

THUNDERBIRD



The American Graduate School
of International Management
Catalog 1993-1994

Citizens of the World

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

Roy A. Herberger, Jr.

President

Thunderbird,
The American
Graduate School
of International
Management

(The students pictured with Dr. Herberger are—clockwise from the president—Li Meng Tan, Antonio Alcazar, Terry Wagemann, Kari Morgenthaler, Kip Kahler, Primitivo Diego, Mansour Kane, and Jamal Kodri-Tawil. Together, they represent six different countries.)



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.

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

Telephone:
(602) 978-7210

Telex:
187123

Admissions Fax:
(602) 439-5432

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

**Address
Inquiries to:**

Dean of Admissions
The American
Graduate School
of International
Management
75249 North 59th Ave.
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 two related degrees: the Master of International Health Management (M.I.H.M.) and the Master of International Management of Technology (M.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.

Thunderbird also has an Executive M.I.M. degree program that offers full-time executives the opportunity to get an M.I.M. without interrupting their careers. Please see page 36 for more information on this and other executive programs.

The M.I.H.M. is a cooperative degree program with the University of Arizona, and the M.I.M.O.T. is a cooperative degree program with Arizona State University. Please see page 75 for more information.

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

CONTENTS

3	Student Body Profile
4	Thunderbird Campus
6	The History of Thunderbird
8	The Thunderbird Network
12	Career Services
18	Admission
20	Student Life and Student Services
24	Campus Resources
26	Housing and Food Service
28	Tuition and Fees
30	Financial Aid
32	Foreign Programs
34	Cooperative Programs
36	Executive Education
40	Winterim
42	M.I.M. Degree Requirements
44	M.I.M. Degree Program
46	Department Requirements
52	Courses and Prerequisites
74	Internships
75	Master of International Health Management
75	Master of International Management of Technology
76	Academic Regulations
78	Faculty
90	Administration and Trustees
92	World Business Advisory Council
94	Alumni Association
96	Alumni Educational Counselors
105	Academic Calendar
106	Maps, Campus and Phoenix area
108	Index

Mission Statement

- Provide graduate management education with major multicultural and multilingual components that equip graduates to perform effectively and ethically in a global environment,
- Serve as an intellectual resource on international management for business, government, and institutional communities, and
- Foster international understanding through a diverse faculty and student body, support a global network of alumni, and serve a global constituency by conducting program offerings around 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 26,000 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.

STUDENT BODY PROFILE—FALL 1992

Total M.I.M. Enrollment for Fall 1992 Semester	1,562
Male	64%
Female	36%
Minority Students	12%
Enrolled Full-Time	89%
Average Age	27
Age Range	21-54

International Overview

Non-U.S. Citizens	29%
Countries Represented	70

Largest Foreign Student Populations (over 10 students each)

- Canada
- Germany
- India
- Japan
- Mexico
- Norway
- Spain
- Taiwan

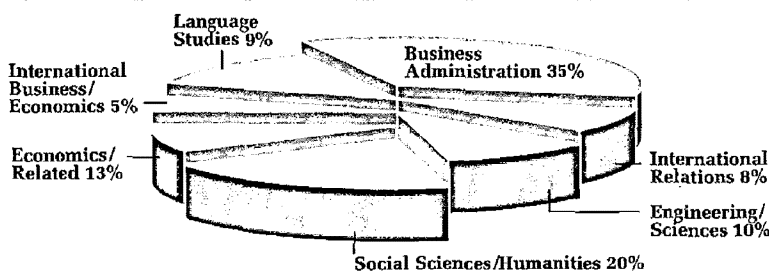
FALL 1992 ENTERING CLASS PROFILE

Fall 1992 Entering Class Size	438
-------------------------------------	-----

Full-Time Work Experience

Less Than 2 years	31%
2 - 4 years	34%
5 - 7 years	23%
8 - 10 years	6%
Over 10 years	6%
Average Years	3.67

Undergraduate Majors by Percentage



Number of Undergraduate Institutions

U.S.	210
Foreign	69

Test Scores

GMAT Average	560
GMAT Average U.S.	560
GMAT Average non-U.S.	550
GMAT Range	460-750
TOEFL Score Average	597

G.P.A.

Grade Point Average	3.33
Range	2.31-4.00

Non-U.S. Citizens

Fall 1992 Entering Class	28%
Visiting Exchange Students:	
Germany (18), Norway (11), Spain (5)	34
Countries Represented	43

Source: Office of Admissions, Fall 1992.



As the daughter of a Thunderbird graduate, I've lived my life with the knowledge of how a degree from Thunderbird can shape a lifestyle. Having had the opportunity to live and travel around the world, I was innately aware of the importance of internationalism in my life. I've found that the "Thunderbird Mystique" refers to the cultural gaps that are continuously bridged, not only in the classroom but socially, as stereotypes are broken down and replaced with new-found respect and understanding for people and their respective cultures.

Denise Donohoe '93

B.A., Advertising, 1991

Seton Hill College

Located in the Sun Belt area of the southwest, Thunderbird is situated in Glendale, Arizona, a suburb of Phoenix, America's 9th largest city. The Phoenix metropolitan area population is approximately 2 million, and has numerous cultural resources typical of a major urban center. The sun shines 85 percent of the year, and rains are infrequent.



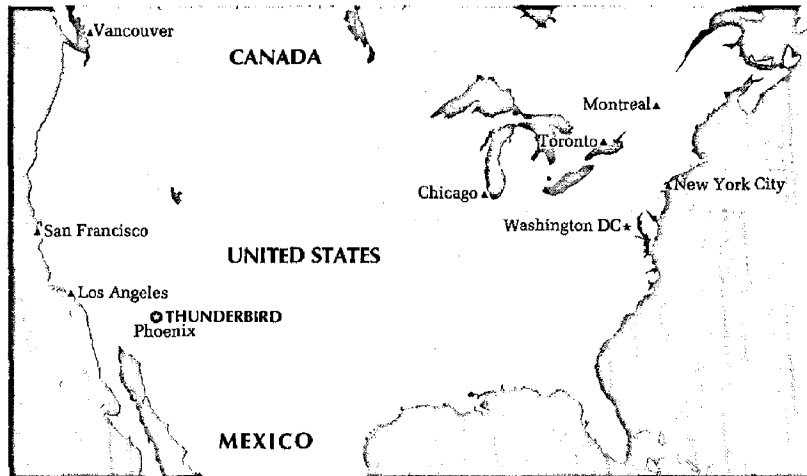
The Thunderbird campus symbolizes the diversity of cultures in the world. Instead of traveling thousands and thousands of miles, you can meet people from all over the world within walking distance.

Christoph Adams '93

Germany

Diplom-Kaufmann,
Management
Information Systems
and Statistics, 1992

Universität Hamburg



The Thunderbird campus is located in the southwestern United States, in a suburb of Phoenix, Arizona. By car, it is less than a half a day from the Grand Canyon to the north and the Mexican border to the south.

At an elevation of 1,100 feet, Glendale's winter temperatures are mild, with cold mornings warming to pleasant afternoons. Summers are hot and dry, and all buildings are fully air conditioned. A swimming pool in the central quadrangle provides refreshing summer recreation.

Within three or four hours, one can drive north 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 in Glendale at the corner of 59th Avenue and Greenway Road. The main entrance is on 59th Avenue, north of Thunderbird

Road. The easiest route is to 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 campus occupies approximately 87 acres of landscaped area, and features five new buildings of contemporary southwest design as well as several other modern ranch-style buildings characteristic of southwestern architecture.

Twelve residence halls are arranged to form four landscaped quadrangles. The main classroom complex, The Frank L. Snell Learning Center, completed in 1980, contains 29 rooms that surround the Jacuzzi Fountain, donated by Thunderbird alumnus Ken Jacuzzi of the famous whirlpool family.

Nearby, along the landscaped mall, 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 in 1991-92.

In 1993, a new entrance was opened, featuring the word "Welcome" in all of the languages taught at Thunderbird etched into the granite. Also recently remodeled is the Tower Building, transforming the historic Thunderbird landmark into a student center with lounges, a European-style coffee house, and student offices.

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 and include a complimentary lunch in the student dining hall, followed by information sessions. Call the Office of Admissions in advance for details and reservations.



Student Profile

Following diverse experiences and liberal arts studies at Yale, Dan Holme spent two years, primarily in Europe, in marketing, public relations and development for the international education program, Up With People. He worked another year and a half in Europe and Asia before receiving a Presidential Scholarship to study at Thunderbird. He currently serves as a trainer and consultant on the Total Quality Management team, assists President Herberger in special projects and coordinates marketing for the on-campus Tower Café.

"Having spent four years behind ivy walls and three years working, traveling and studying in Europe, I thought it would be impossible to find a program that would provide the educational challenges I expected and the kind of international environment I loved. But Thunderbird promised and delivered on both these scores."

Dan Holme '94

United States

B.A., Psychology, 1989

Yale University

One man who understood the need for specialized training to meet the growing demand 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

After World War II, General Yount decided to open a school specializing in global business education. The School was chartered as a non-profit 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 to Thunderbird Graduate School of International Management, in November 1968, 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.

Courses for Executives

By 1951, the School had gained such a high reputation that leading corporations requested special executive training courses. The Key Manager Program was developed to provide intensive conversational language training in preparation for overseas assignments.



The Tower Building, which once housed Thunderbird Field's air control tower, was recently renovated to become the School's new Student Center.

Today, Thunderbird's Executive Education program offers several options through the Thunderbird Executive Training Center, the Thunderbird Management Center, and an Executive Master of International Management degree.

More Progress

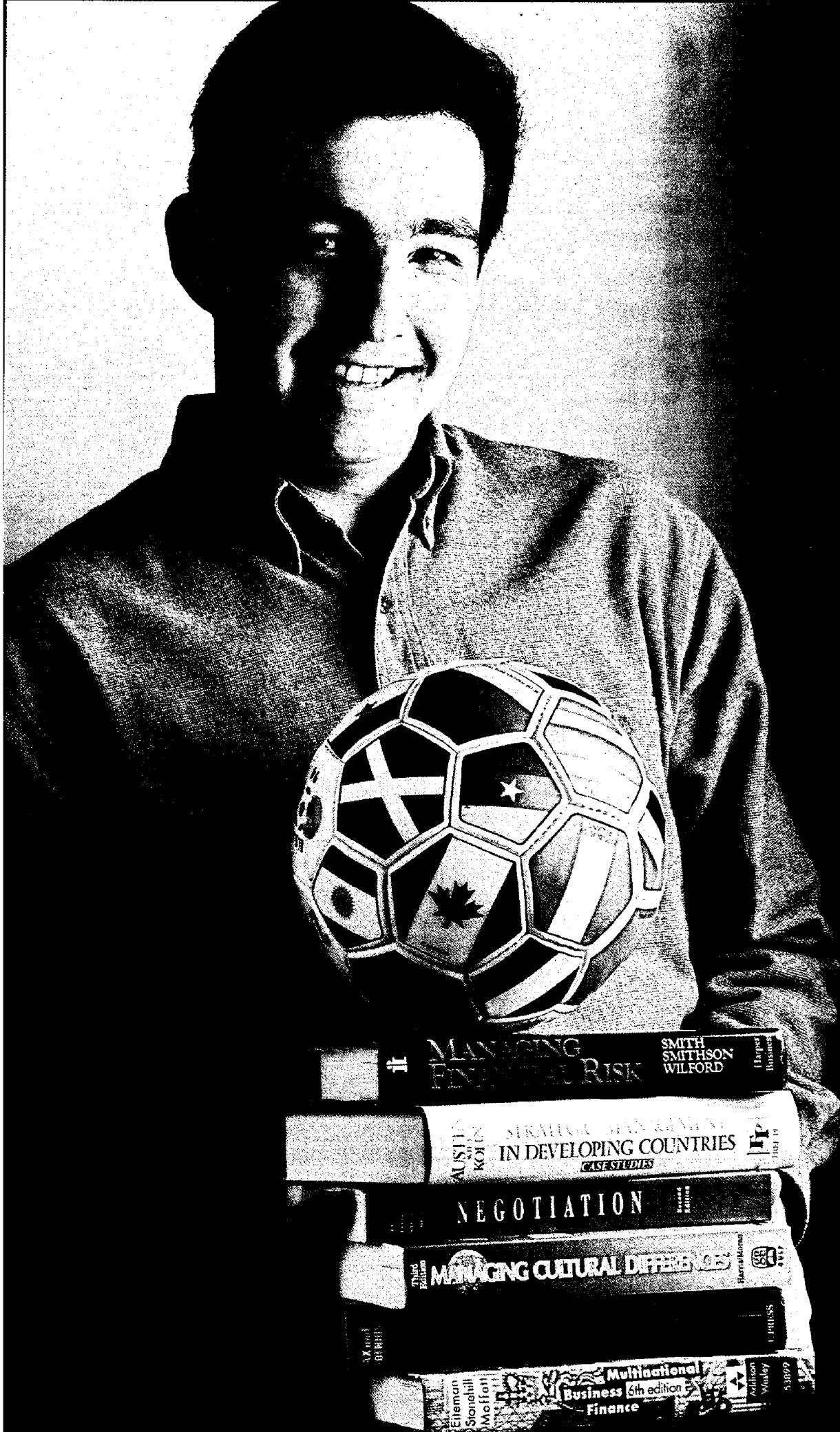
From 1971-89, under the leadership of President Dr. William Voris, new courses were added in all departments, and instruction in Arabic, Chinese and Japanese were added to the language curriculum. The world business foundation course structure and the core curriculum were developed, the language department added a business language requirement, and the international studies department instituted a new foundation course. The campus changed significantly with the addition of seven new buildings between 1978 and 1987.

A New President

On July 1, 1989, Dr. Roy A. Herberger, Jr. became the eighth president of Thunderbird. During Dr. Herberger's administration, Thunderbird has added three new degrees, opened facilities in Japan and France, added Russian and Italian to the language curriculum, and expanded the executive education program. A \$10 million building program provided five new structures. Construction is now under way on a multi-million-dollar International Business Information Centre.

Accreditation

Thunderbird is accredited by the North Central Association of Colleges and Schools, which is the primary accrediting agency for universities in its region of the United States. Thunderbird's unique three-part program, which differs from the M.B.A. in its language and international studies components, previously placed Thunderbird outside of the accrediting purview of the American Assembly of Collegiate Schools of Business (AACSB). New AACSB rules, however, are based on mission, rather than on a limited curriculum structure, and Thunderbird has begun the two-year process of pursuing that accreditation.



Student Profile

Mike Santellanes was born in Guatemala and raised in San José, Costa Rica. He came to Arizona when he was 18 to study at Arizona State University. He is on a leave of absence from his Phoenix employer, SNI International Resources Inc., an engineering and high-way construction training firm, where he is the operations/financial manager. Mike's decision to come to Thunderbird was influenced by his father, a 1960 T'bird graduate. Mike has played soccer all his life and coached youth soccer in Tempe, Arizona for four years.

"The reason I chose to attend Thunderbird is twofold. I realized that the business world is constantly changing and increasingly requiring more skills and flexibility from its players. Second, I grew up with a T'bird. My father graduated in 1960 and has always made sure that I knew about the School's excellent reputation and ability to prepare people for an international career."

Mike A. Santellanes '93

Guatemala/Costa Rica

B.S., General Business,
1987

Arizona State 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 benchmark. Alumni are 26,000 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.



I had the delightful opportunity to work in the Alumni Relations Office. I was appointed coordinator and host for an alumni and recruitment reception held in Colombia. This event was part of the School's strategy to aggressively promote the M.I.M. program worldwide. It was fantastic to count on the support of the School's administration to generate ideas that helped publicize the advantages that Thunderbird offers to businesses and governments in the emerging economies of Latin America.

Juan Carlos Luque '93

Colombia

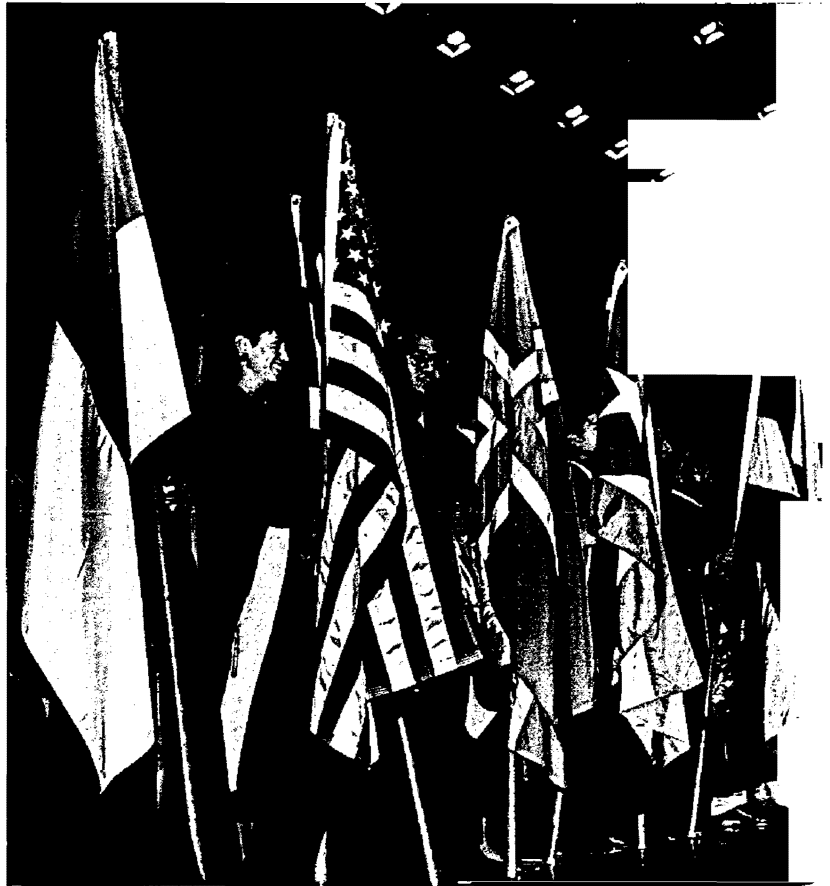
B.S., Architecture, 1987,
Pontificia Universidad
Javeriana

M.A., Finance, 1991,
Universidad de Los Andes,
Santafe de Bogotá

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; in dozens of international non-profit agencies, 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 26,000 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 three times a year, keeping graduates around the world informed about their friends, business associates, their alma mater, and global affairs.



The camaraderie that begins on the Thunderbird campus continues into the business world as graduates keep in touch through the Thunderbird network.

The office also helps coordinate annual alumni reunions in Europe and elsewhere around the world. These events and the alumni homecoming each November in Glendale 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 Thunderbird through his or her involvement and leadership in the global business arena. The association also grants awards for career achievement in business and industry, public service, entrepreneurship, banking and finance, and service to Thunderbird.

Student Profile

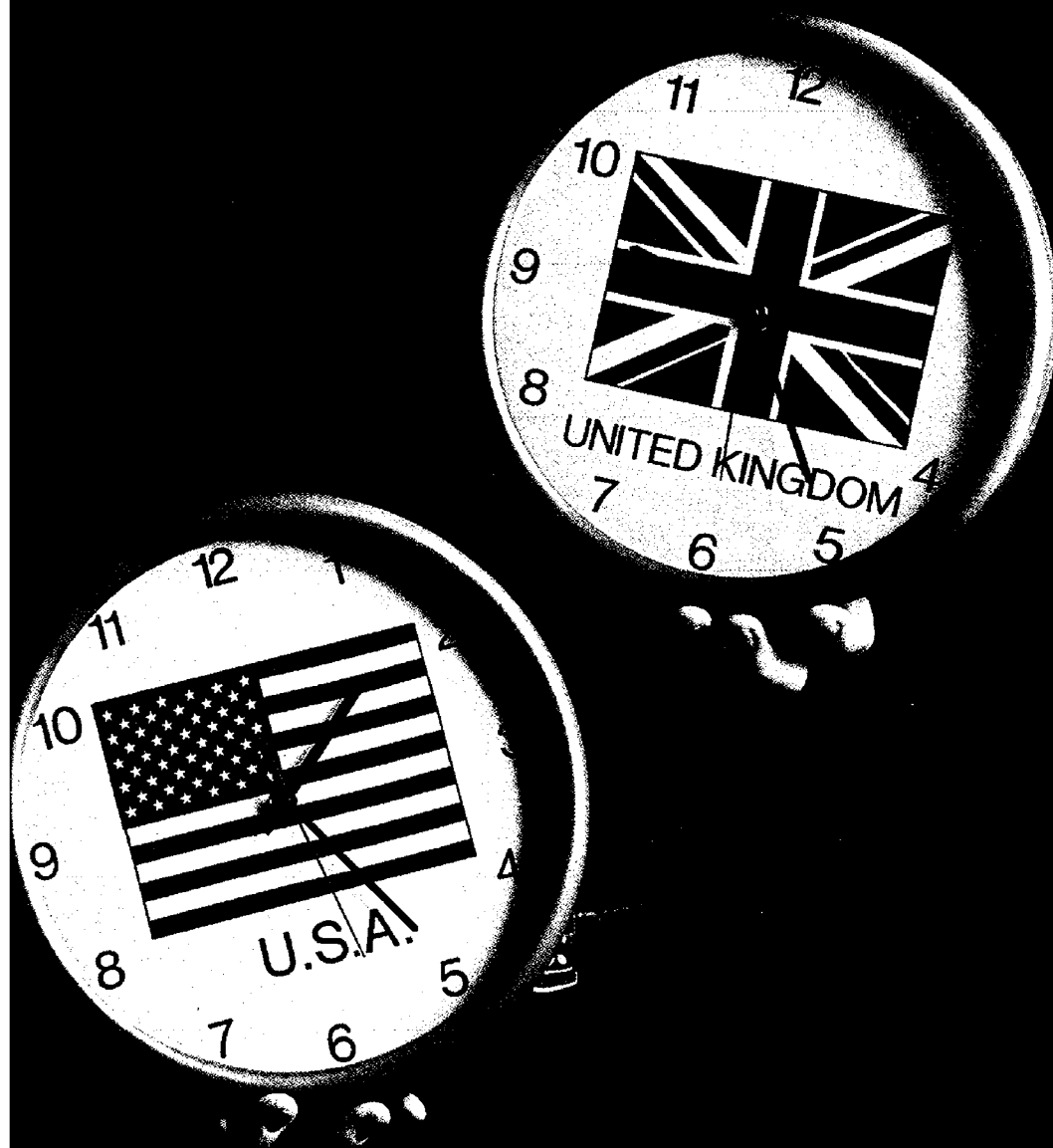
Born of Northern Irish parents and raised in India, Jeremy Barton has an inside track on the international atmosphere of Thunderbird. During his undergraduate years in Northern Ireland, he had internships in Hong Kong and Germany. After college, he spent three years in England marketing computer systems. Jeremy works in the Tower Café, has played intramural field hockey, and is in the German, Francophone and Christian Fellowship clubs on campus. Here he shows the time difference between the U.K. and Thunderbird.

"The Thunderbird Alumni Network is special in the sense that alumni are united across industries, countries and age groups by their common uniqueness in their experiences and global outlook. Wherever you look in international business, Thunderbird alumni are to be found, offering an incredible resource of almost guaranteed friendship spanning the globe."

Jeremy Barton '93
United Kingdom

European Business
Studies, Marketing, 1989

University of Ulster,
Jordanstown,
Northern Ireland



LOCATION OF ALUMNI

U.S. State/Territory	Number
California	3,451
Arizona	1,493
Texas	1,050
New York	991
Florida	898
Illinois	883
Washington	537
New Jersey	457
Colorado	437
Virginia	428
Pennsylvania	362
Ohio	359
Connecticut	322
Michigan	318
Minnesota	306
Massachusetts	282
Oregon	274
Georgia	264
Maryland	246
Wisconsin	229
Utah	197
Missouri	177
North Carolina	155
Washington, D.C.	155
Indiana	122
New Mexico	117
Kansas	116
Tennessee	108
Oklahoma	99
Hawaii	91
Nevada	80
South Carolina	75
Iowa	71
Idaho	65
Puerto Rico	60
Kentucky	57
Louisiana	57
Nebraska	57
Montana	49
Rhode Island	48
Arkansas	42
Alabama	37
New Hampshire	36
Alaska	29
Delaware	27
Maine	25
Wyoming	24
Vermont	23
Guam	22
Mississippi	21
North Dakota	19
South Dakota	11
Virgin Islands	7
West Virginia	5
American Samoa	1
Marshall Islands	1



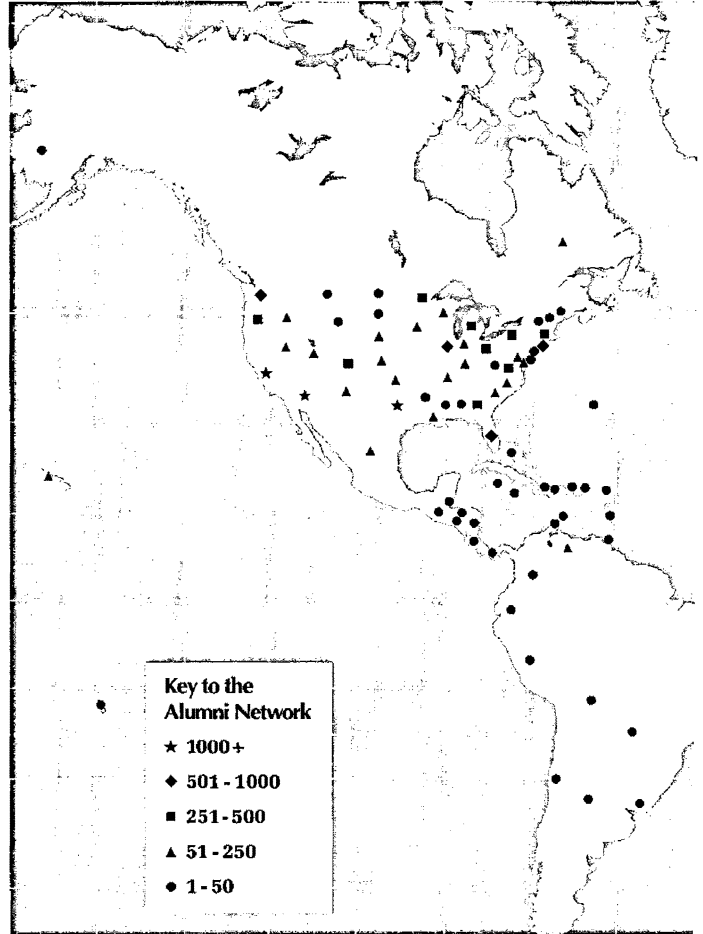
I met a whole group of T'birds at a good friend's wedding in Boston. What struck me most was the consistently enthusiastic opinion each one gave when asked about Thunderbird and their experience here. No other school I researched received such consistently high reviews. It definitely made an impression on me. The positive feeling among T'bird alumni is remarkable.

Katie Philbrick '93

B.A., Romance Languages, 1985

Bowdoin College

Source: Office of Alumni Relations, March 1993.



LOCATION OF ALUMNI OVERSEAS

Country	Number
Egypt	
Ecuador	
Panama	
Peru	
Chile	
Austria	
Philippines	
Costa Rica	
Sweden	
Malaysia	
Nigeria	
Turkey	
Bolivia	
Greece	
Kenya	
Iran	
Pakistan	
South Africa	
Guatemala	
El Salvador	
Luxembourg	
Honduras	
Bahrain	
Jordan	
New Zealand	
United Arab Emirates	
Israel	
Japan	611
Germany	327
Mexico	217
France	202
England	194
Hong Kong	180
Spain	168
Brazil	151
Norway	149
Canada	124
The Netherlands	123
Taiwan	109
Belgium	107
Venezuela	102
Singapore	87
South Korea	84
Switzerland	80
Thailand	77
Indonesia	64
Saudi Arabia	59
Italy	53
India	51
Australia	45
People's Rep. of China	43
Argentina	42
Colombia	40



My first experience with the Thunderbird Alumni Network occurred prior to coming to Thunderbird. After writing ten Thunderbird alumni seeking their assistance in organizing an internship, eight of them responded. Each alumnus also gave me a couple more names to contact. I was overwhelmed by their efforts to assist me in realizing my objective. This experience only reaffirmed my belief that I had chosen the right school.

Bryan Sorge '93

B.A., Political Science,
1987

DePauw University

LOCATION OF ALUMNI OVERSEAS

Poland	10	Libya	3	Yemen Arab Republic	2
Cyprus	9	Nepal	3	Zaire	2
Portugal	9	Qatar	3	Algeria	1
Russia	9	Senegal	3	Antigua	1
Bangladesh	8	Sudan	3	Armenia	1
Dominican Republic	8	Togo	3	British Virgin Islands	1
Finland	8	West Africa	3	Burkina Faso	1
Ivory Coast	8	Yugoslavia (Former)	3	Congo	1
Morocco	8	Zimbabwe	3	Ethiopia	1
Paraguay	7	Aruba	2	Guinea	1
Hungary	6	Barbados	2	Isle of Man	1
Uruguay	6	Belize	2	Latvia	1
The Czech and Slovak Republics	5	Bermuda	2	Madagascar	1
Denmark	5	Botswana	2	Malawi	1
Jamaica	5	Cameroon	2	Niger	1
Mozambique	5	Chad	2	Northern Ireland	1
Nicaragua	5	Gabon	2	Oman	1
Iceland	4	Ghana	2	Rep. of Guinea	1
Netherland Antilles	4	Ireland	2	Rwanda	1
Romania	4	Kuwait	2	Sri Lanka	1
Tunisia	4	Liberia	2	Swaziland	1
Bahamas	3	Mali	2	Syria	1
Bulgaria	3	Monaco	2	Trinidad	1
Cayman Islands	3	Papua New Guinea	2	Uganda	1
French Polynesia	3	Scotland	2	Wales	1
Haiti	3	Sierra Leone	2	Western Samoa	1
		Tanzania	2	Zambia	1

The major focus of the Career Services Center, located in the Franz G. Talley building, is service to students, alumni, and employers. The Career Services staff teaches students that placement is an individual process depending upon one's knowledge, research, initiative and resourcefulness.



As chairman of the Career Services Student Committee, what I have noticed most is the type of firms that recruit at Thunderbird. We not only have the large companies coming here, but also the small and medium-sized companies that want to take their products international. They come to Thunderbird for the dynamic abilities of the graduates, presenting them with exciting opportunities that you don't see at other business schools.

Robin Vandekreeke '93

A.B., International Relations and Economics, 1990

Brown University

While at Thunderbird, students can learn career management skills through a process that continues through each semester. The center's services for students are designed to:

- assist them in making informed career plans;
- provide information, guidance, and counseling necessary to implement these plans;
- enhance their educational experience with academic internships and other professional work experiences; and
- support their efforts to pursue suitable employment.

Through the center's initiatives, students identify their career objectives and learn career management skills applicable throughout their professional careers. Employers state that they hire Thunderbirds because their business expertise is enhanced considerably by:

- expanded language and cultural skills;
- an understanding of how changes in the international arena affect national and regional economies and trends;
- a practical orientation to problem solving, highly dependent upon excellent cross-cultural negotiation proficiencies, and;



Students research companies in Career Services.

- an acquired maturity and self-assurance gained by the breadth and depth of international exposure.

Recruiting coordinators schedule **on-campus interviews** and post positions of companies not able to recruit on campus.

A **Resume Book**, published and distributed to employers, provides exposure of student expertise to a large number of organizations with domestic and international needs.

Students 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, new students receive the **Placement Manual** written specifically for the career planning and placement

needs of Thunderbird's students. The manual outlines how to use the center's resources.

Both the **Graduate Associate Program** and the **Career Services Student Committee** present career workshops and programs to help students with career planning, resumé writing and interviewing. Students have the opportunity to see themselves in videotaped practice interviews.

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

The **Alumni Placement Service** publishes two periodical bulletins: 1) the *Graduate Update*, a free service for one year after graduation, and 2) the *Alumni Opportunities* bulletin, a subscription service designed for alumni who have experience and have been away from Thunderbird three years or more. Management recruiters from corporations, small businesses and executive search firms list positions regularly in both publications for Thunderbird alumni.

First Positions After Graduation

- Product Development Specialist
- Budget and Fiscal Officer
- European Sales Manager
- Manager Promotions & Publicity, Pacific Region
- Specialist, International Division
- Marketing Coordinator
- Inventory Coordinator
- Distribution Manager
- Senior Marketing Analyst
- Assistant International Marketing Manager
- Assistant to Finance Manager
- Contracts Administrator
- Assistant Director
- Sales Representative
- Manager, Equipment Sales, S.W., U.S. & Mexico
- Financial Analyst
- Staff Auditor
- International Planning (Consulting)
- Management Trainee (Export Division)
- Engineering Officer
- Trade Analyst
- General Services Manager
- Brand Assistant
- Product Engineer
- Import/Export Director
- Sales Manager
- Sales Program Manager
- Trade Consultant
- International Commercial Director
- Loan Officer
- Wholesale Bank Associate
- Financial Analyst
- Commercial Research Analyst
- International Coordinator
- Administrative Manager
- International Software Tester
- Futures Trader
- Account Executive
- Import Compliance Specialist
- European Trade Representative
- Product Manager
- Field Representative
- Senior Market Operations
- Foreign Service Officer
- Franchise Service Manager
- Director of Training
- Investment Manager
- International Officer (Italian Project)
- International Sales Manager
- Export Administrator

(Excerpted from the alumni updates section in Thunderbird, the alumni magazine of The American Graduate School of International Management.)

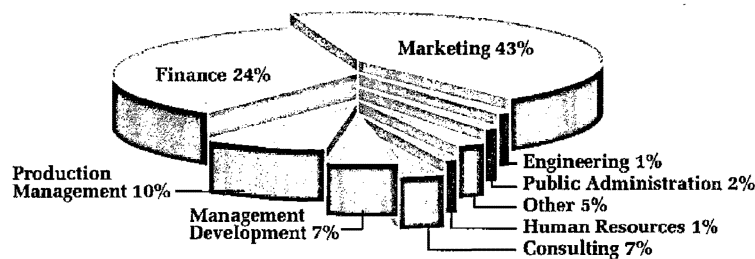
Career Services Employment Profile for 1991-1992*

Number of employers recruiting on campus	206
Number of interviews	1,983
Salary Range**	\$12,000-93,000
90/10th Percentile of Salary Offers	\$60,000-27,000
Mean Salary	\$42,094
Increase in Salary (1990-91 vs. 1991-92)	3 percent

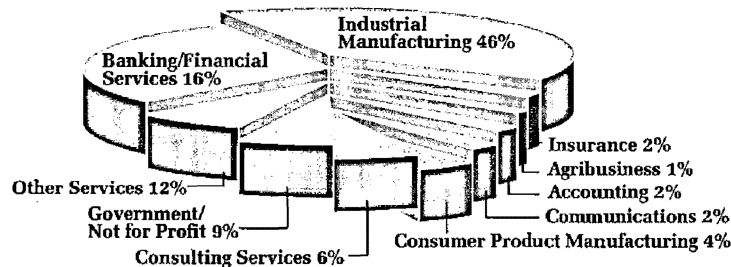
*Employment information refers to data compiled from summer and fall 1991 and spring 1992 Thunderbird graduates.

**Lower salaries represent foreign currency translated into U.S. dollars and do not reflect additional stipends for housing and other benefits.

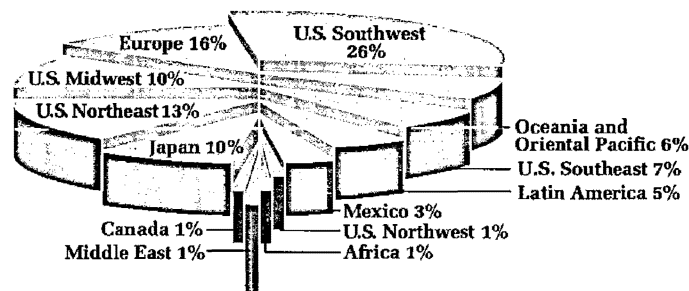
Distribution by Job Function



Distribution by Industry



Employment by Location



With limited experience in resumé writing, job search ability and interviewing, I have received valuable advice and techniques that work from the career services graduate associates and staff. After going over my resumé with a staff member, I was chosen for an interview. After going to the seminars on "Interviewing for Success" and with special assistance from a graduate associate, I was called back for a second interview with a company. Eventually, I was offered the internship position I was seeking. The resources and guidance are there if you are willing to put some effort into it.

Andrea Komives '94

B.A., International Relations and Political Science, 1991

Michigan State University



I was fortunate to be chosen for one of the graduate associate positions. I am a member of a team of six students that help other students with their career searches. We conduct workshops, peer counseling, and serve as a liaison between the students and the professional staff. The professional staff is excellent and really have the students' interests in mind. Even with today's tough job market I have seen many students get job offers.

Jon Kondo '93

**B.A., Business Economics,
1985**

**University of California,
Santa Barbara**

- Abbott Laboratories (IL)
Adidas AG (Germany)
AdobeAir (AZ)
Advanced Materials A.S. (Norway)
AGF (Belgium)
Agricultural Coop Development International (DC)
AGTEK Development Company (CA)
AIU Insurance (Japan)
Aker Engineering A/S (Norway)
Alcatel Networks Systems (MI)
Alcoa Inter-America, Inc. (FL)
Alexander Industries, Corp. (CA)
Alexander Group (The) (AZ)
All America Financial (FL)
Allen Systems Group, Inc. (FL)
Allianz Insurance Company (CA)
Amano Electronics (Japan)
America West Airlines (AZ)
American Airlines (TX)
American Express Travel Related Services (CA)
American International Group, Inc. (NY)
American National Securities (AZ)
American Racing Equipment (CA)
American Standard Inc. (Belgium) (NI)
AMTRADE International Corporation (CA)
Amway Corporation (MI)
Angelo General Quesera (Spain)
Anheuser Busch Companies, Inc. (TX)
Apple Computer Inc. (CA) (Mexico)
A.R.A.S. & P.V.P.V. (India)
ARA Services (PA)
Arco Chemical Europe (Spain)
Aristos Corporation (Canada)
Arizona Department of Commerce (AZ)
Arizona Hispanic Chamber of Commerce (AZ)
Arizona-Mexico Commission (AZ)
Arizona World Trade Association (AZ)
Arthur Andersen (CA) (NY)
Asea Brown Boveri (Norway)
Asia Foundation (The) (CA)
Asahi Chemical (NY)
ASM Group (The) (IL)
Astra-Merck Pharmaceutical (UT)
AT&T (AZ) (NJ)
Automotive Diagnostic Equipment Corp. (AZ)
Avco Financial Services (CA)
Backer, Spielvogel/Bates Worldwide, Inc. (NY)
BACP (Argentina)
Banco Nacional de Mexico (Banamex) (Mexico)
Banco Vitalicio (Spain)
Bank Julius Baer (NY)
Bank of Nova Scotia (The) (IL)
Bank One of Arizona
Barcelona Development Agency (NY)
BASF Aktiengesellschaft (Germany)
Baxter Healthcare (IL) (Japan)
Bear Creek Corporation (OR)
Bobbo Inc. (CA)
Boda Systems (Cyprus)
Bouino Consulting Group (ID)
Bourdais (France)
Bozell Inc. (CA)
Brooks International (FL)
Bush/Quayle Office (DC)
Bziresco-Sisterlo (Argentina)
CADAM, Inc. (CA) (Singapore)
California State World Trade Commission (CA)
Campbell-Mithun-Esty Advertising (NY) (MN)
Cargill (England)
Carrier Corporation (CT) (Taiwan)
Catalyst (FL)
CENPAC Securities (AZ)
Central Intelligence Agency (DC)
Century Pacific (AZ)
Chase Manhattan Bank (NY)
Chatfield Dean & Co. (FL)
Chelsea Street Security (AZ)
Children's Hospital (MA)
China Resources Holdings Ltd. (NY)
Chiquita Brands International (OH)
Chrysler Credit Corporation (TX) (Germany)
Chubb Group of Insurance Companies (NJ)
CIGNA Worldwide Inc. (PA)
Circuit Research Labs (AZ)
Citibank N.A. (NY) (Germany) (Taiwan) (Belgium) (Malaysia)
City of Phoenix-Office of Protocol & Trade (AZ)
Clarke Consulting Group (CA)
Clay Timon Company Worldwide (NY)
CNN International (United Kingdom)
Coca-Cola Company (The) (GA) (FL) (Japan) (Germany)
CODA Corporation (UT)
Coherent, Inc. (CA)
Colgate-Palmolive Company (NY)
CoMart, Inc. (NY)
Cometals, Inc. (NY)
Commerzbank AG (Germany)
Conductores Monterrey SA de CV (Mexico)
Conterm (CA)
Contiflex C.A. (Venezuela)
Continental Grain Company (IL)
COOB (Spain)
Coopers & Lybrand (AZ)
Coors Brewery (CO)
Copy Concepts (CO)
CRH (AZ)
CS First Boston (Japan)
CSC Asia Pacific (Singapore)
CSX-LIS (TX)
Culture Link, Inc. (AZ)
CW & Partners GmbH (Germany)
Cybex, Division of Lumex Inc. (NY)
Dainabot Co., Ltd., sub. of Abbott Labs (Japan)
Daiwa Bank (Japan)
DataCard Corporation (MN)
DataCom G.M.S.H. (Germany)
DCI Marketing (WI)
DDB/Needham (IL)
Dell Computer (TX)
Deloitte Ross Tohmatsu (CA)
Delta Airlines (GA)
Dentsu Inc. (NY)
Deutsche Genossenschaft Bank (NY)
Devon Systems (England)
Dial Corporation (The) (AZ)
Digital Equipment (CA)
Diversified Development (AZ)
DMB&B (NY)
Dow Chemical (TX)
Dresdner Bank AG (NY)
Duane & Associates (FL)
E. W. Associates (DC)
E. & J. Gallo Winery (CA)
Eastman Kodak Company (NY)
Ebsray Pumps (Australia)
Echosphere International (CO)
Eli Lilly International Corporation (IN)
Eliane Floor & Wall Tiles, S.A. (Brazil)
Elsevier Science Publishers (The Netherlands)
Emerson Motor Company (MO)
Emery Custom Brokers (CA)
Engelhard (NJ)
Enron Americas Ltd. (TX)
Epoch (Japan)
Ernst & Young (MI)
ESCO Corporation (OR)
ESSO Caribbean & Central America (FL)
ETEA (Spain)
European Formula Drivers Association/EFDA (Luxembourg)
Excerpta Medical Group (The) (Japan)
Express Technology (AZ)
Exxon Corporation (FL)
Far Eastern Textile Ltd. (Taiwan)
Fargo Electronics (MN)
Fast Micro Computers (AZ)
Faultless Starch (MO)
Fax International (MA)
Federal Bureau of Investigation (AZ)
Federal Express Corporation (Japan)
FHP Health Care (CA)
FMC Corporation (IL)
Foote, Cone & Belding/Latin America (NY)
Ford of Europe (Germany)
Franciscan Renewal Center (AZ)
Franke GmbH (Germany)
Fresh Company (CA)
Friedman Marketing (CA)
Fritz Companies, Inc. (CA)
Frontier Industries (MO)
Fujicolor Argentina (Argentina)
General Motors Corporation (OH) (MI) (Colombia)
Generale Bank (Belgium)
GeoChem, International (CT)
Geotrack (AZ)
GeoWorks International (CA)
Gillette Company International (Japan)
Giltspur (AZ)
Global Vision (ME)
GlobalNet (MA)
Goldman, Sachs & Co. (United Kingdom) (NY) (TX)
Greater Phoenix Economic Council (AZ)
Grey Advertising Inc. (NY)
H&V (FL)
Haemonetics Corporation (MA)
Hafslund Nycomed (Norway)
Hallmark Cards (MO)
Harbert Construction (England)
Harris Corporation (NY)
Heddington Insurance Limited (Bermuda)
Hill's Pet Products (KS)
Holland Chemical International (OK)
Homes International (MN)
Honda International Trading Corporation (CA)
Honeywell, Inc. (AZ)
Horol (Colombia)
IBM Corporation (Norway) (AZ) (CO)
IDS Financial Services (CA)
IGI, Inc. (NJ)
IMPAC (Australia) (Germany)
Imperial Chemical ICI (France)
Importaciones M.A. (Spain)
Industrias Purina (Mexico)
InfoPak, Inc. (AZ)
Instituto Tecnológico y de Estudios Superiores (Mexico)
Intel Corporation (CA)
IntelSat (DC)
Inter-Con Security (South America)
Intergraph (Asia) (AL)
Interleaf Americas, Ltd. (MA)
International Voyager Media (FL)
International Sports & Entertainment (GA)
International Trading Institute Ltd. (IL)
International Development Exchange (Poland)
Jabil Circuit, Inc. (FL)
Japan Airlines (Japan)
Japan Fitness & Health (Japan)
Japan Light Steel (Japan)
Japan Management Consulting (Japan)
Japan Synthetic Rubber (Japan)
Japan-America Society (AZ)
JCB Company, Ltd. (Japan)
John Hancock Insurance (AZ)
Johnson & Higgins (AZ)
Johnson & Johnson (NJ)
K-Products (IA)
KAO Corporation (Japan)
Kellogg Company (France) (Italy) (Mexico) (MI)

- Kenya Duty Free Complex (AZ)
 Kohler Corporation (MN)
 Koll Company (CA)
 Kontrol UK, Ltd. (England)
 L'Oreal (Latin America) (FL)
 Lehman Brothers (NY)
 Lida International Financial Data Inc. (CA)
 Limoge (Belgium)
 Linear Technology (CA)
 LKW Walter (Austria)
 Lockheed Corporation (GA)
 Longust Distributing, Inc. (AZ)
 Lord, Dentsu & Partners (CA)
 3M Corporation (Belgium)
 Management Strategic Resources (Germany)
 Mars, Incorporated (NJ)
 Mass Mutual Insurance (CA)
 Matsushita (Japan)
 Mattel Corporation (CA)
 McCormick & Company (MD)
 McDonnell Douglas (AZ)
 McKinsey & Company (CA)
 McQuay Norris World Trade (PA)
 Mead Johnson Nutrition Group (A Bristol-Myers Company) (IN)
 Measorex (CA)
 Melroe International (Singapore)
 Merck, Sharp & Dohme International/MSDI (NJ)
 Mercuries & Associates, Ltd. (Taiwan)
 Meridian Products, Inc. (CA)
 Merrill Lynch (CA)
 Metropolitan Life Insurance (AZ)
 Mexican Government (Mexico)
 Midmark Corporation (OH)
 Minco (TN)
 Ministry of Foreign Trade (Colombia)
 Misawa-Van (Japan)
 Mitchell Instruments (CA)
 Mitsui (Japan)
 Molten Metal Technologies (MA)
 Monsanto Company (MO)
 Mores Anshell Advertising (AZ)
 Morgan Stanley & Co., Inc. (NY) (Japan)
 Motorola Inc. Land Mobile Products Sector (IL)
 NAB Corporation (Japan)
 Naito Trading (Japan)
 Nambu Foundation Ltd. (NY)
 National Semiconductor (CA)
 NationsBank (TX)
 NBD Bank N.A. (MI)
 NCR Corporation (OH)
 Neslab (NH)
 Nestle (Holland) (Taiwan)
 Nielsen Marketing Research (IL)
 Nike International (OR)
 Nippon Motorola (Japan)
 Nomura Research Institute (Japan)
 Nordson Corporation (OH)
 Norsk Pyrox (Norway)
 Northwest Airlines (AK)
 Nusonics, Inc. (OK)
 Occidental Chemical Asia Ltd. (TX)
 Orrefors Crystal Group (Sweden)
 Ortam (CA)
 Overseas Private Investment Corporation (DC)
 Pactel Corporation (CA)
 Pak Mail (HI)
 Parbel, Inc. (FL)
 Parker Drilling Company (OK)
 Parkway Regional Medical Center (FL)
 Peabody Tectank, Inc. (KS)
 Peace Corps (DC)
 Peebler Group, Inc. (AZ)
 PepsiCo Inc. (NY) (TX)
 Persona (CA)
 Perstorp AB (Sweden)
 Philips GmbH (Germany)
 Phoenix Chamber of Commerce (AZ)
 Pioneer Hi-Bred International, Inc. (IA)
 Pitco Frialator Inc. (NH)
 Pittsburgh National Bank (PA)
 Planned Giving Assistance-The Rotary (IL)
 Policy Management System Corp. (SC)
 Pracon (VA)
 Price Waterhouse (NY)
 Principal/Eppler, Guerin & Turner, Inc. (The) (AZ)
 Print-Time (AZ)
 Procter & Gamble Company (The) (OH) (Argentina) (Belgium) (Germany) (The Netherlands)
 Professional Resources International (IN)
 Prosegur (CA)
 Prudential Property & Casualty Co. (AZ)
 Pyramid Research (MA)
 Pyramid Investment (Belgium)
 Rainbow Technologies (CA)
 Ralston Purina Corporation (MO)
 Ram Golf Corporation (IL)
 RAO Design Engineering (IL)
 RCA Components (Mexico)
 Rio Salado Community College (AZ)
 Roadway Express (HI)
 Robertson Associates Manufacturing Inc. (CO)
 Robinson Humphrey (GA)
 Rockford Corporation (AZ)
 Rockwell International-Collins Commercial Avionics (IA)
 Rod McLellen (CA)
 Royal Club Evian (France)
 RWH Associates (AZ)
 Saatchi & Saatchi DFS/Pacific (CA)
 Salesmark (AZ)
 San Jamar (WI)
 Sanwa Research Institute (Japan)
 Save The Children Federation (Iraq)
 Schweppes/Cadbury (Mexico)
 Scott Paper Company (Hong Kong)
 Sea Beam Instruments Inc. (MA)
 SEDA - Council of Governments (PA)
 Seiko I (Japan)
 Shearson Lehman (AZ)
 Sherwin-Williams (OH)
 Shimizu Corporation (Japan)
 Shiseido Company (Japan)
 Siboney Advertising (CA)
 Silsma-Aldrich Corporation (India)
 J. R. Simplot Company (ID)
 Slate Corporation (AZ)
 Smartpractice (AZ)
 SMC (Japan)
 Smithsonian Institution (DC)
 Société Auxiliaire D'Entreprises Parisienne (France)
 Southwest Salon Products, Inc. (AZ)
 SPC Software G.M.S.H. (Germany)
 Sports Careers (AZ)
 Stagnaro International (NJ)
 Standard Forex Inc. (CA)
 Stanley Greenhouses (CA)
 State of Washington (WA)
 Steele's Ind. (Canada)
 Steiner Corporation (UT)
 Stonhard, Inc. (NJ)
 Stryker Corporation (NY) (Germany)
 Sulzer Brothers Ltd. (Switzerland)
 Sumitomo Bank (Japan)
 Sun Bank (FL)
 Suntory (Japan)
 Surfrieder Foundation (Costa Rica)
 Swicorp Finance S.A. (Switzerland)
 Symantel (CA)
 Syntex Corporation (CA)
 Systematics, Inc. (AR)
 Tag Properties, Inc. (CA)
 Taipei Bank (Taiwan)
 Task Force Consulting (Japan)
 TC Management (PA)
 Teledyne, Inc. (Germany) (VA)
 Teleflex (FL)
 Tempe Marketing Research (AZ)
 Tenneco (TX)
 Tepeca (Guatemala)
 Tetra Pak Inc. (TX)
 The Institute (Japan)
 The Kyowa Saitama Bank, Ltd. (Japan)
 Thermal Power (Japan)
 Tie Rack, Inc. (NY)
 Time Systems (AZ)
 Tokai Bank (Japan)
 Tokei Computer, Inc. (Japan)
 Tom Plast Company (Poland)
 Tracer Research Corporation (AZ)
 Tredegar Industries (WA)
 Triarc Capital Corporation (AZ)
 Trick Enterprises (CA)
 TRW, Inc. (OH)
 U. S. Agency for International Development (U.S.A.I.D.) (Morocco)
 U. S. Department of Commerce (AZ) (DC) (Canada)
 U. S. Department of Energy (DC)
 U. S. Department of State (AZ) (DC)
 U. S. Government (DC)
 U. S. Grain (OR)
 U. S. Olympic Committee (CO)
 U. S. Test, Inc. (LA)
 U. S. Treasury Department (CA)
 U.S.D.A. Trade Show Office (DC)
 Uchidate Company Ltd. (Japan)
 Uni-Link (WY)
 Unico Company (MA)
 Unidata, Inc. (CO)
 UniLever (France)
 Union Bank of Switzerland (Switzerland) (NY)
 United Way (TN)
 United States Air Force (NM)
 United Research-Gemini (NJ)
 United Parcel Service (GA)
 Universal Flavors (IN)
 Upjohn Company (The) (Belgium) (Japan) (MI) (Pakistan)
 Venture Economics (NJ)
 Vestor Partners Ltd. (FL)
 Viskase Corporation (IL)
 Vista Ventura Corporation (CA)
 Volkswagen AG (Germany)
 Volvo Finance (NC)
 W. W. Henry Company (CA)
 Wachovia Bank (CA)
 Walbee International (England)
 Washington Trade International (WA)
 Waste Management International (IL)
 WedgCor, Inc. (CO)
 Westdeutsche Landesbank (NY)
 Western Kentucky University (KY)
 Western Trade Adjustment Assistance Center (The) (CA)
 Whirlpool Corporation (MI)
 Willis Corroon Corporation (NY)
 Wilson Sporting Goods Company (IL)
 World Bank (DC)
 World Trade Center (AZ)
 World Trade Center/Orange County (CA)
 World University Games (NY)
 World Wide Perfume (Dubai)
 Xerox Do Brasil (Brazil)
 Xomed-Treace (Bristol-Myers) (FL)
 Yahagi Consultant (Japan)
 Yamane Tanshi Company, Ltd. (Japan)
 Young & Rubicam (NY)
 Zenith Electronics Corporation (IL)
 Zurich-American Insurance Group (CA)



Student life for me has been shaped to a large degree by my graduate associate job in Career Services. I have met many more students through providing career counseling and giving workshops than I would have without it. I love the contact with the other students, the administration and the Career Services professional staff. It has been a major emphasis in my student life, since it requires 15-20 hours per week.

Marilyn O'Reagan '93
 B.S., Commerce, 1980
 University of Virginia



Alumnus Profile

A management associate for Citibank A.G. in Frankfurt, Sarah Seeland is one of 1,500 T'birds living and working in Europe. She speaks German and has studied in Switzerland. Before coming to Thunderbird, Seeland was assistant manager of Ciatti's in St. Paul, Minnesota and was a finance intern for the City of Roseville. She has a B.A. from Macalester College with an emphasis in economics and political science.

Sarah Seeland '92
 Management Associate
 Citibank A.G.
 Frankfurt, Germany



Inside the Career Services Center students peruse bulletin boards that list position openings.

Parent Company Number of Thunderbirds Employed

United Parcel Service . . .	17
AT&T Communications . . .	16
CIGNA Worldwide Inc. . . .	16
Federal Reserve Bank . . .	16
NBD Bank N.A.	16
Peace Corps	16
AT&T Int'l Inc.	15
Continental Grain Co. . . .	15
Dow Chemical Co.	15
FMC Corp.	15
General Dynamics Corp. . .	15
General Motors Corp.	15
Price Waterhouse & Co. . .	15
Systematics Inc.	15
U.S. Air Force	15
U.S. Dept. of Defense	15
Apple Computer Inc.	14
Goodyear Tire & Rubber Co.	14
Huffco Indonesia Inc.	14
Leo Burnett Co. Inc.	14
Monsanto Co.	14
Nordson Corp.	14
Union Bank CA	14
American Airlines Inc.	13
The American Graduate School of Int'l Mgt.	13
Barclays Bank Plc.	13
Deutsche Bank A.G.	13
Eli Lilly & Co.	13
Exxon Corp.	13
FHP Health Care	13
Hewlett-Packard Co.	13
IDS Financial Group	13
Mellon Bank N.A.	13
Mitsubishi Int'l Corp.	13
PaineWebber	13
Texas Commerce Bank	13
U.S. Dept. of Commerce/ITA	13
U.S. Navy	13
Unisys Corp.	13
Upjohn Co., The	13
Bridgestone/Firestone Inc. . .	12
Coldwell Banker Co.	12
J.I. Case Co.	12

Parent Company	Number of Thunderbirds Employed	Parent Company	Number of Thunderbirds Employed
Citibank N.A.	96	Coopers & Lybrand	22
U.S. Dept. of State	88	FNB of Chicago	22
Chase Manhattan Bank N.A.	78	NCR Corp.	22
Bank of America	72	Shearson Lehman Hutton Inc.	22
Merrill Lynch	67	Citicorp	20
IBM Corp.	49	Johnson & Johnson Co.	20
U.S. Dept. of Commerce	48	Abbott Laboratories Ltd.	19
Chemical Bank	41	Boeing Co.	19
Electronic Data Systems	40	Digital Equipment Corp.	19
U.S. Agency for Int'l Dev.	39	Federal Express Corp.	19
Motorola Inc.	35	McDonnell Douglas Corp.	19
Ford Motor Co.	32	Morgan Stanley & Co Inc.	19
American Express Co.	31	NationsBank (Texas)	19
Intel Corp.	30	Wells Fargo Bank N.A.	19
Eastman Kodak Co.	28	American Int'l Group Inc.	18
U.S. Government	28	Bank of Nova Scotia	18
Arthur Andersen & Co.	27	DuPont E.I. de Nemours & Co.	18
Johnson & Higgins	27	NCH Corp.	18
Continental Bank N.A.	25	Procter & Gamble Co.	18
Dean Witter Reynolds Inc.	25	Bank One, Arizona, N.A.	18
Caterpillar Inc.	24	Bankers Trust Co.	17
Cargill Inc.	23	Coca-Cola Co.	17
Honeywell Inc.	23	Nat'l Westminster Bank	17
U.S. Army	23	PepsiCo Inc.	17
Bank of Boston	22		

**A few of the more than 9,100 companies that employ Thunderbird Alumni. Source: Office of Alumni Relations, February 1993.*



Student Profile

Before coming to the U.S. from the People's Republic of China, Yan Chen worked in the Beijing offices of two foreign companies with interests in China. She assisted the companies in the fields of international trading, product marketing and project investment. After getting a bachelor's degree in English and English literature, and before getting involved in the area of international business, she taught English for four years in China. On campus, she works as a graduate associate in the Career Services Center.

"Being a graduate associate in the Career Services Center is the most exciting experience I've ever had as a student. The graduate associate position provides me with great opportunities to work with the students on campus, to get to know them, and to learn from their cultures and backgrounds."

Yan Chen '93

China

B.A., English and English Literature, 1983

Beijing Second Institute of Foreign Languages

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 1993-1994

GMAT

October 16, 1993

January 15, 1994

March 19, 1994

June 18, 1994

TOEFL

August 7, 1993

September 10, 1993

October 23, 1993

November 20, 1993

December 17, 1993

January 8, 1994

February 12, 1994

March 11, 1994

April 16, 1994

May 14, 1994

MBA Forums Fall 1993

September 18

Kansas City, KS

October 1-2

Boston, MA

October 8-9

New York, NY

October 12

Frankfurt, Germany

October 15

Paris, France

October 22-23

Washington, D.C.

October 30

Detroit, MI

November 5-6

Chicago, IL

November 12-13

Los Angeles, CA

November 19-20

San Francisco, CA

Administrators, faculty and alumni travel worldwide to meet prospective students. Many alumni are also personally available to give information about the School. A list of these Alumni Educational Counselors is on pages 96-104 of the *Catalog*.

ADMISSION REQUIREMENTS

Academic Achievement

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. 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 should clarify their situation with the Dean of Admissions before applying.

Professional Experience and International Exposure

The cumulative grade point average is weighted with the GMAT score along with other factors, especially professional and international experience and exposure. Extracurricular and community activities are also considered.

APPLICATION DEADLINES

- January 31 summer and fall entrance
- July 31 Winterim and spring entrance

Admission decisions are made within eight weeks after the above deadlines. Applicants are responsible for ensuring that the Admissions Office receives all documentation in a timely manner. Overseas applicants are encouraged to apply early.

Application Procedure

To apply, send the following to the Office of Admissions:

- A completed official application form, with the \$40 fee, 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 indicating the degree(s) awarded.
- Three letters of recommendation 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 professional roles that follow.
- Official notice of the score on the Test of English as a Foreign Language (TOEFL), if applicable.

GMAT

The Graduate Management Admission Test (GMAT) is required of all applicants and is an important part of the compos-

ite file. 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.

TOEFL

Applicants whose undergraduate instruction was primarily in a language other than English must submit proof of proficiency in English by means of the Test of English as a Foreign Language (TOEFL) scores. The minimum for consideration is 500; scores are valid for two years. Obtain more information from TOEFL, Educational Testing Service, P.O. Box 6151, Princeton, NJ 08541-6151.

Notification of Admission

Applications are reviewed and admission is granted for the term so designated. Requests for review and/or entrance deferral must be in writing to the Dean of Admissions. Documents are valid for two years. Admission decisions are sent by mail; decisions are *not* given over the phone. The initial offer is *unconfirmed*. Receipt of the required tuition deposit changes the offer status to *confirmed* and reserves a space in the class. 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.



Student Profile

Felipe Newlands was the Ecuadorian President for AIESEC, an international business student organization, while pursuing his undergraduate degree in Ecuador. He received Thunderbird's AIESEC scholarship and worked for the Admissions and Recruiting Office for two semesters. Felipe, who has traveled to 17 countries, worked for Price Waterhouse in Ecuador for six years as a consultant in human resources, staffing and organizational structure. He also has export/import experience and was a marketing assistant with Coca-Cola in Ecuador.

"Leaving a managerial position with Price Waterhouse to return to graduate school was a tough decision. After thoroughly researching and visiting some of the best business programs offered in the U.S. and Europe, I was convinced that Thunderbird was the ideal next step to fulfill my global business education while becoming a member of a strong and effective international network."

Felipe Newlands '93
Ecuador

B.B.A., Management, 1989
Pontifical Catholic
University of Ecuador, Quito

Clubs form the centerpiece for the extracurricular life that is part of a Thunderbird education. More than 60 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.



Student life at Thunderbird is anything but boring and monotonous. Classes and assignments can keep you quite busy, but if you organize your time right you can also have fun. There is a party or event organized by a Thunderbird club almost every weekend. You may decide to attend a lecture given by a guest speaker and later on have a barbecue with your friends, followed by a visit to the Thunderbird Pub. Or you can just sit by the pool and socialize with your friends under the hot sun.

Elpida Frantzeskarou '93
Greece

B.S., Business
Administration, 1991

The American
College of Greece—
Deree College,
Athens, Greece

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
BGLAT
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 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
Women in International Trade



Student clubs organize and perform at events such as Asia Night, held on the Thunderbird Campus.

Recreation and Sports

Because of the excellent weather, most athletic activities take place outdoors. Facilities on the campus include a softball diamond, basketball courts, volleyball courts, a soccer and flag football field, and tennis and racquetball 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 also offers opportunities for horseback riding, golf, and camping. In the winter, the mountains in northern Arizona offer good snow skiing facilities within a three- or four-hour drive from campus. Hiking is popular year-round everywhere in the state.

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 as well as a weekly calendar. *Fortune* is a pictorial roster of students published each semester.



Student Profile

Paige Vrancken didn't even drink coffee a year ago. Now, as manager of Thunderbird's Tower Café, she sometimes has as many as ten cups a day. Paige developed the business plan and proposal to establish a student-run coffee house in the Tower Building Student Center. Thanks to her hard work, the Tower Café has quickly become a favorite place for study and relaxation. Paige received the school's highest honor, the Barton Kyle Yount Award, upon her graduation in May 1993.

"After I had decided to pursue my lifelong dream of going into international business, I looked into all of the Top 10 MBA Programs' and then read about Thunderbird. I called for a catalog and spoke with the Dean of Students for 45 minutes. Other schools didn't have five minutes for me, let alone 45.... For the first time in my life, I am surrounded by people that love to travel, investigate other cultures, and learn new languages. I have no doubt that I chose the right school."

Paige Vrancken '93

United States

B.A., Economics and
Sociology, 1986

University of Virginia

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.



Maintaining a balance between academic and recreational activities is essential. It is a good way to cope with the everyday stress of the Thunderbird program. Whether you like to jog, do aerobics, study martial arts or participate in soccer, volleyball, ultimate frisbee, racquetball, tennis, or South American dance, you'll find something to your liking. It's also a nice way to get involved with the rest of the student body.

Theophile Voilquin '93

France

B.B.A., Marketing, 1991

Pacific Union College



The student-run Tower Café offers European-style coffee house fare in a casual atmosphere.

Tower Building Student Center

The Tower Building Student Center, located in the middle of the campus, is a hub of student activity. The center houses student lounges and study rooms as well as offices for ASLC and *Das Tor*. A European-style coffee house, The Tower Café, offers a wide variety of coffee beverages, teas, snacks and desserts. Other highlights of the center include a patio area, a quiet lounge in the glassed front area for study and reading, rooms for group meetings, a recreation room and television lounges.

Post Office

The Campus Post Office distributes student mail and performs other postal services six days a week. The Post Office address for students is: The American Graduate School of International Management,

Thunderbird Campus, 15249 N. 59th Avenue, Glendale, AZ, USA 85306-6000.

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 Copy Center

CDT Copy Center is an on-campus copy service which offers while-you-wait copying, transparencies, spiral binding, folding, color copies, business cards and resumé copying services. The student facsimile machine is also located here. The student fax number is (602) 978-7836.

Travel Agency

American Express Travel maintains an office on campus next to the campus bookstore. The agency offers full travel services worldwide and specializes in student fares to international destinations and discounted vacation plans.

Interfaith Center

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

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.



Jay Van Heuven, President of the North American Free Trade Association and a Thunderbird alumnus, spoke at a Thunderbird-sponsored conference on NAFTA.

Lectures and Seminars

More than 150 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:

Ananda W.P. Guruge
Ambassador to the United States
Sri Lanka

Don Jaime de Ojeda y Eiseley
Ambassador to the United States
Spain

Rita Klimova
Former Ambassador to the
United States
Czechoslovakia

Arnold G. Langbo
Chairman and CEO
Kellogg Company

Georgi Arbatov
Chairman and Author
Institute of U.S. and Canada

Masihur Rahman
Former Chief Financial Officer
Bank of Credit and Commerce
International (BCCI)

Mark Kroeker
Founder and Chairman
of the Board
World Children's
Transplant Fund

Andrej Kumar
Principal Economic Advisor
to Prime Minister
Republic of Slovenia

Larry Mellinger
Executive Director for the U.S.
Inter-American Development
Bank

Barry Marvel
President
Defense Consultants Int'l

Bruce A. Smith
Vice President
Chase Manhattan Bank, N.A.

José Yulo
President
Philippines International
Trading Company

L. Blake La Touf
Director, Contitrade Services
Corp.
Continental Grain

Wolfgang Schlink
President, Director, CEO
Allianz

Wayland Hicks
Executive Vice President
Xerox Corporation

Karel von Wolferen
Author, *The Enigma of
Japanese Power*

Mary Ann Von Glinow
Consultant
General Electric, Beijing Jeep

Robert Hannemann
Director of Technology
Development
Digital Equipment Corporation

Paul Flask
Managing Director
Korn/Ferry International

Don Hudler
Vice President
Sales Service Marketing
Saturn Corporation



The social environment at Thunderbird provides a unique student life characterized by the promotion and appreciation of different cultures and interest groups. Special events such as Africa Night, Asia Night and Europe Night serve to celebrate the diversity.

Florença D. Rashid '93
Mozambique

B.S., Chemical
Engineering, 1983

Universidade Eduardo
Mondlane, Maputo,
Mozambique

The resources of the library are specifically selected to support the unique Thunderbird curriculum. Other research and resource centers on campus further support the students' quest for information on international business, language, and culture. A new multi-million dollar information center is scheduled to open in mid-1994.



Alumnus Profile

Asian Sources Media Group Founder and Chairman Merle A. Hinrichs has provided a grant to Thunderbird for the creation of the Merle A. Hinrichs International Business Information Centre. Currently under construction, the ultra-modern 31,000-square-foot facility will include areas for studying, periodicals, general library stacks, multi-media carousels, circulation and offices for the ISRC and the Dom Pedro Center. Asian Media Sources Group is one of the world's largest private trade publishers employing over 1,300 people in 38 offices around the world.

Merle A. Hinrichs '65
Founder and Chairman
Asian Media Sources Group
Hong Kong

Barton Kyle Yount Memorial Library

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 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. Extensive microfilm and microfiche collections provide retrospective coverage of journals, newspapers, and domestic and international corporate information.

The library offers a fee-based information service, T'BIRD (Thunderbird Information Research on Demand), for alumni and the business community. Other services include interlibrary loan and an expedited document delivery service from Arizona State University.

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 CD-ROM electronic indexes and more than 600 databases to access worldwide information sources.

Dom Pedro II Research Center on Portugal, Brazil and Lusophone Africa

This center provides facilities for research on Portugal, Brazil and Lusophone Africa. Books and periodicals, as well as files with computer accessibility, are maintained on these areas containing financial, economic, governmental, political, and social information. The center also houses the Joaquim Duarte Jr. Library (on CARL).

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 periodicals. Up-to-date files are maintained on over 200 countries with materials filed under more than 20 categories. The center also contains files on international organizations, international environmental development, international business 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



Students have access to a wide variety of computer applications in the Computer Services Center laboratory. Computer simulations are also used in teaching such subjects as Multinational Corporate Finance.

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. In 1992 and 1993, this office coordinated major conferences such as, "Africa in Transition" and U.S. and Mexico "Strategic Planning for the '90s," on 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, is editor. 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. Dr. Robert Ramsey, professor of English as a second language, Department of Modern Languages, is editor.

For subscription information, contact Dr. Leon Kenman, Modern Languages, at (602) 978-7124.

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 51 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 multimedia 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.



Working for the Office of Communication under my Thunderbird Scholarship has provided me the opportunity to work in the Phoenix community for America-Japan Week '93, an olympic-size, week-long cultural and economic extravaganza. Besides teaching me a lot about mega-size community projects, I have also met many faculty members, administrators, students and businessmen both on and off campus. The extra 10 or more hours per week keeps me busy, but the rewards and experience—not to mention the tuition credit—are well worth it.

Brennen Bounds '93

B.B.A., Finance, 1985

Southern Methodist University

One of the distinguishing features of Thunderbird is its collegial residential environment. The 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 living quarters off campus as well as on campus.



Living on campus is a must for entering students. Not only is it convenient but it gives you the opportunity to meet and socialize with many other students. With good time management, there should be no problem taking part in some of the many activities on campus either. It's important to take part in these activities because they provide you with the opportunity to network and learn about other cultures and countries, some of which cannot be learned in the classroom. Living on campus also makes my stay as a student in the U.S. more complete.

Li Meng Tan '93

Malaysia

B.S., Mathematics, 1985

National University of Singapore

HOUSING

On-campus Living Accommodations

Thunderbird has 412 single-occupancy rooms with shared baths on campus. Married student housing is not available. Students wishing to live on campus should submit their application for housing well in advance, since assignments are made according to the date of receipt of the housing deposit. An on-campus meal plan is mandatory for all who live on campus since there are no kitchen facilities available in the residence halls.

All rooms on campus are furnished with a twin-sized bed, bedside table, chest of drawers, bookcase, desk and chair. All residence halls are air-conditioned and carpeted. Students must supply their own linens. Room rental includes utilities, phone and local phone service. Smoking and non-smoking rooms are available.

Notification of housing availability is made 45 days before the first day of class of the session for which application is made.

A housing application and brochure is mailed with the official acceptance letter; however, students may apply for housing before they are accepted by contacting the housing office for the application and brochure.

A housing deposit of \$300 must accompany application. The housing deposit will be refunded if cancellation is given in writing 30 days before the first day of class for which housing application is made.

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.



All residence hall rooms are air-conditioned, carpeted and furnished with a bed, bedside table, chest of drawers, bookcase, desk and chair.

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 campus dining hall are available for off-campus residents through the Dining Hall office.

THUNDERBIRD FOOD SERVICES

Thunderbird Food Services offers the Thunderbird community a variety of food, including cafeteria-style international meals in the Dining Hall and daily lunch specials, sandwiches and salads in the Crossroads Coffee Shop. With the exception of holidays and Winterim, the Dining Hall serves meals daily throughout the academic year.

On-campus Food Service

On-campus students must choose a meal plan from the three offered by Thunderbird Food Services. Students with dietary restrictions may wish to consider living off campus since the School is not equipped to provide individuals with special meal choices.

No cooking facilities exist on campus; fire safety regulations prohibit cooking in the residence halls.

Cost

The full board plan costs approximately \$11.00 per day.

The Crossroads Coffee Shop

Throughout the academic year, the Crossroads Coffee Shop is open Monday through Friday from 7:00 a.m. until 3:00 p.m. serving a variety of snacks and meals. It is open for breakfast, lunch and dinner seven days a week during Winterim.



Student Profile

Originally from Melbourne, Australia, Simon Leversha worked for four years as a financial analyst with Westrac Banking Corporation, Australia's largest commercial bank, before coming to Thunderbird. He is a teaching assistant for the 3000- and 4000-level managerial finance courses, offering review sessions and advising student groups on team projects. One of the most exciting and valuable courses he says he has taken here was a 5000-level world business course, International Trade Strategies.

"With only about 30 Australians having received an M.I.M. degree from Thunderbird, I believed I could make an additionally unique and important contribution to both the Thunderbird tradition and Australia. As a country that seeks to further internationalize, Australia's need for internationally educated managers is critical and I firmly believe that I can help fill that requirement."

Simon Leversha '93

Australia

B.B.A., Banking and Finance, 1988

Monash University, Melbourne

Tuition for 1993-94 is \$7,825 for each fall or spring semester and \$5,735 for the summer term for students enrolled on a full-time basis. For Winterim, the tuition is \$1,485 for one three-hour course. Tuition is the same for all, regardless of state or country of residence. The School reserves the right at any time to amend the regulations regarding tuition, fees and method of payment.



Before coming to Thunderbird, I worked for 30 years, including 19 years for Eastman Kodak in Sweden and Spain. As an older-than-average student and happily married, there is a limit to what I can do [on campus]. I don't play football and I don't date, but I have enjoyed every second of my Thunderbird experience. There is a very friendly atmosphere and I have made excellent friendships that, if it depends on me, will last forever. I felt welcomed from the very first day and I know I will miss this place after I graduate.

Primitivo Diego '93

Spain

B.S., International
Management, 1992

Oregon State University

Part-time Student Fees

Part-time student fees apply to those carrying less than 12 semester hours (or fewer than 9 hours in the summer term), including audits. Such students are charged a tuition fee of \$650 per semester hour of instruction, plus a registration fee of \$650 for each term of study in 1993-94. This includes accident and sickness insurance coverage. A health insurance waiver plan is available. Part-time status does not entitle use of the Career Services Center, except for those students who have completed enough hours to equal one full term.

Spouses

Spouses of full-time students at the School may take up to 9 semester hours of study in a fall or spring semester at a flat-rate 1993-94 tuition of \$2,025 or 6 hours in a summer term for a flat-rate tuition of \$1,475. 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 lobby of the World Business/Administration Building features an international photo gallery.

OTHER FEES, 1993-94

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.

Veterans

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



A student reads a recent issue of Das Tor, Thunderbird's weekly newspaper. Published under student editor-ship, the newspaper contains details of campus events, news, announcements and a weekly calendar.

MINIMUM COSTS FOR A SEMESTER/TERM OF STUDY

Fall 1993 or Spring 1994 Semester		Summer 1994 Term	
Tuition	\$7,825	Tuition	\$5,735
ASLC Fee	75	ASLC Fee	55
Board	1,250	Board	845
Lodging (average rate)	935	Lodging (average rate)	775
TOTAL	\$10,085	TOTAL	\$7,410

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 1993 or Spring 1994 Semester		Summer 1994 Term	
Tuition	\$ 7,825	Tuition	\$5,735
ASLC Fee	75	ASLC Fee	55
Rent	1,080	Rent	810
Utilities (telephone, electricity)	480	Utilities (telephone, electricity)	420
Food	960	Food	720
Personal Expenses	960	Personal Expenses	720
Transportation	640	Transportation	480
TOTAL	\$12,020	TOTAL	\$8,940

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.

REFUNDS

If a student withdraws or is dismissed from the School during the semester, the tuition charge (not including fees) may be refunded according to 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 refund schedule also applies to any student who, in reducing his or her hours, becomes eligible for part-time fees. A similar schedule applies to summer and to Winterim. Board and lodging fees are not refundable.

Students who have financial aid must check with the Financial Aid Office regarding refunds. Financial aid monies used to pay for expenses while attending Thunderbird are subject to the above schedule and repayment/distribution procedures in conjunction with federal and institutional policies. A student who withdraws must see a financial aid counselor for an exit interview prior to completing the withdrawal process.



I had been interested in studying international business for a long time, but found it difficult to come up with the time and financial resources to do so. Thunderbird eliminated both obstacles: the flexibility of the curriculum will allow me to complete my degree in one year, and I received a World-wide Scholarship that defrayed my educational expenses. My scholarship not only covered most of my educational costs, but also provided valuable work experience directly related to my career objectives.

Craig Bright '93
 B.A., Political Science, 1984
 Elizabethtown College
 M.P.A., Public Affairs, 1987
 Princeton University

The American Graduate School of International Management has a broad program to help 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. For more information, please return the postcard inserted in this Catalog.



Already having significant work experience, I felt that I could not afford, financially or career-wise, to be away from the work force too long. A Coca-Cola Hispanic Scholarship has given me the financial help that I needed to remain on campus one more semester than originally planned and has allowed me to fully take advantage of what Thunderbird has to offer: experienced faculty, the international student body, extracurricular activities and the opportunity to network while making friends that will last forever.

Anita Borgenicht '93

Colombia

B.B.A., Corporate Finance, 1983

University of North Texas

Financial aid information, forms and procedures are available from the Thunderbird Financial Aid Office, 15249 N. 59th Avenue, Glendale, Arizona 85306-6008. Prospective aid applicants are encouraged to complete the appropriate financial aid forms/applications at least five months in advance of the start date as well as prior to being accepted to ensure that deadlines are met. Although we cannot guarantee that it will be financially easy to attend Thunderbird, we can help students make it financially feasible.

SCHOLARSHIP AID FOR ENTERING STUDENTS

Criteria for awards and listing of scholarships are discussed on the scholarship application, which is available from the Admissions or Financial Aid offices. For more information, or to obtain an application, please return the postcard inserted in this *Catalog*.

The following should be noted:

- Application should be submitted with candidate's admission application or no later than stated deadlines.
- Only one award is available per applicant.
- Awards are applied directly to tuition.
- Awards do not include room, board or other fees, unless otherwise indicated.

Scholarship Application Deadlines for Entering Students:

Summer	March 1
Fall	March 1
Winterim/Spring	October 1

Scholarship Award Notifications:

Summer	April 1
Fall	April 15
Winterim/Spring	November 1

Loan Application Deadlines:

Summer	March 1
Fall	April 1
Winterim/Spring	October 1

The following should be noted:

- Awards are not subject to extension.
- A small portion of certain scholarships will be considered compensation for work performed and is subject to federal and state income tax regulations. Designated service to the school is usually rendered in an administrative office.
- These awards are only available to entering students.
- All scholarships are subject to funding.

Entering students may apply for the following:

- AIESEC Scholarships
- Amalio M. Suarez Memorial Scholarships

- Arizona University Scholarships
- Citicorp International Banking Scholarship: One \$12,000 award applied proportionately for three consecutive terms
- Coca-Cola Minority Scholarship
- Consular Corps Scholarship
- Continental Grain Foundation Scholarship: One \$8,000 award applied proportionately for three consecutive terms
- Coors Brewing Company Scholarship
- Honeywell Scholarship
- International Management of Technology Scholarships
 - General Motors Corporation
 - Ford Motor Company
 - FMC Scholarships: Two \$2,500 awards—first term
 - Emerson Electric
 - Electronic Data Systems
 - MCI International
- International Scholarships: 55 per year; half tuition for first term
- Johnson & Higgins Scholarship: Three \$1,000 awards—first term
- Peace Corps Scholarships
- Presidential Scholarships: 13 per year; full tuition for three consecutive terms
- Thunderbird Scholarships: 56 per year; half tuition for two consecutive terms
- Veterans Scholarships
- Whirlpool Scholarship: One \$5,000 award—first term
- Worldwide Scholarships: 59 per year; full tuition for two consecutive terms

SCHOLARSHIP AID FOR CONTINUING STUDENTS

Grants

Grants for continuing students 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. Awards range from \$300 - \$1700 per semester and approximately 65% of the applicants receive an award.

Assistantships

Partial assistantships are awarded to a select number of students on the basis of need, scholastic achievement and faculty recommendations. Award is \$750 for fall or spring and \$500 for summer.

STUDENT LOANS FOR ENTERING AND CONTINUING STUDENTS

The federal student loan programs mentioned here are available to both entering and continuing students who are U.S. citizens or permanent residents of the U.S. Specific information on the loan programs is available from your chosen lender as well as the Financial Aid Office. Certain regulations apply to recipients of federal financial aid. Please see the "Academic Regulations" section in this *Catalog*.

Forms Required

These forms must be on file in order to be considered for any of the Federal Loan programs:

- FAFSA - Free Application for Federal Student Aid.
- 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. A student who withdraws must also see a financial aid counselor for an exit interview prior to completing the withdrawal process.

Federal Perkins Loans

This loan is available to students who show exceptional need according to the FAFSA and who meet the appropriate priority deadline pertaining to aid period. Loan amounts are usually \$700 and \$1,000 per semester, depending on fund availability. The interest rate is 5% with a nine-month grace period for new borrowers.

Federal Subsidized Stafford Student Loans (formerly Guaranteed Student Loans)

For most state loan programs, the maximum loan is \$7,500 per academic year (\$8,500 effective for Spring 1994). New borrowers as of October 1, 1992 have a variable interest rate determined by the 91-day Treasury Bill + 3.10%. Previous borrowers who have received outstanding student loans prior to October 1, 1992, with interest rates at 7, 8, 8/10, or 9 percent, should remain at the same interest rate, deferment and grace period terms for future loans.

Federal Unsubsidized Stafford Student Loans (New—effective 10/1/92)

This program has been designed to help those students who do not qualify for the federal subsidized Stafford Loan program. The combination of subsidized and unsubsidized Stafford loans may not exceed the annual and aggregate

limits for loans under the Federal Stafford Loan program. The interest rate is the same as for the Federal Subsidized Stafford. The interest is not paid by the government but it is possible to defer principal and interest until graduation, withdrawal or less than half-time enrollment depending on lender criteria. If this occurs, interest is accrued and capitalized.

Federal Supplemental Loans for Students (SLS)

Students may borrow additional funds up to \$10,000 per academic year at a variable interest rate, capped at 11 percent. 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.

A limited number of other non-federal loan programs are available in addition to those listed here. Contact the Financial Aid Office for information.

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. Foreign student spouses on F-2 or J-2 visas are not permitted to work.



Prior to arriving at Thunderbird, I spent two and a half years as a Peace Corps volunteer in Cameroon, Central Africa working as a management and marketing adviser for agricultural cooperatives in rural Cameroon. I received a Peace Corps Scholarship and worked in External Affairs for two semesters. My job assignment gave me the opportunity to experience both the student and administrative sides of Thunderbird. This insight allowed me to see how unique Thunderbird is both as a place to study and work.

Angela Brown '93

B.A., Political Science, 1986

Chapman University

Every year Thunderbird students study on campuses around the globe in special foreign 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. Thunderbird also offers cooperative programs with other institutions, listed on page 34.



Alumnus Profile

R. Elizabeth Howe is a senior auditor with the Henkel-Ecolab joint venture in Düsseldorf, Germany. A Certified Public Accountant, Howe worked four years for Arthur Andersen & Co. in Chicago as audit and financial consulting senior before earning an M.B.A. from the University of Miami and coming to Thunderbird.

R. Elizabeth Howe '92

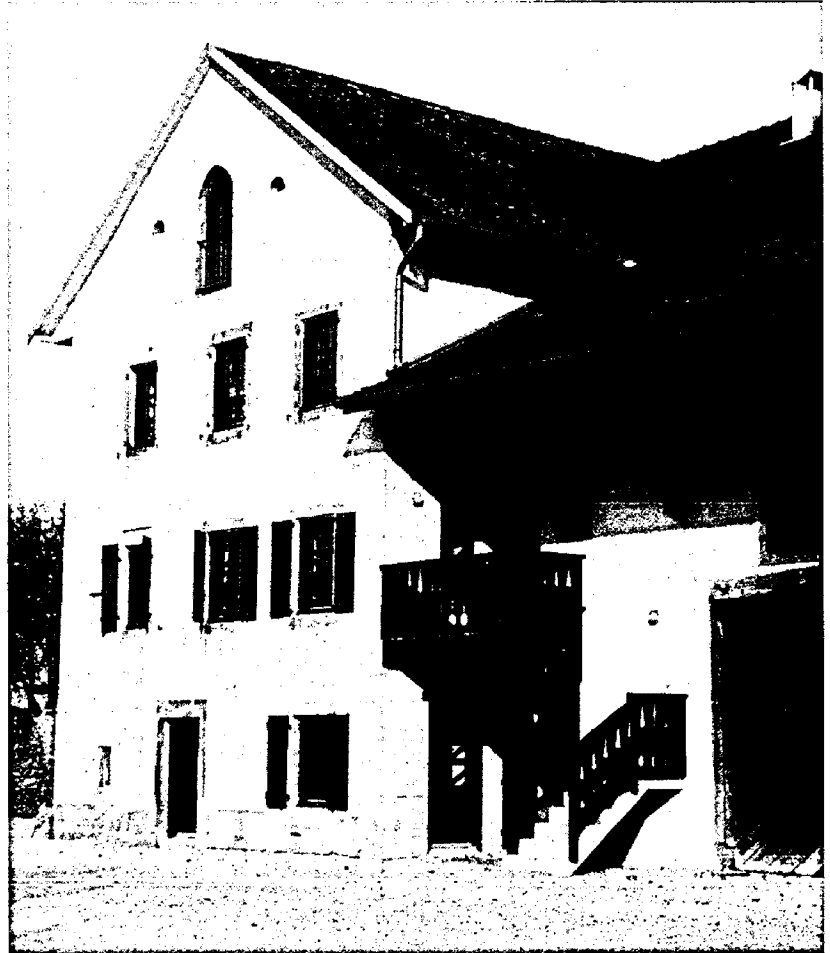
Senior Auditor

Henkel-Ecolab,
Düsseldorf, Germany

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*. For additional information on individual foreign programs and on Winterim courses offered in foreign countries, please return the reply card in this *Catalog*.

Japan: Thunderbird Japan Campus in Tokyo

Thunderbird has a year-round facility in the Tokyo metropolitan area. Selected 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 taken.



Thunderbird's French Geneva Campus offers students the opportunity to immerse themselves in European culture while studying global management.

France: Thunderbird Europe Campus in Archamps

Thunderbird has a year-round facility in the International Business Park at Archamps, France, which is approximately 12 km. from the city of Geneva, Switzerland. Selected regular Thunderbird courses and regionally specific courses are taught each term (spring, summer, and fall) using faculty from the Glendale cam-

pus as well as visiting faculty from American universities and local adjunct faculty. Intermediate and upper-level language courses are offered in French and German. Upper-level courses in World Business and International Studies are taught in English. A maximum of 15 semester hours of credit may be taken in the fall and spring and 12 hours in the summer term.

Finland: Helsinki School of Economics

The Helsinki School of Economics will accept three Thunderbird students in the fall and spring semesters and six Thunderbird students in the summer 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 an administrative fee to Thunderbird, but pay tuition and other fees directly to the Helsinki School of Economics. Students may participate in this program during any semester.

Mexico: Summer Program

Each summer, subject to demand, Thunderbird offers a ten-week session in Guadalajara. 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.

People's Republic of China: Summer Program

Each summer, subject to demand, Thunderbird offers a ten-week session in the People's Republic of China. The program is split between Shanghai University of Finance and Economics and the University of International Business and Economics, Beijing. Courses in Chinese

and International Studies are offered by faculty from Thunderbird as well as the host institutions. The primary purpose of the program is to give students an introduction to Chinese business practices, culture and politics of modern China, as well as to enhance their study of Mandarin.



During the fall or spring semester, Thunderbird students have the opportunity to attend the European Business School near Wiesbaden, Germany.

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 in either the fall or spring semester. This is a 15-semester-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.

Spain: Instituto Universitario de Administracion y Direccion de Empresas (ICADE)

This exchange program in Madrid is offered in the fall semester only, though students may stay for the spring semester with the permission

of ICADE. Students participating in this program will receive 12 credit hours to be applied as electives to the M.I.M. degree at Thunderbird. All Thunderbird departmental requirements must be completed before departure for Spain. The language of instruction at ICADE is Spanish, and the recommendation of the Spanish section of the Department of Modern Languages is required.

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, fall, and winter semester. The NSM is on a ten-week quarter system with the winter semester running January through March, the spring semester running March through June, and the fall semester running September through December. Up to 12 hours of 4000-level credit may be earned during one academic term with a maximum of 15 hours over two academic terms. 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 in 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.



Alumnus Profile

Ilhan Akbil is director of Thunderbird's French Geneva Campus. Originally from Turkey, Akbil is fluent in French, English, Italian and Turkish. During his career, he has worked for Fitrad S.A. in Geneva as international operations coordinator, as programme officer for the United Nations' High Commissioner for Refugees, as senior international marketing assistant for General Dynamics' F-16 division, and as senior international marketing consultant, anti-terrorism, for Analytical Systems Engineering Corporation. Since 1987 he has been president of his own consulting firm, Akbil Associates.

Ilhan Akbil '82

Director

Thunderbird Europe,
Archamps, France

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 36 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 this dual-degree program or the cross-registration option, either return the postcard with this *Catalog* or write to: The Office of Academic Affairs, Thunderbird, 15249 N. 59th Ave., Glendale, AZ 85306; or the Graduate Programs Office, College of Business, Arizona State University, Tempe, AZ 85287.

Drury College

Thunderbird has established a dual-degree program with Drury College, requiring the completion of 30 semester hours of specified study at Thunderbird and certain course work at Drury leading to the M.B.A. and M.I.M. Apart from this program, each school is prepared to accept up to 9 semester hours of business-related graduate credit in transfer. Students may start at either institution. Those interested in receiving additional information should contact the Director, Breech School of

Business Administration, Drury College, Springfield, MO 65802, or the Office of Academic Affairs at Thunderbird.

University of Arizona

Thunderbird has an agreement with the College of Business and Public Administration at the University of Arizona which allows for five dual-degree programs. Students may combine the M.I.M. from Thunderbird with a master's degree in Business Administration, Public Administration, Information Systems, Economics or Accounting. The program requires a minimum of 30 hours to be completed on the Thunderbird campus. Requirements at the University of Arizona vary by program. All programs are designed to minimize course work duplication. For more information, write: the Office of Academic Affairs at Thunderbird, or the College of Business and Public Administration, Karl Eller Graduate School of Management, The University of Arizona, Tucson, AZ 85721.

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 24 hours of advanced standing have been awarded toward doctoral residence requirements to students holding a master's degree from The American Graduate School of International Management.

CDS International, Inc., Germany

CDS International, Inc., (known as the Carl Duisberg Society) offers programs for qualified U.S. graduates of Thunderbird 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.

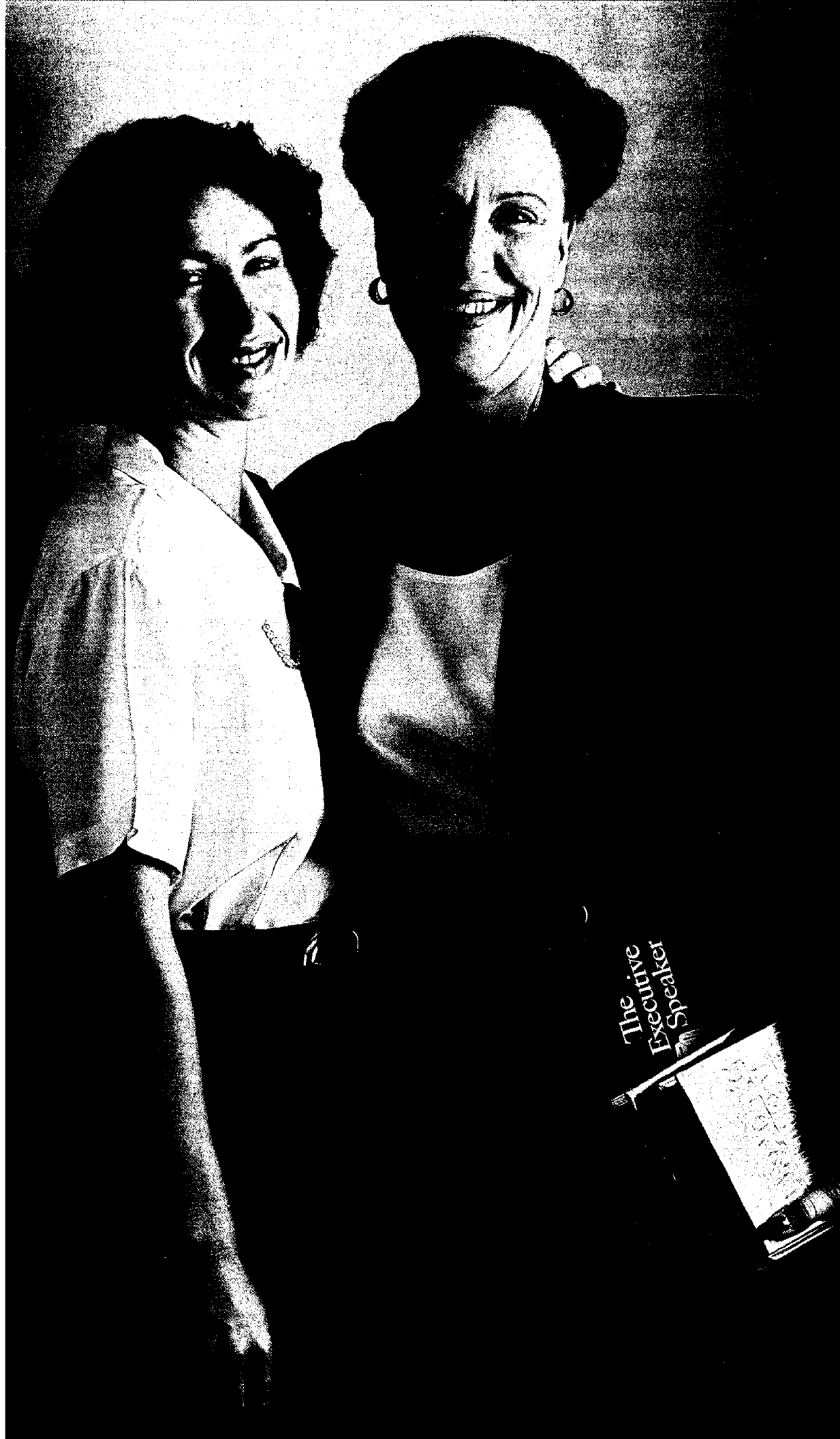


I chose the dual-degree program with Arizona State University because it offered the best of both worlds: a solid general business background from ASU and a cutting-edge international business education from Thunderbird. The dual-degree program allows you to take advantage of more 5000-level classes, 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



Student Profile

While the mother and daughter team of Nancy and Brooke Wilson share a common interest in Spanish, the two have different career goals. Brooke wants to pursue a career in international finance; Nancy is an independent speaker/trainer with an interest in personal development. Brooke participated in the Winterim program in Iberia and plans to attend ESADE for a semester. Nancy has been accepted for the cooperative Ph.D. program at the University of Denver.

"My daughter, Brooke, spent some time with me in Japan in 1991. During her stay, she decided to apply to Thunderbird. When we returned to the States, I became more and more intrigued with attending also. I finally realized that an M.I.M. degree was the next step for me to continue with the international work I plan to do with women. That, plus the opportunity to attend graduate school with my daughter, made it an absolute must in my life."

Nancy Wilson '93

United States

B.S., Education, 1959
Utah State University

Brooke Wilson '93

B.A., Spanish, 1990
Brigham Young University

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, Thunderbird offers a number of executive education opportunities: an executive master's degree program, open enrollment management seminars, and custom-designed programs.



Thunderbird's executive programs meet the growing need for managers 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

The Executive M.I.M. Degree

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

The E.M.I.M. degree program follows the same curriculum as the long-standing M.I.M. 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; French, 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



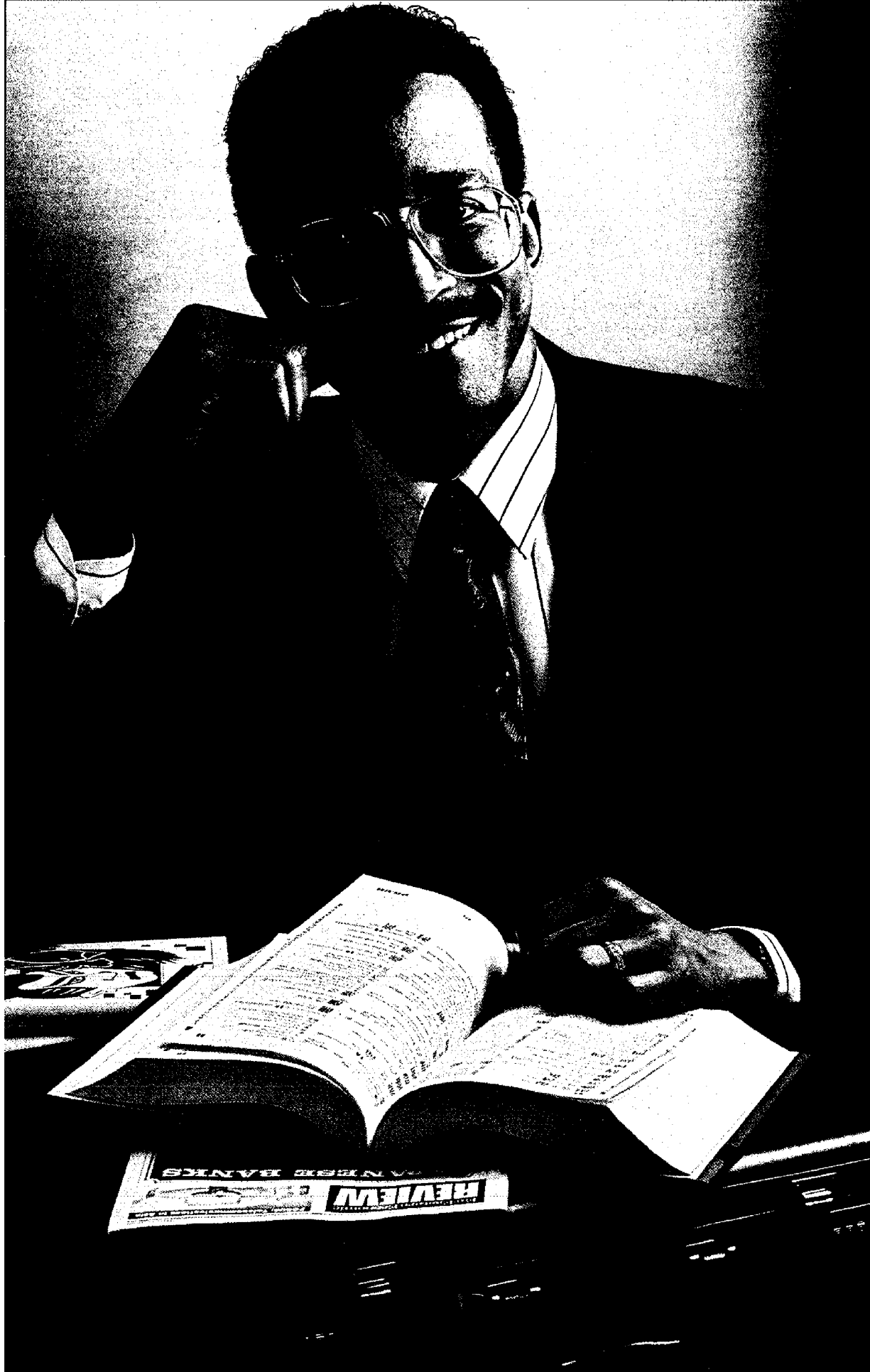
Students in the Executive M.I.M. class meet every other weekend for a two-year period. Discussion and analysis of business cases are an important part of the class format.

years. A ten-day international trip is scheduled during the second year. Executive M.I.M. 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.

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.



Student Profile

Richard Jones is a member of Thunderbird's first Executive Master of International Management (E.M.I.M.) class, which graduates in August, 1993. E.M.I.M. students attend classes on campus every other Friday and Saturday for two years. Rich works as a middle manager at Honeywell's industrial automation business unit in Glendale, Arizona. He began his career as an electronics technician after graduating from the Ohio Institute of Technology and advanced to his current management position while attending 10 years of night school. He has a B.A. in marketing from Temple University.

"I need the challenge of getting a real education that will broaden my business perspective, improve my management skills and allow me to increase my contribution to Honeywell's success. The degree and paper are nice symbols to hang on the wall, but it's the experience and the sacrifice behind it that truly means something. When the paper says 'Thunderbird,' people realize the value."

**Richard D. Jones
'93—E.M.I.M. I**

United States

Manager, Traffic Operations
and Purchasing

Honeywell IACD



Attending Thunderbird had always been a goal of mine, and it was realized in 1991 with the introduction of the E.M.I.M. program. Although juggling the demands of job and school can be daunting at times, the ability to pursue an international management degree at Thunderbird has been well worth it. Our class is bound together by an intense interest in international affairs and the desire to further both our personal and career aspirations by earning a degree from Thunderbird. Ours is a cohesive, supportive group; we have benefited immensely from the shared learning experience.

Leanne M. Wallisch
'93—E.M.I.M. I

Senior Account Executive
AT&T



Over the next two years, the eight member companies of the Thunderbird International Consortium will send approximately 225 upper-level managers from around the world to Thunderbird for a two-week global management course designed specifically for the Consortium.

The Thunderbird Management 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.

Thunderbird Executive Training Center

The Thunderbird Executive Training Center (TETC) offers intensive one- and two-week seminars designed for middle- and senior-level managers who want to develop a *global* business perspective. These programs cover such topics as cross-cultural communication, global strategy design and implementation, international finance and leadership development.

TETC's programs are marketed worldwide to a broad

group of global companies and industries. In 1993 and 1994, programs will be offered specifically to certain global industries, such as oil and gas and agribusiness. Other programs will be marketed to managers in a variety of industries that are being forced to become more global in their outlook.

TETC Seminar Programs

Programs offered will include:

- Financial Issues in Global Competition
- Globalization: Merging Strategy With Action
- Advanced Management Program for Oil and Gas Company Managers
- Finance, Accounting and Control for Oil and Gas Company Managers
- Advanced Management Program for Agribusiness Industry Managers

With recent renovations of residence halls, dining areas, and classrooms, most of TETC's programs are now held on the Thunderbird campus. The campus environment is conducive to a quality educational experience and creates a strong identification between the participant, their company, and Thunderbird.

The Thunderbird International Consortium

The Thunderbird International Consortium is an educational partnership between The American Graduate School of International Management and a group of eight global firms. Its mission is to "globalize" the thinking and behavior of the management cadre within these firms through an educational experience. As members of the consortium, the companies have made a two-year commitment to send a select group of their global management team to a two-week course specifically designed by Thunderbird to meet their needs. This innovative approach to executive education gives the companies the dual benefit of a custom-designed program at a lower cost, as well as the management networking opportunity that is such a valuable aspect to open enrollment programs.

The members of the first consortium are:

- Amoco
- AT&T
- Honeywell
- Fluor Daniel
- Kellogg
- Scott Paper
- VITRO S.A.
- Warner-Lambert

Five two-week programs are planned for consortium members during 1993 and 1994, all to be held on the Thunderbird campus.



Student Profile

Anwar El Ghonemy was born in Rome and has lived and worked in Egypt, England, Italy, Portugal, Switzerland and the U.S. He speaks five languages (Arabic, English, French, Italian and Portuguese) and aspires to a career in consulting and tourism, eventually promoting his home country, Egypt.

"My advice to new students would be to take advantage of Thunderbird's outstanding research resources and library, housing a unique collection of information on international business and international affairs. The International Studies Research Center is a great place to spend a couple of hours browsing through journals and newspapers in several languages! The new International Business Information Centre will only enhance Thunderbird's excellent resource centers."

**Anwar El Ghonemy
'93**

Egypt

Diplome, Hotel/Tourism
Administration, 1986

Le Centre International
de Glion, Switzerland

B.S., Hotel Management,
1988

University of Houston

Winterim, a three-week intensive academic term held each January, presents a schedule of uniquely designed courses, moderated by Thunderbird faculty and featuring a wide array of guest speakers, all of whom are recognized experts in specific topic areas. Students enroll in one course for three hours of academic credit. Classes meet Monday through Friday on varied schedules.



Alumnus Profile

As president of one of the world's leading animal health products companies, Norman Blanchard is responsible for the research, manufacturing and marketing of feed additives, pharmaceuticals and biologicals for livestock and pets worldwide. He joined the animal health division of SmithKline Beecham Corp. in 1972, was named vice president, international operations, in 1976 and was appointed president in 1981. A key integrator of the company's merger with Beecham Food Corporation in the late '80s, Blanchard is on the President's Council of Thunderbird and has been a guest speaker during Winterim.

Norman H. Blanchard '59

President

SmithKline Beecham
Animal Health

During January 1993, Thunderbird hosted 200 guest speakers, including renowned academic experts, multinational corporate and not-for-profit executives, and international political leaders. Decision-makers in their respective organizations, Winterim lecturers are invited to share their knowledge and expertise in discussion settings. The classroom atmosphere is dynamic as student questions are encouraged. Speakers are often surprisingly outspoken in discussing their professional experiences from a personal perspective.



William Grumbles, Jr., vice president, Worldwide Distribution for Turner Broadcasting, was one of more than 200 executives who spoke on the Thunderbird Campus during the 1993 Winterim. Grumbles is also a member of the Thunderbird Board of Trustees.

Some Winterim classes meet mornings only, others meet at specially designated times, and a few meet in the morning *and* afternoon. Projects and readings are assigned outside of classroom time. A final grade, usually Pass/No Credit, is assigned based on satisfactory completion of the course. Classes normally offered during the regular semesters are seldom offered during Winterim; however, a few selected basic courses are offered to accommodate new students entering at Winterim. These basic courses vary from year to year.

Most courses are held on the Glendale campus; the departments of International Studies and Modern Languages do, however, offer selected courses in countries outside the U.S. for con-

tinuing degree-seeking students who meet proper prerequisites. A new feature in 1993, **Winterim in Washington, D.C.**, provided a series of seminars on important changes in international business, focusing on a new era of trade and business-government relations.

All courses are specifically designed for M.I.M. degree-seeking candidates; however, non-Thunderbird affiliated faculty and professionals, needing an update on the latest in international business, often attend for continuing education.

Past Winterim seminars have included:

- Marketing to U.S. Hispanics
- International Consumer Marketing Management
- Countertrade/Offset and Barter Seminar
- International Banking Conference
- Johnson & Higgins International Insurance and Risk Management Conference
- Corporate Executive Officer Seminar
- Women Leaders of Today
- International Security and Business
- International Competitiveness and Management in Asia
- Doing Business in Eastern Europe and Russia
- Privatization
- Issues and Trends in International Health Management
- Opportunity and Risk in the New International Business Order
- International Management of Technology
- International Environmental Management
- Managing in a Borderless World
- TQM—International Strategic Consultation Process

Modern Language courses have been offered in several countries, including France, Costa Rica, Spain, China and Kuwait. The locations chosen each year depend upon specific faculty availability and expertise.

Student Profile

Maria Rauhala has worked for the U.S. Department of Commerce, ITA, the California Central Coast World Trade Center and the Pacific InterTrade Corporation. While a student, she participated in the Winterim Offset/Countertrade seminar and Thunderbird's overseas program at the Helsinki School of Economics. Maria speaks Finnish, Swedish and English, and has studied French, Spanish and Russian.

"I already had experience in countertrade, but taking the Winterim Offset/Countertrade seminar put everything into perspective for me. I recently accepted a position with McDonnell Douglas' Finland program. As offset program specialist, I will assist Finnish companies export their products worldwide. The combination of Thunderbird's Helsinki program, the Winterim seminar, and the M.I.M. degree itself played a significant role in obtaining my new position with McDonnell Douglas' offset program division."

Maria Rauhala '93

United States

B.A., Political Science and International Relations, 1989

University of California, Santa Barbara



The three-part 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.



The program in international management at Thunderbird is based on a curriculum of modern language, international studies, and world business. The wide range of courses such as business communication, regional business environment, and international finance and trade, which are available at Thunderbird, gives me a better understanding of other cultures and will expand my knowledge of different business situations.

Mansour Kane '93

Senegal

B.S., Metallurgical Engineering, 1983

Rabat School of Mines, Rabat, Morocco

M.S., Computer-applied Mining Engineering, 1991

Laval University, Quebec, Canada

This *Catalog* reflects graduation requirements in effect for students who initially enroll, or return after an absence, in fall 1993 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 main entrance to the Thunderbird Campus features the word "Welcome" in all ten languages taught at the School.

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 12 months by students able to waive several of the foundation courses; however, all candidates are urged to consider the depth and quality of education available in the curriculum rather than just the time required to complete the 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.



Because of work completed elsewhere, I was able to start at the 4000-level in World Business and then take advantage of the truly remarkable 5000-level courses, many of which are not available anywhere else—at least not in the United States. I will be able to take two 5000-level courses in my second term, with at least two more following in my final term. The material is demanding, but everything that I'd hoped it would be. I definitely made the right choice to include Thunderbird in my transition plans.

Roger Lewis '93
A.B., History, 1969
Lafayette College
M.A., Business Management, 1982
Central Michigan University

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
TOTAL	—	42	42

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
TOTAL	24	30	54



I have a lot of peers with M.B.A.s who described their graduate programs as tedious. After 13 years of working, I was not going to invest time and money in anything tedious. As a career changer, I needed a program that would provide marketable skills and personal growth. Thunderbird is far exceeding my expectations. It is not just academics, or internships, or the T'bird Network. It is all that and more and you really do get out of it what you put into it, so stretch yourself and really get involved.

Curtis Larson '93

B.S., Business Marketing, 1979

B.A., Speech Communication, 1979

Montana State University

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.

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.)	—	—	—
TOTAL	30	33	63

42 hours required, 12 of which may be 3000 level.

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

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 ^a	6	21
World Business	21	15	36
Electives (any dept.)	—	—	—
TOTAL	39	30	69

42 hours required, 12 of which may be 3000 level.

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

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

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



Since Thunderbird began its ambitious building program soon after President Herberger's arrival in 1989, the face of the campus has changed dramatically. When viewed from the air, some of the newly renovated original buildings on the northwestern part of the campus still reveal the shape of the original air base, the mythical American Indian Thunderbird, while newly constructed buildings on the southeastern end form a modern cluster of classrooms and office space.



I chose Thunderbird because of its reputation among my international business clients as "the" graduate school for international management. I considered other traditional M.B.A. and executive M.B.A. programs, but found little differentiation among them and few offered more than one course with international dimensions.

Jana Rinard '93
B.S., Business, Management and Marketing, 1989
Indiana 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.

The following outline summarizes the overall required program of study leading to the Master of International Management degree. See pages 46-51 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		Total
	3000 level	4000 or 5000 level	
International Studies:	3 ^a (waivable)	9 ^a (3 hours mandatory)	12
Modern Languages	6 ^b (waivable)	9 (waivable)	15
World Business	21 ^a (waivable)	15 ^a (mandatory)	36
TOTAL	30	33	63^b

^a Specific courses are outlined on pages 46-51.

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

INTERNATIONAL STUDIES REQUIREMENTS

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 chose Thunderbird after carefully reviewing other top programs offering an international focus. That's the key. Thunderbird has been churning out international managers for nearly 50 years. Other schools can only offer you a few courses to prepare you for work outside the U.S.

Hani Elnaggar '93

B.S.E.S., International Affairs, 1984

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 business climate.

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 3 semester hours must be taken in courses numbered IS4100 through IS5899 on a Thunderbird campus.

SUMMARY OF REQUIREMENTS

Department of International Studies (12 Hours)

• 3 Hours	IS3010	Waivable by exam
• 3 Hours	IS4000 to IS4099	Waivable
• 3 Hours	IS4100 to IS5899	Waivable
• 3 Hours	IS4100 to IS5899	Required

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 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.



Student Profile

Samson Okero was president of Thunderbird's Africa Club during the spring 1993 semester when the School hosted a conference, "Africa in Transition," which brought six ambassadors and several African and African-American business leaders to campus. Samson attended high school in Zimbabwe and college in the U.S., but eventually wants to conduct business in Kenya. He is holding a ceremonial mask from the Maasai tribe in Kenya and wearing a casual outfit from Africa. His family is part of the Luo tribe in western Kenya.

"I chose Thunderbird because I was impressed with the percentage of foreign students that were here. While other business schools offer various internationally oriented degrees, Thunderbird stood out because it practices what it preaches. It caters to international students—American and foreign—not only through its courses, but in its student body. It makes it difficult to feel out of place and homesick!"

Samson Okero '94

Kenya

B.A., Economics, 1993

University of Rhode Island

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 offers many advanced commercial and issues-oriented courses.



The experience of living on campus taught me that the first step to becoming global is to respect other cultures and accept them. The language learning environment at Thunderbird is also wonderful. As soon as you learn a new sentence in your language class, you can try it out on your friends on campus.

Isaku Minowa '93

Japan

B.A., Sociology, 1988

Kwansei Gakuin University, Japan

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.

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.

Non-English Languages

Three courses (levels 3000, 4000, and 4010) comprise the basic non-English language sequence of 15 hours (16 hours for Arabic, Chinese, Japanese and Russian). Incoming students with no demonstrable language proficiency or training are placed into a 3000-level language course of their choice. These students therefore complete the requirement in both general language proficiency and business vocabulary proficiency by taking 3000-, 4000-, and 4010-level courses in that language. (Separate regulations apply to English as a Second Language.)

Incoming students with some competence in one of the nine non-English languages at Thunderbird (in addition to their native tongue) are tested to determine their level of proficiency. The test consists of two parts: (1) general proficiency, and (2) business vocabulary proficiency.

The result of the general proficiency test places the student into one of the following course levels in the tested language: (a) below 4000, (b) 4000, (c) 4010, or (d) above 4010. For students placing above 4010, a second test is given covering business vocabulary proficiency. If the student passes this second test, the language requirements are waived. The student may take additional language courses as electives. The student who does not pass the business vocabulary proficiency test may 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
- (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 number of courses taught in a foreign language dealing with social, political, and economic topics as well as courses in cultural 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

The basic sequence for English as a Second Language is 21 hours (ES3000, ES4010 and ES4020). Elective English courses are also offered. Readings and lectures are designed to provide an understanding of business vocabulary and to improve general communication skills.



Students may augment their foreign language study by reading current newspapers and periodicals from around the world in the library's reading room.

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 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.

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 the 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 a year, 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.

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 Glendale campus during October.



Coming from a language background, I wanted to get a business education with an international outlook. Thunderbird was the best choice. It's not just the course materials or the professors; an important element is the students. They all come from such diverse backgrounds—I've learned just as much outside of class, interacting with other students, as I have in class.

Debbie Ruzzier '93

B.A., German, 1991

Arizona State 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.



If you've decided to come to Thunderbird and don't have the educational background to waive out of a majority of your 3000-level classes, I would seriously suggest you look into taking classes at your local community college for a semester. It will save you a significant amount of time and money and allow you to take the classes that make a degree from Thunderbird unique.

Gabriele Amtmann '94

B.A., Political Science,
1992

University of California,
Santa Barbara

The 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.

SUMMARY OF REQUIREMENTS

Department of World Business (36 Hours)

- | | | |
|------------|-----------------|----------|
| • 21 Hours | 3000 level | Waivable |
| • 15 Hours | 4000/5000 level | Required |

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 foundation 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 department 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 knowledge of both financial and managerial accounting which may be evidenced by completion of 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.

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 Managerial Accounting

WB4150 Intermediate Accounting

3. One of three required:

WB4300 Decision Models with Computer Applications

WB4320 Production and Operations Management

WB4530 International Market Research

4./5. Two of three required:

WB4212 Advanced Managerial Finance with Multinational Dimensions

WB4400 Multinational Business Management

WB4500 International Marketing Management

Waivers at the 4000 level

If 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.



During my undergraduate education, I spent a semester abroad studying and traveling. While attending the undergrad program I was intrigued by all the different languages, cultures and ways of doing business. After graduating from college, I spent a year as a sales representative and two years in a management position. With both my international experience and work experience I felt I had the strong foundation needed to contribute to and learn from the unique program at Thunderbird.

Stephanie Ryan '93
B.A., Marketing, 1988
St. Mary's College of Minnesota

Professors: *Duarte, Howell (Chairman), Moran, Sours, Springer, S. Tancer, Trapans;*

Associate Professors: *Braaten, Conklin, Mahoney, R. Tancer;*

Assistant Professors: *Chen, Fong, Goddard;*

Visiting Scholars: *Babarinde, Passé-Smith, Walch;*

Senior Research Associate: *Frankenstein.*



In my Regional Business Environment: Europe class, the professor had everyone keep a journal throughout the semester on a topic that interested us. I chose the European Community and environmental issues. Not only did I learn valuable information about Europe, and begin to clarify some career goals, but when we read an article from Die Zeit on toxic waste dumping in my German class, I was able to include the German perspective in my journal. The project ended up being a channel for analyzing and synthesizing my coursework for the entire semester.

Sara Engber '93

B.S., Political Science
and German, 1991

Vanderbilt University

COURSE TITLE		PREREQUISITES
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.		
IS4133	ASEAN/Modern Southeast Asia	IS3010 and IS4010 or equivalent
IS4250	East European Economic Systems and Reforms	IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060 or equivalents
IS4254	Russia in the New World Order	IS3010 and IS4020 or equivalents
IS4282	Employees, Unions and Management in Europe	IS3010 and IS4020 or equivalents
IS4350	The Political Economy in the Caribbean Basin	IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060 or equivalents
IS4720	Comparative Industrial Policy	IS3010 or equivalent and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
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
IS4802	International Competitiveness and Management in Asia	IS3010 or equivalent and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060
IS4831	Economic Geography and Global Resources	IS3010 or equivalent and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS4832	International Environmental Policies and Global Resources	IS3010 or equivalent and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060

COURSE TITLE	PREREQUISITES
IS4880 Cross-Cultural Communication for International Managers	IS3010 or equivalent and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS4882 Business Ethics in the Multinational Environment	IS3010 or equivalent and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS4899 Selected Topics in International Studies	IS3010 or equivalent and permission of the instructor
IS5110 Modern Japan	IS3010 and IS4010 or equivalents
IS5120 Modern China	IS3010 and IS4010 or equivalents
IS5200 European Integration	IS3010 and IS4020 or equivalents
IS5210 Britain, France, and Germany	IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060 or equivalents
IS5240 East-West Trade Seminar	IS3010 and IS4010 or IS4020 or equivalents
IS5261 European and American Contemporary Thought	IS3010 and IS4020 or equivalents
IS5300 Iberia, Ibero-America, Business, Culture, Values	IS3010 and either IS4020 or IS4030 or equivalents
IS5302 Strategic Management in Spain, Portugal, and Latin America	IS3010 and either IS4020 or IS4030 or equivalents
IS5320 Modern Brazil	IS3010 and IS4030 or equivalents
IS5355 Modern Mexico	IS3010 and IS4030 or equivalents
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 or equivalents
IS5740 United States Foreign Policy	IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060 or equivalents
IS5800 Transnational Corporate Environment	IS3010 and WB4400 and one of the following: IS4010, IS4060, or equivalents
IS5803 Direct Foreign Investment and Technology Transfer: The Public Policy Perspective	IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060, or equivalents
IS5820 Political Risk and Global Change	IS3010 and WB3300 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060, or equivalents
IS5860 Os Países de Expressão Portuguesa Hoje (The Portuguese-Speaking Countries Today)	IS3010 and either IS4020 or IS4030 or IS4050, and either PO4010 or PO4020 or equivalents
IS5870 International Health Care Systems	IS3010 or equivalent
IS5880 Differing Value Orientations	IS3010 and IS4880 or equivalents; IS4880 may be taken concurrently
IS5890 Advanced Cross-Cultural Communication Seminar	IS3010 and either IS4880 or IS5880; IS4880 may be taken concurrently
IS5899 Seminar on Selected Research Topics	IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, IS4060 and permission of the instructor
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 58.
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



International Political Economy changed the way I focus on the global business environment. Many international managers fail when doing business in other countries because they underestimate the social, cultural and political forces that influence today's business climate. This course teaches the important role that world political development organizations play in all of these areas.

Michael Kitzing '93
Costa Rica, Germany

B.S., Business Administration, 1990

Universidad Autónoma de Centroamérica, San José, Costa Rica

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.*

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) Prerequisite: IS3010 or equivalent.

IS4020 Regional Business Environment: Europe

(3 hours) Prerequisite: IS3010 or equivalent.

IS4030 Regional Business Environment: Latin America

(3 hours) Prerequisite: IS3010 or equivalent.

IS4040 Regional Business Environment: Middle East

(3 hours) Prerequisite: IS3010 or equivalent.

IS4050 Regional Business Environment: Sub-Saharan Africa

(3 hours) Prerequisite: IS3010 or equivalent.

IS4060 Regional Business Environment: North America

(3 hours) Prerequisite: IS3010 or equivalent.

The Regional Business Environment courses deal with the political and social context in which business activities take place. This includes consideration of ten factors that shape or reflect the operational realities of management and business. The following topics are included in each RBE course: *Patterns of historical development* cover political, social and economic events and structures. *Geographic environment* involves human and economic geography, covering population and natural resource distributions, regional financial and trade centers, and transportation systems. *Political environment* includes government structure, state role, interest groups, political parties and the policy-making process. *Cultural traditions* covers religious traditions and socio-cultural dimensions that have direct impact on business operations. *International environment* includes regional organizations, regional political and economic trends, regional peace and conflicts and the place of the region in the global system. For *economic environment*, economic policies, current economy patterns, and major industries are discussed. Under *legal environment*, major regional trade barriers, investment policies and intellectual property protection issues are covered. There are also discussions on 1990s major current issues.



My future plans involve ecotourism marketing of the Maya region of Central America. In my 4000-level international environmental policy course I am writing a paper on the environmental effects of ecotourism in the Maya region. As I interview people from different areas of ecotourism, I am developing valuable contacts that will help me get a job when I graduate, in addition to providing me with important information about the area I'd like to work in.

Jennifer Moore '94

B.A., French Literature and Anthropology, 1991

Colgate University

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 content is 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 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 and management of these economies, their national-economic reform programs and linkages to the world economy. Particular attention is paid to privatization programs and the management of firms in the transition from centrally planned to Western-type business environments. Note is also taken of problems of economic integration after the breakdown of COMECON. 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.

IS4254 Russia in the New World Order

(3 hours) The goal of this course is to introduce students to modern-day Russia, a society and political culture grounded in a unique historical experience and profoundly influenced by more than 70 years of Soviet domination. The course aims, through readings, to provide students with a substantive base and, through a mix of lectures, videos, and class discussions, to suggest an analytic framework for assessing the dynamic post-Soviet scene. After an introductory survey of significant themes that have recurred throughout Russian history and continue to resonate today, the course focuses on additional aspects of the evolving political system, the challenges of nationalism, the transformation of the economy, and societal strengths and pathologies. Prerequisites: IS3010 and IS4020 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.

IS4350 The Political Economy in the Caribbean Basin

(3 hours) This course examines the geopolitical area of the Caribbean Basin and current trade and investment strategies of the Caribbean Basin Initiative (CBI) policy. The course explores, through research and discussion, the motivations underlying the CBI beneficiary designations, the outlines of the CBI policy, a general analysis of the business climate and opportunities in the Caribbean region, and an analysis of the long term political, economic, development, and security prospects for the region. Topics also include political institutions, music and language in the region, tourism and off-shore banking, and major export/import market trends. Prerequisites: IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060 or equivalents.

IS4720 Comparative Industrial Policy

(3 hours) This course critically examines how international competitiveness and national economic performance have been increasingly shaped by government policies toward industry. American, Japanese and European experiences are compared. Cross-national differences in the types of policies undertaken and in the success of those policies are tied to the differential institutional capabilities of the respective governments to design and implement industrial policy. The impact of industrial policies is explored and compared in a series of major industry case studies including steel, automobiles, and electronics. Prerequisites: IS3010 or equivalent, and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060.

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

IS4802 International Competitiveness and Management in Asia

(3 hours) This course provides a comparative study of international business competitiveness and management. It will examine the influence of Confucianism, Sun Tzu and other East Asian traditions on the development of various East Asian styles of management and strategic planning. Comparative strengths and weaknesses, the evolution of operational environments, and trends for future development are analyzed. Special topics include managing joint ventures, East-West commercial negotiations, and comparative trading systems. Prerequisites: IS3010 or equivalent, and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060.

IS4831 Economic Geography and Global Resources

(3 hours) This course analyzes the causes, effects, and responses to global problems related to population growth, pollution, food and natural resources. It 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 sectors and environmental issues concerned with the conservation of natural resources. Prerequisites: 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. Prerequisites: 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. Prerequisites: IS3010 or equivalent, and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060.



The regional business environment courses seek to provide students with regional familiarity regarding political, economic, social, and cultural issues of North or Latin America, Europe, Asia, Africa or the Middle East. The diverse nature of these courses gives the students the tools to comprehend the socio-cultural values and to see the potentials of different countries and regions.

Benvido Rodrigues '93
Cape Verde

B.S., Economics, 1986

Byelorussian State
Institute of National
Economy, Minsk

Diploma, Economics,
1992

The Economics Institute,
University of Colorado

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

IS4899 Selected Topics in International Studies

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



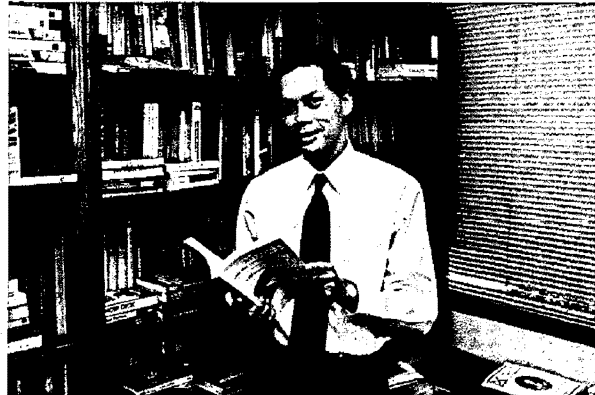
I worked for a year as a marketing consultant in Eastern Europe during 1991 and 1992. While there, I learned about cross-cultural differences and was involved in international marketing. Taking the East-West Trade Seminar course at Thunderbird made me look at Eastern Europe from an academic point of view, and provided me with an even broader base of knowledge than I had gained from my business experience.

Olivier Peuscat '93

France

Diplôme, International Business, 1991

École des Praticiens du Commerce International, Paris



Dr. Glenn Fong teaches several courses in the International Studies Department, including Modern Japan. He holds a Ph.D. from Cornell University and M.A. and B.A. degrees from the University of California—Berkeley.

5000-LEVEL COURSES**IS5110 Modern Japan**

(3 hours) This interdisciplinary seminar approaches the analysis of the business environment of Japan from the perspectives of culture, management, industrial policy, business-government relations, and foreign economic affairs. Contemporary developments in Northeast Asia/Korea are integrated into the course. Individual written student research is required. Prerequisites: IS3010 and IS4010 or equivalents. Not open to students with credit in IS4100.

IS5120 Modern China

(3 hours) This course is an intensive course on Modern China, (PRC, Taiwan and Hong Kong) with an emphasis on 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. Not open to students with credit in IS4120.

IS5200 European Integration

(3 hours) This course is designed for students who want an in-depth study of the European Community. Students read the latest sources on the EC and analyze basic documents. Each student researches relevant topics such as trends in environmental regulations or currency unification. The role of the EC in international relations or the global economy is also sometimes studied. This course is designed for students who have already had a course on the EC. Prerequisites: IS3010 and IS4020 or equivalents.

IS5210 Britain, France, and Germany

(3 hours) This course provides an in-depth area briefing on Britain, France and Germany. 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. Not open to students with credit in IS4200.

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 and its business environment. It deals especially with the management of foreign trade in these countries and their decision process preparatory to buying Western goods and services. It studies foreign trade planning in these countries, typical issues of Western trade promotion, market penetration, direct investment and joint ventures, commercial and political risks, East-West business psychology, and NATO trade restrictions. A research paper is required. Prerequisites: IS3010 and either IS4010 or IS4020 or equivalents.

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 and commonalities. Prerequisites: IS3010 and IS4020 or equivalents.

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. Prerequisites: IS3010 and either IS4020 or IS4030 or equivalents.



Dr. C. Roe Goddard, assistant professor of international studies, is author of the recently published book, U.S. Foreign Economic Policy and the Latin American Debt Issue.

IS5302 Strategic Management in Spain, Portugal, and Latin America

(3 hours) This seminar examines the forces that 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 businesses, government relations, production, marketing, finance, and trade. A heavy emphasis is placed on the cultural, political, and historical implications and effects on management planning and practice. Prerequisite: IS3010 and either IS4020 or IS4030 or equivalents.

IS5320 Modern Brazil

(3 hours) The goal of this course is to analyze and understand Brazilians in historical and current perspectives. Using a 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. Not open to students with credit in IS4320.

IS5355 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 intrusions, political repression, and economic underdevelopment. The course comes to focus on recent political and economic developments that have placed Mexico high among NIEs. Prerequisites: IS3010 and IS4030 or equivalents. Not open to students with credit in IS4300.

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

(3 hours) This seminar examines 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 studies 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 equivalents.

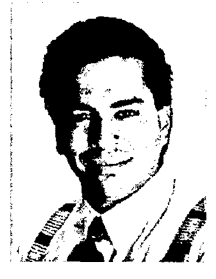
IS5740 United States Foreign Policy

(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 and beyond. The seminar assesses the causes of the Cold War and the strategy of containment in Asia and Latin America and then addresses the implications of an end to bipolarity and ideological confrontation. 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 equivalents.

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 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.*



Thunderbird has thought of all the details in putting together this program, including extra-curricular activities. From any angle, it is the most complete program in international business you can get anywhere in the world. My firsthand engineering experience, combined with the intercultural understanding and solid business background that Thunderbird can provide me with will best prepare me to help the development and prosperity of Latin America.

Antonio Alcazar '93

Mexico

B.S., Physics Engineering, 1987

Tecnológico de Monterrey

M.S., Electrical Engineering, 1989

Arizona State University



I chose Thunderbird because it allowed me to fit my language background neatly into a new career direction. The M.I.M. gives you an advantage over the typical M.B.A., because it develops your global perspectives. The most valuable class I took was Cross-Cultural Communication. Although I had traveled extensively and studied abroad, it was surprising to learn how different management, negotiation and interpersonal styles really are in different cultures. It is a small world, but respecting diversity is a key to success.

AnnDee Johnson '93

B.A., German, 1980
Texas Tech University

M.A., German, 1982
Texas Tech University

Ph.D., Germanic Languages,
1990, University of
Texas at Austin

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 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.

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 Países 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, Saõ 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 equivalents.

IS5870 International Health-Care Systems

(3 hours) This course introduces a comprehensive view of the health care 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-care system are presented and the characteristics of the health industry are analyzed. The health-care system in the U.S. is compared with other health-care systems in various 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 preregistration.*

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. International business negotiations, multicultural team building and making globalization work are themes. 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.

IS5899 Seminar on Selected Research Topics

(3 hours) Prerequisites: IS3010 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, IS4060 and permission of the instructor.*

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 concurrence of the chair of the Department of International Studies. The course is offered on a pass/no credit basis.

IS5920 Master's Thesis

(4 hours) Rules and regulations pertaining to the writing of the Master's Thesis may be obtained from the department. The subject of the thesis must be approved in the preceding semester. The department reserves the right to set its own standards with regard to content, subject matter, and other requirements. The course is offered on a pass/no credit basis.

IN5910 Internship: Part-time

(3 hours) Please see course description on page 74.

IN5930 Internship: Full-time

(3 hours) Please see course description on page 74.

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.



Student Profile

Sanjeev and Krista Badola both had international experience before Thunderbird—Krista on an exchange program in Italy and Sanjeev in eight years as a Merchant Marine officer, traveling to 68 countries. Both worked in New York City prior to enrolling at Thunderbird. Krista worked for a direct clothing merchant and Sanjeev was with an international steel trading company. He is Indian; she is a Californian. They are expecting their first child in November.

"My wife and I left good jobs in New York to come and study at Thunderbird. We got scholarships, loans and used our savings. We will be graduating in one year due to our background, experience and languages. My advice to young married couples is that they can do it."

Sanjeev Badola '93 India

Master of Navigation, 1987

LBS Nautical &
Engineering College,
Bombay, India

Krista Badola '93 United States

B.A., International
Relations/Political
Science, 1990

University of California,
Santa Barbara

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

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

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

Instructors: *Chen, Cline, Lanham, Sletten, Taylor.*



When I decided to pursue a master's degree, I knew that I did not want a straight M.B.A. Since I grew up overseas in Taiwan, I could not imagine working in a job that did not include Asia in some capacity. I wanted an international business degree and Thunderbird offered the best program for my interests.

Deborah Tossey '93

B.A., Biology, 1988

Lewis & Clark College

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 (Native speakers of Spanish must also obtain the waiver.)
SP4020 Accelerated Business Spanish for Speakers of Portuguese	PO4010 or PO4010 waiver (Native speakers of Portuguese must also obtain the waiver.)
JA4150 Japanese Advanced Conversation	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 description on p.65)
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.



Alumnus Profile

Since 1990, Peter Reitz has been executive director of the Pan American Development Foundation. From 1963 to 1990, he held a variety of posts with CARE USA, CARE Europe and CARE International, the world's largest private organization providing assistance to the Third World. Reitz started with CARE USA as a project officer for a school improvement project in Costa Rica and held several other positions, including regional program officer for Latin America/Africa, before becoming executive director for CARE Europe in 1980. In 1985, he was appointed secretary general, CARE International.

Peter J. Reitz '62

Executive Director

Pan American
Development Foundation

3000-LEVEL COURSES

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

The approach is 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

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

In these courses, the major stress continues to be placed on the development of 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.

AR4010	Arabic Level III	(3 hours)
FR4010	French Level III	(3 hours)
GE4010	German Level III	(3 hours)
IT4010	Italian Level III	(3 hours)
PO4010	Portuguese Level III	(3 hours)
RU4010	Russian Level III	(3 hours)
SP4010	Spanish Level III	(3 hours)

In these courses, emphasis is placed on the use of the target language in context. Accurate oral production, including intonation and stress patterns, is taught. Students practice complex sentence structures and acquire a well-rounded lexicon of business-related vocabulary. Through readings in foreign newspapers, journals, and books, (although to a restricted degree in non-Latin alphabet languages) these courses familiarize future international managers with prevailing situations and conditions in the areas of the world where the target language is spoken. Individualized instruction is achieved by means of student pairs and small group discussion, the review of oral and written resumes of reading assignments, research papers, book reports, short speeches on topics of special interest, and grammar review. These courses meet four times each week. Technology supports all levels of instruction. Prerequisite: Level II or Level II waiver.

CH4010	Chinese Level III	(4 hours)
JA4010	Japanese Level III	(3 hours)

Continuous emphasis is placed on accuracy of pronunciation and tone (Chinese)/intonation (Japanese) and rapid build-up of vocabulary, including a substantial body of business-related terms and idiomatic expressions. The topics of dialogues cover many of the possible situations that a foreign business executive may encounter in the country of the target language. Reading assignments are used as a basis for discussions to help enhance spoken proficiency. Written summaries 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.)



It is extremely difficult to obtain financial aid for a graduate management program if you happen to be an international student. Yet, at Thunderbird, there are good opportunities for us international students. Thanks to my Worldwide Scholarship, I'm here!

Sergio Velez '94

Mexico

B.A., Economics, 1989

Vassar College



Dr. 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, enhances communicative skills and language competence in a cultural context. Through a practical and functional approach, students 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. Prerequisite: JA4010 or JA4010 waiver.

- | | | |
|--------|--------|--------|
| 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.



My French conversation class is closer to a small club than to a structured university course. With only seven people in the class, we have plenty of opportunities to practice speaking, and the freedom to interact and participate in class discussions makes learning a foreign language fun and stress-free. The additional use of French news services keeps us aware of political events and provides us with the French perspective on world affairs.

Aimee Boyce '93
B.A., Psychology, 1987
University of California—
Los Angeles

5000-LEVEL COURSES

EN5000 Advanced Business Communications for Executives

(3 hours) This course offers native speakers and advanced non-native speakers of English the chance to improve the skills which they need in order to write efficiently and effectively. Students write U.S.-style short reports, as well as "good news," "bad news" and persuasive letters based on case studies of "real-world" situations. In relation to their job searches, students write resumés, application and follow-up letters; videotape presentations; and study techniques for 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 topics essential to the international business executive, such 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.



Based on my experience, Thunderbird's method of language instruction is practical and effective. With eight students in my conversation section of Spanish, the professor can work with each of us as individuals. In business French, I was able to acquire essential business vocabulary for my future career. To be truly effective in business, one must understand a customer's culture and speak to her in her own language.

Steve Rice '93

B.A., Economics and French, 1989

University of Wyoming

M.A., Comparative Politics, 1990

Northwestern University



Professor William King uses computers to teach English as a Second Language.

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 case studies, 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. Prerequisites: 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 resumés, 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. Prerequisites: 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 74.

IN5930 Internship: Full-time

(3 hours) Please see course description on page 74.

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 the Kellogg Company provided valuable exposure to marketing in a Fortune 100 company. The academic foundation and global perspective I received at Thunderbird equipped me to function as an integral part of the Kellogg product management team.

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

Professors: *Barrett, Carrada-Bravo, Davison, Ferris, Foroughi, Foster, Geer, Harvey, Heathcotte, Herberger, Kim, Mathis (Chair), Mills, O'Connell, Ricks, Schlegelmilch, Woolverton*;
Associate Professors: *Bergevin, Black, Bossert, Deans, D. Guthery, Hosseini, Johnson, Keat, Morrison, Murray, Pring, B. Reed, W. Reed, Rice, Schmidt, Schweizer, Siehl, Selling, Tuzzolino, Valencia, Vor der Landwehr, Zerio*; Assistant Professors: *E. Guthery, Nielson, Sherman, Wongtada*; Visiting Professors: *Ram, Santalainen*; Instructor: *Healey*;
Distinguished Corporate Lecturers: *Gottlieb, Kulhmann, Warren*.



The International Finance and Trade course my first semester fit my idea of a graduate course in international business. Each day the professor would begin with the front page of the Financial Times and off we would go into a discussion of world trade, capital movement and currency market fluctuations. I now read international news in a completely different light.

Scott Erickson '94

B.S., Agricultural Journalism and International Agriculture, 1986

Iowa State University

COURSE TITLE	PREREQUISITES
--------------	---------------

All 3000-level courses are required, but all are subject to waiver

WB3100 Survey of Accounting	
WB3200 Fundamentals of Economics	
WB3210 Fundamentals of Managerial Finance	WB3100 and WB3200 and WB3300 or equivalents; WB3300 may be taken concurrently
WB3300 Statistics	
WB3313 Introduction to Use of Computer Systems and Software	
WB3400 Fundamentals of Management	
WB3500 Fundamentals of Marketing	

Five specific 4000-level courses are required:

One of one:

WB4200 International Finance and Trade	WB3200 or equivalent
--	----------------------

One of two:

WB4140 Cost and Managerial Accounting	WB3100 or equivalent
WB4150 Intermediate Accounting	WB3100 or equivalent

One of three:

WB4300 Decision Models with Computer Applications	WB3300 and WB3313 or equivalents; additional quantitative background desirable
WB4320 Production and Operations Management	WB3300 and WB3313 or equivalents
WB4530 International Marketing Research	WB3300 and WB3313 and WB3500 or equivalents

Two of three:

WB4212 Advanced Managerial Finance with Multinational Dimensions	WB3210 and WB3313 or equivalents
WB4400 Multinational Business Management	WB3100, WB3400 and WB3500 or equivalents
WB4500 International Marketing Management	WB3500 or equivalent

4000-Level Electives:

WB4160 International Auditing	WB4150 or equivalent
WB4170 International Income Taxation	WB3200, WB3210, and either WB4140 or 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

COURSE TITLE	PREREQUISITES
WB4600 Legal Environment of International Business	
WB4700 International Insurance	
5000-Level Electives:	
WB5101 International Accounting	WB4150 and WB4200 or equivalents
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, WB4200 and WB4400; AND either WB4140 or WB4150; AND one of the following, which may be taken concurrently: WB4212 or WB4500 or equivalents
WB5482 International Business Policy	WB3210, WB4200 and WB4400; AND either WB4140 or WB4150; AND one of the following, which may be taken concurrently: WB4212 or WB4500 or equivalents
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 or equivalent
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 73.
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

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

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



I chose Thunderbird because the School offers the tripartite program. This program is exactly what modern international managers need most. Coming to Thunderbird, I found out that the international environment of the Thunderbird Campus itself is another "school" for future international managers.

Chimidiin Saintsogt '94
Mongolia
Diploma, Management, 1988
Moscow Management Institute

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; product costing, 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[®]); and introduction to an up-to-date database management package (dBase III-plus[®]). Minicomputer and microcomputer applications are used to reach the stated goals. **REQUIRED.**

WB3400 Fundamentals of Management

(3 hours) This course is an introduction to the principles of management, organizational theory, and behavior. It provides a working knowledge of the fundamental concepts, processes, and functions of planning, organizing, staffing, controlling and directing. Behavioral aspects such as leadership, motivation, group dynamics, and communication, are also discussed in the context of the modern multinational environment. **REQUIRED.**

WB3500 Fundamentals of Marketing

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

4000-LEVEL COURSES**WB4140 Cost and Managerial 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.**



Dr. Caren Siehl, associate professor of management, Department of World Business, teaches Organizational Behavior in one of the School's state-of-the-art classrooms featuring multimedia instructional tools.

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.

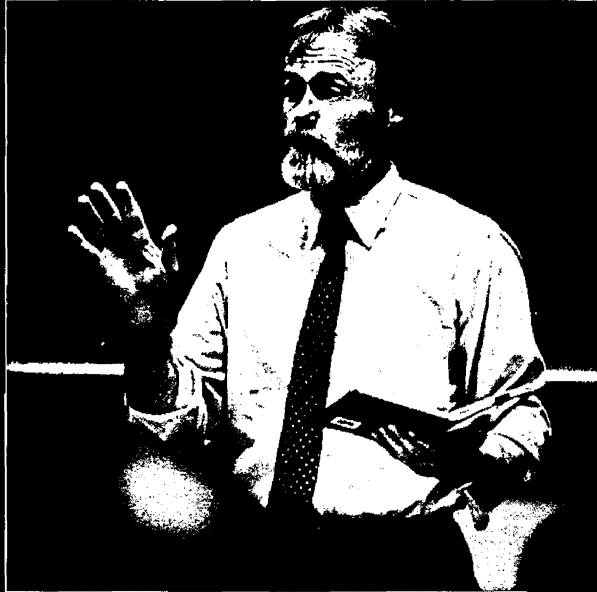


Consider all of your options carefully and do your research on Thunderbird. This school has so much to offer, and your time here will pass so quickly. Think hard about the courses you might be interested in taking, what your interests are, and even consider your strengths. By identifying each of these, even in very general terms, you'll have a great advantage as you set your course for your Thunderbird experience.

Sarah Sanford '93

B.A., English Literature,
1985

Furman University



Dr. Kenneth Ferris, distinguished professor of world business, teaches Intermediate Accounting.

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. Prerequisites: WB3200, WB3210 and either WB4140 or WB4150, or equivalents.

WB4200 International Finance and Trade

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

WB4212 Advanced Managerial Finance with Multinational Dimensions

(3 hours) This second course in finance stresses financial decision-making through advanced readings and case studies in capital structure, cost of capital, risk/return, portfolio theory, capital market theory, capital budgeting, analysis and valuation of derivative instruments, private placements, leasing, dividend policy, mergers and acquisitions, and financial forecasting. Prerequisites: WB3210 and WB3313 or equivalents. **TWO of WB4212, WB4400, or 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 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.**



As an undergrad and a graduate student in literature, I learned a lot about myself, my study habits, and the way I work alone. Thunderbird, however, taught me a whole lot more about myself. Through group projects, I have learned about my skills and weaknesses in working with groups, which are crucial to being a future international manager. Working in groups with fellow classmates with different cultural experiences also helped me to understand the true meaning of international business.

Eleonore Ruffy '93

U.S./Switzerland

B.A., French, 1989, Washington University

M.A., French Literature, 1991, University of Utah

WB4400 Multinational Business Management

(3 hours) This course investigates the functions and responsibilities of general managers within an international context. Emphasis is placed on the problems that affect both the character and success of multinational corporations. Cases, lectures, and research projects are used to examine appropriate organizational strategies as well as the structure and management of scarce resources within the context of an imperfect, changing and competitive world. Specific topics include globalization and regionalization at the industry and organizational levels. Prerequisites: WB3100, WB3400 and WB3500 or equivalents. TWO of WB4212, WB4400, WB4500 REQUIRED.

WB4430 International Human Resources Management

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

WB4460 Organizational Behavior

(3 hours) This course studies organizations as working systems of human beings attempting to achieve certain goals and objectives. Using cases, readings, guest speakers, directed discussions, and group projects, students are given 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 that 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, or 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.



Dr. Alan Murray, associate professor of management in the Department of World Business, teaches Multinational Business Management.

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.



As I was researching graduate schools, I was not only looking for a school with a unique reputation in academics, but also for one that complemented my international background. It took only a glance at the Thunderbird Catalog, and only a month in the program, to affirm my expectations of what a graduate program should be. The attractiveness of the M.I.M. stems from the integration of three distinct disciplines—world business, international studies, and modern languages—to a degree that is not offered anywhere else in the world.

Maya Schmid '94

Switzerland

Diploma, Hospitality Management, 1986, Centre International de Glion

B.S., Hospitality Management, 1992, Florida Int'l University



Dr. Allen Morrison, associate professor of management, is author of *Strategies in Global Industries: How U.S. Businesses Compete*.

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, legislation that 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.

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 and WB4200 or equivalents. 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 rescheduling 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 with 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.



It was 3:00 in the morning and we had only six more hours to turn in our FORAD decisions. Hearing ourselves talking about international financial strategies, I knew that all of us had changed. We were not students anymore, but friends for life. That night I understood what the "Thunderbird Mystique" was all about.

Miguel Padilla '93

Mexico

B.S., Industrial Engineering, 1986

Instituto Tecnológico y de Estudios Superiores de Monterrey

M.B.A., 1992

Instituto Tecnológico Autónomo de México, Mexico City



During my last semester at Thunderbird, I had the opportunity to take the International Marketing Projects Workshop: Industrial Products, for which my group had to prepare a marketing feasibility analysis for introducing a health care procedure into Mexico. I found this project to be a valuable experience in the way that I applied all of my marketing knowledge to a practical case. I felt like a real consultant!

Gerty Valerio '93
Dominican Republic
B.S., Economics, 1989
Universidad Nacional
Pedro Henriquez
Ureña, Santo Domingo



Glendale's warm, sunny weather makes dining, socializing and studying outdoors pleasant options, particularly during the fall and spring.

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; analysis of financial risk management tools; design of financial instruments and new products; 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.

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 careers. The course consists of lectures, minicases, 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 16 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 non-financial 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 managers 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 and 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 situations. 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. Prerequisite: WB4200 or equivalent.

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 74.

IN5930 Internship: Full Time

(3 hours) Please see course description on page 74.

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.*



The InterAd (Advanced International Marketing and Advertising) course is an excellent "capstone" course for marketing. In InterAd, corporations fund teams of students to develop and present international research and strategies specific to marketing a product in another country. The teams then present their plans to their clients and a panel of judges. Unlike other marketing courses, in which the professor evaluates your performance, InterAd uses a panel of marketing professionals to evaluate the team presentations and choose a winner.

Bret Baldwin '93

B.B.A., Management, 1987

Southwest Texas State University

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.



Interning at the United States and Foreign Commercial Service at the U.S. Embassy in Paris was one of the most exciting and valuable things I did as a Thunderbird student. I had an opportunity to put my coursework to use as I assisted American Foreign Service Officers and French Trade Specialists with market research, international trade fairs, and other promotion activities—all designed to assist U.S. companies with exporting to France, and help French companies formulate strategic alliances with American firms. The experience was invaluable; I highly recommend Thunderbird's internship program to prospective students.

Mary Jeanne Caldwell '93
B.A., Art History, 1986
Barnard College,
Columbia University

Internships have been sponsored in previous years by Citibank, U.S. Department of Commerce, Coca-Cola, General Motors, Arizona World Trade Association, Seiko, DuPont, Arizona 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 full-time internship must return to campus, enroll, and complete a minimum of six additional 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.*

The Master of International Health Management degree is a cooperative degree program between Thunderbird and The University of Arizona Health Sciences Center acting on behalf of the University of Arizona Colleges of Medicine, Nursing and Pharmacy. The Master of International Management of Technology is a dual-degree program with Arizona State University.

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, and to successfully complete a 10-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

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
--------	---

For non-native speakers of English:

ES4100	Business Communications
--------	-------------------------

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 shall apply.

REQUIREMENTS - M.I.M.O.T.

Students who complete this two-year dual degree program at ASU and Thunderbird will receive the Master of Science in Engineering from ASU and the Master of International Management of Technology from Thunderbird.

Applicants are required to have a bachelor's degree in engineering. Depending on their engineering course background, they may have to complete up to 18 semester hours of engineering prerequisites. Students then complete a minimum of 24 semester hours of graduate work at ASU.

A minimum of 30 semester hours are required at Thunderbird, including 9 semester hours in International Studies, 15 semester hours of World Business courses, and completion of the three levels of required Thunderbird foreign language course work or equivalent waivers. The required course work at Thunderbird includes:

Department of Modern Languages (15 hours)

ML4010 Level III proficiency in one of the non-English languages taught at Thunderbird

Department of International Studies (9 hours)

IS3010	International Political Economy
IS4000-4099	Any Regional Business Environment course

One of the following three courses:

IS4800	Economic Development and Social Change
IS4880	Cross-cultural Communication
IS5803	Direct Foreign Investment and Technology Transfer

Department of World Business (15 hours)

WB4200	International Finance and Trade
WBXXXX	International Management of Technology capstone course

Three of the following six courses:

WB4140	Cost and Management Accounting
WB4212	Advanced Managerial Finance
WB4400	Multinational Business Management
WB4500	International Marketing Management
WB4430	International Human Resources Management
WB4541	International Business-to-Business Marketing

For complete information on either the Master of International Health Management or the Master of International Management of Technology degree programs, check the appropriate box on the reply card in this Catalog.



Alumnus Profile

Jean-Pierre Kabanda is the 25,000th Thunderbird graduate. Originally from Rwanda, he is now the account representative, Africa for Echosphere Corporation in The Netherlands. Before attending Thunderbird, he was the marketing director for SCIBE-Zaire based in Cairo, Egypt and prior to that, a market development specialist for AT&T International in Cairo. He is fluent in French, English and Kinyarwanda and knows some Spanish and Arabic.

*Jean-Pierre Kabanda '92
Account Representative,
Africa
Echosphere Corporation
The Netherlands*

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.

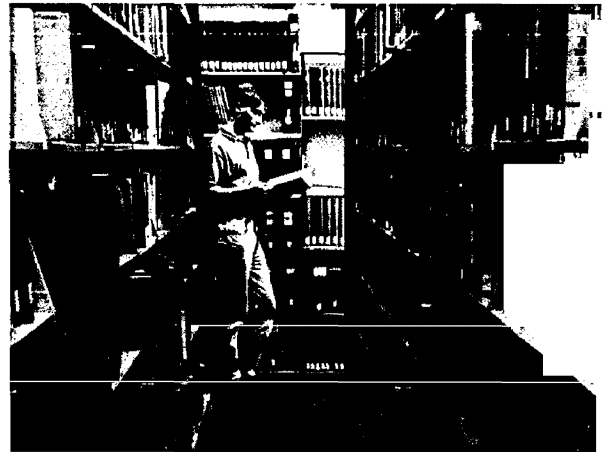
Concurrent Enrollment

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, Civilingenjor, Meester, to name a few.



More than 70,000 books and 1,200 journals and newspapers are available to students in the Barton Kyle Yount Memorial Library.

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 and Suspension

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. Students who are on Academic Suspension are not eligible for federal financial aid or employment at the School. In addition, probationary students may not be employed at the School.



Before coming to Thunderbird, I worked one year for the Defense Department in Chicago. It was there that I learned to hunger for knowledge about other people and their cultures. Every day I was coming into contact with people from all over the world. I chose Thunderbird because it is a microcosm of the future. Tomorrow's leaders will be the people who are able to deal with multiple cultures and work efficiently in the international arena. With Thunderbird's diverse student body and unifying global perspective, it is the place today for tomorrow's leaders.

Amy Stewart '93

B.A., International Relations, 1991

DePaul University

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 an international executive.

Satisfactory Academic Progress

Satisfactory Academic Progress for purposes of federal financial aid shall be assumed when a student has satisfactorily completed at least 70 percent of the maximum possible credit hours for the two most recent terms, or has been certified by the Registrar.

Master's Thesis

Candidates for the degree of Master of International Management may petition to write a thesis which will count for four credit hours 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. The School does not have a formal leave of absence policy as defined by federal financial aid regulations.

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 to the student without charge upon graduation. 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.



My work experience from Washington, D.C. helped me decide that I truly wanted to be involved in international business. The more I talked with people about how to get into this field, the more I was convinced that the place to study was Thunderbird. My first semester's experience has validated this choice. The classes are stimulating and thought-provoking and so is the general environment of the school. I am amazed at the exciting opportunities, studies, and people I am encountering here. Thunderbird is the place to study if you want to be in the global marketplace.

Mary Symms '94

B.A., International Affairs and French, 1985

University of Puget Sound

DEPARTMENT OF INTERNATIONAL STUDIES

Olufemi A. Babarinde, Visiting Assistant Professor of International Studies

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

Dissertation Fellow, Miami University; Teaching Fellow of Modern Foreign Government and Introduction to American Government, Miami University. Conference Coorganizer, *Africa in Transition: Challenges and Opportunities* (1993). Author, *The Lome Conventions and Development: An Empirical Assessment*, Ph.D. Dissertation (1991), Miami University.



When I decided to go to graduate school, I did not want an M.B.A. I only wanted to go to Thunderbird! It is the only school I applied to. It is unique in every way, from its diverse student body and faculty to its amazingly strong alumni network. The wide variety of people attracted to this school is part of what makes it better than your typical M.B.A.

Debra Rutherford '92

B.A., International Relations and Economics, 1990

Tulane 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. Conference Coorganizer and Program Chair, 1992 Conference on U.S. Competitiveness in the Global Marketplace: Building Partnerships for American Resurgence. Coeditor: *U.S. Competitiveness in the Global Marketplace: Conference Proceedings*, (1992); Author, "Account Episodes in Organizations: Remedial Work and Impression Management" in *Management Communication Quarterly*, (1993); Coauthor: "The Social Interactive Aspects of Account Giving," in *Explaining One's Self to Others: Reason-Giving in a Social Context*, (1992); Coauthor, "The Social-Interactive Aspects of Account-giving in Distressed Relationships," in *Attributions, Accounts, and Close Relationships*, (1991); Coauthor, "Interpersonal Conflict," in *Journal of Applied Communication Research*, (1987).

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.

Former lecturer at Beijing Institute of International Relations (1984-85). Visiting fellow to The Moscow State University (1989) and The Hebrew University of Jerusalem (1987-88). Author, *The Strategic Triangle and Regional Conflicts*, (1991). Recent articles: "Understanding the Chinese and Japanese Negotiating Styles," in *The International Executive* (1993); "Analysis on the Evolving Environment of the Chinese State Enterprises" and "The Study of Management Mechanisms of the Chinese State Enterprises," in *Papers of the Center for Modern China* (1992); "Socialism and Confucianism: Problems of Chinese Management," in *Journal of Contemporary China* (1992).

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.



Dr. Olufemi Babarinde, Department of International Studies, was one of the principal organizers of the "Africa in Transition: Challenges and Opportunities" conference held on the Thunderbird campus in February, 1993. Dr. Robert Sherman, Department of World Business, was coorganizer.

Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan; Director, Thunderbird Summer Program, Universidad Autónoma de Guadalajara; Visiting Professor, European Business School, Oestrich-Winkel, Germany. Author, "The World Economy and Technological Change," in *The International Executive*, (1988); "Integrating the Social Sciences into Business Curricula: The Regional Business Environment Course," in *Eastern Academy of Management Proceedings*, (1987); "Elite Studies: The Case of the Mexican Presidency," in *Journal of Latin American Studies*, (1973).

Joaquim M. Duarte, Jr., Dom Pedro II Professor of Iberian Brazilian and Lusohispanophone African Studies; Co-coordinator, Thunderbird International Symposium; Director, International Studies Research Center; Director, Dom Pedro II Research Center

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

Lecturer, Hispanic American and Luso-Brazilian Studies, Stanford University; Regional Head, National Security Agency; Area Desk Chief and Special Assistant to the Vice President for Latin America, Bank of America; Organization of American States; Institute of International Education Travel Fellow in Brazil; Gulbenkian Foundation and Portuguese Ministry of Foreign Relations Research Fellow in Portugal; President, Pacific Coast Council of Latin American Studies (PCCLAS), Board of Directors, Rocky Mountain Council of Latin American Studies (RMCLAS); Editor, *Latin American Economic Development: A Progress Report*, IIT (1982); Assistant Editor, *Hispanic American Report*; Coeditor: *Review of Inter-American Bibliography (Revista Interamericana de Bibliografía)*; Cotranslator, *The Life of Joaquim Nabuco*, (1950); "Joaquim Nabuco," *Encyclopedia Britannica*, (1968); Chapter "Brazil, Emerging Giant," in Lewis Tambs' *U.S. Policy Towards Latin America*, (1976).

Glenn R. Fong, Assistant Professor of International Studies

B.A. (1977), University of California-Berkeley; M.A. (1980), Ph.D. (1982), Cornell University.

Assistant Professor, Department of Political Science, University of Illinois at Chicago (1984-1992); Ameritech Research Fellow, University of Illinois Institute of Government and Public Affairs; Advanced International Research Fellow, Social Science Research Council and American Council of Learned Societies; Consultant, U.S. Congress, Office of Technology Assessment, Program on Industry, Technology & Employment; Post-Doctoral Research Fellow, Graduate School of Business Administration, Harvard University (1982-84); Author, "The Future of Pentagon-Industry Collaboration in Technology Development" in *The Political Economy of Defense: Issues & Implications* (1991); "State Strength, Industrial Structure & Industrial Policy: American & Japanese Experiences in Microelectronics," in *Comparative Politics* (1990); *Federal Support for Industrial Technology: Lessons from the VHSIC and VLSI Programs* (1987); "The Potential for Industrial Policy: Lessons from the Very High Speed Integrated Circuit Program," in *Journal of Policy Analysis and Management* (1986); "The Very High Speed Integrated Circuit Program: Lessons for Industrial Policy" in *United States Competitiveness in the World Economy* (1984).

John Frankenstein, Senior Research Associate

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

Exchange Professor, University of International Business and Economics, People's Republic of China (1988); Lecturer in Asian Studies, University of Massachusetts (1981-82); U.S. Foreign Service Officer (Hong Kong, Taiwan, France, Italy, Belgium, Senegal 1968-1977); Visiting Professor, Institute for International Studies and Training, Japan (1987); Senior Lecturer, Department of Management Studies, University of Hong Kong Business School, (1991-1993). Author of Chapters: "The People's Republic of China: Arms Production, Industrial Strategy, and Problems of History" in H. Wulf, (ed.) *Arms Industry Limited* (1993). Coauthor, "The Political Culture of China Watching" in Samuels and Weiner, (eds.) *The Political Culture of Foreign Area and International Studies* (1992); "China's Asian Trade" in *China's Economic Dilemmas in the 1990s* (1991); "American Trade Policy Toward China" in Tow, *Building Sino-American Relations* (1991); "Doing Business in China" in Moran, *International Management in the 1990s*, (1990); "Chinese Weapons Development: Process, Progress, Programs?," in Col. C.D. Lovejoy, CDR B.W. Watson (eds.) *China's Military Reforms: International & Domestic Implications*, (1986); "People's Republic of China: Defense Industry, Diplomacy and Trade," in James Katz (ed.), *Arms Production in Developing Countries*, (1984). Articles in *California Management Review*, *Columbia Journal of World Business*, *China Business Review*, *Wall Street Journal*, *Management Review*, *Current History*, *Technology Review*, *Problems of Communism*, *Euro-Asia Business Review*, *Chugoku Keizai (Chinese Economics)*, *World & I*, *Journal of Asian Studies*.

C. Roe Goddard, Assistant Professor of International Studies

B.A. (1980), University of Central Florida; M.B.A. (1982), University of Denver; Ph.D. (1990), University of South Carolina.

Managing Editor, *International Studies Notes*

Seminar Coordinator for University of Denver's College of Business Administration; Marketing Representative, The Upjohn Co., Kalamazoo, Michigan; Conference Coordinator, International Studies Association Headquarters Staff, University of South Carolina; Vice President/Program Chair International Studies Association West (1991-1992); President International Studies Association West (1992-1993). Author: *U.S. Foreign Economic Policy and the Latin American Debt Issue*, (1993).



Llewellyn D. Howell, Professor of International Studies; Chairman, Department of International Studies.

B.S. (1963) SUNY at Brockport; M.A. (1967) Florida State University; Ph.D. (1973) Syracuse University.

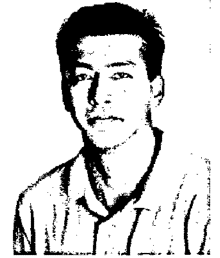
Editor, *International Studies Notes*.

Assistant Professor, University of Hawaii (1971-74); Professor, School of International Service, American University (1974-1991); NASPAA Faculty Fellow, Department of Defense (1978-79); Visiting Professor, Naval Postgraduate School (1987); Senior Research Associate, Third Point Systems (1984-86); Fulbright Scholar, National Institute of Public Administration, Malaysia (1987-88); International Affairs Editor, *USA Today Magazine*; Coeditor, *Malaysian Foreign Policy: Issues and Perspectives* (1990) and *International Education: The Unfinished Agenda* (1984); Author: "The Great Power Rivalry in Southeast Asia: Implications for Malaysia" in Azhari et al, *Malaysian Foreign Policy: Issues and Perspectives* (1990); *Papers on Political Risk Analysis* (1988); Author, chapter: "Area Specialists and Expert Data: The Human Factor in Political Risk Analysis" in Rogers, *Global Risk Assessments* (1986); articles in *International Organization*, *International Studies Quarterly*, *Asian Studies*, *Journal of Southeast Asian Studies*, *International Interactions*, *The International Executive*, *Journal of Asian Business* and others.

Richard Doyle Mahoney, Associate Professor of International Studies

A.B. (1973), Princeton University; M.A. (1975), Ph.D. (1980), The Johns Hopkins University School of Advanced International Studies; J.D. (1980), Arizona State University.

Member, Arizona Bar Association; Exchange Professor, University of International Business and Economics, People's Republic of China; Oxford Management Centre; Board of Directors (elected), Central Arizona Project; Board of Directors, Chicanos por la Causa; Board of Directors, Benton Foundation. John F. Kennedy Scholar, University of Massachusetts, (1987-1988). Author, *JFK: Ordeal in Africa* (Oxford University Press), (1983). Secretary of State, State of Arizona, (1991—).



As you get more involved in various student activities on campus, you get more accustomed to communicating not only with American students but also foreign students. Acquiring cross-cultural communication skills is a must for prospective international managers. On Thunderbird's campus, you are likely to gain those skills. I have been fortunate to do so through my experiences as ASLC's at-large representative and as promotion chairperson for the 5th Annual International Awareness Conference.

Ken Matsumiya '93

Japan

B.S., Finance, 1992

University of Arizona



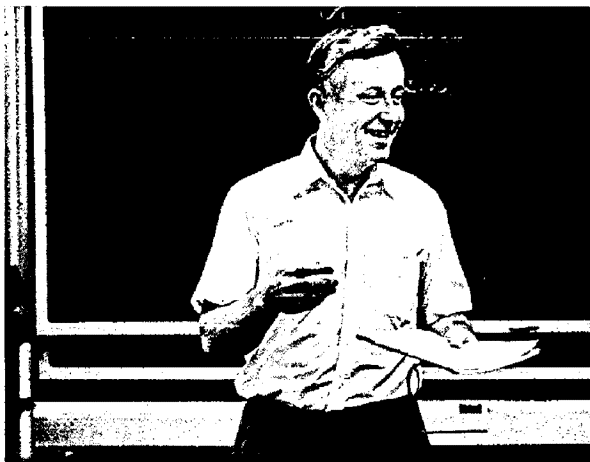
I have been tremendously impressed by the level of experience of the Thunderbird faculty. So many of them teach and consult with major corporations that their perspectives are "real world" and up to the minute. Students in the executive programs are particularly sensitive to this, because we work all over the world each week and come to school Fridays and Saturdays.

Steve Rizley '93

E.M.I.M. I

General Manager,
Greater Poenix
Interconnect

Times Mirror Cable
Television



A noted expert in his field, Dr. Robert Moran, professor of international studies, has authored eight books focusing mainly on the subject of cross-cultural communication and its effect on international business relations.

Robert T. Moran, Professor of International Studies

M.A. (1972), Ph.D. (1974), University of Minnesota. Assistant Professor, University of Minnesota (1969-1976); Exchange Professor, University of International Business and Economics, People's Republic of China (1982); Visiting Professor, Ecole Supérieure des Sciences Economiques et Commerciales, Paris, France (1987-88). Author, *Cultural Guide to Doing Business in Europe*, (1991); *So You're Going Abroad: Are You Prepared?*, (1982, 1990); *Venturing Abroad in Asia*, (1988); *Getting Your Yen's Worth: How to Negotiate with Japan, Inc.*, (1985); Coauthor: *Developing the Global Organization: Strategies for the Human Resource Professional*, (1993). *Dynamics of Successful International Business Negotiations*, (1991); *Managing Cultural Differences*, (1979, 1987, 1990); *Managing Cultural Synergy*, (1982). Senior Editor, *Global Business Management for the 1990s*, (1990).

John Passé-Smith, Visiting Assistant Professor of International Studies

B.A. (1982), Virginia Commonwealth University; M.A. (1985), Ph.D. (1991), University of Arizona. Coauthor, *The Unionization of the Maquiladora Industry: The Tamaulipan Case in National Context*, (1992); and *Turnover and Recruitment in the Maquiladora Industry: Causes and Solutions*, Borderlands Research Monograph Series No. 5, (1989); Coeditor, with Mitchell Seligson, *Development and Underdevelopment: The Political Economy of Inequality*, (1993); Author of Chapters, "The Persistence of the Gap: Taking Stock of Economic Growth in the Post-World War II Era," and "Could it be that the Whole World is Already Rich?" in *Development and Underdevelopment: The Political Economy of Inequality*, Mitchell A. Seligson and John T. Passé-Smith (eds.), (1993); "Sugar Dependency in Cuba: Capitalism vs. Socialism," in Mitchell A. Seligson (ed.), *The Gap Between Rich and Poor*, (1984). Articles in *Latin American Labor News*.

Martin H. Sours, Professor of International Studies

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

USAID Officer, Southeast Asia (1964-66); Exchange Professor, Graduate School of Foreign Trade, Sung Kyun Kwan University, Seoul, Korea (1973); Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center) Shizuoka-ken, Japan (1977); Visiting Scholar, Department of Business Administration, Tunghai University, Taiwan (1982); Sabbatical Visiting Professor, Graduate School of International Studies, Yonsei University, Seoul, Korea (1992); Acting Chair, Department of International Studies, (1990-1991); Interim Vice President for Academic Affairs, Thunderbird, (1991-1992). Editor of *The International Executive* (1988-1990). Coauthor of Chapters, "Post-Cold War Philippine and South Korean International Relations" in James C. Hsiung, (ed.) *Asia-Pacific in the New World Politics*, (1993); "Political Instability" and "Japanese Management by Consensus" in Robert T. Moran (ed.) *Global Business Management in the 1990s*, (1990); "Service-Led Growth in the Pacific Basin" in W. Chan Kim and Philip K.Y. Young (eds.), *The Pacific Challenge in International Business*, (1987); Chapters in M. Betz, P. McGowan, R. Wigand, *Appropriate Technology: Choice and Development*, (1984); Sang M. Lee, Gary Schwendiman, *Japanese Management: Cultural and Environmental Considerations*, (1982); Gavin Boyd, *Region Building in the Pacific*, (1982); James C. Hsiung, Winberg Chai, *Asia and U.S. Foreign Policy*, (1981). Articles in *Asian Affairs*, *Pacific Focus*, *Asia Pacific Journal of Management*, *Asian Economics*, *Journal of Comparative Administration*, *Western Political Quarterly*.

Beverly Tanner Springer, Professor of International Studies

B.A. (1960), M.A. (1962), The Ohio State University; Ph.D. (1971), University of Colorado. Editor, *The International Executive*.

Executive Board of the European Community Studies Association; Team 92 of the European Community. Editorial Board of *International Journal of Human Resource Management*; Author, *Social Dimension of 1992: Europe Faces a New EC*, (1992). Chapters in Chris Brewster, J. Shawn Tyson, *International Comparisons in Human Resource Management*, (1991); Rudiger Pieper, *Human Resource Management: An International Comparison*, (1990); J. Bayes, *Comparable Worth, Pay Equity and Public Policy*, (1987); Beecham Publishing reference series, *Global Business Management in the 1990s*, (1990); Iglitzin & Ross, *Women in the World*, (1986); Slaughter & Kern, *European Women on the Left*, (1981). Articles in *European Studies Journal*, *Compensation Digest*.

Robert S. Tancer, Associate Professor of International Studies

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

Member, American, Arizona and District of Columbia Bar Associations; Private law practice, Arizona; Board of Trustees, Flagstaff Institute; Director, Thunderbird/University of Arizona International Health Management Program; Advisory Board, Goldwater Institute. Articles, "Patent and Know-how Licensing: The U.S. and the European Community in 1992," in *The International Executive*, (1991); "Civil Aviation: The International Dimension," in *The Journal of Language for International Business*, (1991).

Shoshana Baron Tancer, Professor of International Studies

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

Member, Arizona Bar Association; "Of Counsel" to O'Connor, Cavanagh, an Arizona law firm, in the areas of immigration and international law (1992—); Chief of Translation Department, Allende and Brea law firm, Buenos Aires; Professor Comparative Constitutional Law, Universidad Nacional Pedro Henriquez Urena, Santo Domingo (1968-69); National Board of Advisors, University of Arizona, College of Business and Public Administration; Articles: "The Canada-U.S. Free Trade Agreement," in *The International Executive*, (1990); "Immigration Law and Practice" in *Arizona Bar Journal*, (1978); Chapter "La Quisequeyana: The Dominican Woman, 1940-1970," in Ann Pescatello (ed.), *Female and Male in Latin America*, (1973); Author, *Economic Nationalism in Latin America*, (1976).

Andris Trapans, Professor of International Studies

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

Research economist and military logistics consultant, RAND Corporation (1963-1972). Foreign Area Fellow, Ford Foundation; Visiting Scholar, Faculty of Foreign Trade, Warsaw School of Economics, Poland. Author, *Maintenance in the Soviet Air Force*, (1965), *Soviet Military Power in the Baltic Area*, (1986).

Karen S. Walch, Visiting Assistant Professor of International Studies

B.S. (1981), University of Wisconsin—Green Bay; M.A. (1984), Ph.D. (1991), University of Wisconsin—Madison.

Author, *Self-interest and Collaboration: The CBI Experience*, Ph.D. Dissertation, December 1991, University of Wisconsin; Editor, UW-Madison International Studies Conflict Resolution Series, "Central America: Continuity and Change" (1987-89); coeditor for "Perspectives on War and Peace," published by the Center for International Cooperation and Security Studies (1989-91); Coordinator for Corliss Lamont seminar series: "The U.N. and the role of diplomacy in regional conflicts;" Lecturer in Foreign and Defense Policy, International Politics, and Public Administration at University of Wisconsin—Green Bay (1991-92).

DEPARTMENT OF MODERN LANGUAGES

Suguru Akutsu, Associate Professor of Japanese

B.A. (1962), Keio University, Tokyo, Japan; M.A. (1971), Washington University, St. Louis.

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

Jutta M. Bailey, Associate Professor of German

M.A. (1978), Mannheim University; Ph.D. (1985), University of Arkansas.

Assistant Professor of German, Cottey College.

Christa W. Britt, Professor of German

B.A. (1973), M.A. (1974), Arizona State University; Ph.D. (1985), Texas Tech University.

Translation and critical edition of *The History of Lady Sophia Sternheim* (1991).

Clifford B. Call, Associate Professor of Spanish and Director of Executive Language Programs

B.A. (1961), Arizona State University; M.A. (1969), Brigham Young University.

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

Andrew C. Chang, Professor of Chinese and Japanese

B.A. (1956), National Taiwan University; M.A. (1964), Seton Hall University.

Master translator, Taiwan Telecommunications Administration; Specialist, Tourism Council, Republic of China; Instructor of Chinese and Japanese, N.D.E.A. Institute, University of Colorado, University of Kansas, University of Texas and Washington University, St. Louis; Instructor of Chinese and Japanese, Washington University; Author: *A Handbook of Business Writings in Japanese*, (1974); *A Thesaurus of Japanese Mimesis and Onomatopoeia*, (1990).

Yumiko Chen, Instructor of Japanese

B.A. (1980), Tsuda College, Tokyo, Japan; M.A. (1982), Arizona State University.

Ruth Y. C. Cline, Instructor of Chinese

B.E. (1974), University of Miami; M.E. (1976), Miami University.

Dennis M. Corrigan, Associate Professor of Portuguese and Spanish

B.A. (1961), University of Idaho; M.A. (1966), Wichita State University; B.F.T. (1967), American Graduate School of International Management.

Director, Thunderbird Summer Program, Universidad Autónoma de Guadalajara.



Mary Anne Critz, Professor of Portuguese; Chair, Department of Modern Languages

B.A. (1966), Mundelein College; M.A. (1969), Ph.D. (1979), University of Iowa. Instructor, OLM, Rio de Janeiro, Brazil; Instructor, Mundelein College; Instructor, University of Iowa,

Iowa City; Assistant Professor, University of Pittsburgh.

Salvatore Federico, Assistant Professor of French and Italian

B.S. (1984), M.B.A. (1985), Université de Paris; M.A. (1989), Ph.D. (1990), University of Utah.

Instructor, Brigham Young University; Instructor, University of Utah; Visiting Assistant Professor, Central Missouri State University.

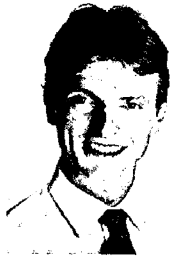


In Japanese class, Professor Chang's awe-inspiring fluency in Chinese, Japanese and English made learning Japanese easier for us. His experiences living in Japan truly added to the language through his teachings of mannerisms and verbal/non-verbal cues.

Terry Wagemann '93

B.A., International Studies, 1988

University of Oregon



The Worldwide Scholarship entails a work assignment of a few hours per week. Far from taking away from my studies, however, my assignment in the Office of Communication has been an added component of my education here. The projects I've worked on and the people I've met—professors, professionals and students—have helped me define and clarify my goals as much as any course work here has.

Tom Lyons '94

B.A., English and Asian Studies, 1992

University of Vermont

Matilde R. Franciulli, Assistant Professor of Spanish

B.A. (1966), Instituto Nacional Superior del Profesorado de Buenos Aires; M.A. (1979), Ph.D. (1985) The Ohio State University.

Assistant Professor, Wheaton College.

Alice P. Johnson, Associate Professor of English as a Second Language

B.A. (1968), M.A. (1970), University of California—Los Angeles.

Chief of Party for UCLA, Beijing English Language Center, People's Republic of China.

Leon F. Kenman, Associate Professor of English as a Second Language

A.B. (1961), University of Cincinnati; M.A. (1967), Cornell University; Ph.D. (1975), University of Texas—Austin.

Acting Head of Department of Slavonic and Oriental Studies, University of Victoria, Canada; Author, *Oral English Lessons for Lao Speakers: Dialogs and Drills*, (1965); Coauthor, *English for Lao Speakers: Vocabulary, Conversational and Written English*, (1966).

William King, Associate Professor of English as a Second Language

B.A. (1969), California State University, Long Beach; M.A. (1971), University of Southern California.

Andre Klein, Associate Professor of French

B.S. (1964), Long Island University; M.A. (1971), New York University.

Beverly W. Knystautas, Associate Professor of French, Multimedia Specialist

B.A. (1965), University of Kansas; Ph.D. (1973), University of Connecticut.

Academic specialist for languages, multimedia and learning technologies with IBM; applications architect/programmer, IBM Linguistics Lab, IBM Artificial Intelligence Lab. ESL Instructor, Université Laval, Quebec; French Instructor, University of Connecticut.

Akihisa Kumayama, Associate Professor of Japanese

B.A. (1965), Kansai University, Osaka, Japan; M.A. (1973), Oriental Studies; M.A. (1973), English as a Second Language, University of Arizona; M.I.M. (1988), American Graduate School of International Management.

Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan. Author, *Usage of the English Articles*, (1985); *Water Culture and Oil Culture: Fundamental Comparison Between Japanese and American Cultures*, (1991).

Jane Chu-mei Kuo, Associate Professor of Chinese

B.A. (1969), National Taiwan University; M.A. (1974), California State University, Fresno; Ph.D. (1992), Arizona State University.

Lecturer, Mandarin Training Center, National Taiwan Normal University, Taipei, Taiwan; Visiting Professor, Chinese Language Center, Tunghai University, Taichung, Taiwan.

Zeddic D. Lanham, Instructor in English as a Second Language

B.A. (1962), Arizona State University.

Robert Laugier, Associate Professor of French

B.A. (1971), Arizona State University; B.I.M. (1972), American Graduate School of International Management; M.A. (1973), Arizona State University; Maîtrise (1977), Université de Paris (Sorbonne).

Wanda Lauterborn, Assistant Professor of Spanish

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

Lecturer, University of Hamburg, Germany; Assistant Professor of Spanish, University of Southern Colorado.

Antoinette Lerond, Associate Professor of French

C.A.P.E. (1952), Université de Nancy, France; M.A. (1979), Tulane University.

Assistant Professor of French, University of Hawaii.

Ruben L. Meneses, Assistant Professor of Spanish

B.A. (1974), M.A. (1977), Arizona State University.

Kay Lewis Mittnik, Assistant Professor of German

German and Russian Studies, University of Vienna; B.A. (1980), Furman University; M.A. (1982), Texas Tech University; Ph.D. (1990), Rice University.

Assistant Professor and Director of Study Abroad, Texas Tech University. Conference translations for Austrian Ministries of Finance and Education, IAEA, UNIDO and other U.N. organizations; Austrian government grantee.

J. Donovan Penrose, Associate Professor of German

B.A., M.A. (1977), Ph.D. (1987), Stanford University; M.B.A. (1993), University of Washington.

Assistant Professor of German, Gustavus Adolphus College; Training Instructor of German, Defense Language Institute; Instructor of German, Menlo College; Instructor, Universität Tübingen, Federal Republic of Germany; Instructor of International Management Fellows Program, University of Washington.

Issa Peters, Professor of Arabic and Middle East Studies

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

Instructor, Midway College and Northern Illinois University; Associate Professor, Defense Language Institute; Lecturer, Georgetown University.

Maria Carlota Figueiredo Pinheiro, Associate Professor of Portuguese

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



Marina Sletten, instructor of Russian, teaches Thunderbird students her native language.

Assistant Professor of Romance Languages, Memorial University of Newfoundland, Canada; Instructor, University of Iowa; Director, Thunderbird Winterim Program in Brazil; Head of Division of Test and Measurements, City of Rio de Janeiro; Coauthor, *Elementary Portuguese Workbook*, (1972).

Robert M. Ramsey, Professor of English as a Second Language

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

Editor, *The Journal of Language for International Business*.

Director of Courses, Institute of North American Studies, Barcelona, Spain; Professor Adjunto, Universidad Autónoma de Barcelona; Headmaster, American School of Barcelona; Adjunct Professor, Continuing Education, Northern Arizona University; Author, *English Through Patterns* (1970); *English for Communication* (1980); *English for International Business* (1989); Exchange Professor, University of International Business and Economics, Beijing.

Helmut Robert Roessler, Associate Professor of German

B.A. (1966), New Mexico State University; M.A. (1968), University of California-Irvine.

Author: *Deutsche Geschaeftskorrespondenz* (1987).

Lilith E. Schutte, Professor of German

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

Marina Sletten, Instructor of Russian

M.A. (1986), Moscow Pedagogical Institute, Maurice Thorez (Linguistics), Russia.

Walter Vladimir Tuman, Associate Professor of Russian

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

Director Foreign Language Laboratory, Louisiana State University; Assistant Professor of Russian, Hollins College, Virginia; Associate Professor, Education Specialist/Teacher Training, Defense Language Institute; Coeditor, *Computer-Aided Language Learning Bibliography*, (1986).

Jorge Valdivieso, Professor of Spanish

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

Supervisor, N.D.E.A. Institute in Spanish, Fairfield University; Legal Advisor, Government of Ecuador; Consul (A.H.) of Ecuador for Arizona; Director, Thunderbird Summer Program, Universidad de Guadalajara; Coauthor, *Negocios y Comunicaciones*, (1988); *Studia Hispanica Medievalia*, (1990).

Carmen Vega-Carney, Associate Professor of Spanish

B.S. (1967), Catholic University of Puerto Rico; M.A. (1970), University of Iowa; Ph.D. (1974), University of Iowa.

Associate Professor, University of South Alabama; Professor, Missouri Southern State College; Post Doctoral Fellow, Harvard University; Oxford University, England; NEH Post Doctoral Fellowships: Yale University, University of Texas-Austin; Arizona State University.

Elza E. White, Associate Professor of French

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

DEPARTMENT OF WORLD BUSINESS

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

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

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

Peter M. Bergevin, Associate Professor of Accounting

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

Assistant Professor of Accounting, University of Nevada-Las Vegas; Assistant Professor of Accounting, Trinity University. Founder of Occupational Testing Systems and Air Traffic Testing Systems.



Thunderbird is a melange of true adventure seekers in the expanding global environment. It is this heterogeneity that strengthens each working group and social gathering—essentially every aspect of Thunderbird life! It is a truly wondrous concoction.

Gretchen Wells '94

B.A., Architecture, 1992

University of Virginia

J. Stewart Black, Associate Professor of World Business

B.S. (1983), M.S. (1984), Brigham Young University; Ph.D. (1988), University of California-Irvine.

Assistant Professor, Dartmouth; Visiting Professor, International University of Japan (1989, 1990, 1991); Instructor, Chapman College; Instructor U.C.I. Author, *International Assignments: Successful Expatriation and Repatriation of Global Employees*, with H. Gregerson and M. Mendenhall (1992).

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

B.A. (1950), Indiana University.

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

Francisco Carrada-Bravo, Professor of World Business

Licenciado (B.A., Cum Laude and Honoric Mention), Universidad Nacional Autónoma de México; M.A., Ph.D. (1980), University of Colorado.

General Manager, Refrescos Pascual, Mexico City; Director, Economic Analysis, Ministry of Communications and Transportation, Mexico City; Business Consultant for Celulosa y Derivados, S.A. (CYDSA), Monterrey, Mexico; The Texas Mexican Railways, Laredo, Texas; Banco Nacional de Comercio Exterior (BANCOMEXT), Mexico City; LM Ericsson, Mexico City; and VITRO, ALFA, and VISA, Monterrey, Mexico; Assistant Professor, Universidad Nacional Autónoma de México; Associate Researcher, Carl McGuire International Research Center, University of Colorado-Boulder; Dean of Economic Studies and Professor of Economics, Division of Business Administration and Social Sciences, Instituto Tecnológico de Estudios Superiores de Monterrey; Visiting Associate Professor, Center for International Affairs, Harvard University; Visiting Associate Professor, Dept. of Economics, University of California-Los Angeles (UCLA); Associate Professor of Business, Laredo State University, Visiting Professor, Madrid Business School, University of Houston, Madrid, Spain. Author, *Los Problemas Económico de México* (2nd Ed., 1991).

Dale L. Davison, Professor of Accounting

B.S. (1969), Northeast Louisiana University; M.B.A. (1971), Ph.D. (1973), University of Georgia.

Assistant Professor, University of South Carolina; Associate Professor, Arizona State University; Partner and Partner-in-Charge, East Valley Phoenix Office, Deloitte Haskins & Sells; Certified Public Accountant (Arizona, 1980).

P. Candace Deans, Associate Professor of World Business

B.S. (1975), University of North Carolina, Chapel Hill; M.Ed., (1979), North Carolina State University; M.B.A. (1984), East Carolina University; Ph.D. (1989), University of South Carolina.

Assistant Professor, Wake Forest University; Visiting Assistant Professor, University of South Carolina; Lecturer, East Carolina University; Chemistry Instructor, North Carolina Public School System; Coauthor, *Global Information Systems and Technology: Focus on the Organization and Its Functional Areas*, with K.R. Korwan; *International Dimensions of Information Systems and Technology*, with M.J. Kane; *Faculty Resource Manual for Internationalizing the Information Systems Curriculum*.

Kenneth R. Ferris, Distinguished Professor of World Business

B.B.A. (1969), George Washington University; M.B.A. (1970), George Washington University; M.A. (1973), The Ohio State University; Ph.D. (1974), The Ohio State University.

Instructor, The Ohio State University; Assistant Professor, Northwestern University; Professor and Chaired Professor, Southern Methodist University; Visiting Professor at the following: Chisholm Institute of Technology, Australia; Griffith University, Australia; Kwansai Gakuin University, Japan; Monash University, Australia; The University of Otago, New Zealand; Swinburne Institute of Technology, Australia. Editor, *Behavioral Research in Accounting Journal*; author of numerous additional works.

Tahirih Khodadoust Foroughi, Professor of Accounting

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

Expert Accountant (1977), Iran; Project and Financial Analyst, Industrial and Mining Development Bank of Iran; Manager and Professor, Iran Advanced Management Program, University of Tehran; Senior Research Analyst, Iran Center for Management Studies; Assistant Professor and Chairman, Accounting Department, University of Tehran; Associate Professor, University of Nevada-Reno. Author of eight books and numerous papers and articles.

Robert D. Foster, Professor of World Business

B.A. (1955), University of Wichita; M.A. (1967), Ph.D. (1968), University of Oregon.

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

Marshall Geer, Professor of Economics

B.S. (1961), M.B.A. (1962), University of Denver; M.A. (1967), Ph.D. (1968), University of Oregon.

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

**Alumnus Profile**

Ralph Callahan joined Henderson in 1978 as vice president and management supervisor on the Texize account. Two years later, he was promoted to senior vice president and director of account service, and shortly thereafter, named executive vice president. In 1982, he was elected president of the agency and in 1986, chairman and CEO. Today, Henderson is an \$80 million, full-service creative advertising agency serving national and regional clients. Prior to Henderson, Callahan worked for Young & Rubicam.

Ralph W. Callahan, Jr. '66
Chairman, CEO

Henderson Advertising, Inc.

Robert Gottlieb, Distinguished Corporate Lecturer

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

Dennis A. Guthery, Goodyear Chair of Industrial Marketing

B.S. (1970), M.S. (1975), Auburn University; Ph.D. (1979), Michigan State University.
 Director, Master of International Management of Technology Degree Program. Editorial Board *Journal of Business and Industrial Marketing* and *Journal of Economic Perspectives*; Former Editor of *The International Executive*; Past President, Business Association of Latin American Studies; Assistant Professor of Marketing, Auburn University at Montgomery; Visiting Professor, Graduate School of Administration, Universidade Federal do Rio Grande do Sul, Brazil. Consulting includes 3M, ITA/UNCTAD/GATT/UN, and the Peninsula Group.

E. Esther Guthery, Assistant Professor of Management Information Systems

B.S. (1974), Auburn University; M.B.A./I.S. (1983), Auburn University at Montgomery; Ph.D. (1989), Arizona State University. Editorial Review Board of *Journal of Global Information Management*.

Curtis E. Harvey, Professor of Economics, Director of Foreign Programs and Associate Vice President for Academic Affairs

B.A. (1953), University of California—Los Angeles; M.A. (1961), University of Southern California; Ph.D. (1963), University of Southern California.
 Professor, Department of Economics, University of Kentucky; Acting Associate Dean, University of Kentucky; Faculty Associate, University of Kentucky; Senior Staff Economics, Institute for Defense Analysis; Senior Economist Planning Research Corporation; Lecturer and Teaching Assistant, University of Southern California; Author, *Coal in Appalachia - An Economic Analysis*; *The Economics of Kentucky Coal*; *The Economics of the U.S. Shipbuilding Industry in the 1970's*.

Bryan Heathcotte, Professor of Finance

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

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

B.A. (1966), M.A. (1968), University of Texas; D.B.A. (1971), University of Colorado.
 Dean, Cox School of Business, Southern Methodist University; Associate Dean for Academic Affairs and Director of International Business Education and Research Program, Graduate School of Business, University of Southern California; Board of Directors: Pinnacle West Capital Corp., WeSave Mortgage, Bank of America-Arizona, COMPAS, Arizona Chamber of Commerce, Samaritan Health System, and Inroads; Editorial Board, *European Business Journal*; Member, Council of Foreign Relations (NY), International Council—American Management Association, Greater Phoenix Leadership, Dimension Cable Community Advisory Board, and International Trade and Tourism Advisory Board; Chairman, Arizona Joint Legislative Study Committee on International Trade; International Committee, Greater Phoenix Economic Council; Chairman, International Committee, and Member, Accreditation and Implementation Committee, International Education Trust Fund Task Force, and Board Member, the American Assembly of Collegiate Schools of Business.

Hassan K. Hosseini, Associate Professor of World Business

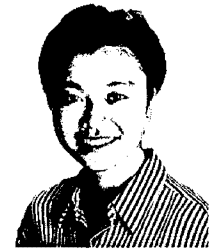
B.S. (1973), University of Tehran; M.S. (1978), Iowa State University; M.S. (1980), University of Florida; Ph.D. (1983), University of Arkansas.
 Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

Paul R. Johnson, Associate Professor of World Business

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; Maricopa County International Business Advisory Committee; 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).



Before I came to the U.S. last May, I studied and worked in Hong Kong. Through summer jobs and part-time work since high school and full-time work for two years after I graduated from college, I have been exposed to finance, marketing, trading and voluntary service fields. What I have learned most from being at Thunderbird is how to live. Its internationally oriented curriculum and diversity of its student body make me realize that there are far more people and things that deserve my attention than I had ever realized before.

Wing Yi Denise Mak '93
 Hong Kong
 Diploma, Sociology, 1990
 Shue Yan College,
 Hong Kong



Alumnus Profile

James R. Houghton '64
 Chairman and Chief Executive Officer
 Corning Inc.

James Houghton joined Corning in 1962. In 1965, he was named vice president and European area manager of Corning Glass International, with posts in Switzerland and Belgium. In 1968, he returned to the U.S. as general manager of the consumer products division. He was elected a director of the company in 1969 and was vice chairman with responsibilities for the company's international operations in 1971 and chairman in 1983. He is also a director of Dow Corning Corp., Metropolitan Life Insurance Co., CBS Inc., J.P. Morgan Company and Owens-Corning Fiberglas Corp.

Taeho Kim, Professor of Economics

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

Research Economist, Korea Development Bank; Fulbright Graduate Fellow, University of Colorado; Assistant Professor of Economics, Pennsylvania State University; Faculty Fellow, University of Virginia Center for International Banking Studies; Exchange Professor, University of International Business and Economics, Beijing, China. Author, *International Money and Banking* (1993).

Arkadi Kuhlmann, Distinguished Corporate Lecturer

Honors B.A. (1970), M.B.A. (1972), University of Western Ontario.

President, Triarc Capital Corp., New York; former President and CEO, Deak International, Inc., New York, London, Hong Kong, Melbourne and Toronto; Vice President, Royal Bank of Canada, Toronto; Assistant General Manager, Royal Bank of Canada, Montreal; Director, Institute of Canadian Bankers; Past President and Director, Cash and Treasury Management Association of Canada; Director: Eurochange PLC, London, England; Jarden Morgan Limited, Wellington, New Zealand; Hydra Exploration Limited, Toronto, Canada. Faculty Member: McGill University, Montreal; University of Western Ontario, London.



F. John Mathis, Chair, Department of World Business; Director, Thunderbird International Banking Institute; Professor of International Finance and Banking

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

President, Transnational Corporate Advisory Services, Inc.; 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). Author of numerous additional works.

James L. Mills, Director, Thunderbird International Banking Institute; and Professor of International Finance and Banking

A.B. (1968), San Diego State University; M.S. (1971), Ph.D. (1973), University of Oregon.

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).

Allen J. Morrison, Associate Professor of Management

B.A. (1983), Brigham Young University; M.B.A. (1985), University of Western Ontario; Ph.D. (1989), University of South Carolina.

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 Strategy* (1992).

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.

Charles C. Nielson, Assistant Professor of World Business

B.S. (1966), Kansas State University; M.B.A. (1970), University of Texas.

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

B.A. (1968), Western Washington State College; M.S. (1971), University of Oregon; M.B.A. (1975), Ph.D. (1975), The Ohio State University.

Associate Professor, Arizona State University; Commercial Multiline Underwriter, Unigard Insurance Group; Training Department, Unigard Insurance Group - CPCU - Charter Property and Casualty Underwriter, ARM - Associate in Risk Management; AAI - Accredited Advisor in Insurance.

Hugh Pring, Associate Professor of World Business

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

Research Scientist, EMI Electronics; Research Scientist, Vickers Research; A/FE Director of Business Plans; Director, Planning System, IBM; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

Barbara L. Reed, Associate Professor of Accounting

B.S. (1957), Wilmington College; M.S. (1975), Ph.D. (1982), Arizona State University.

Exchange Professor, University of International Business and Economics, People's Republic of China; Visiting Assistant Professor, Arizona State University; Visiting Professor, Helsinki School of Economics, Helsinki, Finland.

Wallace Reed, Associate Professor of Accounting

B.B.A. (1960), University of Cincinnati; M.S. (1974), Arizona State University; Certified Public Accountant (1962).

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

Gillian Rice, Associate Professor of Marketing

B.S. (1977), Ph.D. (1982), The University of Bradford. Lecturer, Preston Polytechnic (U.K.); Visiting Professor, State University of New York at Buffalo; Assistant Professor, Canisius College; Assistant Professor, Concordia University, Montreal; Assistant Professor, West Virginia University; Associate Professor, University of Michigan-Flint. Associate Editor, *The International Executive*; Book Review Editor, *Journal of Global Marketing*.

David A. Ricks, Vice President for Academic Affairs and Distinguished Professor of World Business

B.S. (1966), Brigham Young University; M.B.A. (1968), Indiana University; D.B.A. (1970), Indiana University. The Wilbur S. Smith Distinguished Faculty Fellow and Professor of International Business, University of South Carolina, Visiting Professor, Helsinki School of Economics; Visiting Professor, University of Hawaii; Associate Professor, The Ohio State University; Assistant Professor, The Ohio State University. Former Editor-in-Chief, *Journal of International Business Studies*; Fellow, Academy of International Business. Author, *Blunders in International Business*, (1992); Coauthor, *International Business: An Introduction*, (1992).

Bodo B. Schlegelmilch, Professor of World Business

B.Sc. Fachhochschule Köln (1979); M.Sc. (1981), Ph.D. (1983), University of Manchester Institute of Science and Technology. British Rail Chair of Marketing, University of Wales, Swansea; Visiting Professor, University of Miami Graduate School of Business; Visiting Marketing Scholar, Universität zu Köln; Visiting Assistant Professor of Marketing, University of California-Berkeley; Lecturer in Marketing and International Business, University of Edinburgh. Author, *Advances in Business Marketing* (1988); *Lecture Enrichment Series - Marketing: Concepts and Strategies* (1989); *Die besten Business Schools der USA: Der Weg zum Master of Business Administration (MBA)* (1989); *Export Development and Promotion: The Role of Public Organizations* (1991); *New Perspectives on International Marketing* (1991); *Internationale Management - Beratung* (1991).

Donald L. Schmidt, Associate Professor of World Business

B.S. (1959), Oklahoma State University; M.S. (1963), Rensselaer Polytechnic Institute; Ph.D. (1983), Arizona State University. Assistant Professor, University of Texas-El Paso; Colonel, U.S. Air Force (Ret.); Civil Engineering Commander; Director of Special Studies, Tactical Air Warfare Center; Branch

Chief, Systems Safety Engineering, Hq. USAF Inspection and Safety Center; Management of aircraft system development and procurement; Visiting Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

Jason S. Schweizer, Associate Professor of World Business

B.A. (1974), Northern Arizona University; M.A. (1975), Ph.D. (1979), University of Nebraska-Lincoln. Associate Professor of World Business, Thunderbird French Geneva Campus, Archamps, France; Visiting Professor of Management, Institute of Language and Business Communication, Tokyo, Japan; Helsinki School of Economics and Business, Helsinki, Finland; Universidad Autónoma de Guadalajara, Guadalajara, Mexico; Visiting Professor, Helsinki School of Economics, Helsinki, Finland; Supervisor Organizational Development, Arizona Public Service Company; Assistant Professor Management, Northern Arizona University, Colorado State University, University of Miami-Coral Gables.

Thomas I. Selling, Associate Professor of World Business

B.S. (1973), M.B.A. (1977), Cornell University; Ph.D. (1982), The Ohio State University. Associate Professor, Wake Forest University (1990-1993); Assistant and Associate Professor, Dartmouth College (1981-1990); Visiting Associate Professor, MIT (1986).

Robert G. Sherman, Assistant Professor of Finance

B.A. (1972), Cuttington College and Divinity School; M.I.M. (1975), American Graduate School of International Management; M.B.A. (1977), Ph.D. (1983), Arizona State University. Faculty Associate, College of Business, Arizona State University; Research Specialist, Ministry of Planning and Economic Affairs, Liberia; Assistant Minister of Finance for Banking, Liberia; Consultant, African Development Bank, Abidjan, Ivory Coast; President, African Finance and Economics Association of North America.

Caren Siehl, Associate Professor of Management

B.A. (1976), University of California-Los Angeles; 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.



The vaunted "Thunderbird Mystique" is subtle. It's not found in the buildings or the facilities. It's found in the relationships you build with fellow students, alumni, professors and staff, and it surpasses all geographic and national borders. The abiding interest each alumnus whom I have met has for current students is a rare quality found in few places in the world.

Steve Sanborn '93
B.A., Communication Arts, 1981
Loyola Marymount

Humberto Valencia, Associate Professor of Marketing

B.S. (1974), Carroll College; M.B.A. (1976), Louisiana State University; M.A. International Affairs (1976), Ohio University; Ph.D. (1982), Georgia State University.

Assistant Professor, Texas Tech University; Hispanic Research Consultant, Kenneth Hollander and Associates.

Dale Vor der Landwehr, Associate Professor of World Business

B.A. (1961), Michigan State University; M.S. (1969), 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.

IBM Director; IBM Corporate Staff Head, Export Regulations Office; IBM Europe, Middle East and Africa Director, in areas of General Management, Marketing, Business Development, Product Development, International Assignments, Data Centre Services Customer Education and Systems Engineering; IBM/US in various fields of Marketing Management positions. Past member of U.S. Government President's Council of Exports; Current member of University of Utah National Advisory Council.

Nittaya Wongtada, Assistant Professor of International Marketing

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

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

Michael W. Woolverton, Continental Grain Professor of Agribusiness

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

Managing Editor, *Agribusiness: An International Journal*.

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

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.

PRESIDENT EMERITUS

William Voris, President Emeritus and Trustee Professor of International Studies

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

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

FACULTY EMERITI

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

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

LIBRARY

Susan Bledsoe, Chief Librarian

B.A. (1971), University of Cincinnati; M.A. (1978), Spalding University.

Law Librarian, 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; 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.



Alumnus Profile

Roberto Orci is the senior vice president, director of client services of La Agencia de Orci & Asociados, one of the country's leading Hispanic advertising agencies. The agency's client list includes Honda, Nestlé, Wells Fargo Bank and Mattel. Orci began his advertising career in 1973 at Procter & Gamble in Mexico City where he was the brand manager of Mexico's leading laundry detergent. In 1976 he joined Ogilvy & Mather Advertising and for 10 years worked on a broad range of product categories in Mexico, Canada and the United States. He joined La Agencia in 1986.

Roberto Orci '72

Senior Vice President

La Agencia de Orci & Asociados, Los Angeles



Student Profile

Stephanie Thomas came to Thunderbird with a desire to learn the skills necessary to fulfill her long-term goal of being self-employed. During her participation in the Winterim advanced business language abroad program in Paris, she began to develop the entrepreneurial idea of marketing hair care products for black women in Europe and, eventually, Africa. After graduating, she wants to work for a non-profit agency that promotes trade between the U.S. and Africa. Stephanie speaks English, Spanish, French and Portuguese. The dress she is wearing, a boubou, is from West Africa.

"The most interesting and 'meaty' courses at Thunderbird are the 5000-level courses. I would recommend that prospective students take as many foundation courses as they can prior to enrolling here so that they may gain the maximum hands-on experience in the dynamics of international management."

**Stephanie G.
Thomas '93**

United States

B.A., Spanish Language
and Literature, 1986

University of California—
Los Angeles (UCLA)

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.



Alumnus Profile

Maribeth Rahe has worked in the banking and investment world since 1974 and has held posts in domestic and international banking, securities, investments and institutional trust with the Harris Trust and Savings Bank, the Morgan Guaranty Trust Company of New York, J.P. Morgan Investment Management and Union Bank of Norway in Chicago, New York and London. Rahe is currently department executive of the personal financial services department of the Harris Bank and is one of the highest ranking women bankers in Chicago.

Maribeth S. Rahe '74
Department Executive
Personal Financial
Services Department
Harris Trust and Savings
Bank

President
Roy A. Herberger, Jr.

Special Assistant to the President
Mischa Semanitzky

Vice President for Executive Education
M. Edgar Barrett

Vice President for Student Affairs
and Dean of Admissions
Brian Bates

Vice President for Academic Affairs
David A. Ricks

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

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

Chair, Department of
Modern Languages
Mary Anne Critz

Chair, Department of
International Studies
Llewellyn Howell

Chair, Department of
World Business
F. John Mathis

Associate Vice President for
Academic Affairs
W. Richard Bossert

Associate Vice President for
Academic Affairs
Curtis E. Harvey

Associate Dean of Admissions
Judy Johnson

Associate Vice President for
Development
F. Randolph Schilling

Assistant Vice President and
Dean of Students
Stephen R. Beaver

Assistant Vice President for
Employer Relations and Career Services
James G. Case

Assistant Vice President for
Public Affairs
Carol Crockett

Assistant Vice President for
Communication
Nelda S. Crowell

Assistant Vice President for Personnel
Evelyn L. Theobald

Chief Librarian
Susan Bledsoe

Chief Information Officer
William Fidler

Director of Alumni Relations
Bobbie M. Boyd

Foreign Student Adviser
MaryLee Carter

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

Director of Internship Education
Barbara J. Johnson

Director of Thunderbird
Management Center
William Kane

Financial Aid Officer
Catherine King-Todd

Director of Marketing, Career Services
Gina Enders-Stenner

Director of Facilities Services
James Smolesky

Director of Student and
Alumni Career Services
Pamela Unternaehrer

President Emeritus
William Voris

BOARD OF DIRECTORS, FRENCH GENEVA CAMPUS

Founding Members

Roy A. Herberger, Jr.
President
Thunderbird

James Mills
Director of Foreign Programs
Thunderbird

Chairman of the Board

Richard Snell
Chairman, President and CEO
Pinnacle West Capital Corporation

Vice Chairman of the Board

John Kenneth Seward
Senior Vice President
Johnson & Higgins

Treasurer/Secretary

Roy A. Herberger, Jr.

Members

Klaus Agthe
North American Liaison
VIAG

John Cullen
Senior Vice President
NCH Corporation
Spain

Thomas D. Hobson, III
Vice President, Global Debt Markets
Merrill Lynch Europe
England

M. Roland Pascal
Vice Minister
Tourism, Transport and Equipment
S.E.M.A.I.B.P.

Robert G. Tancredi
Chairman
Board of Governors
Mayo Clinic of Scottsdale

Chairman of the Board
Richard Snell

Vice Chairmen of the Board
John E. Berndt
David C. Lincoln

Barbara McConnell Barrett
Attorney
Paradise Valley, Arizona

John E. Berndt
President
Business Services, AT&T
Basking Ridge, New Jersey

Geoffrey C. Bible
Executive Vice President,
Worldwide Tobacco
Philip Morris Companies, Inc.
New York, New York

David A. Brooks
Manager, Corp. Policy Control Unit
Citicorp
New York, New York

Richard J. Callahan
Executive Vice President
U S WEST, Inc.
Englewood, Colorado

Robert H. Duckworth
Retired
First Interstate Bank of Arizona, N.A.
Paradise Valley, Arizona

Cyrus F. Freidheim, Jr.
Vice Chairman
Booz-Allen & Hamilton Inc.
Chicago, Illinois

Ronald L. Goode
President
G. D. Searle International
Chicago, Illinois

William H. Grumbles, Jr.
Vice President International Sales
Turner Broadcasting, Inc.
Atlanta, Georgia

Gary K. Herberger
President
Herberger Enterprises, Inc.
Scottsdale, Arizona

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

Merle A. Hinrichs*
Chairman
The Asian Sources Media Group
Hong Kong

Kenneth A. Jacuzzi*
Associate
Peterson, Jacuzzi and Green
Paradise Valley, Arizona

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

Richard J. Lehmann
Chairman of the Board and Chief
Executive Officer
Bank One Arizona
Phoenix, Arizona

David K.P. Li, O.B.E., J.P.
Director and Chief Executive
The Bank of East Asia, Limited
Hong Kong

David C. Lincoln
Chairman
Lincoln Laser Company
Phoenix, Arizona

Ernesto Martens
President and Chief Executive Officer
VITRO Sociedad Anónima
Mexico

James A. McClung
Vice President, International
FMC Corporation
Chicago, Illinois

Allen T. McInnes
Former Executive Vice President
Tenneco Inc.
Houston, Texas

Clarke A. Nelson
Chairman
Landmark Genetics, Inc.
Jackson, Wyoming

E. V. O'Malley, Jr.
Chairman of the Board, Retired
The O'Malley Companies
Phoenix, Arizona

Stephen Orr* (Ex Officio,
Thunderbird Alumni Association)
Managing Partner, Orr Associates
Washington, D.C.

L. Roy Papp
L. Roy Papp and Associates
Phoenix, Arizona

James G. Parkel
IBM Director, Corporate Support Programs
International Business Machines Corp.
Armonk, New York

Bernard G. Rethore (Ex Officio, WBAC)
President
Phelps Dodge Industries
Phoenix, Arizona

Michael E. Rossi
Vice Chairman
Bank of America
San Francisco, California

J. Kenneth Seward*
Senior Vice President
Johnson & Higgins
New York, New York

James P. Simmons
James P. Simmons & Associates, Inc.
Phoenix, Arizona

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

Donald Staheli
President and Chief Executive Officer
Continental Grain
New York, New York

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

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

William C. Turner
Chairman
Argyle Atlantic Corporation
Phoenix, Arizona

Paulo D. Villares
Chairman of the Board
Industrias Villares S.A.
Sao Paulo, Brazil

Daniel D. Witcher*
Retired Corp. Senior Vice Pres.
The Upjohn Company
Kalamazoo, Michigan

C. H. Yahn, Jr.*
President and CEO
Melnor Industries, Inc.
Moonachie, New Jersey

Founding Trustee

Frank L. Snell
Snell & Wilmer
Scottsdale, Arizona

Trustees Emeriti

John F. Burlingame
Stamford, Connecticut

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

Mrs. John W. Kieckhefer
Chairman, Board of Trustees
Arizona Heart Institute
Phoenix, Arizona

John C. Pritzlaff, Jr.
Former Ambassador to Malta
Scottsdale, Arizona

Guy Stillman*
Paradise Valley, Arizona
**Thunderbird Alumnus*



Trustee Profile

Richard Snell is chairman of the Thunderbird Board of Trustees. He is also the chairman of the board, president and chief executive officer of Pinnacle West Capital Corporation, the parent company of Arizona Public Service, the state's largest utility company. Snell joined Pinnacle West in 1990 after serving as chairman, president and CEO of Ramada, Inc. Before joining Ramada in 1981, Snell was a partner in the Phoenix law firm of Snell & Wilmer. Snell earned a B.A. from Stanford University and a J.D. from Stanford Law School.

Richard Snell
Chairman, President, CEO
Pinnacle West Capital Corporation

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



Alumnus Profile

Walter Atkinson began as a pilot and was a captain for 10 years for Universal Airlines before earning his B.S. in accounting from Arizona State and M.I.M. from Thunderbird. His career path in the airline industry includes management and executive-level positions in Cessna Aircraft Company, Cooper Industries, Evergreen International Airlines, Bedford Acquisition Corporation, and Continental Airlines. Since 1991, he has been executive vice president and CEO of Florida's largest scheduled all-cargo airline and a leader in the U.S./Latin America air cargo market.

Walter T. Atkinson, Jr. '76
Executive Vice President and Chief Operating Officer
Challenge Air Cargo Inc.

Klaus E. Agthe
North American Liaison
VIAG

Gabe E. Aguirre
Chairman of the Board and President
SaniServ

James Albo
President
Bank of America Arizona

Wayne Anderson
President/CEO
Arizona Chamber of Commerce

Walter Atkinson '76
Chief Operating Officer
Challenge Air Cargo

Frederick F. Avery
President
Kraft Food Ingredients Corporation

Grant L. Bailey
Director, Employee Relations
Latin America
The Goodyear Tire & Rubber Company

S. D. N. Belcher
Executive Vice President
The Bank of Nova Scotia

Marvin B. Berenblum
Partner/Director
Heidrick & Struggles

Wahib Said Binzagr
Chairman
Binzagr Enterprises

Seth D. Blumenfeld
President and Chief Operating Officer
MCI International, Inc.

Stephen R. Bova
Senior Vice President, Int'l Division
Systematics, Inc.

Michael Boyatt '60
Vice President and Director
Esso Inter-America, Inc.

Carol Brookins
President
World Perspectives, Inc.

William R. Brown '67
President, Latin American Operations
Carrier Corporation

Robert Campbell
Executive Director/International
Deloitte & Touche

Hugh K. Coble
Group President
Fluor Daniel, Inc.

Dwight Coffin
Vice President, Human Resources
Continental Grain Company

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

John C. Cooper '61
Managing Director
Merrill Lynch Bank and Trust

Michael J. Cosgrove
Executive Vice President
Finance & Administration
General Electric Investment Corp.

Ross F. Crawford
President
Dominion Financial Group

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

Betty Darrell
Director, Supplier Development
Pepsi Cola Company

Dieter Diehn
Senior Vice President
Business Administration
Rolm

Robert A. Dilworth '60
Vice President and Managing Director
USG Interiors International, Inc.

Jeffrey Duxbury
Controller, Pacific Group
NCR Corporation

Dene Ekholm
Vice President, Human Resources
Latin America/Asia/Australia
Middle East/Africa
Warner-Lambert Company

Mel Engle
Senior Vice President
Latin America/Canada
Allergan, Inc.

R. Timothy Epps
Vice President, Human Resources
Saturn Corporation

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

Diana B. Fahey
Vice President and Director
International Human Resources
Arthur D. Little International, Inc.

Theodore J. Fuller '72
Executive Vice President
Johnson & Higgins

Donald Gee '77
Vice President, International
First Interstate Bank of Arizona

Jesse J. Greene, Jr.
Assistant Treasurer
IBM Corporation

Miles R. Greer '75
Executive Director
Corporate Development
Sara Lee Corporation

Thomas O. Harbison
Chairman and Chief Executive Officer
Neodata Services, Inc.

Peter A. Henggeler
Senior Manager
Estate and Tax Planning
Bank Leu

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

Aleana Hiles '78
Vice President
Continental Bank N.A.

Carolyn C. Huey '82
Principal
Korn/Ferry International

O. Tom Jeffries
Vice President, International
Honeywell, Inc.

Gilbert Jimenez
Senior Vice President and Manager
International Banking, S.W. Region
First Interstate Bank of Arizona, N.A.

Henry Kay
Senior Vice President, Marketing
Allergan Limited

Allyn W. Keiser '73
Executive Vice President
Canadian Imperial Bank of Commerce

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

Fuad E. Khadder
Executive Director
American Express Bank, Ltd.

William Kimmins
Assistant Treasurer
Anheuser-Busch Companies, Inc.

George M. King, Jr. '62
Corporate Vice President/
General Manager
Latin American Region
Eastman Kodak Company

Curtiss Klus '61
General Manager
Whirlpool Overseas Corporation

Monika H. Kroener
Managing Partner
Crown Management

D. Larry Kroh '69

Fernando Leal
Senior Vice President
The Upjohn Company

Tony LeDinh
Vice President, International
Landis & Gyr Powers, Inc.

Robert Londoño '69
Executive Vice President
International Finance Bank

J. R. Michael Longua
Director, International Recruiting
and Personnel Development
Johnson & Johnson

Juan Martinez
Director, Latin American Marketing
McDonnell Douglas Helicopter Co.

Jack Massimino '74
Executive Vice President
and Chief Operating Officer
FHP, Inc.

Vincent J. Masucci '71
Senior Executive
West Coast Operations
American International Companies

Chris J. Matlon '66
Senior Vice President
The Chase Manhattan Bank, N.A.

James A. McClung
Vice President
FMC Corporation

Allen T. McInnes
Former Executive Vice President
Tenneco, Inc.

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

Clayton E. McManaway '59
Vice President, International
The Fairfax Group, Ltd.

Ruben Mendez '78
President
EEB, Inc.

G. Jeff Mennen '65
Managing Partner
TMF Investments

Finley N. Middleton II '68
Vice President
CIGNA Insurance Co. of North America

Gary E. Montavon
Vice President, Human Resources
Emerson Motor Company

David M. Neuer
President
Motorola, Military and Aerospace
Electronics, Inc.

Dennis J. O'Brien
Chief Economist
Caltex Petroleum Corporation

Alan Ockene '53
President and Chief Executive Officer
General Tire

Robert E. O'Connell
Senior Vice President
American Express International

David W. Ogilvy '72
Vice President
Bank One Arizona

George O'Keeffe '77
International Manager - Asia Pacific
Brite Voice Systems

James H. O'Neal
President
Northern European Operations
Pepsico Foods International, Ltd.

Christopher Pawlowicz
Manager, Human Resources
Latin American Countries and Mexico
Monsanto Company

Peggy Peckham '74
Vice President, Credit Supervising Officer
The Chase Manhattan Bank

Daniel Prescott
President
The Prescott Company

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

Nick Renna '72
Director
NationsBank Investment Banking Co.

Bernard Rethore
President
Phelps Dodge Industries

Jean-Claude Saada
President and Chief Executive Officer
Cambridge Capital Corporation

William Schoppenhorst
Consultant to the President
Circuit Components, Inc.

Harwood Shepard, Jr.
Executive Vice President
Syntellect, Inc.

John M. Slosar
Director, Employer Relations
International Automotive Operations
Ford Motor Company

Cecil B. Thompson
Member, Board of Directors
Export-Import Bank of the United States

Paul Tillman '86
Director
Convenience Foods Marketing
Kellogg Company

Holly H. Vene
Senior Director
Continental Business Operations
Searle

Richard Walton
Director, Human Resources Development
Coca-Cola Company

P. Newton White '65
Senior Vice President
Away-From-Home
Scott Paper Company

Frederick G. Winters
International Personnel Director
Eli Lilly International Corporation

Clarence H. Yahn, Jr. '62
President
Melnor Industries, Inc.

James Young
Assistant to the Chairman
Electronic Data Systems



Alumnus Profile

Allyn W. Keiser is executive vice president, Investment and Corporate Bank, Canadian Imperial Bank of Commerce, one of the 10 largest banks in North America. He is responsible for CIBC's large corporate and investment-grade market segment throughout North America. Prior to his current appointment, he was executive vice president responsible for all CIBC corporate banking activities in the U.S., was senior vice president and general manager of CIBC's U.S. Corporate Bank, and was deputy general manager in the U.S. Keiser joined CIBC in 1981.

Allyn W. Keiser '73
Executive Vice President,
Investment and
Corporate Bank
Canadian Imperial
Bank of Commerce

BOARD OF DIRECTORS, OFFICERS, AND EX-OFFICIO BOARD MEMBERS 1992-93

Chairman of the Board

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

President

Stephen Orr '79
Managing Partner
Orr Associates, Inc.
Washington, D.C.

Vice Presidents

Maarten Fleurke '79
Director
Enviro Board International
Westlake Village, California

Thomas D. Hobson '79
Vice President/Capital Markets
Merrill Lynch Europe
London, England

Martin E. Susz '79
Senior Vice President/Account Director
J. Walter Thompson
New York, New York

Linda J. Magoon '84
Vice President
Diners Club International
Englewood, Colorado

Secretary

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

Ex-Officio Members

Roy A. Herberger, Jr.**
President
The American Graduate School of
International Management
Glendale, Arizona

Richard Snell**
Chairman, President and CEO
Pinnacle West Capital Corporation
Phoenix, Arizona

Board Members

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

John C. Cook '79*
Frankfurt, Germany

George DeBakey '73
President
DeBakey International
Washington, D.C.

Michael T. Dillon '78
Executive V.P./Chief Credit Officer
Chase Bank of Arizona
Scottsdale, Arizona

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

Bryan D. Manning '76
Director-Sales/Marketing
Federal Products Corp.
Providence, Rhode Island

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

*Not a member of the board

McDiarmid R. Messenger '72
Senior Vice President
First InterState Trading Company
Los Angeles, California

Peggy A. Peckham '74
Vice President, Credit Supervising Officer
The Chase Manhattan Bank
New York, New York

Carolyn Polson O'Malley '70
Volunteer Coordinator
Volunteer Center
Phoenix, Arizona

H. Gene Wick '60
Vice President of Operations (Retired)
RJ Reynolds Tobacco Int'l, Inc.
Redmond, Washington

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

**Non-voting member/ex-officio board member



Alumnus Profile

Martha Van Gelder and her husband, John Gypton, both class of '88, have successfully managed to juggle two international careers, she, as a marketing consultant for Redken Laboratories' Asian markets, and he, working for NCR in Hong Kong. Martha manages P&L in Guam, Hong Kong, Korea, Malaysia, Singapore, Taiwan and Thailand. She is also marketing consultant to the company's joint venture in Beijing. Before moving to Asia, she was group manager, international marketing, in California. She supervised marketing for subsidiaries in Europe, Canada and the Pacific Rim. Martha joined Redken in 1990.

Martha S. Van Gelder '88
Managing Consultant—
Hong Kong
Redken Laboratories

NATIONAL MINORITY ADVISORY COUNCIL

Sam Acquisto
Director, Socioeconomic Executive
McDonnell Douglas Corp.
McDonnell Aircraft Company

Gabe E. Aguirre
President, SaniServ

Malik Ali
Corporate MBE Manager
Walt Disney World Company

Kenneth R. Ashford
Manager, Minority & Female
Supplier Development
Xerox Corporation

Kenneth A. Bloom
Purchasing Manager, 3M

Margaretta W. Brédé
Director, Government Grants
Thunderbird

Silas Carter
Director, Admin. & Operations Svcs.
Pitney Bowes, Inc.

Karen Dale
Purchasing Manager
Honeywell, Inc.

Betty Darrell
Director, Supplier Development
Pepsi-Cola Company

Michael Glass
Manager, MBE Programs
CP Rail System

Connie D. Hammond
Manager, Purchasing & Transportation
Supplier Relations/WMBE &
Financial Operations
AT&T

Joseph Harris
Executive, Special Supplier Relations
Chrysler Corporation

Fitzroy Hilaire
Director of External Development
Avon Products, Inc.

Renaldo Jensen
Manager, Minority Supplier Dev. Dept.
Ford Motor Company

Nancy Jones
Honda of America Mfg., Inc.

Liz Kahn
Executive Director
TRY US Resources, Inc.

Bernard Kosakowski
Director, Minority Business Dev.
Philip Morris U.S.A.

Ronald Le Grand
Director of Minority Affairs &
Business Development
Nabisco Foods Group

Floyd Lewis
Director, Corporate Affairs
Anheuser-Busch Companies

Tim Maurer
Director, Blue Chip Initiative
Connecticut Mutual

Terry C. Smelcer
Manager, Small Business Development
Sprint

Wayne E. Wright
Small & SDB Representative
Martin Marietta Aerospace



Student Profile

Roy Rachamimov came to Thunderbird with an economics background and work experience in international trade. He also had served four years in the Israeli Defense Forces, two of them as an officer. He has lived in Iran, Israel and Canada and has traveled to 15 countries. Fluent in English and Hebrew, and conversant in Persian and French, he is currently studying Spanish at Thunderbird.

"I would recommend that prospective students visit Thunderbird and witness its unique atmosphere; meet with faculty members and talk to students. Visits of this nature not only provide future students with information about the program, but also make the move to Glendale a much easier one. I would also recommend that prospective students get in touch with alumni educational counselors from their countries who can provide information about the program and share their individual experiences. I found this very helpful in my decision-making process."

Roy Rachamimov '94

Israel/Canada

B.A., Economics, 1992

York University,
Toronto, Canada

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.

U.S. COUNSELORS

Alabama

PATRICK J. DEMERATH
3158 Knights Bridge Ave.
Montgomery, AL 36111

Alaska

PAUL MURDOCK
Account Executive
Apple Computer, Inc.
13211 Algarin Circle
Anchorage, AK 99516

Arizona

ALEX B. ANGELCHIK
Owner
ABA/Zona Inc.
7234 E. Shoeman #7
Scottsdale, AZ 85251
(522 W. Northview
Phoenix, AZ 85021)

JEROME L. GAARDER
10422 W. Butler Drive
Peoria, AZ 85345

EDWARD G. GOLDWATER
P.O. Box 40384
Mesa, AZ 85274

RICHARD C. OBST, JR.
Owner
Sound Travel Ideas
P.O. Box 10997
Scottsdale, AZ 85271-0997

STEVEN D. SOEHLIG
801 S. Prudence, Apt. 3202
Tucson, AZ 85710

Arkansas

MARK A. WYSOCKI
Account Assistant
Systematics, Inc.
4001 Rodney Parham Rd.
Little Rock, AR 72212

California

EDWARD A. ALAZRAQUI
Global Accounts Manager
TNT Express Worldwide
875 Stanton Road
Burlingame, CA 94010

JEFFREY D. ALPERT
Director of Market Development
PLM International Inc.
One Market Plaza,
Stewart St. Tower, Ste. 900
San Francisco, CA 94105
(235 Flamingo Rd.
Mill Valley, CA 94941)

JULIA W. BLAGDEN
Associate
Barakat & Chamberlin, Inc.
1800 Harrison St., 18th Floor
Oakland, CA 94612
(5115 Manila Ave.
Oakland, CA 94618-1019)

JAMES McL. DALE
President
Creda Corporation
3131 W. Coast Highway
Newport Beach, CA 92663

DANIEL R. DALTON
1808 Trym St.
Hayward, CA 94541

GREGORY D. DONNAN
Manager Special Hazards
Grinnell Fire Protection
Systems Co.
1521 E. Orangethorpe Ave.
Suite 100
Fullerton, CA 92631
(1346 Oakheath Dr.
Harbor City, CA 90710)

J. ROBERT GARRETT
Senior Account Executive
Union Bank
1800 Harrison Street
Oakland, CA 94612

DON HACKNEY
Trade Consultant
Korea Trade Center (KOTRA)
4801 Wilshire Blvd., Suite 104
Los Angeles, CA 90010

ROBERT W. HARTMAN
10 Fairmont
Laguna Niguel, CA 92677

MICHAEL HAUN
Financial Consultant
Shearson Lehman Brothers
2882 Sand Hill Road
Menlo Park, CA 94025
(181 Coronado Ave.
San Carlos, CA 94070)

JOHN E. HAWES
Export/Import & Risk Manager
System Integrators, Inc.
3900 Lennane Dr.
Sacramento, CA 95834
(2352 Santa Anita Dr.
Sacramento, CA 95825)

MARIA C. N. HESSE
19072 Canyon Court Dr.
Trabuco Canyon, CA 92679

KENNETH W. HOLBROOK
President, CEO
Grace-Sierra Hort.
Products Co.
1001 Yosemite Dr.
Milpitas, CA 95035
(5321 Blackhawk Dr.
Danville, CA 94506)

CLINT HOPSON
Chief Financial Officer
Hopson Pension Services, Inc.
17671 Irvine Blvd. #215
Tustin, CA 92680

STEVE HORTON
1930 Eddy St. #101
San Francisco, CA 94115

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

ERIC J. KARVER
Account Manager
SPOT Image Corporation
500 Airport Blvd.,
Suite 100
Burlingame, CA 94010

NEAL A. KERR
Contract Specialist
General Dynamics
Space Systems Division
P.O. Box 85990 MZ C2-7111
San Diego, CA 92186-5990

PAUL KERSTEN
P.O. Box 12933
San Luis Obispo, CA 93406

ALEXANDER KRAMER
7266 Franklin Ave. #306
Los Angeles, CA 90046

PAUL A. MILO
Director
Pacific and Latin American
Operations
Xerox Engineering Systems
(XES INC.)
5853 Rue Ferarri
San Jose, CA 95138

KIMBERLY MUELLER
Retail/Resell Account Manager
PAGENET
1425 River Park Dr., Ste. 100
Sacramento, CA 95815
(6963 Green Leaf Ct.
Granite Bay, CA 95746)

THOMAS B. O'KEEFE
Owner
T-B O'Keefe Co.
P.O. Box 4981
Laguna Beach, CA 92652

PHILIP J. REH
National Accounts
Marketing Manager
Butler Mfg. Co.
1400 N. Harbor Blvd.
Suite 430
Fullerton, CA 92635

MICHELLE RUNGE
Marketing Coordin.
The Asia Foundati
465 California St.
14th Floor
San Francisco, CA

STERLING SHIMC
5991 E. Pacific Co
Long Beach, CA 9

TERESA J. SIMPSC
Associate Director
Western Trade Adj
Assistance Center
3716 S. Hope, #20
Los Angeles, CA 9
(8710 Delgany, #2
Playa del Rey, CA

B. NUKET VERAL
International Sales
Franz Inc.
1995 University A
Berkeley, CA 947
(5241 Broadway T
Oakland, CA 9461

JOHN A. WARNEF
John Warner Cons
7480 Country Clu
La Jolla, CA 9203

MIKE L. WASHBU
Vice President
Commercial Bank
Bank of America
5950 Canoga Ave,
Woodland Hills, C

Colorado

BRUCE BLANKEN
President
Blankenship Finan
6387 Robin Dr.
Longmont, CO 80

SUZANNE K. HEI
Vice President
First Interstate Ba
of Denver, N.A.
633 17th Street
Denver, CO 80270

GLEN R. NELSON
Financial Analyst
U S WEST Comm
1801 California, R
Denver, CO 8020
(5686 W. 109th Ci
Westminster, CO

GERALD J. O'HAI
Vice President
Pinyon Builders,
1040 S. Main St.,
Minturn, CO 816
(P.O. Box 756
Minturn, CO 816

Connecticut

PATRICIA RICCIO
Operations Manager
Save the Children Federation
54 Wilton Road
Westport, CT 06881

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

ELLEN KEANE RUTT
Attorney
Carmody & Torrance
50 Leavenworth St.
Waterbury, CT 06721-1110

Delaware

LOURDES GONZALES-NOVO
Financial Analyst - Europe
DuPont Merck Pharmaceuticals
Co.
Barley Mill Plaza
Building 24-2288
Wilmington, DE 19880-0024
(631 Bainbridge St.
Philadelphia, PA 19147)

District of Columbia

DAVID W. GILMORE
International Trade and Industry
Analyst
U.S. Department of Commerce
Washington, DC 20230

MARIE KISSEL
Senior International Analyst
American Automobile
Manufacturers Association
1620 Eye Street, N.W.
Suite 1000
Washington, DC 20006

BRIAN H. NILSSON
Industrial Capabilities
Program Manager
U.S. Dept. of Commerce
Industrial Resource Administ.
14th & Constitution, N.W., #3878
Washington, DC 20230
(2411 Arlington Blvd, #202
Arlington, VA 22201)

MARY ELIZABETH WARD
Finance, Industry &
Energy Division
Economic Development Institute
The World Bank
1818 H Street, N.W.
M-5011
Washington, DC 20433

Florida

DAVID W. ALLPHIN
Sales Programs Manager -
Mexico
GE Medical Systems
5101 NW 21st Ave.
Suite 310
Fort Lauderdale, FL 33309
(12347 NW 26th Ct.
Coral Gables, FL 33065)

DAVID BRIDEWELL
4434 Glenview Lane
Winter Park, FL 32792

FRANCO CAMPANA
3573 NW 4th Ave.
Boca Raton, FL 33431

GIULIA DIANO
Account Executive
Duane & Associates
2655 Le Jeune Rd.
Suite 900
Coral Gables, FL 33134
(2655 S. Bayshore Dr. #116
Miami, FL 33133)

TOM W. GLÄSER
Teacher
School for Advanced Studies
M-DCC North
11380 N.W. 27th Ave.
Suite 1114
Miami, FL 33167
(2213 Funston St.
Hollywood, FL 33020)

JEROME "JERRY" GRECO
5759 Parkview Point Dr.
Orlando, FL 32821

TOM HACKIM
Sales & Marketing Manager
Miller, Inc.
P.O. Box 162511
Altamonte Springs, FL
32716-2511
(710 Jamestown Blvd.
Altamonte Springs, FL 32714)

PETER S. HOUSEKNECHT
P.O. Box 560863
Miami, FL 33256-0863

RONALD E. McCOWEN
P.O. Box 55
New Port Richey, FL 34656

CHRISTOPHER T. MORRISON
Hospitality Investment
Specialist
Grubb & Ellis of Florida, Inc.
2601 S. Bayshore Dr.
Suite 1700
Miami, FL 33133

M. TOM SANFORD
Professor
Extension Apiculturist
The University of Florida
Institute of Food and
Agricultural Sciences
Bldg. 970, Hull Road
P.O. Box 110620
Gainesville, FL 32611

SARA L. SHINE de ORELLANA
Sr. Financial Analyst
John Alden Life Insurance Co.
Alden Risk Management Services
5835 Blue Lagoon Dr., Ste 400
Miami, FL 33126-2017
(10509 SW 78th St.
Miami, FL 33173)

JIM F. SMITH
Manager, Private Banking
Miami Beach
Sun Bank - Miami
1111 Lincoln Road
Miami Beach, FL 33139
(9359 Fontainebleau Blvd., F209
Miami, FL 33172)

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

Georgia

ELIZABETH ANN BAUM
3026 C. Clairmont Rd.
Atlanta, GA 30329

MICHAEL E. BIXLER
President
MarketLink, Inc.
P.O. Box 2534
Thomasville, GA 31799

JAMES S. CRAWFORD
Vice President Phosphate
Trading
ConAgra Intl. Fertilizer Co.
5 Skidaway Village Walk
Savannah, GA 31411

NICOLA (NICK) M. KETTLITZ
Principal Financial Analyst
The Coca-Cola Company
P.O. Box 1734 - USA 352
Atlanta, GA 30301
(1710 Vinings Pkwy
Smyrna, GA 30080)

JOHN C. SCHULDT JR.
Lincoln Marketing Manager
Ford Motor Company
Lincoln-Mercury Division
Southeast Regional Sales Office
1455 Lincoln Pkwy. Ste. 550
Atlanta, GA 30346
(2390-B Dunwoody Crossing
Atlanta, GA 30338)

JULIA D. STONE
Marketing Programs Manager
Gulfstream Aerospace Corp.
P.O. Box 2206
M/S C-10
Savannah, GA 31402

Hawaii

JOHN BUTLER
President, Owner
Butler Sales & Marketing
3173 Beaumont Woods Pl.
Honolulu, HI 96822

FRED M. SMOOT
550 Poipu Dr.
Honolulu, HI 96825

Idaho

ROGER B. MADSEN
Attorney-at-Law
836 La Cassia Dr., Ste. 16
Boise, ID 83705

Illinois

ANTHONY R. ALLE
Professor
School of Business
Administration
Illinois Central College
One College Rd.
East Peoria, IL 61611
(2821 W. Parkwood Dr.
Peoria, IL 61614)

PHILLIP R. CABRERA
Senior Director
Continental Bank
231 S. La Salle St.
Chicago, IL 60697

ELLEN H. GILMORE
Account Representative
Willis Corroon Corp. of Illinois
135 S. La Salle St.
Chicago, IL 60603

JOHN A. HILL
Account Manager
Caterpillar Inc.
Defense & Federal Products
100 N.E. Adams St. JB-7
Peoria, IL 61629
(4809 W. Lynnbrook Dr.
Peoria, IL 61615)

RICH HOWELL
1546 St. Andrews Circle
Elgin, IL 60123

JAMES J. MUSEL
Two Wheaton Center
Apt. #1911
Wheaton, IL 60187

DON O'SULLIVAN
Director of Marketing
Chris Craft Industrial Products
MD Industries Division
3100 Dundee Rd., Suite 308
Northbrook, IL 60065
(4411 Sheffield Ct.
Gurnee, IL 60031)

ANN F. ROSEN
Director, International Sales
ACCO World
500 Lake Cook Rd.
Deerfield, IL 60015
(2469 N. Clybourn
Chicago, IL 60614)

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

Indiana

LEE HOLT JUDD
Purchasing Manager
Grote Industries, Inc.
2600 Lanier Dr.
Madison, IN 47250
(375B W. Ohio Riverview Rd.
Hanover, IN 47243)

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

BRIAN J. McCORRY
Director
Support Services Group
The O'Brien Corporation
2001 W. Washington St.
South Bend, IN 46628

Iowa

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

PIETER A. VOS
Program Manager —
International Trade
U. of Northern Iowa
Business Bldg., Suite 5
External Services Division
Cedar Falls, IA 50614-0120
(2329 Minnetonka Dr.
Cedar Falls, IA 50613)

Kansas

ANN M. DeLaHUNT
Assoc. Product Manager, Intl.
Hill's Pet Nutrition,
A Colgate-Palmolive Company
400 SW Eighth St.
Topeka, KS 66603
(900 SW Robinson #816
Topeka, KS 66606)

Kentucky

KATRINA GONNERMAN
see OHIO

WILLIAM B. SIMMERMON
1155 Cleveland Ave.
Park Hills, KY 41011

Louisiana

TON DIRKX
Director of Intl. Marketing
Frymaster Corp.
8700 Line Ave.
Shreveport, LA 71135

DEANNE A. GUSTIN
Program Director
Southern U.S. Trade Association
(SUSTA)
World Trade Center, Ste. 1540
2 Canal St.
New Orleans, LA 70130-1408

WILLIAM C. (BILL)
HUTCHINSON
President
Globetrek, Inc.
226 W. Prien Lake Rd.
Lake Charles, LA 70601

JOHN A. MELTZER
President
John Meltzer Properties Ltd.
4621 W. Napoleon
Metairie, LA 70001

Maine

JACINDA COTTON
President
Global Vision, Inc.
30 Main Street
Farmington, ME 04938

TOM SANDERS
Asst. Professor of Finance
School of Business
University of Southern Maine
Portland, ME 04103

Maryland

PAUL K. ARBO
President
Financial Services Network, Inc.
6500 Seven Locks Rd. #201
Cabin John, MD 20818

EDWARD BENIZZI
Division Manager Finance
John Deere Industrial Equip. Co.
P.O. Box 1321
Baltimore, MD 21203-1321

KATHRYN LINDQUIST
9308 Pirate's Cove
Columbia, MD 21046

DANIEL H. SCHOONMAKER
5002 Cushing Dr.
Kensington, MD 20895

Massachusetts

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

PAMELA FRANK
See NEW HAMPSHIRE

STEPHEN F. HALL
25 Church St.
Dedham, MA 02026

BRIAN M. KELLY
478 Shawmut Ave. #8
Boston, MA 02118

RICHARD MACKNEY
Director of Sales
Applied Light, Inc.
3640 Main St.
Springfield, MA 01107
(42 Williston Dr.
Longmeadow, MA 01106)

ELIZABETH A. MANITSAS
Select Sales Representative
Aetna Life and Casualty
1350 Main Street
P.O. Box 1651
Springfield, MA 01102-1651
(359 Bliss Road
Longmeadow, MA 01106)

HOLLY OLDICORN (TRANT)
285 Beacon St. #1B
Boston, MA 02116

ADRIENNE M. PIERCE
84 Prince St., Apt. 3D
Boston, MA 02113

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

VICTORIA THOMAS
Senior Marketing Manager
Polaroid Corporation
549 Technology Square
Cambridge, MA 02139

Michigan

W. PAUL DEAN
Sr. Tax Accountant
Kellogg Company
One Kellogg Square
Battle Creek, MI 49016-3599
(1004 Capital Ave. S.W.
Battle Creek, MI 49015)

LINDA DOUCETTE
Marketing Coordinator
Battle Creek Unlimited, Inc.
4950 W. Dickman Road
Battle Creek, MI 49015
(7801 N. 46th St.
Augusta, MI 49012)

THAD J. DUNGAN
Liaison Manager, South America
General Motors Corporation
NAO Headquarters
30009 Van Dyke Ave.
2nd Floor West
Warren, MI 48090-9025

ANGELA L. ELGIN
Assistant Vice President
NBD Bank, N.A.
685 St. Clair
Grosse Pointe, MI 48230

LYNN E. FENTON
Financial Specialist
Electronic Data Systems
800 Tower Dr. MS 2168
Troy, MI 48098
(2440 Correll Drive
Lake Orion, MI 48360)

ERICH FRIESS
Loan Officer
NBD Bank, N.A.
235 Sheldon Rd.
Plymouth, MI 48170

FELIPE A. HERRERA
Country Marketing Manager
General Motors - Colombia
G.M. Colmotores
Rm 3-220 G.M. Building
3044 W. Grand Blvd.
Detroit, MI 48202

BILL KENNEDY
31005 Rosslyn
Garden City, MI 48135

ROBERT E. MAHANEY
President
Bobkat Video Entertainment
1940 Woodland Ave.
Marquette, MI 49855

JOSEPH C. SCHMIEDER
Vice President
Oliver Products Company
445 Sixth St.
Grand Rapids, MI 49504

PAUL R. TILLMAN
Marketing Director
Kellogg Company
One Kellogg Square
P.O. Box 3599
Battle Creek, MI 49016-3599

J. WRIGHT WITCHER
Director, Worldwide Marketing
The Upjohn Company
Kalamazoo, MI 49001
(5133 Stonehenge
Portage, MI 49008)

Minnesota

ROBERT BOYCE
Policy Analyst
Minnesota Commerce Dept.
133 E. 7th Street
St. Paul, MN 55101

ROBIN E. CARPENTER, CFA
Financial Analyst
General Mills, Inc.
One General Mills Blvd.
Minneapolis, MN 55426
(5120 Oliver Ave. S
Minneapolis, MN 55419)

ROBERT E. GROVER
Vice President
Business Banking Officer
First Bank Duluth
130 W. Superior St.
P.O. Box 19
Duluth, MN 55801-0019

TRACY ELIZABETH HUFFORD
12575 Driftwood Court
Apple Valley, MN 55124

DON LUDEMANN
Strategic Development Analyst
Pillsbury
Pillsbury Center, M.S. 4025
200 South 6th Street
Minneapolis, MN 55402

JOSEPH P. O'DOWD
Intl. Marketing Director
Solvay Animal Health
1201 North Land Drive
Mendota Heights, MN 55120

Mississippi

BRUCE MARKS
President
Pay Telephone America, Ltd.
150 Briarwood Drive
Suite 120
Jackson, MS 39206
434 Woodlands Circle
Brandon, MS 39042

Missouri

R. MARK LOGAN
Marketing Associate
Hallmark Cards, Inc.
2501 McGee
Box 419580
Kansas City, MO 64141-6580

JULIE PENNINGTON
WESTENDORF
9636 Guehring Drive
St. Louis, MO 63123

Montana

PAUL L. FRANTZ
Attorney
112 Sunset Blvd.
Bozeman, MT 59715

Nebraska

KEVIN ASBJÖRNSON
Manager
Intl. Marketing Services
American Tool Co. Inc.
301 South 13th St. Ste. 600
Lincoln, NE 68508

MICHAEL HARVEY
President
Michael Harvey Enterprises
3222 Center St.
Omaha, NE 68105

TIM J. LUTZ
Owner
First Source
Business Forms
Box 83495
Lincoln, NE 68501
(2106 Heather Lane
Lincoln, NE 68512)

New Hampshire

PAMELA FRANK
Area Manager, Latin America
Neslab Instruments
P.O. Box 1178
Portsmouth, NH 03802-1178
(17 Medford St.
Boston, MA 02150)

New Jersey

ALAN D. ANDREWS
Vice President
International Banking Region
Chemical Bank New Jersey, N.A.
Two Tower Centre Blvd.
P.O. Box 1094
East Brunswick, NJ 08816-1094

R. CRAIG CROSSLEY
7 North Crane Rd.
Mountain Lakes, NJ 07046

RAJ MERCHANT
Deputy Director
AT&T International
412 Mt. Kemble Ave.
Morristown, NJ 07962

New Mexico

ERNEST BRUSS
Managing Director
Lewinger Hamilton Business
Investment Opportunities
2101 San Pedro NE
Suite 100, Bld.#2
Albuquerque, NM 87110
(1331 Park Ave. SW, #1005
Albuquerque, NM 87102)

CHERI TILLMAN
Owner
Cheri Tillman Project
Management
P.O. Box 53278
Albuquerque, NM 87192

New York

ROBERT M. BALLINGER
Department Head
Marketing and Management
Siena College
515 Loudon Rd.
Loudonville, NY 12211
(1 Parnil Dr.
Gansevoort, NY 12831)

PAUL R. COLLINS
P.O. Box 178
Fairport, NY 14450

GREG GOFF
V.P. Marketing
Harmon Publishing
667 Madison Ave.
24th Floor
New York, NY 10021

ANN LAURENE ISIP
Associate Account Manager
D'Arcy Masius Benton & Bowles
(DMB&B)
1675 Broadway
New York, NY 10021

GARY R. OLSON
Vice President
The Chase Manhattan Bank, N.A.
2 MetroTech Center
Suite 5100
Brooklyn, NY 11201

ALBERTO M. PIEDRA
Mergers & Acquisitions
Goldman Sachs & Co.
85 Broad Street
New York, NY 10004

BRADLEY J. PIERSON
3002 Williamsburg Dr.
Schenectady, NY 12303

MICHAEL H. RITTENBERG
Vice President
Merrill Lynch & Co.
World Financial Center
South Tower
New York, NY 10080-6106
(11 Winding Way
Madison, NJ 07940)

JOHN D. STANTON
Registrar
Ithaca College
953 Danby Rd.
Ithaca, NY 14850-7013

TIMOTHY C. WALKER
President
and Chief Operating Officer
Truck-Lite International, Inc.
310 E. Elmwood Ave.
Falconer, NY 14733
(P.O. Box 1263
Jamestown, NY 14702)
see BELGIUM

North Carolina

MARY ANN HUNDLEY
Assistant Market Manager
Sara Lee Hosiery, International
P.O. Box 2495
Winston-Salem, NC 27102

CHRIS LARSEN
1412 West Haven Blvd.
Rocky Mount, NC 27803

North Dakota

DONALD C. NELSON
802 South Dr.
Fargo, ND 58103

SUZANNE WINKEL
Accounting Manager
RDO Foods Co.
2500 Mill Rd.
Grand Forks, ND 58201
(923 Reeves Dr.
Grand Forks, ND 58201)

Ohio

DOUGLAS M. ARNOLD
President
Arnold & Company
Communications
3785 S. Green Rd.
Beachwood, OH 44122

MICHAEL CROTTY
Executive Vice President
Tex Style, Inc.
440 Northland Rd.
Cincinnati, OH 45240
(1264 Hayward Ave.
Cincinnati, OH 45208)

TIMOTHY M. FARMER
Trade Specialist
International Trade Division
Ohio Dept. of Development
77 S. High Street
P.O. Box 1001
Columbus, OH 43266-0101

KATRINA GONNERMAN
Assistant Brand Manager
Procter & Gamble Company
Two Procter & Gamble Plaza
TN-05 Patient Care Division
Cincinnati, OH 45202
(314-C Bradfordridge Lane
Fort Wright, KY 41011)

JULIE SCALABRINO YOUNG
Account Executive
Melorum & Fewsmith
Communications
1350 Euclid Ave.
Cleveland, OH 44115
(2648 Eaton Rd.
University Heights, OH 44118)

HARLAN SCHOTTENSTEIN
Executive Vice President
ENBE Inc.
454 E. Main St.
Suite 240
Columbus, OH 43215

THOMAS C. SMYTHE (CHRIS)
Owner
Subway #4641
3134 Belmont Ave.
Youngstown, OH 44505

DORN WENNINGER
Materials Management Associate
Chiquita Brands International
250 E. 5th St.
Cincinnati, OH 45202

Oklahoma

LARRY E. McCARVER
Vice President
Mesa Laboratories, Inc.
11391 E. Tecumseh
Tulsa, OK 74116

JOHN P. MCKAY
5524 East 75th St.
Tulsa, OK 74136-7119

Oregon

TOM GILLULY
4208 SW Cullen Blvd.
Portland, OR 97221

JOHN HUFFAKER
Regional Strategies Coordinator
Oregon Economic Develop. Dept.
775 Summer St. NE
Salem, OR 97310

TOM MONROE
President
Tremar, Inc.
1760 Oak St.
Lake Oswego, OR 97034

Pennsylvania

ANN ABRAHAM
Sales Coordinator/Export
ELF Atochem N.A.
3 Parkway
Philadelphia, PA 19102
(1805 Tustin St.
Philadelphia, PA 19152)

LORRI D. BUFFONE
Export Specialist
SEDA - Council of
Governments
Timberhaven, RD #1
Lewisburg, PA 17837
(119 N. Second St.
Lewisburg, PA 17837)

LOURDES GONZALEZ-NOVO
See DELAWARE

CRAIG HUMPHREY
1007 Yverdon Dr.
Camp Hill, PA 17011

ANDREW LUBIN
President
Midland Export Ltd.
3466 Progress Dr.
Bensalem, PA 19020

KARR McCURDY
Vice President and Geologist
Mining and Metals Section
Basic Industries Group
Mellon Bank, N.A.
One Mellon Bank Center
Pittsburgh, PA 15258-0001
(890 N. Meadowcroft Ave.
Pittsburgh, PA 15216)

TODD A. MYERS
Manager, Contract Negotiation
and Administration
Westmoreland Coal Sales Co.
700 The Bellevue
200 S. Broad St.
Philadelphia, PA 19102
(1717 Green St.
Philadelphia, PA 19130)

KAREN S. NORELLI
Buyer
Bethlehem Steel Corp.
701 E. Third St.
Bethlehem, PA 18016

SUSAN SCHELLER ARSHT
4520 Washington St.
Schnecksville, PA 18078

Rhode Island

PETER G. LAMBERTON
14 Circuit Drive
East Providence, RI 02915

South Carolina

PETER O. LEHMAN
Executive Director
S.C. World Trade Center -
Charleston
P.O. Box 975, 81 Mary St.
Charleston, SC 29402
(6 Palm Ct.
Isle of Palms, SC 29451)

JOHN R. WICKERSHAM
213 Cape Charles Drive
Greenville, SC 29615

Tennessee

WILLIAM M. FERRY
9106 Sawyer Brown Rd.
Nashville, TN 37221

ANNE R. GAUDET
International Account Manager
United Parcel Service
2525 Perimeter Place Drive
Nashville, TN 37214

DAVID J. HANSEN
1895 Wood Oak Dr.
Cordova, TN 38018

SEAN P. KELLEY
2100 Wilson Ave. #726
Knoxville, TN 37912

A. LANCE McINNIS
Area Account Executive
Coca-Cola Fountain
2668 Central Terrace
Memphis, TN 38111

JIRO OI
Product Manager
Rohm Electronics
3034 Owen Drive
Antioch, TN 37013
(303 Appomattox Dr.
Brentwood, TN 37027)

GEORG RUNDE
Sales Administrator
Minco, Inc.
100 Circle Drive
Midway, TN 37809

Texas

DAVID A. BAGLEY
Specialist-Corporate Devel.
Southwestern Bell Corp.
175 E. Houston, Rm 11-F-4
P.O. Box 2933
San Antonio, TX 78299-2933
(12907 Kings Forest
San Antonio, TX 78230)

**ANA MARIA
BRIONES-MASOODI**
Guest Services Coordinator
Sierra Medical Center
1625 Medical Center Drive
El Paso, TX 79902

DOUGLAS DEARDORF
205 Timberlane Terrace
Euleess, TX 76039

CHUCK FUGITT
11 Lakeside Park
Dallas, TX 75225

MARTINA M. GALLAGHER
Marketing Manager
American Teleprocessing Corp.
10681 Haddington, Suite 100
Houston, TX 77043

IZZET "IKE" R. GÜNEY
Executive Director
International Development
Southwestern Bell Corp.
175 E. Houston
Suite 11-G-3
San Antonio, TX 78205
(312 Tuxedo
San Antonio, TX 78209)

ELIZABETH A. OWENS
Intl. Sales Representative
Tracom, Inc.
932 S. Ayers
Fort Worth, TX 76103
(2455 Jefferson Court Ln. #1240
Arlington, TX 76006)

RONA N. HOUSTON
13407A Saddlebrook Tr.
Austin, TX 78729

GARY J. MARTIN
Vice President
Children's Medical Foundation
2777 Stemmons, Ste. 1452
Dallas, TX 75207
(1002 Wilson Rd.
Lancaster, TX 75146)

BEN MIEDEMA
CEO
Menttix Transnational
10223 McAllister Frwy.
Suite 104
P.O. Box 791547
San Antonio, TX 78279-1547
(7600 Blanco Rd, #4703
San Antonio, TX 78216)

MORTADA M. MOHAMED
9745 Anderson Village Dr.
Austin, TX 78729

KELLY JETT MURPHREY
1015 Francis Drive
College Station, TX 77840

SCOTT RAPER
1407 Garner Ave.
Austin, TX 78704

MATTHEW RYMER
1008 Leighsford Ln.
Apt. 12303
Arlington, TX 76006

TOM SHORT
Vice President
& Director of Human Resources
Citicorp
1680 State Highway 211
San Antonio, TX 78240

MAX TARBOX
Attorney at law
McWhorter, Cobb & Johnson,
L.L.P.
1722 Broadway
Lubbock, TX 79401

MARY C. WHITE
International Sales Director
Latin America
Henry Vogt Machine Co.
1815 Shady Oaks Dr.
P.O. Box 396
Denton, TX 76202-0396

ROBERT K. WILLIAMS
1225 Central Blvd. #1004
Brownsville, TX 78520

Utah

RICHARD LARSEN
874 West 400 North
West Bountiful, UT 84087

Vermont

ROBERT W. CARAGHER
Assistant Comptroller
Middlebury College
Comptroller's Office
Middlebury, VT 05753
(20 W. Canal St. #331
Winooski, VT 05404)

Virginia

WILLIAM W. CONE
Executive Producer
Special Event and
Cause Marketing
P.O. Box 20605
Alexandria, VA 22320

MICHELLE J. FOSTER
Vice President/
Market Development
Gannett Co., Inc.
1100 Wilson Blvd.
Arlington, VA 22234

GEORGE L. HILLER
Export Education Manager
Virginia Dept. of
Economic Development
P.O. Box 798
Richmond, VA 23206-0798

SUSAN IRICK
3121 Babashaw Ct.
Fairfax, VA 22031

MICHAEL A. LANIGAN
11909 Winterthur Ln. #104
Reston, VA 22091

LYDIA S. MIDDLETON
225 Century Pl. #2211
Alexandria, VA 22304

BRADLEY M. ROOF
Director
Center for Research in
Accounting Education
School of Accounting
James Madison University
Harrisonburg, VA 22807

MARK L. USRY
Assistant Professor
Dept. of Finance and
Business Law
James Madison University
611 Zane Showker Hall
Harrisonburg, VA 22807

Washington

ADELAIDA C. ADDURU-BOWMAN
11536 Meridian Ave. N.
Seattle, WA 98133

MARK T. BROWN
Regional Account Manager
Teleport Communications Group
1215 4th Ave. Ste. 1500
Seattle, WA 98161
(2604 3rd Ave. N.
Seattle, WA 98109)

Wisconsin

ELLEN MARY BARG-COOK
Inventory Accountant
Value Merchants
710 N. Plankinton Ave.
Milwaukee, WI 53203-2407
(163 N. 87th
Wauwatosa, WI 53226)

ANNA M. BESHENSKY
2424 E. Webster, #304
Milwaukee, WI 53211

CHARLES COBERLY
3005 S. Seminole Hwy.
Madison, WI 53711

DENNIS J. O'BRIEN
Senior Credit Analyst
Associated Bank
P.O. Box 10
Menomonee Falls, WI
53052-0010
(8123 W. Jackson Park Blvd.
Wauwatosa, WI 53213)

JAGDISH P. PATEL
Marketing Manager - Equipment
Johnson Controls
Battery Group Inc.
International Battery Div.
5757 N. Green Bay Ave.
Milwaukee, WI 53201
(1934 Laura Ln.
Waukesha, WI 53186-2808)

Wyoming

KELLY LOCKHART
Branch Manager
A.G. Edwards & Sons, Inc.
Box 3058
120 East Pearl St.
Jackson, WY 83001

INTERNATIONAL

Argentina

ADRIANA RODRIGUES SILVA
Marketing Coordinator
Sadia Trading Sur S.A.
Av. Leandro N. Alem 1002, 2o. Piso
1001-Buenos Aires
Argentina
(Rodriguez Peña 1544, 7o. Piso
Dept. 33 1021-Buenos Aires
Argentina)

Australia

DOUGLAS E. BLOM
Managing Director
Bucyrus (Australia) Pty, Ltd.
10 Market St., GWA House
4000 QLD., Brisbane
Australia

FREDERICK N. CUSHMORE, JR.
General Manager
Ruhrkohle Trading
Pacific Pty. Ltd.
100 Miller St.
North Point Bldg.
North Sydney NSW 2060
Australia

MICHAEL J. GARBETT
Consumer Marketing Mgr.
Oceania Region
DFS Australia Pty. Ltd.
Level 5
155 George Street
Sydney NSW 2000
Australia

Austria

CHARLES LaFOND
Director
Business Language Center
Trattnerhof 2
A-1010 Vienna
Austria

Bahrain

QAISAR M. ZAMAN
Second Vice President
Chase Manhattan Bank, N.A.
P.O. Box 368
Bahrain (Arabian Gulf)
(P.O. Box 22774
Bahrain)

Belgium

FREDERIC L. AGNEESSENS
Groendreef 2
B-9810 Nazareth
Belgium

JOËL POILVACHE
Business Support
Group Head
Esso Belgium
Fuel Products Division
Vilvoordelaan 312
1130 Brussels
Belgium
(Avenue Jupiter, 113
1190 Brussels
Belgium)

TIMOTHY C. WALKER
President
and Chief Operating Officer
Truck-Lite International
c/o Verduyts, Paleisstraat 12
2018 Antwerpen
Belgium
see NEW YORK

Bermuda

KAREN R. MEYER
Captive Management Accountant
Willis Corroon Management
(Bermuda) Limited
P.O. Box HM 1995
Hamilton, HM HX
Bermuda

Botswana

CHARLES L. ST. CLAIR
Management Assistance Advisor
Botswana Development Corp. Ltd.
Private Bag 160
Gaborone, Botswana
(Southern Africa)

Brazil

ALI MOHAMMED BAHAI
Treasurer
Caterpillar Brasil S.A.
Rod. Luiz de Queiroz - Km 157
Cep 13420-900
Piracicaba - SP
Brazil

MARCO BOTELHO
Senior Analyst
Bank do Brasil
SBS Edsed I
14o. andar DETIN/ESPIN
70073-900 Brasília (DF)
Brazil
(SOS 108 - A - 405
70347-100 Brasília (DF)
Brazil)

**SÉRGIO AUGUSTO MARTINO
MENICONI**
Al. Ministro Rocha Azevedo, 961
Casa 26 - Cerqueira Cezar
São Paulo - SP
01410-003 Brazil

RICARDO MIRANDA SILVA
Plant Controller
Monsanto do Brasil Ltda.
Av. Carlos Marcondes, 1200
Limoeiro
12241-420 São José dos Campos - SP
Brazil
(R. Afonso Cesar de Siqueira,
286/42 Vila Ady-Anna
12243-710 São José dos Campos - SP
Brazil)

Canada

SANJEEV S. CHOWDHURY
42 Chartwell Lane
Halifax, Nova Scotia
B3M 3W6 Canada

THOMAS DECHERT
203 Hampshire Pl. NW
Calgary, AB
Canada T3A 4Y7

JON GOODMAN
Microsoft
300-888 Dunsmuir
Vancouver, BC
V6C 3KY Canada

GEORGE LEE
President
Gastown Investment 21 Ltd.
21 Water St., Ste. #300
Vancouver, BC
V6B 1A1 Canada

NANCY P. LEE
Director
SCIL - Summer Centre
for International Languages
Luther College
U. of Regina
Saskatchewan
S4S 3J5 Canada

PHILIP W. LOEPER
Brand Manager
Kellogg's Canada
6700 Finch Ave. West
Etobicoke, Ontario
M4Y 1M1 Canada

FRANK MYERS
Asst. Vice President
NBD Bank, Canada
Royal Bank Plaza
P.O. Box 112
North Tower, Suite 1601
Toronto, Ontario,
M5J 2J3 Canada
(133 Snowshoe Crescent
Thornhill, Ontario
L3T 4N1) Canada

A. BRUCE TORREY
389 Carlyle Ave.
Montreal, Quebec
H3R 1T3 Canada

Colombia

FABIO A. BERNAL
Treasurer
Warner Lambert Co. - Colombia
Calle 62 # 1N-80
Cali, Colombia

REYNALDO GALVIS O.
Industrial Engineer
Pizano S.A.
Carrera 38 No. 4-221
Barranquilla, Colombia
(Calle 54 No. 46-103
Barranquilla, Colombia)

DOMINIQUE GROUSSIN
Business Administration
Comercial Groussin Baca & Cia.
Ltda.
P.O. Box 51982
Barranquilla, Colombia
(Carrera 52 #79-42
Apartamento 8C
Barranquilla, Colombia)

JORGE J. URIBE
V.P. Production
Tisturibe & Cia. Ltda.
A.A. 3340
Medellin, Colombia

Costa Rica

MARA O. SAMANIEGO
Strategic Planning Manager
Coca-Cola Interamerican Corp.
Apartado 2749
San Jose 1000
Costa Rica

Czech Republic

MARK WHEAT
Vice President
First Praha Consulting a.s.
Dlážděná 6
11000 Praha 1
Czech Republic
(c/o American Express
Vaclauske Nam 56
11326 Praha 1, Czech Republic)

Dominican Republic

LAURA HANSSEN - Cuerpo de Paz
Small Business Development
Promoter
Peace Corps
Apartado 1412
Santo Domingo
Dominican Republic

Ecuador

EDUARDO E. POZO CAMINER
P.O. Box 3859
Guayaquil
Ecuador

Egypt

HUSSEIN M. K. MOSTAFA
First Specialist of
Correspondence &
Communication
Alexandria Commercial
Company
P.O. Box 623
Alexandria, Egypt

Finland

VESA J. JAATINEN
Eino Leinon Katu 6B 28
00250, Helsinki
Finland

France

FRANÇOIS BORNENS
Corporate Account Manager
Citibank
80 rue Beaubourg
75003 Paris
France
(17 rue D'Hassloch
78220 Viroflay
France)

MAUREEN A. JOHNSON
Tax Assistant
Arthur Andersen International
Tour Gan - Cedex 13
92082 Paris La Défense 2
France
(32, blvd Flandrin
No. 302
75116 Paris - France)

VICKI NEASHAM AMON
Director of Quality
Gsi
25, blvd. de L'Amiral Bruix
75782 Paris Cedex 16
France
(39 blvd. du Chateau
Neuilly Sur Seine 92200
France)

DIRK de YOUNG
Account Manager France
Delco Electronics Corp.
56-68 Ave. Louis Roche
92231 Gennevilliers Cedex
France
(12 Allée des Agapanthes
95800 Cergy Le Haut
France)

Germany

ANKE ESSLINGER
Personnel Associate
Eli Lilly Deutschland GmbH
Saalburgstr. 153
D-6380 Bad Hamburg
Germany
(Landgrafenstr. 26
D-6380 Bad Hamburg
Germany)

MICHAEL S. TULLEY
Regional Personnel Officer
American Embassy
Bonn, Germany
Unit 21701, Box 275
APO AE 09080

JURIS ULMANIS
Sales Director, Baltics
Motorola GmbH
Hagenauer Str. 42
6200 Wiesbaden
Germany

DOROTÉ WEYERS
Project Manager
Event Marketing, Exhibitions
BMW
P.O. Box 400240 - VM-33
8000 Munich 40
Germany
(SchleiBheimer str. 280a)
8000 Munich 40
Germany)

JESSE D. YOUNG
Theodor Haubach Weg 17
6392 Neu-Anspach
Germany

Greece

NIKOS MILIANITIS
Manager, Strategic Planning
Ionian Bank
45 Panepistimiou Ave.
10243 Athens
Greece
(74 Pontou Str.
11527 Athens
Greece)

Honduras

DANIA MARTINEZ
Account Manager
Central American Bank
of Economic Integration
P.O. Box 772, Tegucigalpa
Honduras
(Colonia Quezada #1230
Tegucigalpa, Honduras)

Hong Kong

MICHAEL F. RICHTER
Program Marketing Manager
Prime Sports
STAR (Satellite Television
Asian Region) T.V.
107 Harbour Centre, Tower 1
1 Hok Cheung Street
Hungghom, Kowloon
Hong Kong)

Hungary

RANDALL J. BRINGOL
PF. 261
1536 Budapest
Hungary

Iceland

THORBJÖRG K. JONSDOTTIR
Strategy Manager
Íslandsbanki
Kringlan 7, (3rd Floor)
155 Reykjavik
Iceland

SOLVEIG SAMUELSDOTTIR
Marketing Manager
Sildarverksmidjur ríkisins
The Icelandic State Factories
Hafnarstraeti 7, P.O. Box 916
121 Reykjavik, Iceland
(Heidargerdi 20
108 Reykjavik, Iceland)

India

VIJAYAN RAJES
Director
M.S.P. Exports
1, Edward Road, (4th Floor)
Bangalore - 560 052
India

SHANKAR SUNDARAM
Managing Director
Madras Hi-Tech Circuits Ltd.
156 Greams Road
Madras 600 006, India
(Mahalakshmi'
25 Kasturi Rangan Road
Madras 600 018, India)

Indonesia

DANIEL J. GOLDSMITH
Managing Director
I. E. S.
P.O. Box 4062
Jakarta Selatan
Indonesia 12040

PINTOR MARPAUNG
Managing Director
P.T. Indonesian
Maltose Industry
Jl. Pramuka No.73-75
Jakarta, Pusat 10570
Indonesia

PAMELA PAULINE
Consultant
Business Advisory Indonesia
Kuningan Plaza, Suite 304N
Jl. Rasuna Said
Jakarta, Indonesia
(Jl. Kemang Utara VIII #46TT
Kemang, Jakarta
Indonesia)

Iran

HASSAN EBADI
CORE
P.O.B. 19615-139
Tehran, Iran

ABDOLREZA NAGHIZADEH
Managing Director of
Khorasan State
Economic Complex of EMAN
KHOMEINI's Relief Committee
36 Shahid Dr. Beheshti Ave. # 84
Mashhad, Iran
(8 Palestine #27
Mashhad, Iran)

Ireland

SUZANNE LAWRENCE
Vice Consul
Dept. of State
U.S. Embassy Dublin
42 Elgin Rd.
Ballsbridge, Dublin 4
Ireland

Israel

ZVI COHEN
Strategic Planning & Trademarks
Teva Pharmaceutical Industries
P.O. Box 1142
91010 Jerusalem, Israel
(10 HaGdud Hafvri St.
92345 Jerusalem, Israel)

Italy

JOHN A. DODDS
Relationship Manager
Westdeutsche Landesbank
(Europa) AG
Via Canova 38/40
20145 Milano, Italy

THERESA FEDEL
Financial Analyst
Pepsi-Cola Mediterranean Ltd.
Via Maria Cristina, 15
00196 Rome, Italy
(Via G. P. Pannini, 5
00196 Rome, Italy)

Jamaica

FRANSISCUS X. MUTIDJO
Account & Admin. Manager
International Bauxite Association
Box 551
Kingston 5, Jamaica
(2 Waterloo Mews
Kingston 10, Jamaica)

Japan

HIDEYUKI OHMATA
General Manager
Strategic Software Planning
Computer & Network Systems
Group
Oki Electric Industry Co, Ltd.
4-10-3 Shibaura
Minato-ku, Tokyo
108 Japan
(1-1-3-503 Iwase, Kamakura-shi
Kanagawa-ken, 247 Japan)

KIM M. PARKER
Coordinator, Language
& Overseas Training
Kyushu Matsushita
Electric Co., Ltd.
4-2-1 Shiobaru, Minami-ku,
Fukuoka 815
Japan

GARY C. ROBERTS
Assistant General Manager
International Department
Morinaga Milk Industry Co., Ltd.
33-1, Shiba 5-chome
Minato-ku, Tokyo 108 Japan
(51-5-207 Tshigao-cho
Midori-ku, Yokohama 225
Japan)

OSAMU YAMADA
General Manager
WKK Japan Ltd.
4/F., Ikeda Bldg.,
7-15, Shiba-Koen
1-Chome, Minato-ku
Tokyo, Japan

Korea

JAMES H. RIDDLE
Vice President
Teledyne
C.P.O. Box 3599
Seoul, Korea
(E-112 Hillside Village
Hannam Dong 726-111
Yongsan-ku
Seoul, Korea)

Malaysia

LIP-CHEE LEE
63 Jalan Athinahapan Satu
Taman Tun Dr Ismail
60000 Kuala Lumpur
Malaysia

Mexico

ELIZABETH BRAND ARELLANO
Apto. M1-059
Jardines de Ahuatepec
Ahuatepec, Morelos 62300
Mexico

FERNANDO J. CHAVEZ
Associate
McKinsey and Co., Inc.
Blvd. M. Avila Camacho No. 1
Piso 13
Mexico, D.F. 11560

HERNAN J. CIRILO A.
President
Grupo Empresarial
Merker S.A. de C.V.
Azores 870-2
Col. Vistahermosa
Monterrey, N.L. 64620
Mexico
(Rio Lerma 214
Col. Miravalle
Monterrey, N.L. 64660
Mexico)

ARMANDO CRESPO V.
Commercial Director
Montes Y Cia.
Calle 5 #956
Zona Industrial
Guadalajara, Jalisco 44490
Mexico

Mozambique

FERNANDO SUMBANA JUNIOR
National Director
Ministry of Trade
Av. 25 de Setembro 1018
Maputo, Mozambique
(Rua Damião de Gois 523
Bairro Sommerchild
Maputo, Mozambique)

The Netherlands

HERMANUS J. J. HARBERS
Europaweg 325
7766 AK Nieuw Schoonebeek
The Netherlands

MILLY TER HEEGE
Managing Director
Profile Management,
Intl. Business Consultants
Max Euweplein 30
1017 MB Amsterdam
The Netherlands

New Zealand

DON BADMAN
Business Develop. Officer
North Shore City Council
Pvt. Bag 93-500
Takapuna
North Shore City
New Zealand
(6-29 B Hamilton Rd.
Herne Bay
Auckland, New Zealand)

W.J.G. (JOHN) BOWEN
Managing Director
B & H New Zealand Limited
P.O. Box 25-324
Auckland
New Zealand
(13 Allum Street
Kohimarama, Auckland
New Zealand)

Nigeria

GARRY S. MOORE
Managing Director
West Africa Milk Co. (Nig.) PLC
Plot 7B Acme Rd.
Ogba, Ikeja,
Lagos, Nigeria

Norway

JAN BLICHFELDT
Assist. Managing Director
Bates Advertising
Box 2604 Solli
0203 Oslo
Norway

Pakistan

ROBERT J. SAUM
Finance Manager
Mercy Corps International
P.O. Box 314
House No. 10
Arbab Karam Khan Road
Quetta, Pakistan

Papua New Guinea

PATRICIA ELLY
Financial Controller
First Investment Finance Ltd.
P.O. Box 326 (Ela Beach Tower)
Port Moresby NCD
Papua New Guinea

Paraguay

OSCAR D. RUIZ MONGELÓS
Estudio Contable Gimenez
Malgarini Y Asociados
Cerro Corá 1033-1er piso
Asunción, Paraguay
(Santo Tomás #264
c/Avda. Gral. Santos
Barrio San Rafael
Asunción, Paraguay)

Peru

MARIA ANTONIETA ALFARÓ
GUTIERREZ
Av. Monterrico Chico 365-B
Lima 33 - Peru

JAVIER OLIVERA VEGA
Economist
Banco Central de Reserva
del Peru
Miro Quesada No. 441
Lima - Peru
(Calle 19, MZ.L Lote 22
Urbanizacion Santa Patricia
3ra. Etapa
Lima 12 - Peru)

Philippines

BRUNO CORNELIO, JR.
Chief, Private Enterprise
Support Office
U.S. Agency for International
Development (U.S. AID)
18th Floor
Ramon Magsaysay Center
1680 Roxas Blvd, Manila
Philippines

JOSE ERNESTO GONZALEZ
The Ritz Towers
Apartment B-1703
Ayala Avenue
Makati, Metro Manila
Philippines

JAMES K. SAVAGE
Regional Manager
Plexchem International, Inc.
C.P.O. Box 1172
6th Floor
Bankers' Centre Building
6764 Ayala Avenue
Makati 1226, Metro Manila
Philippines

Poland

MARK KALUZNY
Chief Controller
ABB-Elta
67/93 Aleksandrowska
91-224 Lodz
Poland

GEORGE MICHALSKI
Logistics & Planning Manager
Levi-Strauss Poland
Intraco, 23 Floor
Stawki 2
00-193 Warsaw
Poland

Republic of China

JULIN CHIANG
Business Develop. Supervisor
Effem Foods Inc.
16 Wu Kong 6th Road
Wu Ku, Taipei
Taiwan (ROC)
(36 So-Shan Road
Taishan, Taipei 24307
Taiwan (ROC))

SCOTT P. SUMMERS
Senior Designer
EDS International
Environmental Design Services
70-1 Sec.1 Cheng-Te Rd. 10F
Taipei, Taiwan (ROC)
(Yang Teh Ave., Sec.1
Lane 91, Alley 36, No.3
Taipei, Taiwan (ROC))

Saudi Arabia

GEORGE ABREU
General Manager
Namma Cargo Service Co., Ltd.
P.O. Box 1498
Alkhubar 31952
Saudi Arabia

BRIAN T. FARMER
c/o I.A.P. Procurement
P.O. Box 6326
Jeddah 21442
Saudi Arabia

SAMUEL GILA
Special Assistant to
the President & CEO
Omar K. Al-Esayi Group
of Companies
P.O. Box 3035
Jeddah 21471
Saudi Arabia

Singapore

HARRY HARTONO
Business Development Executive
Echosphere Corporation
Asian Division
16A Science Park Dr. #04-03
The Pascal
Singapore 0511

SAM MONCURE
One Tree Lodge #04-04
1A One Tree Hill
Singapore 1024

South Africa

RICHARD A. AGUIRRE
Managing Director
Reprensa South Africa (Pty) Ltd.
P.O. Box 61931
Marshalltown
2107 Republic of South Africa
(41 Eastwood Road
Dunkeld, Johannesburg
Republic of South Africa)

Spain

JAN O. SKYBAK
Director, Sales & Marketing
BSN Vidrio España, S.A.
Ctra. Villaverde Km 8,2
28041 Madrid
Spain

JILL SPOTT
Avda. Pio XII 97-13A
28036 Madrid
Spain

Sweden

KATARINA ARESKOUG
Trade Policy Analyst
National Board of Trade
Box 1209
11182 Stockholm
Sweden
(Skånegatan 55 Nbög
11637 Stockholm
Sweden)

Switzerland

BEATRICE HAECHLER
Sr. Operations Analyst
Goldman, Sachs & Co. Bank
Muensterhof 4
8001 Zurich, Switzerland
(Markusstr. 18
8006 Zurich, Switzerland)

SCOT F. VON BERGEN
Director
Point Enterprise S.A.
P.O. Box 48
21 Route de St. Cergue
CH-1260 Nyon
Switzerland

Tahiti

GUY WAN
Director
SNC Wan & Cie
Bld Pomare
B.P. 850
Papeete, Tahiti
Polynésie Française

Thailand

R. J. GURLEY
U.S. Business Advisor
U.S. Agency for
International Development
37 Phetchaburi Soi 15
Phetchaburi Road
Bangkok 10400
Thailand

KENNETH LAMBERT
Chairman
KL&P Asia (Thailand) Ltd.
Penthouse Maneeya Center
518/5 Ploenchit Rd.
Bangkok, 10330
Thailand
(39/37 Mdo 3 Soi Nichada Thani
Samakee Rd., Bangtalad
Amphur Pakkret, Nonthaburi
11120 Thailand)

Tunisia

SCOTT K. JOHNSON
Head - General Internal Services
Citibank, N.A.
3 Ave Jugurtha
Tunis - Belvedere (1004)
Tunisia
(Apt. #5 - Residence NOZHA 2
El Manar 2
Tunis (2092), Tunisia)

Turkey

EMRE S. ORAL
Bogazici Sitesi 8/4
Arnavutköy, Istanbul
Turkey

MELIH ÖZKAN
Brand Manager
The Coca-Cola Company
Inönü CD. No.70 Gümüssuyu
Istanbul 80090
Turkey

United Arab Emirates

SUHAS MAHAJAN
Manager, Treasury
Citibank, N.A.
P.O. Box 749
Dubai
United Arab Emirates

SAEED MASOUD
Resident Vice President
Citibank Private
Bank Switzerland
Private Banking Office
P.O. Box 999
Abu Dhabi
United Arab Emirates
(Khalifa Street
Sh. Surror Bldg.- Penthouse
Abu Dhabi, U.A.E.)

United Kingdom

BRETT PLATT
International Asset
Swaps/Private Placements
Merrill Lynch International Ltd.
Ropemaker Place
25 Ropemaker St.
London EC2Y 9LY
United Kingdom

WAYNE A. ROHLFS
Chairman
Spotnails Limited
33 Portmanmoor Road
Cardiff CF2 2HB
United Kingdom
(1 Church Cottages
Michaelston-Le-Pit
Dinas Powys
South Glamorgan CF6 4HE
United Kingdom)

MARK RUDOLPH
Managing Director
CNN International Sales, LTD
19-22 Rath Bone Place
London W1P 1DF
United Kingdom

BRADFORD L. STONG
Area Controller Europe
S.C. Johnson & Son, Inc.
Mill Lane
Ascot, Berkshire SL5 7SH
United Kingdom
(5 The Lawns
Ascot, Berkshire SL5 8TZ
United Kingdom)

Venezuela

ALEXANDER VÖLKE
Marketing Director
Contiflex C.A.
Apartado 61927
Caracas 106, Venezuela
(Edif. Vista Bella, Apt. 9B-7
Urb. Santa Gertrudis, Calle
El Peñon, Caracas
Venezuela)

Zambia

RAM BALASUBRAMANIAM
General Manager
Tata Zambia Ltd.
P.O. Box 30074
Lusaka, Zambia

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	Classes Begin
Mon., Aug. 30	Last Day for Payment Arrangements
Fri., Sept. 3	Last Day for Schedule Adjustments
Sat.-Mon., Sept. 4-6	Labor Day Holiday (Dining Hall Closed 3 Days)
Thu.-Sun., Nov. 25-28	Thanksgiving Holiday (Dining Hall Closed 4 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	Classes Begin
Mon., Jan. 31	Last Day for Payment Arrangements
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 Arrangements
Wed., June 8	Last Day for Schedule Adjustments
Sat.-Mon., July 2-4	Independence Day (July 4) Holiday (Dining Hall Closed 3 Days)
Tue., Aug. 9	Last Day of Classes
Wed.-Thu., Aug. 10-11	Final Examinations
Fri., Aug. 12	Commencement
Sun., Aug. 14	Residence Halls Close, 4 p.m.

Fall Semester 1994

Mon., Aug. 22	Residence Halls Open, 9 a.m.
Tue., Aug. 23	New-Student Orientation
Wed.-Fri., Aug. 24-26	Waivers, Counseling, Registration
Mon., Aug. 29	Classes Begin
Mon., Aug. 29	Last Day for Payment Arrangements
Fri., Sep. 2	Last Day for Schedule Adjustments
Sat.-Mon., Sept. 3-5	Labor Day Holiday (Dining Hall Closed 3 Days)
Thu.-Sun., Nov. 24-27	Thanksgiving Holiday (Dining Hall Closed 4 Days)
Thu., Dec. 8	Last Day of Classes
Sat.-Thu., Dec. 10-15	Final Examinations
Fri., Dec. 16	Commencement
Sun., Dec. 18	Residence Halls Close, 4 p.m.

Winterim 1995

Mon., Jan. 2	Residence Halls Open, 9 a.m.
Tue., Jan. 3	Registration, Classes Begin
Fri., Jan. 20	Final Examinations
Fri., Jan. 20	Residence Halls Close, 4 p.m.

Spring Semester 1995

Mon., Jan. 23	Residence Halls Open, 9 a.m.
Tue., Jan. 24	New-Student Orientation
Wed.-Fri., Jan. 25-27	Waivers, Counseling, Registration
Mon., Jan. 30	Classes Begin
Mon., Jan. 30	Last Day for Payment Arrangements
Fri., Feb. 3	Last Day for Schedule Arrangements
Fri.-Mon., Apr. 14-17	Easter Holiday (Dining Hall Closed 4 Days)
Thu., May 11	Last Day of Classes
Fri.-Thu., May 12-18	Final Examinations
Fri., May 19	Commencement
Sun., May 21	Residence Halls Close, 4 p.m.

Summer Term 1995

Mon., May 29	Residence Halls Open, 9 a.m.
Tue., May 30	New-Student Orientation
Wed.-Fri., May 31-June 2	Waivers, Counseling, Registration
Mon., June 5	Classes Begin
Mon., June 5	Last Day for Payment Arrangements
Wed., June 7	Last Day for Schedule Arrangements
Tue., July 4	Independence Day (July 4) Holiday (Dining Hall Closed 1 Day)
Tue., Aug. 8	Last Day of Classes
Wed.-Thu., Aug. 9-10	Final Examinations
Fri., Aug. 11	Commencement
Sun., Aug. 13	Residence Halls Close, 4 p.m.

NOTE TO NEW STUDENTS: 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.



Alumnus Profile

After graduating from Thunderbird, Gregory Peters conducted business in more than 45 countries as part of the management development program at AT&T's Network Systems Division. He was promoted to managing director for the Middle East and Africa Region and, in 1991, was involved in AT&T's reconstruction effort in Kuwait. Through his private consulting group, Peters assisted such companies as AT&T, General Dynamics and British Petroleum earn contracts worth more than \$5 billion in Kuwait. In 1993, Peters joined the Connell Company as executive vice president.

Gregory A. Peters '86

Executive Vice President

Connell Company

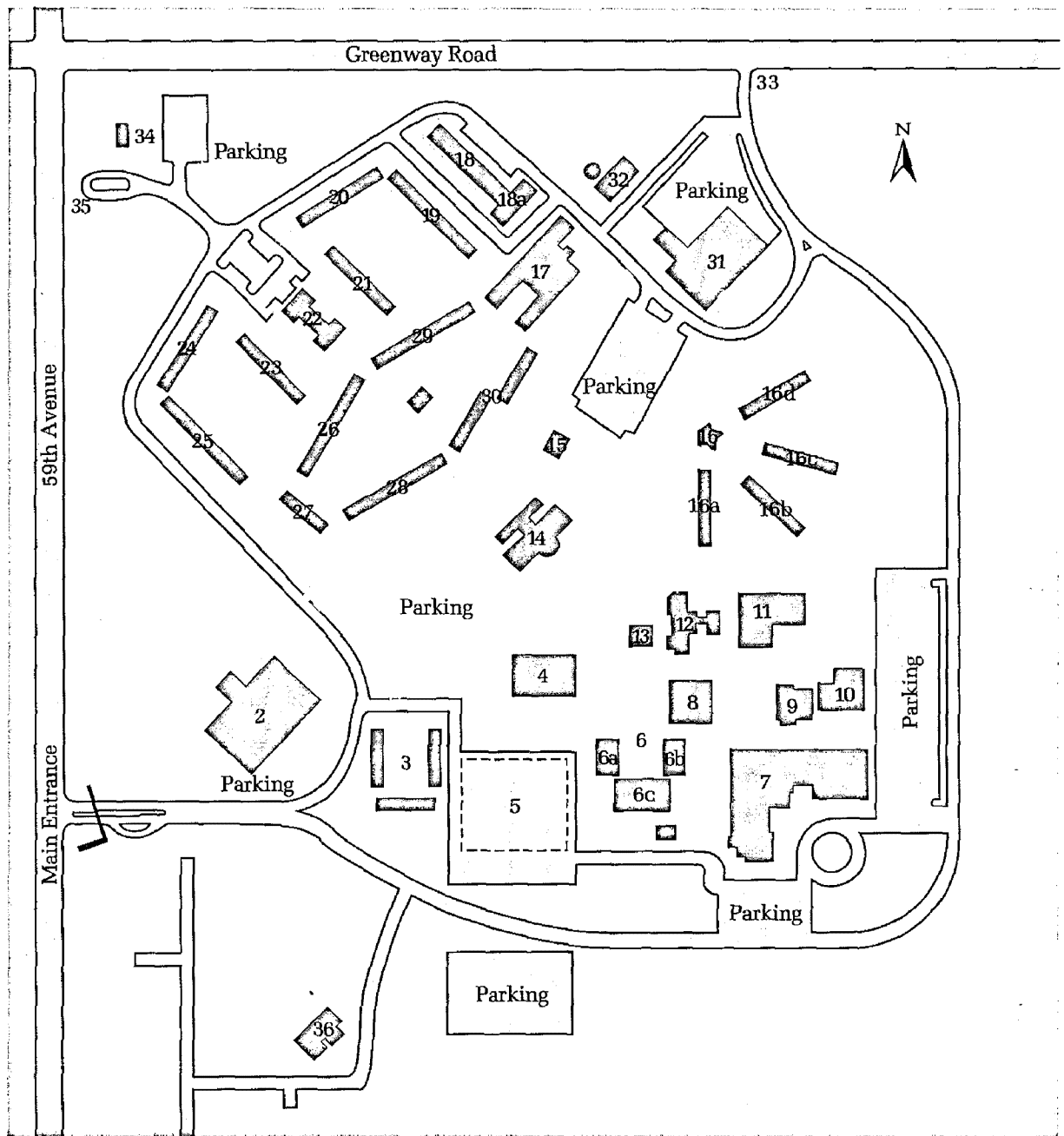


New buildings and updated facilities abound at Thunderbird. Integrative computer and video technology in classrooms allows the most recent advances in presentation methods to be used. The recently developed Tower Building Student Center provides students with a relaxing environment to study, have group meetings, or just hang out between classes. The Tower Café, a student-run enterprise, allows for that morning or afternoon cappuccino fix.

Nicholas DeBiaso '93

B.A., Economics and Spanish, 1992

University of Michigan



Residence Halls

New Residence Hall ("A")	30
Residence Hall "B"	29
Residence Hall "D"	26
Residence Hall "E"	19
Residence Hall "F"	20
Residence Hall "G"	25
Residence Hall "H"	24
Kieckhefer Hall ("T")	23
Residence Hall "J"	21
East Apartments	16
West Apartments	3
Keyman Guest Rooms	18

Classrooms

1-10, 11-20, 21-29	6A, B, C
31-35	27
C-22, C-23, C-24	28
Lecture Halls 53, 54, 55	9

Auditoriums/Meeting Rooms

AT&T Auditorium	7
Chapel (Tell Interfaith Center)	34
Executive Auditoriums 1 & 2	17
Goldwater Lounge	18A
Meeting Rooms 1, 2, 3	7
Thunderbird Activity Center (TAC)	2

Main Administrative Offices

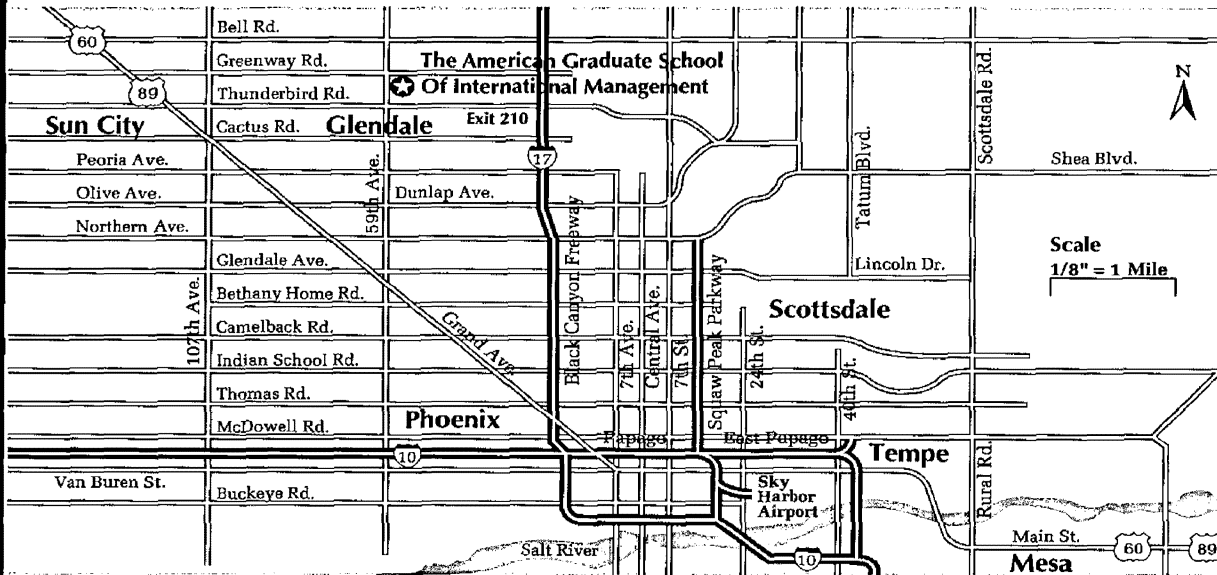
Academic Affairs	7
Admissions	7
Business Affairs	7
Executive Education	22
External Affairs	7
President's Office	7
Student Affairs (Financial Aid, Foreign Student Adviser)	7

Campus Resources

Career Services Center	12
Computer Services Center	8
Dining Hall, Crossroads Coffee Shop	17
Dom Pedro II Research Center	28
Hangar Building: Audio Visual, Bookstore, Copy Center, Post Office, Storage, Travel Agency	31
Health Center	15
International Studies Research Center	28
Library, Barton Kyle Yount	4
Multimedia Resource Center	36
Tower Building Student Center	14

Faculty Offices

International Studies	10
Modern Languages	11
World Business	7



EQUAL OPPORTUNITY POLICY STATEMENT

The American Graduate School of International Management is committed to creating a positive educational environment that includes the talent and diversity that exists globally. Therefore, 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 1992, the Family and Medical Leave Act of 1993, and the Age Discrimination Act of 1975, the School does not discriminate on the basis of race, color, national origin, religion, sex, sexual orientation, 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, requests for 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.



Alumnus Profile

As the son of a career diplomat, Gregory Murphy lived in such places as Japan, Libya, Saudi Arabia and Hong Kong as a youth. He graduated from the U.S. Naval Academy in 1970 and from Thunderbird in 1973. He began his career with General Foods in 1973, advancing through positions in the Maxwell House, Breakfast and Beverage Divisions. He was named president and CEO of General Foods Bakery Companies in 1987.

Gregory B. Murphy '73
President and Chief Executive Officer
General Foods Bakery Companies, Inc.



Alumnus Profile

Brenda Sexton spent two years as an advertising executive immediately following Thunderbird, but has spent the last 10 years as a commercial real estate broker in Chicago. Currently, she is the senior managing director with a national real estate firm. Since joining Julien J. Studley in 1987, she has completed more than \$400 million in real estate deals. She was named Broker of the Year by the Chicago Sun-Times in 1989 and 1990—the only broker in Chicago to receive this award more than once. She is consistently listed in the top five brokers, in transactions completed, in the Chicago area.

Brenda Sexton '80

Senior Managing Director

Julien J. Studley, Inc.

Academic Regulations	76	Incomplete Grades,		Refunds	29
Administration	90	Discharging	77	Requirements, Degree	42
Admission	18	Insurance, Student Health	23	Residence Halls	26
Alumni Association Board	94	Interfaith Center	23	Retaking Courses	77
Alumni Educational		<i>International Executive, The</i>	25	Returning After an Absence	77
Counselors	96	International Studies		Sample Courses of Study	44
Alumni, Location of	10	Requirements	46	Scholarships	30
Alumni Relations Office	8	International Studies Research		Spouses, Tuition	28
Application Fee	18, 28	Center	24	Student Government	20
Application Procedure	18	Internships	74	Student Body Profile	3
Arizona State University	34, 75	<i>Journal of Language for</i>		Student Publications	20
Auditing	76	<i>International Business, The</i>	25	Student Services	22
Awards	22	Language Requirements	48	Summary of Institutional	
Calendar	105	Library	24	Requirements	42
Campus Tours	4	Living Accommodations	26	Summary of Required Program	
Career Services	12	Loans	31	of Study	45
Certificate of Advanced Study	43	Map, Campus	106	Thunderbird Campus	4
Change of Schedule	76	Master of International		TOEFL	18, 49
Class Attendance	77	Health Management Degree	75	Total Program of Study	
Clubs	20	Master of International		for the M.I.M. Degree	45
Computer Services	25	Management (M.I.M.) Degree	42	Tower Building Student Center	22
Concurrent Enrollment	76	Master of International Management		Transcript Regulations	77
Conduct	77	of Technology Degree	75	Transfer of Credits	76
Cooperative Programs	34	Master's Thesis	77	Travel Agency	22
Course Numbering	43	M.B.A. Forums	18	Trustees, Board of	91
Courses, International Studies	52	Mission Statement	2	Tuition and Fees	28
Courses, Modern Languages	60	Modern Languages		University of Arizona	34, 75
Courses, World Business	66	Requirements	48	University of Denver	34
Credit Hours and Course Load	76	National Minority		University of Pittsburgh	34
Curriculum Changes	43	Advisory Council	94	Veterans Scholarships	30
Dom Pedro II Research Center	24	Off-Campus Living Costs	29	Waivers	43, 46, 50
Drury College	34	Payment of Fees	28	Winterim	40
Employers	14, 16	Phoenix Area Map	107	World Business	
Employment, Spouse/Student	31	Placement	12	Requirements	50
English as a Second Language,		Post Office	22	World Business Advisory	
Courses	64	Probation	76	Council	92
English Language		Recreation and Sports	20	World Business Courses	66
Requirement	18, 48				
Equal Opportunity Policy	107				
Errors in Grading, Correction	77				
Executive Education	36				
Executive Master's of					
International Management					
(E.M.I.M.) Degree	36				
External Affairs Office	24				
Facilities	4				
Faculty, Department of					
International Studies	78				
Faculty, Department of Modern					
Languages	81				
Faculty, Department of World					
Business	84				
Fees	28				
Financial Aid	30				
Food Service	26				
Foreign Programs	32				
Foreign Student Office	22				
GMAT	18				
Grading Code	76				
Graduation Requirements	77				
Grievance Procedure	107				
Health Services	23				
History of Thunderbird	6				
Housing and Food Services	26				

TELEPHONE DIRECTORY

(Area Code 602)

Switchboard	978-7011
Academic Affairs Office	978-7250
Admissions Office	978-7210
Business Office	978-7140
Dean of Students	978-7133
Department of International Studies	978-7182
Department of Modern Languages	978-7255
Department of World Business	978-7150
Executive Education Office	978-7820
External Affairs Office	978-7110
Financial Aid Office	978-7130
Housing Office	978-7132

FAX NUMBERS

Switchboard/Administration Wing	978-8238
Admissions Office	439-5432
Alumni Relations Office	978-6814
American Express Travel	938-8169
Career Services Center/Internship Office	978-1410
CDT Copy Center (available for students)	978-7836
Department of International Studies	439-9622
Department of Modern Languages	439-1435
Department of World Business	843-6143
Thunderbird Executive Training Center/E.M.I.M.	439-4851
Thunderbird Management Center	978-0362

"Anyone seriously interested in international business cannot fail to consider going to this school for a master's in business. Thunderbird... was offering a global slant to business education when most B-school deans never thought it was important. Indeed, for 30 years, the school had the only international business program in the United States."

**A Business Week Guide:
The Best Business Schools**