are admitted for the fall, spring or summer terms, and admission is granted only for the term designated on the application. If, after acceptance, a student requests a subsequent term, candidacy for admission must be reactivated by submitting a letter of request to the Dean of Admissions. The application will be re-evaluated with those of other candidates for admission to that class. Application documents are retained for two years.

### Notification of Admission

The admission decision is sent by letter to the mailing address listed on the application. Decisions are not given over the phone. The initial letter of acceptance is an *unconfirmed offer* of admission. This offer is unconfirmed until the required tuition deposit has been received, at which time the offer is confirmed. A place in the class is not reserved until a letter confirming admission is sent. All admitted foreign nationals requiring a student visa must arrange and give proof of complete financing for one academic year before needed documents will be issued.

### Financial Awards

Highly qualified applicants are eligible for a variety of scholarships, fellowships and assistantships. Detailed information on criteria and selection is in the Financial Aid Section of this *Catalog* (pages 32-41). Applicants must indicate their interest in being considered for these merit awards by completing the scholarship application form, available from the Admissions Office. This form should be returned with the completed application for admission.

**APPLICATION PROCEDURE**

Application 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, with fee of \$40 which cannot be waived or refunded.
- An essay describing international motivation and accomplishments.
- Official notice of the score received on the Graduate Management Admission Test (GMAT). The Thunderbird code number is 4003.
- An official transcript from each college attended with clear indication of the degree awarded.
- Three letters of recommendation.
- Official notice of the score on the Test of English as a Foreign Language (TOEFL) if applicable.

**ADMISSION CRITERIA**

Students are selected on the basis of their composite file which includes the *completed* application form with essay, three letters of recommendation, official transcripts from all colleges previously attended, a GMAT score, and a TOEFL score (if necessary).

**The Graduate Management Admission Test (GMAT)**

This test is required of all applicants and is an important part of the composite file when 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. Information can be obtained from GMAT, Educational Testing Service, P.O. Box 6103, Princeton, NJ 08541-6103.

**Previous Academic Achievement, Professional Experience and International Exposure**

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. Their cumulative grade point average of previously completed college-level courses is weighted with the GMAT score. Other factors, especially professional and international experience and exposure, as well as extracurricular activities, are considered by the evaluators. Particular attention is given to aspects of the candidate's record that demonstrate maturity, leadership capabilities, and aptitude for a career in global management. The School places a high value on professional work experience acquired after the candidate receives his or her first academic degree.

**Letters of Recommendation**

This information should come from people who have known the applicant in a professional or academic role and can testify to an ability to succeed in the academic program and in following professional roles.

**The 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 the TOEFL scores. The minimum for consideration is 500, and scores are valid for two years. Information can be obtained from TOEFL, Educational Testing Service, P.O. Box 6151, Princeton, NJ 08541-6151.

All entering students whose native language is other than English must take the Thunderbird English Placement Test during orientation week and prior to registration. (See pages 58 and 59.) A student scoring below the acceptable level will be required to take basic English as a Second Language instruction prior to being allowed to enroll in other courses. Since English is the language of instruction used at Thunderbird, all students must be able to understand rapid, idiomatic English as spoken in lectures and group discussions, to read English with ease, and to express thoughts clearly in spoken and written English.

**MBA Forums**

**1992**

*September 26  
Atlanta, GA  
Colony Square  
Hotel*

*October 2-3  
Boston, MA  
57 Park Plaza Hotel*

*October 9-10  
New York, NY  
New York Hilton*

*October 24  
Dallas, TX  
Sheraton Grand  
Hotel*

*October 30-31  
Washington, DC  
Capitol Hilton  
Hotel*

*November 6-7  
Chicago, IL  
Palmer House  
Hotel*

*November 13-14  
Los Angeles, CA  
Stouffer Concourse  
Hotel*

*November 20-21  
San Francisco, CA  
Sheraton Palace  
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.*



*Life at Thunderbird is like taking an exciting trip all over the world. It allows a student not only to meet and interact with students of various religious, cultural and ethnic backgrounds, but also to experience, appreciate and respect other cultures.*

Jean-Pierre  
Kabanda '92

Rwanda

B.S., Marketing,  
1989

Fordham University

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 are formed as the student body profile changes:

Aerobics Club  
Africa Club  
Andean Group Club  
Campus Ambassadors  
China Club  
Christian Fellowship  
Couples Club  
Croquet Club  
Entrepreneurs Club  
Experience Plus Club  
French Club  
German Club  
Golf Club  
Hash House Harriers  
IBM Computer Club  
Import-Export Club  
Indian Sub-continental Club  
International Business Women  
International Wine Tasting Club  
Japan Club  
Korea Club  
Latin America Club  
Macintosh Computer Club  
Marketing Club  
Middle East Club  
Newman Club  
Phi Sigma Iota (International Foreign Language Honor Society)  
Rugby Club  
Russian Club  
Ski Club  
Soccer Club  
Southeast Asia Club  
Spanish Club  
Tennis Club  
Toastmasters Club  
Ultimate Frisbee Club



*Students on the Thunderbird Campus normally represent more than 50 countries and over 500 colleges and universities around the world.*

### 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.

### 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 its committees allow students to participate in the School's admission, alumni, curriculum, scholarship, speakers, film, placement, library, spouses, and information functions. The ASLC also develops and works to improve faculty/student/administration relationships. Student clubs under ASLC sponsorship generate the social, cultural and recreational activities to supplement student life.

### Student Publications

The student newspaper, *Das Tor*, which means "The Gate" in German, 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 ASLC, contains announcements and a weekly calendar. *Fortune* is a pictorial roster of students published each semester.



Fitness-oriented Kim Bishop sees a future in marketing, particularly in the sports/activewear industry. She teaches aerobic dance for fun and worked for a year as a manager/buyer for Dance Plus, a sports/activewear and athletic shoe store in Cambridge, Massachusetts. She also has worked for Zabin's Clothiers in Cambridge and DanceBiz in her hometown of Lexington, Kentucky.

USA

**Kimberly  
Bishop '92**

*It's an exciting adventure to be around such a dynamic and culturally diverse student body. This diverse student body is only one aspect that makes Thunderbird a unique school. There is definitely a common bond, but at the same time, the goals and dreams of the students are far-reaching and diverse.*

B.S., Business and  
Economics, 1990

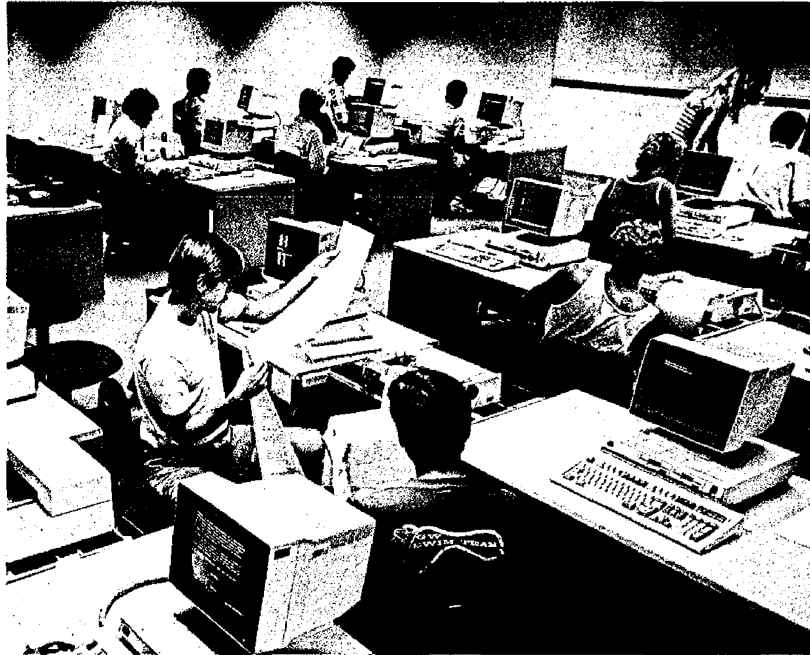
University of  
Kentucky

*Thunderbird offers its students the opportunity to take advantage of special speakers, who are invited to campus to speak on a variety of international business topics as well as to address current political and social global issues. These authorities on international affairs keep students in touch with our ever-changing world of global business and international relations.*



*The student body at Thunderbird is very diverse. As Pub Manager, I had the opportunity to be involved in the planning of special events on campus, such as Africa Night, Oktoberfest, Asia Night and the Thundershow, that make Thunderbird such a unique place. Academically, I was very impressed with the InterAd program and the real-world marketing experience that it gave me.*

Jay Gangi '92  
B.A., Political  
Science, 1986  
Trinity College,  
Connecticut



*Computer simulations are used in teaching such subjects as multinational corporate finance, and international business policy.*

### 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.

### Foreign Student Office

Thunderbird offers a full program of services for foreign students including new-student orientation, visa assistance, a monthly newsletter, and cross-cultural programming. A full-time foreign student advisor is available to provide information and advice on visa matters, to assist students in preparing and filing appropriate immigration documents, to mediate contact with country fellows, and to facilitate involvement in Thunderbird social and cultural programs. The Foreign Student Office also sponsors a program to help spouses and dependents make an easy transition to the United States.

### CDT Duplicating

CDT Duplicating is an on-campus copy center located across from the campus security office. The center is open 8:00 a.m. to 5:00 p.m., Monday through Friday, and offers while-you-wait copying, transparencies, spiral binding, folding, business cards and resumé copying services. The student facsimile machine is also located here. The Student Fax number is 978-7836.

### 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: The American Graduate School of International Management, Thunderbird Campus, 15249 N. 59th Avenue, Glendale, AZ, USA 85306-6000.

### Travel Agency

American Express Travel maintains an office on campus next to the campus bookstore. The agency offers full travel services worldwide, including airline, hotel and rental car discounts. Two agents are on campus Monday through Friday from 8:00 a.m. to 5:00 p.m. and can be reached at (602) 978-7900. The agency specializes in student fares to international destinations and offers many discounted vacation plans to any desired destination as well as a 24-hour emergency en route assistance service.

### Interfaith Center

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

### Health Center

The Health Center is directed by a registered nurse who works in close cooperation with area physicians. The center provides emergency first aid and referrals to area physicians. The nurse is on call 24 hours a day and may refer students to a nearby clinic or hospital for emergency care.

### Student Health 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. Spouses and children may be covered by the health and accident insurance through payment of an additional premium at the time of financial registration upon admission to Thunderbird. Nonimmigrant spouses and children of foreign students must be covered by this insurance plan, unless proof is given of existing similar coverage under another insurance plan.

A waiver of the student insurance program will be given to any student who presents proof of similar coverage at the time of registration. Students waiving the program will receive a partial refund of their tuition and fees. Students waiving the program may still use the campus health center facilities, but billing from referrals to off-campus physicians and labs would be the student's personal responsibility.



*His Excellency Dennis Afande, Ambassador of Kenya to the United States, was one of more than 100 guest speakers on the Thunderbird Campus during the past year.*

### 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. In addition to formal presentations, speakers also meet with classes and hold small meetings and discussions with students.

#### Some of the speakers who visited Thunderbird last year:

Cyrus Friedheim  
Vice Chairman  
Booz, Allen & Hamilton

Boris Utria  
Energetic Resources and  
Development  
Department of the World Bank

Peter Doyle  
Director of Press and  
Public Affairs  
European Community  
Commission's Washington  
Delegation

James H. Boice III  
Assistant Manger  
Capital Market Groups  
Wardley Capital Ltd.

The Right Honorable  
Sir Patrick Duffy  
Member of the House of  
Commons, United Kingdom

Dr. Rüdiger Pieper  
Director of the Paul Löbe  
Institut, Berlin

Dr. Klaus Agthe  
European Operations Manger  
Asea Brown Boveri AG

Carol Vipperman  
Executive Director  
Soviet-American Economic  
Cooperation Council

Dr. Ernst Piehl  
Director  
European Center for the  
Development of  
Vocational Training

Clovis Maksoud  
Former Ambassador to the  
United Nations from the  
League of Arab States

Dr. Norman E. Borlaug  
Winner of the 1970 Nobel Prize  
for Peace

Douglas Paterson  
Canadian Consul and Trade  
Commissioner from  
Los Angeles

David G. Mein  
Executive Secretary  
Office of the Administrator,  
Agency for International  
Development

Terry Lautenbach  
Senior Vice President  
IBM

The Honorable Roberto  
Maclean Uguarteche  
Ambassador of Peru to the U.S.

John E. O'Toole  
President  
American Association of  
Advertising Agencies

Washington SyCip  
Founder and Chairman  
SGV Group  
The Philippines

Jesus Enriquez Burgos  
Legal Representative and Adviser  
Ford Motor Company de  
Mexico F.A.



*There is always something to do at Thunderbird. Whether it is a group meeting, a club activity, or a seminar given by a prominent speaker, you will find plenty to do and interesting people to exchange stories with. In fact, your learning experience at Thunderbird is greatly enhanced by your exposure to the international faculty and student body.*

Matthew E.  
Minister '92  
B.A., Spanish/  
Mathematics,  
1988

Northern  
Arizona  
University

*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.*



*Because the student body at Thunderbird is comprised of students from more than 100 countries, Thunderbird campus life offered me an international microcosm to utilize what I had learned here.*

Hung-Tao Chu '92

Taiwan

B.S., Industrial Management, 1990

National Taiwan Institute of Technology

### **Barton Kyle Yount Memorial Library**

The collection of approximately 70,000 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 in Arabic, Chinese, French, German, Italian, Japanese, Portuguese, Russian, and Spanish, as well as audio and video cassettes and two interactive video stations. Extensive microfilm and microfiche collections provide retrospective coverage of journals, newspapers, and domestic and international corporate information.

Reference services include access to over 600 databases through the Data-Star and DIALOG information retrieval systems. The library has six CD-ROM electronic indexes, plus relevant paper indexes and reference publications. Interlibrary loan services are available through the OCLC computer system and the CARL computer network.

The library offers a fee-based information service, T'BIRD (Thunderbird Information Research on Demand), for alumni and the business community. Other services include microform reader/printers, 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 campus), Glendale Community College, and Glendale Public Library, according to the loan policies of the individual libraries.



*The library resources include extensive microfilm and microfiche collections as well as access to more than 600 databases that access worldwide information sources.*

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

This center provides facilities for research on Iberia, Latin America and Lusohispanophone Africa. Books and periodicals, as well as files with computer accessibility, are maintained on these areas containing financial, economic, governmental, political, and social information.

### **International Studies Research Center (ISRC)**

The International Studies Research Center, serves as a supplement and complement to the library for contemporary research. It houses an extensive collection of current clippings and document files, newspapers and current periodicals. Up-to-date files are maintained on over 195 countries with materials filed under more than a dozen categories. The center also contains files on international organizations, international environmental development, and other global issues.

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

The Office of Communication manages the publications of Thunderbird including the *Thunderbird* magazine, the *Catalog*, the Annual Report, a weekly internal newsletter, and the *Global View* corporate



The lobby of the new World Business/Administration Building features an international photography gallery.

newsletter. The office also oversees a speakers program and a student outreach program.

The Development Office is the fund-raising arm of the School. This office receives over 3,000 gifts annually from corporations, foundations, and individuals. It also manages the Annual Fund, which encourages financial support for the School from alumni and friends.

The Development Office also works closely with the World Business Advisory Council, the Career Services Center, and the Thunderbird Alumni Association. The director of government grants works closely with the Thunderbird faculty and external publics to develop and submit proposals to federal agencies that fund various educational programs.

The Public Affairs Office handles media relations, special seminar series, major speakers, and national and international government relations. Since 1991, this office has coordinated major conferences on U.S.-Taiwan relations and the North American Free Trade Agreement.

**The International Executive**

*The International Executive* (ISSN: 0020-6652), is a refereed, scholarly journal, published six times a year by Thunderbird and John Wiley & Sons, Inc. It aims at advancement and dissemination of research in the field of international business. Its target audience includes academicians and executives in business and government.

Dr. Beverly Springer, professor of International Studies at Thunderbird, serves as editor of the journal. Subscriptions are available. Contact Pat Santoro at (212) 850-6347.

**The Journal of Language for International Business**

*The Journal of Language for International Business* (ISSN: 8755-0504) is the only periodical devoted to the teaching and study of foreign languages, English for international business, and cross-cultural studies. Published twice a year, this refereed journal for international scholars welcomes articles on language for business, cross-cultural studies and language teaching, as well as pertinent book reviews. For subscription information, contact the Editor,

*The Journal of Language for International Business*, Department of Modern Languages, (602) 978-7255.

**The Joan and David Lincoln Computer Services Center**

The Computer Services Department supports both academic and administrative requirements via a campus-wide Local Area Network. Thunderbird students are required to use personal computers for many classes and class projects. It is expected, therefore, that students be proficient in the most common computer applications in business today: word processing, spreadsheet, data base management, and graphics. It is strongly recommended that prospective students who are not yet proficient in the applications so equip themselves before enrolling. See page 61 for computer waiver requirements.

Over 100 microcomputers in the student computing laboratory allow access to a wide range of applications, ranging from sophisticated models of futures trading and international banking to word processing and spreadsheet development. In addition, the department supports the Yount Library's on-line user catalog, which provides access to the Thunderbird collection, to Arizona State University's and to many academic libraries in the U.S. and elsewhere. The department also maintains a multi-media facility, with video disks and CD-ROMs, to support the Modern Language Department's teaching using these new media.

It is recommended that students have their own personal computer, but this is not yet required. Most computers on campus are IBM compatible.



*Having visited 20 countries and lived on four continents, I knew I wanted to pursue a career in international business. My college adviser recommended Thunderbird to me and I sent for the Catalog, read it, and was hooked. Since then I knew I wanted to come to Thunderbird for its international education and international student body.*

Susan Rathbum '92  
B.A., Spanish, 1988

Franklin and Marshall College,  
Lancaster, Penn.

*One of the distinguishing features of Thunderbird is its collegial residential environment. Housing facilities on campus accommodate nearly 35 percent of the students, while nearby apartment units provide additional accommodations. The Housing Office offers assistance in locating accommodations off campus as well as on campus.*



*Living on campus is a must. The first week you will meet about 100 friends and the second week 100 more. Take advantage of the diverse student body. Nowhere else in the world will you ever again meet such a unique group of people who have such interesting backgrounds. Sharing and exploring each other's worlds is the key to close friendships here. There is a club to meet every academic or social interest. If there isn't one for you, form your own!*

Keon Hee Han '92  
B.B.A., International  
Management, 1989  
University of New  
Mexico

### 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 for off-campus residents through the Dining Hall Office.

### ON-CAMPUS LIVING ACCOMMODATIONS

Incoming students should submit their application for housing well in advance, since housing assignments are made according to the date of receipt of the housing deposit. On-campus food service is mandatory for all on-campus residents. Notification of housing availability is made 45 days before the first day of class of the session for which application is made. All on-campus housing is single occupancy. Married and double occupancy housing are no longer available on-campus. (see "Off-campus Housing," above). Descriptions of on-campus room styles and amenities of each residence hall follow.

### Furniture Provided

In every residence hall, unless noted otherwise, each room contains the following necessary furniture: A single-size bed, dresser, desk, chair, bookcase, bedside table and lamp. Room rental includes utilities, phone and local phone service.

### Residence Halls

**New Residence Hall:** (non-smoking rooms): Two single-occupancy rooms that have an interconnecting bathroom; air-conditioning and carpeting; built-in, single-size platform beds with drawers underneath; private entrances. This two-story building is located on the quad, near the pool. Rooms that face the pool area may be noisier than rooms on the opposite side or other residence hall areas.

#### Room Cost:

- \$1,015 for fall 1992 or spring 1993 semester
- \$840 for summer 1993 term
- \$195 for Winterim 1993

**Kieckhefer ("I") Residence Hall:** (non-smoking rooms) 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; or, the entire suite could be all males or all females. When possible, assignments will be made according to the room requests received. Rooms have air-conditioning and carpeting. A large refrigerator is provided in the lounge.

#### Room Cost:

- \$945 for fall 1992 or spring 1993 semester
- \$765 for summer 1993 term
- \$195 for Winterim 1993

**"B" Residence Hall:** Two single-occupancy rooms that have an interconnecting bathroom, air-conditioning and carpeting. Each room has a private entrance. The rooms that face onto the pool area may have a tendency to be noisier than rooms on the opposite side or other residence hall areas.

#### Room Cost:

- \$895 for fall 1992 or spring 1993 semester
- \$705 for summer 1993 term
- \$195 for Winterim 1993

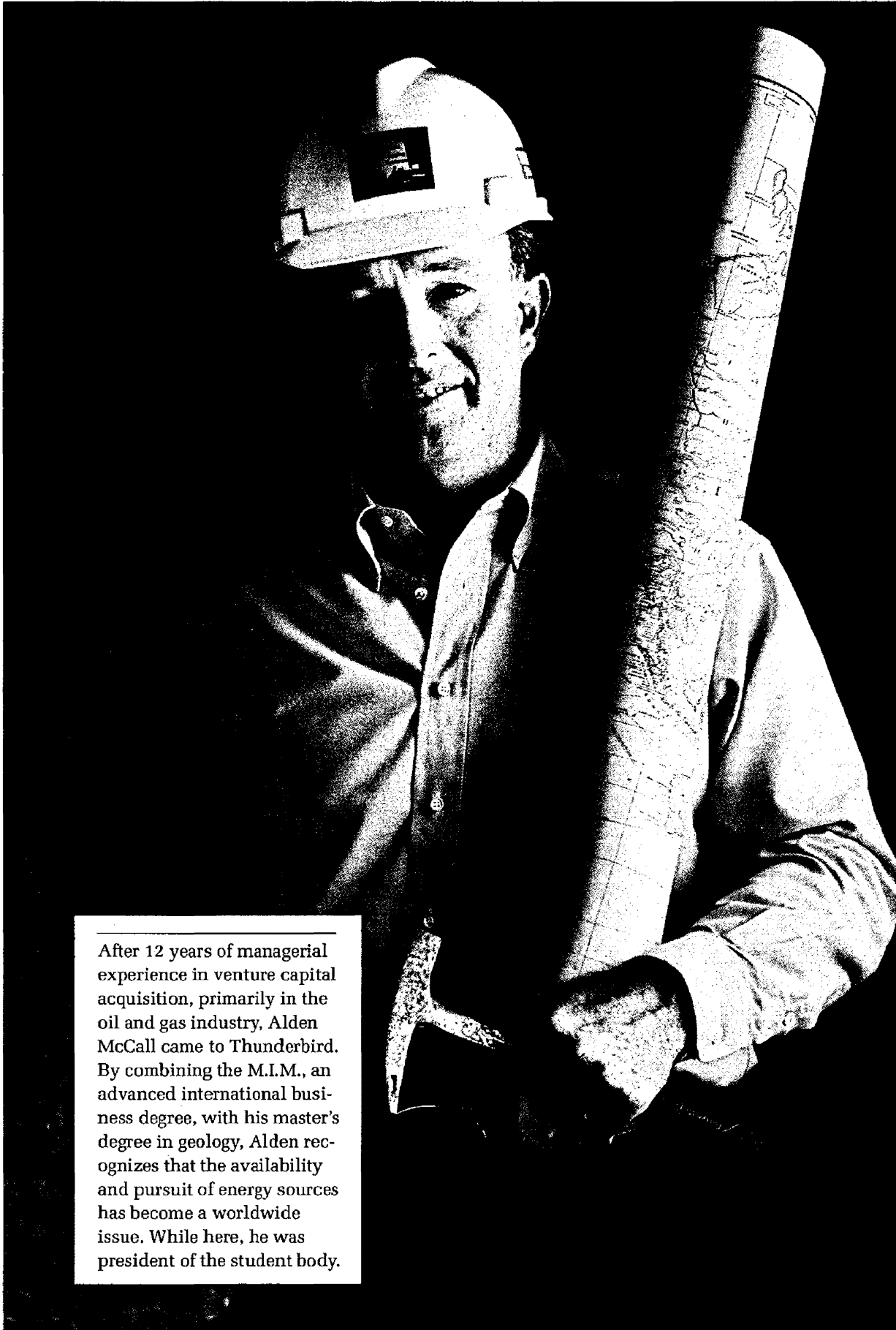
**West Residence Hall:** Two single-occupancy rooms that share a bathroom and have air-conditioning and carpeting. This two-story building is located close to the Pub and has a tendency to be noisier than other residence hall areas. A large community lounge is provided with color television and with laundry facilities adjacent to the lounge. Barbecue grills are provided in the quad 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.

#### Room Cost:

- \$850 for fall 1992 or spring 1993 semester
- \$690 for summer 1993 term
- \$195 for Winterim 1993





After 12 years of managerial experience in venture capital acquisition, primarily in the oil and gas industry, Alden McCall came to Thunderbird. By combining the M.I.M., an advanced international business degree, with his master's degree in geology, Alden recognizes that the availability and pursuit of energy sources has become a worldwide issue. While here, he was president of the student body.

## USA

**Alden B.  
McCall '92**

*I could have stayed in Texas and pursued the standard MBA in classrooms with people from Dallas and Austin, but I already know that culture. I have now worked in group projects with students from Germany, Japan, Mozambique, Canada, Brazil, Venezuela, Spain, France, Holland, Great Britain, Ireland, Trinidad, and Rwanda. I could never have had that experience in Austin.*

B.S., Biology, 1973  
Texas Christian University  
M.S., Geology, 1989  
University of Texas at Arlington



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

**Room Cost:**

- \$910 for fall 1992 or spring 1993 semester
- \$745 for summer 1993 term
- \$195 for Winterim 1993

**East Residence Hall:** Two single-occupancy rooms share a bathroom, have air-conditioning and carpeting. This is the only residence hall that has parking available in front of the rooms.

**Room Cost:**

- \$910 for fall 1992 or spring 1993 semester
- \$745 for summer 1993 term
- \$195 for Winterim 1993

**D, E, F, G and H Residence Halls:**

Four single-occupancy rooms that share a community bathroom and large lounge area; air-conditioned and carpeted.

**Room Cost:**

- \$770 for fall 1992 or spring 1993 semester
- \$595 for summer 1993 term
- \$195 for Winterim 1993

**Special Facilities**

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.

**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. Notification of cancellation must be in writing and addressed to the Housing Office, or made through personal contact with the Housing Office.
- Graduation, or withdrawal, subject to School policy.
- Unavailability of 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.
- Failure to claim the room by midnight of the third day after the date specified as "Residence Halls 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.)
- 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 as no kitchen facilities are available in residence halls. 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 residence halls.

**Cost:**

- \$1,190 for fall 1992 or spring 1993 semester (approx. \$11/day)
- \$805 for summer 1993 term (approx. \$11/day)

The Dining Room is closed during Winterim.

**The Coffee Shop**

The Coffee Shop is open during the spring, summer and fall terms Monday through Friday from 7:00 a.m. until 2:30 p.m. serving a variety of sandwiches, snacks and beverages. During Winterim it is open seven days a week through the dinner hour.



*Living on campus is an excellent way to get to know many different people from all over the world. My area of interest is Europe and my studies of this region have been greatly enhanced by living in a suite with Spanish, German and French students. Not only has this built a great living environment, but also an "international family" that will be a strong network of friendship in the future.*

Keeci Townsend '92  
B.S., Agricultural Economics/  
International Marketing, 1990  
Oklahoma State University



Pictured with 3,000-year-old pottery shards and a large pot discovered during an archeological excavation at Gezer in Israel, Lisa Marsio hopes to combine her practical experience and knowledge of archeology with international business. Some options include museum administration, working for the state department or consulting for real estate. She attended the summer program in Paris.

Israel

**Lisa C. Marsio '93**

*My interest had always been in the international arena, usually manifesting itself in history, but I had heard much about Thunderbird from business students. I realized how beneficial it would be for me to broaden my knowledge base with a curriculum of international business, modern language, and international studies. I have studied the past, lived the present, and am prepared to change the future.*

B.A., Classical Studies, 1989

M.A., Near Eastern Archaeology, 1992

University of Arizona

*Tuition for 1992-93 is \$7,175 for each fall or spring semester and \$5,260 for the summer term for students enrolled on a full-time basis. For Winterim, the tuition is \$1,375 for one three-hour course. Tuition is the same for all, regardless of state or country of residence.*



*I looked at various programs in international business. What attracted me to this program initially was the broad curriculum and the diverse student body. The deciding factor, however, was all the positive things the alumni I talked to said about Thunderbird. They were definitely satisfied customers.*

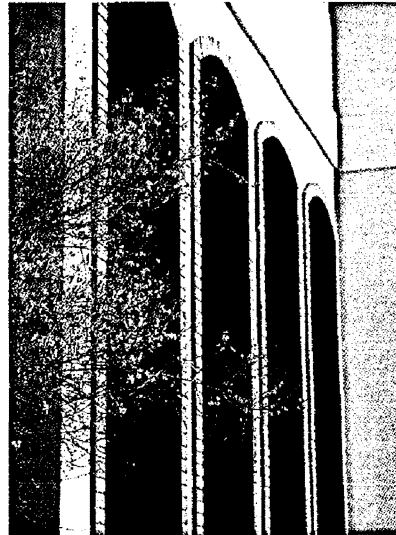
Giulia Diano '92  
Italy  
B.A., English, 1990  
University of Texas,  
Austin

### 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 \$595 per semester hour of instruction, plus a registration fee of \$595 for each term of study in 1992-93. 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 1992-93 tuition of \$1,860 or six hours in a summer term for a flat-rate tuition of \$1,355. 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.



*The exterior of the new World Business/Administration Building blends a classical look with distinctive southwest architectural features.*

## OTHER FEES, 1992-93

### Student Fees

The Associated Students Legislative Council (ASLC) Fee is \$75 for spring or fall semester, and \$55 for summer term. The fee 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.



Classrooms in the new Lecture Hall Building are designed to facilitate discussion and provide optimum facilities for speakers and panel presentations.

**MINIMUM COSTS FOR A SEMESTER/TERM OF STUDY**

Fall 1992 or Spring 1993 Semester	Summer 1993 Term
Tuition \$7,175	Tuition \$5,260
ASLC Fee 75	ASLC Fee 55
Board 1,190	Board 805
Lodging (average rate) 875	Lodging (average rate) 735
<b>TOTAL \$9,315</b>	<b>TOTAL \$6,855</b>

Books and instructional supplies are not included in the regular tuition charge. For most students, the cost should not exceed \$450 per semester.

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

**ESTIMATED OFF-CAMPUS LIVING COSTS**

Fall 1992 or Spring 1993 Semester	Summer 1993 Term
Tuition \$ 7,175	Tuition \$5,260
ASLC Fee 75	ASLC Fee 55
Rent 1,080	Rent 810
Utilities (telephone, electricity) 480	Utilities (telephone, electricity) 360
Food 960	Food 720
Personal Expenses 960	Personal Expenses 720
Transportation 640	Transportation 480
<b>TOTAL \$11,370</b>	<b>TOTAL \$8,405</b>

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

**Special Fees**

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

**Veterans**

Veterans may obtain an application for Veterans Administration educational benefits by writing or calling the Office of the Registrar.



Where else, other than at Thunderbird, can you achieve your academic and personal goals, have a taste of flavors from all over the world and sharpen your mind? It may sound like a cliché, but what you put into the program is what you will get out of it. Do not limit yourself. Broaden your limits while you are at Thunderbird. Deciding to come to Thunderbird is the best decision that I have ever made.

Vincent Lambert '92  
France  
Maitrise d'Economie Appliquée, Mention Contrôle de Gestion, 1990

University of Paris IX, Dauphine

**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
One week or less	100%
Two to three weeks	80%
More than three, up to four weeks	60%
More than four, up to five weeks	40%
More than five, up to six weeks	20%
Over six weeks	-0-

The above schedule of refunds also applies to any student who, in reducing his or her load to below 12 hours, would become a Special Student. A special schedule, pro rata on the above, applies to summer term and to Winterim. Board and lodging fees are not refundable.

*The American Graduate School of International Management has a broad program to enable deserving students in need of financial assistance to attend. Although financial resources are limited, an aid program has been designed to accommodate students by means of scholarships, part-time employment, and loans.*



*My work-study position allows me to work on projects that affect the direction of Thunderbird. Working with the administration has provided me with valuable insight into the functioning of this institution.*

Lisa A. Westphal '93  
B.A., International Studies/German, 1989  
Miami University, Ohio

Complete packets of financial aid information and forms are available from the Financial Aid Office. Inquiries concerning material discussed should be sent to the Financial Aid Office. Prospective aid applicants are encouraged to complete the appropriate financial aid forms/applications well in advance of the start date as well as prior to being accepted to ensure that deadlines are met.

### SCHOLARSHIP AID FOR ENTERING STUDENTS

Several scholarships are available only to entering students.

#### Criteria for awards are:

- Evidence of a consistently strong academic record earned during the undergraduate experience and in subsequent post-baccalaureate studies.
- Exceptional score on the Graduate Management Admissions Test (GMAT).
- Work experience.
- Official acceptance as full-time student.

#### The following should be noted:

- Application should be submitted with candidate's admission application.
- Only one award is available per applicant.
- Awards are applied directly to tuition.

### Financial Aid Application Deadlines for Entering Students:

Summer Entrants	March 1
Fall Entrants	March 1
Spring Entrants	October 1

### Scholarship Award Notifications:

Summer Entrants	April 1
Fall Entrants	April 15
Spring Entrants	November 1

- Awards do not include room, board or other fees, unless otherwise indicated.
- Awards are not subject to extension.
- Awards having an on-campus work requirement are designated with an asterisk. A small portion of certain scholarships will be considered compensation for work performed and may be subject to federal and state income tax regulations. Designated service to the school is usually rendered in an administrative office.
- Awards are only available to entering students.
- All assistantships, scholarships and fellowships are subject to funding.

### AIESEC Scholarships\*

Scholarships are available to members of AIESEC (International Association of Students in Economics and Management). 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.

- Award covers full tuition for the first two successive semesters.
- One award available each semester to an entering student.

### Arizona University Scholarships\*

Scholarships are available to graduates of one or more of the three state universities: The University of Arizona, Arizona State University, and Northern Arizona University.

- Award covers half tuition for the first two successive semesters.
- Three awards available each semester to entering students.

*\*NOTE: Award has an on-campus work requirement.*



With eight years of experience in international business, Sergio Cuesy came to Thunderbird to learn more. So far, his favorite class has been Entrepreneurship, which uses knowledge learned in previous classes, such as marketing and finance, but, he said, "This time it's for real! At Thunderbird, we get the opportunity to evaluate a real business, learn how to start our own, or buy one!"

Mexico

**Sergio Cuesy '92**

*I was awarded the Coca-Cola Hispanic Scholarship. It provided me with the opportunity to enhance my education by giving me the support I needed. Here at Thunderbird there are always opportunities. In 1990, I was selected by my former company for an executive program with Thunderbird. After experiencing what Thunderbird was, I resigned and put my executive career on hold to come back as a full-time student and deepen my education so I could become a better professional. I am very happy with my decision.*

Ingeniero  
(bachelor's degree),  
Mecánico-  
Eléctrico, 1986

Universidad  
Nacional  
Autónoma de  
Mexico

### Coca-Cola Hispanic Scholarship Fund\*

These scholarships are available to incoming American or foreign Hispanic students.

- Award covers half tuition for first two successive semesters.
- At least two awards available per year to entering students.

### Consular Corps Scholarship

This scholarship is available to an Arizona resident who has recently graduated from a State of Arizona university.

- Award is \$1,000.
- One award available per year to an entering student.

### Continental Grain Foundation Scholarship in International Business\*

- This scholarship is available to a student who has an agribusiness background or a strong interest in agribusiness.
- Award is \$8,000 to be applied toward tuition costs for three successive semesters, provided at least a 3.0 is achieved in the initial semester.
- One award available each fall to an entering student.

### FMC Scholarships\*

Scholarships are available to students who have undergraduate degrees in technical fields.

- Award is \$2,500.
- One award is available each fall and spring to entering students.

### The Honeywell Scholarship\*

This scholarship is available to a student who has an undergraduate degree in engineering.

- Award is \$1,000.
- One award available each fall semester to an entering student.

### International Scholarships\*

Recipients of these scholarships are chosen on the basis of merit demonstrated in undergraduate courses, extracurricular achievements and candidate's motivation toward an international management career.

- Award covers half tuition for one semester.
- Twenty awards available each fall and spring; fifteen awards available each summer to entering students.

### Johnson & Higgins Scholarship

Recipients of this scholarship are chosen on the basis of merit demonstrated in undergraduate courses, extracurricular achievements and subsequent experience.

- Award is \$1,000.
- One award available each fall semester to an entering student.

### LASPAU Scholarship

The 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.

### Peace Corps Scholarships\*

Scholarships are available to Peace Corps volunteers who have completed their enlistment. Proof of Peace Corps service must be submitted.

- Award covers full tuition for two successive semesters.
- Two awards available each semester to entering students.

### Presidential Scholarships

These scholarships are offered to outstanding Master of International Management candidates. Recipients are assigned directly to the president to be in a mentoring relationship with him.

- Award is full tuition for three semesters.
- Five awards available each fall and spring; three awards available each summer to entering students.

### Amalio M. Suarez Memorial Scholarship\*

This scholarship is offered, in memory of the late Professor Amalio M. Suarez, to an entering student with an undergraduate major in Spanish, with preference given to the father of a family.

- Award covers full tuition for two successive semesters.
- One award available each fall and spring semester to entering students.

### Thunderbird Scholarships\*

These scholarships are based on 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.

- Award covers half tuition for two successive semesters.
- Twenty awards available each fall and spring; fifteen awards available each summer to entering students.



*As a recipient of a Peace Corps Assistantship, the system was flexible enough to accept my suggestions about my placement in Career Services where I've been able to use my training and consulting skills. As a Peace Corps staff member, I counseled Peace Corps volunteers for years to pursue their graduate studies at Thunderbird after completing their overseas service. So, when I decided on a career change, I knew where I wanted to study.*

Robert E. Reid '92  
B.A., The Study of Man (Social Psychology, Cultural Anthropology), 1974  
University of Michigan

\*NOTE: Award has an on-campus work requirement.

**Valley National Bank - Roger A. Lyon Scholarship**

This scholarship, offered by the Valley National Bank, is available only to children of active, full-time/mini-week employees of Valley National Bank.

- Award provides full tuition for first semester with continuing coverage in successive semesters if satisfactory performance is maintained.
- One award available at a time to an entering student covering the length of time normally required to complete the requirements for the degree of Master of International Management.

**Veterans Scholarships\***

These scholarships are available 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 include motivation for an international career and extracurricular achievements that give evidence of leadership qualities.

- Award covers full tuition for first two successive semesters.
- Three awards available each semester to entering students.

**Whirlpool Scholarship**

This scholarship is available 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.

- Award is \$5,000.
- One award available each spring to an entering student.

**Worldwide Scholarships\***

Qualified applicants from all parts of the world are 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.

- Awards cover full tuition for two successive semesters.
- Ten awards available each semester to entering students.

**SCHOLARSHIP AID FOR BOTH ENTERING AND CONTINUING STUDENTS**

Some fellowships and scholarships are available to both entering and continuing students. Criteria and availability are discussed under each award.

**Arabic Scholarships**

Students studying Arabic at Thunderbird may be eligible for scholarships up to \$1,000 in level I. Eligibility for scholarship funds in levels II and III will be competitive based on performance in Arabic in preceding semester(s) and on availability of funds. Students will be considered for the scholarships after they start their studies in the various levels. Recipients may be entering or continuing students.

**Celia M. Howard Fellowships**

The Illinois Federation of Business and Professional Women's Clubs 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. For information write to: Chairman, Celia M. Howard Fellowship Committee, Illinois Federation of Business and Professional

Women's Clubs, 528 South Fifth Street, Springfield, IL 62701.

- Awards vary between \$1,500 and \$3,500.
- Awards are determined by the foundation.
- January 1 is the application deadline.
- Awards available to entering or continuing students.

**The Organization of American States Fellowships**

These fellowships are offered to bona fide citizens of one of the other American republics who meet the requirements for admission and who have been appointed by the proper agency of the Organization of American States. Prospective candidates should apply directly to The 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**

These scholarships are awarded on the basis of academic excellence to students studying, interested in, or involved in an entrepreneurial career.

- Award is \$1,600 (\$800 each semester).
- Requires eight hours of work per week during award.
- Recipients must have completed one semester of study at the School.
- Two awards available each year.



*Thunderbird was the essential stepping stone to achieve my career goals. It opened doors that no other school or program could. Not only did Thunderbird expose me to the career paths I could take, it gave me personal introductions to the key individuals I would need to know to move forward. As a hotel/resort consultant, I spend 20% of my time traveling to potential resort developments in Southeast Asia. Thunderbird. It's not just another B-school... It's an adventure!*

Todd G. Wynne-Parry '88  
Senior Consultant,  
Horwath Asia  
Pacific, Hong Kong

\*NOTE: Award has an on-campus work requirement.



### Hershey Foods Corporation InterAd Scholarships

These scholarships are available to qualified InterAd students. Recipients will be chosen by the InterAd Professor after the acceptance notice has been posted.

- Award is \$2,500 to be applied toward tuition.
- Two awards available each fall and spring semester.

### Hugh M. Blake or Johnson & Higgins International Insurance Scholarships

Students who are or will be studying international insurance may be chosen by the scholarship committee. Awards are based on merit displayed in undergraduate courses, extracurricular achievements and subsequent experience.

- Award amounts vary.
- Requires ten hours of work per week during award assisting insurance faculty in the World Business Department.
- Recipients must have completed one semester of study at the School.
- At least three awards available per year.

### CIGNA Worldwide Scholarship

Students studying and planning to pursue a career in insurance may be eligible for this scholarship. Awards are based on merit, extracurricular achievements and interest in the insurance field.

- Award is \$5,000.
- Applicants need to demonstrate interest and achievement in insurance business.

- Applicants need to demonstrate achievement in academic and individual endeavors
- Minimum 3.0 G.P.A. required.
- English fluency required as well as one other language.
- Applicants must have excellent oral and written communication skills.
- Preference is given to students who have completed at least one semester at Thunderbird; however, first semester students may qualify.
- Two awards available each spring.
- CIGNA will make selection decision.

### Coca-Cola Hispanic Scholarship Fund

These scholarships are available to continuing American or foreign Hispanic students.

- Award covers half tuition for two successive semesters.
- Requires ten hours of work per week during award.
- Up to four awards available each year.

### Citicorp International Banking Scholarship

Students studying and planning to pursue a career in international banking may be eligible for this scholarship. Awards are primarily based on academic performance at Thunderbird, interest in international banking and experience.

- Award is \$4,000.
- Requires ten hours of work per week during semester of award assisting international banking faculty in the World Business Department.
- One award available each semester.

### Dr. Arthur J. Cullen Scholarship

This scholarship was founded in the memory of the late Dr. Arthur J. Cullen. His lifelong interest in Latin America, Thunderbird, internationalism, and those in pursuit of multi-culturalism, is herein recognized.

- Award is \$2,500.
- Award based on financial need and academic performance.
- Recipient must have completed one semester of study at the School.
- Preference is given to young married student with strong international interests or experience.
- One award available each spring.

### Dow Chemical Scholarships

These scholarships are available to students interested in business-to-business marketing. Awards are based on merit, extracurricular achievements and subsequent experience.

- Award is \$1,000.
- Preference is given to students holding a technical undergraduate degree (sciences/engineering).
- Minimum of two years work experience in either sales, marketing or marketing research.
- Requires five hours of work per week during award assisting industrial marketing faculty in the World Business Department.
- Dow Chemical will make selection decision.



*My advise to new students would be to make use of the great opportunity of learning how to become a better global citizen while studying with Thunderbird's tightly woven melting pot of cultures.*

Scott P. Summers '92  
B.S., Landscape Architecture, 1984  
University of California

**Ford Foundation or General Motors Scholarships**

These scholarships are primarily based on merit and need to continuing students.

Students need to be nominated by a member of the Scholarship Committee in order to be considered.

- Award is \$2,500.
- Nominees must have completed at least two semesters of study.
- Nominees must have a minimum 3.5 G.P.A. from Thunderbird.
- Nominees must demonstrate need.
- Nominees are required to submit an essay stating their career objectives and justifying need.
- Up to four awards available each fall and spring.

**Gayle Roessl Memorial Scholarship**

This scholarship fund was established by Ian Christopher McCluskey '82 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.

- Award is \$500.
- Recipient must have completed one semester of study at the School.
- Award based on financial need and academic performance.
- One award available each fall and spring.

**Ahmed Zaki Yamani Arabic Studies Scholarships**

A number of scholarships are awarded each year to students pursuing Arabic language and Middle East studies. Applicants must be in academic

good standing and making satisfactory progress in Arabic.

- Award amounts vary.
- Available to entering or continuing students.

**FINANCIAL AID FOR CONTINUING STUDENTS**

Grants are awarded each semester to students based on scholastic performance at Thunderbird, financial need, education loan debt and participation in campus activities and/or employment.

- Applicants must have completed at least one semester of study at the School.
- Applicants must have a minimum grade point average of 3.60 at Thunderbird.
- Applications are available from the Financial Aid Office.
- Applications are due two weeks after the beginning of the semester.
- Notifications of award are sent to students within the following month after the deadline.

**Funds for continuing student 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 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 is 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.



*Proceeds from the Thunderbird Classic hot air balloon race 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 360 students have benefited from the endowment, which stands at nearly half a million dollars. The balloon race also serves as the focal point for homecoming, which draws alumni back to the campus. The November event features about 125 balloons and is a part of the Fiesta Bowl activities.*

### 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 that is distributed in the form of a scholarship in the amount of \$250 each fall and spring semester.



*The majority of my positions have had an international flavor except my current position. But even now we handle affluent foreign nationals. As I have always held marketing positions, I am constantly with customers, and they are often T<sup>bird</sup> grads throughout the world. The international student body, the caliber of professors, the language requirement and totally applicable course work are what makes Thunderbird unique.*

Maribeth S.  
Rahe '74

Senior Vice  
President,  
The Harris Bank

## PARTIAL ASSISTANTSHIPS FOR CONTINUING STUDENTS

Partial assistantships are awarded to a select number of students on the basis of need, scholastic achievement and faculty recommendations.

- Award is \$500.
- Requires five hours of work per week during award for faculty member making recommendation.
- Primarily awarded to students entering their third semester of study.
- Deadlines are approximately one to two months prior to the start of the semester.
- At least 20 awards available each semester.

*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. Robert K. Thomas in memory of her husband.

### 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 LOANS FOR ENTERING AND CONTINUING STUDENTS

The various student loan programs mentioned here are available to both entering and continuing students. Specific information on the loan programs and financial aid packets are available from the Financial Aid Office.

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/Spring	October 1

### Forms Required

The following forms must be on file in order to be considered for the Stafford, Supplemental, Carl Perkins and Dougherty loans:

- ACT Family Financial Statement (FFS) is accepted.
- Financial Aid Transcripts from previous schools attended.
- Thunderbird Personal Information Form.
- Rights & Responsibilities Form.
- Student Loan Application Form(s).

**All first-time loan recipients at Thunderbird must attend an entrance counseling session prior to receiving checks.**

### Carl Perkins Loans (formerly National Direct Student Loans)

Thunderbird is cooperating with the United States Government in the Student Loan Program provided for under the National Defense Education Act of 1958. The purpose of this act is to provide funds so that students who are eligible and in need of financial assistance may be afforded an opportunity for higher education. Loan amounts vary, between \$700 and \$1,000 per semester, depending on the number of applicants, money available, and are awarded to students who show exceptional need according to the needs analysis.

### 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). New borrowers as of July 1, 1988 will have an interest rate of 8 percent during the first four years of repayment with a change to 10 percent beginning with the fifth year of repayment and remaining at 10 percent until paid in full.

New borrowers will have a six-month grace period upon graduation, withdrawal or less-than-half-time enrollment. Previous borrowers who have received outstanding student loans prior to July 1, 1988, with interest rates at 7, 8 or 9 percent, should remain at the same interest rate, deferment and grace period terms for future loans.

### Supplemental Loans for Students (SLS)

This loan program makes additional funds available to graduate students that are U.S. citizens or permanent residents. Students may borrow up to \$4,000 per seven-month enrollment period at a variable interest rate, capped at 12 percent. The rate from July 1, 1991 through June 30, 1992 is 9.34 percent. The new rate is announced in June of each year. 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 lenders. Repayment begins within 30 days of graduation or withdrawal from school. This loan should only be considered if no other means are available.

### OTHER LOAN OPTIONS

#### Alternative Loans

Alternative loans are available to students at prime plus 2 percent in most cases. Students are able to borrow between \$2,000 and \$20,000 and may be required to make payments while in school. Some students may need to obtain a cosigner. Information and applications are available from the Financial Aid Office. This loan should only be considered if other options are no longer available.

#### 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. A 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, 1735 I St. NW, #705, Washington, D.C. 20006-2402.

### 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.



*Overall, the people at Thunderbird are very social and outgoing, yet they somehow find the time to study for mid-terms, finals, and get all their group projects done. I love it!*

Debra Lyn Ruther '92  
B.A., Political Science, 1990  
Newcomb College of Tulane University

### 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.

### Gifford/Peake 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 The 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.

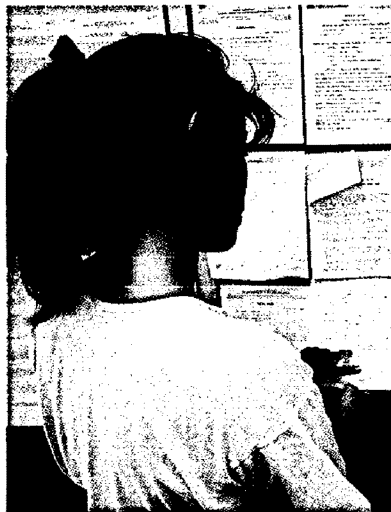
### The J. M. Klein Veterans Loan Fund

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. Repayment begins four months after graduation.



*By participating in on-campus activities and making friends with many of the people on campus, my whole family has benefited. My family will one day be living in another country and by exposing our two boys to this rich cultural diversity, they can learn to ask questions and adapt quicker to new situations and changes. They are excited about learning a new language and trying different foods. Thunderbird has provided me and my family with a rich and valuable education.*

Arden A.  
Engebretsen '92  
B.A., Spanish, 1984  
Brigham Young  
University



*Opportunities exist for students and student spouses to work on campus through the College Work-Study program and certain school-funded programs.*

### 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. According to government regulations, all employees are required to furnish certain documents to establish their identity. Before any student or student spouse is authorized to work, he/she must provide the following documents to the Financial Aid Office:

#### One document from List A:

##### List A

- United States Passport
- Alien Registration Card with Photograph
- Unexpired foreign passport with attached Employment Authorization
- Certificate of U.S. Citizenship
- Certificate of Naturalization

—Or—

#### One document each from Lists B and C:

##### List B

- State Driver's License or State-issued ID card with photograph
- U.S. Military Card
- School ID with photograph

##### List C

- Birth Certificate
- Unexpired INS Employment Authorization

*All students and student spouses must provide original social security card in addition to the above documents.*

*Foreign students only need to bring in one document from List A and their original social card.*

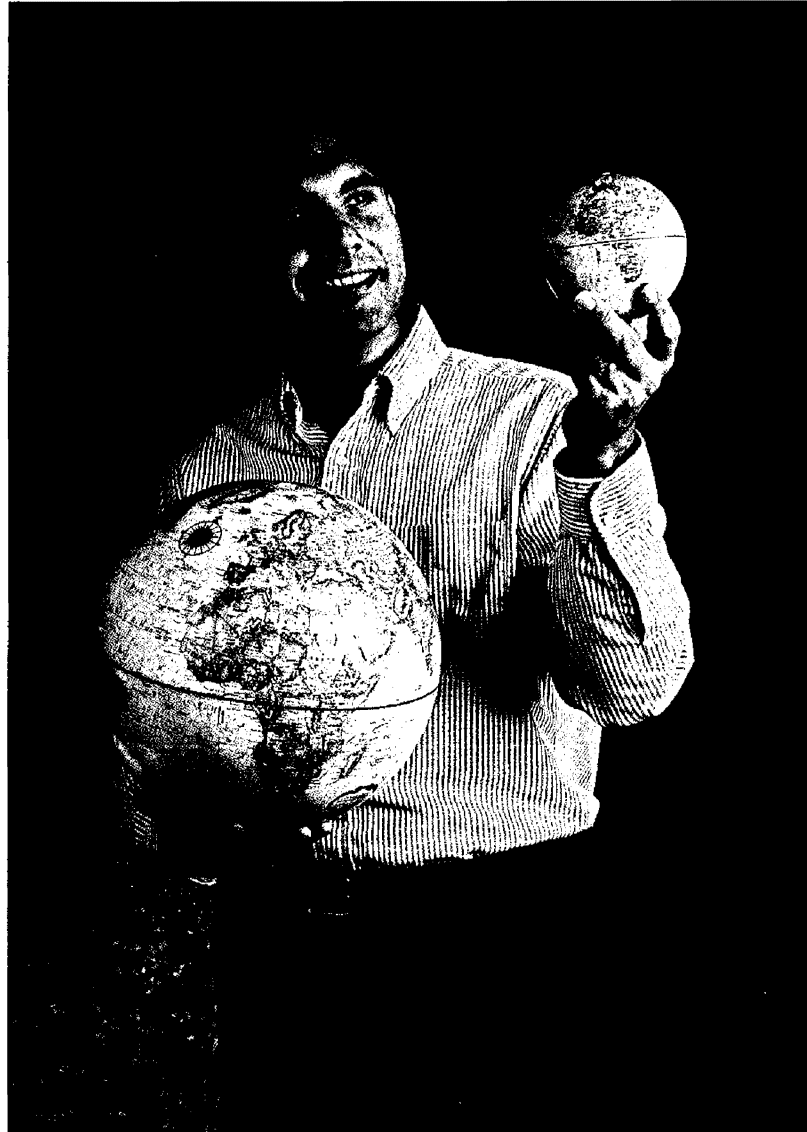
## SPOUSE EMPLOYMENT

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.

## LEAVE OF ABSENCE POLICY

The American Graduate School of International Management does not approve leaves of absence. However, students are able to take up to two semesters off, including summer or Winterim, without affecting a change in tuition and fees. Students not in attendance for more than two semesters are subject to tuition and fees in effect at the time of their return.

A student who is unable to complete a semester will be considered as a withdrawal. Any financial aid monies used to pay for expenses for the period of attendance will be handled through the refund/repayment/distribution procedures. A student who withdraws must see a financial aid counselor for an exit interview prior to completing the withdrawal process.



Donald Ludemann '92

## 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 five calendar years.

If a student is placed on suspension due to lack of satisfactory academic progress, a student is not entitled to Federal financial aid. A student must take a course load during his or her out-of-status semester which brings the student back into academic status and eligible for financial aid.

*Thunderbird has been successfully preparing international managers for nearly a half-century. Its diversity is a microcosm of the global community, with refreshingly high percentages of women and non-US students compared to many business schools. It doesn't take long to realize that this campus, which some have called "that school in the desert," is actually a global oasis. There is no typical Thunderbird student; we come from a variety of occupations, from virtually every race, religion, and corner of the globe.*

Donald Ludemann '92

B.S.F.S.,  
International  
Finance and  
Commerce, 1980

Georgetown  
University School of  
Foreign Service

M.Div., 1987

Luther Northwestern  
Theological Seminary

*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.*

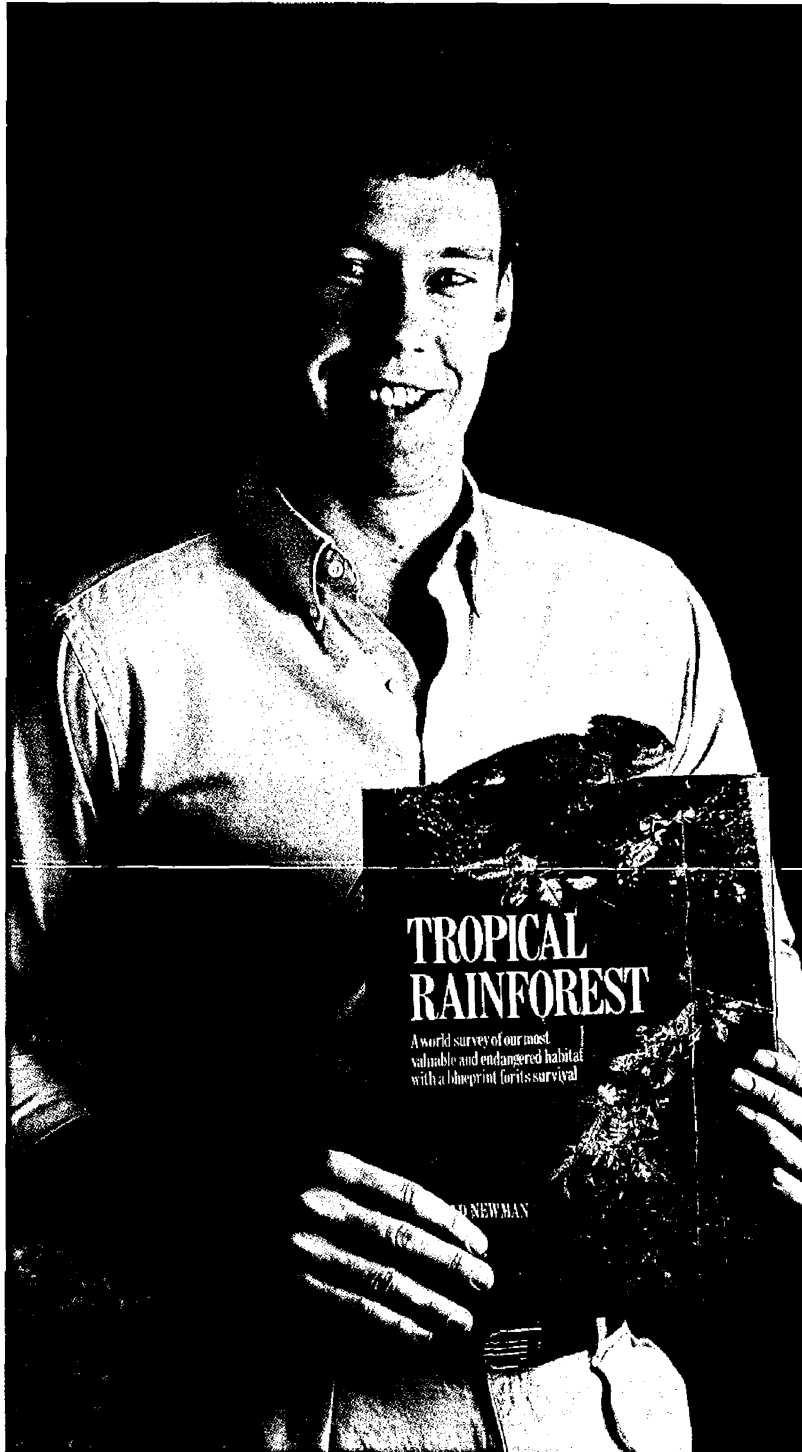
*Trade between the United States and the European Community has been my focus since college. I took an independent study course here called "Importing and Exporting in France" which taught me the specialized terminology and trading techniques in France through the case study method and a semester-long project. This course surprised even the native French speakers on campus in its complexity and proved to be a very challenging and worthwhile course.*

Eric Steinwinder '92

B.A., International Relations and French, 1989

Claremont McKenna College

(Pictured with his pet, "Godzilla," a forest chameleon from Costa Rica)



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. Students on academic probation or suspension are not eligible. 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. Requirements are not fully outlined in this *Catalog*. Additional details on individual foreign programs should be obtained from the Director of Foreign Programs. For information on Winterim courses offered in foreign countries, please refer to page 50.

### **Japan: Thunderbird Japan Campus in Tokyo**

Thunderbird has a year-round facility in the Tokyo metropolitan area. A select range of regular Thunderbird courses and regionally specific courses are taught each term (spring, summer and fall) using faculty from the Glendale campus as well as visiting faculty from American universities and local adjunct faculty. Intermediate and upper-level language courses are offered in Japanese. Upper-level courses in World Business and International Studies are taught in English. A maximum of 15 semester hours of credit may be undertaken.



**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 and who have completed all of the foundation courses required by the Department of World Business 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. This program may be incorporated into a year-round European campus that is under consideration.

**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.

**Finland: Helsinki School of Economics**

The Helsinki School of Economics will accept up to 12 Thunderbird students at one time as non-degree candidates. Students may earn up to 15 credit hours when they are specifically recommended by Thunderbird. Students will not be recommended by Thunderbird unless they have completed all the foundation courses required by the Department of World Business. 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 recommendation of the Spanish section of the Department of Modern Languages is required. 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 of the foundation courses required by the Department of World Business to be eligible for consideration. Internship opportunities exist at the end of the academic portion of the program.



*An essential part of the Thunderbird program is the availability of the overseas programs. Having done two exchange semesters abroad during my time at the European Business School, I plan to go to Helsinki in the summer because these foreign programs clearly represent one of the most valuable experiences I have had so far.*

Rainer Beekes '92  
Germany  
Diplom-Betriebswirt, Finance 1985  
European Business School



*Even after receiving my MBA, I felt that I hadn't addressed the concept that culture is integral to the business process. After looking at the three-part Thunderbird curriculum and the variety and depth of the courses, I decided to complete my education with the unique cultural integration that Thunderbird strives for. I haven't been let down.—R. Elizabeth Howe '92*



*I chose the dual-degree program with Arizona State University because it offered the best of both worlds: a solid general business background from ASU and a cutting-edge international business education from Thunderbird. The dual-degree program allows you to take advantage of more 5000-level classes, such as Multinational Corporate Finance and InterAd, which distinguish Thunderbird from all other business schools.*

James Newton  
Covington '93

B.A., Communication/  
Advertising, 1986

University of  
Washington

### 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, 15249 N. 59th Ave., Glendale, AZ 85306, 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, The American Graduate School of International Management.

### University of Arizona

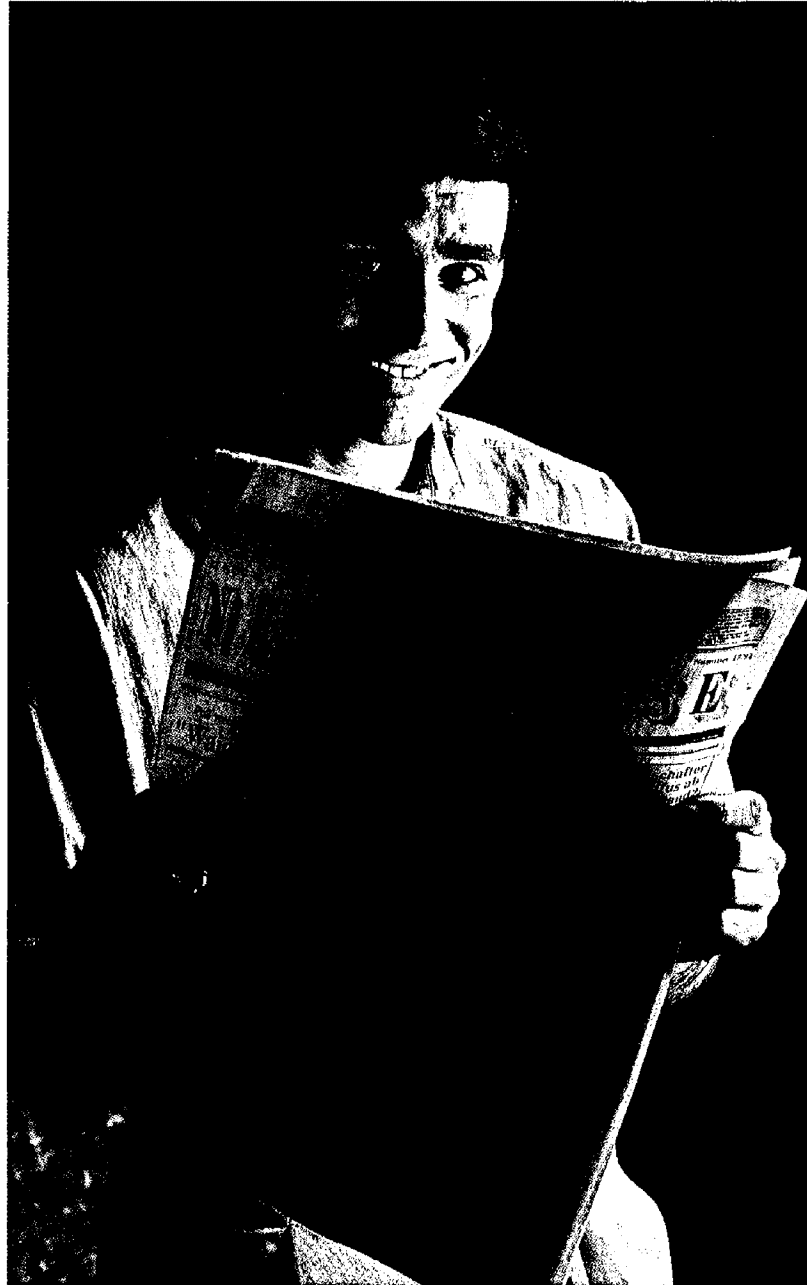
Thunderbird has a long-standing agreement with the College of Arts and Sciences at the University of Arizona to prepare students for careers in international management. The agreement assists students in any major who enroll in courses necessary for admission to Thunderbird in business, international 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 the 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.



*John Peterson '92*

**CDS International, Inc.,  
Germany**

CDS International, Inc., (known as the Carl Duisberg Society) offers programs for qualified U.S. graduates of Thunderbird that combine advanced language training with a 12 to 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 knew that in today's business environment, getting an MBA degree wasn't enough. Having the MIM degree gives you the skills to compete in the global marketplace, and provides greater opportunities to work domestically or internationally. In analyzing whether to attend Thunderbird or not, you have to weigh the cost versus what you'll get out of it. When you consider the benefits of the MIM degree, experience and alumni network, it is an investment well worth the cost.*

John Peterson '92

MIM/MBA  
Dual-degree  
Candidate

B.S., Business  
Administration,  
1984

United States Air  
Force Academy

*Faced with global competition in every industry, the successful managers of tomorrow will need new skills and knowledge to achieve their business objectives. To meet this challenge, there are three parts to Thunderbird's executive education umbrella—an executive master's degree program, open enrollment seminars, and custom-designed corporate programs.*



*We design programs with the idea that a successful executive needs to have both the right business tools and an understanding of how to operate in a global economy.*

M. Edgar Barrett  
Vice President  
for Executive  
Education

The American  
Graduate School  
of International  
Management



### Thunderbird Executive Training Center

The Thunderbird Executive Training Center (TETC) offers intensive one- and two-week seminars to the public on an open enrollment basis. Designed for middle and senior level managers, these programs cover such topics as international finance, corporate strategy, cross-cultural communication, marketing, and countertrade. The programs offer managers the opportunity to sharpen skills, master new concepts, and develop a global business perspective.

Seminar leaders from Thunderbird and other leading academic institutions, who have substantial experience teaching executives, lead class discussions using the case method of learning to effectively analyze specific business problems.

TETC's programs are marketed to a broad group of global companies and industries worldwide. In 1992 and 1993, programs will be offered specifically to the oil and gas industry and to agribusiness—industries that are global by definition. Other programs will be of interest to managers in any company or industry that wants (or are being forced) to become more international in scope and outlook.

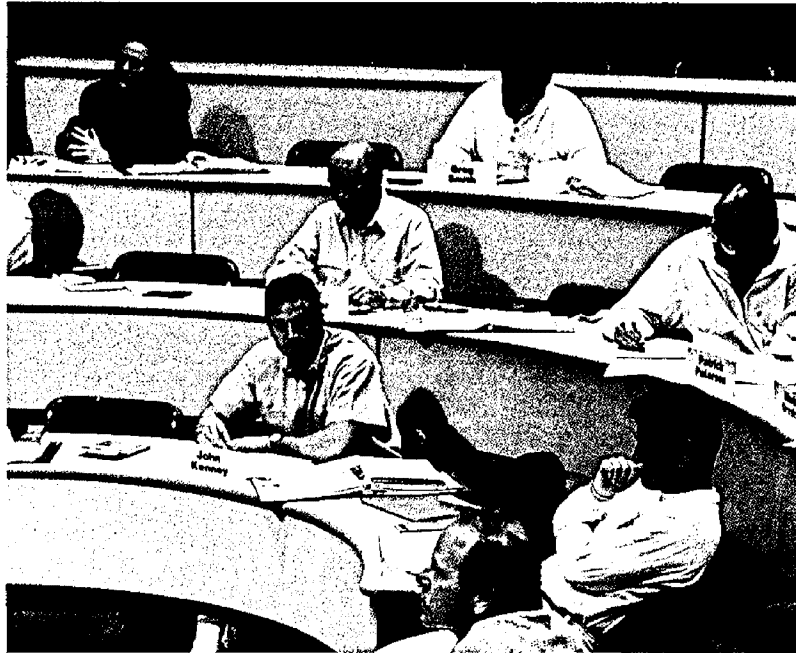
### TETC Seminar Programs

Programs offered will include: Financial Issues in Global Firms; Globalization; Merging Strategy With Action; Managing the International Marketing Opportunity; Advanced Management Program for Oil and Gas Company Managers; Finance, Accounting and Control for Oil and Gas Company Managers; and Advanced Management Program for Agribusiness Industry Managers.

### The Thunderbird Management Center

The Thunderbird Management Center develops and administers customized executive development programs for corporations, associations and government agencies. These programs cover many international management subjects such as cross-cultural communication, international marketing, export development, international finance and economics. The Executive Language Program offers intensive training in all the languages taught on campus.

The center can accommodate individuals as well as groups either on or off campus in programs lasting from a few days to several months in duration. Participants receive concentrated customized training designed exclusively for their circumstances and needs.



*Students in the Executive M.I.M. class meet every other weekend for a two-year period. Discussion and analysis of business cases are an important part of the class format.*

### The Executive MIM Degree

The Executive Master of International Management (EMIM) degree program is a unique, accelerated and accredited MIM program designed for professionals who wish to complete a master's program in international management without interrupting their careers. This program produces executives who not only have the full range of contemporary management skills, but also have the cultural awareness and language familiarity to compete effectively on a global basis.

The EMIM degree program follows the same curriculum as the long-standing MIM degree program. Course work is required in world business, international studies and modern languages, but each course has been redesigned to meet the special needs and learning requirements of mid-career managers.

A new group of students enters the program under a separate admissions process each fall. Students move through the program together, sharing the same educational experience, with the exception of language study; German, Japanese and Spanish are offered.

The program opens with an in-residence period of one week. Thereafter, classes meet all day Friday and Saturday every other weekend for two years. A ten-day international trip is scheduled during the second year. Executive MIM candidates spend six trimesters completing requirements for the degree.

Candidates must be able to make a two-year commitment and be prepared to devote substantial out-of-class time to preparation of assignments and study group meetings. Sponsoring organizations demonstrate their commitment to the student by releasing participants from their jobs on scheduled class days.

*Executive education is no longer a perk that profitable companies give their employees. Increasingly, it is a tool for change during times of economic uncertainty.*

The Bricker Bulletin on Executive Education

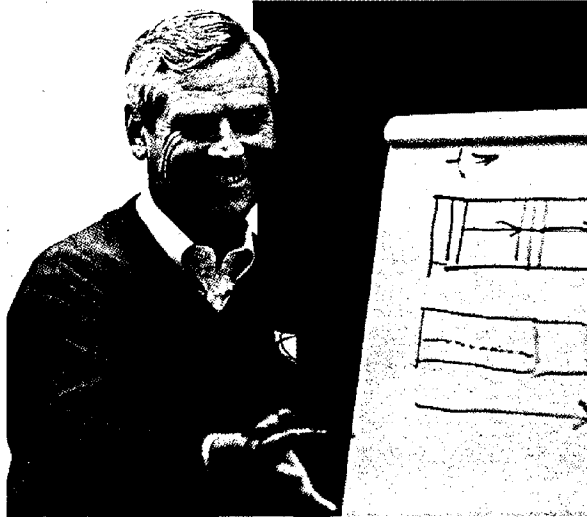
November - December, 1991

*One of the most exciting and stimulating sessions at Thunderbird is a three-week intensive program known as "Winterim," held in January of each year. The unusual aspect of Winterim is that most courses feature a different guest lecturer each day who addresses the topic from the point of view of managerial experience.*



*I took "Countertrade" during Winterim; it was an incredible introduction to Thunderbird. Speakers from around the world representing a wide spectrum of opinions encouraged students to look at situations from many angles. The instructors also took an extra two hours each day for tutorials. It was like going to an executive summit in the morning, then having an academic discussion of the situation in the afternoon.*

R. Elizabeth Howe '92  
B.B.A.,  
Accountancy, 1986  
University of Iowa  
M.B.A., Int'l  
Business and  
Management, 1991  
University of  
Miami, Coral Gables



*Richard LaFauve, president, Saturn Corporation was one of more than two dozen executives who spoke in the Corporate Executive Officer seminar during Winterim 1992.*

The lecturers invited to Winterim are the people who make the decisions, and they willingly share their knowledge with Thunderbird students in frank and open discussion. During the 1992 Winterim, Thunderbird was host to more than 100 top executives from major multinational corporations, as well as several international political leaders.

Most Winterim courses are offered in a format that cannot be easily duplicated during normal terms. Classes meet for two and one-half to three hours daily to allow ample meaningful exchange between the speakers and the students. Student questions are encouraged, and executives are often surprisingly outspoken in discussing their personal business experiences. In addition, students can visit individually with the executives during coffee breaks and occasional informal sessions. Students frequently say that even if they worked in a company, they would rarely meet, let alone be able to question, some of the executives who come to Thunderbird during Winterim.

Students may enroll in only one course during the term and may earn three semester hours of credit for satisfactory completion of a Winterim course. Projects and readings are often assigned to be completed outside of class. Students are tested on both class material, readings and projects. Final grades for Winterim courses are recorded as Pass/No Credit. No exceptions to the grading policy are permitted. Appropriate enrollment limits are set for some classes.

#### **Examples of outstanding classes offered in past years:**

#### **WB4562 MARKETING TO U.S. HISPANICS (1988,89,90,91,92)**

Discussions of the characteristics and marketing strategies needed to reach the U.S. Hispanic consumer.

#### **WB4581 INTERNATIONAL CONSUMER MARKETING MANAGEMENT (1988,89,90,91,92)**

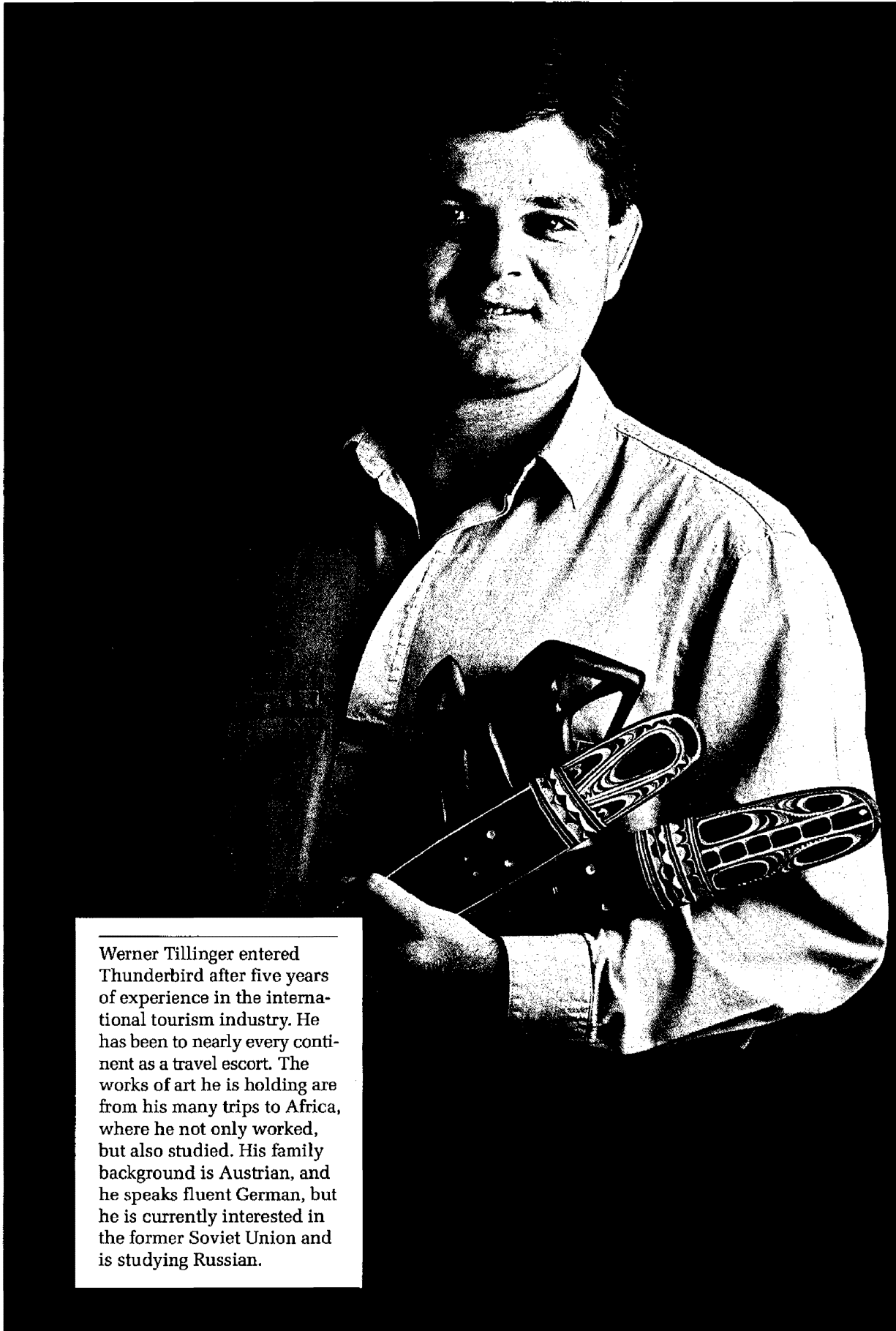
Speakers cover the steps required to successfully develop a consumer marketing strategy in a foreign country.

#### **WB4591 COUNTERTRADE/OFFSET BARTER SEMINAR (1988,89,90,91,92)**

Guest lecturers and the director deal with specific problems encountered in establishing a program.

#### **WB4610 INTERNATIONAL AGRIBUSINESS CONFERENCE (1988,90,91)**

Speakers from industry, government and academe discuss international production, distribution and policies.



Werner Tillinger entered Thunderbird after five years of experience in the international tourism industry. He has been to nearly every continent as a travel escort. The works of art he is holding are from his many trips to Africa, where he not only worked, but also studied. His family background is Austrian, and he speaks fluent German, but he is currently interested in the former Soviet Union and is studying Russian.

Austria

**Werner H.  
Tillinger '92**

*"Doing Business in Eastern Europe and Russia" opened my mind to the wealth of opportunities available in the international arena. The course, supplemented by visiting lecturers from Russia, Poland, Czechoslovakia and Germany, provided a multi-faceted approach to current business developments in that part of the world. The professor's up-to-date knowledge of Eastern Europe's ever-changing business environment convinced me of Thunderbird's commitment to staying in the forefront of international business issues.*

B.A., Geography/  
Government, 1986

Dartmouth  
College



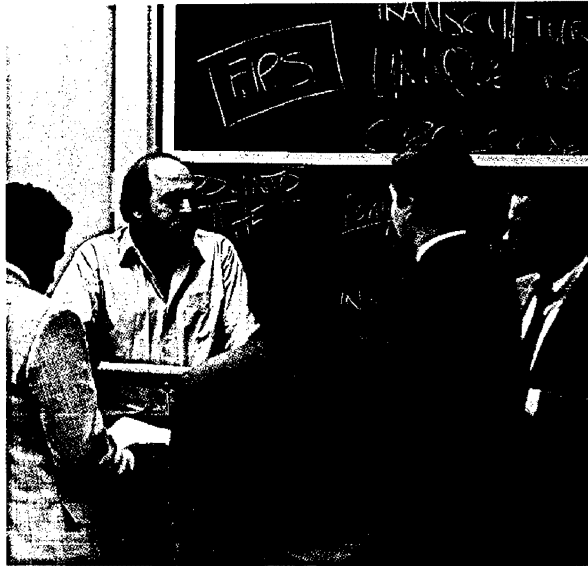
*I had the great opportunity of being part of the Women Leaders of Today course taught this past Winterim. We were exposed to an incredible and select group of professional women who shared with us their experiences, successes, and failures. I believe this class helped us to better understand the real business world, and to be aware of some of the difficulties we may face as women.*

Ellysmar Gomez-Luzardo '92

Venezuela

Computer Engineering, 1986

Universidad Simon Bolivar, Venezuela



*Tony Cruz, vice president, creative director, Hispania JWT, Los Angeles, California, spoke to a Winterim class on "Developing Creative Ads Aimed at Hispanics."*

**WB4620 INTERNATIONAL BANKING CONFERENCE (1988,89,90,91,92)**

Guest speakers from major U.S. and foreign banks discuss current problems and solutions in banking and trade.

**WB4660 JOHNSON & HIGGINS INTERNATIONAL INSURANCE AND RISK MANAGEMENT CONFERENCE (1988,89,90,91,92)**

Selected readings and guest speakers engaged in international operations define the foreign environment.

**WB5650 CORPORATE EXECUTIVE OFFICER SEMINAR (1988,89,90,91,92)**

A selected group of top-level executives from major corporations discuss how current international developments impact their corporate strategy.

**IS4250 DOING BUSINESS WITH EASTERN EUROPE AND RUSSIA (1991,92)**

The course is built around lectures by Russian, Polish, and other Eastern European officials as well as U.S. corporate executives.

**IS4892 WOMEN LEADERS OF TODAY (1991,92)**

The course examines career paths and experiences of prominent women in business from several countries.

**IS5021 SEMINAR ON EUROPE FUTURES (1988,89,90,91,92)**

The course is monitored by a prominent European official and discusses current subjects such as East-West detente, Europe 1992, or NATO.

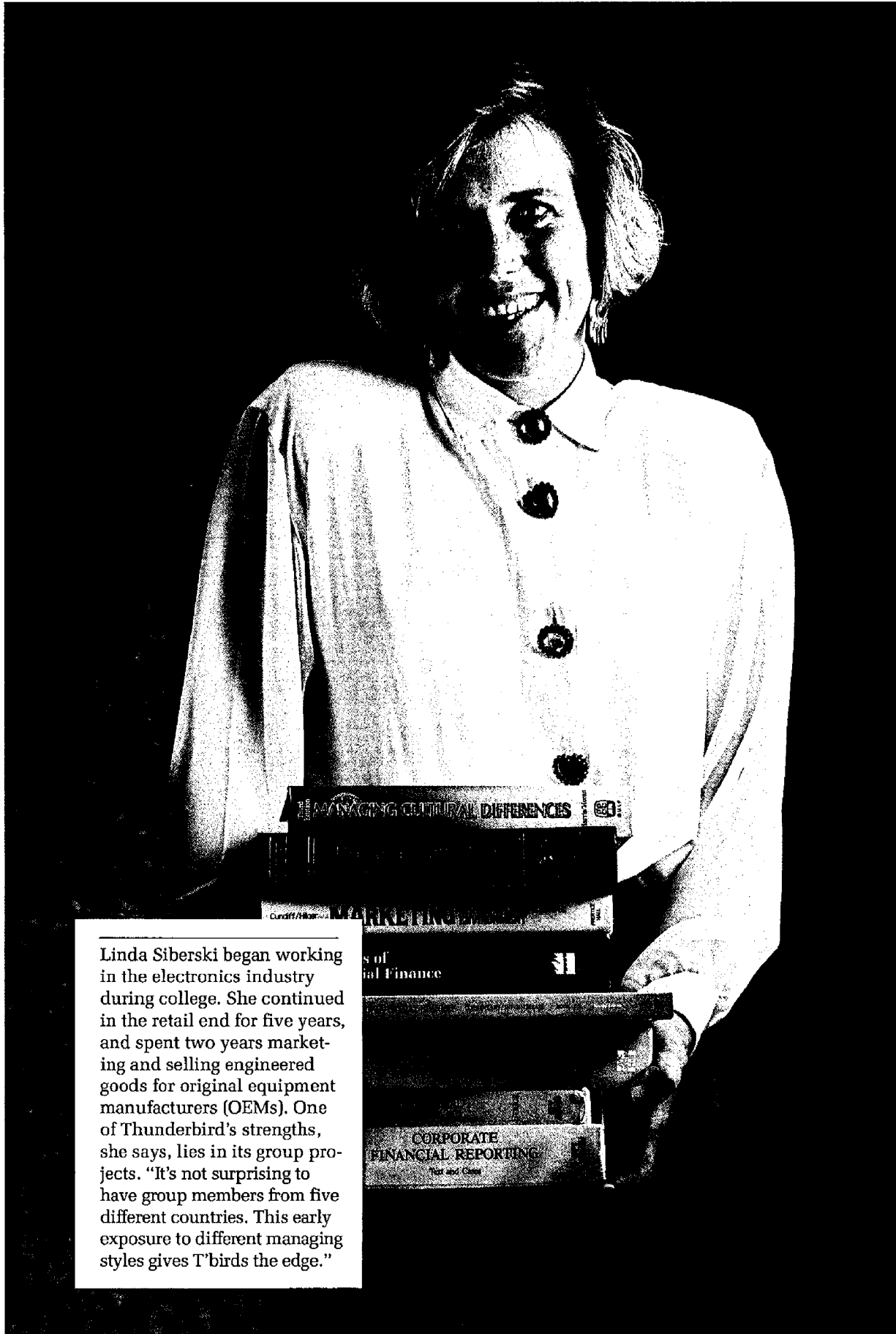


*Shirley Dillsworth, EEO manager of Coca-Cola, spoke in the Women Leaders of Today seminar during Winterim 1992.*

**Courses in Foreign Countries**

The Departments of Modern Languages and International Studies offer selected courses in foreign countries for properly prepared Thunderbird students. Most of these offerings may be taken for either language or international studies credit. They are not open to students who have not had previous course work at Thunderbird. Courses have been available in Central America, Iberia, France, Germany and Brazil.

Courses are specifically designed for continuing Thunderbird degree candidates and for students, faculty and business people from outside Thunderbird who have an interest in international business.



Linda Siberski began working in the electronics industry during college. She continued in the retail end for five years, and spent two years marketing and selling engineered goods for original equipment manufacturers (OEMs). One of Thunderbird's strengths, she says, lies in its group projects. "It's not surprising to have group members from five different countries. This early exposure to different managing styles gives T'birds the edge."

### Costa Rica

**Linda Siberski  
'92**

*Spending Winterim in Costa Rica and Nicaragua provided an excellent opportunity to explore both the business and environmental policy/management issues in Latin America. There was ample time provided to personally experience the differences between the North American and Latin American cultures. There is no substitute to seeing first hand a Third World country like Nicaragua compared to the developing country of Costa Rica to dispel the myths and provide a better understanding of the realities.*

B.S., Business Administration/  
International Commerce, 1985

Villanova  
University



*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. M.I.M. degree candidates must meet requirements in each of the departments as well as overall requirements of the institution.*



*What I looked for in a graduate program and what I have found at Thunderbird is a practical approach to learning about international business that wasn't available through other American business schools. Aside from working at the United Nations or the World Bank, I don't know of a place that could offer me a better opportunity to learn so much.*

Gretchen Bachman '92

B.S. Secondary Education/English, 1983

Bloomsburg University

This *Catalog* reflects graduation requirements in effect for students who initially enroll, or return after an absence, in fall 1992 or later. Students who may be subject to other requirements printed in earlier catalogs must contact the Office of the Registrar.

### SUMMARY OF INSTITUTIONAL REQUIREMENTS FOR THE M.I.M.

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) or better 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 is required. This requirement may not be reduced by transfer of credits except as required to conform with special institutional agreements.

#### Institutional Requirements

##### (42 Hours)

- |                 |                     |          |
|-----------------|---------------------|----------|
| • 12 Hours Max. | 3000 level          | Waivable |
| • 30 - 42 Hours | 4000 and 5000 level | Required |



*The Thunderbird program requires a minimum of 42 semester hours for the Master of International Management (M.I.M.) degree.*

### SUMMARY OF DEPARTMENT REQUIREMENTS FOR THE M.I.M.\*

#### Department of International Studies

##### (12 Hours)

- |           |                    |          |
|-----------|--------------------|----------|
| • 3 Hours | 3000 level         | Waivable |
| • 3 Hours | 4000 to 4099 level | Waivable |
| • 3 Hours | 4100 to 5899 level | Waivable |
| • 3 Hours | 4100 to 5899 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 to 5899 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. Please note that individual departments may have more stringent regulations than are indicated here. 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. Some require 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 must 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.

**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.



*Before coming here, I spent a year in Paris where I studied for one semester at the European School of Management and then did a five-month internship at Apple Computer's European headquarters. It was then that I decided to apply. I didn't apply to any MBA programs. I knew that Thunderbird would be perfect for me – and it is.*

Lesley Lyford '93  
B.A., French, 1991  
Washington University, St. Louis, Missouri

**Sample Course of Study**

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

	Semester Hours		
	3000 level	4000 or 5000 level	Total
International Studies	3	9	12
Modern Languages	—	—	—
World Business	21	15	36
Electives (any dept.)	—	6	6
<b>TOTAL</b>	<b>24</b>	<b>30</b>	<b>54</b>



In a world rapidly becoming internationalized, the Thunderbird program is well established while other schools are playing catch-up. I looked at other schools but none had the diverse curriculum, large percentage of foreign students, and long established reputation of Thunderbird. For me, having already lived and worked overseas for two years, there was really no alternative.

Clark D. Shipley, '92  
B.A., International Studies, 1990

University of Washington

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

	Semester Hours		
	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.)	—	—	—
<b>TOTAL</b>	<b>30</b>	<b>33</b>	<b>63</b>

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.

**Sample Course of Study**

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

	Semester Hours		
	3000 level	4000 or 5000 level	Total
International Studies	—	3	3
Modern Languages	—	—	—
World Business	—	15	15
Electives (any dept.)	—	24	24
<b>TOTAL</b>	<b>—</b>	<b>42</b>	<b>42</b>

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

	Semester Hours		
	3000 level	4000 or 5000 level	Total
International Studies	3	9	12
Modern Languages	15 <sup>a</sup>	6	21
World Business	21	15	36
Electives (any dept.)	—	—	—
<b>TOTAL</b>	<b>39</b>	<b>30</b>	<b>69</b>

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.

<sup>a</sup>ES3000 is a 15-hour course in the spring and fall semesters. In summer, it is a 12-hour course (ES3001).

NOTE: These sample courses of study do not reflect the specific courses required for graduation.



Born in Canada and of dual Canadian and American citizenship, Michelle Lévesque worked for two years, one in New York City and the other in Belgium, as vice president of finance for AIESEC, the world's largest international student-run organization. She has worked for a South African bank in treasury research and development as well. In the photograph, she is wearing a dress from Sierra Leone and holding a basket from Sudan.

Canada

**Michelle Y. Lévesque '92**

*In choosing a master's program, I knew I wanted to continue in the business field, but having had one-and-a-half years of overseas work experience, I also knew there was much more to international business than just knowing finance or marketing. With our tripartite program and international student body, there really is no better place to, not only learn, but actually experience international business.*

B.S., Finance, 1987  
Arizona State University

**Total Program of Study for the Master of International Management Degree**

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.

A minimum of 42 semester hours\* is 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 56-61 for details of specific require courses and waiver requirements.

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

**Summary: Required Program of Study**

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

<sup>a</sup> Specific courses are outlined on pages 56-61.

<sup>b</sup> Students who must take ES3000 (15 hours) may require a total of 69 semester hours.

*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 would encourage prospective students to challenge themselves to take upper-level courses in all areas, for a more integrated education. The global manager of the future will need a multifunctional background.*

Kristin M. Stenberg  
'92

B.A., International  
Government, 1987  
Georgetown  
University

The International Studies curriculum is intended to provide students with an understanding of international public policy issues that confront multinational corporations, since government, in its variety of forms, is increasingly 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.

All students are required to take 12 semester hours of work in International Studies. Up to 9 semester hours may be waived by qualified students, but at least three (3) semester hours must be taken in courses numbered IS4100 through IS5899 on a Thunderbird Campus.

#### **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 to 4099 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 to 4099 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.

#### **Waivers for IS4100 through IS4999**

One course numbered IS4100 through IS4999 may be waived if the course being presented for consideration was taken while in graduate standing for graduate credit and if the course duplicates a course offered here, and if the grade received was B or better.

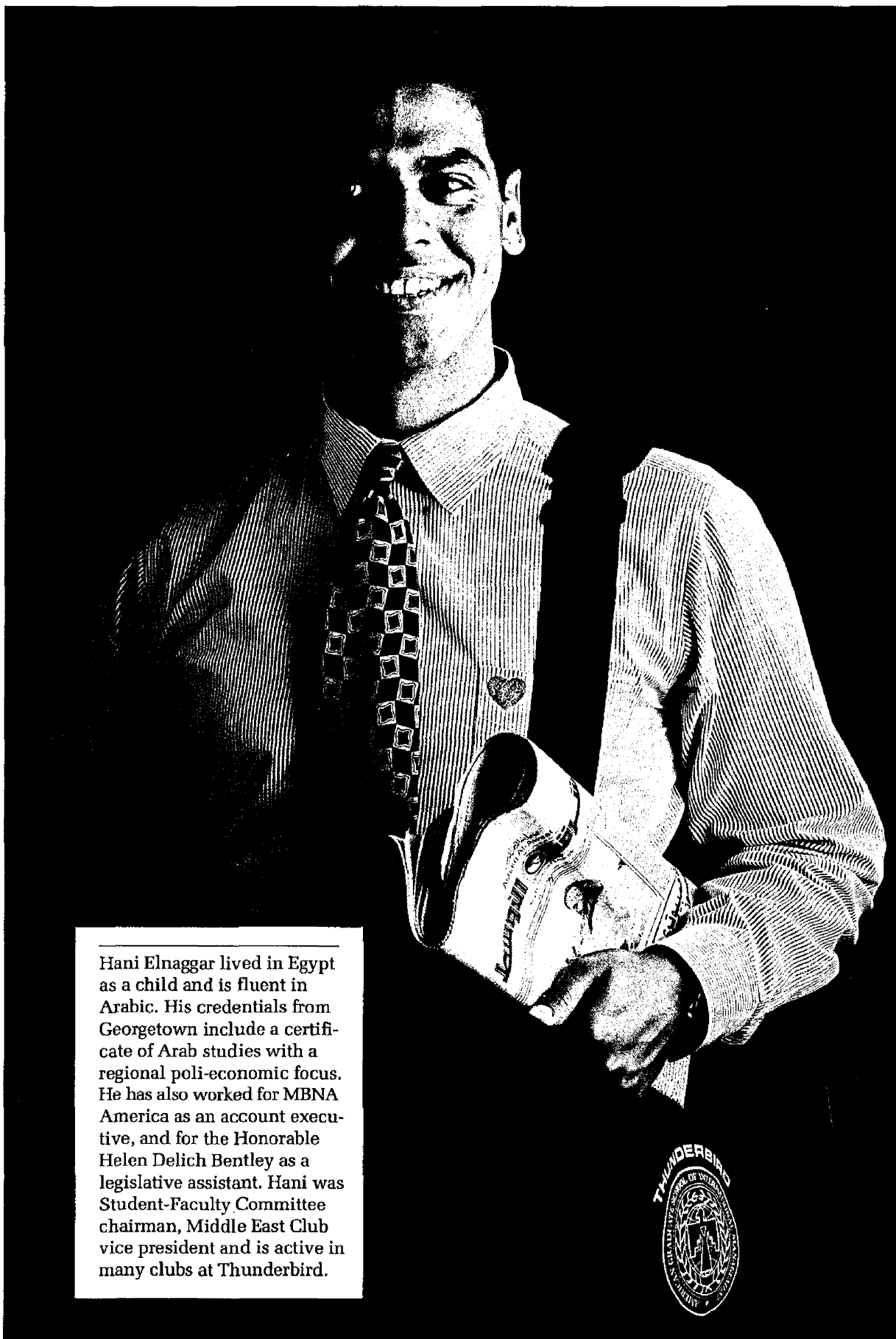
Waivers are not granted for 5000-level courses.

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

### **SUMMARY OF REQUIREMENTS**

#### **Department of International Studies (12 Hours)**

• 3 Hours	3010 level	Waivable by exam
• 3 Hours	4000 to 4099 level	Waivable
• 3 Hours	4100 to 5899 level	Waivable
• 3 Hours	4100 to 5899 level	Required



Hanı Elnaggar lived in Egypt as a child and is fluent in Arabic. His credentials from Georgetown include a certificate of Arab studies with a regional poli-economic focus. He has also worked for MBNA America as an account executive, and for the Honorable Helen Delich Bentley as a legislative assistant. Hanı was Student-Faculty Committee chairman, Middle East Club vice president and is active in many clubs at Thunderbird.

Egypt

**Hanı Elnaggar**  
'92

*Cross-Cultural Communication for International Managers is the reason I came to Thunderbird. I had always considered myself culturally sensitive; what a surprise to learn how things I do or say can affect others so dramatically! It's definitely an education! Coming from Georgetown, I was aware of the Thunderbird reputation. What I didn't know was how well-known the school was outside the international sector. When friends and acquaintances learned of my admission, they all said they knew someone who went here or was currently enrolled.*

B.A., International Relations, 1984

Georgetown University

*The Department of Modern Languages offers courses in ten languages: Arabic, Chinese, French, German, Italian, Japanese, Portuguese, Russian, Spanish and English as a Second Language. In addition to the basic three-level sequence, the department also offers many advanced commercial and issues-oriented courses.*



*The tripartite curriculum is something special. The blend of business, language, and international studies is invaluable. Most T<sup>h</sup>birds seem strong in one or two areas prior to coming to the School, but the missing part, when filled in, makes us truly global. Even for an "old guy" like me, the choice of Thunderbird was one of the best I have ever made.*

James F. Stephenson  
'92

Lt. Col. (Ret.),  
United States  
Air Force

B.A., Education,  
1968

University of  
Arizona

M.A., International  
Relations, 1973

University of  
Arkansas

Students must demonstrate a required level of proficiency in both general language and business vocabulary in one of the ten languages taught at the School in addition to their native language, to meet graduation requirements of the department.

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

### Non-English Languages

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 nine 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 this 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, a second test is given, covering business vocabulary proficiency. If the student passes this second test,

then all language requirements are waived. The student may take 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).

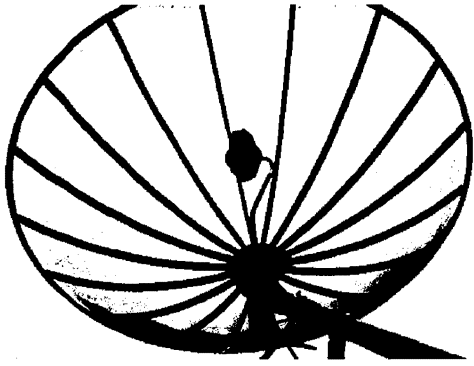
Complementing the core courses are a variety of courses taught in a foreign language and courses dealing with social, political, and economic topics as well as courses in commercial correspondence and business language. Language courses beyond the 4010 level are offered only if sufficient students register 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, regardless of TOEFL or any other considerations. This test is the sole criterion in determining how much additional English language preparation a student needs before success in other courses at the School may be reasonably expected. English is the language of instruction at Thunderbird.

The test is offered during orientation and must be completed before registration for classes is allowed. Foreign nationals claiming English as



Many of the language classes augment regular instruction with programs obtained via satellite.

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) Required to enroll in English classes elsewhere or
- (2) Required to enroll in:
  - (a) Intensive English (ES3000\*) or
  - (b) ES4010 and ES4050 or
  - (c) ES4050 or
- (3) 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.

Students who are required to enroll in ES3000\* will find it necessary to spend an additional term at Thunderbird in order to meet graduation requirements.

*\*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. Thunderbird is the language testing center for the following institutions:

**The Cámara 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 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, has authorized Thunderbird as 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 October.



*You can't beat Thunderbird for meeting foreign students. With roommates from China and Japan, I've learned a great deal about both countries without even trying. I attended an undergraduate school with a strong alumni network, but nothing like this. I have never called on a Tbird who wasn't willing to try to help me in some way.*

Thomas R. Crabb '92  
B.A., Psychology,  
1988  
Denison 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.*

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*The Department of World Business curriculum recognizes that international executives must have a basic understanding of several functional specialties in business and finance as well as conversance with quantitative tools and advanced managerial and marketing techniques. Several of the department's faculty members 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 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 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.

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 purpose of credit. The tests are available at many schools throughout the United States, and students are encouraged to contact these testing centers for specific information. Students who are considering the CLEP test as an alternative must avail themselves of these testing opportunities early enough so that results will be in hand prior to arriving at Thunderbird. Documented test results must be presented to the depart-

ment prior to a student's registration for first-semester classes.

Thunderbird administers CLEP tests for incoming students during orientation week prior to each term (Winterim excluded). Fees are similar to those charged at other testing sites. These tests are scored on site and students and the department will have the results prior to registration. While up to three tests may be scheduled, students are encouraged to arrange for testing prior to arrival when possible, to maximize the time available for other activities.

**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 CLEP score of at least 66.

**WB3400 Fundamentals of Management**

Satisfactory completion of a management course that 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 at least 66.

**WB3500 Fundamentals of Marketing**

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

**\*Deferred Waivers**

Deferred waivers may be granted to students entering fall 1992 or before. Such waivers may be granted by the faculty for a marginally lower grade. Deferred waivers will not be granted to students entering Thunderbird after fall 1992. Students may request that the deferred waiver be converted to a permanent waiver after completion of a 4000-level core course in the same subject area at the School and with a passing grade.

These courses are as follows:

Foundation No.	Core Course(s)
WB3100	WB4140 or WB4150
WB3200	WB4200
WB3210	WB4212
WB3300	WB4300 or WB4320 or WB4530
WB3313	Not Applicable
WB3400	WB4400
WB3500	WB4500

\*See "Deferred Waivers" section on this page.

**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

WB4400 Multinational Business Management

WB4500 International Marketing Management

**Waivers at the 4000 level**

If a student has had comparable course work at an accredited institution at either the graduate or undergraduate level, with a grade of B or higher, a core course may be waived, but an alternate 4000 or 5000 level World Business course must be 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



*Given my liberal arts background, I assumed I wouldn't enjoy the required quantitative courses. The enthusiasm and expertise of the World Business professors are such that I couldn't help liking even accounting.*

Pamela Brewer '92  
B.A., History/  
Political Science,  
1985

Oral Roberts  
University

Professors: *Duarte, Howell (Chairman), Moran, Sours, Springer, S.Tancer, Trapans;*  
 Associate Professors: *Braaten, Conklin, Frankenstein, Mahoney, R. Tancer;*  
 Assistant Professors: *Chen, Goddard;*  
 Post-doctoral Fellows: *Babarinde, Passe-Smith*

COURSE TITLE	PREREQUISITES
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IS3010 is required, but may be waived  
 by examination *only*

IS3010 International Political Economy

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



*The International Environmental Policies and Global Resources course has given me the opportunity to research a topic of great interest to me: alternate energy resources for the state of Hawaii and other tropical ocean areas of population. The research on Ocean Thermal Energy Conversion has enabled me to focus my international environmental studies and concentrate my efforts as far as my job search is involved.*

Ellen B. Navratil  
'93

B.A., Soviet Area  
Studies, 1989

University of  
Hawaii

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
IS5200 European Integration	IS3010 and IS4020 or equivalent
IS5240 East-West Trade Seminar	IS3010 and IS4010 or IS4020 or equivalent
IS5261 European and American Contemporary Thought	IS3010 and IS4020 or equivalent
IS5300 Iberia, Ibero-America, Business, Culture, Values	IS3010 and IS4880 and either IS4020 or IS4030 or equivalent
IS5712 The Role of Intelligence in U.S. Diplomacy and International Commerce	IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060
IS5740 United States Foreign Policy	IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060
IS5800 Transnational Corporate Environment	IS3010 and WB4400
IS5803 Direct Foreign Investment and Technology Transfer: The Public Policy Perspective	IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060
IS5810 Nationalism and Expropriation	IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060
IS5820 Political Risk and Global Change	IS3010 and WB3300 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060
IS5860 Os Pais de Expressão Portuguesa Hoje (The Portuguese-Speaking Countries Today)	IS3010 and either IS4020 or IS4030 or IS4050, and either PO4010 or PO4020 or equivalent
IS5870 International Health Care Systems	IS3010
IS5880 Differing Value Orientations	IS3010 and IS4880 or equivalent
IS5890 Advanced Cross-Cultural Communication Seminar	IS3010 and either IS4880 or IS5880
IS5901 Topics in International Studies: Independent Research (1 hour)	Permission of instructor* and concurrence of the Department of International Studies chair
IS5902 Topics in International Studies: Independent Research (2 hours)	Permission of the instructor* and concurrence of Department of International Studies chair
IS5903 Topics in International Studies: Independent Research (3 hours)	Permission of the instructor* and concurrence of Department of International Studies chair
IS5920 Master's Thesis	See course description on page 84.
IN5910 Internship: Part time	Permission of the Director of Internships and concurrence of the Department of International Studies chair
IN5930 Internship: Full time	Permission of the Director of Internships and concurrence of the Department of International Studies chair



*One of the most valuable courses I have taken at Thunderbird is U.S. Foreign Policy. As Secretary of State of Arizona, the professor has an inside look at government (and some very interesting stories!). We are encouraged to evaluate all sides of an issue and form our own opinion after interesting debate. One of the benefits of taking this class at Thunderbird is the opportunity to hear the views of foreign students on U.S. policy, and how this policy has affected their countries.*

Patty O'Connor '92  
 B.S., Marketing/  
 International  
 Business, 1988  
 Santa Clara  
 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.*



*My favorite course so far has been Modern Mexico, which was more a lively debate where students examined intricate political, economic, social and cultural aspects of Mexico today. I found myself eagerly awaiting class and marveling about the clearer vision I possessed after each class. We weren't lectured to, but guided by, a professor who was more of a moderator and a reference source.*

Joe Hostler '92  
B.A., International Relations/History, 1988

New Mexico State University

### 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.**

### 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 South Asia. Prerequisite: IS3010 or equivalent.

### IS4020 Regional Business Environment: Europe

(3 hours) This course provides an overview of the relevant facets of the environment for international business in 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.

### 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.

### IS4040 Regional Business Environment: Middle East

(3 hours) This is a survey from a western point of view of the history, the politics, the geography, the economics and the international business environment of the Middle East. The course concentrates on the region as a whole, but several of the key nations are singled out for more detailed attention. Lectures, class discussions and case studies are used to bring about student participation and pragmatic applications. Prerequisite: IS3010 or equivalent.

### IS4050 Regional Business Environment: Sub-Saharan Africa

(3 hours) This course concentrates on the cultural, 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. Special attention is given to South Africa. Prerequisite: IS3010 or equivalent.

### IS4060 Regional Business Environment: North America

(3 hours) This course enables the student to understand the impact of U.S. political systems and processes, demographics and social issues on the national business environment. Managers, marketers and those who wish to motivate the work force must be sensitized to the effect of the legal and regulatory environment in which they will be operating. This course is particularly valuable to our foreign students or those American students with limited social science backgrounds. Prerequisite: IS3010 or equivalent.

### IS4100 Modern Japan

(3 hours) This course focuses on the development of modern Japan and its role in worldwide political, cultural, financial, and economic affairs. The Japanese modernization experience is the foundation for understanding today's Japan. In order to promote understanding of business conditions in Japan, this course also 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 deals with the relationship between business and government, the distribution system, exchange and trade controls, monetary policy, and contemporary political and social issues; and develops specialized knowledge based upon prior course work. A module on Korea is included. Prerequisites: IS3010 and IS4010 or equivalents.

**IS4120 Modern China**

(3 hours) This course is an intensive course on Modern China, (PRC, Taiwan and Hong Kong) with an emphasis on the development of the Mainland's trade system. The course will cover a wide range of topics, such as culture, tradition, religion, ideology, and political and economic structures. Students completing the course will have an advanced understanding of the Chinese market and its way of doing business. 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 within 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 national economic and business development. This course is offered subject to faculty availability, and not offered every or any designated semester. Prerequisites: IS3010 and IS4010 or equivalent.

**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 one of the following: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060 or equivalents.

**IS4250 East European Economic Systems and Reforms**

(3 hours) This is an introduction to the East European and Russian economies and their reforms. Its objectives are to familiarize the student with the past and present organization of these economies, the national-economic reform programs, privatization efforts, and the management of firms in these conditions. Particular attention is paid to the transition of these systems from centrally planned to "socialist market" and finally to Western-type market economies. Note is also taken of the breakdown of 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 one of the following: IS4010, IS4020, IS4030, IS4040, 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 Europe. In addition, the course includes information on general trends and issues such as EC policies and migrant labor. Prerequisites: IS3010 and IS4020 or equivalents.

**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 processes with repeated exercises to develop these skills. The first half of the course is devoted to increasingly complex negotiations in small groups. During the second half, students assume negotiating positions on a variety of international issues which are currently being negotiated and present them before the entire class. Prerequisite: 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**

(3 hours) This course provides a broad overview of the theoretical approaches to the study of economic development, as well as the substantive ramifications as expressed in national policy. Following a general theoretical introduction and discussion of current and future conditions in the less developed countries, the course examines the impact of income distribution, population growth, education, agriculture, foreign assistance, national planning, and the international economy upon the developmental experience and prospects of the less developed countries. Prerequisite: IS3010 or equivalent, and one of the following which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060.



*I took Regional Business Environment and European Integration with a professor whose comments and clarifications were extremely informative. In his seminar-style European Integration class, he fostered the exchange and development of ideas. His class and style were very refreshing.*

John R. Lavallée '92  
B.A., Humanities and French, 1989  
Providence College

**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 also explores the relationship between human and natural resources available in different parts of the world, the role of policymakers in the private and public sections and environmental issues concerned with the conservation of natural resources. 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 or IS4832.

**IS4832 International Environmental Policies and Global Resources**

(3 hours) This course is an introduction to international environmental policy from perspectives useful to the policy analyst and professional in the field of international environmental management. The purposes of the course are threefold: (1) to provide the international manager with a general knowledge of the systemic and institutional frameworks through which environmental policy is formed, (2) to provide an overview of the specific policy issues that constitute the environmental field, and (3) to develop the conceptual bases for understanding environmental management from the perspectives of the scientific, business, not-for-profit, government, and political constituencies. The focus of the policy analyst or manager is integrative regarding these communities. 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 or IS4831.

**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.



*Dr. Beverly Springer teaches courses on European Integration and is editor of The International Executive, a journal published six times a year by Thunderbird in cooperation with John Wiley & Sons.*

**5000-LEVEL COURSES****IS5080 Seminar on Selected Research Topics: International Studies**

(3 hours) Prerequisite: IS3010

**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.

**IS5240 East-West Trade Seminar**

(3 hours) This seminar analyzes the growing trade linkages of the Commonwealth of Independent States /the former USSR/, 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, commercial and political risks, East-West business psychology, and NATO country trade restrictions. A research paper is required. Prerequisites: IS3010 and either IS4010 or IS4020 or equivalent.

*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.*



*The most valuable course I have taken so far is cross-cultural communication. Not only have I learned about the characteristics of other cultures but I have gained insight into my own "cultural baggage" and how it affects my interactions with others. . . . You can use what you learn as soon as you leave the room by interacting with students from over 60 countries. What you learn will also help you understand how to conduct business and negotiate successfully with those from other cultures.*

Heike Heemann '93  
Germany  
B.A., Spanish, 1991  
Hood College



**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 IS4020 or equivalent.

**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 IS4880 and either IS4020 or IS4030 or equivalents.

**IS5302 Strategic Management in Spain, Portugal, and Latin America**

(3 hours) This seminar examines the forces which work upon and must be considered in investing and doing business in the Iberian Peninsula and Latin America. Case studies are utilized and updated relating to investment, managing business, government relations, production, marketing finance, organization, exporting, and importing. A heavy emphasis is placed on the cultural, political, and historical implications and impacts on management planning and practice. Prerequisite: IS3010 and either IS4020 or IS4030 or equivalent.

**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, corporate use of intelligence, Congressional oversight, and, in particular, the problems confronting U.S. intelligence in the 1990s. Prerequisites: IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060 or equivalent.

**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 one of the following: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060 or equivalent.

**IS5800 Transnational Corporate Environment**

(3 hours) Globalization is presented focusing on transnational corporations within the context of international political economy. This seminar provides a framework for understanding broad issues and analyzing specific topics that affect corporate strategic planning. Examples include the politics of the "North-South" debate, sovereignty/nationalism, national ideology and corporate competitiveness, environmentalism and growth, political risk, and changes in corporate organizational structure necessitated by an increasingly competitive, interdependent, and global environment. Prerequisite: IS3010 and WB4400 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060 or equivalent.

**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 one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060 or equivalents.

*\*Permission of the instructor means that students must make personal contact with the instructor of the course and obtain written permission prior to registration or pre-registration. 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've served in U.S. diplomatic missions to Mexico, Thailand, and Indonesia, and am now studying under a Department of State sponsorship to prepare for future management assignments abroad and in Washington, D.C. Thunderbird offers a unique, diverse program of studies—excellent training for anyone already established in, or considering a career in the not-for-profit sector.*

Terry Daru '92  
B.A., Asian Studies, 1974  
University of Hawaii





*Thunderbird's 5000-level classes are a must. These classes create a part of the "Mystique" that the School is known for. Teamwork, practical training, deadlines, corporate sponsorship, and an international outlook build the background that makes T'birds attractive to industries in today's market.*

Jamie Lundquist  
'92  
B.A., Russian/  
Spanish, 1989  
University of Iowa

### 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. The impact of nationalism and national regulation affect the business operations of such companies. With the resurgence of nationalism and the decline of statism, the multinational corporation faces new challenges and opportunities. Each student prepares a research paper on a topic of his or her choice and makes an oral presentation. Prerequisites: IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060 or equivalents.

### IS5820 Political Risk and Global Change

(3 hours) The purpose of this seminar is to analyze the nature of political and social risk, particularly for foreign investors. In part I of the seminar, several current political risk models are examined for theoretical consistency and business applicability in both developed and less-developed societies. Part II is devoted to the presentation and discussion of individual research projects. Prerequisites: IS3010, WB3300 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060 or equivalents.

### 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 management, and social problems and issues currently confronting the Portuguese-speaking world (Portugal, Brazil, Angola, Mozambique, Guinea-Bissau, São Tomé e Príncipe, Cape Verde, Goa, 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, IS4030 or IS4050 and either PO4010 or PO4020 or equivalent.

### IS5870 International Health Care Systems

(3 hours) This course introduces a comprehensive view of the health system and its components and how this system is related to other social systems in an international focus. The public and private components of the health system will be presented and the characteristics of the health industry will be analyzed. The health care system in the U.S. is compared with other health systems in various more developed and developing countries to find the methods to plan and implement improvements in health care. Prerequisite: IS3010.

*\*Permission of the instructor means that students must make personal contact with the instructor of the course and obtain written permission prior to registration or pre-registration. Seminars are available subject to demand.*

### IS5880 Differing Value Orientations

(3 hours) The objective of this seminar is to develop skill in analyzing difficulties and problems in complex cross-cultural management or business 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. IS4880 may be taken concurrently.

### IS5890 Advanced Cross-Cultural Communication

(3 hours) The purpose of this seminar is to develop a sophisticated understanding of the issues in the rapidly developing field of cross-cultural communication applied to the world of the international manager. Topics such as the selection of international managers, various organization designs with multicultural staffing, cultural constraints inhibiting transfer of management technologies, different behaviors exhibited by unskilled and skilled negotiations and re-entry to one's home country and organization are discussed and developed in more detail. The seminar is particularly useful for those interested in international human resource management. Prerequisites: IS3010 and either IS4880 or IS5880. IS4880 may be taken concurrently.

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

### 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.

### IN5910 Internship: Part-time

(3 hours) Please see course description on page 84.

### IN5930 Internship: Full-time

(3 hours) Please see course description on page 84.

*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.*



After working for nearly five years in the engineering field in the U.S. and Japan, Mark Hallberg came to Thunderbird with his wife, Ayako. While studying here, their twin sons, Ethan Sage and Evan Kai were born. After his graduation in May, Mark, Ayako and their nine-month-old twins moved to Japan, where Mark had accepted a product manager position for a medium-sized American medical equipment manufacturer.

## Japan

### Mark Dewey Hallberg '92

*In my 5000-level Japanese course—Political, Social and Economic Issues—we read and discussed commentary by contemporary Japanese thinkers in business, government, and academia. Not only did I learn more Japanese language, I also learned more about the world in which we live through the eyes of Japanese colleagues and my Thunderbird classmates. . . . Even before I graduated, I had made Thunderbird connections in Korea, Thailand, Hong Kong, Malaysia and Japan, not to mention several European and Latin American countries.*

B.S., Electrical Engineering, 1984

University of Massachusetts

Professors: *Britt, Chang, Critz (Chair), Dequenne, Peters, Ramsey, Schutte, Valdivieso;*

Associate Professors: *Akutsu, Bailey, Call, Corrigan, Johnson, Kenman, King, Klein, Kumayama, Kuo, Laugier, Lerond, Pinheiro, Roessler, Tuman, Vega-Carney, White;*

Assistant Professors: *Federico, Franciulli, Lauterborn, Meneses;*

Instructors: *Chen, Cline, Lanham, Romazanova, Taylor*



*The modern languages department here is exemplary! I had the opportunity recently to visit my undergraduate school and even the T.A.s there were amazed at the difficulty of my current Russian course work. The information I've learned in class is far and away more up-to-date and accurate than any other I've seen, and besides, it's improving my language skills at the same time.*

Julie Haw '92

B.A., Political Science/Russian, 1990

University of Illinois at Urbana-Champaign

COURSE TITLE	PREREQUISITES
AR3000 Arabic Level I	
CH3000 Chinese Level I	
FR3000 French Level I	
GE3000 German Level I	
IT3000 Italian Level I	
JA3000 Japanese Level I	
PO3000 Portuguese Level I	
RU3000 Russian Level I	
SP3000 Spanish 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
IT4000 Italian Level II	IT3000 or IT3000 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
IT4010 Italian Level III	IT4000 or IT4000 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
JA4150 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
IT4200 Advanced Business language	IT4010 or IT4010 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
CH4301 Reading and Writing	CH4010 or CH4010 waiver
JA4301 Reading and Writing	JA4010 or JA4010 waiver
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
SP4500 Commercial Correspondence	SP4010 or SP4010 waiver
SP4550 Advanced Commercial Spanish: Documentation and Operations	SP4010 or SP4010 waiver
EN5000 Advanced Business Communications for Executives	
SP5200 Major Topics in Latin America	SP4010 or SP4010 waiver
FR5301 Contemporary Social, Political, Sociocultural and Economic Issues	FR4010 or FR4010 waiver
GE5301 Contemporary Social, Political, Sociocultural and Economic Issues	GE4010 or GE4010 waiver
JA5301 Contemporary Social, Political, Sociocultural and Economic Issues	JA4010 or JA4010 waiver
SP5301 Contemporary Social, Political, Sociocultural and Economic Issues	SP4010 or SP4010 waiver
SP5500 Economic and Commercial Spanish	SP4010 or SP4010 waiver
FR5500 Economic and Commercial French	FR4010 or FR4010 waiver
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 hour)	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 hours)	Same as above
ML5903 Topics in Modern Languages: Independent Research (3 hours)	Same as above
ML5920 Master's Thesis	Near-native or native fluency in the relevant language (see course descriptions)
IN5910 Internship: Part time	Permission of the Director of Internships and concurrence of the Department of Modern Languages chair
IN5930 Internship: Full time	Permission of the Director of Internships and concurrence of the Department of Modern Languages chair

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.



*My internship with Kellogg Company in Paris, facilitated by the Internship Office, was an indispensable complement to the excellent academic foundation provided by my course work at Thunderbird. I was immediately integrated into the team marketing organization, which allowed me to contribute directly to strategy implementation for the complex French cereal market.*

Eva Schaffner '92  
Austria

Translation and Interpretation for English/Spanish/German, 1990

Export Business, 1989

University of Graz

**3000-LEVEL COURSES**

<b>AR3000</b>	<b>Arabic Level I</b>	(7 hours)
<b>CH3000</b>	<b>Chinese Level I</b>	(6 hours)
<b>FR3000</b>	<b>French Level I</b>	(6 hours)
<b>GE3000</b>	<b>German Level I</b>	(6 hours)
<b>IT3000</b>	<b>Italian Level I</b>	(6 hours)
<b>JA3000</b>	<b>Japanese Level I</b>	(7 hours)
<b>PO3000</b>	<b>Portuguese Level I</b>	(6 hours)
<b>RU3000</b>	<b>Russian Level I</b>	(7 hours)
<b>SP3000</b>	<b>Spanish Level I</b>	(6 hours)

The approach is intensive and interactive. 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. Conversation classes are normally limited to eight persons where activities to develop correct pronunciation, basic patterns and vocabulary, and oral proficiency are stressed. 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 (75 minutes in the summer). 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 instruction (300F) "Fundamentals."

**4000-LEVEL COURSES**

<b>AR4000</b>	<b>Arabic Level II</b>	(6 hours)
<b>CH4000</b>	<b>Chinese Level II</b>	(6 hours)
<b>FR4000</b>	<b>French Level II</b>	(6 hours)
<b>GE4000</b>	<b>German Level II</b>	(6 hours)
<b>IT4000</b>	<b>Italian Level II</b>	(6 hours)
<b>JA4000</b>	<b>Japanese Level II</b>	(6 hours)
<b>PO4000</b>	<b>Portuguese Level II</b>	(6 hours)
<b>RU4000</b>	<b>Russian Level II</b>	(6 hours)
<b>SP4000</b>	<b>Spanish Level II</b>	(6 hours)

In these courses, the major stress continues to be placed on the development of speaking proficiency, 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. (75 minutes in summer.) 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.

<b>AR4010</b>	<b>Arabic Level III</b>	(3 hours)
<b>FR4010</b>	<b>French Level III</b>	(3 hours)
<b>GE4010</b>	<b>German Level III</b>	(3 hours)
<b>IT4010</b>	<b>Italian Level III</b>	(3 hours)
<b>PO4010</b>	<b>Portuguese Level III</b>	(3 hours)
<b>RU4010</b>	<b>Russian Level III</b>	(3 hours)
<b>SP4010</b>	<b>Spanish Level III</b>	(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. Technology supports all levels of instruction. Prerequisite: Level II or Level II waiver.

<b>CH4010</b>	<b>Chinese Level III</b>	(4 hours)
<b>JA4010</b>	<b>Japanese Level III</b>	(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.

**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. Reading materials are selected to introduce the student to fundamental vocabulary and concepts relevant to international management. This class consists of five periods per week of conversation (402C) and three periods per week of grammar (402F). Prerequisite: SP4010 or Spanish III waiver (Native speakers of Spanish must also obtain the waiver).



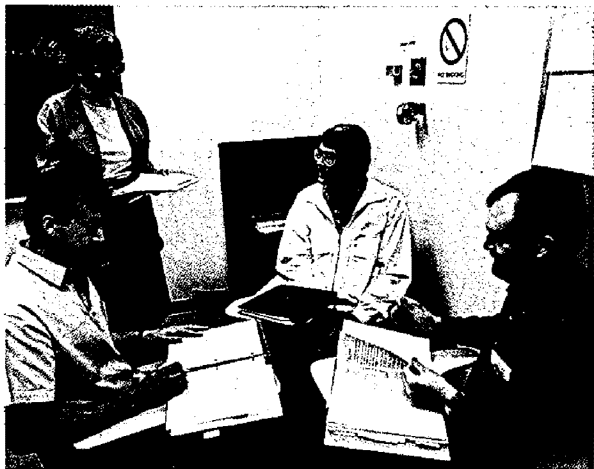
*The way they teach languages here at Thunderbird is incredible; the satisfaction which I got from being able to communicate with natives when visiting a Spanish-speaking country after only four months of study was unbelievable.*

Gudjon Steinar Sverrisson '92

Iceland

Candidatus Oeconomiae, Business Administration, 1990

University of Iceland



Professor Lilith Schutte conducts a German class for executives on campus.

**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. Reading materials are selected to introduce the student to fundamental vocabulary and concepts relevant to international management. This class consists of five periods per week of conversation (402C) and three periods per week of grammar (402F). Prerequisite: PO4010 or Portuguese III waiver (Native speakers of Portuguese must also obtain the waiver).

**JA4150 Advanced Conversation**

(3 hours) This course, designed as a capstone to the core courses, will enhance communicative skills and language competence in a cultural context. Through a practical and functional approach, students will learn to speak in real life situations within the prevailing Japanese business environment by creating simulations that are closely coordinated with common business activities. Course materials contain lexicon and expressions frequently encountered in work situations in Japan. Emphasis is placed on the rapid expansion of functional vocabulary and acquisition of advanced word compounds, syntactical forms and proper usage of honorific speech in a business context.

- |        |        |        |
|--------|--------|--------|
| AR4200 | CH4200 | FR4200 |
| GE4200 | IT4200 | JA4200 |
| PO4200 | RU4200 | SP4200 |

**Advanced Business Language (Offered in 9 languages)**

(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.

**CH4301 Reading and Writing  
JA4301 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.

**AR4500 JA4500 SP4500  
Commercial Correspondence (Offered in 3 languages)**

(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.



*The Costa Rican economy has shifted from its traditional dependence on bananas and coffee to a diversified and expanding economy seeking new markets, encouraging investment and promoting tourism. The lack of international managers is a void which we must fulfill shortly. It is my desire that other Costa Ricans will follow in my footsteps and attend Thunderbird as a way to satisfy our country's foremost needs in its first stages of internationalization.*

Phillippe Thomas '92  
Costa Rica  
B.A., International Business, 1989  
Universidad Internacional de las Americas

**5000-LEVEL COURSES****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.

**SP5200 Major Topics in Latin America**

(3 hours) This 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 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.

**FR5301            GE5301            JA5301  
SP5301****Contemporary Social, Political, Sociocultural and Economic Issues (Offered in 4 languages)**

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

**SP5500 Economic and Commercial Spanish**

(3 hours) This course is taught at the level of the Exámenes de Español Comercial prepared by the Cámara Oficial de Comercio e Industria de Madrid and revolves around such topics, essential to the international business executive, as distribution, the stock market, organization management, and banking, as well as major topics of the Spanish economy, including geographic conditions, economic development, agriculture, and basic industries. The course focuses on the commercial and economic terminology of the corporate world. Prerequisites: Level III or Level III waiver.

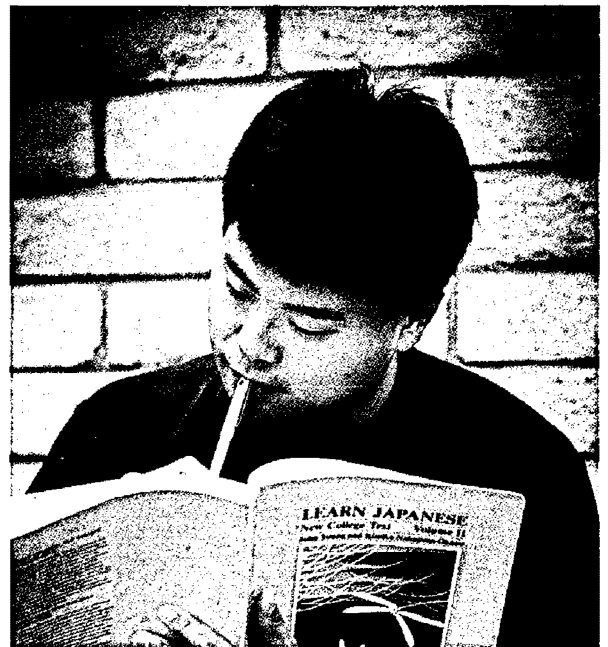
**FR5500 Economic and Commercial French**

(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 et d'Industrie 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.



*My Economic and Commercial French course added a new dimension to my language capabilities. We acquired valuable information concerning French companies, business vocabulary and common business practices. This proficiency in commercial French was something I was lacking and something that is an integral part of operations overseas. While other schools are trying to develop programs taught from a truly global perspective, Thunderbird has been doing it right for years.*

Robin Joers '93  
B.A., French, 1991  
University of  
Washington



*Thunderbird offers students three levels of Japanese, in addition to several 4000- and 5000-level courses focusing on advanced conversation; contemporary social, political and economic issues; and commercial correspondence.*

**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. Technical and nontechnical vocabulary development, writing practices, dictation exercises, business readings, free conversation, and cross-cultural awareness are stressed. 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.



**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 (2 hours)**

**ML5903 (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.

**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.

**IN5910 Internship: Part-time**

(3 hours) Please see course description on page 84.

**IN5930 Internship: Full-time**

(3 hours) Please see course description on page 84.

*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.*



*Learning another language and exploring other cultures have been remarkably transferable experiences. I think I'm much more capable of understanding my customers and the people I work with than I would have been otherwise.*

Allyn W. Keiser '73

Executive Vice President, Corporate Bank, U.S.A.

Canadian Imperial Bank of Commerce



Professors: *Barrett, Carrada-Bravo, Davison, Ferris, Foroughi, Foster, Geer, Heathcotte, Herberger, Kim, Mahmoud, Mathis (Chair), Mills, O'Connell, Ricks, Woolverton;*

Associate Professors: *Bergevin, Bossert, D.Guthery, Hosseini, Johnson, Keat, Morrison, Murray, Pring, B. Reed, W. Reed, Rice, Schmidt, Schweizer, Siehl, Tuzzolino, Valencia, Vor der Landwehr;*

Assistant Professors: *E. Guthery, Sherman, Wongtada, Zerio;* Visiting Professor: *Vink*

Instructors: *Aranda, Kuhlmann, Healey;* Distinguished Corporate Lecturers: *Gottlieb, Warren*



*One of the unique experiences at Thunderbird is the possibility of being challenged with real corporate-sponsored projects. During a two-semester project from Dow Brands, the company asked five students to develop business, advertising/promotional, and marketing plans for introducing tomatoes to the Pacific Rim area. We learned first hand about possibilities and problems related to international trade and experienced the emotional ups and downs of new product development.*

Javier F. Ortiz B. '92  
B.S., Marketing, 1990  
Central Connecticut  
State University

COURSE TITLE	PREREQUISITES
<b>All 3000-level courses are required, but all are subject to waiver</b>	
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	
<b>Five specific 4000-level courses are required:</b>	
<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	WB3210 or equivalent
WB4400 Multinational Business Management	WB3400 and WB3500 or equivalents
WB4500 International Marketing Management	WB3500 or equivalent
<b>4000-Level Electives:</b>	
WB4160 International Auditing	WB4150 or equivalent
WB4170 International Income Taxation	WB3200, WB3210, and WB4150 or equivalents
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 or equivalent
WB4600 Legal Environment of International Business	
WB4700 International Insurance	

<b>COURSE TITLE</b>	<b>PREREQUISITES</b>
<b>5000-Level Electives:</b>	
WB5101 International Accounting	WB4150 or equivalent
WB5120 Financial Statement Analysis	WB3200 and WB3210 and WB4150 or equivalents
WB5200 International Banking	WB3210 and WB4200 and WB4290 equivalents
WB5221 International Trade Strategies	WB3210, WB3500, WB4200 or equivalents
WB5250 Multinational Corporate Finance	WB4150 and WB4200 and WB4212 or equivalents
WB5271 International Securities Investments	WB4200 and WB4212 or equivalents
WB5400 Entrepreneurship	WB3400 and either WB4140 or WB4150, and either WB4300 or WB4320 or WB4530, and two of the following, one of which may be taken concurrently: WB4212, WB4400, WB4500 or equivalents.
WB5480 International Business Policy and Decision Making	WB3210 and WB4140 OR WB4150, WB4200 and WB4400 and WB4212 OR WB4500 (may be taken concurrently)
WB5482 International Business Policy	WB3210 and WB4140 OR WB4150, WB4200 and WB4400 and WB4212 OR WB4500 (may be taken concurrently)
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 WB4599 or equivalents
WB5700 International Risk Management and Insurance Seminar	WB4200 and WB4700 or equivalents
WB5901 Topics in World Business: Independent Research (1 hour)	Permission of the instructor* and concurrence of the Department of World Business chair
WB5902 Topics in World Business: Independent Research (2 hours)	Permission of the instructor* and concurrence of the Department of World Business chair
WB5903 Topics in World Business: Independent Research (3 hours)	Permission of the instructor* and concurrence of the Department of World Business chair
WB5920 Master's Thesis	See course description on page 83.
IN5910 Internship: Part time	Permission of the Director of Internships and concurrence of the Department of World Business chair
IN5930 Internship: Full time	Permission of the Director of Internships and concurrence of the Department of World Business chair

*\*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.*



*Committing to do your best seems to be the norm around here, especially when involved in so many group projects. Key in on the variety of experiences offered at Thunderbird. Open yourself up to as many ethnic encounters as your schedule will permit, for those memories will stay with you throughout your international career.*

Stephen Lambly '92  
 B.A., Telecommunications, 1979  
 Michigan State University

**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 impacting all aspects of business. **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<sup>®</sup>); and introduction to an up-to-date data-base management package (dBase III-plus<sup>®</sup>). Minicomputer and micro-computer 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 directing. Behavioral aspects such as leadership, motivation, group dynamics, and communications, are also discussed in the context of the modern multinational environment. **REQUIRED.**

**WB3500 Fundamentals of Marketing**

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



*The Financial Statement Analysis course was the most applicable course that I took during my time at Thunderbird. It combined a mixture of book and case work that demanded us to use basic accounting skills and then take one step further with in-depth analysis. Prospective students should make sure they have taken the majority of required courses before they arrive, to allow for more flexibility in choosing courses that are unique to Thunderbird.*

Sarah Seeland '92  
B.A., Economics/  
Business and  
Political Science,  
1989

Macalester College



*Professor Tahirih Foroughi, who teaches accounting, received her early education in Tehran, further education from Stanford, and her Ph.D. from the University of Oregon.*

**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, is discussed. Prerequisite: WB4150 or equivalent.

**WB4170 International Income Taxation**

(3 hours) This course is designed to introduce students with little or no background in income taxation to the major issues in U.S. taxation of multinational business transactions and to provide an introduction to comparative tax systems outside the United States. The course will review the major issues in multinational income taxation, including jurisdictional issues, source of income rules, foreign tax credits, controlled foreign corporations, transfer pricing in related party transactions, foreign sales corporations, foreign currency issues, and special treaty rules. The application of these rules will be demonstrated in cases developed from real-world business situations. Prerequisite: WB3100 or equivalent.

**WB4200 International Finance and Trade**

(3 hours) This course entails an investigation of the nature of international payments, balance of payments, and foreign exchange markets; a study of alternative international monetary arrangements and the respective adjustment mechanisms; and examination of trade theory, commercial policy and selective trade problems of developing countries. Prerequisite: WB3200 or equivalent. REQUIRED.

**WB4212 Advanced Managerial Finance**

(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. 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. 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, environmental impact, and methods for controlling the transnational organization. The principles of TQM are explored. 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.



*Don't be intimidated by the case study approach if you come from a liberal arts education background. I was an advertising and Latin American studies major and I had taken only introductory-level business courses before coming here. The analytical skills and effective writing skills you learn in liberal arts programs are invaluable tools for case analysis. They can make a "B" case report an "A."*

Melinda E. Gist '93  
B.A., Advertising and Latin American Studies, 1991  
Southern Methodist University

### 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.



*In International Marketing Research, I participated in a group project to determine the feasibility of marketing a new invention in a European country. It involved deciding which country would be most receptive to the invention, conducting focus groups, designing surveys and questionnaires, and even meeting with the inventor to share our ideas and findings. It was a valuable learning experience in group dynamics.*

Steve Cooper '92  
B.B.A.,  
Marketing, 1991  
Georgia State  
University

### 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 the 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) The objectives of this course are: a) to understand the differences between domestic and international marketing; b) to provide a framework for analyzing major risks and opportunities in foreign markets; c) to develop techniques for preparing and implementing successful marketing plans. 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 or equivalent. 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.

**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.



Students who have taken the foundation and core courses can move into the 5000-level courses, which are unique to Thunderbird.

**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. 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: WB3200 and WB3210 and WB4150 or equivalents.

**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 re-scheduling issues. Prerequisites: WB3210 and WB4200 and WB4290 or equivalents.

**WB5221 International Trade Strategies**

(3 hours) The purpose of this course is to introduce the student to the management of the dynamics of change in international trade. The course is designed to expose the students to the concepts of international trade and competition from a managerial perspective by integrating business strategy and international trade concepts to international competition. To support this approach, the course is run as a seminar where lectures are complemented with presentations by U.S. and foreign business executives in charge of international trade operations of major corporations, case studies, and projects dealing with international trade strategies. To provide the appropriate frame of reference to support the approach of the course, the instructor has assembled a set of handouts, notes, and readings that are available to the student at the beginning of the program. At the end of this course the student should be able to blend theories of international trade with managerial considerations and understand how trade policies shape competition in the world market. Prerequisites: WB3210 and WB3500 and WB4200 or equivalents.

**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.

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



*Although I have had international work experience, I came to Thunderbird to further my career. The practical orientation of the course work is highly evident in classes like Export/Import and International Finance and Trade. The faculty have significant real-life experience as well as academic strengths. The up-to-date knowledge and research skills I have gained here have well-prepared me to start my own business or form a joint venture.*

Cornelia Wendell Bush '92

B.S., Commerce, 1980

University of Virginia

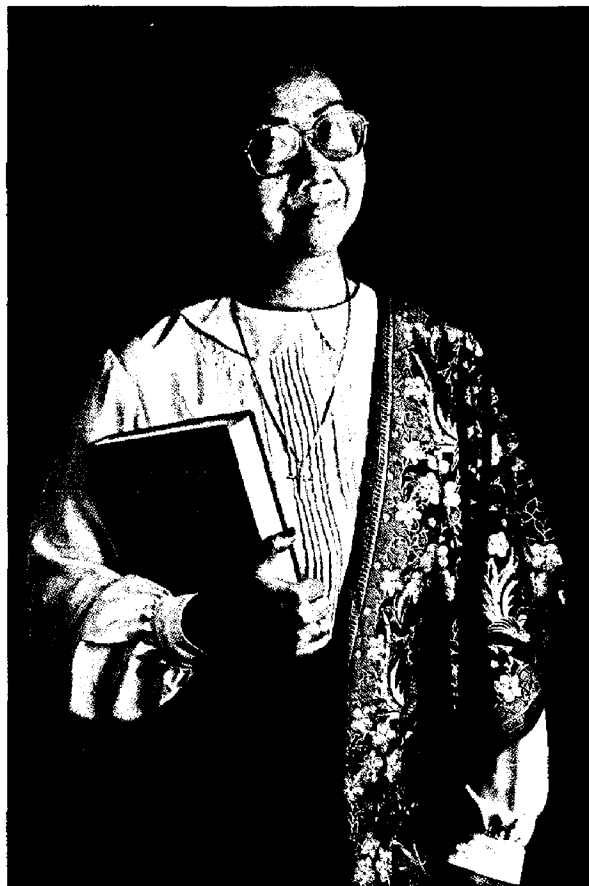
*Years ago, I worked for Unilever Indonesia, a subsidiary of a Dutch-English multinational, and Richardson Vicks Indonesia. I left the corporate world to take on the equally important roles of wife and mother. Now that my youngest son is a teen and my 18-year-old daughter is studying at Glendale Community College, my husband and I agreed that I should take a leave of absence from the Institute for Management Education and Development in Jakarta, where I am on the faculty, and come to Thunderbird. Being here is an unequalled experience. One really has to demonstrate commitment all the way through to succeed.*

Chrysanti Hasibuan-Sedyono '92

Indonesia

M.A., Business Management, 1969

Airlangga State University, Indonesia



Chrysanti Hasibuan-Sedyono '92

### **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. 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: WB3400 and either WB4140 or WB4150, and either WB4300 or WB4320 or WB4530, and two of the following, one of which may be taken concurrently: WB4212, WB4400, WB4500 or equivalents.

### **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: WB3210 and WB4200 and WB4400, and either WB4140 or WB4150, and one of the following, which may be taken concurrently: WB4212 or WB4500, or equivalents. 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 requires 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: WB3210 and WB4200 and WB4400, and either WB4140 or WB4150, and one of the following, which may be taken concurrently: WB4212 or WB4500, or equivalents. 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.

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



**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.

**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 an intensive, role-playing simulation of negotiating countertrade agreements. 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 WB4599 or equivalents.

**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.

**WB5901 Topics In World Business: Independent Research**

(1 hour)

**WB5902**

(2 hours)

**WB5903**

(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.

**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.

**IN5910 Internship: Part Time**

(3 hours) Please see course description on page 84.

**IN5930 Internship: Full Time**

(3 hours) Please see course description on page 84.

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.



*To me, InterAd, The Advanced Marketing and Advertising Workshop, was the ultimate. As Account Executive for one of the four teams, I had to use everything I had previously learned about marketing, management, accounting and cross-cultural communication. Our team was given a budget and responsibility for developing a complete marketing plan for Tabasco in Spain.*

Morten Grusd '92  
Norway  
B.S., Management Sciences, 1990  
University of Manchester, Institute of Science and Technology



*Internship education at Thunderbird 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.*



*The internship program offers many international opportunities to get experience in international corporations. Before choosing my internship with RCA in Mexico, my choices were as diverse as working in the U.S. or going to an oil platform in Norway. I feel that my engineering background, along with international business studies at Thunderbird, qualifies me to meet the challenges of an international career.*

Joaquin Garcia '92  
Mexico  
B.S., Civil Engineering, 1988  
Universidad Iberoamericana  
Campus Laguna

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 Department of Commerce, 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 be in good academic standing and must have completed two terms (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 a 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/fail basis.

Internship assignments are limited in number and are available with a variety of multinational businesses 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. 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/fail 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/fail 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.*



Robert Stone had worked for Coca-Cola a few years before he accepted his internship with the company this year, but he had been an engineer then, not a marketer, or an accountant. Thunderbird provided him with the background he needed to make a career change. Robert has also worked for Procter and Gamble in product development and manufacturing. He was awarded Thunderbird and Eastman Kodak scholarships.

USA

**Robert L. Stone**  
'92

*I have a technical background with a humanities interest. Before coming to Thunderbird, I worked with two U.S. Fortune 500 firms. The Internship Office helped me to obtain a competitive position with The Coca-Cola Company in Atlanta, Georgia. I interned within the company's Global Marketing Division and worked on a project that provided a measure of their customers' satisfaction. My advice to a new student would be this: Trust your strengths and your intuition in meeting the increased academic demands at Thunderbird. Keep a perspective on friends and cultural life so that you will graduate enriched and balanced.*

B.S., Mechanical Engineering, 1982  
Boston University

### 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 periods for changes in schedule are the first five class days in the fall or spring semester, the first three days in the summer term, and the first 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. 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,



Nick Stefkovich chats with commencement speaker, the Honorable William Webster, former director of the CIA.



*I can honestly say that the most unusual and valuable course that I have ever taken was the [independent] seminar course, "Key Issues in International Business." In a 15-week period, I was exposed to engineers, lawyers, bankers, advertising executives, computer specialists, corporate executives and more. It was a culminating experience to my academic career.*

David James  
Drake '92  
B.S.F.S.,  
International  
Finance, 1984

Georgetown  
University  
M.A., Latin  
American  
Studies, 1991  
University of  
California, Los  
Angeles

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, may not enroll in the duplicated courses for credit. Grades of transfer work are not considered in computing the student's grade point average at Thunderbird. A transfer 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.

If a student receives a grade 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 3.00. Students who do not maintain the appropriate cumulative grade point average will be suspended and must apply for reinstatement under such regulations as are in effect at the time of their suspension. 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 3.00.

### 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, except for internships which are pass/fail.

### Correction of Errors in Grading

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

### Retaking Courses

A student may be permitted to retake a course once in the hope of improving a grade. A letter grade earned in the repeated course will expunge the original letter grade. However, the original 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 instructor may impose additional restrictions, but may not allow additional time for completion of the course requirements. 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 policies are set by individual instructors. Students who are enrolled but do not attend the first class session may be administratively dropped by the professor, unless they have given prior 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 upon graduation, without charge. Additional transcripts may be obtained for a fee of \$5.00 for the first transcript, and \$2.00 for each additional copy, if the additional copies are requested at the same time as the first. Each new request will be subject to a fee of \$5.00 for the first transcript. 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 is unique because of its business-oriented faculty, dedicated students – most with 1 to 2 years of business experience between the bachelor's degree and Thunderbird – and the pure focus on global management. I advise you to think globally, respect cultural attitudes, develop a fluency in at least one foreign language, and never give up on the dream of an extended foreign assignment.*

Norman H. Blanchard '59

President,  
SmithKline  
Beecham  
Animal Health

*The Master of International Health Management degree is based on an agreement between The American Graduate School of International Management and The University of Arizona Health Sciences Center acting on behalf of the University of Arizona Colleges of Medicine, Nursing and Pharmacy. Candidates should have a background in Health Sciences.*

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*I am most impressed with the new health management degree program. Coupling the mission of people committed to the health care discipline with Thunderbird's mission of international management will have a positive impact on countries around the world. It will be a very exportable commodity on an international level.*

James C. Crews  
President and  
CEO, Good  
Samaritan  
Health Services

**For more information, please contact:**

Prof. Robert S. Tancer, Director, International Health Management Program, The American Graduate School of International Management

**Telephone:**  
(602) 978-7492



*Dr. Anthony Vuturo, Associate Dean for Health Affairs of the University of Arizona, and Professor Robert Tancer of Thunderbird, prepare materials for the new Master of International Health Management degree.*

## REQUIREMENTS - M.I.H.M.

### Summary of Institutional Requirements

Master of International Health Management degree candidates are required to be enrolled in a graduate program in either a participating College of Medicine or College of Nursing or College of Pharmacy or to have completed such advanced degree and to otherwise be eligible for admission to The American Graduate School of International Management. Students are required to complete a minimum of 30 semester hours at Thunderbird in Glendale, Arizona and to successfully complete a ten-week field placement supervised by faculty of a participating graduate college of health care. Presently, the field placement may be undertaken only under the direction of the University of Arizona.

Course work and field placement required at participating health care colleges (University of Arizona) may be waived wholly or in part if candidates have completed comparable courses and experiences.

### Summary of Department Requirements

#### Department of International Studies (12 Hours)

IS3010	International Political Economy
IS4000-4099	Any Regional Business Environment course
IS4700-4899	Any global course
IS5870	International Health Care Systems (see page 68 for course description) or another approved health management course

#### Department of Modern Languages (6 hours)

##### *For native speakers of English:*

ML4010	Level III proficiency in one of the non-English languages taught at Thunderbird
ML4210 Series	Advanced course emphasizing language for health care and management professionals

##### *For non-native speakers of English:*

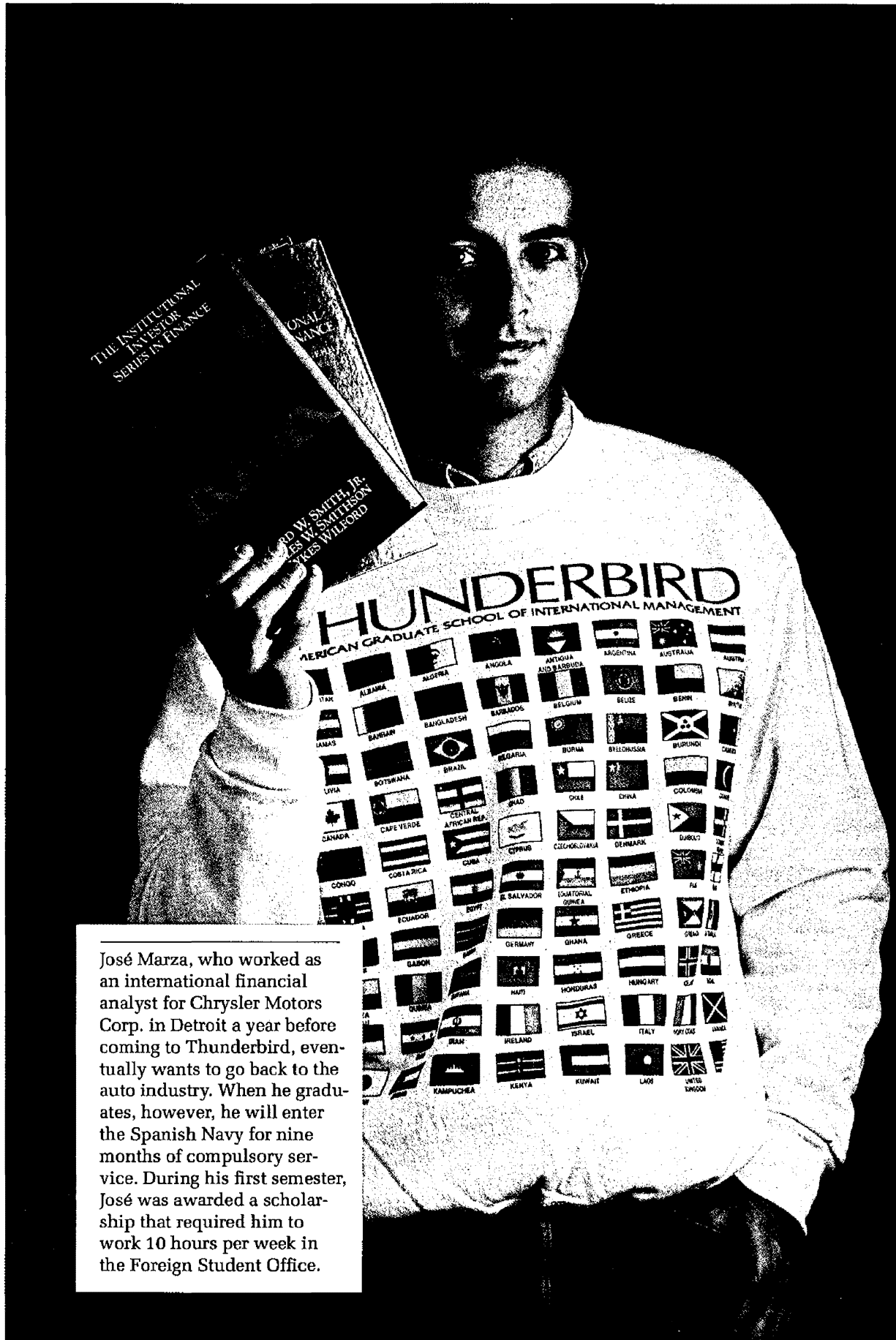
ES4050	Proficiency
ES4100	Advanced Business Communications for Non-native Speakers of English

#### Department of World Business (12 hours)

WB3210	Fundamentals of Managerial Finance
WB4140	Cost and Management Accounting
WB4430	International Human Resources Management
WB4460	Organizational Behavior

All normal prerequisites to courses are required. Waivers of required courses will be allowed as specified under the regulations of the individual departments as described elsewhere in this *Catalog*. Students whose backgrounds allow waivers to the extent that fewer than 30 hours of specified course work remains will substitute specifically approved courses. Students who must complete prerequisite courses may be required to take as many as 58 semester hours at Thunderbird.

All academic, admission and financial regulations of The American Graduate School of International Management shall apply.



José Marza, who worked as an international financial analyst for Chrysler Motors Corp. in Detroit a year before coming to Thunderbird, eventually wants to go back to the auto industry. When he graduates, however, he will enter the Spanish Navy for nine months of compulsory service. During his first semester, José was awarded a scholarship that required him to work 10 hours per week in the Foreign Student Office.

Spain

José R. Marza '92

*I had been accepted to various top graduate programs and I was concerned about the fact that the decision to choose one program or another would probably change my life. However, the choice was obvious when it was clear that I really did want to pursue a career in international management: Thunderbird. Some of my colleagues at work were Thunderbird graduates and told me about the caliber of the program and the professors here. In addition, the quality of classes and the student body were factors that helped me decide on Thunderbird.*

Licenciado en Ciencias Empresariales, 1990

University of Valencia, Spain

## DEPARTMENT OF INTERNATIONAL STUDIES

### Olufemi A. Babarinde, Post-Doctoral Fellow of International Studies

B.A. (1983) Wittenberg University; M.A. (1985) Miami University; M.A. (1988) Miami University; Ph.D. (1991) Miami University.

Dissertation Fellow, Miami University; Teaching Fellow of Modern Foreign Government and Introduction to American Government, Miami University. Author: *The Lome Conventions and Development: An Empirical Assessment*, Ph.D. Dissertation, (1991) Miami University.



### David O. Braaten, Associate Professor of International Studies

B.S. (1975) Arizona State University; M.A. (1977) Arizona State University; M. Div. (1981) Luther Theological Seminary; Ph.D. (1987) University of Southern California.

Assistant Professor in Management Communication, Graduate School of Business Administration, University of Southern California; Core faculty for Management Communication in International Business Education and Research (IBEAR), University of Southern California; Director, IBEAR transition program. Articles in *Attributions, Accounts and Close Relationships, Journal of Applied Communication Research*.

### Min Chen, Assistant Professor of International Studies

B.A. (1982) Liaoning University; M.A. (1984) Institute of International Relations; M.A. (1986) GSIS University of Denver; Ph.D. (1988) Australian National University. Visiting fellow researching Sino-Soviet relations and Gorbachev's reform at Moscow State University; Visiting Fellow researching Chinese and Soviet Middle East policies, Sino-Israeli relations and Arab-Israeli conflict at the Harry Truman Research Institute for the Advancement of Peace, The Hebrew University of Jerusalem; Author: *The Strategic Triangle and Regional Conflicts: Lessons from Indochina Wars*, (1991); Chapter "Sino-East European Relations in the Next Decade," in Guo-Cang Juan ed. *Chinese View of the World*; articles in *Asian Profile, Korean Journal of International Affairs, Crossroads, The Jerusalem Journal of International Relations, Middle East International*.

### 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.

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*The U.S. Foreign Policy Seminar is representative of what makes Thunderbird special. Dr. Mahoney brings more than an academic knowledge of foreign policy to the classroom. His insights and experiences have made the course more than an academic exercise; it was a real "learning experience." Every professor at Thunderbird has made the classes they've taught more rewarding because of their experience.*

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B.S., Vocational Education, 1990  
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The continuous high regard that international business executives have of Thunderbird graduates, and their proven successes, opened many doors during my 30 years abroad. The initial preparation that Thunderbird gave me in language and cultural training was the basis for success.

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*Although I found individuals from many different cultural backgrounds, after a couple of weeks I realized that most students are very much alike; most consider themselves to be citizens of the world. Challenge yourself to be culturally aware. By sharing your life and work experiences with your peers, you will be exposed to different sets of values that will enhance your own.*

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*On my first day of class, even my intermediate accounting course lived up to the school's international reputation. The professor gave us the option to write a paper comparing the accounting standards of a country of our choice with standards of the U.S. Having just returned from an equities sales position with a German bank, I grabbed the chance to pull the two systems apart.*

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*In the Multinational Corporate Finance class, we use the FORAD computer program to simulate the complete financial management of a multinational corporation. Week by week, the simulation showed us how well the market thought we were doing by assigning a share price to each team. Seeing the effect of decisions on our share price brought alive the abstract concepts of finance in a way nothing else could.*

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B.S. (1973), University of Tehran; M.S. (1978), Iowa State University; M.S. (1980), University of Florida; Ph.D. (1983), University of Arkansas.  
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### **Paul R. Johnson, Associate Professor 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.; Member, Academic Council, Goldwater Institute for Public Policy Research; 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 Finance**

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. Coauthor, *Managerial Economics, Economic Tools for Today's Decision Makers* (1992).

### **Taeho Kim, Professor of Economics**

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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.

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President, Triarc Capital Corporation formerly Deala and Co.; President and C.E.O., Deak International, Executive Vice President, Deak-Perera, Canada; Vice President, Royal Bank of Canada; Lecturer, McGill University and the University of Western Ontario. Co-author, *Prime Cash: First Steps in Understanding Corporate Cash Management*, (1992); *International Dimensions of Canadian Banking*, (1983); Author, *The Av Can File, First Steps in Understanding Financial Statements*, (1982).

**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.; TRW. Editorial board member of *Decision Sciences*, *International Journal of Forecasting*, *Information and Management*, *Journal of Academy of Marketing Science* and *Journal of Teaching in International Business*.



In addition to being professor of international finance and banking, Dr. James Mills is also director of foreign programs for Thunderbird and codirector of the Thunderbird Banking Institute.



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Director, First Arizona Savings and Loan; 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 of 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. Author, *Offshore Lending by U.S. Commercial Banks* (1981) and Coauthor, *Prime Cash: First Steps in Treasury Management* (1992).

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Director, First Arizona Savings and Loan; Visiting Professor of Business, Netherlands School of Business, Breukelen, The Netherlands; Visiting Associate Professor, McMaster University, Hamilton, Ontario; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan; Visiting Assistant Professor, Portland State University; Production Coordinator, Tomax, San Diego, California. Coauthor, *Prime Cash: First Steps in Treasury Management* (1992).

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Assistant Professor and Director of Ph.D. programs in Business Policy, University of Western Ontario, Lecturer, University of South Carolina. Author, *Strategies in Global Industries: How U.S. Businesses Compete*, (1990); coauthor, *Transnational Corporations and Business Policy* (forthcoming).

**Alan I. Murray, Associate Professor of Management**

B. Com. (1979), University of Auckland; Ph.D. (1985), Stanford University.

Associate Professor, University of Alberta; Visiting Professor, INSEAD; Visiting Professor, University of Auckland; Assistant Professor, University of Alberta. Active in corporate consulting and training programs for companies in Canada, the U.S., and Europe.

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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.

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Ph.D. (1955), University of Wales.

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

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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.



In the classroom, the professors bring with them years of real work experience which helps to bring the books to life. They are so enthusiastic to be teaching and have the ability to pass on their knowledge to the students that it makes going to class an enjoyable experience.

Linda Pearl '92

B.A., Economic and Business Administration, 1986

Fort Lewis College



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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.

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**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.

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Faculty Associate, College of Business, Arizona State University; Research Specialist, Ministry of Planning and Economic Affairs, Liberia; Assistant Minister of Finance for Banking, Liberia; Consultant, African Development Bank, Abidjan, Ivory Coast; President, African Finance and Economics Association of North America.

**Caren Siehl, Associate Professor of Management**

B.A. (1976), UCLA; Ph.D. (1984), Stanford University, Graduate School of Business.

Associate Professor of Organizational Behavior, INSEAD; Associate Professor of Management, Arizona State University; Assistant Professor of Management, University of Southern California; IBM Corporation: marketing and executive education; Editorial Board Member: *Administrative Science Quarterly*, *Human Resource Management Journal*, *Strategic Management Journal* (special issue on global strategy), *Human Resource Management Journal*, Author: *Joint Ventures and other Alliances: Creating a Successful Cooperative Linkage*.

**Frank Tuzzolino, Associate Professor of Finance**

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

Lecturer, Economics and Finance, Manhattan College; 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.



One of the many exciting elements of your Thunderbird experience will be interacting with students from all over the world. Beyond this, the international mix of the professors also brings a new dimension to the classroom. In one semester I had professors from Latvia, Peru, Iran, Nigeria and the U.S. Their backgrounds and experiences added a great deal to the international environment of Thunderbird.

Jennifer Flowers '92  
B.A., Sociology,  
1991

University of  
California, Berkeley

**Dale Vor der Landwehr, Associate Professor of World Business**

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; Editor, *The International Executive*.

**Carl D. Warren, Distinguished Corporate Lecturer of Marketing**

B.S. (1957), University of Utah; Executive Management Seminar (1972), University de Geneva, Government Executive Program (1979), Brookings; Advanced International Executive Program (1988), Northwestern. Director, Export Regulation, IBM; Director, Selected International Accounts, IBM; Director, International Assignments, IBM; Manager, Executive Programs, IBM; Director, Business Development, IBM (France) Business Manager, Basic Systems Product Line, IBM; Director of Marketing Programs, IBM (Europe); Sales Manager, IBM; Branch Manager, IBM; Marketing Manager and Training, IBM. Former member President's Export Council.

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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.

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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*.

**John M. Zerio, Assistant Professor of International Marketing**

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.; Director, Victor Trading Corporation, Washington, D.C., Asuncion, Paraguay.

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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*.

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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.

**Lisa K. Miller, Computer Services/Reference Librarian**

B.A. (1985), Western Kentucky University; M.L.S. (1990), University of Arizona.

**Charlotte Cohen, Cataloging/Reference Librarian**

B.A. (1983), University of Arizona; M.L.S. (1991), University of Arizona.



*The one element that can truly "make" your experience is contact with a professor. I took Multinational Business Management during my first semester, which helped me to focus my interests in business. I have been a teaching assistant for the professor ever since (this is my third semester). He has provided me with the opportunity to explore management and human resources in depth by including me in his business simulations and research.*

Mary Ellen J. O'Meara '92

B.A., Hispanic Language and Literature, 1985

Boston University



*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.*

*Thunderbird has been instrumental in helping me focus on achieving an international career and it continues to open doors for me. In 1970, I joined a class of 500 of which only 25 were women. My education and experience at Thunderbird helped me to operate in multicultural environments, especially in the Middle East where I was the first and sometimes the only female functioning in the posts in which I served.*

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Controller, Pacific Group  
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Vice President, Human Resources  
Saturn Corporation

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American International Group, Inc.

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*The overall outlook and orientation, the area studies and the exceptionally difficult but rewarding language programs were Thunderbird's most important contributions to me.*

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Recipients of the Distinguished Alumni Award are shown with the Thunderbird Kachina, given in recognition of their success. Shown are Robert J. Lambrix '63, senior vice president and chief financial officer for Baxter International, Inc.; Richard E. Ragsdale '67, chairman of the board, Community Health Systems; and Gary Langstaff '71, former executive vice president of marketing for the Burger King Corporation.

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*I am impressed by the depth and breadth of the 80-plus alumni chapters around the world. I am also impressed with the changes at Thunderbird. The School has moved quantum leaps in the past 24 months. Roy Herberger is advancing the School in very positive ways, and the Thunderbird Alumni Association plays a strategic and influential role in strengthening the vitality and visibility of the School.*

Stephen Orr '79  
President  
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*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.*

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Andrea Gross spent the summer of 1991 in Budapest, Hungary as an intern for Compagnie Hongroise Financière. This industrial holding company is a subsidiary of the DeBenedetti Group of Italy, which has interests throughout Eastern and Western Europe. Andrea's roots are Hungarian and she would like to work in Eastern Europe. During Winterim, she took the course "Doing Business with Eastern Europe and Russia."

---

**Hungary**

---

**Andrea Susan  
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*The Thunderbird network is an invaluable tool. In searching for an internship opportunity in Hungary, I found T'birds in Budapest who were more than happy to get me started on the right track. Thus far, the same has held true for my job search. T'birds are everywhere!*

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### Ireland

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World Bank/IFC  
Business Advisory Service  
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Trinidad  
West Indies

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Kingston 10  
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Lusaka  
Zambia



A native of The Netherlands, Esther Mollema has worked in the U.S., Europe and Japan. Before coming to Thunderbird, she had worked as a conference director and developer for the Institute for International Research in The Netherlands. While a student at Nijenrode, she was elected president of AIESEC, a worldwide organization for business students. This spring, Esther received a Friends of Thunderbird Mavis Voris scholarship.

#### The Netherlands

#### Esther Mollema '92

*Under a scholarship which paid for half of my tuition, I worked in the Career Services Center as a graduate associate for three semesters. It was a challenging environment. The Career Services Center has a wealth of information for all students and a professional staff that is focused on helping students in the best way they can. As a graduate associate, I gave workshops and provided peer counseling. This semester I was also involved in InterAd, the advanced advertising workshop. As creative director for the Kodak team, I helped introduce the single-use camera to the South Korean market.*

Bachelor of Business Administration, 1987

Nijenrode, The Netherlands  
School of Business, Breukelen



*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  
Self-employed  
Investment  
Consultant  
Germany

Academic Affairs (V.P.) . . . . .7	Housing Office . . . . . 7	Pub . . . . . 2
Administration Wing, the Joan and David Lincoln . . . . .7	Information Center, Future . . . . 5	The Registrar . . . . . 7
Admissions and Records . . . . .7	<i>International Executive</i>	Seminar Rooms C-22,C-23, C-24 . . 28
Alumni Relations Office . . . . .7	Journal, <i>The</i> . . . . . 28	Showers/Lockers . . . . . 2
ASLC (Associated Students Legislative Council) . . . . .31	International Studies Department (Faculty Offices) . . . . . 10	Snell Learning Center . . . . . 6
AT&T Auditorium . . . . .7	International Studies	Sobo Lounge . . . . . 3
Athletic Field . . . . . 2A	Research Center . . . . . 28	Storage Hangar . . . . . 31
Audio Visual Aids . . . . .31	Internship Office . . . . . 12	Student Affairs . . . . . 7
Auditorium, Old . . . . .17	"I" (Kieckhefer Residence Hall) . 23	Student Center, Future . . . . . 14
Auditorium Annex (Storage) . .17	"J" Residence Hall . . . . . 21	Student Recruitment . . . . . 7
"B" Residence Hall . . . . .29	Jacuzzi Fountain . . . . . 6	Swimming Pool . . . . . 30
Balloon Race Office . . . . . 31	Keyman Guest Rooms . . . . . 18	Tell Interfaith Center . . . . . 34
Basketball . . . . . 2A	Kieckhefer Residence Hall ("I") . 23	Tennis Courts . . . . . 2A
Bookstore . . . . .31	Kitchen Delivery Area . . . . . 17	Thunderbird Activity Center (TAC) . . . . . 2
Business Affairs (V.P.) . . . . .7	Laundry . . . . . 3, 16, 31	Thunderbird Executive Training Center (V.P.) . . . . . 18
Business Office . . . . .7	Lecture Halls 53, 54, 55 . . . . . 9	Thunderbird Management Center . . . . . 28
"C" Building . . . . .28	Library, Barton Kyle Yount . . . . 4	<i>Thunderbird Magazine</i> . . . . . 7
Campus Tours . . . . .7	Lincoln Computer Building . . . . 8	Thunderbird Room . . . . . 17
Career Services Center . . . . .12	Master of International Health Management Degree Office . 28	Travel Agency . . . . . 31
Cashier . . . . .31	Modern Languages, William Voris Hall of (Faculty Offices) . . . . 11	Volleyball . . . . . 2A
Central Services (Purchasing and CDT Duplicating) . . . . .31	New Residence Hall . . . . . 30	Water Tank . . . . . 32
Central Supply . . . . .31	Pavilion, the Erickson-Alumni . 13	Weight Room . . . . . 16
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Classrooms 11-20 . . . . . 6B	Ping Pong Room . . . . . 2	World Business Department (Faculty Offices) . . . . . 7
Classrooms 21-29 . . . . . 6C	President's Office . . . . . 7	
Classrooms 31-35 . . . . .27		
Coffee Shop . . . . .17		
Communication . . . . .7		
Computer Services Center, The Joan and David Lincoln Building . .8		
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Entrance, 59th Avenue . . . . .35		
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"F" Residence Hall . . . . .20		
Facilities Services:		
Housekeeping, Grounds, Maintenance, Security . . . . .32		
Financial Aid . . . . .7		
Flagpole . . . . .22, 7		
Foreign Student Advisor . . . . .7		
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Goldwater Lounge . . . . .18		
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Health Center . . . . .15		
Hospitality House . . . . .36		

## TELEPHONE DIRECTORY

(Area Code 602)

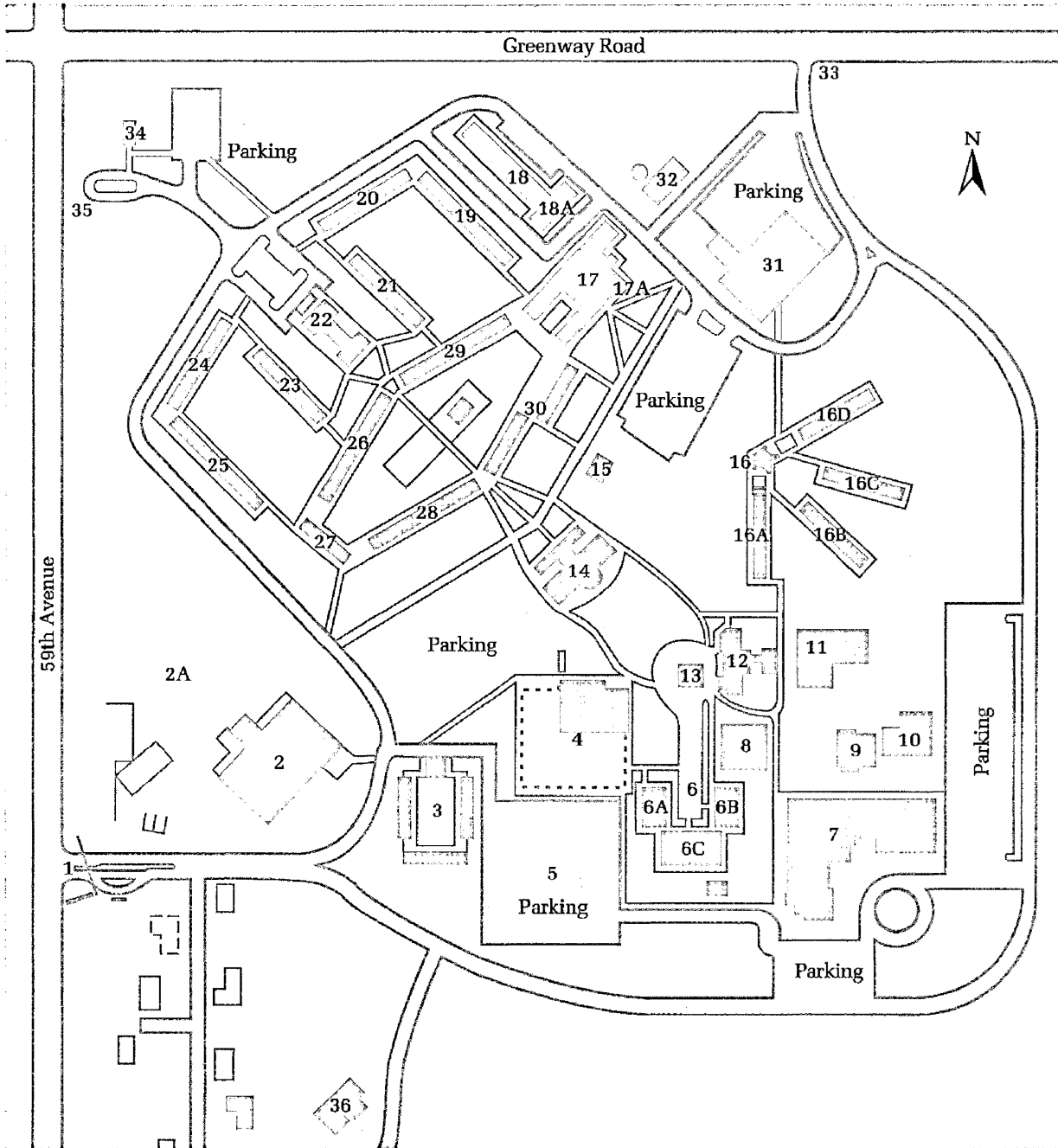
Switchboard . . . . .	978-7011
Academic Affairs . . . . .	978-7250
Admissions . . . . .	978-7210
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Department of Modern Languages . . . . .	978-7255
Department of World Business . . . . .	978-7150
Financial Aid . . . . .	978-7130
Housing . . . . .	978-7132

## FAX NUMBERS

Switchboard/ Joan and David Lincoln Administration Wing . . . . .	978-8238
Admissions . . . . .	439-5432
Alumni Relations Office . . . . .	978-6814
Career Services Center/Internship Office . . . . .	978-1410
CDT Duplicating Center (available for students) . . . . .	978-7836
Department of International Studies . . . . .	439-9622
Department of World Business . . . . .	843-6143
Thunderbird Executive Training Center . . . . .	439-4851
Thunderbird Management Center . . . . .	978-0362
American Express Travel . . . . .	938-8169

## DIRECTIONS

The Thunderbird Campus is at the corner of 59th Avenue and Greenway Road; the main entrance is on 59th Avenue, north of Thunderbird Road. Take Interstate 17 to Exit 210B, Thunderbird Road West, and drive west four miles to 59th Avenue. Turn right and drive north on 59th Avenue 3/4 mile to the campus entrance on your right.



*Thunderbird not only gives you the fundamentals of an international business education but also shows you how to apply this knowledge in your area of interest and expertise. The "Countertrade, Offset and Barter" seminar during Winterim was one of the most valuable courses I have ever taken. Russia has to rely heavily on alternative means of trade and investment since our currency is still unconvertible. The class gave me both theoretical background and practical experience.*

Paulina Hubli '92  
Russia

B.A., International Relations, 1991  
University of Wisconsin, Madison

**Meeting Rooms (Available by Reservation)**

ASLC Meeting Room	31
AT&T Auditorium	7
Chapel (Tell Interfaith Center)	34
The Burns Family Foundation	
Conference Room	7
Classroom 21	6C
Conference Room C-15	28
Conference Room 236	7
Gifford Seminar Room (D-1)	26
Goldwater Lounge	18A

**Faculty Offices**

International Studies	10
Modern Languages	11
World Business	7

Lecture Halls 53, 54, 55 (The Clark and Betty Nelson and the Tenneco Lecture Halls included)	9
Meeting Rooms 1, 2, 3	7
Old Auditorium	17
Sobo Lounge	3
Thunderbird Activity Center (TAC)	2
Thunderbird Room	17
The Upjohn Company Conference Room	7

**Classrooms**

1-10	6A
11-20	6B
21-29	6C
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Residence Hall "D"	26
Residence Hall "E"	19
Residence Hall "F"	20
Residence Hall "G"	25
Residence Hall "H"	24
Kieckhefer Hall ("I")	23
Residence Hall "J"	21
East Apartments	16
West Apartments	3
Keyman Guest Rooms	18

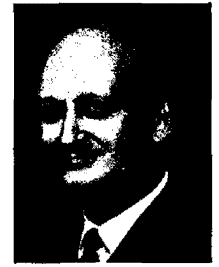
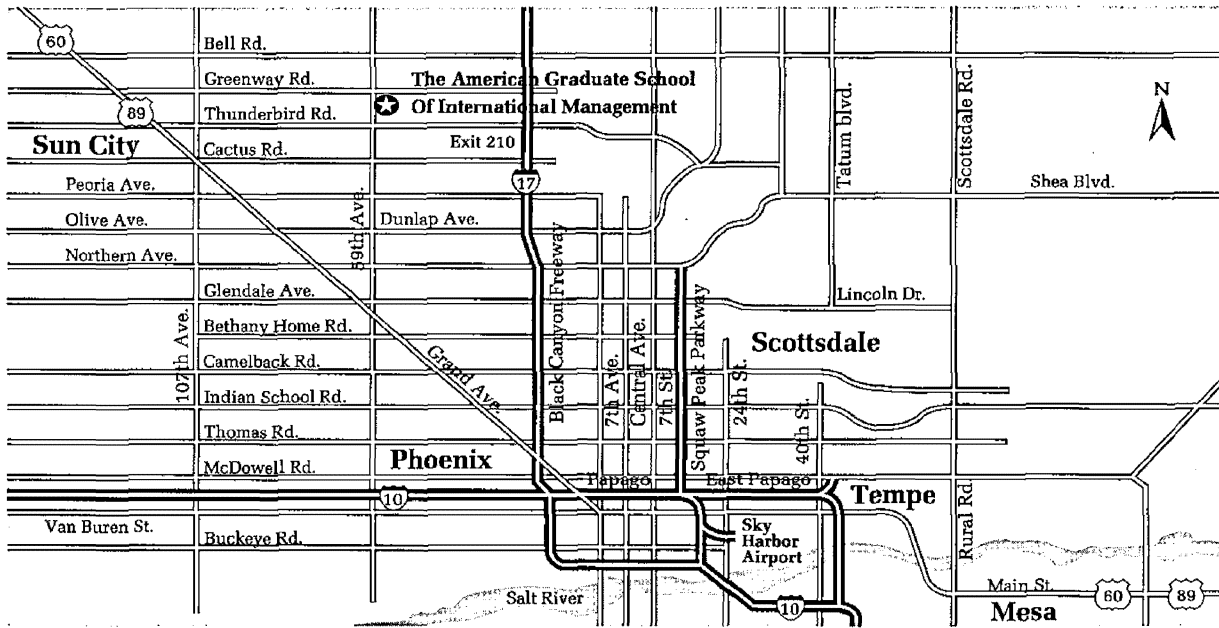


*My first job after Thunderbird was for a hotel chain that was just entering the international market. By the time I left, 13 years later, they were firmly established in 34 countries. Because I was in the right place with the right background, I had the opportunity to help establish international marketing and communications programs. I continue to meet people around the world who know of Thunderbird and are impressed with its students.*

Wendy Black  
Rodgers '77

President,  
Black & Hayes  
International  
Communications

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**EQUAL OPPORTUNITY POLICY STATEMENT**

The 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, the Americans with Disabilities Act of 1990, 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 as amended with the older workers Benefit Protection Act of 1990, and the Vietnam Era Veterans Readjustment Act of 1974, discriminate against any employees or applicants for employment on the basis of their age or because they are disabled veterans or veterans of the Vietnam Era. This nondiscrimination policy covers admission and access to, and treatment and employment in, the School's programs and activities. In conformance with School policy and pursuant to Executive Orders, pertinent laws and regulations, the School is an affirmative action, equal opportunity employer.

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

Evelyn L. Theobald,  
Assistant Vice President  
for Personnel  
Title VI, Title IX, and Section 504  
Coordinator  
Thunderbird Campus  
15249 N. 59th Ave  
Glendale, Arizona 85306-6000  
Telephone 602/978-7103

Inquiries regarding Federal laws and regulations concerning nondiscrimination in education and the School's compliance with those provisions may also be directed to: Office for Civil Rights  
U. S. Department of Education  
221 Main Street, Suite 1020  
San Francisco, 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**

Individuals who believe 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.

4. If the complaint cannot be resolved after exhausting the institution's grievance procedure, the student may file a complaint with the Arizona Board for Private Postsecondary Education. The student must contact the State Board for further details.

*Thunderbird helped me determine what I wanted to do with my life. A career path became defined. The necessary training was provided by "real people" who had been there! The never-ending challenges of international business stood before me—and still do. Contact over the years with dedicated professionals keeps one reminded that it is people that make the difference. The American Institute for Foreign Trade of old and the Thunderbird of today have been blessed with their share!*

Jerome Kay Pascoe '65  
Managing Director  
Monarch S.A.

**Summer Term 1992**

Mon., June 1	Residence Halls Open, 9 a.m.
Tue., June 2	New-Student Orientation
Wed.-Fri., Jun. 3-5	Waivers, Counseling, Registration
Mon., June 8	Classes Begin
Mon., June 8	Last Day for Payment Arrangements
Wed., June 10	Last Day for Schedule Adjustments
Fri.-Sun., July 3-5	Independence Day Holiday (Dining Hall closed 3 days)
Tue., Aug. 11	Last Day of Classes
Wed.-Thu., Aug. 12-13	Final Examinations
Fri., Aug. 14	Commencement
Sun., Aug. 16	Residence Halls Close, 4 p.m.

**Fall Semester 1992**

Mon., Aug. 24	Residence Halls Open, 9 a.m.
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
Sat.-Mon., Sep. 5-7	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
Sun., Dec. 20	Residence Halls Close, 4 p.m.

**Winterim 1993**

Sun., Jan. 3	Residence Halls Open, 9 a.m.
Mon., Jan. 4	Registration, Classes Begin
Fri., Jan. 22	Final Examinations
Fri., Jan. 22	Residence Halls Close, 4 p.m.

**Spring Semester 1993**

Mon., Jan. 25	Residence Halls Open, 9 a.m.
Tue., Jan. 26	New-Student Orientation
Wed.-Fri., Jan. 27-29	Waivers, Counseling, Registration
Mon., Feb. 1	Classes Begin
Mon., Feb. 1	Last Day for Payment Arrangements
Fri., Feb. 5	Last Day for Schedule Adjustments
Fri.-Mon., Apr. 9-12	Easter Holiday (Dining Hall closed 4 days)
Thu., May 13	Last Day of Classes
Sat.-Thu., May 15-20	Final Examinations
Fri., May 21	Commencement
Sun., May 23	Residence Halls Close, 4 p.m.

**Summer Term 1993**

Mon., May 31	Residence Halls Open, 9 a.m.
Tue., June 1	New-Student Orientation
Wed.-Fri., Jun. 2-4	Waivers, Counseling, Registration
Mon., June 7	First Day of Classes
Mon., June 7	Last Day for Payment Arrangements
Wed., June 9	Last Day for Schedule Adjustments

Sat.-Mon.,  
July 3-5

Independence Day Holiday  
(Dining Hall closed 3 days)  
Last day of Classes

Tue., Aug. 10  
Wed.-Thu.,  
Aug. 11-12  
Fri., Aug. 13  
Sun., Aug. 15

Final Examinations  
Commencement  
Residence Halls Close, 4 p.m.

**Fall Semester 1993**

Mon., Aug. 23	Residence Halls Open, 9 a.m.
Tue., Aug. 24	New Student Orientation
Wed.-Fri., Aug. 25-27	Waivers, Counseling, Registration
Mon., Aug. 30	First Day of Classes
Mon., Aug. 30	Last Day for Payment Arrangement
Fri., Sep. 3	Last Day for Schedule Adjustments
Sat.-Mon., Sep. 4-6	Labor Day Holiday (Dining Hall Closed Three Days)
Thu.-Sun., Nov. 25-28	Thanksgiving Holiday (Dining Hall Closed Four Days)
Thu., Dec. 9	Last Day of Classes
Sat.-Thu., Dec. 11-16	Final Examinations
Fri., Dec. 17	Commencement
Sun., Dec. 19	Residence Halls Close, 4 p.m.

**Winterim 1994**

Sun., Jan. 2	Residence Halls Open, 9 a.m.
Mon., Jan. 3	Registration, Classes Begin
Fri., Jan. 21	Final Examinations
Fri., Jan. 21	Residence Halls Close, 4 p.m.

**Spring Semester 1994**

Mon., Jan. 24	Residence Halls Open, 9 a.m.
Tue., Jan. 25	New Student Orientation
Wed.-Fri., Jan. 26-28	Waivers, Counseling, Registration
Mon., Jan. 31	First Day of Class
Mon., Jan. 31	Last Day for Payment Arrangement
Fri., Feb. 4	Last Day for Schedule Adjustments
Fri.-Mon., Apr. 1-4	Easter Holiday (Dining Hall Closed 4 Days)
Thu., May 12	Last Day of Classes
Sat.-Thu., May 14-19	Final Examinations
Fri., May 20	Commencement
Sun., May 22	Residence Halls Close, 4 p.m.

**Summer Term 1994**

Mon., May 30	Residence Halls Open, 9 a.m.
Tue., May 31	New-Student Orientation
Wed.-Fri., June 1-3	Waivers, Counseling, Registration
Mon., June 6	Classes Begin
Mon., June 6	Last Day for Payment Arrangement
Wed., June 8	Last Day for Schedule Adjustments
Sat.-Mon., July 2-4	Independence Day Holiday
Tue., Aug. 9	Last Day of Classes
Wed.-Thu., Aug. 10-12	Final Examinations
Fri., Aug. 12	Commencement
Sun., Aug. 14	Residence Halls Close, 4 p.m.

*The 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.*

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