



THUNDERBIRD

1994-1995
Catalog

THE AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT

*“I am not an Athenian
or a Greek, but a
citizen of the world.”*

SOCRATES



Citizens of the World

Roy A. Herberger, Jr.
President

Thunderbird, The American
Graduate School of
International Management

"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 a part of the Thunderbird experience. It will change your life."

A DIFFERENCE OF DEGREE

Thunderbird, The American Graduate School of International Management, is a private nonprofit graduate school for men and women who want to be leaders in global arenas of business, government or not-for-profit. Thunderbird's outstanding reputation has stood the test of time for more than 48 years in the world's most important corporations and organizations.

Thunderbird is accredited by the American Assembly of Collegiate Schools of Business and by the North Central Association of Colleges and Schools. It offers the Master of International Management (MIM) as its primary degree and other related degree programs including two specialized degrees: the Master of International Health Management (MIHM) and the Master of International Management of Technology (MIMOT). Please see page 50 for more information on Thunderbird's special-degree programs.

In addition, Thunderbird offers full-time executives the opportunity to get an MIM without interrupting their careers, through the Executive Master of International Management (EMIM) program, outlined on page 34.

The MIM program is primarily for full-time graduate students who may complete the degree in three to five terms (12 to 21 months), depending upon prior educational preparation. Completion time is also affected by off-campus options, such as internships and foreign programs. Students who already hold MBA degrees may get an MIM through the School's Post-MBA degree program described on page 51.

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

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.
- 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.

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Contact Information

Telephone: (602) 978-7210; Fax: (602) 439-5432
Admission Inquiries Only: (800) 848-9084
Internet: BATESB@MHS.T-BIRD.EDU CompuServe: Thunderbird 72662,3422
Thunderbird Campus: 15249 North 59th Avenue,
Glendale, Arizona 85306-6000



Thunderbird 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.

THE THUNDERBIRD EXPERIENCE

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 27,000 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.



▲ *Everything at Thunderbird is international: the students, the course work, the faculty, and the social environment.*

It is a group of alumni living, working, and making business contacts in every state in the United States and nearly 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 a team spirit that grows from the many challenges of a demanding curriculum.

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

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



Karen Hann '94
United States

B.B.A., Management, 1992,
Georgia State University

STUDENT BODY PROFILE

FALL 1993

Total MIM Enrollment for Fall 1993 Semester	1,505
<i>Male</i>	61%
<i>Female</i>	39%
U.S. Minority Students	12%
Enrolled Full-Time	98%
Average Age	26
Age Range	21-40
International Overview	
<i>Non-U.S. Citizens</i>	31%
<i>Countries Represented</i>	70
Largest Foreign Student Populations (over 15 students each)	
<i>Japan, Germany, Mexico, Taiwan, Norway, Spain, Thailand, India</i>	

ENTERING CLASS PROFILE

FALL 1993

Fall 1993 Entering Class Size	402
Full-Time Work Experience	
<i>Less Than 2 years</i>	25%
<i>2 - 4 years</i>	42%
<i>5 - 7 years</i>	18%
<i>8 - 10 years</i>	8%
<i>Over 10 years</i>	7%
<i>Average Years</i>	3.5
Number of Undergraduate Institutions	
U.S.	183
Foreign	83
Undergraduate Majors by Percentage	
<i>Business Administration</i>	32%
<i>Economics</i>	14%
<i>International Business / Economics</i>	5%
<i>International Relations</i>	5%
<i>Language Studies</i>	11%
<i>Engineering Sciences</i>	12%
<i>Social Sciences / Humanities</i>	21%
Test Scores	
<i>GMAT Average</i>	560
<i>GMAT Average U.S.</i>	570
<i>GMAT Average non-U.S.</i>	540
<i>GMAT Range</i>	420-740
<i>TOEFL Score Average</i>	590
G.P.A.- (Grade Point Average)	3.33
<i>Range</i>	2.30-3.97
Non-U.S. Citizens Fall 1993 Entering Class	35%
<i>Visiting Exchange Students: Germany (18),</i>	
<i>Norway (12), Spain (5), China (3)</i>	38
Countries Represented	42
<i>Source: Office of Admissions - Fall 1993.</i>	

◀ *"I have never worked harder and enjoyed it more than I have at Thunderbird. It is a lot of work, but the motivation comes from within. There is something different, something unique about every student here. The energy of the community is generated from the group of diverse and dynamic individuals who come together harmoniously to create the mystique of Thunderbird. It is an international community where people are brought together as strangers but where no one is foreign."*

THUNDERBIRD CAMPUS

Located in the Sun Belt area of the Southwest, Thunderbird is situated in Glendale, Arizona, a suburb of Phoenix, America's 8th 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.

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 on campus 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 and features a wall with the word "welcome" written in all ten languages taught at the School.

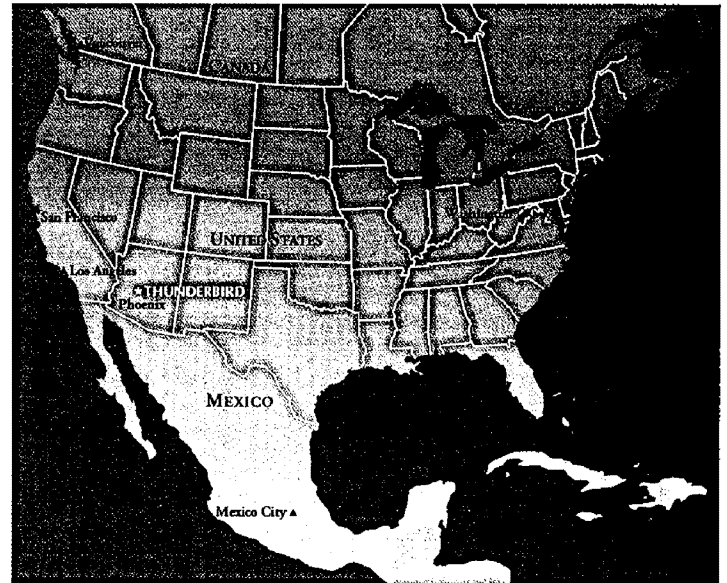
FACILITIES

The campus occupies approximately 87 acres of landscaped area and features new buildings of contemporary southwest design as well as other modern ranch-style buildings characteristic of southwestern architecture. The 30,000-square-foot Merle A. Hinrichs International Business Information Centre (IBIC) opened in June 1994. This hi-tech resource and research center combines materials from the former Barton Kyle Yount Library, the International Studies Research Center and the Dom Pedro II Research Center. Innovative in design and bold in concept, the IBIC represents Thunderbird's continued commitment to the pursuit of academic

excellence and the enhancement of the School's already strong research capabilities.

Twelve residence halls are arranged to form four landscaped quadrangles. The Thunderbird Executive Inn provides 70 deluxe private rooms primarily for individuals enrolled in the School's executive education programs. The rooms, located in three residence halls, are equipped with queen-size beds and private baths.

The main classroom complex, The Frank L. Snell Learning Center, was completed in 1980 and contains 29 rooms that surround the Jacuzzi Fountain, donated by Thunderbird alumnus Ken Jacuzzi of the famous whirlpool family. In 1987, a new academic mall and pavilion were added to the campus, along with the William Voris Hall of Modern Languages and the Joan and David Lincoln Computer Services Building. The Barton Kyle Yount Building and the Franz G. Talley Career Services Building are located on either side of the pavilion.



▲ *Thunderbird is located in the Phoenix, Arizona metropolitan area, a half-day drive from the Mexican border or the Grand Canyon, and a day's drive from Los Angeles.*

These facilities were joined by a new International Studies building, new lecture halls, and the new World Business/Joan and David Lincoln Administration Building, all completed in 1991-92. In 1993, The Tower Building, which once housed Thunderbird Field's air control tower, was renovated into a student center with lounges, a European-style coffee house, and student offices. Campus recreational facilities include six lighted tennis courts, two handball courts, lighted basketball court, and two sand volleyball courts.



Gabriele Amtmann '94
United States

B.A., Political Science, 1992,
University of California, Santa Barbara

◀ *"I chose Thunderbird because it has successfully prepared thousands of people for positions in international business for over 40 years. While other institutions struggle with the transition to incorporate a more international focus, Thunderbird just keeps honing its technique."*



Elena Skvortsova '94
Russia

B.A., Linguistics, 1991
Moscow State University
of Linguistics

Elena Skvortsova once worked as an interpreter and translator in English, Spanish, and her native Russian. Now, she works for Bayer in Frankfurt, Germany. Her newly acquired knowledge in international management, along with experience from a Moscow internship, gave her the edge she needed to land a job with one of the largest pharmaceutical companies in the world. She stands here in front of the Welcome Wall at the entrance to Thunderbird, where the word "welcome" appears in all 10 languages taught at the School.

"There are several good reasons for coming to Thunderbird: start a career, change a career, become more competitive in the international market, learn about a new culture or language, acquire friends and business associates from all over the world, and experience the "Thunderbird Mystique." If you're considering coming here and are still a little unclear on the last reason I gave, come visit the School — you'll know what I mean, and will want to be a T'bird too!"

THE HISTORY

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.

THUNDERBIRD FIELD

After World War II, General Yount decided to open a school specializing in global business education. The School was chartered as a nonprofit Arizona corporation on April 8, 1946, with General Yount as President. In June of that year, the new school was started on Thunderbird Field No. I, 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.

Today, the Thunderbird Executive Education office offers several options through its custom-designed programs, open-enrollment seminars, partnership programs and an Executive Master of International Management degree.

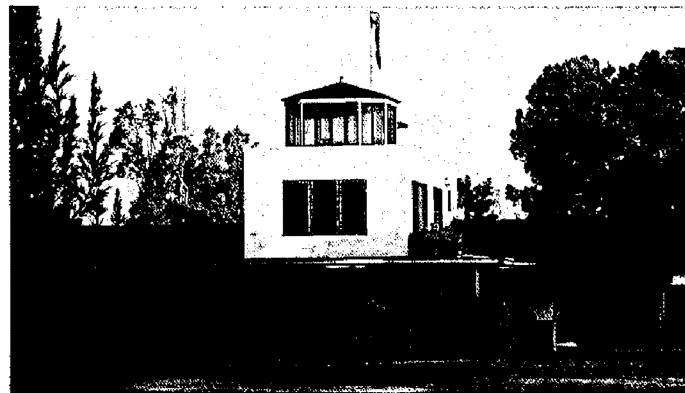


Barton Kyle Yount
Founding President

Commanding General of the U.S. Army Air Training Command during World War II. Founded the School April 8, 1946.

MORE PROGRESS

From 1971 to 1989, 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.



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

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 \$15 million building program provided six new structures, including the multi-million dollar Merle A. Hinrichs International Business Information Centre. In addition, Thunderbird is now recognized as a Center for International Business Education by the U.S. Department of Education.

ACCREDITATION

Thunderbird is accredited by the American Assembly of Collegiate Schools of Business (AACSB) and the North Central Association of Colleges and Schools (NCA). The AACSB is the primary accrediting association for American schools of business, and the NCA is the primary accrediting agency for universities in its region of the United States.

◀ *"We made some important resolutions during the School's first year. One was that this School keep itself free to experiment both in subject matter and in educational techniques. Another was that the School would always keep itself wide open 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."*



Brian Vestergaard '94
United States



B.S., Management, 1989
B.A., French, 1989
Purdue University

Brian Vestergaard grew up in the United States and completed a one-year study abroad program at the University of Strasbourg, France, during his undergrad years at Purdue. He worked in information management consulting for Peterson Consulting and Metzler & Associates before coming to Thunderbird. At Thunderbird, he directed Interfest, an intercultural festival held every semester for schoolchildren in the Phoenix area. He is sitting in the Tower Café in the Student Center.

"Since I began my studies at Thunderbird, two alumni – whom I have never met – have offered valuable guidance and advice in my search for the "right" post-MIM career. One alumnus from France offered recommendations to improve my French resume and provided advice about the French employment market. Another alumnus in Boston helped me arrange an important interview at the bank where he is employed. The T'bird Network is invaluable!"

THE THUNDERBIRD NETWORK

No other school in the world can offer an international alumni body to match the Thunderbird network. In international business, "Thunderbird" is the benchmark. Alumni are 27,000 strong in every state in the U.S. and 128 foreign countries. No question about it, Thunderbirds are the "in" group in international business circles.

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 27,000 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 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.

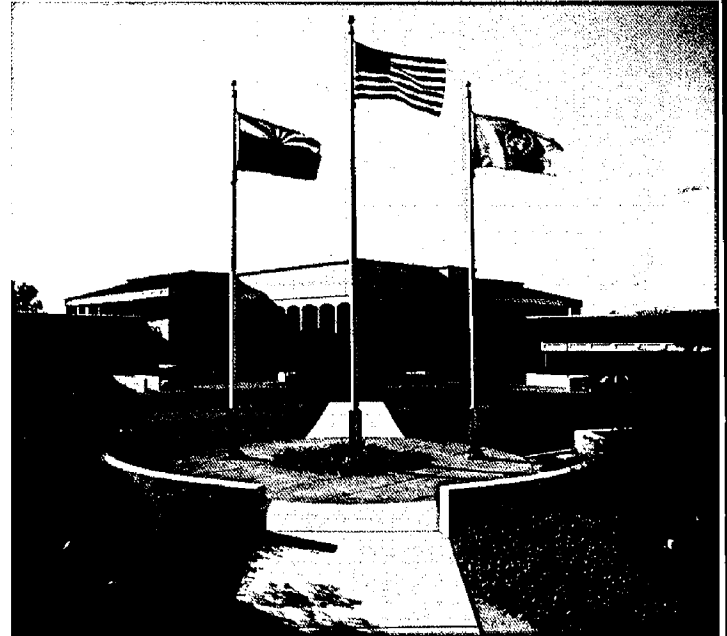


Laura Meyer '94
United States

B.S., Business - Human Resources, 1987,
University of Colorado at Boulder,
Business & Professional Women's
Foundation Scholarship

THUNDERBIRD ON COMPU SERVE

Thunderbird also has its own exclusive forum on CompuServe, available only to Thunderbird students, alumni, faculty, and staff. Online conversations, conferences, and reunions occur regularly, linking alumni around the world. In addition, many of the School's library and career resources are available on the Thunderbird CompuServe Forum.



▲ The circular drive in front of the World Business/Administration Building features the flags of Arizona, the United States and the United Nations.

AWARDS

The Jonas Mayer Distinguished Alumnus Award is the highest award given each year by the Thunderbird Alumni Association (TAA) 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.

CONTINUING EDUCATION PROGRAMS

Thunderbird offers continuing education programs as a service to alumni chapters. This joint effort between the TAA, the Alumni Relations Office, Thunderbird faculty and alumni chapters, takes professor expertise from the classroom to alumni sites throughout the world.

◀ "The Thunderbird alumni network is a valuable resource not only for graduates, but also for potential and current students. Before deciding to come to Thunderbird, I attended a 'First Tuesday' in Denver to meet alumni and learn more about their experiences with the school. The network is very close, and where else can you say you know someone in almost every country in the world?!"



Pu Niu '94

China



B.A., M.A., History 1984, 1988
Beijing University, Beijing, China
Ph.D. Candidate, Asian Studies
Arizona State University

Shutze Hsu '93

Taiwan

B.S., Finance, 1990
Arizona State University

Pu Niu met his wife, Shutze Hsu '93, while they were both studying at Arizona State University. She graduated from Thunderbird a year before he did and now they're both testing the waters of the job market. Niu hopes to begin his international management career with a company based in the United States that has close ties with the Pacific Rim, and once he begins his new career, Hsu will start looking in the same city.

"I would use "busy", "intensive", "rich", and "meaningful" to describe my student life at Thunderbird. Although sometimes I feel stressed because of the workload, group meetings, and exams, it's worth it. Life is what you put into it, isn't it?"

0 THUNDERBIRD NETWORK

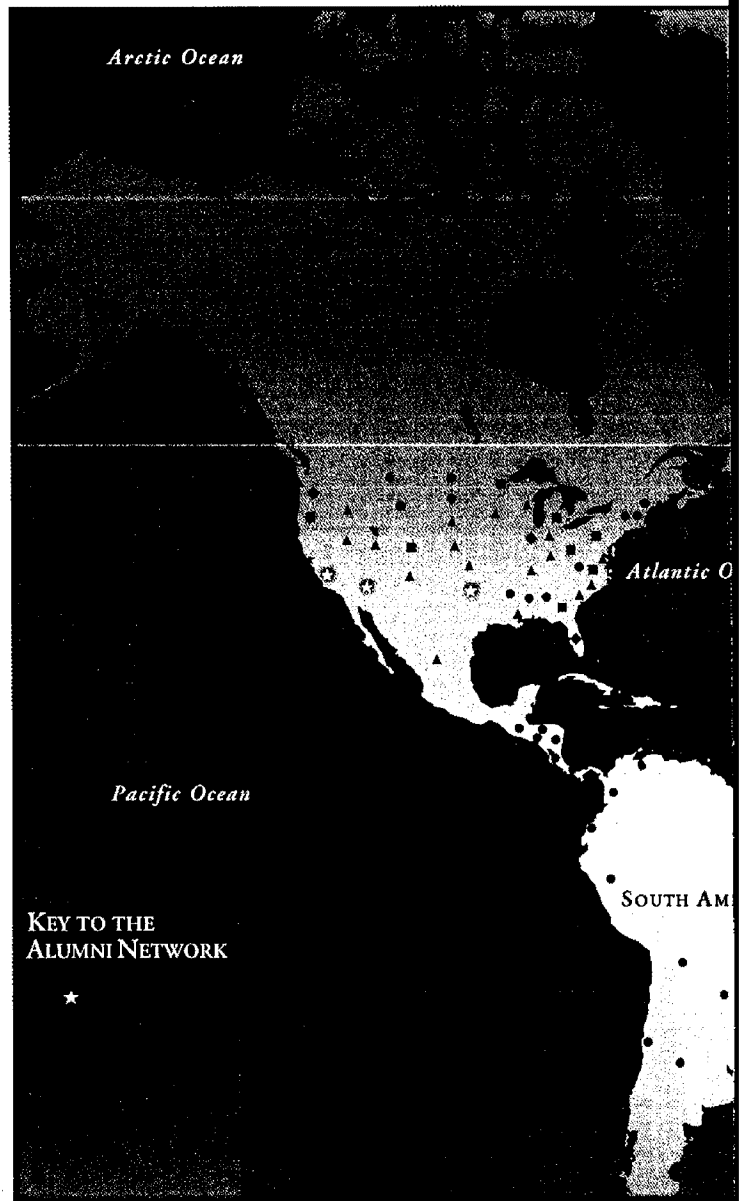
LOCATION OF ALUMNI IN THE U.S.

U.S. State or Territory	No.
California	3409
Arizona	1556
Texas	1092
New York	957
Florida	949
Illinois	888
Washington	505
Colorado	484
New Jersey	447
Virginia	433
Ohio	367
Pennsylvania	357
Connecticut	330
Michigan	322
Georgia	308
Massachusetts	306
Minnesota	305
Oregon	283
Maryland	243
Wisconsin	234
Utah	193
Missouri	177
North Carolina	176
District of Columbia	165
Indiana	130
New Mexico	119
Tennessee	118
Kansas	112
Oklahoma	101
Hawaii	94
Nevada	89
South Carolina	75
Iowa	72
Idaho	67
Puerto Rico	58
Louisiana	57
Nebraska	54
Kentucky	53
Montana	53
Arkansas	48
New Hampshire	41
Rhode Island	41
Alabama	39
Maine	30
Alaska	27
Delaware	24
Guam	22
Vermont	22

Mississippi	21
Wyoming	20
North Dakota	16
South Dakota	11
British Virgin Islands	8
West Virginia	5
American Samoa	1
Marshall Islands	1
Northern Mariana Islands	1

LOCATION OF ALUMNI OVERSEAS

Country	No.
Japan	580
Germany	320
France	219
England	203
Mexico	189
Hong Kong	167
Spain	165
Norway	156
Brazil	144
Canada	133
The Netherlands	117
Belgium	114
Taiwan	109
Thailand	86
Singapore	84
South Korea	80
Switzerland	74
Venezuela	74
Indonesia	52
Italy	50
People's Rep. of China	49
Saudi Arabia	47
Australia	46
India	43
Argentina	39
Colombia	39
Ecuador	35
Chile	30
Austria	28
Egypt	28
Peru	28
Philippines	28
Sweden	27
Malaysia	25
Panama	25
Turkey	22
Costa Rica	19



Nigeria	17	Guatemala	9
Bolivia	16	Bahrain	8
Iran	16	El Salvador	8
Poland	16	Finland	7
Greece	14	Honduras	6
Kenya	13	Paraguay	6
Luxembourg	13	Portugal	6
Cyprus	12	Russia	6
Israel	12	Uruguay	6
New Zealand	12	Bangladesh	5
South Africa	12	Denmark	5
Czech Republic	11	Iceland	5
Jordan	11	Ivory Coast	5
Pakistan	11	Morocco	5
Hungary	10	Bermuda	4
United Arab Emirates	10	Latvia	4



Heather Leonard '94
United States

B.A., Communications,
Minor in Marketing, 1989, Boston College
Graduate Associate Scholarship,
Geneva Campus, Summer 1994

◀ "I found the Thunderbird alumni network to be second to none. Their enthusiasm and willingness to talk to students is evidence of the strength of the network. I am also a participant in the mentor program, which offers an alumni mentor in the field for advice and guidance. I know several students who have received leads and job offers utilizing the network."

Arctic Ocean

Pacific Ocean


Indian Ocean

AFRICA

AUSTRALIA

Qatar 4	Kuwait 2	Burkina Faso 1	Romania 1
Bahamas 3	Monaco 2	Cameroon 1	Slovakia 1
Dominican Republic 3	Netherland Antilles 2	Canary Island 1	Swaziland 1
French Polynesia 3	Papua New Guinea 2	Congo 1	Syria 1
Liberia 3	Senegal 2	Ethiopia 1	Uganda 1
Libya 3	Sri Lanka 2	Gabon 1	Wales 1
Mozambique 3	Sudan 2	Haiti 1	Western Samoa 1
Nepal 3	Tanzania 2	Ireland 1	Yemen Arab Republic 1
Nicaragua 3	Togo 2	Isle of Man 1	Zaire 1
Scotland 3	Trinidad and Tobago 2	Jamaica 1	Zambia 1
West Africa 3	Tunisia 2	Lithuania 1	Zimbabwe 1
Yugoslavia 3	Algeria 1	Mali 1	
Aruba 2	Barbado 1	Mongolia 1	
Bulgaria 2	Belize 1	Niger 1	
Cayman Islands 2	Botswana 1	Northern Ireland 1	
Ghana 2	British Virgin Islands 1	Oman 1	



 **Mary Mitchell '94**
United States
B.A., Communications, 1982, Anderson University;
M.S., Magazine Journalism, 1988, Ohio University,
Worldwide Scholarship

◀ *"T'birds are always on the move, whether doing internships or studying abroad or moving from country to country as their careers progress. Before coming to Thunderbird, I had read about alumni always willing to help each other, wherever they happen to be. What's exciting is that this worldwide network is now online, via the new Thunderbird forum where members of the T'bird community can exchange information regardless of geographical location."*

2 CAREER SERVICES

The Career Services Center provides a series of programs each semester that enable students to identify their career objectives. The programs are designed to teach career management skills they can apply throughout their careers.

THE CENTER'S SERVICES FOR STUDENTS ARE DESIGNED TO:

- Assist them in making informed career plans;
- Provide information, guidance, and advising 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.

Recruiting coordinators schedule on-campus interviews and post positions of companies not able to recruit on campus. Employers say they hire Thunderbird's because the students' business expertise is enhanced 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;
- An acquired maturity and self-assurance gained by the breadth and depth of international exposure.

A *Resume Book*, published in print and on disk 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 are in the Johnson & Johnson Career Management Media Room.



Hong-Ming Wang '94
People's Republic of China
B.E.E., Chemical Engineering, 1988,
East China University Of Chemical Engineering

Each semester, new students use the *Personal Business Plan* workbook written specifically for the career planning and management needs of Thunderbird's students. The manual outlines how to prepare a business plan to market the student.

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

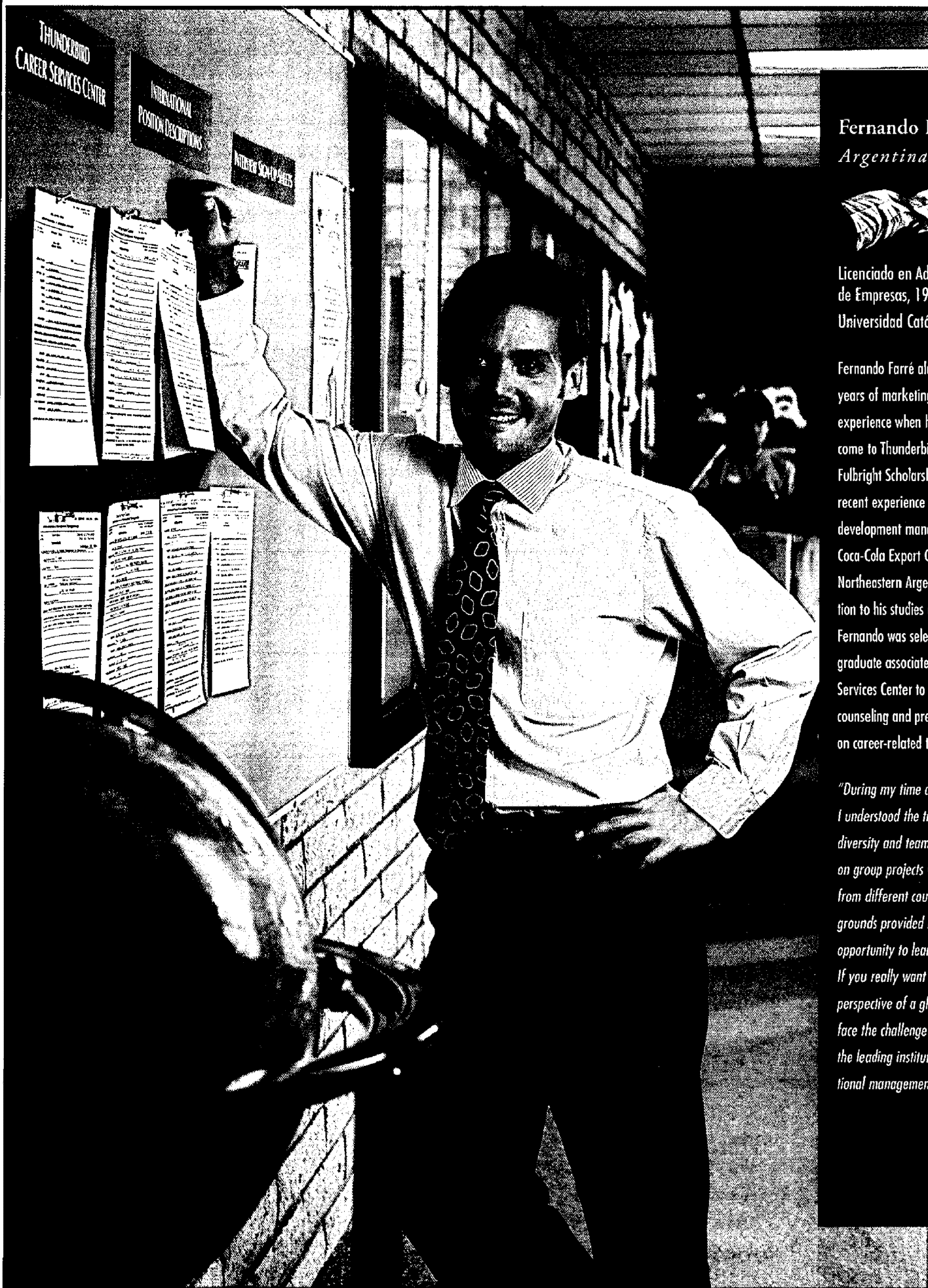


▲ Although informality generally prevails on the Thunderbird Campus, job interviews at the Career Services Center mean dressing for success.

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.

Career Services publishes two periodical bulletins for alumni: 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. Both are also available to Alumni through CompuServe. Management recruiters from corporations, small businesses and executive search firms list positions regularly in both publications for Thunderbird alumni.

◀ "The Career Services Center is an unlimited resource to explore. I have gained much from the career counselors' patient advice. The Career Services library is not only a source of company information but it also provides techniques for strengthening any area of your professional training."



Fernando Farré '94
Argentina



Licenciado en Administración
de Empresas, 1986
Universidad Católica Argentina

Fernando Farré already had seven years of marketing and sales experience when he decided to come to Thunderbird on a Fulbright Scholarship. His most recent experience was as market development manager for the Coca-Cola Export Corporation in Northeastern Argentina. In addition to his studies at Thunderbird, Fernando was selected as a graduate associate in the Career Services Center to provide peer counseling and present workshops on career-related topics.

"During my time at Thunderbird, I understood the true value of diversity and teamwork. Working on group projects with people from different countries and backgrounds provided me with an ideal opportunity to learn from others. If you really want to develop the perspective of a global citizen, face the challenge and come to the leading institution of international management in the world."

THUNDERBIRD RECRUITERS

A/S Finsam Industries, Ltd. (Norway)
 A. C. Nielsen (IL)
 Abbott Labs (IL)
 Accura Corporation (Italy)
 ACTS Testing Lab (HK) Ltd. (Hong Kong)
 Adidas A.G. (Germany)
 AEG (Germany)
 Ahlstrom Development Corporation (CA)
 Ahlstrom Capital Corp. (CA)
 AIG Insurance (NY)
 AIU North America, Inc. (DE)
 Aker Engineering a.s. (Norway)
 Alcatel (NC)
 Allen Systems Group (FL)
 Allergan (CA)
 Allianz Insurance Company (CA)
 American Cultural Exchange (WA)
 American Int'l Underwriters (NY)
 American National Can (IL)
 American Airlines (TX)
 American Airlines/SABRE (TX)
 American Standard Inc.
 (NJ, Europe, India)
 American Medical Center (CT)
 American National Can Co. (IL)
 American Medical Center (Russia)
 American Int'l Group (AIG) (NY)
 American International Group, Inc. (Japan)
 American Airlines/SABRE (Switzerland)
 American International
 Underwriters (DE)
 Americatel Corporation (FL)
 Amway Corporation (MI)
 Anagram International (MN)
 Andersen Consulting (NY)
 Andersen Consulting (Japan)
 Andersen Consulting (CA)
 Anheuser-Busch (FL)
 Anheuser-Busch Companies (MO)
 A.R.A.S. & P.V.P.V. (India)
 Arizona/Mexico Commission (AZ)
 Arizona Dept. of Commerce (AZ)
 Arizona House of Representatives (AZ)
 Arthur Andersen (CA)
 Asian Food Trading (HI)
 ASM Group (The) (IL)
 AT&T (AZ)
 AT&T Business Communication (AZ)
 AT&T Energy Systems (TX)
 AT&T (CA)
 AT&T (NJ)
 AT&T (GA)
 AT&T (TX)
 AVCO Financial Services (CA)
 AZ Hispanic Chamber of
 Commerce (AZ)
 Backer/Speilvogel/Bates
 Worldwide (NY)

Bain & Company, Inc. (TX)
 Banco Merisom del Norte (Mexico)
 Banco Real (NY)
 Banco Vitalicio (Spain)
 Bank of Boulder (CO)
 Bankers Trust Company (NY)
 Banque Indosuez (England)
 Bartlett & Company (MO)
 BASF Aktiengesellschaft (Germany)
 Baskin Robbins International (CA)
 Basler Electric Int'l (France)
 Baxter Ltd. (Japan)
 Baxter World Trade Corp. (IL)
 Baxter Healthcare (IL)
 Behavior Research Center (AZ)
 BerryBrown Advertising (TX)
 Bertelsmann AG (Germany)
 Bionaire Europe BV (Netherlands)
 Booz-Allen & Hamilton (MD)
 Braun AG (Germany)
 Bridge Products, Inc. (OK)
 Bridge International Company (CA)
 Bristol Myers Squibb (NJ)
 Butler Manufacturing Company (MO)
 Cabletron Systems, Inc. (NH)
 California Free Trade Zone (CA)
 California World Trade
 Commission (CA)
 California State World Trade
 Commission (CA)
 Callan Associates (CA)
 Campbell-Mithun-Estry
 Advertising (MN)
 Campbell-Mithun-Estry
 Advertising (NY)
 Canadian Imperial Bank of
 Commerce (CA)
 Canadian Foreign Service (Canada)
 Cap-Horn Finances, Inc. (France)
 CapMac (NY)
 Cargill, Inc. (MN)
 Carlhian (France)
 Carlisle Technologies, Ltd. (TX)
 Casademont (Spain)
 CBORD Group, Inc. (NY)
 Central Intelligence Agency (CO)
 Checkfree Corporation (OH)
 Chesapeake Energy Corp. (OK)
 Chubb & Sons Inc. (NJ)
 Chums International (UT)
 CILCO (IL)
 Cincinnati Bell Information Syst. (OH)
 Cincinnati Milacron (OH)
 Citibank N.A. (NY)
 Citibank (NY)
 Citibank (Spain)
 Clasificadora De Valores (Mexico)
 Clonetics (CA)
 Club Med (FL)
 CMS Generation Company (MI)
 CMS Generation (MI)
 CNN (UK)

Coca-Cola (Japan)
 Coca-Cola Company (The) (GA)
 Colgate-Palmolive Company (NY)
 Cometals, Inc. (NY)
 Commerzbank AG (Germany)
 Compassion International (CO)
 Conner Peripherals, Inc. (FL)
 Contiflex C.A. (Venezuela)
 ConvaTec (A Bristol-Myers Co.) (CA)
 Coopers & Lybrand (NJ)
 Cosmair, Inc. (NY)
 Cosmetech International, Inc. (NY)
 Craft-Barresi Consulting Co. (MI)
 Crest International Corporation (CA)
 CRL, Inc. (AZ)
 CS First Boston (ASIA) Ltd. (Japan)
 Culture Link, Inc. (AZ)
 D'Arcy Masius Benton & Bowles, Inc.
 (DMB&B) (NY)
 Daimler Benz (Germany)
 Dainabot Co. Ltd. sub of Abbott
 Labs (Japan)
 Daniels & Associates (CO)
 Dell Computer Corporation (TX)
 Deloitte & Touche (WA) (CA)
 Deloitte Touche Tohmatsu (NY)
 DePuy/Motech (IL)
 Deutsche Bank AG (NY)
 Devon Systems International (England)
 Devon Systems International Inc. (PA)
 Dial Corp (The) (AZ)
 Diamond Star Motors (IL)
 Discovery Technologies (AZ)
 Distribuidora Palo Verde (Venezuela)
 Distribution Services Ltd.
 Dong Bang Peregrine Ltd. (Korea)
 Dorion International (NY)
 Douglas Butler
 DSR - Senator Linie (Germany)
 Duane & Assoc., Inc. (FL)
 Dynix, Inc. (UT)
 East West Resources Corp. (MD)
 Echosphere International (CO)
 Ecotech International (AZ)
 EDA of Maricopa County (AZ)
 Electronic Data Systems (Mexico)
 Eli Lilly & Company (CA)
 Emerson Motor Co. (MO) (Mexico)
 Emery Worldwide (CA)
 Emhast Powers (NY)
 EP Technologies (CA)
 Ernst & Young (NY)
 ESCO International (OR)
 Eso Caribbean & Central
 America (Mexico)
 European Commission (Belgium)
 Excerpta Medica Group (Japan)
 Exxon (FL)
 Faught & Miyashiro Advertising (HI)
 Federal Express (FL) (TN)
 Federal Express Corporation (Japan)
 FHP, Inc. (CA) (Guam)
 Findley Adhesives Inc. (WI)
 First Interstate Bank (NV)
 First Interstate Bank (AZ)
 Fleming Companies, Inc. (CA)

Foot Cone & Belding/
 Latin America (NY)
 Ford Motor Company Credit (MI)
 Ford Motor Company (MI)
 Formosa Rubber Co. (Taiwan)
 Formosan Rubber Group (Taiwan)
 Fort Lewis College (CO)
 Fritz Companies, Inc. (CA)
 Fubon Life Insurance (Taiwan)
 Fukutake Publishing Ltd. (Japan)
 Gems Television (FL)
 General Electric International (England)
 Geonex (CA)
 GGK International (The Netherlands)
 Global Vision (MA) (ME)
 Goldman Sachs International (NY)
 Goldman Sachs & Co. (NY) (TX)
 Goldman, Sachs & Co. (Germany)
 Grainger (IL)
 Graybar Electric (AZ)
 Great Wall Food Industry Co. (Taiwan)
 Grupo Zoom (FL)
 Guardian Industries (MI)
 Guardian Industries (TX)
 Hallmark Cards, Inc. (MO)
 Hamilton, Carter, Smith & Co., Inc.
 (VA)
 Handwerker/Winburne (AZ)
 Harris Corporation (IL)
 Haskell International Corp. (GA)
 HCm (Health Care microsystems, Inc.)
 (CA)
 Henkel-Ecolab (Germany)
 Hills Pet Products, Inc. (KS)
 Hoffmann-La Roche (Switzerland)
 Holland Chemical International
 (Holland)
 Hong Kong Telecom (Hong Kong)
 Hughes Aircraft Company (CA)
 I.S.P. Group (Czech Republic)
 IBM (CO)
 IDS Financial Services Inc. (AZ)
 Industrial Bank of Japan (IL)
 Industrias Purina, S.A. (Mexico)
 InfoPak, Inc. (AZ)
 ING Bank (Poland)
 Institue Tecnologico y de Estudios
 Campus Queretaro (Mexico)
 Institute of Management Resources
 (IMR) (CA)
 Instituto Tecnologico y de Estudios
 Superiores (Mexico)
 Intel Corporation (AZ)
 Inter-Tel, Inc. (AZ)
 Interface, Inc. (AZ)
 International Business Mgmt., Inc. (NJ)
 International Trading Institute (IL)
 International Voyager Media (FL)
 ISP Group (Czech)
 ITESM (Mexico)
 J & A Corporation (Taiwan)
 J. Walter Thompson (MI)
 J. P. Morgan (Germany)
 Jabil Circuit, Inc. (FL)
 JNG BANK (Mexico)
 John Hardy Collection (Indonesia)



Pairum Namwat '94
 Thailand

B.B.A., International Business Management, 1992,
 Assumption University

◀ "I searched extensively for a graduate program that could offer me in-depth knowledge in international business. The alumni working in Thailand were very willing to share their memorable experiences from Thunderbird. The School was very well known not only to people in the international business community but also to those in international institutions like the U.N. and the Asia Foundation."

Johnson & Johnson (NJ)
 Johnson Fellowes Ltd. (IN)
 Johnson & Johnson International (NJ)
 Johnson & Johnson (Germany)
 Johnson & Johnson (Venezuela)
 Johnson & Johnson (TX)
 Johnson & Johnson (NJ)
 Julius Blum, Inc. (NY)
 Kao Corp. (Japan)
 Kaurt & Box of America, Inc. (IL)
 Kellogg Company (MI)
 Kellogg USA (MI)
 Kellogg USA Inc. (MI)
 Kellogg's (Italy)
 Kidder, Peabody, Inc. (CA)
 Kidder Peabody & Company (NY)
 Komatsu USA (FL)
 Konzept Management (Germany)
 Krueger Company (The) (AZ)
 Kyushu Matsushita (CA)
 L'Oreal (Germany)
 L'Oreal A. Latina (Brazil)
 La Agencia de Orci y Associates (CA)
 La Opinion (CA)
 Lado International College (Japan)
 Leo Burnett Mexico (Mexico)
 Lever Chile S.A. (Chile)
 Lindsay Manufacturing (TX)
 Link Consulting Association (Japan)
 Litton (MI)
 Longtime USA Company (NY)
 Longust Distributing (TX)
 Lordship Securities Inc. (CZ)
 M. L. Payton Consultants (TX)
 M.A.S. Design Company Ltd. (Japan)
 MacResources International (CA)
 Mars, Inc. (NJ)
 Maryland Dept. of Legislative Ref. (MD)
 Masco Corporation (MI)
 Master Foods InterAmerica sub. of Mars, Inc. (Puerto Rico)
 Mattel Toys (CA)
 Maurice Pincoffs Company, Inc. (TX)
 Maxus Energy Corporation (TX)
 Mayo Int'l Consultants (MN)
 McDonnell Douglas (MO)
 McDonnell Douglas Helicopter (AZ)
 McFletcher Corporation (The) (AZ)
 MCI International (NY)
 MCI Telecommunications (DC)
 MCI (NJ)
 MCI International (NJ)
 MDI (Japan)
 Melroe International (Singapore)
 Mercedes Benz (Germany)
 Merck & Company, Inc. (NJ)
 Mercy Corps International (OR)
 Merrill Lynch Asset Management (NJ)
 MicroAge (AZ)
 Microfusion (CT)
 Midmark Corporation (OH)
 Miles Incorporated (PA)
 Miller Brewing Company (WI)
 Minitab, Inc. (PA)
 Mitsubishi Petrochemical Co. (Japan)
 Monroe Equipment (Germany)
 Monsanto Corporation (MO)
 Morgan Stanley Japan Ltd. (Japan)
 Morgan Stanley Capital Int'l (NY)
 Moses Anshell Advertising (AZ)
 Motorola, Inc. (FL)
 N. W. Ayer (NY)
 National Safety Council (IL)
 NationsBank of Texas (TX)
 NBD Bank, N.A. (MI)
 NCR Corporation (OH)
 NCR Corporation (MD)
 New Horizon (NJ)
 Newsweek (Brazil)
 Nidar AS (Norway)
 Nile Spice Foods (WA)
 Nippon Becton Dickinson Co., Ltd. (Japan)
 Nomura Securities Co., Ltd. (Japan)
 Norand Corporation (IA)
 Nordson Corporation (OH)
 Northern Trust (AZ)
 Northern Trust Corporation (IL)
 Northwest Airlines (AK)
 Norwest Bank of Minnesota (MN)
 Nusonics, Inc. (OK)
 Office of US Trade Rep. (DC)
 On System Ltd. (Hong Kong)
 Opel (Germany)
 OPIC (DC)
 Ortam (CA)
 Outboard Crankshaft Company (WA)
 Owens Brockway (OH)
 Pacific Rim Trade Management Group (AZ)
 Palson Consulting Company, Ltd. (AZ)
 Palson Consulting Co. (Japan)
 Pangea Intertrade (CA)
 Paper Products Marketing (OR)
 Paramount Press (NM)
 Parker Drilling Company (OK)
 Parkway Regional Medical (FL)
 Peabody Tectank, Inc. (KS)
 Peace Industries (IL)
 Peebler Group, Inc. (The) (AZ)
 Pepsi-Cola GmbH (Germany)
 Pepsico Mexico (Mexico)
 Pepsico Wines & Spirits Int'l (NY)
 Pepsico International (Mexico)
 Pepsico Foods International (TX)
 PepsiCo, Inc. (NY)
 Perez Trading Company (FL)
 Periodical Mgmt. Group (Mexico)
 Phoenix Health Search Group (AZ)
 Phoenix Local Development Corp. (AZ)
 Phoenix Chamber of Commerce (AZ)
 Phoenix Magazine (AZ)
 Pillsbury Foods International (MN)
 Pioneer Hi-Bred (IA)
 PMI Comerio International (Mexico)
 Precise Metal Products Co. (AZ)
 President Corporation (Taiwan)
 Price Waterhouse (NY)
 Procter & Gamble (Germany)
 Procter & Gamble (OH)
 Procter & Gamble (Japan)
 Professional Resources Int'l (IN)
 Progressive Electric (AZ)
 Puma-Hungaria (Hungary)
 Quaker Oats Company (The) (IL)
 Rainbow Technologies (CA)
 Ralston-Purina (Mexico)
 Representative Jon Kyl (AZ)
 Rhone Poulenc Inc. (NJ)
 Rich Products Corporation (NY)
 Rite-Hite Corporation (WI)
 Royal Caribbean Cruises Ltd. (FL)
 Royal Club Evian (France)
 Rubbermaid Office Products (TN)
 Rubbermaid, Inc. (OH)
 S. B. International (TN)
 SAEP (France)
 Saira Ltd. (FL)
 Sairex, Ltd. (Chile)
 Sara Lee Knit Products (NC)
 Saudi Bank (Saudi Arabia)
 Saudi French Bank (Saudi Arabia)
 Schering-Plough International (NJ)
 Schreiber Brothers Ltd. (Canada)
 Scott Paper Company (PA)
 Scott Paper Company (Hong Kong)
 Sea-Land Service Inc. (WA)
 Sebastian International (CA)
 Seiko (Japan)
 Select Laboratories, Inc. (GA)
 Senses International (CA)
 Shearson Lehman (AZ)
 Sher-Good Concrete (AZ)
 Shiseido Co. (Japan)
 Siboney Advertising (NY)
 Sierra Technologies, Inc. (Japan)
 Silsma-Aldrich Corporation (India)
 Singing River Consultants (VA)
 Skott/Edwards Consultants (NJ)
 Smith, Barney Shearson (AZ)
 SmithKline Beecham Corp. (PA)
 SNI International Resources, Inc. (AZ)
 Southwest Salon Products, Inc. (AZ)
 Southwest Student Services Corp. (AZ)
 Southworth International (AZ)
 SpaceLabs Medical, Inc. (WA)
 Sports Careers (AZ)
 Spot Image Corporation (CA)
 Sprint Corporation (MO)
 Stange K.K. (Japan)
 State of Arizona (AZ)
 Stonhard International (NJ)
 Sue Johnson Associates (DC)
 Sumitomo Bank (TX)
 Sunkist Licensed Products (CA)
 Suntory (Japan)
 Suzuki Motors (Japan)
 Systematics, Inc. (AR)
 Tactical Retail Solutions (NY)
 Taisan Enterprise Co. (Taiwan)
 TCHIBO Int'l GmbH (Germany)
 Techeearch Pvt. Ltd. (NY)
 Teledyne, Inc. (VA)
 Teleflex, Inc. (PA)
 Teleflex (CA)
 Telforce (Germany)
 Tetra-Pak Inc. (IL)
 The Narmco Group (Canada)
 The Principal Financial Group (IA)
 The Deb Corporation (CA)
 The World Bank (DC)
 The Bank of Nova Scotia (CA)
 The Alexander Group, Inc. (GA)
 Thomas Group GmbH (Germany)
 Thunderbird (AZ)
 Time Systems, Inc. (AZ)
 Tom Plast Co. (Poland)
 Tracer Research Corporation (AZ)
 Tradingcorp Ecuatonana S.A. (Ecuador)
 Training Management Corporation (NJ)
 Trane Company (The) (WI)
 Transworld Systems (MI)
 Trick Enterprises (CA)
 Trust International (Germany)
 TSI Prime (CA)
 Tullett & Tokyo (NY)
 Twentieth Century Fox (CA)
 U. S. West Advanced Technologies (CO)
 U. K. Chemical Company (Germany)
 U.S. Department of Commerce (AZ)
 U.S. Department of State (DC)
 Ultram Golden (Russia)
 UM Sea Foods, Inc. (WA)
 Umina Brothers (CA)
 Union Bank (CA)
 United Nations Volunteers (DC)
 United States Marine Corp. (DC)
 United Parcel Service (Germany)
 United Parcel Service (GA)
 Universal Flavors (IN)
 Universal Superabrasives (IL)
 Upjohn Company (The) (MI)
 U.S. Embassy, Paris (France)
 U.S. & FCS, Toronto (Canada)
 U.S. Consulate, Montreal (Canada)
 U.S. Dept. of Commerce, Trade Show Office (DC)
 Vencor (CO)
 Venezuela Am-Cham (Venezuela)
 Vern Jones & Associates (CA)
 Virginia Cancer Institute (VA)
 VW (Germany)
 W. H. Brady Co. (WI)
 Warner Lambert Inc. (NJ)
 Washington Trade International (WA)
 Westinghouse Corp. (SC)
 Whirlpool Corporation (MI)
 Wiebe GmbH (Germany)
 Wilden Pump & Engineering Co. (CA)
 World Trade Center (AZ)
 WTC Orange County (CA)
 WW Ranch (NE)
 Yanvelovich Information Jobs (Norway)
 YKM AS (Turkey)
 Young & Rubicam (NY)
 Young & Rubicam (CA)
 Zenith Electronics (TX)
 Zenith Electronics (IL)



**Lisa Kite '94- MIM/MBA
 United States**

*B.S., Decision Science, 1987, Berry College
 Master of Business Administration, 1994,
 Arizona State University*

◀ *"The Thunderbird alumni network is invaluable. I have met and spoken with numerous alumni in the Phoenix area and in other cities through the volunteer alumni list. They have been extremely helpful in providing information and contacts in the job market."*

6 CAREER SERVICES

FIRST POSITIONS AFTER GRADUATION

Market Specialist
 Marketing Director
 Credit Analyst
 Accountant
 Business Analyst
 Financial Auditor
 Assistant Treasurer
 Account Executive
 Budget Analyst
 Independent Exporter
 Senior Marketing Analyst
 International Operations Administrator
 Junior Corporate Accountant
 District Manager
 Area Sales Manager
 Coordinator for International Sales Service
 Senior Financial Analyst
 Manager of Special Projects
 Trademark Licensing Coordinator
 Pricing Specialist
 Director of Programming Sales
 Customer Service Associate
 Export Manager
 Key Account Manager
 Consultant
 International Sales and Marketing Manager
 Product Manager
 Pharmaceutical Specialist

International Division General Manager
 Corporation Operations Manager
 Technical Representative
 Sales Project Engineer
 Controller
 Director of Human Resources Management Associate
 International Communications Specialist
 International Auditor
 Brokerage Representative
 Export Assistant
 Associate Consultant
 Administrator
 Import Compliance Specialist
 Systems Analyst
 Group Specialist
 Enterprise Zone Program Officer
 International Banking Officer
 Executive Director
 Marketing Research Analyst
 Logistics Coordinator
 Senior Operations Analyst

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

EMPLOYMENT PROFILE FOR 1992-1993

Number of employers recruiting on campus	239
Number of interviews	2,472
Salary Range*	\$9,000 - \$120,000
90/10th Percentile of Salary Offers	\$60,000 - \$28,000
Mean Salary	\$41,774

Employment information refers to data compiled from summer and fall 1992 and spring 1993 Thunderbird graduates.

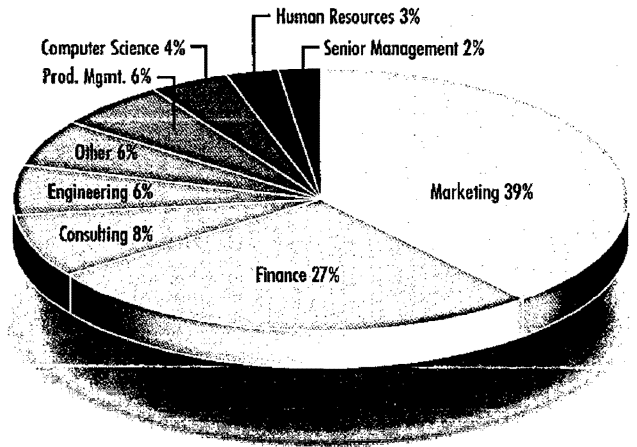
**Lower salaries represent foreign currency translated into U.S. dollars and do not reflect additional stipends for housing and other benefits.*



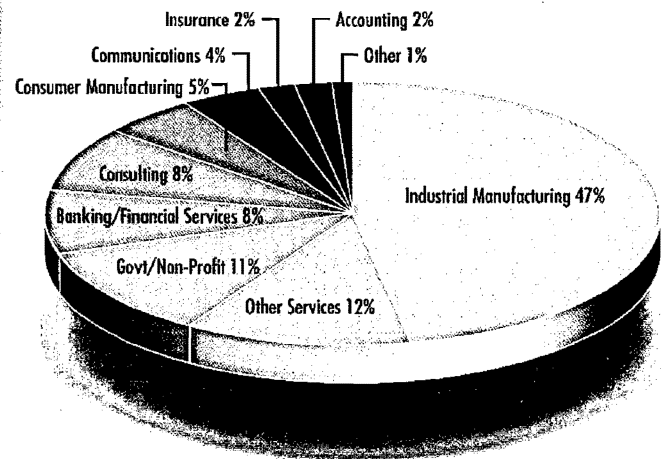
Susan Gratio '94
 United States

B.A.B.S., Accounting-Management Information Systems, 1986,
 University of Arizona

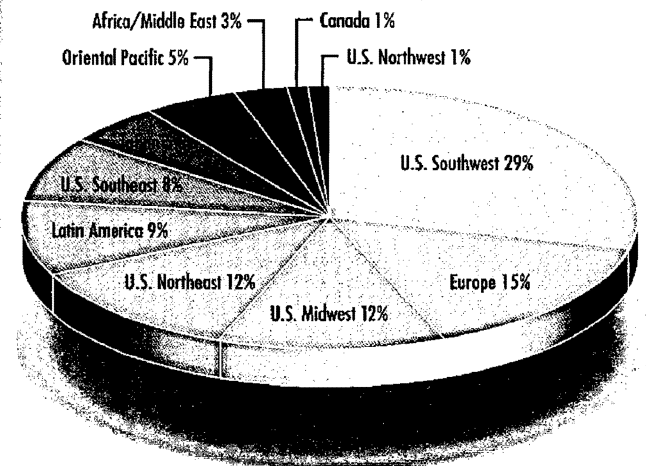
1992-93 GRADUATES BY FUNCTION



1992-93 GRADUATES BY INDUSTRY



1992-93 GRADUATES BY LOCATION



◀ *"The Thunderbird community is like no other I've ever seen. To gather so many young adults from so many countries and cultures, all with usually the same interests, and many of the same goals, is truly an amazing feat. Life at Thunderbird is intense; we work hard and we play hard. But all this time, we are learning to work and play together, as one world."*

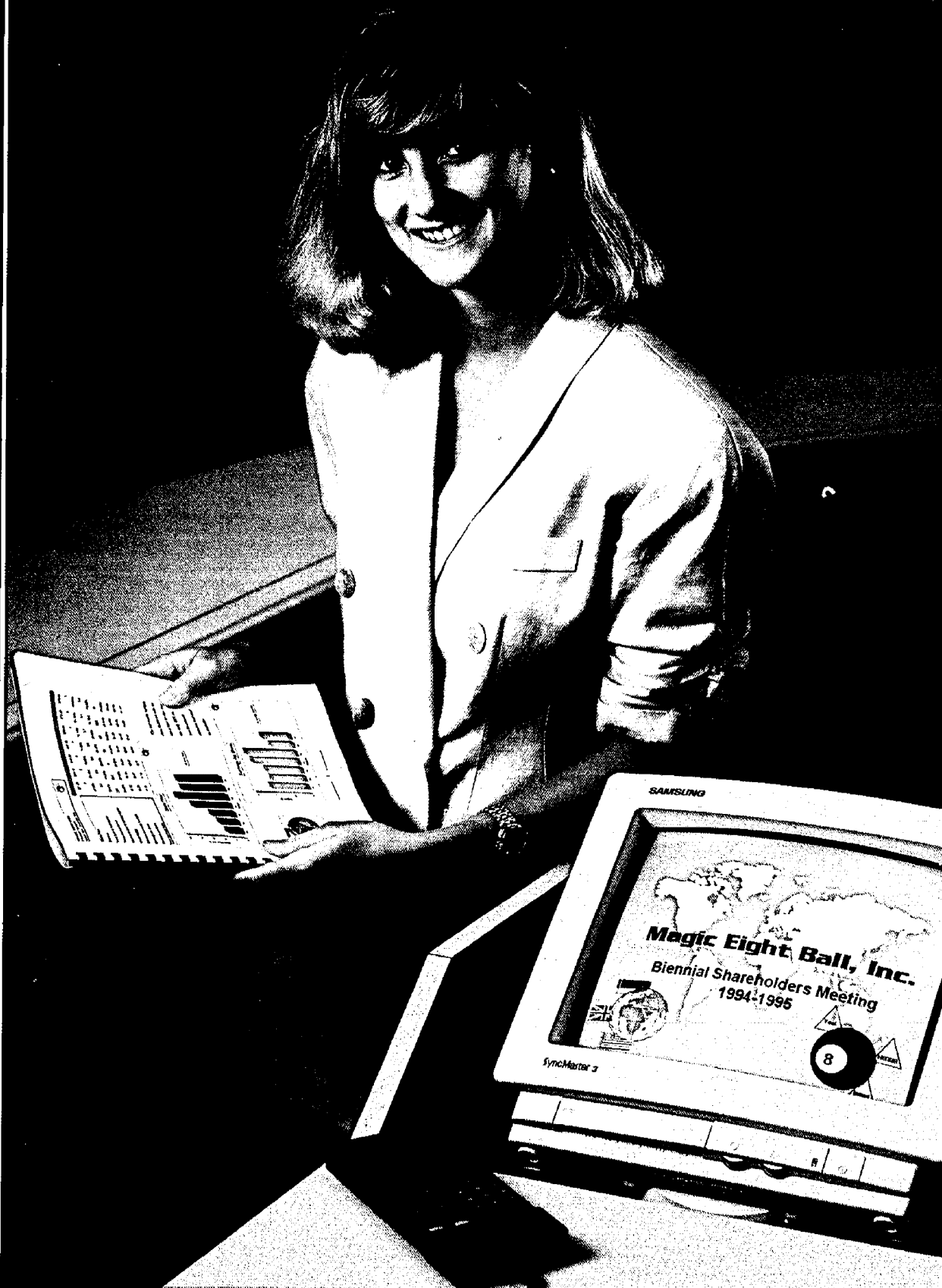
Andrea Komives '94
United States



B.A., International Relations/
Political Science, 1991
Michigan State University

Andrea Komives grew up in Michigan and studied and worked in Spain and France. After working for an international trade organization, she decided to return to academic life to acquire business skills for a career in international management. Through the Career Services Center, she was chosen for an internship with Mars, Inc., where she was able to put her business skills to the test and be considered for a permanent position with the company after her graduation. In her last semester at Thunderbird, she was part of the winning team in the FORAD classroom game of speculation and investment.

"Multinational Corporate Finance (FORAD) is a must for anyone interested in treasury functions. FORAD is an all-encompassing learning experience, exposing the student to cutting-edge techniques for analysis and strategy to make sound risk-management decisions — crucial for sustaining the multinational company's financial strength and performance."



8 ADMISSION

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.

ADMISSION REQUIREMENTS

College and university graduates in good standing who, upon matriculation, hold a bachelor's degree or higher from accredited institutions recognized by Thunderbird, 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 Admissions Office before applying.

The School encourages applications for admission from students of all countries. Normally, students from more than 60 countries are enrolled.

Application Deadlines:

January 31 – Summer and Fall Entrance
July 31 – Winterim and Spring Entrance

Notification of Admission

Admission decisions are made within eight weeks of the deadlines listed below. Applications received after these dates will be considered if space is available. Applications are reviewed and admission is granted for the term so designated. Requests for review and/or entrance deferral must be made in writing to the Dean of Admissions. Documents are valid for two years. Admission decisions are sent by mail. Receipt of the required tuition deposit changes the initial offer status from conditional to official 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.



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.

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

- A completed official application form, with the \$50 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 life.
- 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. 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.

1994-1995 GMAT Test Dates:

October 15, 1994	January 21, 1995
March 18, 1995	June 17, 1995

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.

1994-1995 TOEFL Test Dates:

October 22, 1994	November 19, 1994
December 9, 1994	January 14, 1995
February 11, 1995	March 10, 1995
April 22, 1995	May 13, 1995
June 2, 1995	

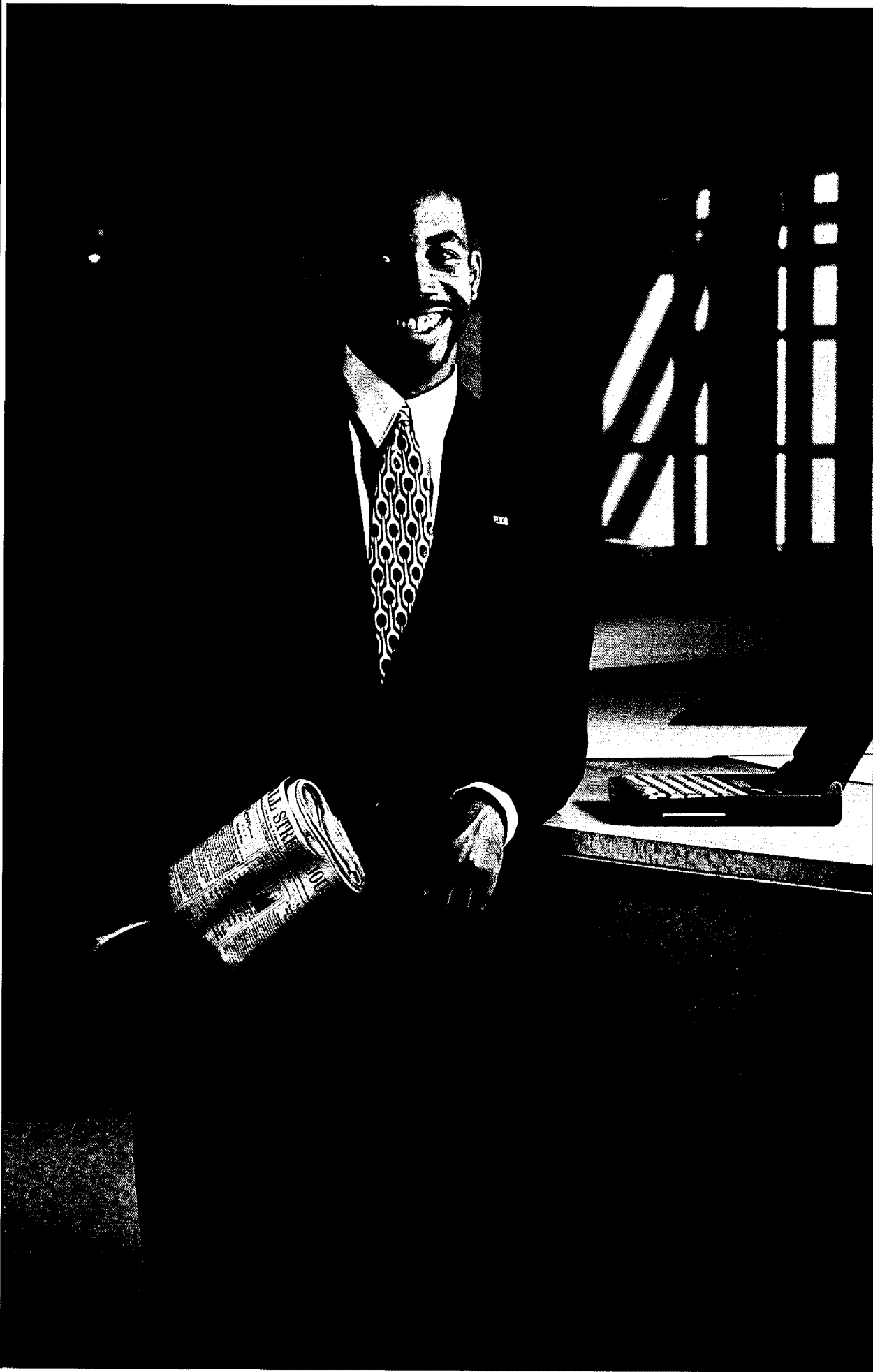
Fall 1994 MBA Forums

September 24	Philadelphia, PA
September 30 - October 1	Boston, MA
October 8	Houston, TX
October 21 - 22	New York, NY
October 28 - 29	Washington, DC
November 4 - 5	Chicago, IL
November 11-12	San Francisco, CA
November 18 - 19	Los Angeles, CA



Alumni Educational Counselors

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 102-108 of the *Catalog*.



William Everett '94
United States



B.A., Computer Science, 1989
Morehouse College

After working in West Africa for two years as a mathematics instructor in the Peace Corps, William Everett decided to return to Africa as an intern for the U.S. Department of State. At Thunderbird, he has turned his sights toward preparing for a career in international finance.

In order to gain practical work experience in his field of interest, William obtained a summer position as an international financial analyst for Anheuser-Busch Companies, Incorporated through the Thunderbird Career Services Center. William is pictured here inside the new Merle A. Hinrichs International Business Information Centre.

"Innovative in design and bold in concept, the International Business Information Centre is a well-equipped facility that combines the resources of three former campus research centers. In addition, the Centre houses multimedia delivery stations as well as numerous computer work stations to create an efficient and practical research environment for the Thunderbird community."

0 STUDENT LIFE

Clubs form the centerpiece for the extracurricular life that is part of a Thunderbird education. More than 60 clubs actively contribute to the School's intellectual and cross-cultural atmosphere. In addition, the School fosters a strong student government, with representation from a cross-section of the student body.

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:

PARTIAL LIST OF STUDENT CLUBS

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



Alan Wheatley '94
United States
B.S., Computer Science, 1983,
University of Michigan

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, swimming pool, a soccer and flag football field, and tennis and racquetball courts. 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, northern Arizona offers good snow skiing within a three- or four-hour drive.

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.

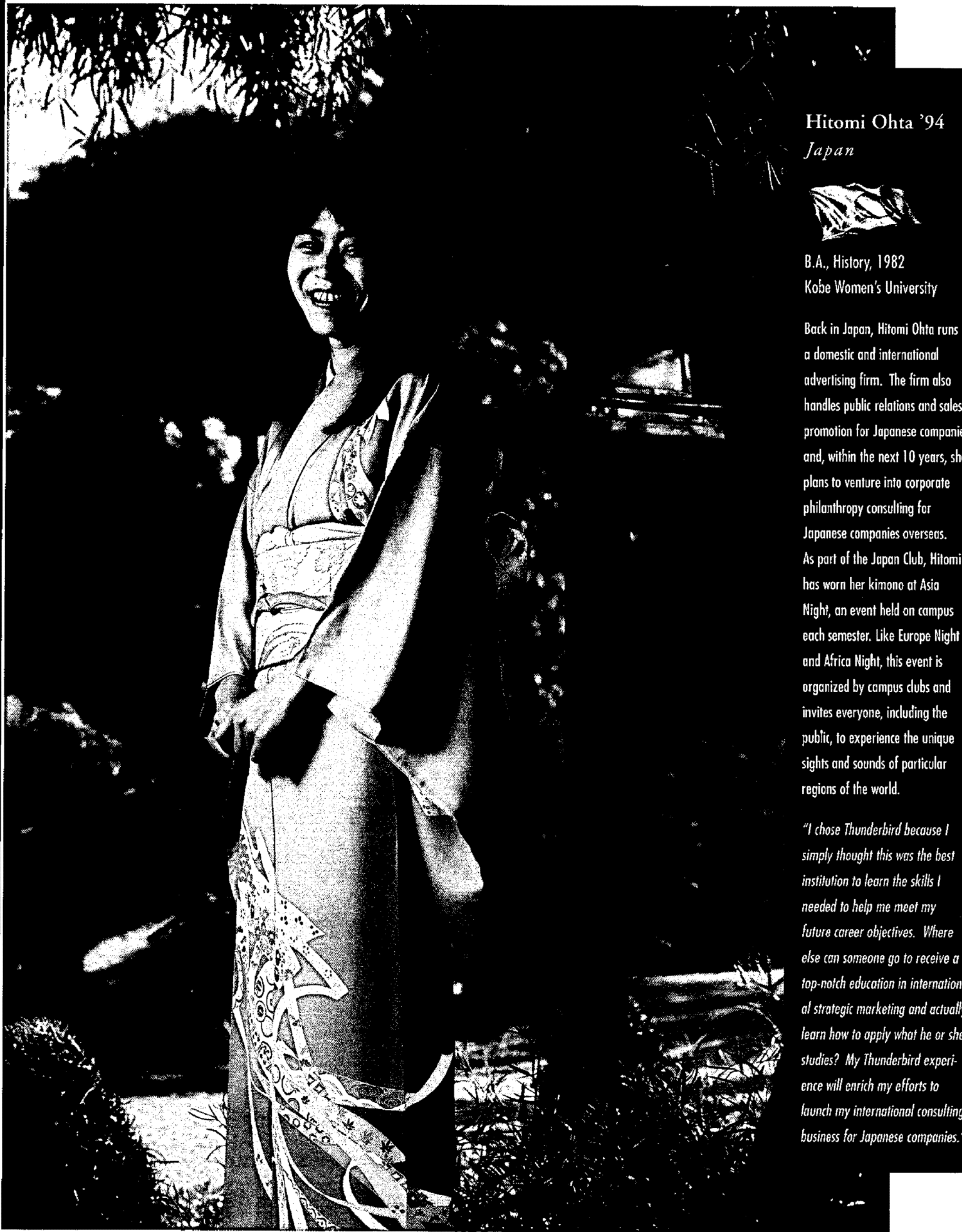
STUDENT PUBLICATIONS

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.

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, *Das Tor*, and Housing. 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 for study and reading, rooms for group meetings, television lounges and an automatic teller machine (ATM).

◀ "Thunderbird has 60+ clubs; there is a club for everyone. If one of the clubs does not fit your needs, you can start one that does. The Experience Plus Club (E+) was of particular interest to me. The E+ club strives to unite students who have work experience for the purposes of networking and learning about the professional experiences of fellow students."



Hitomi Ohta '94
Japan



B.A., History, 1982
Kobe Women's University

Back in Japan, Hitomi Ohta runs a domestic and international advertising firm. The firm also handles public relations and sales promotion for Japanese companies and, within the next 10 years, she plans to venture into corporate philanthropy consulting for Japanese companies overseas. As part of the Japan Club, Hitomi has worn her kimono at Asia Night, an event held on campus each semester. Like Europe Night and Africa Night, this event is organized by campus clubs and invites everyone, including the public, to experience the unique sights and sounds of particular regions of the world.

"I chose Thunderbird because I simply thought this was the best institution to learn the skills I needed to help me meet my future career objectives. Where else can someone go to receive a top-notch education in international strategic marketing and actually learn how to apply what he or she studies? My Thunderbird experience will enrich my efforts to launch my international consulting business for Japanese companies."

2 STUDENT SERVICES

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 adviser provides information and advice on visa matters, assists students in preparing and filing appropriate immigration documents, mediates contact with country fellows, and facilitates student involvement in Thunderbird social and cultural programs. The Foreign Student Advisory Committee, composed of foreign student leaders, offers assistance to new students before they depart their home countries and upon arrival at Thunderbird. This office also sponsors a program to help spouses and dependents make an easy transition to the United States.

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: Thunderbird Campus (your box number), 15249 N. 59th Avenue, Glendale, AZ, USA 85306-6000.

DANKA COPY CENTER

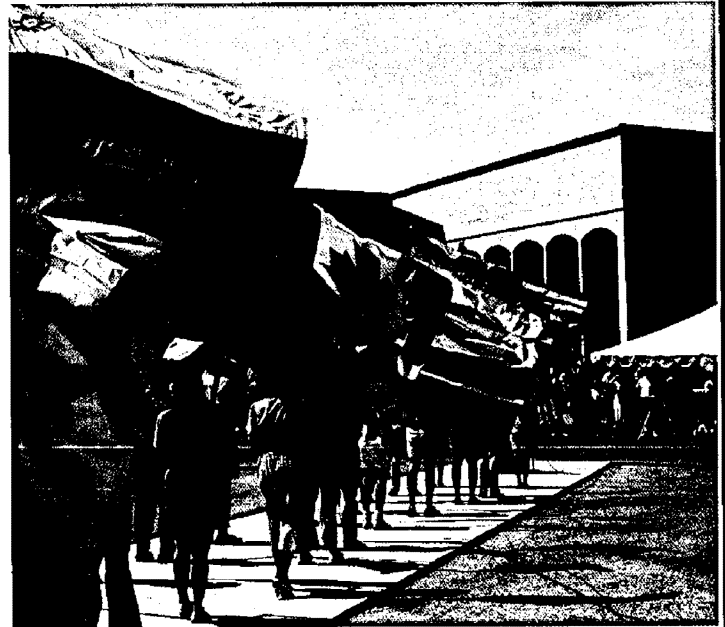
Danka Copy Center is an on-campus copy service that offers while-you-wait copying, transparencies, spiral binding, folding, and resumé copying services. The student facsimile machine is also located here. The student fax number is (602) 978-7836.

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.

INTERFAITH CENTER

The Interfaith Center, at the corner of 59th Avenue and Greenway, is available for meditation and religious services.



▲ International flags dominate the scene for nearly all the festivities on campus, including the opening of the new World Business Administration Building.

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 insurance through payment of an additional premium at the time of financial registration upon admission to Thunderbird. Non-immigrant spouses and children of foreign students must be covered by this insurance plan, unless proof is given of existing similar coverage under another insurance plan.

A waiver of the student insurance program will be given to any student who presents proof of similar coverage at the time of registration. Such students 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 responsibility.

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.



Dieter Holtz '94
Mexico

B.S. Finance, B.S., Multinational Business Operations,
1992, Florida State University

◀ "Student life is something that makes Thunderbird unique. Everywhere you turn, you hear people from all over the world discussing current issues in many different languages. It becomes even more interesting when you personally interact with them, since it provides you with knowledge you would never find, even in the best encyclopedia.

BOOKSTORE

The Bookstore, managed by Barnes & Noble, is located next to the Post Office and carries textbooks as well as school supplies.

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.




▲ A capacity crowd heard Margaret Thatcher respond to students' questions for more than an hour in the Thunderbird Activity Center on campus.

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.



 Michele Lanning '94
United States
B.A., German Area Studies, 1992,
University of Oregon

Some of the speakers who visited Thunderbird last year:

Margaret Thatcher
Former Prime Minister
Great Britain

Daniel T. Morrow
Lead Economist
The World Bank

Hattie Babbitt
U.S. Ambassador, OAS

Kenneth B. Fine
Vice President, Gen. Manager
of Semiconductor
Products Unit
Intel Corporation

Charles Gillespie
Director, NAFTA Task Force
U.S. Department of State

Michel Fribourg
Chairman and CEO
Continental Grain, Inc.

Jon C. Madonna
Chairman and CEO
KPMG Peat Marwick

Gary C. Wendt
President and CEO
GE Capital Corporation

Russell J. Cheetham
Director, Europe and Central
Asia Division
The World Bank

William J. Weisz
Vice Chairman of the Board
and Acting Chairman
Motorola, Inc.

Dr. Subroto
Secretary General,
OPEC

Paul F. Orefice
Chairman of the Board (retired)
The Dow Chemical Company

Bernard Rethore
President
Phelps Dodge Industries

Vaughn L. Beals
Chairman, Harley-Davidson, Inc.

Ira Kawaller
Vice President
Chicago Mercantile Exchange

Mark Hurley
Vice President
Goldman Sachs and Company

W.L.L. Brown
Chairman of the Board
Brown-Forman Company

Alistar Hunter
Director General,
U.S. Trade and Investment
Great Britain Diplomatic Service

Alan Hald
Chairman
MicroAge Corporation

Thomas Hobson
V.P., Global Debt Markets
Merrill Lynch

Daniel Rosen
Vice President
Warner Brothers

Dr. John Millikin
Vice President and
Director of Personnel
Motorola

David Walters
Chief Economist
Office of the U.S. Trade
Representative

Vernon R.W. Steward
Ambassador of South Africa
to the United Nations

◀ "If you've traveled the world and always felt like an outsider because no one place is home to you, Thunderbird will feel like home to you. On this unsuspecting oasis in the desert lies a microcosm of the world."

4 CAMPUS RESOURCES

The new Merle A. Hinrichs International Business Information Centre opened on June 13, 1994. It combines materials from the former Barton Kyle Yount Library, the International Studies Research Center and the Dom Pedro II Research Center. It also houses resources that will enhance the School's existing capabilities to cooperate with international business entities.

MERLE A. HINRICHS INTERNATIONAL BUSINESS INFORMATION CENTRE (IBIC)

The Centre represents Thunderbird's continued commitment to the pursuit of academic excellence and the enhancement of the School's already strong research capabilities. The Centre has more than 40 computer work stations with network access to CD-ROM databases, the CARL online catalog system and various indexes. Satellite reception, video playback units and multimedia delivery stations are also available throughout the IBIC. A large media room is equipped for teleconferencing and computer-assisted classroom instruction. Four study rooms, equipped with multimedia and network access, are available for student research groups. Computerized loan services and online database searching via DIALOG and Data-Star are additional popular services in the IBIC.

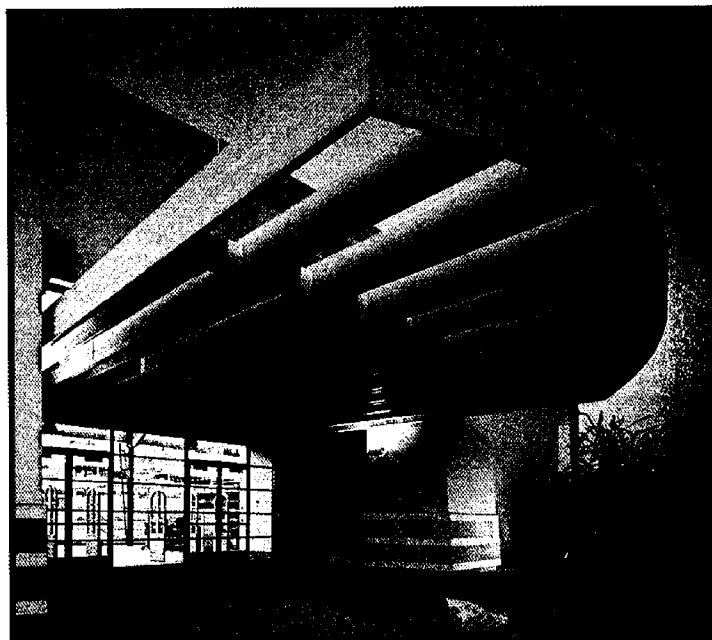
The ten languages taught at Thunderbird are represented by the collection of language books and 1,000 videos. Retrospective and current coverage of journals, newspapers, and domestic and international corporate information is readily accessible through 1,200 subscriptions, 70,000 books, and online CD-ROM databases.

The single-level building is semi-circular in design and encompasses 31,000 sq. ft. It seats 350 persons and its windows on one

side overlook a large circular garden with outside seating for approximately 40. The building's high ceilings and ample natural lighting provide a well-lit, open atmosphere for study and research.

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

Located within the IBIC, 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).



▲ *The new Merle A. Hinrichs International Business Information Centre features a dramatic entrance and ample natural light for study and research.*

International Studies Research Center (ISRC)

The International Studies Research Center, which has its resources and offices in the IBIC, has 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.



Merle A. Hinrichs '65
Alumnus Profile

Founder and Chairman
Asian Sources Media Group, Hong Kong

◀ *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. The recently completed ultra-modern 31,000-square-foot facility encompasses materials from the former Barton Kyle Yount Library, 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.*

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 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.

Currently it is recommended that each student have his or her own personal computer. This will become a requirement by the fall semester, 1995. Most computers on campus are IBM compatible.

EXTERNAL AFFAIRS

The Office of External Affairs conducts programs and activities for Thunderbird to develop understanding and support from all its publics for the school's educational goals. The Alumni, Communication, Development and Public Affairs offices are extensions of the Office of External Affairs and report to the Vice President for External Affairs. Institutional marketing and a capital campaign are 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 newsletter.



Venkataraman Srinivasan '94
India

B.S., Chemical Engineering, 1992,
Regional Engineering College Trichy, T.N., India,
Worldwide Scholarship

The Development Office is the fund-raising arm of the School. This office receives nearly 4,000 gifts annually from corporations, foundations, and individuals.

The Public Affairs Office handles media relations, special seminar series, major speakers, and national and international government relations.

INSTITUTIONAL MARKETING

Institutional marketing is a unified effort driven by a Marketing Task Force, which reviews marketing goals, objectives, concerns and ideas in support of the Strategic Plan. A smaller working body, the Marketing Action Group, assists with timely marketing projects and concerns that evolve throughout the institution. The MAG develops institutional marketing plans, evaluates effectiveness of projects, and reviews/recommends allocation of resource needs in conjunction with Thunderbird faculty and staff. Small working groups also meet to spearhead specific marketing projects.

The International Executive journal

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 a refereed journal devoted to the teaching and study of foreign languages, English for international business, and cross-cultural studies. Published twice a year, this 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, Department of Modern Languages, at (602) 978-7124.

◀ "T'birds go beyond accepting the fact there are differences across countries. We learn to live with it. As the financial manager of Das Tox, I worked with an advertising manager from Holland, reporters from Hong Kong and South Africa and an editor from Ireland. Only at Thunderbird can you get this chance to work this closely with students from so many countries."

6 HOUSING AND FOOD SERVICE

One of the distinguishing features of Thunderbird is its collegial residential environment. The housing facilities on campus accommodate nearly 30 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.

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 are 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.



Valérie del Perugia '94
United States

B.A., Social Work, 1987,
San Jose State University

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.

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 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.

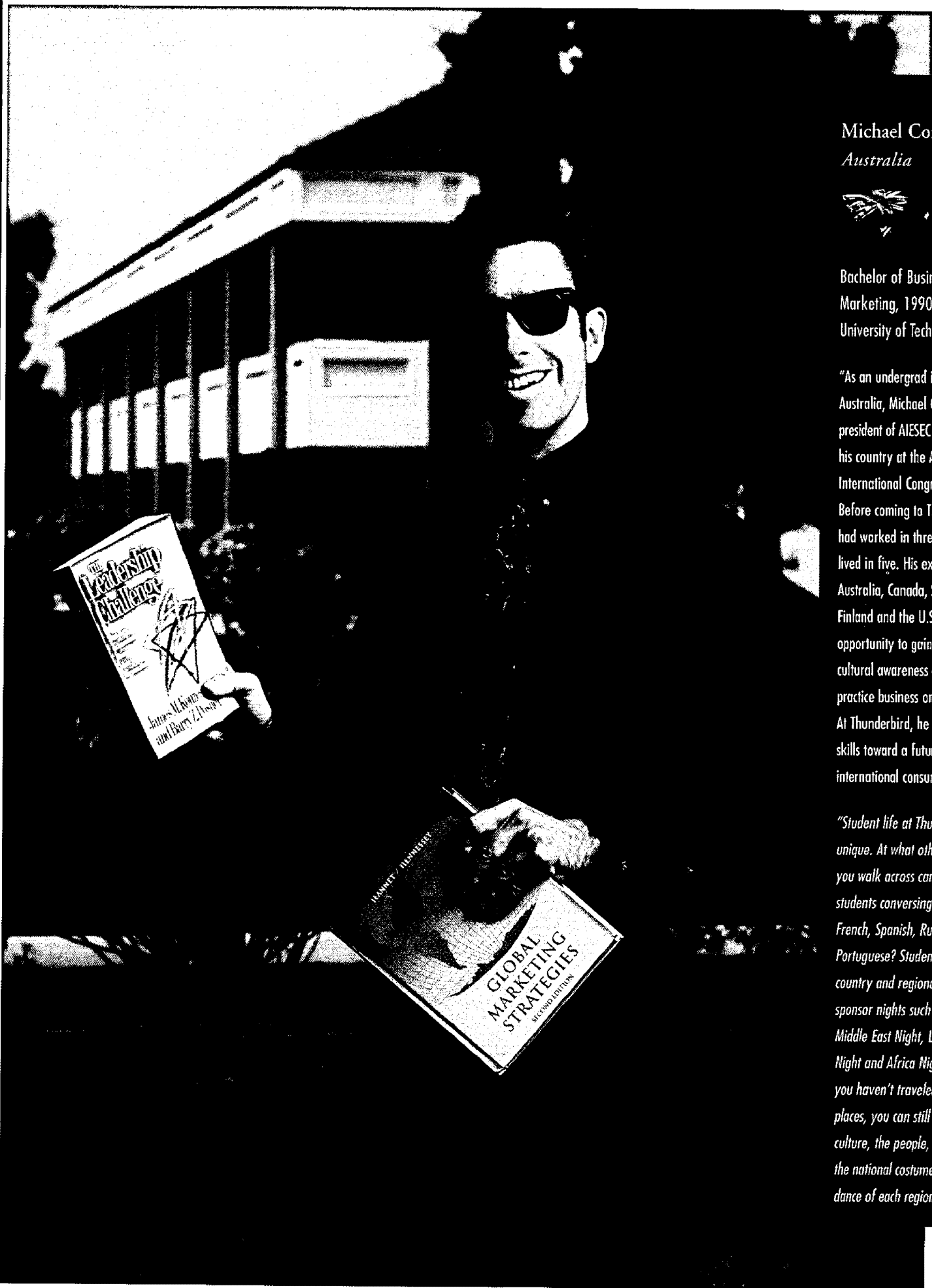
COST

A full-board plan is available in the Dining Hall at an approximate cost of \$11.00 per day. This full-board plan offers three meals per day Monday through Friday and brunch and dinner on Saturday and Sunday.

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.

◀ "After living on my own for many years, I hesitated to live in the dorms but was pleasantly surprised when I got here. Being on campus has facilitated my meeting many people, increased my awareness of activities and made campus facilities accessible on my doorstep. Plus, who could ask for a more beautiful backyard?"



Michael Corcoran '94
Australia



Bachelor of Business,
Marketing, 1990
University of Technology, Sydney

"As an undergrad in Sydney, Australia, Michael Corcoran was president of AIESEC and represented his country at the AIESEC International Congress in Taipei. Before coming to Thunderbird, he had worked in three countries and lived in five. His experiences in Australia, Canada, Singapore, Finland and the U.S. gave him the opportunity to gain valuable cross-cultural awareness as well as practice business on a global scale. At Thunderbird, he has honed his skills toward a future career in international consumer marketing.

"Student life at Thunderbird is unique. At what other school could you walk across campus and pass students conversing in Chinese, French, Spanish, Russian or Portuguese? Students form country and regional clubs and sponsor nights such as Asia Night, Middle East Night, Latin America Night and Africa Night. Even if you haven't traveled to these places, you can still experience the culture, the people, the foods, the national costumes and the dance of each region of the world.

8 TUITION AND FEES

Tuition for 1994-95 is \$8,450 for each fall or spring semester and \$6,195 for the summer term for students enrolled on a full-time basis. For Winterim, the tuition is \$1,600 for one three-hour course. Tuition is the same for all, regardless of state or country of residence.

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 \$700 per semester hour of instruction, plus a registration fee of \$700 for each term of study in 1994-95. This includes accident and sickness insurance coverage. Each semester, a health insurance waiver plan is available. Part-time status does not entitle use of the Career Services Center, except for 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 1994-95 tuition of \$2,185, or 6 hours in a summer term for a flat-rate tuition of \$1,595. 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 MIM degree, all credit hours are charged retroactively at the regular tuition rate for full-time students.

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.



Ellen Mammen '94
United States

B.A., Education, 1977
State University of New York at Albany



▲ The swimming pool located in the central quadrangle is a popular place during the summer months.

APPLICATION FEE

A \$50 Application Fee must accompany a candidate's application for admission. This fee cannot be waived or refunded.

SPECIAL FEES

Various fees may be required of continuing students for special programs, such as Winterim, Mexico, Spain, Japan, and the European program. Students are notified of the amount of the fee at special meetings and/or registration for the individual program.

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 prior to the 60-day period; otherwise, the deposit is forfeited.

◀ "I chose Thunderbird for a few reasons. Chief among them was its superior reputation in the world of international finance, where I have spent the last seven years of my career. When I realized a need to fill in some holes in my educational background, it was the first and only place I considered. Secondly, and very importantly, I knew I could do an intensive program at Thunderbird and return to my career in fairly short order."

PAYMENT OF TUITION AND ROOM AND BOARD

Payment may be made at registration or in the Business Office by the end of the first day of classes. Failure to do so by 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. The School reserves the right at any time to amend the regulations regarding tuition, fees and method of payment.

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:

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.

REFUND 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%

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.



Catherine Rothenberger '95
United States

B.S., B.A., Management/International Management,
1990, Georgetown University
Peace Corps Assistantship

VETERANS

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

MINIMUM COSTS FOR A SEMESTER/TERM

	Fall 1994 or Spring 1995 Semester	Summer 1995 Term
Tuition	\$ 8,450.	\$ 6,195.
ASLC Fee	\$ 75.	\$ 55.
Board	\$ 1,250.	\$ 890.
Lodging (avg.)	\$974.	\$ 788.
Total	\$ 10,749.	\$ 7,928.

ESTIMATED OFF-CAMPUS LIVING COSTS

	Fall 1994 or Spring 1995 Semester	Summer 1995 Term
Tuition	\$ 8,450.	\$ 6,195.
ASLC Fee	\$ 75.	\$ 55.
Food	\$ 960.	\$ 720.
Rent (avg.)	\$ 1,264.	\$ 948.
Utilities (phone and electric)	\$ 480.	\$ 420.
Personal Expenses	\$ 960.	\$ 720.
Transportation	\$ 640.	\$ 480.
Total	\$ 12,829.	\$ 9,538.

Books and instructional supplies are not included in the regular tuition charge. For most students, the cost should not exceed \$500 per semester. Students also need to budget for personal and transportation expenses for both on and off campus.

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

◀ *"Having never applied for financial aid before, the prospect of wading through the paperwork was daunting. Though the staff is small, the people in the Financial Aid Office are keenly aware of the costs of attending Thunderbird and go out of their way to suggest the least costly methods of financing."*

0 FINANCIAL AID

Thunderbird offers students in need of financial assistance several options to help pay for their education. Although financial resources are limited, an aid program has been designed to accommodate students by means of scholarships, part-time employment, and loans.

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 the School cannot guarantee that it will be financially easy to attend Thunderbird, it 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*.**

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



Scholarship Application Deadlines for Entering Students

Fall Semester and Summer Term	March 1
Winterim and Spring Semester	October 1
Loan Application Deadlines:	Summer - March 1 / Fall - April 1
Loan Application Deadlines:	Winterim / Spring - October 1

ENTERING STUDENTS MAY APPLY FOR THE FOLLOWING:

Corporate Donors

- 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 3 consecutive terms*
- FMC: *Two \$2,500 awards, first term*
- Honeywell Scholarship
- International Management of Technology Scholarships
 - General Motors Corporation* *Ford Motor Company*
 - FMC Scholarships* *Emerson Electric*
 - Electronic Data Systems* *MCI International*
- Johnson & Higgins Scholarship: *Three \$1,000 awards, first term*
- Johnson & Johnson Minority Scholarships
- Whirlpool Scholarship: *One \$5,000 award, first term*

Institutional Awards

- AIIESEC Scholarships*
- Amalio M. Suarez Memorial Scholarships*
- Arizona University Scholarships*
- International Scholarships: *55 per year; half tuition for first term*
- Peace Corps Scholarships*
- Presidential Scholarships: *13 per year; full tuition for 3 consecutive terms*
- Thunderbird Scholarships: *55 per year; half tuition for 2 consecutive terms*
- Veterans Scholarships*
- Worldwide Scholarships.*

**Total 59 per year; full tuition for 2 consecutive terms.*

SCHOLARSHIP AID FOR CONTINUING STUDENTS

Grants for continuing students are awarded each semester based on scholastic performance at Thunderbird, financial need, education loan debt for attendance at Thunderbird, and participation in campus activities and/or employment. Awards range from \$300 to \$1,700 per semester and approximately 65 percent of the applicants receive awards. **Partial assistantships** are awarded on the basis of need, scholastic achievement and faculty recommendations. Award is \$750 for fall or spring and \$500 for summer.



Scholarship Award Notifications

Summer	April 1
Fall	April 15
Winterim/Spring	November 1

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 United States. 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* for more information.

The following forms, available from the Financial Aid Office, must be on file in order to be considered for the Federal Loan programs:

- FAFSA - Free Application for Federal Student Aid (SAR).
- Financial Aid Transcripts from previous schools attended.
- Thunderbird Personal Information Form.
- Rights and 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 type of loan is available to students who show exceptional need according to the FAFSA and who meet the appropriate priority deadline pertaining to the 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 and a \$40 minimum monthly payment.

Federal Subsidized Stafford Student Loans

Degree-seeking students may borrow a maximum of \$8,500 per two full-time semesters from this need-based loan. All loans disbursed after July 1, 1994 will have variable interest rates determined by the 91-day Treasury Bill + 3.10% which will not exceed 8.25% even if a borrower has outstanding student loans at a different interest rate. A 3% origination fee and a 1% insurance premium will be deducted from each check disbursement. The government pays the interest while borrowers are in school, during the grace period and authorized deferment periods. There is a six-month

grace period upon graduation, withdrawal or less-than-half-time enrollment. Monthly payments are based on the amount borrowed but generally range from \$100 to \$200 for Thunderbird students.

Federal Unsubsidized Stafford Student Loans

This program has been designed to help those students who do not qualify or have limited eligibility for the federal subsidized Stafford student loan. Degree-seeking students may borrow \$10,000 per two full-time semesters. The interest rate and fees are the same as for the subsidized Stafford loan. The interest is not paid by the government on this non-need-based loan, but it is possible to defer the interest until repayment begins, which is six months after graduation, withdrawal or less than half-time enrollment. If this occurs, interest is accrued and capitalized. The monthly payment is based on the amount borrowed but generally ranges from \$110 to \$225 for Thunderbird students.

A limited number of other non-federal alternative loan programs are available in addition to those listed here. The amount available depends on eligibility but generally ranges between \$2,000 and \$7,500 without a co-signer.

Financial Aid for Foreign Students

Foreign students are eligible to apply for the scholarships, grants and assistantships listed here as well as for non-federal alternative loans, provided they have a U.S. citizen or permanent resident as a co-signer. Some foreign students may also be able to work on campus. All of these funds should be considered supplemental to the student's major funding source to help with incidentals.

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. All campus employment is considered financial aid. Foreign student spouses on F-2 or J-2 visas are not permitted to work.



Ianina Naydenova '95
Bulgaria

B.S., Mechanical Engineering, 1987,
Higher Institute of Chemistry and Technology

◀ "Without the financial assistance I have received from Thunderbird, I would not be able to attend this really unique graduate school. The Worldwide Scholarship and the Baltic/East Central European Award Program sponsored by the USIA, administered on its behalf by NAFSA, and aimed to support East European democracy, gave me the great opportunity to study at Thunderbird."

2 FOREIGN PROGRAMS

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

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 available 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 in foreign countries, 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.

FRANCE/GENEVA: 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 Geneva, Switzerland. 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 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.



▲ The Thunderbird facility in Archamps, France is located in the International Business Park close to the Swiss/French border near Geneva.

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 only be recommended by Thunderbird if they have completed all the foundation courses required by the Department of World Business. Courses are taught in English. Students may participate in this program during any semester.

MEXICO: SUMMER PROGRAM

Each summer Thunderbird offers a ten-week session in Mexico. Intermediate and upper-level courses in Spanish, World Business and International Studies are offered by a faculty of Thunderbird and Mexican scholars. The primary purpose of the program is to give second- and third-semester students the opportunity to sharpen language skills and study Latin American business practices in a total immersion setting.



Lawrence C. Masle '94
United States

B.S., Bio-Medical Computing, 1988,
Rochester Institute of Technology

◀ "How can you be a regional specialist without actually living for an extended period of time in that part of the world? The people I met through Thunderbird's Archamps program at the Geneva Campus led to some of the closest friendships that I have developed during my stay at Thunderbird. The camaraderie between students and faculty created an exceptional learning environment."

PEOPLE'S REPUBLIC OF CHINA: SUMMER PROGRAM

Each summer 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 and the host institutions. This program is designed to instruct students in Chinese business practices, culture, language and politics, and to improve their language skills.

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 following the academic semester.

SPAIN: ESCUELA SUPERIOR DE ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS (ESADE)

Thunderbird has a dual-degree relationship with the Escuela Superior de Administración y Dirección de Empresas (ESADE) in Barcelona. Students beginning at Thunderbird must complete a minimum of 30 hours here and 36 hours at ESADE in order to earn both the MIM and master's degrees. Students must also complete all Thunderbird departmental requirements prior to departure for Spain. Instruction at ESADE is in Spanish, and the recommendation of the Spanish section of the Department of Modern Languages is required. Admission to this program is very competitive and final selection is made by ESADE.

SPAIN: INSTITUTO UNIVERSITARIO DE ADMINISTRACIÓN Y DIRECCIÓN 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 will receive 12 credit hours to

be applied as electives to the MIM degree at Thunderbird. All Thunderbird departmental requirements must be completed before departure for Spain. Instruction at ICADE is in Spanish, and the recommendation of the Spanish section of the Department of Modern Languages is required.

NORWAY: NORWEGIAN SCHOOL OF MANAGEMENT

Up to 15 students may study at the Norwegian School of Management (Bedriftsøkonomisk Institutt) in Oslo each spring, fall, and winter. The NSM ten-week winter quarter is January-March, the spring quarter is March-June, and the fall quarter is September-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. 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 considered. Internship opportunities exist at the end of the academic program.

KOREA: YONSEI UNIVERSITY

This exchange program is offered during the spring semester only. Yonsei University will accept four Thunderbird students each spring to study at its Graduate School of International Studies. Instruction is in English. Students choose from courses offered by the Graduate School of International Studies. All courses taken at Yonsei will be approved for transfer of academic credit by Thunderbird before participation in this program.

COSTA RICA: INSTITUTO CENTROAMERICANO DE ADMINISTRACIÓN DE EMPRESAS (INCAE)

This new exchange program allows two Thunderbird students to take classes in Costa Rica each fall and spring. Instruction at INCAE is in Spanish and the selection of students will be based on language proficiency. INCAE offers courses in four master's programs: Business Administration, Business Economics, Natural Resources, and Management of Industry and Technology. Prior approval for transfer of academic credit is required by Thunderbird before students can participate.



Gretchen Wells '94
United States

B.S., Architecture, 1992,
University of Virginia

◀ "Summer in Geneva is a dream that one can realize at the Thunderbird Europe Campus in Archamps. The smaller environment is intense but personal and the opportunities to learn from fellow world citizens outside the classroom innumerable. We arrive with various backgrounds but common threads, and depart as unique stitches in the Thunderbird fabric."

4 EXECUTIVE EDUCATION

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 many executive education opportunities: an executive version of the MIM degree program, custom-designed programs, language training, open enrollment management seminars, and partnership programs.

THE EXECUTIVE MIM PROGRAM

The Executive Master of International Management (EMIM) program is a unique, executive-level version of the accredited MIM degree program. It is designed for experienced, mid-career managers, professionals, and individual business owners, who wish to complete a master's degree program in international management without interrupting their careers. This program enables executives to have the full range of contemporary management skills and the cultural awareness and language familiarity to compete effectively on a global basis.

The EMIM program follows the same general curriculum as the long-standing MIM degree program. Course work is required in World Business, International Studies and Modern Languages, but each course has been redesigned to meet the special needs and learning requirements of mid-career managers.

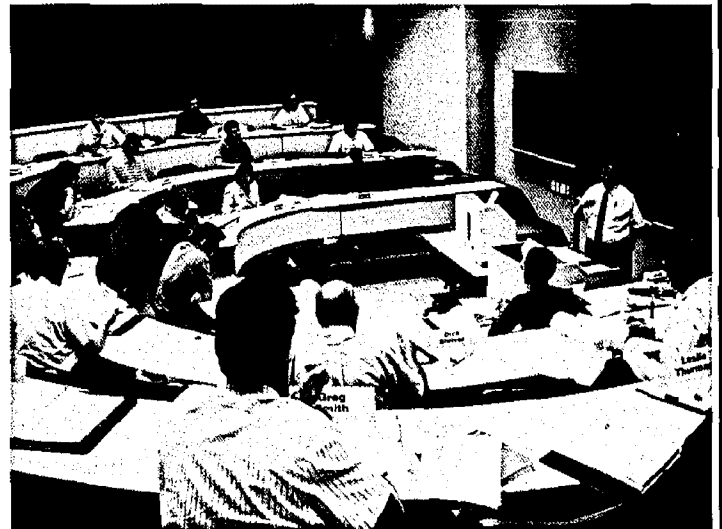
A new group of students enters the program under a separate admissions process each fall. Students move through the program together, sharing the same educational experience, with the only elective being a choice of one of several languages.



M. Edgar Barrett
V. P., Executive Education
Thunderbird, The American Graduate School
of International Management

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



▲ Modern lecture halls facilitate class discussion of international business cases in the executive education programs.

THE THUNDERBIRD MANAGEMENT CENTER

The Thunderbird Management Center develops and administers customized executive development programs for corporations, associations, government agencies and individuals. These programs cover many international management subjects such as cross-cultural communication, international marketing, export development, international finance and economics and intensive language training.

Programs are held on campus or at clients' preferred sites and vary in length from one day to several months. Participants receive concentrated customized training designed exclusively for their circumstances and needs.

◀ "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."



Bernard J. Hynes '99
United States



Vice President, Johnson & Higgins, Phoenix, Arizona
B.A., English, 1973,
Georgetown University

Bernard Hynes has been in the insurance business for 17 years. Nine of them have been with Johnson & Higgins, where he now manages the employee benefit consulting services department in Phoenix. As a Thunderbird EMIM student, Bernard graduated in August 1994 after two years of attending classes every other Friday and Saturday while still holding down a full-time executive position. In May, he went to Germany with two-thirds of his classmates (a third went to Japan and learned firsthand what doing business in Europe is all about.

"One of the keys to a mutually beneficial consulting relationship is an understanding of your client's business. The EMIM program has enabled me to better understand the complexities and concerns of multinational businesses. Because so many of our clients engage in business around the world, Thunderbird's international aspect was one of the main reasons I chose to come here rather than somewhere else."

6 EXECUTIVE EDUCATION

CUSTOM-DESIGNED PROGRAMS

Thunderbird works with corporations and associations to customize executive education programs. The staff members work closely with the client on the design and delivery of each program to assure that the specific needs of the participants are met. Examples of these programs include a three-day cross-cultural program presented at a company's headquarters in Asia, a series of half-day briefings on various areas of the world, and a series of privatization and banking conferences for the banking industry in an Asian country.

LANGUAGE TRAINING

Intensive training in the ten languages taught at Thunderbird is an integral part of executive education. A special language center has been set up within The Thunderbird Management Center to handle the demands of organizations seeking to develop the language capability of executives being sent to overseas assignments. An English language summer institute is held to help prepare students for entrance into the MIM or other master's degree programs. Cross-cultural communications are often woven into the language programs.

OPEN ENROLLMENT SEMINARS

Thunderbird 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 developing and implementing global strategy, penetrating new markets, unraveling the complex financial issues faced when "going global," and developing leaders capable of conducting business successfully in the global arena.

These programs are marketed worldwide to a broad group of companies and industries. In addition to the variety of programs directed to managers who are required to become more global in their outlook or functional expertise, other programs are targeted to managers in certain global industries such as oil and gas, telecommunications, and agribusiness.



Katheen A. Toupin '94
Canada-EMIM Program

*B.S., Mathematics, 1979,
University of Waterloo,
Country Manager - Latin America, qad.inc.*

Upcoming Executive Seminars Include:

- Building Global Marketing Competitiveness
- 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

Most executive programs are held on the Thunderbird Campus in newly renovated residence halls, dining areas, and classrooms. The campus environment is conducive to a quality educational experience and allows both participants and their firms to draw fully upon the resources of the School.

PARTNERSHIP PROGRAMS

Thunderbird works in partnership with individual firms and groups of companies on long-term management development initiatives. Integral to the partners' globalization strategies, these initiatives evolve over time in concert with the changing management development needs of the partners.

Examples of partnership programs include:

- An on-going series of global marketing seminars to support a company's effort to expand overseas markets and integrate their management network;
- A four-month general management program to prepare managers of a major Asian firm to work outside their home country;
- A two-week custom-designed program that meets the common development needs of the global management teams of major worldwide companies through the Thunderbird International Consortia.

Ten programs are planned to be held at Thunderbird in 1994 and 1995 for more than a dozen companies under the umbrella of the **Thunderbird International Consortia**. These companies are: Allied Signal, Amoco, AT&T, Black and Decker, Dow Chemical, EDS, Fluor Daniel, Goldman Sachs, Honeywell, Kellogg, IBM, Scott Paper, Vitro S.A., and Warner-Lambert.

◀ *"My entire career has been in the computer industry, particularly focused on software for manufacturing companies. Roles included consulting, training, project management, technical support and sales. After living and working one year in Europe, I realized just how much I didn't know. I came to Thunderbird specifically to improve my ability to manage in an international arena."*



Carlo Van Rantwijk '94
Netherlands



B.B.A., Marketing, 1990
Nijenrode Breukelen,
The Netherlands

Raised in a small town in the dunes near the North Sea, Carlo started selling stickers at 8 and was captured by the challenge to turn "no's" into "yes's". After university and military training, Carlo made two extended trips with his wife Tanja through 36 countries, most recently a one-year journey from Amsterdam to Cape Town, through deserts and jungles, in their VW van. Here at Thunderbird his achievements are no less impressive: Orientation Team member, Campus Ambassador, Dutch Day organizer, and Manager of the Investment Club account, which earned an 82% profit last year.

"Leaving Holland with my wife Tanja and son Charlie (six months old at the time) was not easy. But because Tanja became involved in the International Women's Club (for wives of T'Bird students) we've all had a great time. My advice to students with partners and kids: You can do it."

8 THE WINTERIM PROGRAM


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.



▲ *Winterim takes place during a three-week period in January when Arizona's mild climate is in sharp contrast to cold winter temperatures elsewhere.*

During January 1994, 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.



 **Angela Golledge '94**
United States

B.A., Economics, 1993,
Arizona State University
Arizona State University Scholarship

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, but the departments of International Studies and Modern Languages also offer selected courses in countries outside the U.S. for continuing degree-seeking students who meet proper prerequisites. In addition, Winterim in Washington, D.C. provides a series of seminars on important changes in international business, focusing on the new era of trade and business-government relations.

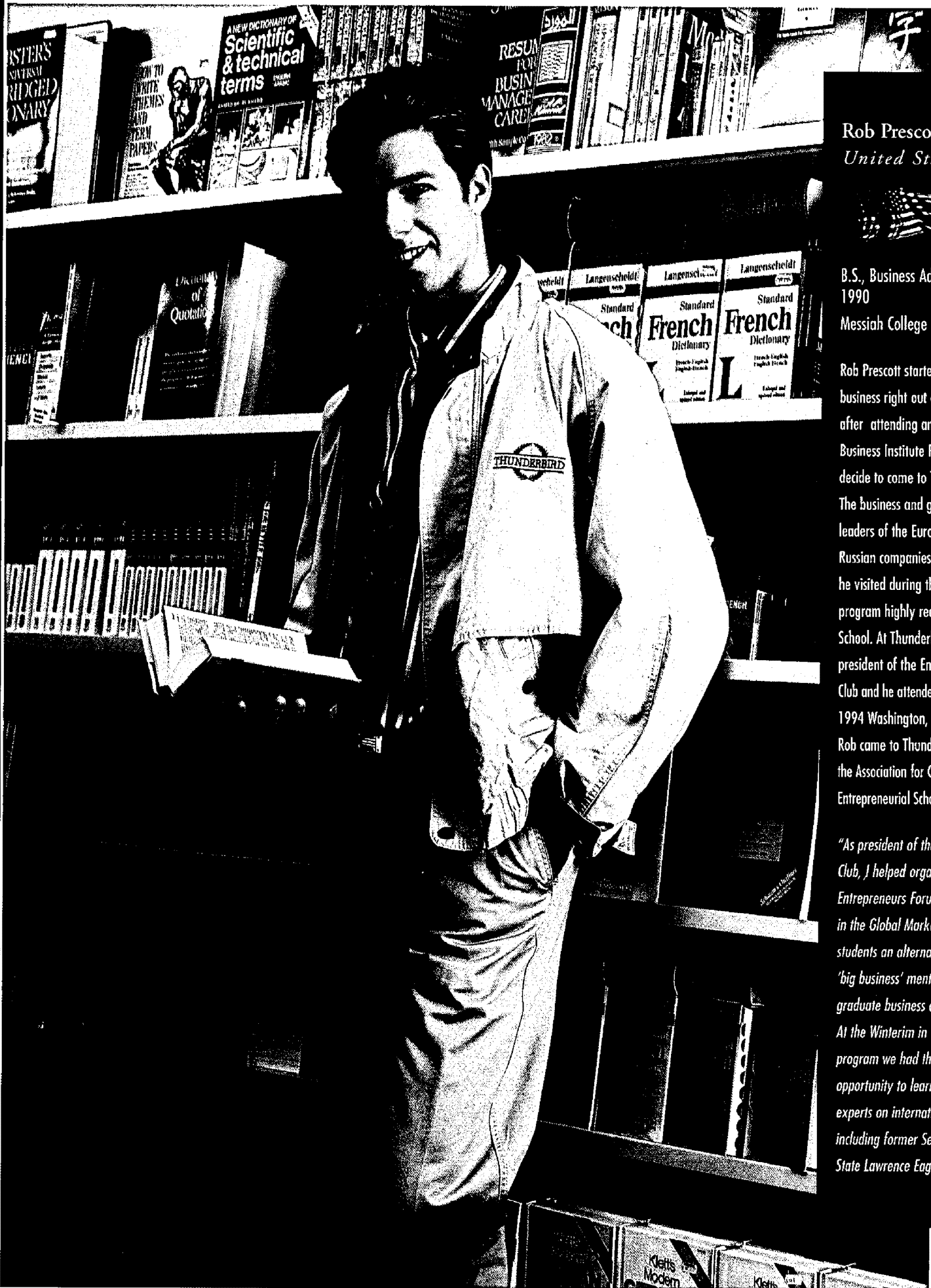
All courses are specifically designed for MIM degree-seeking candidates; however, non-Thunderbird affiliated faculty and professionals needing an update on the latest in international business often attend for continuing education.

PAST WINTERIM SEMINARS INCLUDE

- Marketing to U.S. Hispanics
- International Consumer Marketing Management
- Countertrade/Offset and Barter
- International Banking Symposium
- Johnson & Higgins Int'l Insurance and Risk Management Conference
- The Corporate Executive Officer
- Women Leaders of Today
- Competitive Response of U.S. Business
- Asia/Pacific Rim Management
- Doing Business in Eastern Europe and Russia
- Privatization: Panacea or Pariah
- Cross-Cultural Communication for International Managers
- Opportunity and Risk in the New International Business Order
- International Management of Technology
- Managing in a Borderless World

Winterim study-abroad offerings have been held in numerous countries, including France, Cuba, Spain, Mexico, Kenya, and Austria. The locations chosen each year depend upon specific faculty availability and expertise, as well as upon demonstrated student interest in the specific areas.

◀ *"The Winterim Countertrade/Offset Workshop was one of the most hands-on, practical-training courses I had at Thunderbird. The three-week format makes for fast-paced learning. After this course, taught by over 12 visiting professionals, I and a group of students from the course founded the Thunderbird Countertrade Workshop, a student club to raise awareness of countertrade and promote contacts and internships/job opportunities in the field."*



Rob Prescott '94
United States



B.S., Business Administration,
1990

Messiah College

Rob Prescott started his first business right out of college. Only after attending an International Business Institute Program did he decide to come to Thunderbird. The business and government leaders of the European and Russian companies and institutions he visited during the study abroad program highly recommended the School. At Thunderbird, Rob was president of the Entrepreneurs Club and he attended the Winterim 1994 Washington, D.C. program. Rob came to Thunderbird under the Association for Corporate Growth Entrepreneurial Scholarship.

"As president of the Entrepreneurs Club, I helped organize the 1994 Entrepreneurs Forum, 'Innovation in the Global Marketplace,' to give students an alternative to the 'big business' mentality of typical graduate business courses.

At the Winterim in Washington program we had the unique opportunity to learn from 26 experts on international policy, including former Secretary of State Lawrence Eagleburger."

40 MIM DEGREE REQUIREMENTS

The American Graduate School of International Management's three-part curriculum provides a program of instruction in three departments – International Studies, Modern Languages, and World Business – leading to the Master of International Management degree. MIM degree candidates must meet requirements in each of the departments as well as overall requirements of the institution.

This *Catalog* reflects graduation requirements in effect for students who initially enroll, or return after an absence, in fall 1994 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 MIM

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

DEPARTMENTAL REQUIREMENTS*

Department of International Studies–12 Hours

3 Hours	3000 level	Waivable
3 Hours	4000 to 4099 level	Waivable
3 Hours	4100 to 4999 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



May Lee Cheah '94
Malaysia

B.S., Managerial Accounting & Business Administration,
1983, University of Wisconsin

◀ *"Thunderbird is truly a school for international managers. The knowledge gained from the courses offered by the three departments (International Studies, World Business and Modern Languages) is vital for any person who wants to go into international business, whether he or she wants to be a member of a management team of a multinational organization or an entrepreneur."*

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 MIM degree.



▲ The Thunderbird entrance on 59th Avenue presents a dramatic first impression for visitors.

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.

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.

CERTIFICATE OF ADVANCED STUDY

Special Students, or students who do not complete the full requirements for the MIM, 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.



Maria de Lourdes Ballina '94
Mexico

B.S., Scientific Nutrition, 1991, Texas A & M

◀ "I was born and raised in Mexico City. I decided to strengthen my business background and take advantage of my international experiences by coming to Thunderbird. The experience gained through group projects, a dynamic student body, and a unique tripartite program has prepared me to be a truly global player."

2 DEPARTMENT OF INTERNATIONAL STUDIES REQUIREMENTS

Ability to understand and adapt to the global business environment is a major reason for executive success in international operations. The curriculum of the Department of International Studies focuses on the international business environment and is designed to acquaint students with foreign areas and their cultural management styles.

The International Studies curriculum is intended to provide students with an understanding of international public policy issues that confront multinational corporations, since government and social systems, in their varied forms, are 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 differentiate 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 DEPARTMENT REQUIREMENTS

INTERNATIONAL STUDIES—12 HOURS

3 Hours	IS3010	Waivable by exam
3 Hours	IS4000 to IS4099	Waivable
3 Hours	IS4100 to IS4999	Waivable
3 Hours	IS4100 to IS5899	Required

Requirement at the 3000 level:

IS3010 International Political Economy (3 hours) is required of all students.



Paul Arcenas '94
Philippines
B.A., Management Economics, 1987,
Ateneo de Manila

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 topics courses.

Waivers are not granted for 5000-level courses.

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

◀ *"The curriculum allowed me to design my learning along both my geographic and functional interests while building on my existing knowledge. I believe the emphasis of group projects was essential in refining management skills and building lasting relationships with my peers. 'The whole is greater than the sum of the parts' is a maxim reinforced throughout one's stay at Thunderbird."*



Kimiko Thakur
Menzies '94

India



B. Commerce, 1991
Delhi University, New Delhi
Post Graduate Diploma (P.G.D.)
in Foreign Trade Management,
1992, Institute of Export Trade
Management, Bangalore
P.G.D. in Marketing Management,
1993, Mt. Carmel Institute of
Management, Bangalore

With a business and marketing background and work experience in advertising, Kimiko Thakur Menzies made the difficult decision to part from her husband for a year to come to study in the United States. But, she says, Thunderbird has been worth all she has invested in it. In addition to her studies, she heads the Foreign Students Advisory Committee and is vice president of the Indian Subcontinent Club. Kimiko is shown sitting in the Pavilion's cactus garden wearing one of her signature saris.

"Multinational Business Management is a great course to take, not only because it exposes us to global business management issues but because the students — my classmates — are from all over the world and we offer each other our own unique perspectives to get a truly global perspective on each issue during our class discussion."

4 DEPARTMENT OF MODERN LANGUAGES REQUIREMENTS

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. Many advanced commercial and issues-oriented courses are offered in addition to the basic three-level sequence.

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

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

SUMMARY OF DEPARTMENT REQUIREMENTS

MODERN LANGUAGES

For native speakers of English:

6 or 7 hours	3000 level I	Waivable
6 hours	4000 level II	Waivable
3 or 4 hours	4010 level III	Waivable**

For non-native speakers of English:

15 hours	3000 level I	Waivable
6 hours	4000 level II	Waivable

***Students waiving a 4010-level class are required to take an advanced class or pass the commercial exam to meet the business language 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 are placed into a 3000-level language course of their choice. These students therefore complete the requirement in both general language proficiency and business language 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 taught at Thunderbird (in addition to their native tongue) are tested to determine their level of: (1) general proficiency, and (2) business language proficiency.

The result of the general proficiency test places the student into one of the following course levels in the tested language: (a) 3000, (b) 4000, (c) 4010, or (d) above 4010. For those placing above 4010, a second test is given, covering business language proficiency. If the student passes this second test, all language requirements are waived. The student may take additional language courses as electives. The student who does not pass the business language proficiency test must choose one of the following options:

- Take any language course beyond the 4010 level in that language, *or*
- Take a 4010-level course in any other language for which the 4000 level was waived, *or*
- Take PO4020 (Accelerated Business Portuguese for Speakers of Spanish), *or*
- Take SP4020 (Accelerated Business Spanish for Speakers of Portuguese).

Complementing the core courses are a variety of courses taught in a foreign language dealing with social, political, and economic topics as well commercial correspondence and business language. Language courses beyond the 4010 level may not be available in every language every semester. They are offered when there is sufficient student demand.

ENGLISH AS A SECOND LANGUAGE

The basic sequence for English as a Second Language is 21 hours (ES3000, ES4010 and ES4050). Elective English courses are also offered. The readings and lectures are designed to provide an understanding of business vocabulary and to improve general communication skills.



Hedy Vahid '94
United States

B.A., Social Ecology, 1992,
University of California, Irvine

◀ "The most interesting course I have taken is Advanced Business French, a Winterim course in Paris. We visited French and U.S. firms such as Peugeot, Louis Vuitton and Coca-Cola. Seeing these companies and their manufacturing plants was an excellent opportunity to make a firsthand comparison between French and U.S. operating standards in order to better understand the corporate culture of each country."

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 59th Avenue entrance wall features the word "Welcome" in all ten languages taught at the School.

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 during orientation.

Upon completion of this examination, the students are placed into one of the following categories:

- Required to enroll in English classes elsewhere, *or*
- Required to enroll in: (a) Intensive English (ES3000*), *or* (b) ES4010 *and* ES4050, *or* (c) ES4050, *or*
- 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 prior to undertaking further studies leading to the MIM.

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 around 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 five and one-half 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 (ECPE). Thunderbird is the Michigan Test Center for the western United States and Canada. The ECPE is usually administered on the Glendale campus during October.



 Seigou Fukushima '94
Japan
B.A., Sociology, 1989, Tokyo University

◀ "This school aims to cultivate future business executives who are open minded and internationally adaptable. If you are willing to do just that, then you are at home at Thunderbird."

6 DEPARTMENT OF WORLD BUSINESS REQUIREMENTS

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.

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 analytical 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.

SUMMARY OF DEPARTMENT REQUIREMENTS

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.



Amy Peterman '94
United States

B.A., Spanish/International Service, 1989,
The Catholic University of America

REQUIRED FOUNDATION COURSES

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. 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 for waiver purposes only and not for the purpose of credit. The tests are available at many schools in 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 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 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, in order to have time for other activities.

WAIVERS AT THE 3000 LEVEL: WB3100 Survey of Accounting

Satisfactory knowledge of both financial and managerial accounting evidenced by examination. A CLEP score of 56 or a passing score on the Accounting Proficiency Examination (APE) administered by the faculty during orientation week is required. Students who have not waived WB3100 with a satisfactory CLEP score must take the APE during orientation week.

◀ *"The Introduction to Marketing course that I took during my first semester confirmed my reasons for choosing Thunderbird. My professor had more than 20 years of experience with IBM in global marketing. He not only provided a solid theoretical foundation but brought the reality of a changing global environment to the classroom. He showed me how to apply what I learned in class to real life."*

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 three or more semester hours undergraduate (upper level at a four-year institution) or a 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. Grade of B or better or a satisfactory score on the finance proficiency test given during orientation week.

WB3300 Statistics

Satisfactory completion of a comparable statistics course covering probability theory, measures of central tendency in disciplines such as economics, business, psychology, mathematics, 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 or organizational behavior, including a working knowledge of the fundamental concepts, processes, and functions of management; three semester hours or more. Grade of B or better or CLEP score of at least 56.

WB3500 Fundamentals of Marketing

Satisfactory completion of a comparable 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: 4000-LEVEL CORE COURSES

One of one required:

WB4200 International Finance and Trade

One of two required:

WB4141 Management Accounting

WB4150 Intermediate Accounting

One of four required:

WB4300 Decision Models with Computer Applications

WB4320 Production and Operations Management

WB4333 Global Information and Technology Management

WB4530 International Market Research

Two of three required:

WB4212 Advanced Managerial Finance with Multinational Dimensions

WB4466 Multinational Business Management

WB4500 International Marketing Management

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

WAIVERS AT THE 4000-LEVEL

If a student has had comparable course work at an accredited institution, 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

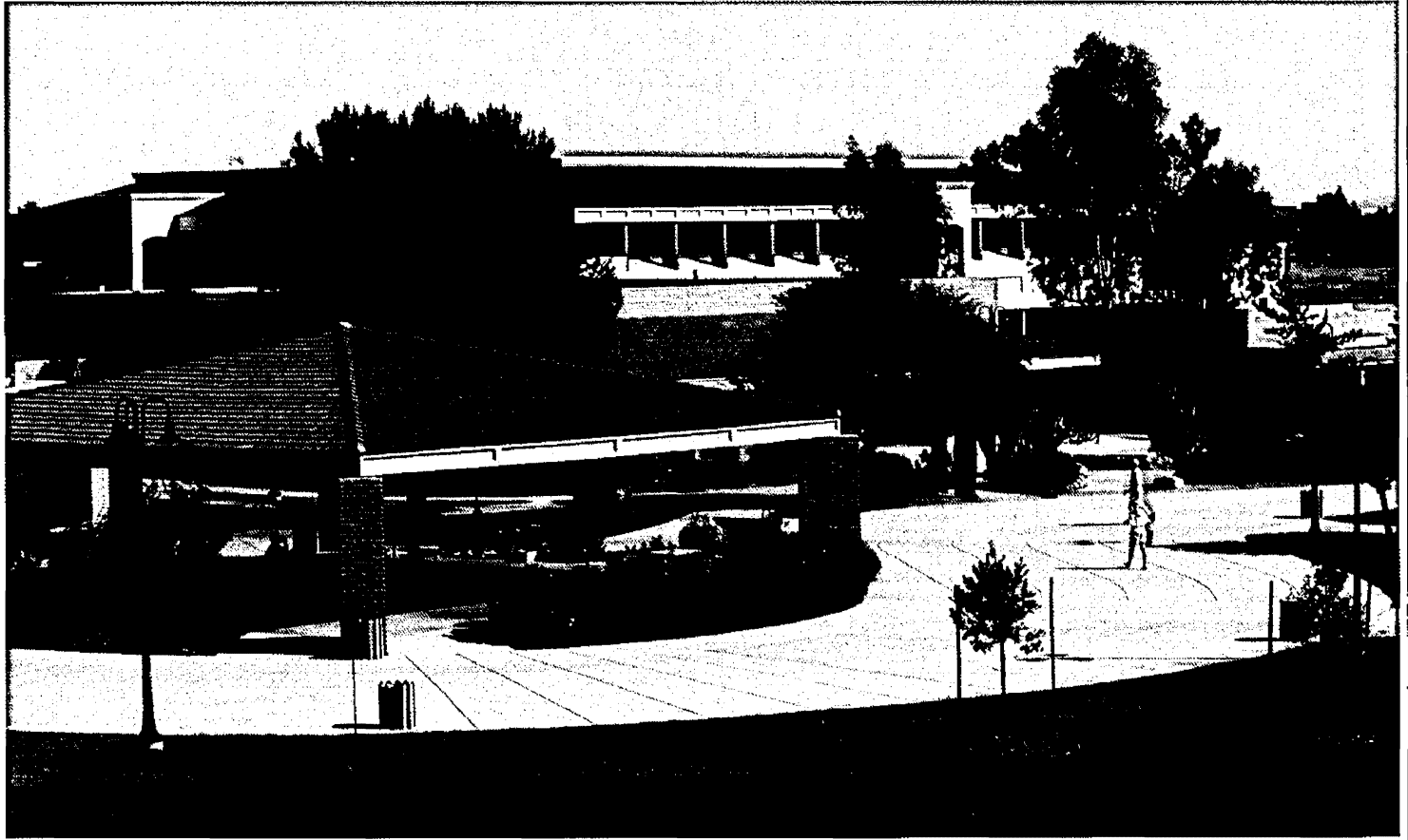
No more than one 5900 or higher numbered course may be taken in any one term. Courses numbered in the 5900s are unstructured and may not be applied toward meeting departmental requirements.



Rodney Smith '94
United States
B.S., Mechanical Engineering, 1984,
United States Military Academy

◀ "International' is not just a trend or a buzzword on this campus, it is a way of life. The global community is evident here, and we experience it every day in the classroom, in group projects, in social and cultural events, and in friendships that will last a lifetime."

8 TOTAL PROGRAM OF STUDY FOR THE MIM DEGREE



▲ The pavilion and mall in the foreground are the center of activity on the Thunderbird Campus. In the background is the World Business/Administration Building, which houses most administrative functions and the Department of World Business faculty.

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 42-47 for details of specific required 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 <i>(waivable)</i>	9 ^a <i>(6 hrs waivable)</i>	12
Modern Languages	6 ^a <i>(waivable by exam)</i>	9 <i>(waivable)</i>	15
World Business	21 ^a	15 ^a	36
Electives (any dept.)	—	—	—
Total	39	30	63^b

^a Specific courses are outlined on pages 42-47.

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



 James R. Henny '94
United States
B.A., Accounting, 1993,
New England College

◀ "Anyone remotely involved with international business knows about Thunderbird and knows the strong reputation and knowledgeable students behind the name. I have never had an instance where I regretted coming to Thunderbird, but rather have many instances where I am very happy with my decision."

**ENGLISH SPEAKING STUDENT
PROFICIENT IN ONE OTHER LANGUAGE
ALL WAIVABLE COURSE WORK COMPLETED**

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

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

**ENGLISH SPEAKING STUDENT
NO FOREIGN LANGUAGE
NO WAIVABLE COURSE WORK**

	Semester Hours		Total
	3000 level	4000 or 5000 level	
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.

**ENGLISH SPEAKING STUDENT
PROFICIENT IN ONE OTHER LANGUAGE
NO OTHER WAIVABLE COURSE WORK**

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

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

**NO WAIVABLE COURSE WORK
MINIMAL PROFICIENCY IN ENGLISH**

	Semester Hours		Total
	3000 level	4000 or 5000 level	
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.
**ES3000 is a 15-hour course in the spring and fall semesters. In summer, it is a 12-hour course (ES3001).*



Sanjiv Baphna '94
India

B.S., Mechanical Engineering, 1987,
 B.V.M. Engineering College, Gujarat, India
 Thunderbird Scholarship

◀ *"During my first semester, the professor for my Fundamentals of Marketing class was an I. B. M. executive. His wealth of practical knowledge gave tremendous insight to an otherwise basic course."*

0 SPECIAL DEGREES—*Health Management and Technology*

Thunderbird offers several special dual degree and cooperative programs with other institutions. These include the Master of International Health Management and the Master of International Management of Technology.

MASTER OF INTERNATIONAL HEALTH MANAGEMENT DEGREE

The Master of International Health Management degree is based on an agreement between Thunderbird and the University of Arizona Health Sciences Center acting on behalf of the University of Arizona Colleges of Medicine, Nursing and Pharmacy. Degree candidates are required to either be enrolled in a graduate program at a participating college of medicine, nursing, or pharmacy or to have received at least a bachelor's degree in a health-related field; and to otherwise be eligible for admission to Thunderbird.

A minimum of 30 semester hours at Thunderbird are required plus a 10-week field placement supervised by faculty of a participating graduate college of health care under the direction of the University of Arizona Health Care Center with consultation from Thunderbird. Course work and field placement requirements may be waived wholly or in part by the U. of A. in consultation with Thunderbird if candidates have completed comparable courses and field placement. Required course work at Thunderbird includes:

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
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For non-native speakers of English:

ES4100	Business Communications
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Department of World Business (12 hours)

WB3210	Fundamentals of Managerial Finance
WB4141	Management Accounting
WB4430	International Human Resources Management
<i>or</i>	
WB4500	International Marketing Management
WB4460	Organizational Behavior

All normal prerequisites are required. Waivers of required courses will be allowed as described under the regulations of the individual departments 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 need to take as many as 58 semester hours at Thunderbird. All academic, admission and financial regulations apply.

MASTER OF INTERNATIONAL MANAGEMENT OF TECHNOLOGY DEGREE

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

Applicants must have a bachelor's degree in engineering. Depending on the engineering courses taken, 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. Required course work at Thunderbird includes the following courses in the Department of World Business:

WB4200	International Finance and Trade
WBXXXX	International Mgt. of Technology Capstone Course

And three of the following six courses:

WB4141	Management Accounting
WB4212	Advanced Managerial Finance
WB4466	Multinational Business Management
WB4500	International Marketing Management
WB4430	International Human Resources Management
WB4541	International Business-to-Business Marketing

Applicants are advised to note course prerequisites. For complete information on these programs, return the reply card in this Catalog.



David Perry '94
United States

B.S., Tourism Management, 1990,
Texas A & M University
M.B.A., International Business, 1993,
University of Texas

◀ *"The Post-MBA program gives students with MBA degrees the opportunity to enhance their graduate-level educations with an international aspect. It is especially appealing to employers because it provides them with a candidate who is well-rounded in all of the areas of business as well as one who is capable of conducting business in the global arena."*

POST-MBA PROGRAM

This program was developed in response to the need for an advanced program that would enable MBA graduates to further internationalize their knowledge of business practices and business environment. Because the MBA graduate (or the holder of a similar graduate degree) has a solid foundation in graduate business education, the Post-MBA program is designed to build upon that knowledge.

Foundation courses in International Studies and World Business are waived. A minimum of 30 credits are required instead of the 42 hours required in the regular program. Additional flexibility is allowed in the program. Students with some appropriate language background may be able to complete the program in two terms (eight to nine months). Students who must take the entire language component, or who wish to pursue certain areas of study in depth, will require 11 to 12 months.

DUAL DEGREE PROGRAMS

Thunderbird has established dual MIM/MBA programs with eight universities in the United States. They are Arizona State University, Arizona State University West, The University of Arizona, Case Western Reserve University, University of Colorado at Denver, Drury College, The University of Florida and The University of Houston. Additional programs are anticipated in the future. The programs call for attendance at both the MBA degree granting school and Thunderbird. At the end of the combined program, successful students will receive both the Master of International Management and the Master of Business Administration degrees. Students are best served by beginning their studies at one of the MBA-degree-granting schools and finishing at Thunderbird. All of the programs require students to make application and be accepted at both schools. Upon matriculation in the MBA program, a student should apply for dual degree status through the office of the dean of the resident school.

Programs require that dual degree students complete a minimum of 30 credits at Thunderbird and meet the individual graduation requirements of the three academic departments. Twelve credits may be transferred from the other school to complete the

required number of courses for graduation. All World Business foundation (3000 level) courses and some core business requirements at Thunderbird will be waived by meeting the requirements of the MBA school. Core course requirements that are waived must be replaced by World Business Department electives. Additional requirements in all departments may be waived based upon individual backgrounds as detailed elsewhere in the catalog, but students are required to meet departmental minimums.

All of the dual degree programs provide for a mutual transfer of elective credits between schools. These transfers have the effect of significantly reducing the elapsed time required to earn the degrees. In some cases the two degrees may be obtained in as little as 18 months. Usually a longer period is required, depending on the background of candidates and the variations in requirements for specific MBA programs. Additional information may be obtained from the Thunderbird Office of Admissions or from the following schools:

Graduate Programs Office College of Business

Arizona State University
Tempe, AZ 85287

MBA Programs

Arizona State University West
4701 W. Thunderbird Road
Phoenix, AZ 85069-7100

College of Business and Public Administration

Karl Eller Graduate School
of Management
The University of Arizona
Tucson, AZ 85721

Weatherhead School of Management

Case Western Reserve
University
10900 Euclid Avenue
Cleveland, OH 44106-7235

Graduate School of Business Administration

University of Colorado
at Denver, Campus Box 165
P. O. Box 173364
Denver, CO 80217-3364

Breech School of Business Administration

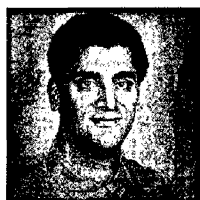
Drury College
Springfield, MO 65802

Director, MBA Program College of Business

Administration
University of Florida
P. O. Box 117150
134 Bryan Hall
Gainesville, FL 32611-1750

Office of the Dean, College of Business Administration

University of Houston
Houston, TX 77204-6283



Roger Shahani '94
United States

B.S., Psychology, 1984,
University of Utah
M.B.A., 1993,
Arizona State University

◀ "I chose the dual degree program with ASU because I felt that international exposure and training would enhance my MBA and broaden my range of career opportunities. With globalization and international expansion taking place in all sectors of all industries, I'm confident my education will reap both qualitative and financial returns."

2 COURSES AND PREREQUISITES – Department of International Studies

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 equivalents
IS4250 East European Economic Systems and Reforms	IS3010 and IS4020, 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
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



Faculty – Department of International Studies

Professors: Duarte, Howell (Chair), Moran, Sours, Springer, S.Tancer, Trapans;
 Associate Professors: Braaten, Conklin, Mahoney, R. Tancer;
 Assistant Professors: Babarinde, Chen, Fong, Goddard, Walch;
 Visiting Scholars: Gibbons, Nelson; Senior Research Associate: Frankenstein;
 Honorary Professor: Lawrence S. Eagleburger.



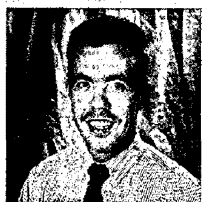
Course and Prerequisites Notes:

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.

COURSES AND PREREQUISITES – Department of International Studies 53

COURSE TITLE	PREREQUISITES
IS4899 Selected Topics in International Studies	IS3010 or equivalent and one of the following which may be taken concurrently IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060.
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 IS4020, 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
IS5335 NAFTA in Global Commerce	IS3010 and either IS4010, IS4030 or IS4060 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, IS4020, IS4030, IS4040, IS4050, or 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 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050 or IS4060 or equivalents
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, or IS4060, or equivalents
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.
IN5901 Internship: Part time (3 hours)	Permission of the Director of Internships and concurrence of the Department of International Studies chair
IN5902 Internship: Part time (1 hour)	
IN5903 Internship: Full time (3 hours)	
IN5904 Internship: Full time (1 hour)	



Hartmut Weissman '94
Germany

B.S., Finance & Investing, 1991,
European Business School

◀ "With a strong background in business, I decided to focus a large part of my time at Thunderbird on International Studies. These courses provide valuable insights on the different regions of the world and significant global issues. Very often the professors have firsthand experience with the foreign cultures."

4 COURSES AND PREREQUISITES – Department of Modern Languages

COURSE TITLE	PREREQUISITES
AR3000 Arabic Level I (<i>offered in fall and spring</i>)	
CH3000 Chinese Level I	
FR3000 French Level I	
GE3000 German Level I	
IT3000 Italian Level I (<i>offered in fall and spring</i>)	
JA3000 Japanese Level I	
PO3000 Portuguese Level I	
RU3000 Russian Level I	
SP3000 Spanish Level I	
AR4000 Arabic Level II (<i>offered in spring and summer</i>)	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 (<i>offered spring and summer</i>)	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 (<i>offered fall and summer</i>)	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 (<i>offered fall and summer</i>)	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 of (Native speakers of Spanish must also obtain a waiver)
SP4020 Accelerated Business Spanish for Speakers of Portuguese	PO4010 or PO4010 waiver (Native speakers of Portuguese must also obtain a waiver.)
JA4150 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
JA4350 Business Reading, Writing and Presentation	JA4010 or JA4010 waiver
AR4500 Commercial Correspondence	AR4010 or AR4010 waiver
FR4500 Commercial Correspondence	FR4010 or FR4010 waiver



Faculty – Department of Modern Languages
Professors: Britt, Chang, Critz (Chair), C. Grosse, Peters, Ramsey, Schutte, Tuman, Valdivieso;

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



Assistant Professors: Federico, Franciulli, Lauterborn, Meneses, Mittnik;
Instructors: Chen, Cline, Lanham, Sletten.

COURSE TITLE	PREREQUISITES
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	
FR5200 Major Topics in the Francophone World	FR4010 or FR4010 waiver
GE5200 Major Topics in Central Europe	GE4010 or GE4010 waiver
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
FR5500 Economic and Commercial French	FR4010 or FR4010 waiver
SP5500 Economic and Commercial Spanish	SP4010 or SP4010 waiver
GE5510 German Marketing	GE4010 or GE4010 waiver
GE5550 German Finance	GE4010 or GE4010 waiver
GE5800 German Business Policy	GE4200 or equivalent, and permission of the instructor*
ES3000 Intensive English as a Second Language	
ES4002 Advanced Conversation for Non-native Speakers	Permission of the instructor*
ES4010 Advanced English as a Second Language	ES3000 or ES3001 or ES3000 waiver; concurrent enrollment in ES4050 required
ES4050 Advanced English Composition and Introductory Business Communications	ES3000 or ES3001 or ES3000 waiver; and ES4010 or ES4010 waiver. Note: ES4010 may be taken concurrently
ES4100 Business Communications for Non-native Speakers	ES4050 or ES4050 waiver
ML5901 Topics in Modern Languages: Independent Research (1 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.69)
IN5901 Internship: Part time (3 hours)	Permission of the Director of Internships and concurrence of the Department of Modern Languages chair
IN5902 Internship: Part time (1 hour)	
IN5903 Internship: Full time (3 hours)	
IN5904 Internship: Full time (1 hour)	

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.*



Steven Ringelstein '94

Israel

B.B.A., International Marketing,
 1990, Baruch College

◀ "As a C.E.O. of Aerodynamics, I faced many difficulties doing business in Japan. I came to Thunderbird to bridge the culture gap not only by learning about Japan, but also by learning Japanese. Professors who are native Japanese not only teach you Japanese but also how to do business in their country."

6 COURSES AND PREREQUISITES – Department of World Business

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:

WB4141 Management Accounting

WB3100 or equivalent

WB4150 Intermediate Accounting

WB3100 or equivalent

One of four:

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

WB4333 Global Information and Technology Management

WB3313, WB3400, 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

WB4466 Multinational Business Management

WB4460 or WB3400*; WB3100 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 WB4141 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

WB4541 International Business-to-Business Marketing

WB3500 or equivalent

WB4560 International Consumer Marketing

WB3500 or equivalent

WB4599 Export/Import Management

WB3500 or equivalent

WB4600 Legal Environment of International Business

WB4700 International Insurance

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



Faculty – Department of World Business

Professors: Barrett, Carrada-Bravo, Davison, Ferris, Foroughi, Foster, Geer, R. Grosse (Chair), D. Guthery, Harvey, Heathcotte, Herberger, Kim, Mathis, Mills, O'Connell, Ricks, Schlegelmilch, Woolverton;

Associate Professors: Bergevin, Black, Bossert, Deans, Hosseini, Johnson, Keat, Moffett, Morrison, Murray, Pring, Ram, B. Reed, W. Reed, Rice, Selling, Siehl, Tuzzolino, Valencia, Vor der Landwehr, Zerio;



Assistant Professors: E. Guthery, Nielson, Trimble;

Visiting Professor: Dr. Subrato;

Instructor: Healey;

Distinguished Corporate Lecturer: Gottlieb;

Distinguished Visiting Professor of Finance: Martha R. Seger.

COURSES AND PREREQUISITES – Department of World Business

COURSE TITLE	PREREQUISITES
WB5221 International Trade Strategies	WB3210, and WB3500, and WB4200 or equivalents
WB5250 Multinational Corporate Finance	WB4150 and WB4200 and WB4212 or equivalents
WB5271 International Securities Investments	WB4200 and WB4212 or equivalents
WB5320 International Operations Management	WB4300 or WB4320 or equivalents
WB5400 Entrepreneurship	WB3400 and either WB4140 or WB4141 or WB4150, and either WB4300 or WB4320 or WB4530, and two of the following, one of which may be taken concurrently: WB4212, either WB4400 or WB4466, WB4500 or equivalents
WB5480 International Business Policy and Decision Making	WB3210, and WB4200 and either WB4400 or WB4466; and either WB4140 or WB4141 or WB4150; and one of the following, which may be taken concurrently: WB4212 or WB4500 or equivalents
WB5482 International Business Policy	WB3210, WB4200 and either WB4400 or WB4466; and either WB4140 or WB4141 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 (offered in fall and spring)	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 77
IN5901 Internship: Part time (3 hours)	Permission of the Director of Internships and concurrence of the Department of World Business chair
IN5902 Internship: Part time (1 hour)	
IN5903 Internship: Full time (3 hours)	
IN5904 Internship: Full time (1 hour)	
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.	
*WB4460 is not required for students entering prior to Fall 1994.	



Luis Alamillo '94
Mexico

B.S., Finance, 1990,
Universidad Iberoamericana
M.B.A., Finance, 1993,
Peter F. Drucker Graduate Management Center

◀ "The faculty and staff constantly strive to bring current issues into the classroom. Great efforts are being made to be at the cutting edge of technology; a perfect example is the Ibbitson Asset Allocation System currently being used in the Global Portfolio Management course."

8 COURSE DESCRIPTIONS – *Department of International Studies*

IS3010 INTERNATIONAL POLITICAL ECONOMY
(3 hours) This course offers an introduction to the fundamentals of the international business environment and its three major aspects: (1) the institutional framework and policy management of international economic relations, (2) risk assessment and strategic analysis of nation-states, and (3) the operational and organizational concerns of the transnational enterprise. The purposes of the course are twofold: (1) to provide the international manager with an informed perspective on the institutions and policy processes that shape economic relations between international and national actors and among economic blocs as a foundation for further study in the Thunderbird tripartite programs, (2) to provide the international manager with the substantive base and analytical tools necessary for acquiring an informed perspective. **REQUIRED.**

**IS4010 REGIONAL BUSINESS ENVIRONMENT:
ASIA (3 HOURS)**

**IS4020 REGIONAL BUSINESS ENVIRONMENT:
EUROPE (3 HOURS)**

**IS4030 REGIONAL BUSINESS ENVIRONMENT:
LATIN AMERICA (3 HOURS)**

**IS4040 REGIONAL BUSINESS ENVIRONMENT:
MIDDLE EAST (3 HOURS)**

**IS4050 REGIONAL BUSINESS ENVIRONMENT:
SUB-SAHARAN AFRICA (3 HOURS)**

**IS4060 REGIONAL BUSINESS ENVIRONMENT:
NORTH AMERICA (3 HOURS)**

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. Prerequisite: IS3010 or equivalent.

IS4133 ASEAN/MODERN SOUTHEAST ASIA

(3 hours) This course is designed to help international managers gain a better understanding of the ASEAN world and thus improve their ability to do business in this increasingly important political and economic region 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 IS4020, or equivalents.



Rick Bisio '94
United States

*B.S.B.A., Marketing, 1987,
Washington University*

◀ *"One of my most interesting courses was Russia in the New World Order. The visiting instructor was in a class by herself. She has spent her entire professional life in the C.I.A. studying the Soviet Union, and there is no aspect of Russia that she is unfamiliar with. I now understand the fundamental forces driving Russia today and am therefore able to create likely scenarios for Russia's future."*

IS4254 RUSSIA IN THE NEW WORLD ORDER

(3 hours) This course introduces 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 focuses on labor and management in Europe from a social science perspective. It examines the evolution of employee-employer relations and the role of organized labor. Course coverage includes both eastern and western Europe. Specific topics include employment legislation, codetermination, migrants in the workforce, vocational training, management education, cross-cultural differences, and the rise of western-type labor unions in eastern Europe. The implication of the European Union for labor management relations is also considered. The topics are dealt with in the context of corporate and government environments. 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 that 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.



**Judy Adelizzi '95
United States**

*B.A., Communications/Political Science, 1990,
University Southern California*

◀ *"Marketing to U.S. Hispanics was my most valuable course. It was more than just a classroom experience as it brought the students out into the field. We visited four companies, interacted with many business executives and viewed their businesses in action."*

0 INTERNATIONAL STUDIES

IS4802 INTERNATIONAL COMPETITIVENESS AND MANAGEMENT IN ASIA

(3 hours) This course provides a comparative study of international business competitiveness and management. It examines 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.

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



Benjamin Ng '95
Singapore
B.B.A., Finance & Marketing, 1985,
University of Washington

◀ "Student life at Thunderbird provides an excellent opportunity to interact with students from all over the world. You are able to make good contacts, which will facilitate your work in the future."

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 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 covers will 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 Union. Students read the latest sources on the EU and analyze basic documents. Each student researches relevant topics such as trends in environmental regulations or currency unification. The role of the EU 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 EU. 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 IS4020 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 countries. 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 AND IBERO-AMERICA: BUSINESS, CULTURE, VALUES

(3 hours) This seminar examines and analyzes the national character and institutions, psychological traits, values, religion, customs and literature 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.



Karla Tennes '95
United States

B.A., Political Science/International Relations, 1990,
University of California, Santa Barbara

◀ "Since college I have worked in the news media using my Spanish skills in different capacities for CBS, CNN & Telemundo, all in Los Angeles. I spent a good portion of my university career studying & traveling in South America and the Iberian Peninsula, and my goal is to work in international marketing, with an emphasis in Spanish-and Portuguese-speaking countries."

2 INTERNATIONAL STUDIES

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, finance, 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.

IS5335 NAFTA IN GLOBAL COMMERCE

(3 hours) This seminar examines the North American Free Trade Agreement and the impact it has had and will have on doing business in Canada, Mexico and the United States. The agreement is analyzed to provide insight into the creation of a free trade area between three countries with differing histories, economic profiles and political systems, whose trading patterns have been asymmetrical. The seminar also analyzes the relationship of the agreement to the GATT and to the foreign economic and trade policies of its members, as well as the implications of this trade agreement on triad relationships, those between North America and its neighbors to the south, and the developing countries of Southeast Asia. Prerequisites: IS3010 and either IS4010, IS4030 or IS4060 or equivalents.

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.



Edith Barry '94
United States
B.A., Special Studies,
International Business, 1981,
Franklin & Marshall College

◀ "One of the most interesting and thought-provoking classes I've taken at Thunderbird is Cross-Cultural Communication. For the final project, I chose to examine how women in the field of international management were succeeding around the world. Most alumnae agreed that while it may take more effort to establish credibility, once a woman proves herself, she will be treated with as much, if not more, respect than any of her male colleagues."

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.

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 PAISES DE EXPRESSÃO PORTUGUESA HOJE (THE PORTUGUESE-SPEAKING COUNTRIES TODAY)

(3 hours) This seminar is concerned with contemporary economic, political, business, social, and cultural developments in Portugal, Brazil, and Portuguese-speaking African nations. An analysis is made in the Portuguese language of economic, political, business management, and social problems and issues currently confronting the Portuguese-speaking world (Portugal, Brazil, Angola, Mozambique, Guinea-Bissau, Saõ Tomé 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 and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060 or equivalents.

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.



Charles H. Galante '94
United States

B.A., International Relations, 1988

Hamilton College

M.A., Latin America Development, 1992,

University of Chicago

◀ "The U.S. Foreign Policy Seminar is absolutely the most fascinating and useful course a serious student of international business can take while at Thunderbird. On top of an impressive list of influential speakers, including ambassadors, business leaders and policy-makers, we made official visits to the World Bank, Dept. of Commerce, State Dept., and the C.I.A."

4 INTERNATIONAL STUDIES

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 or IS4060.

TOPICS IN INTERNATIONAL STUDIES:

- IS5901 INDEPENDENT RESEARCH (1 HOUR)
- IS5902 INDEPENDENT RESEARCH (2 HOURS)
- IS5903 INDEPENDENT RESEARCH (3 HOURS)

This is a special program for independent research on an approved topic in the field of international studies. Regularly scheduled consultations between student and instructor are required. This program is not open to entering students. The topic must be approved in the preceding semester. Prerequisites: permission of the instructor* and 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.



Kristen Moore '94
United States

B.S., International Business Studies, 1993,
Arkansas State University



▲ International Studies faculty members have offices in one of three new faculty buildings on campus.

IN5901 INTERNSHIP: PART-TIME (3 HOURS)

IN5902 INTERNSHIP: PART-TIME (1 HOUR)

IN5903 INTERNSHIP: FULL-TIME (3 HOURS)

IN5904 INTERNSHIP: FULL-TIME (1 HOUR)

Please see internship course descriptions on page 78.

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

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

◀ "The students at Thunderbird are a breed of their own. Every one of them has a global perspective of the world, unconstrained by national borders. They are full of highly creative ideas. There are so many cultures represented at Thunderbird, it's the next best thing to gaining experience in a foreign country."

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)

Level I courses are 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 oral proficiency are stressed. 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 Level II courses, the major stress continues to be on the development of speaking proficiency, although attention is also given to reading and writing. Authentic materials in the target language reflect situations relevant to the international manager. 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 Level III courses, emphasis is placed on the use of the target language in context, and especially on the lexicon of international business. Readings from newspapers, journals, and books, (although to a restricted degree in non-Latin alphabet languages) familiarize future international managers with issues in the areas of the world where the target language is spoken. Activities include small group discussion, the review of oral and written 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 business executive may encounter in the country of the target language. Reading assignments are used as a basis for discussions to help enhance spoken proficiency. Written resumes of assigned readings and short speeches on topics of special interest enable students to use the language with greater dexterity and spontaneity. 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.



James Yim '94
Korea

*B.S., Marketing Management, 1990,
Virginia Polytechnic Institute State University
Thunderbird Scholarship*

◀ *"They really mean business when they say 'language' here. The courses are tough and time consuming, but very effective and never boring."*

6 MODERN LANGUAGES

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. Comparisons are made between the syntactical, lexical, morphological and phonetic systems of the two languages. Reading materials introduce students to fundamental vocabulary and concepts relevant to management in the Portuguese-speaking areas of the world, with emphasis on Brazil. 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.

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 management in the Spanish-speaking areas of the world. 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 Level III waiver.



Christine Anderson '95
United States

B.S.B.A., Marketing/
International Business, 1988,
Georgetown University

AR4200 ADVANCED BUSINESS LANGUAGE
CH4200 (OFFERED IN 9 LANGUAGES)
FR4200
GE4200
IT4200
JA4200
PO4200
RU4200
SP4200

(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.

JA4350 BUSINESS READING, WRITING AND PRESENTATION

(3 hours) This course is designed for students who are serious about enhancing their reading, writing, presentation and interviewing skills in Japanese. Emphasis on reading and writing encompasses such topics as the characteristics of the Japanese language and cultural aspects of Japanese management – including the seniority-based ranking system, personnel staffing, and employee transfer. Official documents such as business reports, resumes, and the like are emphasized. In addition to weekly assigned compositions, students write a report in Japanese and make a videotaped presentation on a topic of their choice. The goal of the course is to enhance the primary skills needed for successful Japanese business communication. Prerequisite: Level III or Level III waiver.

AR4500 COMMERCIAL CORRESPONDENCE
JA4500 (OFFERED IN 3 LANGUAGES)
SP4500

(3 hours) The terminology and techniques used in commercial transactions, including the interpretation and writing of business materials, are studied. This 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.

◀ "German has been challenging yet exciting. From day one, the professor stretched us by going beyond basic conversation and made the lessons relate to business topics. This course will be a critical part of my MIM degree and working internationally."

FR4500 COMMERCIAL CORRESPONDENCE

(3 hours) The purpose of this 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. The material is current, practical, relevant and applicable to business usage. The student writes letters of all types, from the basic and utility letters to 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.

EN5000 ADVANCED BUSINESS COMMUNICATIONS FOR EXECUTIVES

(3 hours) This course offers native speakers of English and advanced non-native speakers of English the opportunity to improve the skills needed 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 resumes, applications and follow-up letters; videotape presentations; and study techniques for interviews.

FR5200 MAJOR TOPICS IN THE FRANCOPHONE WORLD

GE5200 MAJOR TOPICS IN CENTRAL EUROPE

SP5200 MAJOR TOPICS IN LATIN AMERICA

(3 hours) These seminars, taught solely in the target languages and involving the participation of students and guest speakers, treat special topics relevant to the respective geographical areas, emphasizing current problems and their significance for international management decisions. Prerequisite: Level III or Level III waiver.

FR5301 CONTEMPORARY SOCIAL, POLITICAL, GE5301 SOCIOCULTURAL AND ECONOMIC JA5301 ISSUES (OFFERED IN 4 LANGUAGES) SP5301

(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. 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.

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, labor relations, and related fields such as accounting, business law, advertising, and banking. Intensive vocabulary reviews, word usage, grammar reviews, translations, discussions, debates, and case studies are used. Prerequisites: Level III or Level III waiver.



Fernando Sandoval '94
Mexico

B.S., Marketing, 1989
I.T.E.S.M. Monterrey,
Nogales, Sonora, Mexico

◀ "The opportunity to interact with people from around the globe effectively enhances one's cultural adaptation skills. At group recruiting meetings, I birds stand out as friendly and outgoing future global leaders."

8 MODERN LANGUAGES

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. 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 are covered. The course focuses on the commercial and economic terminology of the corporate world. Prerequisites: Level III or Level III waiver.

GE5510 GERMAN MARKETING

(3 hours) This course provides an opportunity to study and apply basic marketing concepts in German. Readings, discussions and cases focus on marketing research, sales, consumer behavior, product development and distribution, from a German perspective. Students develop and present a marketing plan for a product in Central Europe. Prerequisite: Level III or Level III waiver.

GE5550 GERMAN FINANCE

(3 hours) The purpose of this seminar is to explore finance from a German perspective. Topics include financial analysis and planning, capital structure, cost of capital and capital budgeting, portfolio theory and capital market theory, analysis and valuation of derivative instruments, leasing, dividend policy and mergers and acquisitions. Prerequisite: Level III or Level III waiver.

GE5800 GERMAN BUSINESS POLICY

(3 hours) This capstone course focuses on the fundamental issues confronting management in Germany. It provides an opportunity to consolidate skills and knowledge from various functional disciplines, including management, finance, marketing and ethics, specifically within a Central European context. Readings and lectures complement the case study approach. Prerequisite: GE4200 or equivalent, and permission of the instructor.*



Vilmar Rocha '94
Brazil
B.E.E., Electrical Engineering, 1990,
Rensselaer Polytechnic Institute

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 course load (20 hours a week). No other courses may be taken at the same time.

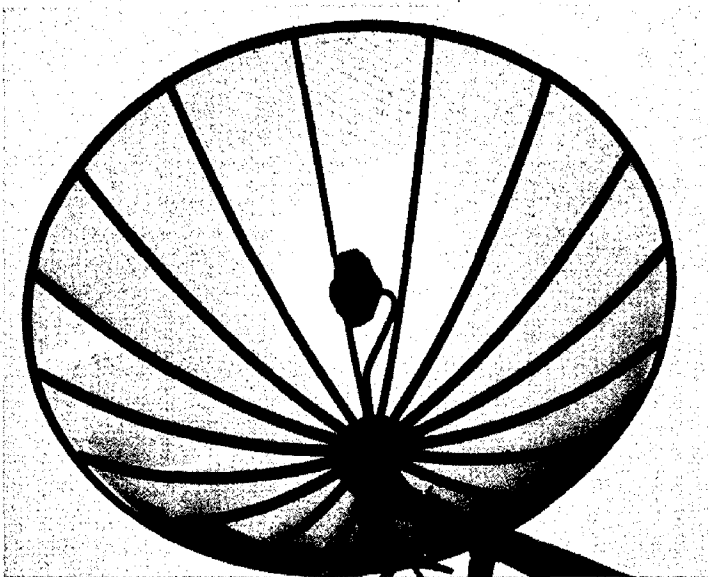
ES4002 ADVANCED CONVERSATION FOR NON-NATIVE SPEAKERS

(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 class meetings, 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.

◀ *"I have never experienced any other community in the USA as friendly and approachable as the Thunderbird community. During my first semester at Thunderbird I met nearly 250 people and I became good friends with many of them."*



▲ Many of the Modern Languages classes use foreign broadcasts that are obtained by satellite.

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 oral class reports are required. Prerequisite: ES3000, or ES3001, or ES3000 waiver and ES4010 or ES4010 waiver.

NOTE: ES4010 may be taken concurrently with ES4050.

ES4100 BUSINESS COMMUNICATIONS FOR NON-NATIVE SPEAKERS

(3 hours) This course is specifically designed for the non-native speaker of English whose language proficiency is approaching fluency. Students develop skills in writing correct, concise and clear messages while also learning the cultural background and various psychological approaches to effective business communications. Case studies and other real world simulations featuring actual companies provide a unique opportunity for the students to apply concepts to real events and to sharpen their business communication problem-solving skills.

Students write long and short reports, proposals and letters. The campus computer network is utilized by students for purposes of collaborative writing and editing assignments. Much attention is given to the job search: writing resumes, applications letters, and follow-up letters; preparing and going through interviews.

Prerequisite: ES4050 or ES4050 waiver.

TOPICS IN MODERN LANGUAGES:

INDEPENDENT RESEARCH

ML5901 (1 HOUR)

ML5902 (2 HOURS)

ML5903 (3 HOURS)

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

ML5920 MASTER'S THESIS

(4 hours) Rules and regulations pertaining to the writing of the Master's Thesis may be obtained from the department. The department reserves the right to set its own standards with regard to content, subject matter, and other requirements. The subject of the thesis must be approved in the preceding semester. Near-native or native fluency in the relevant foreign language and considerable background knowledge of the subject being researched are required. The course is offered on a pass/no credit basis.

IN5901 INTERNSHIP: PART-TIME (3 HOURS)

IN5902 INTERNSHIP: PART-TIME (1 HOUR)

IN5903 INTERNSHIP: FULL-TIME (3 HOURS)

IN5904 INTERNSHIP: FULL-TIME (1 HOUR)

Please see course description on page 78.



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



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

0 COURSE DESCRIPTIONS – *Department of World Business*

WB3100 SURVEY OF ACCOUNTING

(3 hours) This course introduces the student to both financial and managerial accounting. Topics covered include financial statements; the accounting cycle; theory and terminology; 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 affecting 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 timesharing 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 spreadsheet 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. It provides a basic knowledge of fundamental management concepts, processes, and functions via lecture and discussion. Behavioral aspects of management such as leadership, motivation, and group dynamics are also introduced. **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.**

WB4141 MANAGEMENT ACCOUNTING

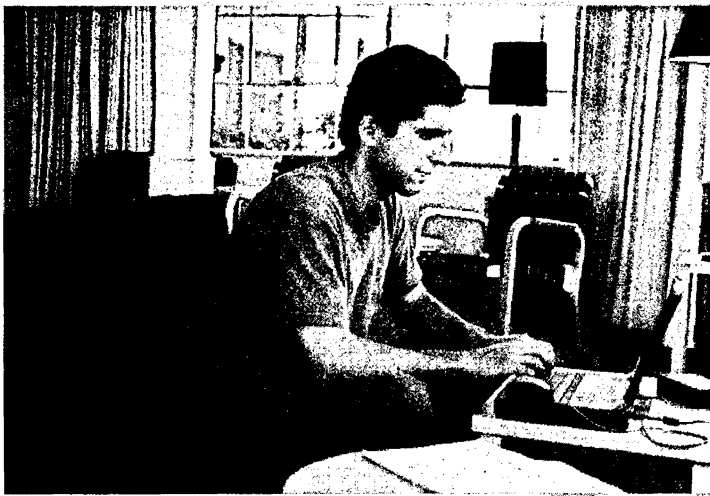
(3 hours) The goals of the course are to create an appreciation of the process of creating accounting information used by managers, and to learn how to use accounting information effectively for controlling operations and strategic decision making. To this end,



Claude-Bernard Celestin '94
Haiti

*B.S., Business Administration, 1991, National Institute
of Administration, Management & Advanced
International Studies, State University of Haiti
LASPAU Scholarship*

◀ *"My advice to future T'birds is to network as much as possible while on campus. Don't miss the opportunity to establish contacts with people who may be very helpful in the future."*



▲ Starting in the fall of 1995, each student will be required to have a personal computer.

topics covered emphasize evaluating the traditional methods by which costs are reported to managers, and exploring creative ways for using or revising these measures of costs to meet management's need for information in a wide variety of decision contexts. Prerequisite: WB3100 or equivalent. Not open to students with credit for WB4140. EITHER THIS COURSE OR WB4150 REQUIRED.

WB4150 INTERMEDIATE ACCOUNTING

(3 hours) The student is provided with background in modern accounting theory and techniques for financial disclosure and reporting requirements. The course includes a brief review of basic accounting theory and covers measurement and valuation of assets, liabilities, owner equity, cash flow statement, leases and price level adjustment. Prerequisite: WB3100 or equivalent. EITHER THIS COURSE OR WB4140 OR WB4141 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.



Scott Erickson '94
United States

B.S., Agricultural Journalism and
International Agriculture, 1986,
Iowa State University

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 WB4141 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, WB4466, or WB4500 REQUIRED.

◀ "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."

WB4220 AGRIBUSINESS

(3 hours) This is an introduction to agribusiness emphasizing futures markets as tools for risk management in the production, processing, financing and merchandising of agricultural products from the perspective of the agribusiness firm. Macro issues include international trade in agribusiness, surplus and deficit producing areas, domestic and international policy issues, and potential future developments. 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 provides an in-depth understanding of the workings of money in institutional settings. Commercial emphasis is given on both monetary theory and its policy implications, and on banking and financial markets. The first part covers the role of money, money stock determination, interaction between money stock and level of income, the monetarist-Keynesian debate and 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. It ensures that the student fully understands the concepts underlying the problem formulation and manual solution of each management science or statistical model before it is solved on the computer. Correct interpretation of the computer solution is stressed. Models covered are: Multiple Linear Regression, Linear Programming, PERT Network, Cross-Tabs (Chi-Square Independence Test), and Simulation. Additional decision science topics may also be covered. Prerequisites: WB3300 and WB3313 or equivalents. Additional quantitative background desirable. EITHER THIS COURSE OR WB4320 OR WB4333 OR WB4530 REQUIRED.



Jacking E. Wijaya '94
Indonesia
B.S., Food Technology, 1988,
Institut Pertanian

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 WB4333 OR WB4530 REQUIRED.

WB4333 GLOBAL INFORMATION AND TECHNOLOGY MANAGEMENT

(3 hours) Information systems is taught from a manager/user perspective. Topics include: database management systems, challenges for the international chief information officer (CIO), global telecommunications, planning and strategy for global information systems, and global systems integration. The student will have an opportunity to use and develop a decision support system model and an expert system. Both domestic and international cases are used as a basis for discussion and projects. Prerequisites: WB3313 and WB3400 or equivalents. EITHER THIS COURSE OR WB4300 OR WB4320 OR WB4530 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.

◀ "In the Multinational Corporate Finance course, we used FORAD, a computer simulation, to bring alive the abstract concept of treasury function in a multinational company. We managed financial risks and analyzed strategies to deal with today's volatile markets."

WB4460 ORGANIZATIONAL BEHAVIOR

(3 hours) The purpose of this course is to explore the emerging set of organizational practices/systems and related managerial skills which are becoming an essential part of competing successfully in a global business environment. Using cases, readings, guest speakers, exercises, group projects and discussions, students are given the opportunity to develop their analytical skills as they assess the complex functioning of contemporary business organizations. Topics covered include the impact of globalization on management, traditional and emerging models of organizational structure, the impact of organizational culture on effectiveness, managerial roles, changes in leader behaviors and the role of reward systems in reinforcing change. Students analyze case situations and develop recommendations that most effectively deal with the critical challenges of today's companies.

WB4466 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, WB3500 or WB4460 or equivalents. Not open to students with credit for WB4400. TWO of WB4212, WB4466,* WB4500 REQUIRED.

**WB4466 is not required for students entering prior to Fall 1994.*

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, WB4466, 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, and WB3313 and WB3500 or equivalents. EITHER THIS COURSE OR WB4300 OR WB4320 OR WB4333 REQUIRED.

WB4541 INTERNATIONAL BUSINESS-TO-BUSINESS MARKETING

(3 hours) The objectives of this course are (a) to develop an understanding of group buying behavior in industrial markets; (b) to develop an ability to analyze target markets in the international arena; and (c) to provide a working knowledge of the major elements of an international industrial program. The course examines product characteristics (product planning and development), types of distribution channels and selection, organization, pricing policies, international selling procedures, and sales management policies. The impact of these marketing variables on the marketing organization and marketing ethics are analyzed in detail. Prerequisite: WB3500 or equivalent. Not open to students with credit for WB4540.

WB4560 INTERNATIONAL CONSUMER MARKETING

(3 hours) This course explores procedures and techniques for marketing consumer products abroad. Particular emphasis is placed upon advertising and consumer promotion. Also, marketing functions such as product or brand management, distribution methods, product development, market research and sales management are covered. Prerequisite: WB3500 or equivalent.



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



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

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.



Roger Lewis '93
United States

A.B., History, 1969,
Lafayette College
M.A., Business Management, 1982,
Central Michigan University

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.

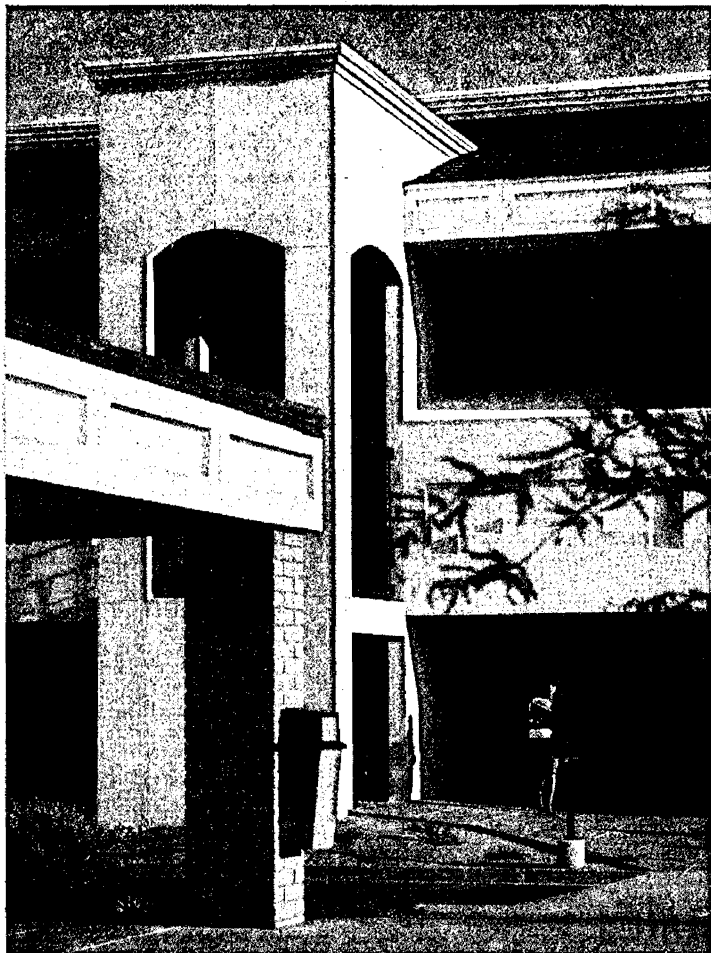
WB5120 FINANCIAL STATEMENT ANALYSIS

(3 hours) This course presents a comprehensive treatment of the analysis of financial statements as an aid to investing and lending decisions. A primary focus is the integration of strategic industry analysis and strategic positioning within an industry into the process of evaluating a company's past and future financial performance. 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.

◀ "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."



▲ The World Business Administration Building, built in 1992, is the focal point for all administrative functions.

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. At the end of this course the student should be able to blend theories of international trade with managerial considerations and understand how trade policies shape competition in the world market. Prerequisites: WB3210 and WB3500 and WB4200 or equivalents.

WB5250 MULTINATIONAL CORPORATE FINANCE

(3 hours) This course applies the theories of corporate and international finance to the problems of multinational financial management. The major topics are: multicurrency cash and exposure management; 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.

WB5320 INTERNATIONAL OPERATIONS MANAGEMENT

(3 hours) This is the capstone course in international operations management designed to employ techniques covered in the 3000- and 4000-level quantitative courses. The focus includes manufacturing areas of concern as well as the service industry. Major emphasis of the course is on long-term productivity improvement, quality concepts, strategic planning in operations management, inventory management, just-in-time systems, cost allocation methods, modern manufacturing systems, and international logistics. The topics are covered through class lectures and cases including domestic as well as international situations. A simulation project and a major group project required. Groups are assigned a project located in the service and manufacturing industries. Prerequisites: WB4300 or WB4320 or equivalents.



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

◀ "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."

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 WB4141 or WB4150, *and* either WB4300 or WB4320 or WB4530, *and two* of the following, one of which may be taken concurrently: WB4212, either WB4400 or WB4466, 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 that 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* either WB4400 or WB4466, *and* either WB4140 or WB4141 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* either WB4400 or WB4466, *and* either WB4140 or WB4141 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.

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.*

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



Daniela Grozea '94
Romania

B.S., Economic Sciences, 1984,
Academy of Economic Studies, Bucharest, Romania
M.B.A., 1992, Central European University,
Prague, Czech Republic

◀ "The course in Entrepreneurship was especially interesting for me as I am coming from a country that had a centrally planned economy for 40 years. The projects I did taught me to evaluate a business opportunity and to write a business plan, making use of the knowledge accumulated in my marketing and finance classes."

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 for business negotiations in both 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.

TOPICS IN WORLD BUSINESS: INDEPENDENT RESEARCH

- WB5901 (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.

- IN5901 INTERNSHIP: FULL-TIME (3 HOURS)
- IN5902 INTERNSHIP: PART-TIME (1 HOUR)
- IN5903 INTERNSHIP: FULL TIME (3 HOURS)
- IN5904 INTERNSHIP: PART-TIME (1 HOUR)

Please see course description on page 78.



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

◀ "Before I came to the U.S., 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."

8 INTERNSHIPS

Internship education at Thunderbird formally integrates academic study with meaningful, professional experience. 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.

Internships have been sponsored in previous years by Citibank, U.S. Department of Commerce, Coca-Cola, General Motors, Kellogg, M&M Mars, Scott Paper, Arizona World Trade Association, Seiko, Arizona Department of Commerce, Teledyne and others.

The Thunderbird Graduate Management Internship is organized into four regularly offered courses: IN5901 and IN5902 provide part-time and IN5903 and IN5904 provide full-time internship experience. Students will receive one (1) or three (3) credits for their internship depending upon the degree of specific academic discipline introduced and faculty involvement. Students who participate in the IN5903 and IN5904 full-time internships must return to campus, enroll, and complete a minimum of three 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. Obtain additional tuition information from the Internship Office.

REQUIREMENTS

To be admitted to the program, students *must*: 1) be in good academic standing; 2) have completed one term (minimum 12 hours) at Thunderbird; and 3) have completed or waived all required 3000-level courses. Due to U.S. Immigration rules, foreign nationals must attend Thunderbird for *two* semesters prior to participating in an internship. Students who have completed the degree requirements 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). All interns will be evaluated by their internship on-the-job supervisor. Interns will be required to complete a brief

internship summary and a reflective paper focussing upon what they have learned in the internship assignment. Only one internship will be allowed for credit during the period of a student's enrollment at The American Graduate School of International Management. Credits for Internship (one or three) 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 multinational businesses and government agencies. Students should contact the Internship Office for additional information.

COURSE DESCRIPTIONS

IN5902 ONE-CREDIT INTERNSHIP: PART-TIME IN5904 ONE-CREDIT INTERNSHIP: FULL-TIME

(1 hour) This internship assignment will largely be supported by the sponsoring organization (employer). The experience will allow the student to examine the relationship between theory and professional practice, to develop management related skills, and to be involved in the challenges of working within a complex organizational or business environment. The one academic credit internship will be graded pass/fail, and will be evaluated based upon the completion of a minimum time commitment (15-16 weeks during Fall or Spring, 10 weeks during Summer); a satisfactory assessment by the internship on-the-job supervisor and the completion of a brief internship summary and a reflective paper focusing upon what the student has learned in the internship assignment.

IN5901 INDEPENDENT STUDY INTERNSHIP: PART-TIME

IN5903 INDEPENDENT STUDY INTERNSHIP: FULL-TIME

(3 hours) In addition to the requirements of the one-credit internship, the independent study internship assignment includes a close working relationship with a faculty member who will facilitate the learning process throughout the internship. Highly specific academic materials are introduced during the close working relationship between the sponsoring faculty and the student. The three credit internship is graded on a pass/fail basis and is structured as an independent study internship. Students will develop an in-depth learning plan in conjunction with their sponsoring faculty and the internship supervisor. The independent study internship includes contact with sponsoring faculty at least twice a month and a detailed assessment plan.



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.



Students enrolled in a full-time internship (IN5903 or IN5904) may not take any other courses during the same academic term.

Thunderbird has been recognized by the U. S. Department of Education as a Center for International Business Education and Research (CIBER). Under the CIBER, several programs have been developed, including six centers and institutes, a journal, faculty development programs, overseas programs, undergraduate linkages, cooperative degree programs, and business lexicons.

FACULTY DEVELOPMENT IN INTERNATIONAL BUSINESS

The Faculty Development in International Business (FDIB) program teaches business faculty in other schools how to add an international dimension to courses they are already teaching.

The program is primarily for business professors who teach at the undergraduate level and occurs in January to accommodate the academic schedules of faculty members. Course options offer one- two- or three-week programs with seminars in International Studies and World Business topics.

The World Business seminars are designed to internationalize the business professor who is already competent in a particular functional area.

The International Studies FDIB seminars are designed to give business professors an understanding of the regional business environment, so they are comfortable discussing business topics in class and carrying on business and research relating to the area.

An auxiliary FDIB program is a summer language sequence in which undergraduate Spanish teachers attend an FDIB course that instructs them how to teach business vocabulary and usage.

THUNDERBIRD INTERNATIONAL INSTITUTES AND CENTERS

The Thunderbird CIBER fosters links with the business community through six centers and institutes that incorporate Thunderbird expertise into the changing international business climate. These are designed to be beachheads for study, research, and conferences that will help small- and medium-sized businesses move into the global marketplace.

- The International Management of Technology Institute is designed to help businesses integrate technology into their strategic objectives, assess and evaluate technology more effectively, and to improve new product development processes.
- The International Risk Management Institute, is the first U.S. clearinghouse for information on international risk management.
- The Thunderbird Multimedia Center is a resource for Thunderbird faculty and for the business community to integrate multimedia technology into the classroom and the corporate world.
- The International Health Management Institute is designed to attract programs that will enhance the basic health degree program, focusing such topics as privatization and legal and ethical questions affecting medical decisions.
- The International Environmental Management Institute broadens the MIM program by integrating courses in international environmental policy and management and conducts research in environmental management.
- The North American Free Trade (NAFTA) Center, is a resource for companies adapting to the new rules of business between the U.S., Canada and Mexico.



Per Høge-Jensen '94
United States

B.S., Marketing, 1992,
Arizona State University

◀ "My experiences at Thunderbird have been very memorable. The changes at Thunderbird over the years, coupled with the recent addition of the new library and the accreditation, have been astronomical and have shown the direction and leadership that the administration have taken to keep Thunderbird at the top of the list in international business schools."

0 ACADEMIC REGULATIONS

CREDIT HOURS AND COURSE LOAD

The maximum number of semester hours that a student may take (including audits) is 15 in a regular semester, 12 in summer, and 3 in Winterim. One additional credit hour per term is permitted only for students enrolled in 7-hour or 4-hour language classes.

AUDITING

Students wishing to audit courses must obtain approval for an audit during the period allotted for changes of schedule, as described in this *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. Courses of non-standard length will have withdrawal deadlines set by the Registrar. 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 Office of the Registrar 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, MaCetrise, Diplom or Staatsexamen, Civilingenjor, Meester, to name a few. Students who transfer in credits from courses which, in the opinion of the relevant department, substantially duplicate courses offered here, may not enroll in the duplicated courses for credit. Grades of transfer work are not considered in computing the student's grade point average at Thunderbird. A transfer of hours in no way constitutes the waiver of a course. Basic language courses are not acceptable for transfer.

GRADING CODE

Grades are given and recorded as follows:

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

Only courses completed with a grade of C- or better are acceptable in satisfaction of graduation requirements for the degree of Master of International Management or for the Certificate of Advanced Study. If a student receives a grade lower than C- in a required course or a prerequisite course, the student must repeat the course before going on to the next higher level.

ACADEMIC PROBATION 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.



Rajiv Baphna '94
India

B.E., Elec. Engineering, 1989, Gujarat University, India
M.S., Electrical Engineering, 1991,
University of Illinois, Urbana-Champaign
Worldwide Scholarship

◀ "Life at Thunderbird is very busy and very intense; yet finding the time to involve yourself in extracurricular activities only helps. This is wonderful experience in multi-task management."

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. The original enrollment and grade remain permanently on the transcript, noted as repeated. The grade assigned for the second enrollment replaces the original grade in the cumulative grade point average beginning with the semester in which the repeat enrollment occurs. "AU", "NC" and "W" are not used as grades for the purposes of this policy.

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.

2 FACULTY – Department of International Studies

OLUFEMI A. BABARINDE, 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 Co-Organizer, "Africa in Transition: Challenges and Opportunities" (1993). Author, *The Lome Conventions and Development: An Empirical Assessment*, (1994).

DAVID O. BRAATEN, ASSOCIATE PROFESSOR OF INTERNATIONAL STUDIES

B.S. (1975), 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 Co-organizer and Program Chair, 1992 Conference on U.S. Competitiveness in the Global Marketplace: Building Partnerships for American Resurgence. Coeditor: *International Business Case Studies for the Multicultural Marketplace* (1994). 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); Co-author, "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). Coauthor, *Understanding the Process of Doing Business in China, Taiwan and Hong Kong*, (1993). 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.

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, "Integrating Ecology into International Relations: A Systems Approach," *International Studies Notes* (1993); "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

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

Co-coordinator, Thunderbird International Symposium; Director, International Studies Research Center; Director, Dom Pedro II Research Center.

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*, ITT (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).



Peggy Mankus '95
United States

B.A., International Studies, 1990,
B.A., French/West European Area Studies, 1990,
The American University
Thunderbird Scholarship

◀ "While on an undergraduate study program in Paris, France, a fellow student mentored me at a graduate school focused uniquely on international management located in the heart of beautiful Arizona. After graduation from The American University, I worked for two and half years before coming out to this model United Nations in the desert to enhance my possibilities."

LAWRENCE S. EAGLEBURGER, HONORARY PROFESSOR OF INTERNATIONAL STUDIES

B.S. (1952) M.S. (1957), University of Wisconsin.

Entered U.S. Foreign Service in 1957. Served in Honduras, Washington, D.C., Yugoslavia. Special Assistant to Dean Acheson (1966). Special Assistant to Under Secretary of State Nicholas Katzenbach (1967). Assistant to Dr. Henry Kissinger (1968). Chief of political section of U.S. Mission to NATO (1969-71). Deputy Assistant Secretary of Defense (1971-73). Acting Assistant Secretary of Defense for International Security Affairs (1973-75). Deputy Under Secretary of State for Management (1975). Ambassador to Yugoslavia (1977-1981). Assistant Secretary of State for European Affairs (1981). Under Secretary of State for Political Affairs (1982-84). President of Kissinger Associates (1984-89). Secretary of State (1992-93). Senior Foreign Policy Advisor at Baker, Worthington, Crossley, Stansberry, & Woolf (1993-).

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, (1991-1994). 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). "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); 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*.

EARL F. GIBBONS, JR., VISITING ASSISTANT PROFESSOR OF INTERNATIONAL STUDIES

B.S. (1977) State University of New York; M.A. (1989) University of Pittsburgh; Ph.D. (1993) University of Pittsburgh.

Director of Training and Faculty of International Management, Czechoslovak Management Center, Czechoslovakia (1991-1993); Adjunct faculty member, Charles University, Prague, Czechoslovakia (1992-1993). Author, "Despite the Best Intentions: Domestic Politics and Europe's Continuing East-West Divide," *Harvard International Review* (1994); Author, "Forging Consensus: The Western Alliance and the Invasion of Kuwait," *Pew Case Studies in Diplomacy* (1992); Co-author, *Almanac of Modern Terrorism* (1991); Co-author, "The Next Wave: European Security and International Migration in the 1990's," Ridgway Paper #91-1 (1991); Author, "The Future Security Role of the European Community," "European Security: The New Agenda," Ridgway Paper #90-2 (1990).

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). Author: "Seizing the Opportunity: International Political Economy and the End of the Cold War," *International Studies Notes*, (1993); Special Issue Editor, "The Teaching of International Relations," *International Studies Notes*, (1993).



Peggy Tan '94
Singapore

B.B.A., Marketing, 1987,
National University of Singapore

◀ "Like many fellow T'birds, making the move to leave a cushy job to come to Thunderbird — and face tremendous opportunity costs that came with it — was a tough one. Determined to make the most out of my time at Thunderbird, I managed to incorporate the Mexico summer program as well as an internship with Scott Paper into my curriculum. Thunderbird has so much to offer and you can draw upon the vast resources — and opportunities — available to you to realize your full potential."

**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*; Co-editor, *Malaysian Foreign Policy: Issues and Perspectives* (1990) and *International Education: The Unfinished Agenda* (1984); Author, "An Introduction to Country and Political Risk Analysis" in Coplin and O'Leary, eds., *The Handbook of Country and Political Risk Analysis*, (1994); Co-author, "Event Data for Area Studies Applications," *International Studies Notes* (1993); Co-author, "Political Risk in Southeast Asia: A Perspective Through the Economist Model," *Journal of Asian Business* (1993); Co-author, "Event Data for Region-Specific Interactions," in Merritt, Muncaster, and Zinnes, eds., *International Event-Data Developments: DDIR Phase II* (1993); Author, "Political Risk and Political Loss for Foreign Investment," *The International Executive* (1992). Author, "The Great Power Rivalry in Southeast Asia: Implications for Malaysia" in Azhari et al, *Malaysian Foreign Policy: Issues and Perspectives* (1990); Articles in *International Organization*, *International Studies Quarterly*, *Asian Studies*, *Journal of Southeast Asian Studies*, *International Interactions*, *Columbia Journal of World 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, (1991-1994).



Louisa Elder '94
United States

B.S., Vocal Performance & Spanish, 1988,
Indiana University School of Music

**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). Coauthor, *The Global Challenge: Building the New Worldwide Enterprise*, (1994); Coeditor, *International Business Case Studies for the Multicultural Marketplace*, (1994). Coauthor, *Faire Des Affaires En Europe: Guide Culturel* (1993); 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); Co-author: *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).

**ROY C. NELSON, VISITING ASSISTANT PROFESSOR
OF INTERNATIONAL STUDIES**

B.A. (1983), Stanford University; M.A. (1985), Yale University; M.A. (1988), Cornell University; Ph.D. (1991), Cornell University.

Visiting Assistant Professor, Vanderbilt (1992-93); Visiting Assistant Professor, Memphis State University (1991-92); Author, "South America: Ignore the Hot Air," *World Trade*, (1994); Author, *Democratization and High Technology Industrialization in Brazil*, Ph.D. dissertation, Cornell (1991).

**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). Author, "The North America Free Trade Agreement (NAFTA): Its Impact on Korean International Business," *The Kyungwon Economics and Management Review* (1993). Co-author of chapters, "Philippine and South Korean International

◀ "One of the reasons I chose Thunderbird was to study abroad again. I chose the three-week Winterim class in Portugal and Spain studying the full emergence of these countries into the European Union. This was very interesting, as I was able to compare from my last trip in 1986, when the two countries had just entered the E.U. We met with business men and women and Thunderbird alumni and visited on-site points of interest."

Relations in Post-Cold War Asia-Pacific," 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* (1991-).

Executive Board of the European Community Studies Association; Team 92 of the European Community. Editorial Board of *International Journal of Human Resource Management*; Author, "Trends in Business Thought and Literature: The European Community and 1992," *The International Executive* (1992); 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. Author, "Pharmaceutical Patents and Some International Trade Issues: Canada, the United States and NAFTA," *Clinical Therapeutics* (1993); "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.

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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).

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David Parrish '94
United States

B.B.A., Finance, 1987,
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◀ "I researched seven different graduate schools and went to four different campuses. Not only did I find a lot of help from the Thunderbird Campus Ambassadors, but all the instructors I spoke with were friendly and helpful. I also found a greater variety of business courses aimed at particular regions of the world."

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B.A., Economics and French, 1989,
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◀ "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 the customers' culture and speak to them in their own language."

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**Michael Miller '95
United States**

B.A., Biology, 1993,
Valparaiso University

◀ "My family and friends have commented that they are are impressed with the amount of German I have learned in only one semester here. I really enjoy the small size of my language classes, and find that the comfortable atmosphere makes learning easier. I have been very impressed with all of my professors here. They are Thunderbird's strongest asset."

8 MODERN LANGUAGES

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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.

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B.S., Retailing, 1977,
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◀ "My husband and I considered the Modern Language component of Thunderbird's tripartite curriculum to be an important feature in our decision to study international business here. Through T'bird's spouse program, I began my study of Spanish at the 3000 level and advanced to course work at the 5000 level, including a semester with Thunderbird's Mexico Summer Program. We have found that the ability to speak a foreign language truly offers an invitation to step out and experience the world - an invitation we're glad we accepted!"

M. EDGAR BARRETT, VICE PRESIDENT FOR EXECUTIVE EDUCATION AND DISTINGUISHED PROFESSOR OF POLICY AND CONTROL

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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.

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Assistant Professor of Accounting, University of Nevada – Las Vegas; Assistant Professor of Accounting, Trinity University; Lecturer, California Polytechnic State University. Author, *Financial Statement Analysis: An Integrative Approach*. Founder of Occupational Testing Systems and Air Traffic Testing Systems.

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

Assistant and Associate 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); Author, *Organizational Behavior*, with Richard M. Stears (1994). Editor, *Journal of International Management*; Editorial Board Member, *Academy of Management Review*.

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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.

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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 Económicos de México* (2nd Ed., 1991).

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B.A., *Organizational Studies/Japanese Studies*, 1990,
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◀ "Participating in the Winterim CEO Seminar has been one of my most enlightening academic experiences at Thunderbird. I had the opportunity to interact with CEOs of many well known companies and to learn firsthand of their successes and failures in the global marketplace."

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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.

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B.A., *Managerial Studies Psychology*, 1987,
Rice University
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◀ "Thunderbird and I were a perfect match. With a global background and work experience, the School was a way to bring it all together, to fine-tune some skills and to concentrate on learning new ones. With the variety of options available in the curriculum, I was able to design a program to fit my needs. The resources, such as foreign programs, internships, and career services, encouraged me to look at alternative avenues to my future."

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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, 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 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*.



**David Windfelt '94
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B.S., *International Business*, 1992,
University of Colorado
Troisieme, French, 1991,
Institut Savoisien d'Etudes Francaises, Annecy, France

◀ "The international aspect of the curriculum is enhanced by the large contingent of foreign students. For my multinational business management course, I was grouped with 2 Norwegians, a Spaniard and an Italian to prepare a case analysis of an international business. At Thunderbird, cultural diversity is more than a goal, it is a reality."

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 Control (Paris); Manager, Financial Education; Adjunct Professor of Finance, Pace University; Adjunct Associate Professor, Iona College. Coauthor, *Managerial Economics, Economic Tools for Today's Decision Makers* (1992).

TAEHO KIM, PROFESSOR OF ECONOMICS AND INTERNATIONAL BANKING

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

Research Economist, Korea Development Bank; Consultant, the Korea Development Society and the Korea Leather Industry Association; Fulbright Graduate Fellow, University of Colorado; Assistant Professor of Economics, Pennsylvania State University; Chase Manhattan Bank Professor, Thunderbird; Faculty Fellow, University of Virginia Center for International Banking Studies; Exchange Professor, University of International Business and Economics, Beijing, Editorial Board, *The International Executive*. Editor: *Changing International Banking: Proceedings of the 1984 International Banking Conference*, (AGSIM, 1984). Author: "How to Assess the Upper Limit of Foreign Capital Import: A Guide to Quantitative Approach," *Korea Development Bank Monthly Economic Review*, (1967), (Fulbright Fellowship Award winning article); "Stochastic Reserve Changes and Expansion of Bank Credit: The Case of Additional Risks," *Journal of Economic Development*, (1985); "Comparative Analysis of External Debt Servicing Capacity of Korea and Other NICs," chapter in J. Rogers, *Global Risk Assessments: Issues, Concepts and Applications, Book 2* (1986); "Dynamics of Financial Innovation and Its Implications for the IME" chapter, SOAC (ed), *A Better World Economic Order*, Poongnam Publishing Co., (1989) and its translation in Korean (1989); "Internationalization of Banking: With Special Reference to the Case of Korea," *Journal of Economic Development*, (1990); *International Money and Banking*, (Routledge, 1993).

F. JOHN MATHIS, PROFESSOR OF INTERNATIONAL FINANCE AND BANKING; DIRECTOR, THUNDERBIRD INTERNATIONAL BANKING INSTITUTE

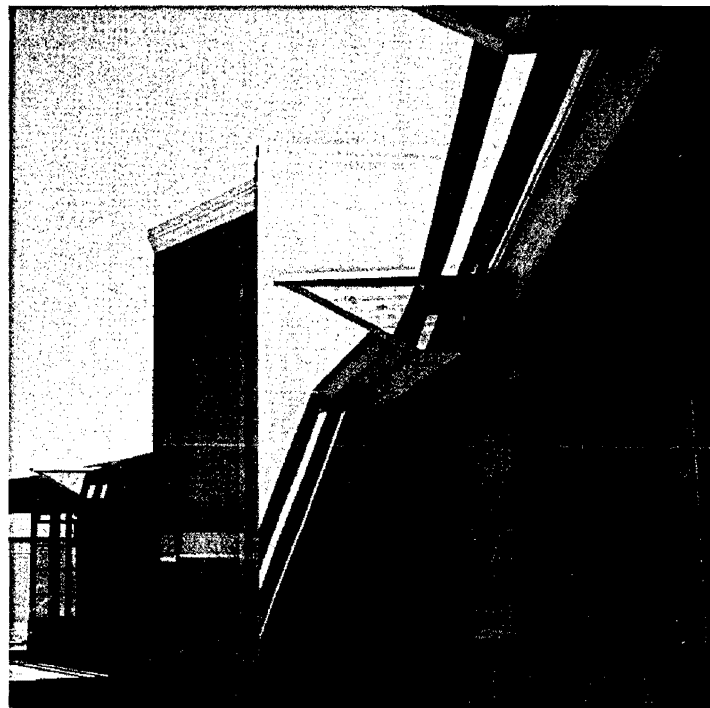
B.A. (1962), M.A. (1964), University of California; Ph.D. (1966), University of Iowa.

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



Angel J. Martinez '95
Brazil-U.S.-Venezuela

B.A., Economics, 1992,
Princeton University



▲ The new International Business Information Centre is widely admired for its architectural detail.

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, PROFESSOR OF INTERNATIONAL FINANCE AND BANKING; DIRECTOR, THUNDERBIRD INTERNATIONAL BANKING INSTITUTE

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).

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B.A. (1977), The University of Texas at Austin; M.S. (1979), Colorado State University; M.A. (1983), University of Colorado, Boulder; Ph.D. (1985), University of Colorado, Boulder.

Associate Professor, Oregon State University; Visiting Associate Professor of International Business, University of Michigan, Ann Arbor; Visiting Professor, Helsinki School of Economics and Business Administration; Visiting Professor, University of Hawaii at Manoa; Exchange Professor, Aarhus School of Business, Denmark; Visiting Professor, ICPE, University of Ljubljana, Slovenia; Visiting Assistant Professor of Economics, University of Colorado, Boulder; Visiting Research Scholar, The Brookings Institution, Washington D.C.; Staff Economist, Teknekron Research, Inc., Berkeley. Editorial board: *Management International Review (MIR)*, *Global Finance (GF)*; Contributor (books): *International Encyclopedia of Business and Management*, 1994; *Introduction to Financial Management*, 1994; *International Management, United National Centre for Transnational Enterprises*, 1993; Author (journals): *Journal of International Financial Management and Accounting (JIFMA)*, *Journal of Financial and Quantitative Analysis (JFQA)*, *Journal of International Money and Finance (JIMF)*; *Contemporary Policy Issues (CPI)*; Coauthor: *Multinational Business Finance*, Seventh edition, 1995; *International Business*, Third edition, 1994.

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. program 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); coauthor, *International Management* (Irwin, 1994); Advisor to United Nations Centre on Transnational Corporations (Geneva); Director, Par Rec Holdings; active in corporate consulting in U.S., Canada, Europe and Middle East; Editor, *Journal of International Management*.

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), The University of Texas at Austin; Ph.D. (1994), Louisiana State University.

Worldwide Marketing Manager; General Manager, Singapore; Manager, Strategic Planning; Product Manager – Midcast; Product Manager, Asia Pacific; Field Area Representative – Mideast/Africa, Ethyl Corporation Chemicals Group.

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

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

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.

SUNDARESAN RAM, ASSOCIATE PROFESSOR OF MARKETING

B.S. (1978), Indian Institute of Technology, Madras; M.B.A. (1980), Indian Institute of Management, Calcutta; Ph.D. (1985), University of Illinois at Urbana – Champaign.

Visiting Assistant Professor, University of California at Irvine; Visiting Assistant Professor, UCLA; Assistant Professor, University of Arizona. Chair of the U.S. West Region, Academy of International Business. Coauthor, *Bringing Innovation to Market: How to Break Corporate and Customer Barriers* (1987).

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.



Charles Jones '94
United States

B.A., Spanish/Portuguese, 1989,
University of Arizona

◀ "Students at Thunderbird are the most diverse group of people I have met anywhere. Their experiences and backgrounds are almost intimidating at first; yet as you get to know them you recognize that it is the School's greatest strength."

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

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

**GILLIAN RICE, ASSOCIATE PROFESSOR
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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* and *Journal of the Academy of Marketing Science*.

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OF WORLD BUSINESS AND DIRECTOR OF THE
THUNDERBIRD CIBER**

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 MARKETING**

Dipl. Betriebswirt, Fachhochschule K"ln (1979); M.Sc. (1981), Ph.D. (1983), University of Manchester Institute of Science and Technology, FCIM (1990), Chartered Institute of Marketing.

British Rail Chair of Marketing, University of Wales, Swansea; Lecturer in Marketing and International Business, University of Edinburgh. Visiting positions at the University of Miami Graduate School of Business, Universität zu Köln and the University of California at Berkeley; commercial posts at Deutsche Bank and Procter and Gamble in Germany. Consults for a number of blue chip companies and is currently vice president for international membership of the Academy of Marketing Science. Research interests in international marketing research, marketing of services and business ethics. On the editorial board of various academic journals and author of more than 80 scholarly papers; published, among others, in the *Journal of International Business Studies*, *Industrial Marketing Management*, *Managerial and Decision Economics* and *European Journal of Marketing*.

**HONORABLE MARTHA R. SEGER, DISTINGUISHED
VISITING PROFESSOR OF FINANCE**

Former Governor of the Federal Reserve System (1984-1991); Public Governor of the Chicago Mercantile Exchange; Board member of eight major U.S. corporations; former member of the Federal Open Market Committee; former Chair of the Consumer and Community Affairs Committee; Board member of National Chamber Foundation; Board member, Institute for Research on Economics of Taxation.

**THOMAS I. SELLING, ASSOCIATE PROFESSOR
OF WORLD BUSINESS**

B.S. (1973), M.B.A. (1977), Cornell University; Ph.D. (1982), The Ohio State University.

Academic Fellow, Securities & Exchange Commission, Office of the Chief Accountant; Associate Professor, Amos Tuck School of Business, Dartmouth College; Associate Professor, Babcock Graduate School of Management, Wake Forest University; Assistant and Associate Professor, Dartmouth College (1981-1990); Visiting Associate Professor, Sloan School of Management, Massachusetts Institute of Technology; Certified Public Accountant; Editorial Board, *Behavioral Research in Accounting*; Board of Directors, Arlington Trust Company; litigation consultant and expert witness in numerous cases.

**CAREN SIEHL, ASSOCIATE PROFESSOR
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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,



Benafsha Irani '95
India

B.E., Computer Engineering, 1991,
Bombay University

◀ "While working with international clientele, I realized that studying at Thunderbird would enhance my global managerial skills and enable me to succeed in the highly competitive international marketplace. I honestly believe that anyone interested in pursuing international business cannot fail to consider going to Thunderbird for a master's in business. Its international reputation for developing tomorrow's global leaders is beyond compare."

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*.

DR. SUBROTO, VISITING PROFESSOR OF ECONOMICS

B.A., University of Indonesia, M.A., (1956), McGill University, Ph.D. (1958), University of Indonesia.

Secretary General of the Organization of the Petroleum Exporting Countries (OPEC); Professor of Economics, University of Indonesia; Lecturer, Southern Methodist University; Minister of Mines and Energy; Minister of Manpower; and Director General of Research and Development.

RICHARD T. TRIMBLE, ASSISTANT PROFESSOR OF LOGISTICS AND OPERATIONS MANAGEMENT

B.A. (1970), University of Washington, M.B.A. (1975), Ph.D. (1994), Arizona State University.

Principal, Trimble Consulting; Manager/Consultant, Frederiksen, Kamine and Associates; Assistant Director for Program Planning and Fiscal Management, Washington Department of Fisheries; Operations Manager, University Book Store, Seattle; Operations Manager, Fred Meyer, Inc.

FRANK TUZZOLINO, ASSOCIATE PROFESSOR OF FINANCE

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

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

HUMBERTO VALENCIA, ASSOCIATE PROFESSOR OF MARKETING

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

Visiting Professor, Madrid Business School; Assistant Professor, Texas Tech University; Hispanic Research Consultant, Kenneth Hollander and Associates; Director of Faculty M.I.M. Degree Program; Director of Faculty Development in International Business Program.

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*.

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, ASSOCIATE 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; Distinguished Professor of Marketing, Instituto Tecnológico de Monterrey (1993).



**Chimidiin Saintsogt '94
Mongolia**

*Diploma, Management, 1988,
Moscow Management Institute*

◀ "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 the future international managers."

6 THUNDERBIRD — Faculty

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

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

LIBRARY

SUSAN BLEDSOE, LIBRARY DIRECTOR

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.

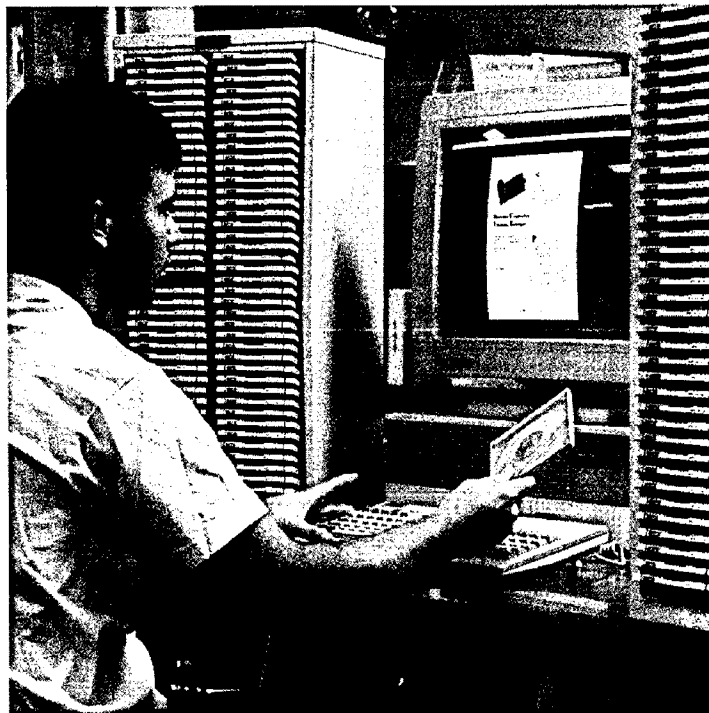
KRISTINE AINSWORTH SWANK, ACQUISITIONS/REFERENCE LIBRARIAN

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.



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CHARLOTTE COHEN, CATALOGING/REFERENCE LIBRARIAN

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NICOLE PERRON TASSINARI, COMPUTER SERVICES/REFERENCE LIBRARIAN

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ILENE F. McLAUGHLIN, REFERENCE LIBRARIAN

B.A. (1968), Lake Forest College; M.L.S. (1988), Simmons College.



Steve Rizley '93 EMIM
United States

General Manager,
Greater Phoenix Interconnect
Times Mirror Cable Television

◀ *"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 program are particularly sensitive to this, because we work all over the world each week and come to school on Fridays and Saturdays."*

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United States
B.S., Business Marketing, 1979,
B.A., Speech Communication, 1979,
Montana State University

◀ "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."

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FALL SEMESTER 1994

Mon., Aug. 22	<i>Residence Halls Open, 9 a.m.</i>
Mon., Aug. 22	<i>New-Student Orientation Begins</i>
Wed.-Fri., Aug. 24-26	<i>Waivers, Counseling, Registration</i>
Mon., Aug. 29	<i>Classes Begin</i>
Mon., Aug. 29	<i>Last Day for Payment Arrangements</i>
Fri., Sep. 2	<i>Last Day for Schedule Adjustments</i>
Sat.-Mon., Sept. 3-5	<i>Labor Day Holiday</i>
Thu.-Sun., Nov. 24-27	<i>Thanksgiving Holiday</i>
Thu., Dec. 8	<i>Last Day of Classes</i>
Sat.-Thu., Dec. 10-15	<i>Final Examinations</i>
Fri., Dec. 16	<i>Commencement</i>
Sun., Dec. 18	<i>Residence Halls Close, 4 p.m.</i>

FALL SEMESTER 1995

Mon., Aug. 21	<i>Residence Halls Open, 9 a.m.</i>
Mon.-Tue., Aug. 21-22	<i>New-Student Orientation Begins</i>
Wed.-Fri., Aug. 23-25	<i>Waivers, Counseling, Registration</i>
Mon., Aug. 28	<i>Classes Begin</i>
Mon., Aug. 28	<i>Last Day for Payment Arrangements</i>
Wed., Aug. 30	<i>Last Day for Schedule Adjustments</i>
Sat.-Mon., Sept. 2-4	<i>Labor Day Holiday</i>
Thu.-Sun., Nov. 23-26	<i>Thanksgiving Holiday</i>
Thu., Dec. 7	<i>Last Day of Classes</i>
Sat.-Thu., Dec. 9-14	<i>Final Examinations</i>
Fri., Dec. 15	<i>Commencement</i>
Sun., Dec. 17	<i>Residence Halls Close, 4 p.m.</i>

WINTERIM 1995

Mon., Jan. 2	<i>Residence Halls Open, 9 a.m.</i>
Tue., Jan. 3	<i>Registration, Classes Begin</i>
Fri., Jan. 20	<i>Final Examinations</i>
Fri., Jan. 20	<i>Residence Halls Close, 4 p.m.</i>

WINTERIM 1996

Mon., Jan. 1	<i>Residence Halls Open, 9 a.m.</i>
Tue., Jan. 2	<i>Classes Begin, Late Registration</i>
Fri., Jan. 19	<i>Final Examinations</i>
Fri., Jan. 19	<i>Residence Halls Close, 4 p.m.</i>

SPRING SEMESTER 1995

Mon., Jan. 23	<i>Residence Halls Open, 9 a.m.</i>
Mon., Jan. 23	<i>New-Student Orientation Begins</i>
Wed.-Fri., Jan. 25-27	<i>Waivers, Counseling, Registration</i>
Mon., Jan. 30	<i>Classes Begin</i>
Mon., Jan. 30	<i>Last Day for Payment Arrangements</i>
Fri., Feb. 3	<i>Last Day for Schedule Adjustments</i>
Fri.-Mon., Apr. 14-17	<i>Easter Holiday</i>
Thu., May 11	<i>Last Day of Classes</i>
Fri.-Thu., May 12-18	<i>Final Examinations</i>
Fri., May 19	<i>Commencement</i>
Sun., May 21	<i>Residence Halls Close, 4 p.m.</i>

SPRING SEMESTER 1996

Mon., Jan. 22	<i>Residence Halls Open, 9 a.m.</i>
Mon., Jan. 22	<i>New-Student Orientation Begins</i>
Wed.-Fri., Jan. 24-26	<i>Waivers, Counseling, Registration</i>
Mon., Jan. 29	<i>Classes Begin</i>
Fri.-Mon., Apr. 4-8	<i>Easter Holiday</i>
Thu., May 9	<i>Last Day of Classes</i>
Sat.-Thu., May 11-16	<i>Final Examinations</i>
Fri., May 17	<i>Commencement</i>
Sun., May 19	<i>Residence Halls Close, 4 p.m.</i>

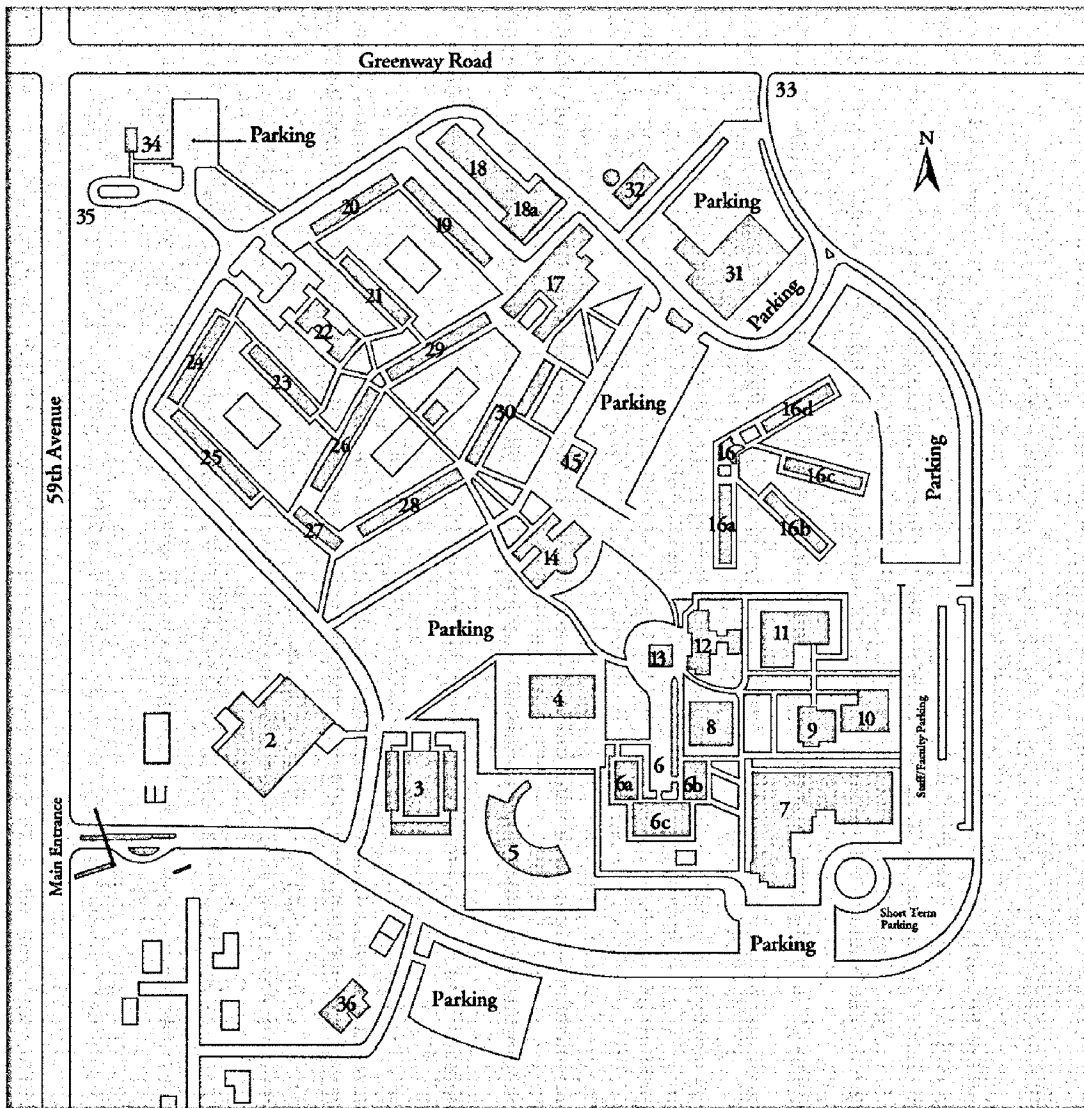
SUMMER TERM 1995

Mon., May 29	<i>Residence Halls Open, 9 a.m.</i>
Tue., May 30	<i>New-Student Orientation Begins</i>
Wed.-Fri., May 31-June 2	<i>Waivers, Counseling, Registration</i>
Mon., June 5	<i>Classes Begin</i>
Mon., June 5	<i>Last Day for Payment Arrangements</i>
Wed., June 7	<i>Last Day for Schedule Adjustments</i>
Tue., July 4	<i>Independence Day Holiday</i>
Tue., Aug. 8	<i>Last Day of Classes</i>
Wed.-Thu., Aug. 9-10	<i>Final Examinations</i>
Fri., Aug. 11	<i>Commencement</i>
Sun., Aug. 13	<i>Residence Halls Close, 4 p.m.</i>

SUMMER TERM 1996

Mon., May 27	<i>Residence Halls Open, 9 a.m.</i>
Tues., May 28	<i>New-Student Orientation</i>
Wed.-Fri., May 29-31	<i>Waivers, Counseling, Registration</i>
Mon., June 6	<i>Classes Begin</i>
Thu., July 4	<i>Independence Day Holiday</i>
Tue., Aug. 6	<i>Last Day of Classes</i>
Wed.-Thu., Aug. 7-8	<i>Final Examinations</i>
Fri., Aug. 9	<i>Commencement</i>
Sun., Aug. 11	<i>Residence Halls Close, 4 p.m.</i>

10 THUNDERBIRD CAMPUS MAP



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

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

Dane J. Jay, Director, Human Resources
Title VI, Title IX, and Section 504
 Coordinator, Thunderbird Campus
 15249 N. 59th Ave.
 Glendale, AZ 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
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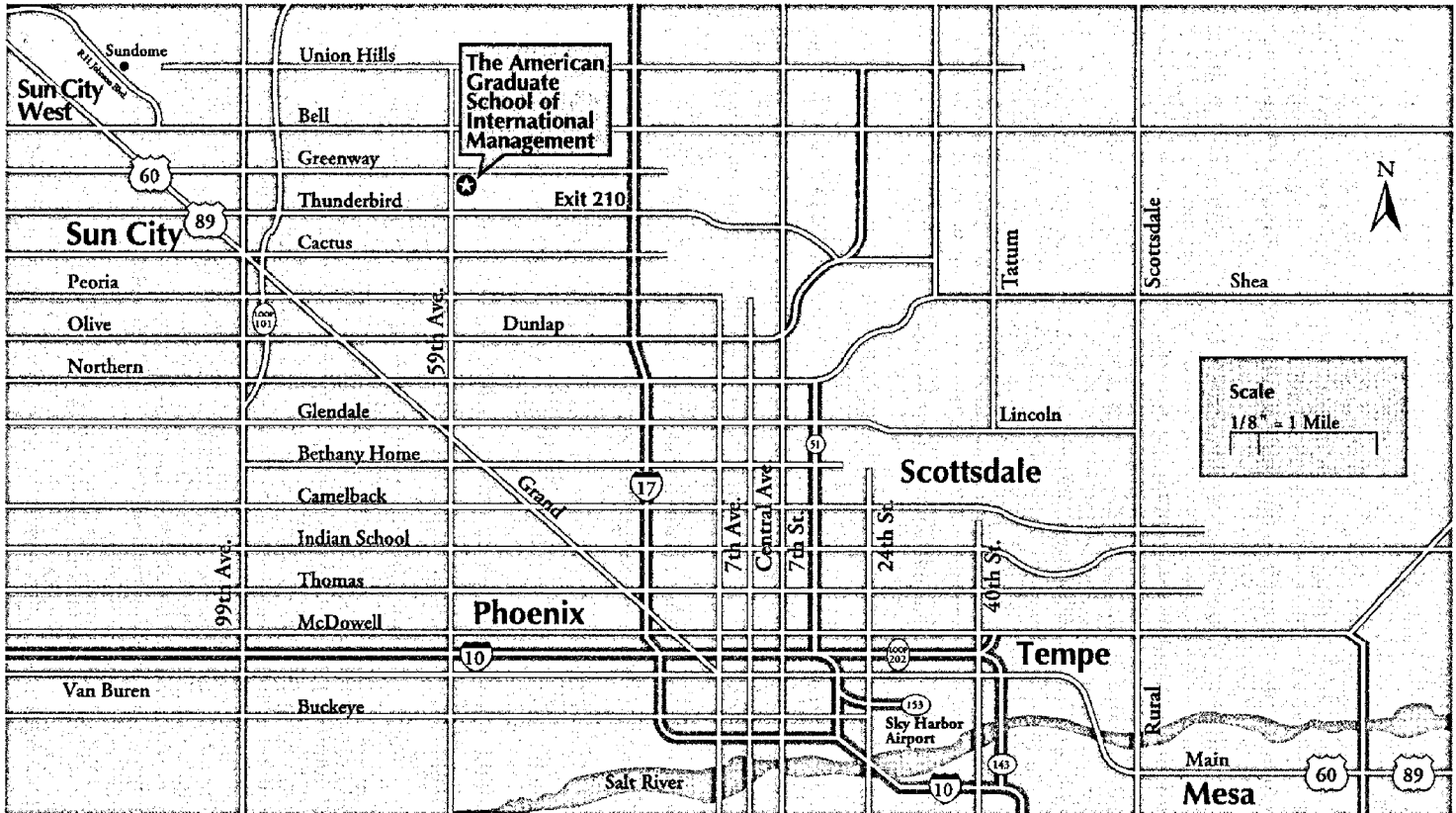
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GRIEVANCE PROCEDURE

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.

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:

- 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.

- 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.

- Based on a finding of 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.

- 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.

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.

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TELEPHONE DIRECTORY (602)

Switchboard	978-7011
Academic Affairs Office	978-7250
Admissions Office	978-7210
Business Office	978-7140
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 (602)

Switchboard / Administration Wing	978-8238
Admissions Office	439-5432
Alumni Relations Office	978-6814
American Express Travel	938-8169
Career Services Center/Internships	978-1410
Danka Copy Center	978-7836
Department of International Studies	439-9622
Department of Modern Languages	439-1435
Department of World Business	843-6143
Thunderbird Executive Training Center	439-4851
Thunderbird Management Center	978-0362



THUNDERBIRD

1994-1995
Catalog

THE AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT

