



THUNDERBIRD

1995-1996  
*Catalog*

THE AMERICAN GRADUATE SCHOOL  
OF INTERNATIONAL MANAGEMENT

THUNDERBIRD

50  
years

“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*

**Roy A. Herberger, Jr.**

*President*

Thunderbird, The American Graduate School  
of International Management



## 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 the global arenas of business, government or not-for-profit. Thunderbird's outstanding reputation has stood the test of time for nearly 50 years in the world's most important 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 two specialized degrees: the Master of International Health Management and the Master of International Management of Technology.

### MISSION STATEMENT

We develop high-potential individuals to serve the advanced management needs of international enterprises.

### Goals

- To offer graduate management degree and non-degree programs distinguished by their global business, cross-cultural, ethical, and multilingual components
- To involve and support a global network of alumni and friends
- To serve international business, government, and nonprofit organizations through faculty research and consultation, student internships, and technological facilitation
- To foster global understanding by seeking a domestically and internationally diverse faculty and student body
- To maintain close linkages with leading enterprises so that:  
(a) the curriculum remains responsive to their needs, and (b) the placement process meets student and international enterprise objectives

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 Post-MBA degree program. In addition, Thunderbird offers full-time executives the opportunity to get an MIM without interrupting their careers, through the Executive Master of International Management program.

Thunderbird's academic year is scheduled into spring, summer, and fall terms; students can enter at any of these times. The Phoenix metropolitan area is on Mountain Standard Time all year round and does not change to Daylight time.

## TABLE OF CONTENTS

Student Body Profile	3
Thunderbird Campus	4
The History of Thunderbird	6
The Thunderbird Network	8
Career Services	12
Admission	18
Student Life and Student Services	20
Campus Resources	24
Housing and Food Services	26
Tuition and Fees	28
Financial Aid	30
Foreign Programs	32
Executive Education	34
Winterim	38
M.I.M. Degree Requirements	40
Department Requirements	42
M.I.M. Degree Program	48
Special Degrees	50
Special MIM Programs	51
Courses and Prerequisites	52
Internships	78
Thunderbird CIBER	79
Academic Regulations	80
Faculty	82
Staff and Administration	97
Board of Trustees	98
Alumni Association	99
Global Advisory Council	100
Alumni Educational Counselors	102
Academic Calendar	109
Maps, Campus and Phoenix Area	110
Index and Telephone Directory	112



### 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

In 1996, Thunderbird celebrates 50 years of educating international managers. The School 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 coursework, 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 more than 130 countries.

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

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

It is 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.



W. Edward Beck '96  
United States

B.A., International Studies, 1992  
Virginia Tech

## STUDENT BODY PROFILE

FALL 1994

Total MIM Enrollment for Fall 1994 Semester	1,421
<i>Male</i>	64%
<i>Female</i>	36%
U.S. Minority Students	8%
Enrolled Full Time	98%
Average Age	26
Age Range	21-45
International Overview	
<i>Non-U.S. Citizens</i>	31%
<i>Countries Represented</i>	63
Largest Foreign Student Populations (over 15 students each)	
<i>Canada, China, Germany, India, Japan, Spain, Taiwan</i>	

## ENTERING CLASS PROFILE

FALL 1994

Fall 1994 Entering Class Size	405
Full-Time Work Experience	
<i>Less Than 2 years</i>	29%
<i>2 - 4 years</i>	48%
<i>5 - 7 years</i>	14%
<i>8 - 10 years</i>	4%
<i>Over 10 years</i>	5%
<i>Average Years</i>	3.4
Number of Undergraduate Institutions	
U.S.	219
Foreign	64
Undergraduate Majors by Percentage	
<i>Business Administration</i>	32%
<i>Social Sciences / Humanities</i>	22%
<i>Economics</i>	12%
<i>Engineering Sciences</i>	10%
<i>Language Studies</i>	10%
<i>International Relations</i>	9%
<i>International Business / Economics</i>	5%
Test Scores	
<i>GMAT Average</i>	580
<i>GMAT Range</i>	500-730
<i>TOEFL Score Average</i>	600
G.P.A. - (Grade Point Average)	3.4
Range	2.70-4.0
Non-U.S. Citizens - Fall 1994 Entering Class	34.9%
<i>Source: Office of Admissions - Fall 1994</i>	

◀ *"One of the most rewarding activities for me has been serving as a Thunderbird Campus Ambassador. Through giving campus tours and speaking to prospective students over the telephone, I have had the opportunity to see firsthand the quality and diversity of people coming to Thunderbird, and to pass on what Thunderbird has to offer to them."*

# THUNDERBIRD CAMPUS

*Located in the Sun Belt area of the Southwest, Thunderbird is situated in Glendale, Arizona, a suburb of Phoenix, America's 7th 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 1994. This high-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 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, a lighted basketball court, two sand volleyball courts, and a weight training and aerobics room.



Jaime Brugal '96  
Dominican Republic

B.S., Economics, 1993  
Pontificia Universidad Católica Madre y Maestra  
B.A., Music, 1991  
Conservatorio Nacional de Música  
Santo Domingo, D.R.

◀ *"At Thunderbird, the multinational experience begins with your classmates and friends, continues through your courses, and culminates with the kind of projects you are asked to do. On campus, you have the opportunity to experience cultural diversity as well as take challenging courses. You can also have great off-campus experiences such as the Winterim in Washington, D.C."*

Oscar Vergés '95

*Spain*



B.S., Management/  
International Business, 1993  
University of Tampa, Florida

Feeling welcome at Thunderbird may be as simple as getting involved in campus activities. As president of the Spanish Club, Oscar Vergés, who was born in Spain, helped organize "Paella in the Desert" – one of the School's most popular club events. Oscar was also active in the Associated Students Legislative Council. His academic experience included an internship in Madrid with Q.F. Bayer, S.A., which he found through the Career Services Center. Following his graduation in May, 1995, Oscar was invited to join Chiquita Brands International's Tropical Management Development Program. Before coming to Thunderbird, Oscar had worked with the U.S. Olympic Committee and the Tampa Chamber of Commerce.

*"As a prospective student, you will hear about the 'Thunderbird Mystique.' The truth is that whether from Madrid or New York, Costa Rica or Japan, T'birds hold common interests, common goals and a common bond that unites us wherever we go, all over the world."*



## THE HISTORY

*This year, Thunderbird celebrates its 50th anniversary as the first school of business to focus exclusively on international management. It was started by a man who understood the need for specialized training to meet the growing demand for international executive talent, the late Lieutenant General Barton Kyle Yount (1884-1949).*

Following World War II, General Yount, Commanding General of the U.S. Army Air Training Command, realized that U.S. business was going global and that few Americans were prepared for the challenge. To respond to that need, Thunderbird was chartered 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 1968, and in 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 such a high reputation that leading corporations requested special conversational language training in preparation for overseas assignments. Today, the Thunderbird Executive Education Center offers several custom-designed programs, open-enrollment seminars, partnership programs and an Executive Master of International Management degree.

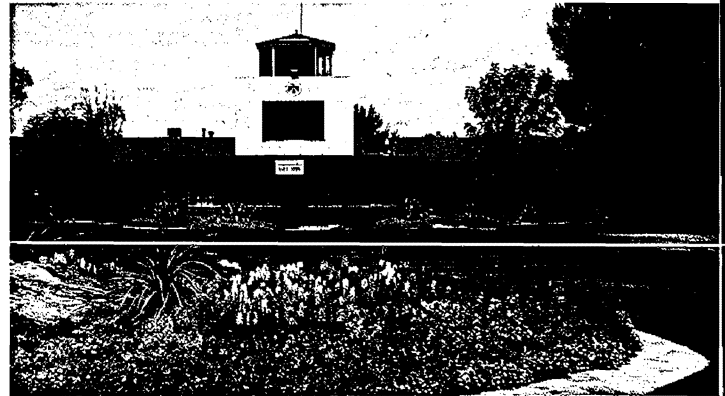


**Barton Kyle Yount**  
Founding President

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 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.

## THE PRESIDENT

On July 1, 1989, Dr. Roy A. Herberger, Jr. became the eighth president of Thunderbird. During his administration, Thunderbird has added new specialized degrees, opened facilities in Japan and France, added Russian and Italian to the language curriculum, and expanded executive education. A \$15 million building program provided six new structures, including the Merle A. Hinrichs International Business Information Centre. A new residence hall is under construction and a new dining hall is on the drawing board. In addition, Thunderbird is recognized as a Center for International Business Education by the U.S. Department of Education and has cooperative programs with several other colleges and universities.

## ACCREDITATION

Thunderbird is accredited by the American Assembly of Collegiate Schools of Business and the North Central Association of Colleges and Schools. 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 would 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."



Tanya Y. Hughes '96

United States



B.A., Interdisciplinary Studies,  
1994

University of Arizona

All of Tanya Hughes' international experience is linked to her participation as a high jumper in worldwide track and field events. She has been competing internationally for the past seven years in major events such as the 1991 Pan-American Games in Havana, Cuba; the 1992 Olympic Games in Barcelona, Spain; and the 1993 World Championships in Stuttgart, Germany. In 1994, she was named the NCAA Woman of the Year, an award that recognizes college women who have achieved excellence in athletics, academics and community service. The NCAA also awarded Tanya a scholarship to attend Thunderbird. She is standing in front of the International Business Information Centre with her award.

*"In my search for a graduate program, I wanted to take the experiences I had gained as an athlete and apply them toward a business degree. After researching several business schools, I found that Thunderbird was the best choice to help me attain my career goals."*



## 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 more than 27,000 strong in every state in the U.S. and 134 foreign countries. No question about it, Thunderbirds are the "in" group in international business circles.*

Work in international business and T'birds 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 nonprofit 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 believes that good alumni relations begin with good student relations. Not only does the office link more than 27,000 alumni around the globe through the Thunderbird Alumni Association but it also links students to alumni. Such programming includes the Student/Alumni Mentor Program, Global Career Exploration, homecoming mixer, and First Tuesday. 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 coordinates annual alumni reunions in Europe and elsewhere around the world. These events and the alumni homecoming each November in Glendale offer alumni networking and timely business seminar opportunities.



L. James Liu '95  
United States

B.A., Asian Studies, 1991  
University of Vermont

The Alumni Relations staff works in partnership with the Thunderbird Alumni Association (TAA) to strengthen the alumni network via alumni groups (chapters) worldwide. Initiatives include global business seminars, recognition programs for chapter service, and career development opportunities. Thunderbird recognizes outstanding service with an authentic hand-crafted Hopi kachina. This Thunderbird trophy is presented by the TAA to an alumnus who reflects great credit on the School through



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

involvement and leadership in the global business arena. The association also grants awards for career achievement in business and industry, public service, entrepreneurship, and banking and finance.

### THUNDERBIRD ONLINE

Thunderbird is the first educational institution to use CompuServe for an exclusive forum available only to students, alumni, faculty, and staff. Online conversations, conferences, and reunions occur regularly. Alumni use the technology to track down old friends and learn more about market conditions in other countries. Also available online are library and bibliographic materials related to current international issues. Uploaded resumes and job postings from the School's career services department provide job leads.

◀ "After sitting in on classes at top competitive schools on the east coast and Thunderbird, the choice was clear. If I wanted an international business education, Thunderbird, with its business, international studies, and language aspects, would be the only choice. Where else could I find 50 years of experience in international business, a network of 27,000 alumni, and a student body from over 60 different countries?"



Nicole Seward '96

*United States*



B.S., International Studies/  
French, 1990

University of Richmond

J. Kenneth Seward '57

Senior Vice President,  
Retired

Johnson & Higgins

Throughout her life, Nicole Seward has had a live-in role model to help shape her international career goals. During his long career with Johnson & Higgins, her father, J. Kenneth Seward, held various executive-level positions in Venezuela, Colombia and Italy as well as the U.S. He joined the international department as a trainee in 1959 and was elected to the company's board of directors in 1982. In 1983, he joined the Thunderbird Board of Trustees. Most recently, he was president of UNISON, S.A.

*"My father graduated from Thunderbird in 1957. His success in international business has been an inspiration to me, and that is why I chose Thunderbird. I knew that it would provide me with the necessary knowledge and experience that I needed to pursue a similar career. In today's increasingly global community, an MIM degree is invaluable."*

# 0 THUNDERBIRD NETWORK

## LOCATION OF ALUMNI IN THE U.S.

U.S. State or Territory	No.
California	3415
Arizona	1624
Texas	1166
Florida	991
New York	984
Illinois	899
Colorado	519
Washington	498
Virginia	472
New Jersey	459
Ohio	368
Pennsylvania	363
Georgia	324
Connecticut	318
Michigan	312
Massachusetts	306
Oregon	306
Minnesota	304
Maryland	242
Wisconsin	233
Utah	219
North Carolina	202
Missouri	181
District of Columbia	169
Indiana	145
Tennessee	125
New Mexico	124
Kansas	117
Oklahoma	105
Hawaii	100
Nevada	100
South Carolina	82
Idaho	76
Iowa	72
Louisiana	58
Puerto Rico	57
Arkansas	55
Nebraska	55
Montana	54
Kentucky	51
New Hampshire	49
Rhode Island	48
Alabama	40
Maine	37
Alaska	28
Delaware	27
Vermont	24
Guam	21

Mississippi	21
North Dakota	18
Wyoming	18
South Dakota	14
Virgin Islands	9
West Virginia	4
American Samoa	1

## LOCATION OF ALUMNI OVERSEAS

Country	No.
Japan	578
Germany	348
England	227
Mexico	216
France	214
Hong Kong	194
Spain	178
Norway	151
Brazil	150
Canada	137
Taiwan	119
Belgium	117
The Netherlands	115
Thailand	94
Singapore	93
South Korea	83
Venezuela	74
Switzerland	71
People's Rep. of China	60
Indonesia	58
Italy	52
Saudi Arabia	52
India	51
Colombia	44
Australia	40
Argentina	38
Chile	37
Sweden	34
Ecuador	32
Peru	31
Austria	30
Philippines	30
Egypt	28
Malaysia	27
Panama	23
Turkey	21
Kenya	20
Bolivia	19
Costa Rica	19
Nigeria	17



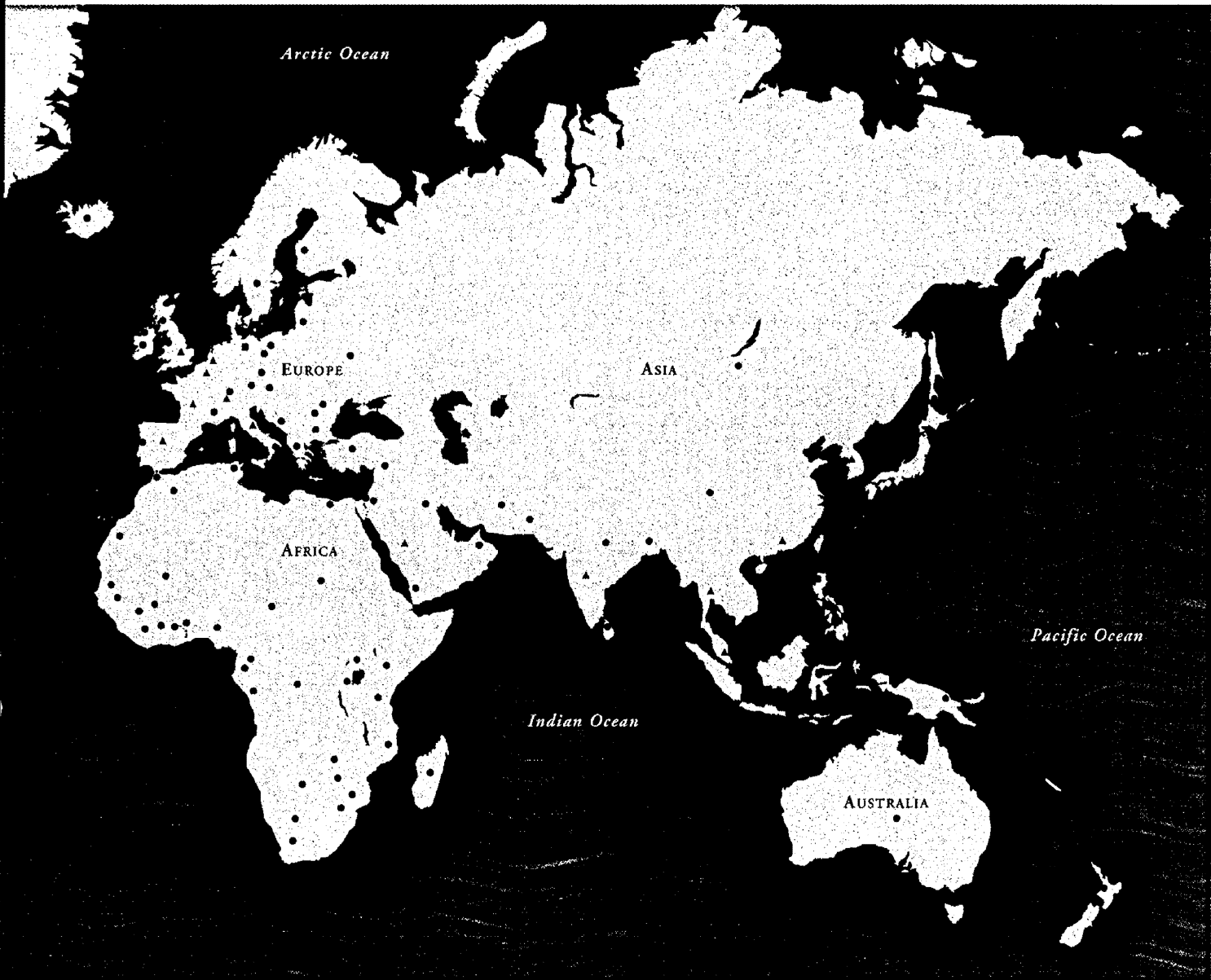
Poland	17	Honduras	7
Hungary	16	Portugal	7
Israel	16	Uruguay	7
Iran	15	Bahrain	6
Luxembourg	14	Finland	6
Greece	13	Morocco	6
Pakistan	13	Paraguay	6
South Africa	13	Bangladesh	5
Cyprus	12	Denmark	5
Jordan	12	Iceland	5
New Zealand	12	Ivory Coast	5
Czech Republic	9	Bermuda	4
Guatemala	9	Qatar	4
Russia	9	Bulgaria	3
United Arab Emirates	9	French Polynesia	3
El Salvador	7	Kuwait	3



**Jack Schoeller '96**  
United States


B.A., Asian Studies, 1984  
University of Puget Sound

◀ "The Thunderbird network is a very tangible resource. Our alumni demonstrate their support for the School, students, and recent graduates in several ways: by offering students informal career advice and specific information about job prospects as well as volunteering time for programs such as the Mentor Program, Executive Exchange, and Global Career Exploration. The School has also made its resources available to alumni, via the Thunderbird online Forum, the Global Business Series and local area reunions."



Latvia . . . . .3	Haiti . . . . .2	Burkina Faso . . . . .1	Mongolia . . . . .1
Liberia . . . . .3	Monaco . . . . .2	Cameroon . . . . .1	Namibia . . . . .1
Libya . . . . .3	Papua New Guinea . . . . .2	Congo . . . . .1	Niger . . . . .1
Mozambique . . . . .3	Scotland . . . . .2	Croatia . . . . .1	Northern Ireland . . . . .1
Nepal . . . . .3	Sri Lanka . . . . .2	Dominica . . . . .1	Sierra Leone . . . . .1
Netherlands Antilles . . . . .3	Sudan . . . . .2	Estonia . . . . .1	Slovakia . . . . .1
Nicaragua . . . . .3	Tanzania . . . . .2	Gabon . . . . .1	Swaziland . . . . .1
Oman . . . . .3	Trinidad & Tobago . . . . .2	Ireland . . . . .1	Syria . . . . .1
Romania . . . . .3	Tunisia . . . . .2	Isle Of Man . . . . .1	Togo . . . . .1
Senegal . . . . .3	Vietnam . . . . .2	Jamaica . . . . .1	Uganda . . . . .1
Yugoslavia (former) . . . . .3	West Africa . . . . .2	Kazakhstan . . . . .1	Ukraine . . . . .1
Aruba . . . . .2	Algeria . . . . .1	Lebanon . . . . .1	Western Samoa . . . . .1
Bahamas . . . . .2	Barbados . . . . .1	Lithuania . . . . .1	Zambia . . . . .1
Cayman Islands . . . . .2	Belize . . . . .1	Madagascar . . . . .1	Zimbabwe . . . . .1
Dominican Republic . . . . .2	Botswana . . . . .1	Mali . . . . .1	
Ghana . . . . .2	British Virgin Islands . . . . .1	Mauritania . . . . .1	



 Alex S.W. Ng '95  
Hong Kong

B.B.A., Cooperative Economics, 1988  
National Chung Hsing University  
Taipei, Taiwan

◀ "Everyone can build up a global network of business contacts at Thunderbird. With more than 1,400 students enrolled each semester from more than 60 countries, Thunderbird is an international village of varied cultures. More importantly, everyone is working toward a common goal of becoming an international manager. People are friendly, open-minded, and sensitive to other cultures. Above all, they share a global perspective."

## 2 CAREER SERVICES

*The Career Services Center provides a series of programs each semester that enable students to identify their career objectives. The programs teach students career management skills that can be applied 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 Thunderbirds 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.



Ianina Naydenova '95  
Bulgaria

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

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 and serves as the keystone for the Career Management Program. Participation in this program enables students to be included in the electronic database and resume book.



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

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.

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.

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.

◀ "My decision to study at Thunderbird has proven to be one of the most important steps toward achieving my professional goals. The high reputation of the School helped me to interview with many companies recruiting on campus and to receive two job offers providing excellent career opportunities. Graduating from Thunderbird is not only a valuable experience, it is a starting point for professional advancement."

Nils Rasmussen '95

Norway

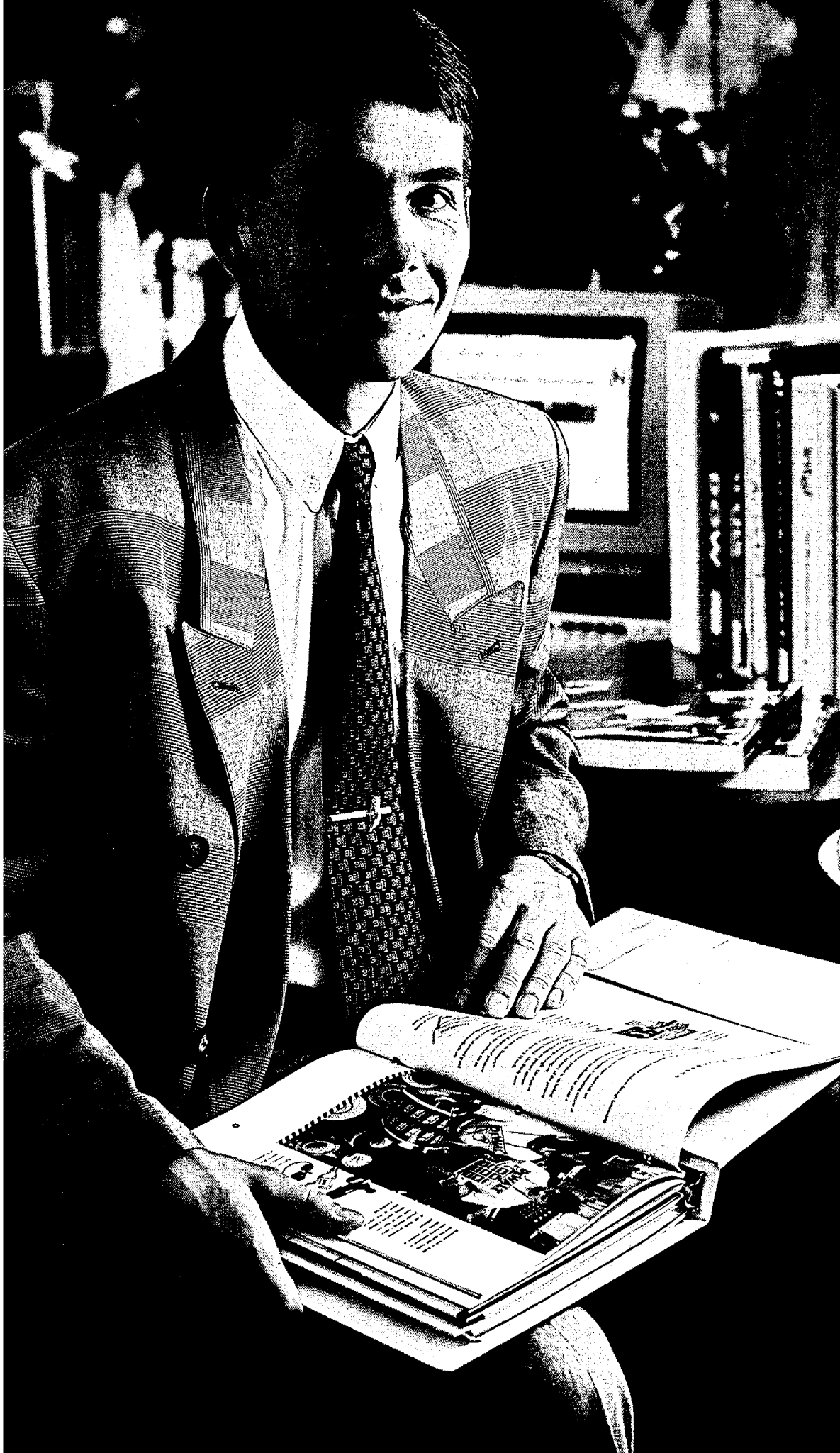


B.A., Business Administration,  
1990

University of Oregon

Nils Rasmussen has spent four years in consulting, marketing, and sales in a number of different European countries working for PS-Gruppen, one of the largest financial software companies in Scandinavia. He decided to come to Thunderbird to broaden his international business horizon. In addition to his studies at Thunderbird, Nils was selected as a graduate associate at the Career Services Center to present workshops and provide peer counseling on career-related topics. He also is a member of the Foreign Student Advisory Committee and the Internet Committee.

*"When I came to Thunderbird I hoped to find new friends, cultural diversity, and an international business environment. I found all of that, and more. I also found that Thunderbird is putting the latest information technology into our hands, providing us with the skills demanded of international managers in a marketplace which is moving full speed ahead into the Information Age."*



# 4 THUNDERBIRD RECRUITERS

- Abbott Laboratories (IL)  
 ABN AMRO N.A. (IL)  
 AG Edwards (AZ)  
 AIG (NY)  
 Air France (France)  
 Allen-Edmonds Woodlore (WI)  
 Allergan (CA)  
 American Red Cross (Mexico)  
 American Airlines (TX)  
 American Express (NY)(CO)  
 American International Group (NY)(Japan)  
 American Medical Center (CN)(Russia)  
 American National Can (IL)  
 American Power Conversion (RI)  
 American Standard (Belgium)  
 America's Favorite Chicken (GA)  
 America West Airlines (AZ)  
 Amoco Corporation (IL)  
 Amway Corporation (MI)  
 Andersen Consulting (DC)(CO)  
 Andrew Jergens (UAE)  
 Angus Group (OH)  
 Anheuser Busch (MO)  
 Arizona-Mexico Trade Commission (AZ)  
 Arthur Andersen (CA)(DC)(NY)  
 (Germany)(Spain)  
 Asea Brown Boveri (CT)  
 Asian Sources Media Group (IL)(Hong Kong)  
 Astra Taipei (Taiwan)  
 AT Kearney (IL)  
 AT&T (AZ)(FL)(NJ)  
 AT&T Network Systems (NJ)  
 Avco Financial Services (Spain)  
 Backer, Spielvogel, Bates (NY)  
 Banco DFL Centro (Mexico)  
 Banco Real (NY) (Brazil)  
 Banco SRL (Brazil)  
 Bancomer (Mexico)  
 Bank of America (AZ)  
 Bank of Nova Scotia (CA)(IL)  
 Bankers Trust Company (TN)  
 Banque IndoSuez (France)  
 Baskin-Robbins International (CA)  
 Baxter Healthcare (IL)  
 Bell South Chile (Chile)  
 Bayer AG (Germany)  
 BIS Strategic Decisions (MA)  
 Black & Decker (Germany)  
 Broadcast Supply Worldwide (WA)  
 Brown-Forman (FL)  
 Brunswick Corporation (IL)  
 Butler Manufacturing (MO)  
 Caba de Bolsa Bancomer S.A. (Mexico)  
 Cabletron Systems (NH)(TX)(UK)(Spain)  
 Cargill (MN)(England)(Indonesia)  
 Cargill Ferrous International (MN)  
 Central Intelligence Agency (DC)  
 Chase Manhattan (NY)  
 Chiquita Brands International (OH)  
 CIGNA (USA)  
 Citibank (NY)(Taiwan)(India)  
 Claude Laval (CA)  
 CNN International (UK)  
 Coach Leatherware (NJ)  
 Coca-Cola (GA)(Japan)(Norway)  
 Colgate Palmolive (NY)  
 Commerzbank AG (Germany)  
 ConAgra Grain Processing (NB)  
 Continental Airlines (TX)  
 Cooper Neff & Associates (UK)  
 Coopers & Lybrand (NJ)  
 Cosmair (NY)  
 Credit Agricole (NY)  
 CS First Boston (Japan)  
 D'Arcy Masius Benton & Bowles (NY)  
 Daiko International (Japan)  
 Dainabot Company (Japan)
- Daiwa Bank (Japan)  
 Dana Corporation (OH)  
 Dataflow International (Japan)  
 DDB Needham Worldwide (NY)  
 Dean-Witter Discover (DC)  
 Dell Computer Corporation (TX)  
 Deloitte & Touche (IL)(CO)  
 Deloitte Touche Tohmatsu (NY)  
 Deutsche Bank N.A. (NY)  
 Dial Corp (AZ)  
 Dorian International (NY)  
 Dresdner Bank (NY)(Germany)  
 Dutch Flag B.V. (The Netherlands)  
 E & J Gallo Winery (CA)  
 Echosphere (CO)  
 EDS (TX)  
 EDS Management Consulting (AZ)  
 Emerson Electric (MO)  
 Esso Caribbean (Mexico)  
 Esso Standard Oil (PR)  
 ETA Elektrotechnische Apparate  
 (Germany)  
 Euromonitor (Montreal)  
 Europcar-National Rental Car  
 Expeditors International (CA)  
 Esso (FL)  
 Famtech International Inc. (IL)  
 FCB Latin America (FL)  
 Federal Express (TN)  
 Federal Mogul Corporation (MNI)  
 Federal Reserve Bank of New York (NY)  
 FHP Health Care (CA)  
 First Interstate Bank of Nevada (NV)  
 First National Bank (TX)  
 Fleming Companies (CA)  
 Food for the Hungry (Uganda)  
 Foreign Agricultural Service (DC)  
 French Hill Entertainment (NY)  
 Freudenberg-NOK (MI)  
 Fritz Companies Inc. (CA)(MD)(Italy)(TX)  
 (NJ)(MA)(Russia)  
 General Electric (CT)  
 General Electric Financial Management (CT)  
 General Electric International (UK)  
 General Electric Medical Systems  
 (WI)(Japan)  
 General Motors (MI)  
 Geonex Communications (CA)  
 Gillette de Mexico S.A. (Mexico)  
 Glaxo (SC)  
 Global International (Netherlands)  
 Goldman Sachs (NY)(UK)  
 Grupo Tropi (Venezuela)  
 Guardian Industries (MI)  
 Hallmark Cards (MO)  
 Hantover (MO)  
 Harris Corporation (CA)  
 Henkel-Ecolab GmbH (Germany)  
 Hewitt Associates (IL)  
 Hill's Pet Nutrition, Inc. (KS)  
 Hoffmann-LaRoche (Switzerland)  
 Hong Kong Bank (UK)(Hong Kong)  
 Honeywell (AZ)  
 Hughes Aircraft (CA)  
 Hyundai Securities (Korea)  
 Iams Company (OH)  
 IBM (AZ)(CO)(NY)  
 ICOBA (CO)  
 ING Bank (Chile)(Mexico)  
 Ingram Micro (CA)  
 Intel Corporation (CA)(AZ)  
 Interface (AZ)  
 International Monetary Fund (DC)  
 International Voyager Media (FL)  
 ITESM (Mexico)  
 J.D. Honigberg International (IL)  
 J.P. Morgan (NY)(Germany)
- John Hancock (CA)  
 Johnson & Johnson (NJ)(Germany)  
 Jordan Industries (IL)  
 J. Walter Thompson (CA)(IL)  
 K Mart International (MI)  
 Kal Kan (CA)  
 Karsten Manufacturing (AZ)  
 Kellogg Company (MI)(Spain)(Italy)  
 Ken-Tool (OH)  
 Kidder-Peabody (CA)  
 Kimberly-Clark (USA)  
 Koratrade MTMC (Ireland)  
 Kraft General Foods International (NY)  
 Kraft Foods (Spain)(Mexico)  
 Kyushu Matsushita (CA)  
 La Perriere (NY)  
 Leach Co. (WI)  
 Leeds & Northrup (PA)  
 Lehman Brothers (NY)  
 Leo Burnett Mexico (Mexico)  
 Lind Electronic Design (MN)  
 Loftin Equipment (AZ)  
 M.D. Industries (IL)  
 Maliban Industries (England)  
 Management Zurich SH (Switzerland)  
 Manville Group (CO)  
 Marc Rich Trading Company (Brazil)  
 Mars (NJ)(NV)  
 Mayo Clinic (AZ)(MN)  
 McDonald's Corporation (IL)  
 MCI International (NJ)  
 MDI (Japan)  
 Mercedes Benz (Germany)  
 Merck & Company, Inc. (NJ)  
 Merrill Lynch (GA)(NY)  
 Merrill Lynch Asset Management (NJ)  
 Merrill Lynch Europe (UK)  
 Mettler-Toledo (OH)  
 Metropolitan Life (AZ)  
 Miles (NY)  
 Miller Brewing (AZ)  
 Ministry-Foreign Affairs/Trade  
 (New Zealand)  
 Mitsubishi International (NY)  
 Mitsui (Japan)  
 Monsanto Company (MO)  
 Morgan Stanley Asia (Hong Kong)  
 Morgan Stanley International (NY)(UK)  
 Morgan Stanley Japan (Japan)  
 Morton Salt (IL)  
 Motorola (IL)(AZ)  
 Multivest (Mexico)  
 Narmco (Canada)  
 NationsBank (FL)(NC)(TX)  
 NBD Bank N.A. (MI)  
 NCH Corporation (TX)  
 NCR Corporation (OH)  
 Neurogena (CA)  
 Nike (Hong Kong)  
 Nishimatsu (Japan)  
 Nissan Motor Corporation (CA)  
 Nokia Mobile Phones (TX)  
 Nomura International (UK)  
 Nordic Track (MN)  
 Nordson Corp. (OH)  
 North American Trust (Canada)  
 Northwest Airlines (MN)  
 Norton Corporation (MA)  
 N.W. Ayer  
 Opel (Germany)  
 Oslo Stock Exchange (Norway)  
 Paramount Cards (RI)  
 Peabody Myers (IL)  
 Peace Corps (DC)  
 Pepsi-Cola International (NY)  
 Pepsi-Cola GmbH (Germany)  
 PepsiCo (NY)(Siberia)  
 Perrigo Company (MI)  
 Philip Morris (NY)(Switzerland)  
 Pickington, Barnes, Hind (England)  
 Pitco Frialator (NH)  
 Price Waterhouse(CA)(NY)(Germany)
- Principal International (IA)  
 Procter & Gamble (OH)  
 Professional Resources International  
 (Germany)  
 Prudential Insurance (IL)  
 Pulsar International (Mexico)  
 Quaker Oats Company (IL)  
 Rainbow Technologies (CA)  
 Ralston Purina (MO)  
 RCA Componentes (TX)(Mexico)  
 Reliable Power Products (IL)  
 Rhone-Poulenc (NJ)  
 Riyadh Bank (Saudi Arabia)  
 R.L. Drake (OH)  
 Robert Bosch GmbH (Germany)  
 Royal Bank (Saudi Arabia)  
 R.R. Donnelley & Sons (CA)(IL)(NY)  
 Rubbermaid (OH)(TN)  
 Saatchi & Saatchi (NY)  
 Sabritas S.A. (Mexico)  
 St. Joseph's Hospital (AZ)  
 Sanwa Bank (NY)  
 Sanyo Securities (Japan)  
 Sara Lee (IL)  
 Saudi Bank (Saudia Arabia)  
 Saudi French Bank (Saudi Arabia)  
 Scott Paper (PA)(France)(Hong Kong)  
 Sea-Land Inc. (CA)(Hong Kong)  
 Senegalese National Electric (Senegal)  
 Shanghai University of Finance (China)  
 Shearson Lehman (AZ)  
 Sherwin-Williams (OH)  
 Shiseido Company (Japan)  
 Siboney Advertising (NY)  
 Smith Barney (NY)  
 Solectron (CA)  
 Sonatech, Inc. (CA)  
 Sprint International (VA)  
 Standard Chartered (CA)(Kenya)  
 Star Distributions (UAE)  
 Stone Products (CA)  
 Sumitomo Bank (TX)  
 Sunbeam-Oster (IL)  
 Sutter Corporation (CA)  
 Swicorp Finance S.A. (Switzerland)  
 Taco Bell (AZ)  
 Taipei Bank (Taiwan)  
 Taiwan Cement (Taiwan)  
 Teledyne Rodney Metals (MA)  
 Teledyne (CO)(VA)  
 Telefonos de Mexico (Mexico)  
 Tetra-Pak (IL)(TX)  
 Texaco (FL)  
 Tokyo Marine & Fire Insurance (Japan)  
 Toro Company (MN)  
 U-Haul International (AZ)  
 UNI Baustoffhandel GmbH (Germany)  
 United Nations (NY)  
 United Parcel Service (GA)  
 Universal Flavors (IN)  
 U.S. Borax (CA)  
 U.S. State Department (DC)  
 USG International (IL)(Colombia)  
 Vintor A.S. (The Netherlands)  
 Vitro Vidrio Plano (Mexico)  
 Volkswagen (Germany)  
 Volvo GM Heavy Truck (Switzerland)  
 W.W. Grainger (TX)  
 Wal-Mart International (AR)  
 Warner-Lambert (NJ)  
 Wells Fargo (CA)  
 Wilson Sporting Goods (IL)  
 W.L. Gore & Associates (AZ)  
 World Trade Center (AZ)(OR)  
 World Bank (DC)  
 Yankelovich Partners (CT)  
 Zenith Electronics (IL)(TX)

*A partial list of employers who recruited Thunderbird students for internship and/or full-time positions during 1993-94*





Douglas E. Mathieux '96

*United States*



B.A., Economics, 1991  
University of California  
at Berkeley

Geoffroy H. Mathieux '95

B.A., International  
Relations/Economics, 1989  
University of Southern California

Doug and Geoff Mathieux spent their childhood in France, but were educated in the U.S. During college, Doug had internships in the U.S., Brazil, France, and Germany. Before coming to Thunderbird, where he is a Presidential Scholar, he worked as a systems integrator for Andersen Consulting. Doug's brother, Geoff, had worked for two years as an international product manager in the Paris headquarters of a large electronic company before coming to Thunderbird. Both speak several European languages and are united in their goal to become entrepreneurs.

*"My brother Geoff and I have been talking about starting an international trade company for years. We finally decided to quit our jobs and come to Thunderbird. No other MBA program offered the same quality of international business training. Thunderbird lets you shape your business, language, and international studies courses to fit your own ambitions and needs."*

# 6 CAREER SERVICES

## FIRST POSITIONS AFTER GRADUATION

- |                                                 |                                                 |
|-------------------------------------------------|-------------------------------------------------|
| International Corporate Banker                  | Buyer – Computer Electronics                    |
| Senior Operations Analyst – Investment Banking  | Manager – Transition Planning                   |
| Middle East Market Manager                      | Assistant Auditor                               |
| Internal Auditor                                | Vice President Engineering                      |
| Marketing Manager – Pharmaceuticals             | Financial Analyst – Agribusiness                |
| International Franchise Representative          | Market Analyst – Construction Equip.            |
| Trade Consultant                                | Regional Sales Manager – Electronics            |
| International Management Assistant              | Portfolio Manager                               |
| Risk Manager – Latin America                    | Senior Financial Analyst – Manufacturing        |
| Marketing Director                              | Career Development Assistant                    |
| Publishing Account Representative               | International Representative – Emerging Markets |
| Management Program Associate                    | Research Assistant – Financial Services         |
| Manager Financial Services                      | Securities Marketing Associate                  |
| Financial Specialist                            | Business Development Manager                    |
| International Brand Manager                     | Financial Instruments Trader                    |
| Marketing Manager – Latin America, Africa, Asia | Resident Manager                                |
| International Management Associate              | Sales Engineer                                  |
| Income Administrator                            | Food Products Technician                        |
| Treasury – Exec. Development Program            | Commodity Trader                                |
| Marketing Manager – Paper Products              | Faculty Professor                               |
| International Banking Associate                 | Global Bus. Development Manager                 |
| Export Manager – Americas                       | Validation Supervisor                           |
| Assistant Managing Director                     | International Sales Manager – Europe            |
| Import/Export Manager                           | Financial Management Associate                  |
| Senior MIS Auditor                              | Financial Analyst – Latin America               |
| Commercial Banking Manager                      | Equity Derivatives Associate                    |
| Project Manager – Telecommunications            | Credit Analyst                                  |
| Management Trainee                              | Commodity Specialist                            |
| Financial Analyst – Investment Banking          |                                                 |

## EMPLOYMENT PROFILE FOR 1993-94

Number of employers recruiting on campus	252
Number of interviews	2,769
Number of employers recruiting off campus	455
Salary Range*	\$10,000 - \$120,000
90/10th Percentile of Salary Offers	\$60,000 - \$27,000
Mean Salary	\$42,575

*Employment information refers to data compiled from summer and fall 1993 and spring 1994 Thunderbird graduates.*

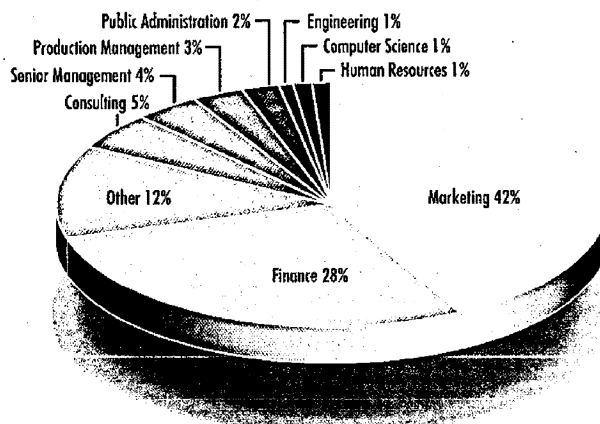
*\*Lower salaries represent foreign currency translated into U.S. dollars and do not reflect additional stipends for housing and other benefits.*



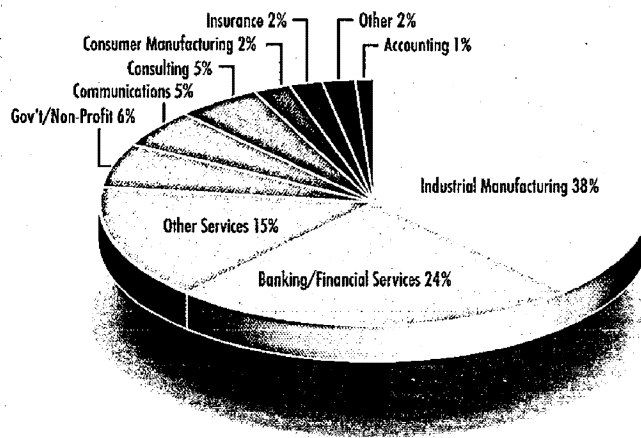
**Suchart (Anthony)  
Luangsoithong '95  
Thailand**

*B.A., Management, 1992  
Chulalongkorn University  
Bangkok, Thailand*

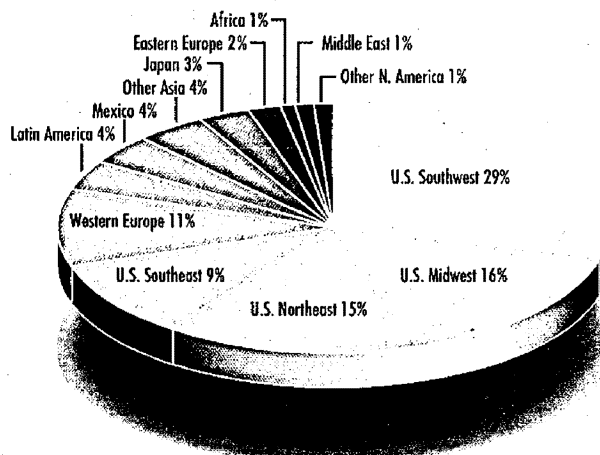
## 1993-94 GRADUATES BY FUNCTION



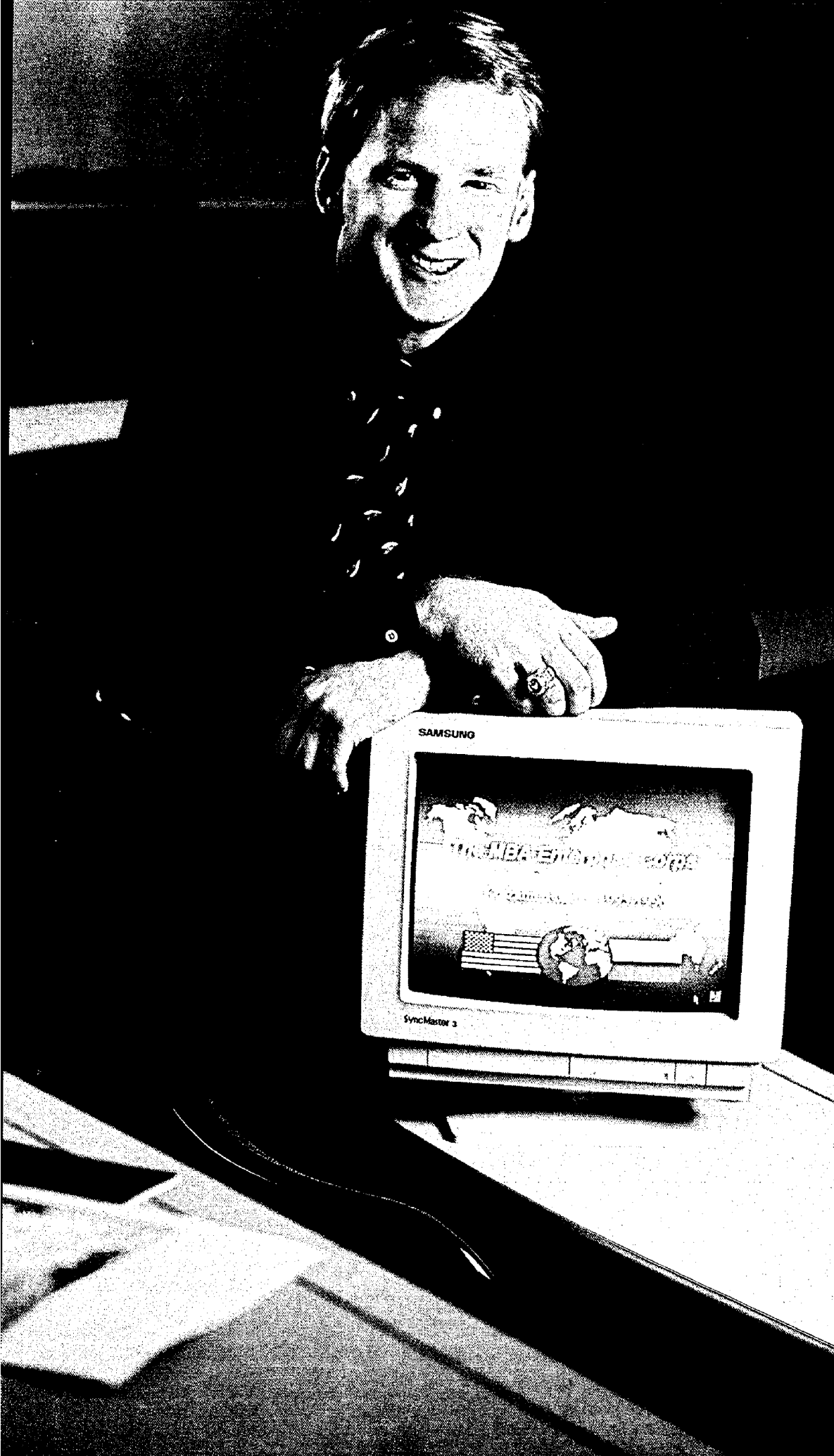
## 1993-94 GRADUATES BY INDUSTRY



## 1993-94 GRADUATES BY LOCATION



◀ *"As a Thunderbird student, I have gained and shared a number of terrific experiences with people from around the world. This not only includes the students on campus, but also the alumni and the executive guest speakers. I believe that these shared experiences will consolidate our networks and help us succeed in the global business arena."*



## David Perry '95

*United States*



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

After receiving his MBA from the University of Texas, David Perry came to Thunderbird for his MIM. As part of his international business studies, he went to Germany on an internship as an assistant auditor with Professional Resources International. Following his graduation in May, 1995, he was accepted to the MBA Enterprise Corps, a program in which graduates of leading U.S. graduate business schools are placed in positions within countries transforming from central planning to free enterprise economies. David's assignment will take him to Poland where he will help a construction supply company develop through modern management practices.

*"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."*

## 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 who 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. This normally means a degree awarded after four years or more of university study. 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 Priority Deadlines

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

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

- A completed official application form with the \$50 fee (no waiver/refund).
- 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 academically and professionally.
- Official notice of the Test of English as a Foreign Language (TOEFL) score, if applicable.
- A current resume.

*\*Note: All Admissions decisions are sent by mail.*



#### Professional Experience and International Exposure

The 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.

## NOTIFICATION OF ADMISSION

Admission decisions are made within eight weeks of the priority deadlines.\* Applications received after these dates are considered on a space-available basis. Admission is determined for the term so designated. A space in the class is not reserved until the tuition deposit is received. Requests for early review and/or entrance deferral must be made in writing to the Dean of Admissions. Documents are valid for two years. 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.

### GMAT and TOEFL

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.

#### 1995-1996 GMAT Test Dates

October 21, 1995	January 20, 1996
March 16, 1996	June 15, 1996

Applicants whose undergraduate instruction was primarily in a language other than English must submit proof of proficiency in English by Test of English as a Foreign Language (TOEFL) scores. Scores are valid for two years; the minimum for consideration is 550. Applicants with scores below 550 may wish to consider enrolling in the Thunderbird Language Center, an intensive summer program. For TOEFL information, write to TOEFL, Educational Testing Service, P.O. Box 6151, Princeton, NJ 08541-6151.

#### 1995-1996 TOEFL Test Dates

October 28, 1995	November 18, 1995
December 8, 1995	January 13, 1996
February 10, 1996	March 8, 1996
April 20, 1996	May 11, 1996
June 7, 1996	

#### Fall 1995 MBA Forums

September 23	Atlanta, GA
September 29 - 30	New York, NY
October 6 - 7	Boston, MA
October 14	Dallas, TX
October 27 - 28	Washington, DC
November 3 - 4	Chicago, IL
November 10-11	Los Angeles, CA
November 17 - 18	San Francisco, 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 102-107 of the *Catalog*.



**Arpana Agarwal '95**

*India/Canada/U.S.*



B.S., 1991, Business Administration, University of North Carolina at Chapel Hill  
AIESEC Scholarship

---

Arpana Agarwal has lived in India, England, Canada and the U.S. After graduating from the University of North Carolina, she joined GE Capital in a Leadership Development Program where she worked for three years before deciding to come to Thunderbird on an AIESEC scholarship. As a student, Arpana helped organize the Faculty Rounds – informal discussions with students and their professors on a variety of global business topics. Following her graduation from Thunderbird in May, 1995, Arpana enrolled in a graduate program at Columbia University.

---

*"If you want to join a corporation with a solid business background combined with a holistic understanding of the geo-political sphere in which we operate today, then Thunderbird is the place for you. The International Studies courses here helped me decide that I wanted to focus on international development, and pursue another master's degree in that area."*

*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

Adventurers Club	Japan Club
Africa Club	Korea Club
Andean Group Club	Latin America Club
Brazilian Club	Marketing Club
Campus Ambassadors	Middle East Club
Club Mexico	Newman Club
Club Italia	Phi Sigma Iota Honor Society (Modern Languages)
Countertrade Club	Pi Sigma Alpha Honor Society (International Studies)
Couples Club	Rugby Club
Entrepreneurs Club	Russian Club
Environmental Club	Ski Club
Experience Plus Club	Southeast Asia Club
Finance Club	Spanish Club
French Club	Tennis Club
German Club	Texas Club
Greater China Club	ThunderCorps
Indian Subcontinental Club	Thunderfliers
International Christian Fellowship	Toastmasters Club
Golf Club	Ultimate Frisbee Club
Import-Export Club	Women in International Trade
International Wine Tasting Club	



**William A. Lashley, III '95**  
United States

*B.A., English, 1991, The Citadel*  
*Juris Doctor, 1993, University of South Carolina*  
*School of Law*  
*Thunderbird Scholarship*

## RECREATION AND SPORTS

Because of the excellent weather, most athletic activities take place outdoors. Facilities on the campus include an aerobics and fitness center, 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 and *Das Tor*. A European-style coffee house, The Tower Café, offers a wide variety of coffee beverages, teas, snacks and desserts. Other highlights of the center include a patio area, a quiet lounge for study and reading, rooms for group meetings, television lounges and an automatic teller machine (ATM).

◀ *"A professor at a rival institution introduced me to Thunderbird and I was fortunate enough to be accepted as a Thunderbird Scholar. If you're serious about working on an international level, there's no better place to be. Why? Because the Thunderbird Community is just that – a community. No other institution more fully integrates you into multicultural learning and social environments."*

Ichiro Anzai '95

Japan



B.A., Economics, 1991  
Nihon University, Tokyo, Japan

Ichiro Anzai worked in an international marketing position for a printing and publishing company in Tokyo before deciding to attend graduate school. He first enrolled in a traditional MBA program until he discovered Thunderbird. Since one of his main responsibilities at the publishing company was to serve as liaison between foreign and Japanese publishers, he realized the importance of getting a well-rounded business degree that combined business, culture and language. Ichiro believes that an MIM from Thunderbird will be more beneficial to his chosen career of international marketing because of its international focus.

*"I chose Thunderbird because of its diverse, international atmosphere. Everyone is culturally sensitive and, as an international student, I feel very comfortable here. This environment has made it easy for me to improve my communication skills. Since many people speak two or more languages, I was also encouraged to learn a third language and can now communicate in both English and Spanish as well as my native Japanese."*



## 22 STUDENT SERVICES

### PROGRAMS FOR FOREIGN STUDENTS AND SCHOLARS

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 director 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.

### CDT COPY CENTER

CDT 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 Health Center sponsors a health and fitness fair and coordinates educational programs that promote healthy lifestyles.

### INTERFAITH CENTER

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



▲ When viewed from the air, newly renovated original buildings on the northwestern part of the campus still reveal the shape of the original air base, the mythical Native American Thunderbird, while newly constructed buildings on the southeastern end form a modern cluster of research facilities, classrooms and office space.

### 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 on the Glendale campus 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. Students may not waive the student insurance for overseas programs.

### 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.



Paul de Carvalho '95  
Australia

B.A., Communications, 1986  
Charles Sturt University  
Bathurst, NSW, Australia

◀ "Coaching the Rugby Club at Thunderbird was a highlight for me. Team members came from all over the world, including Tonga, Taiwan, South Africa, Spain, Colombia, Belgium, Argentina and of course the USA. The club was like a mini-Thunderbird in itself. We won games, we lost games, but we always had great fun, and the friends I made through the club will be lifelong."



## 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.



 Laura A. Matthews '95  
United States  
B.B.A., Marketing, 1991  
Georgetown University

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

Margaret Thatcher  
Former Prime Minister  
Great Britain

Hyrum W. Smith  
Co-founder, Chairman,  
and CEO  
Franklin Quest Co.

Andy Bielanski  
Managing Director  
Lord, Dentsu & Partners

Pete Wilson  
Governor of California

Suddhartha Shankar Ray  
Ambassador of India  
to the United States

Jim Rogers  
Author, *Investment Biker*

Giulio Agostini  
Chief Financial Officer  
3M Companies

Dr. Stephen A. Norton  
Distinguished Professor and  
Chair of Geological Sciences  
(Charles Olin Norton  
Memorial Lectureship  
in Corporate Business Ethics)

Adriaan Jacobovits de Szeged  
Ambassador of the Netherlands  
to the U.S.

Dr. Antonio Pedro Rafael  
Foreign Investment  
Assistant Manager, ICEP  
Portuguese Trade Commission

Honorable Willy de Clercq  
Chairman of the Committee on  
External Economic Relations  
of the European Parliament

Arnaud Kraaijvanger  
International Marketing Manager  
Oracle Corporation

James E. Preston  
Chairman of the Board  
and CEO  
Avon Products, Inc.

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

Dr. Subroto  
Former Secretary General  
OPEC

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

Vaughn Beals  
Chairman  
Harley Davidson, Inc.

Lawrence S. Eagleburger  
Senior Foreign Policy Advisor  
Baker, Worthington,  
Crossley, Stansberry & Woolf

William Grumbles, Jr.  
President-CNN International  
Turner Broadcasting, Inc.

Ed McKinney  
President  
Caterpillar World Trade

Dean Borgman  
President and CEO  
McDonnell Douglas  
Helicopter Co.

Filberto Fernandez  
Senior V.P. of Marketing  
Telemundo Group

Marlene Nicholson  
Director,  
Government Relations  
and Economic Advisor,  
North America  
Barclays Bank

◀ "Living on campus allows you to meet far more people than you would living off-campus. This option is especially popular with the foreign students, so it is a great way to enhance your language and area knowledge by passively exposing yourself to a vast array of cultures."

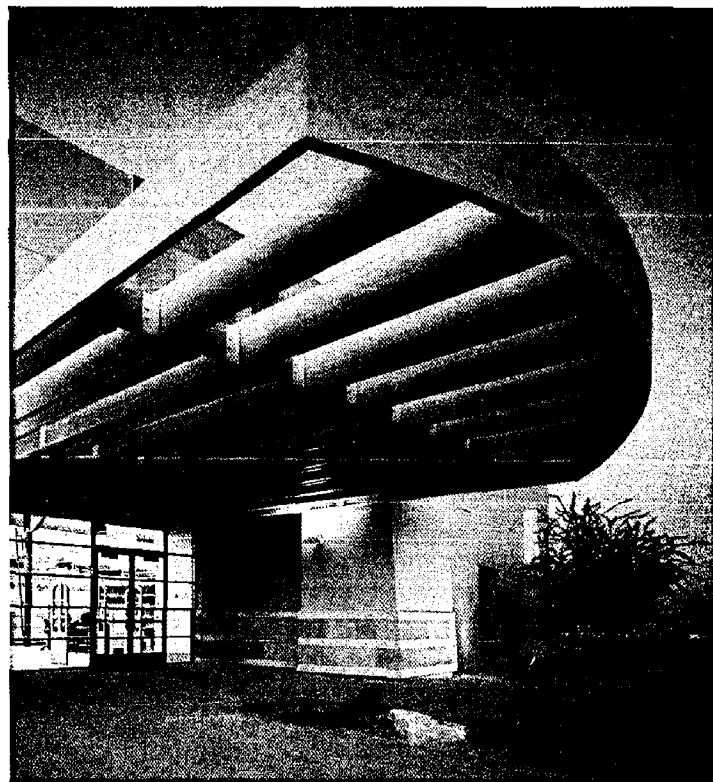
*The new Merle A. Hinrichs International Business Information Centre opened on June 13, 1994. It combines materials from the former Barton Kyle Yount Library, the International Studies Research Center and the Dom Pedro II Research Center. It also houses resources that enhance the School's capabilities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



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

**Dom Pedro II/International Studies Research Center (DP II/ISRC)**

Located within the IBIC, this research center is divided into two categories. The International Studies Research Center portion 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.

The Dom Pedro II portion 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 (indexed on CARL).



**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 II Center. Asian Sources Media Group is one of the world's largest private trade publishers employing over 1,300 people in 38 offices around the world.

## INFORMATION TECHNOLOGY SERVICES (ITS)

ITS supports both academic and administrative requirements via a campus-wide Local Area Network (LAN). 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, database management, and graphics. It is strongly recommended that prospective students who are not yet proficient in the applications so equip themselves before enrolling. A student computing laboratory allows 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 online user catalog, which provides access to the Thunderbird collection, the Arizona State University library, and many academic libraries in the U.S. and elsewhere. The department also maintains multimedia technology to support the academic departments.

## PERSONAL COMPUTER REQUIREMENT

Students entering Thunderbird in the Fall 1995 semester and later are required to have their own personal computers. The campus standard is IBM-compatible, Microsoft Windows for Workgroups, and the Microsoft Office suite of applications.

## 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. Institutional marketing and a capital campaign are under the direction of the Vice President for External Affairs. In addition, the Alumni, Communication, Development and Public Affairs offices are extensions of External Affairs and report to the Vice President.

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

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

The Public Affairs Office handles media relations, 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, develops institutional marketing plans, evaluates effectiveness of projects, and reviews/recommends allocation of resource needs in conjunction with faculty and staff. Small groups are assigned to spearhead specific marketing projects.

## THUNDERBIRD ACTIVITIES IN RUSSIA

Thunderbird is actively involved in commercial development in Russia due to awards which have been received by the School from the U.S. Department of Commerce. The School has opened two American Business Centers (ABCs): one in Nizhny Novgorod and one in Volgograd, Russia. The Centers offer services such as providing commercial information, market analysis, business matchmaking, trade mission development, customized training programs, translation, and office space rental. Thunderbird is also involved in providing export trade services to Russia for environmental products and services through a Consortia of American Businesses in the Newly Independent States (CABNIS) award from the U.S. Department of Commerce.

## JOURNALS

*The International Executive* (ISSN: 0020-6652), is a refereed, scholarly journal aimed at advancement and dissemination of research in the field of international business. Dr. Beverly Springer, professor of International Studies, is editor. To subscribe, contact Susan Malawski, Journals Subscription Department, at (212) 850-6646.

The *Journal of International Management* (ISSN: 1075-4253) is a refereed journal which serves an academic audience of researchers and educators by publishing both theoretical and empirical research relating to international management issues. Dr. David A. Ricks, distinguished professor of World Business, is editor-in-chief. To subscribe, call Customer Services at John Wiley & Sons, (212) 850-8776.

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. Dr. Robert Ramsey, professor of English as a second language, Department of Modern Languages, is editor. To subscribe, contact Dr. Leon Kenman, Modern Languages, at (602) 978-7124.

◀ "Take time to learn how to use the IBIC resources early on in your Thunderbird career. The IBIC has access to some of the most sophisticated business databases, but learning how to use them is up to you. Finally, the ISRC/DPII is a resource like no other on this campus. There, research assistants pore over thousands of publications and extract the information that you need for your research papers. Doing research with these resources makes Thunderbird unique."



Diego Andrés Osuna '95  
Colombia

B.A., English Literature/Sociology, 1993  
College of William and Mary

## 26 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 436 single-occupancy rooms with shared baths on campus. Married-student housing is not available. Students wishing to live on campus should submit their applications 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 initial 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 the housing application is made.



Jimmy T. Wong '95  
Hong Kong/United States  
B.A., International Relations, 1991  
University of Southern California

### 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 \$11.50 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.

◀ *"For entering students who may be reserved or shy and need an extra avenue for meeting students, living on campus and eating in the dining hall is a great way to make new friends. The rooms are quite adequate and you begin the Thunderbird experience with at least one friend, your suitemate. Since we are all so busy with classes and other activities, the dining hall is a great place to slow down and catch up with friends you met during Orientation Week."*

Jemima Bowden '94

*Great Britain*



B.A., European Business  
Administration, 1992

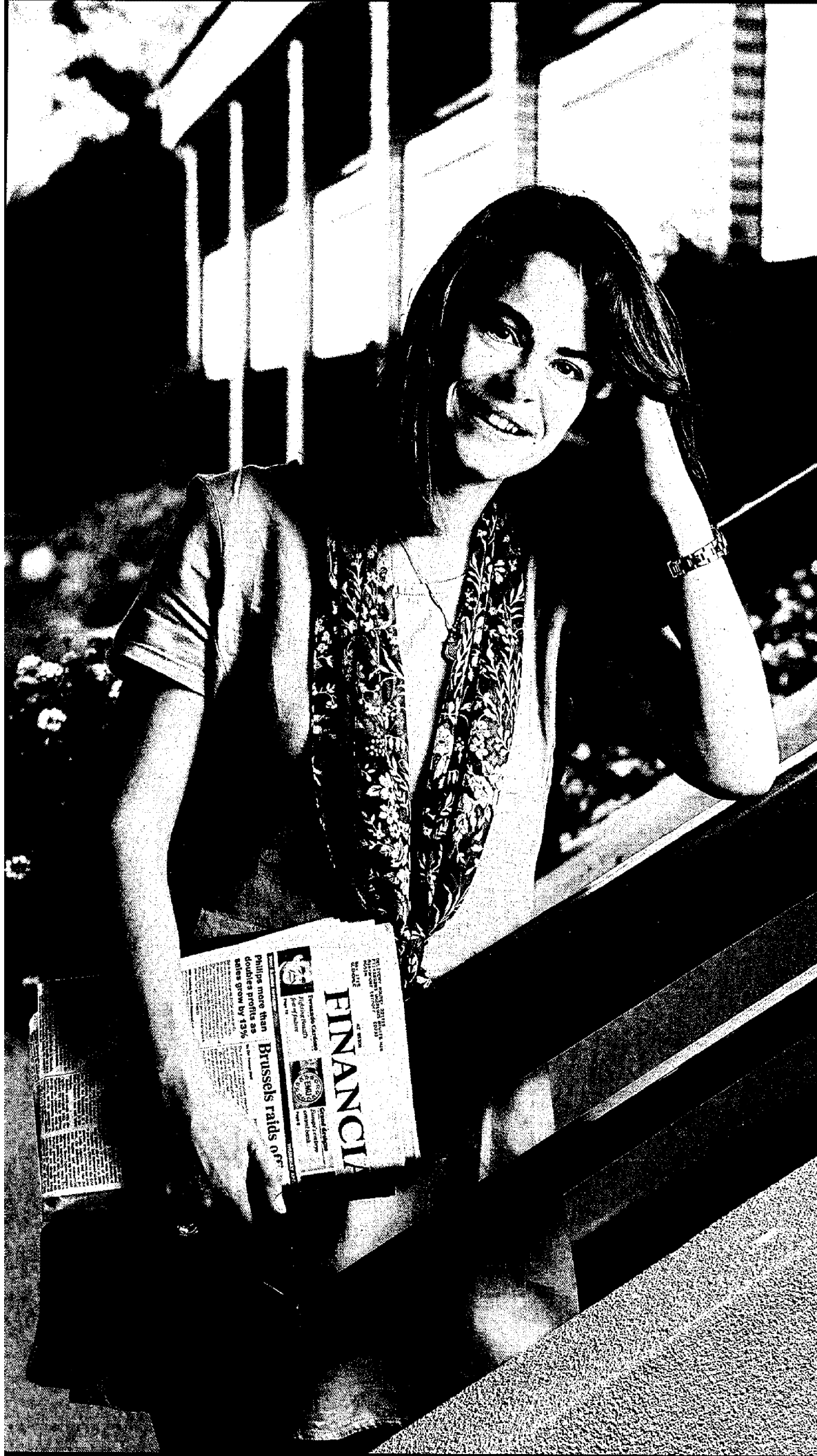
University of Central  
Lancashire

Lancashire, Great Britain

Rotary International  
Scholarship

Jemima Bowden was bitten by the "international bug" while spending a year working in Switzerland prior to her planned entry into medical school. Deciding to change tracks completely, she enrolled in a dual French/English European Business program. Subsequent work in France and Spain confirmed that she had found her milieu and in the fall of 1994 she came to Thunderbird on a Rotary International Scholarship. While at Thunderbird, Jemima headed the Orientation Team for a semester. Following graduation, she plans to start an export/import company.

*"Because all T'birds share similar interests, I have never before felt so much an integral part of a community. Mutual support and understanding provide an ideal environment for accelerated education, while the amazing diversity of student backgrounds make everyday life a constant learning experience."*



## 28 TUITION AND FEES

*Tuition for 1995-96 is \$8,950 for each fall or spring semester and \$6,565 for the summer term for students enrolled on a full-time basis. For Winterim, the tuition is \$1,750 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 \$750 per semester hour of instruction, plus a registration fee of \$750 for each term of study in 1995-96. 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 1995-96 tuition of \$2,315, or 6 hours in a summer term for a flat-rate tuition of \$1,690. 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 per each spring and fall semester and \$55 for the summer term. The fund supports the wide variety of student-sponsored activities on campus. Use of these funds is wholly at the discretion of ASLC.



Ivan Ivanov '95  
Bulgaria

B.S., Business Administration, 1993  
University of Evansville

### APPLICATION FEE

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

### 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.

### MINIMUM COSTS FOR A SEMESTER/TERM

	Fall 1995 or Spring 1996 Semester	Summer 1996 Term
Tuition	\$ 8,950	\$ 6,565
ASLC Fee	75	55
Board	1,290	835
Lodging (avg.)	1,000	810
Other	1,480	1,110
Total	\$12,795	\$ 9,375

### ESTIMATED OFF-CAMPUS LIVING COSTS

	Fall 1995 or Spring 1996 Semester	Summer 1996 Term
Tuition	\$ 8,950	\$ 6,565
ASLC Fee	75	55
Food	960	720
Rent (avg.)	1,280	960
Utilities (phone and electric)	500	480
Personal Expenses	1,160	870
Transportation	732	624
Total	\$13,657	\$10,274

◀ "The AACSB accreditation, the top-quality teaching, and changes in the curriculum seem to have convinced recruiters that Thunderbird graduates offer the best of both worlds. Not only do they have the business skills that more traditional MBA schools offer, T'birds also display crucial international skills such as language and cross-cultural sensitivity."

## SPECIAL FEES

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

## 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 will result in a \$50 late registration fee. Finance charges of 1 percent per month will begin to accrue on the second day of classes on any unpaid balance.

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.


## REFUNDS

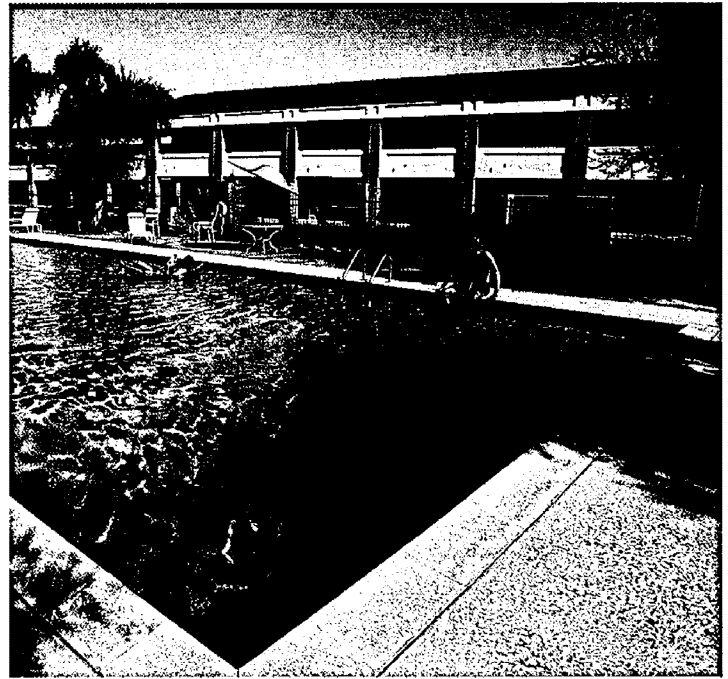
If a student withdraws or is dismissed from the School during the semester, the tuition charge (not including fees) may be refunded according to the following schedule. The refund schedule also applies to any student who, in reducing his or her hours, becomes eligible for part-time tuition and fees.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



 Angela Colyvas '95  
United States  
B.A., International Affairs, 1992  
Lehigh University



▲ The swimming pool located in the central quadrangle with Residence Hall "A" in the background is a popular place during the summer months.

## FINANCIAL AID RECIPIENTS

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 or changes to part-time status must see a financial aid counselor for an exit interview prior to completing the withdrawal process.

## VETERANS

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

## ADDITIONAL EXPENSES

Books, personal computers and instructional supplies are not included in the regular tuition charge. For most students, the cost of books and supplies should not exceed \$600 per semester. Students also need to budget for miscellaneous and unusual expenses for both on and off campus.

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

◀ "As the recipient of financial aid, including a continuing student-grant, I have been fortunate to have had the opportunity to take advantage of the Thunderbird experience. I plan to attend Thunderbird's Geneva Campus in Archamps, France as well as the 1996 Winterim in Kenya. With financial aid, I am able to experience all that Thunderbird has to offer."

*Thunderbird offers students in need of financial assistance several options to help pay for their education. 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 Ave., Glendale, AZ, 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. The mission of the Financial Aid Office is to assist students in finding opportunities to meet the financial demands of a Thunderbird education.

## SCHOLARSHIP AID FOR ENTERING STUDENTS

Award criteria are demanding. Approximately 20 percent of new students receive an award. For more information, or to obtain a scholarship application, please write to the Thunderbird Financial Aid Office.

- 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.
- Award conditions are discussed in the award notification letter.
- 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  
 Financial Aid Application Deadlines: Summer – March 1 / Fall – April 1  
 Financial Aid Application Deadlines: . . . Winterim / Spring – October 1

## SCHOLARSHIPS FOR CONTINUING STUDENTS

### Grants

- Awards are made each semester.
- Awards are based on merit and campus involvement.
- Deadline for application is the second Friday of each semester.
- A Thunderbird G.P.A. of 3.6 is required.

### Partial Assistantships

- Awards are made each semester.
- Faculty provide nominations.
- Awards are based on merit and financial need.
- Awardees are required to work 5 hours per week.
- Deadlines: Fall – July 15; Spring – Dec. 15; Summer – April 15.

### SCHOLARSHIPS (Entering Students)

Qualifications: Academic Record; GMAT Score; Work Experience  
 Award Value: \$2,500-\$24,000

### GRANTS (Continuing Students)

Qualifications: 3.60 or better GPA; Extracurricular activities and/or employment  
 Award Value: \$300-\$2,000

### PARTIAL ASSISTANTSHIPS (Continuing Students)

Qualifications: 3.5 or better GPA; Faculty recommendation  
 Award Value: Fall: \$750; Spring: \$750; Summer: \$500

*Funding for scholarships, grants and assistantships is provided by Thunderbird and several corporations/organizations, including:*

- |                                     |                          |
|-------------------------------------|--------------------------|
| Abbott Laboratories                 | Ford Motor Company       |
| A.G. Edwards & Sons                 | General Motors           |
| Allergan Inc.                       | Gillette Company         |
| American Express                    | Honeywell                |
| Assoc. for Corporate Growth         | Intel                    |
| BankOne                             | Johnson & Higgins        |
| Bank of America*                    | Johnson & Johnson*       |
| CIGNA Corporation                   | Kraft General Foods      |
| Cargill Inc.                        | Merck & Company          |
| Chiquita Brands International       | Monsanto Company         |
| Citibank                            | Motorola                 |
| Coca-Cola Foundation*               | Nierling Foundation      |
| Consular Corps of Arizona           | Nordson Corporation      |
| Continental Grain Company           | Philip Morris K.K.       |
| Dow Chemical                        | Phelps Dodge Corporation |
| Electronic Data Systems             | Scott Paper Company      |
| Farmers Insurance Group             | Teledyne                 |
| First Interstate Bank of California | The Upjohn Company*      |
| FMC Corporation                     | United Parcel Service    |
|                                     | * Minority Fellowships   |



### 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 Aid programs:

- FAFSA - Free Application for Federal Student Aid (SAR).
- Thunderbird Application Data Form.
- Financial Aid Transcripts from all previous schools attended.

All first-time loan recipients at Thunderbird must attend an entrance counseling session prior to receiving checks. A student who withdraws or changes to part-time status must also see a financial aid counselor for an exit interview as part of the process.

### Federal Perkins Loans

This loan is available to students who show exceptional need according to the FAFSA and who meet the appropriate priority deadline pertaining to 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 for the first two full-time semesters from this need-based loan. They are eligible to re-apply for subsequent (third and/or fourth) semesters. Loans have a variable interest rate 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.



**R. Reid Behrendt '96**  
United States  
B.A., English, 1992  
Arizona State University  
Arizona University Scholarship

## 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 for the first two full-time semesters. They are eligible to re-apply for subsequent (third and/or fourth) 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.

### Non-Federal Loans

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 institutional/corporate scholarships, grants and assistantships listed on the previous page. They may also apply 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 administrative and faculty offices. Eligible students and 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.

*Note: Regulations governing federal aid are subject to change.*

◀ "By awarding me an Arizona University Scholarship, Thunderbird made it possible for me to both pursue my international career goals and meet my immediate financial demands. This scholarship, and many others like it, make it possible for successful students to manage their own careers without ransoming their future livelihood and potential."

## 52 FOREIGN PROGRAMS

*Every year more than 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 several factors not under the control of Thunderbird, time-specific participation in some programs cannot be guaranteed.

### JAPAN: THUNDERBIRD JAPAN CENTER 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 in the fall and spring and 12 hours in summer.

### 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, Spanish 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.



Kristi Howell '95  
United States

B.A., Journalism, 1991

Arizona State University

National Association of Women Business Owners  
Scholarship

◀ "Studying at Thunderbird allowed me the opportunity to attend a semester in Guadalajara, Mexico. I was able to study Latin American business topics and improve my Spanish while experiencing the culture of Mexico firsthand."

## 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. International Studies courses are taught in English. 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 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.



Geoff Martin '95  
Canada

B.Sc., Geology, 1978  
Memorial University of Newfoundland  
St. John's, Newfoundland, Canada

◀ "The Thunderbird China program in 1994 was quite an experience for me and my wife. It provided us with valuable insights into Shanghai and Beijing and China's rapid changes. We will probably live and work in China after graduation, and having the chance to spend time talking to students, business people and ordinary people on the street was very rewarding."

*Faced with global competition and fast-paced change, successful leaders in every industry need new knowledge, skills and insights to achieve their business objectives. To meet this challenge, Thunderbird offers many executive education opportunities, including an executive version of the MIM degree program, custom-designed programs, language training, open enrollment management seminars, partnership programs and a new Leadership Certificate Program.*

### 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. Coursework 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.

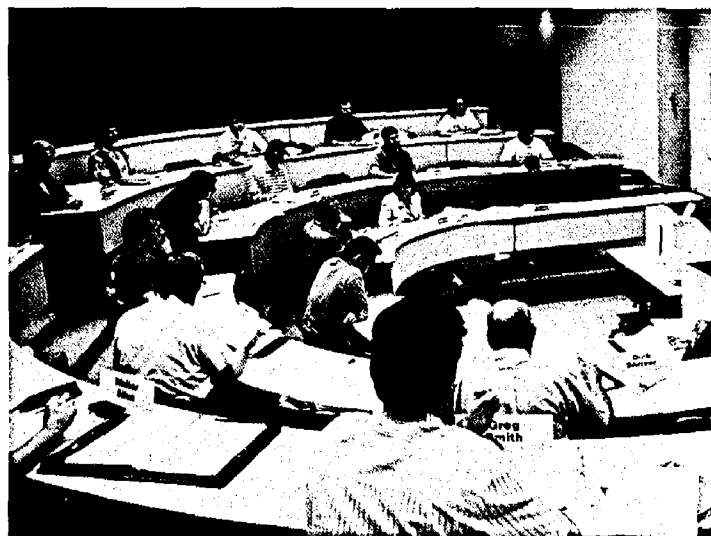
A new group of students enters the program under a separate admissions process each fall. Students move through the program together, sharing the same educational experience, with the only elective being a choice of one of several languages.



D. Brett Benedict, '95  
United States – EMIM Program  
B.S., Agronomy, Minor in Business, 1983  
University of Arizona

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 such subjects 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.

◀ "My family and I had known and heard good things about Thunderbird for many years. Since I began the EMIM program, I have received only positive feedback from others when they hear that I am attending Thunderbird. The program and its teachers have literally opened up the world to me. The "lock step" format of the EMIM program provides the great advantage of learning from my classmates who are in a wide range of fields and from different countries and cultures."

## Gonzalo Bustillos '95

*Bolivia*



Senior Product Marketing  
Engineer, Intel Corporation,  
Chandler, Arizona

B.S./M.S., Electrical  
Engineering, 1989,  
Arizona State University

Gonzalo Bustillos has worked in the semiconductor industry for 10 years. He has a particular interest in manufacturing and new product development and is currently working in a VLSI design group with the Intel Corporation. In August, 1995, he and his peers in the Executive MIM program were awarded Master of International Management degrees. Like Gonzalo, who has a wife, Phuong Hoa, and a six-year-old daughter, Gisella, these full-time executives have willingly sacrificed every other weekend for two years in pursuit of their MIM degrees.

*"I believe that professional and human development go hand in hand, just as international business and culture complement each other to create the fiber of a successful international manager. Thunderbird not only offered me a superb business curriculum but, true to its reputation, it also provided me with a wealth of fascinating subjects filled with multicultural dimensions."*



## 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 throughout North America. Cross-cultural communication is 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. Other programs are targeted to managers in certain global industries such as oil and gas and telecommunications. These programs are marketed worldwide to a broad group of companies and industries.

### 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
- Telecommunications Industry Programs

Most executive programs are held on the Thunderbird Campus in renovated executive facilities. 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.



**Steve Lindstrom '95**  
 United States – EMIM program  
 B.A., Finance, 1969  
 University of Arizona  
 Vice President of Marketing and Sales for  
 FHP Health Care

## 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 one-week global business simulation and action learning experience focused on profitability and customer satisfaction in the information technology industry;
- A four-day financial management program for a European high-tech firm, delivered on our Archamps campus;
- 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.

Twelve programs are planned to be held at Thunderbird in 1995 and 1996 for sixteen companies under the umbrella of the Thunderbird International Consortia. These companies are: AlliedSignal, Amoco, AT&T, Black and Decker, Delphi Automotive Systems, Dow Chemical, EDS, Fluor Daniel, Goldman Sachs, Honeywell, IBM, Kellogg, Scott Paper, Sunkyoung, Vitro S.A., and Warner-Lambert.

## THE THUNDERBIRD LEADERSHIP CERTIFICATE PROGRAM

To begin in Fall 1995, the Thunderbird Leadership Certificate Program offers mid-level managers an overview of the broad knowledge they need to work cross-functionally and cross-culturally within their organizations. This 13-week program, taught on Monday evenings and two Saturdays, on campus, provides managers with a framework for making informed business decisions in the global arena.

◀ "You reach a point in your career where new challenges are needed to make you stretch and re-energize your excitement about the future. The EMIM program offers a new perspective on the global village in which we work and live. It provides models to help understand events and a tool kit of ideas that you can apply to your own background and experience and use to develop solutions for new career challenges."



## Ricardo Carvajal '95

*Costa Rica*



B.S., Business Administration,  
1993

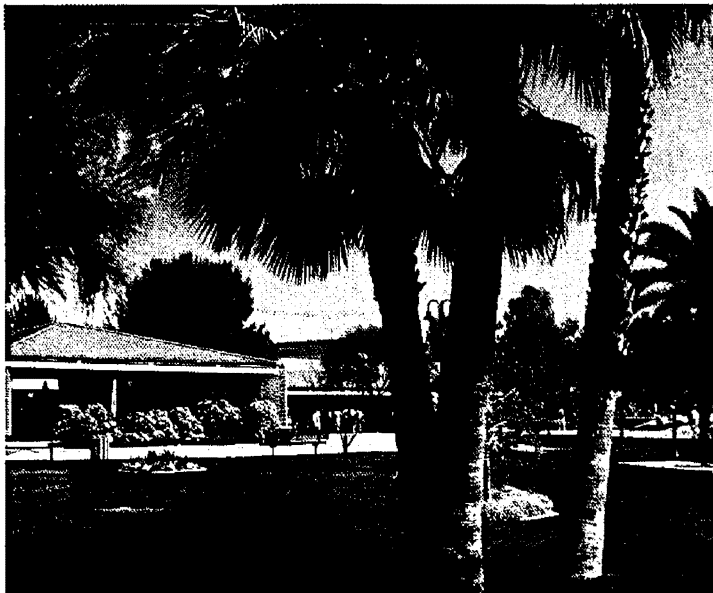
Universidad Interamericana de  
Costa Rica, San José

Before Ricardo ever set foot on the Thunderbird campus, he had already had extensive experience in the field of international business. After working for four years in the Central American region as a business coordinator for a large American company, as well as serving as an advisor for a joint venture in his native Costa Rica, Ricardo turned to Thunderbird to take advantage of the unique multicultural opportunities the School offers. During his studies here, he has become an advocate of the School's program and recently convinced a prospective student from his country to take the plunge and come to Thunderbird.

*"My first contact with Thunderbird was in 1991, when I attended a seminar at the Thunderbird Management Center. I immediately knew that here I could obtain the education I was looking for. The quality of the courses, the faculty and the opportunity to learn more about diverse cultures and business styles were the most important reasons why I chose Thunderbird."*

## 8 THE WINTERIM PROGRAM

*Winterim, a three-week academic term held each January, presents a variety 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. Winterim seminars present cutting-edge issues in international business.*



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

At the on-campus seminars held in January 1995, 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.



Marvella J. Smith '95  
United States

B.A., Management, 1993  
Pittsburg State University, Kansas

Winterim classes meet on variable schedules. Projects and readings are assigned outside of classroom time. Students enroll in one course for three hours of academic credit. 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.

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 International Insurance and Risk Management Conference
- The Corporate Executive Officer
- Competitive Response of U.S. Business
- Asia/Pacific Rim Management and Investment
- Doing Business in Eastern Europe and Russia
- Privatization: Panacea or Pariah
- Opportunity and Risk in the New International Business Order
- International Management of Technology

In addition, two symposiums, Winterim in Washington, D.C. and Winterim on Wall Street, each provide a series of presentations on important changes in international business, focusing on existing and emerging market financial strategies and trade and business/government relations.

Selected "study abroad tours" are offered in countries outside the U.S. for continuing degree-seeking students who meet proper prerequisites. Winterim international tours have been held in regions such as Central Europe and the Middle East, as well as in specific countries including: Chile, Cuba, France, Kenya, Mexico, Peru, Russia and Spain. The locations chosen each year depend upon specific faculty availability and expertise, as well as upon demonstrated student interest in the specific areas.

◀ *"I attended the 1995 Winterim in Dubai, United Arab Emirates. There is nothing like spending time in the actual country in which you want to live and work. The highlight of the trip was the Thunderbird Desert Safari, in which the Winterim students and alumni really got to know each other and had more fun than any group of people has a right to have. It was the Thunderbird network in action! I highly recommend attending Winterim, especially an international course."*





Andrew Sagartz '95

*United States*



B.S., Asian Studies, 1992  
Lesley College

After several years of working in financial operations at an East Coast healthcare concern, Andrew Sagartz spent two years living and working in Japan. While there, he met his wife, Asaka. They now have a 2-year-old son, Joshua, who attends Montessori Day Schools while Asaka works nearby as a bilingual secretary. Andrew has focused on international trade while at Thunderbird. Following his graduation he will pursue a law degree as part of his career goal to work as an international corporate mediator.

*"For those with spouses and children, Thunderbird is a wise choice. The Thunderbird experience involves the entire family. The School provides employment opportunities for spouses, and the Couples' Club and the International Women's Club help all of us feel part of a larger, global community."*

## 40 MIM DEGREE REQUIREMENTS

*Thunderbird'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 1995 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 coursework, less allowable transfer of credits. A minimum of 30 of the 42 hours must be at the 4000-5000 level. This requirement may not be reduced by transfer of credits except as required to conform with special institutional agreements. 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. In addition, a minimum of 24 semester hours must be earned in study on the Thunderbird Campus in Glendale.

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 to satisfy 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.



 Mark Olexy '95  
United States  
B.A., Economics, 1989  
Northwestern University

## INSTITUTIONAL REQUIREMENTS – 42 HOURS

12 Hours Max.	3000 level	Waivable
30 - 42 Hours	4000/5000 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

18 Hours	3000 level	Waivable
18 Hours	4000 to 5899 level	Required

*\*Please see the following pages for detailed requirements.*

## Computer Literacy Requirement

As a requirement for graduation, all Thunderbird students must demonstrate proficiency with the four major software applications (word processing, spreadsheet, database and presentation graphics) and the graphical user interface common to all modern computer applications. Because skill in the use of these applications is critical to the student's success in graduate school as well as in an international management career, this requirement must be met before the end of the student's first semester at Thunderbird. Currently, Thunderbird has standardized on the Microsoft Windows Office suite of application programs (Word, Excel, Access and PowerPoint).

◀ "I chose Thunderbird for a few reasons. First of all, for its reputation as a leading international business school. Second, for the flexibility in tailoring a program that fits needs and allows you to focus on classes that are of particular interest to you."

## 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 coursework at the School.

Prospective students are encouraged to complete as many introductory courses as possible prior to matriculation in order to maximize the time available for upper-level courses focusing on areas of special interest. Degree candidates may qualify for waivers through courses completed at other institutions or, for some requirements, but not all, successful performance on examinations administered by CLEP or by the faculty. If an examination is to be used as the basis for waiving a 3000-level course, the score must be presented and the waiver entered in the records prior to registration for any class for which the 3000-level course is a prerequisite.

Details of requirements for waivers are indicated on the following pages. Please note that individual departments may have more stringent regulations than are indicated here. Waivers in no way constitute a reduction in the minimum of 42 hours required for the MIM degree.

## EXPLANATION OF COURSE NUMBERING

Courses at the 3000 level are basic introductory courses in the subject described. Students with graduate or undergraduate backgrounds in these subjects may, on occasion, waive these courses in accordance with departmental and school requirements.

Courses at the 4000 level are advanced courses on specialized topics, which assume some prior familiarity with the subject matter.

Courses at the 5000 level are limited-enrollment seminars. Some require permission of the instructor. Permission of the instructor means that the instructor has the right to select the students allowed to enroll in the class, including the right to set appropriate qualitative standards, in addition to the established prerequisites.

Courses numbered 5901, 5902, and 5903 are independent research projects offered in each department. They are usually open only to advanced degree candidates and to those who have demonstrated the academic maturity, scholarly interest, and

technical ability required to undertake research with a minimum of supervision. Written permission to enroll in Independent Research courses must be obtained by the student during the semester prior to the semester in which the course will be taken.

## CURRICULUM CHANGES

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

## TIME PERIOD

The 42-hour program can be completed in 12 months by students able to waive several of the foundation courses; however, all candidates are urged to consider the depth and quality of education available in the curriculum rather than just the time required to complete the minimum requirements. Many of the rare and challenging courses at the 4000 and 5000 level are available only to those who enter with substantial waivers or who extend their enrollment for an extra term. All work must be completed within five years preceding the graduation date.

## 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.



Sam Rosenbalm '95  
United States

B.A., Russian/Geography, 1991  
Brigham Young University

◀ "I chose Thunderbird because the extensive alumni network provides students with real-time feedback on the world's business environment. I am also impressed with the School's commitment to produce technology-savvy graduates. My 5000-level information technology class is currently analyzing Thunderbird's information infrastructure. Thunderbird offers several upper-level courses that give students the hands-on experience companies are demanding."

## 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 differentiates domestic from international management education.

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

### SUMMARY OF 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.



 Bo Østerberg Kristensen '96  
Denmark/Greenland  
B.A., International Business, 1994  
University of Alaska, Fairbanks

#### 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 indicates completion of three courses in 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, independent study 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.*

◀ "I heard about Thunderbird and thought it would be a great place to study. I knew it would be a place for me to enrich my life. Coming from a small community in Greenland, going to Alaska, and then on to Arizona has taught me there is a great deal more beyond the horizon. Studying here has made me realize that everything out there is within reach."



Carlos Liang Chu '95

Brazil/Canada



B.Tech., Architectural Science,  
1991

Ryerson Polytechnical  
University  
Toronto, Ontario

B.S., Biochemistry, 1987,  
University of Waterloo  
Waterloo, Ontario

---

Carlos is a one-man example of Thunderbird's cultural diversity. As Asia/Pacific Rim Representative in the Associated Students Legislative Council, he was instrumental in organizing Asia Night in conjunction with the many Asian clubs on campus. The multicultural event presents the sights and sounds of Asia to the Thunderbird Community and the public at large

---

*"I am a Canadian Brazilian Chinese and not necessarily in that order. Being part of Thunderbird's unique and rich cultural environment not only has increased my awareness toward other cultures, but also toward my own. The tripartite program of business, international studies and language allows T'bird to develop both hard and soft skill as part of a well-rounded package to effectively function in any work environment."*

# 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 requirement.*

## 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 met. 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 enhance business vocabulary and to improve communication skills.

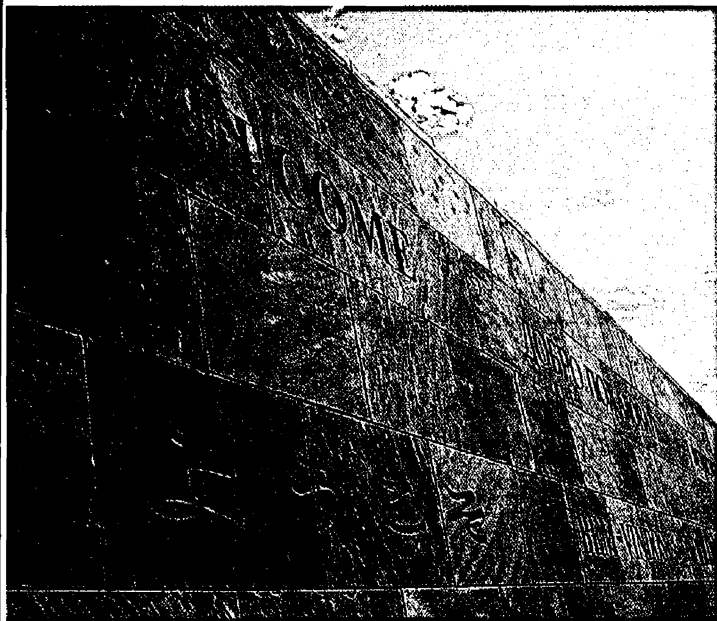


Julie Marie Licklider '96  
United States

B.S., Psychology/Spanish, 1992  
DePauw University

◀ "After working with a firm that conducted business in Spanish-speaking countries, I realized the importance of having more than just a 'conversational' understanding of the language. My level III Spanish class has taught me practical business vocabulary as well as important cultural differences that exist in the Hispanic world. Because the size of the language classes is limited, students have many opportunities to practice their newly learned vocabulary through discussion, presentations, and role playing."

English is the language of instruction at Thunderbird. All entering students whose native language is not English are required to take the English Language Placement Test, regardless of the TOEFL score 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. The test is offered during orientation and must be completed before registration for classes is allowed.



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

Foreign nationals claiming English as their native language and U.S. citizens whose native language is not English must meet with the English-as-a-Second-Language faculty during orientation.

Based on the results of the test, students are placed into one of the following categories:

- Advised 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 English language requirements.

Students placed into Intensive English (ES3000\*) are required to take ES4010 and ES4050 in their second semester. Students placed into ES4010 and ES4050 must take both during their first semester. Students placed into ES4050 only are required to take it in their first semester.

Students enrolled in Intensive English (ES3000\*) receive individual academic counseling before undertaking further studies leading to the MIM.

Students who are required to enroll in ES3000\* will need 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 a 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.



Marina Zenkova '95  
Russia

B.A., M.A., Linguistics/Education, 1987  
Khabarovsk Education Institute  
Muskie Fellowship

◀ "One of many valuable experiences at Thunderbird was preparing a business plan for a tour to 'undiscovered parts' of Eastern Russia. The plan unites ten years of my life and work with a great team. Thunderbird teaches you to be persistent in your goals yet not afraid to shift gears. This unique school proves that there are no limits to your opportunities. I've started my fifth language here, and I believe I will have a chance to take one or two more."

# 46 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.*

## SUMMARY OF DEPARTMENT REQUIREMENTS

### WORLD BUSINESS—36 HOURS

18 Hours	3000 level	Waivable
18 Hours	4000/5000 level	Required

## REQUIREMENTS AT THE 3000 LEVEL

The World Business foundation courses represent the common body of business knowledge and are considered essential to the education of future executives, regardless of the area of management they pursue. They are designed as preparatory courses for the more advanced and specialized aspects of the program. Students are encouraged to waive any of these 3000-level courses that duplicate previous studies. Requirements for waiving specific courses follow.

### REQUIRED FOUNDATION COURSES

WB3103	Fundamentals of Accounting (1½ hours)
WB3110	Financial Accounting and External Reporting (1½ hours)
WB3203	Fundamentals of Macroeconomics (1½ hours)
WB3204	Fundamentals of Microeconomics (1½ hours)
WB3210	Fundamentals of Managerial Finance (3 hours)
WB3300	Statistics (3 hours)
WB3400	Fundamentals of Management (3 hours)
WB3500	Fundamentals of Marketing (3 hours)

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 should take the test(s) early enough for results to be in hand prior to arrival at Thunderbird. Documented test results must be presented to the department prior to registration for first-semester classes.

Thunderbird also 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. Up to three tests may be scheduled.

## WAIVERS AT THE 3000 LEVEL

### WB3103 Fundamentals of Accounting

Satisfactory knowledge of fundamentals of general accounting concepts and procedures evidenced by examination. A passing score on Level I of the Accounting Proficiency Examination (APE-I) administered by the faculty during orientation week is required.

### WB3110 Financial Accounting and External Reporting

Satisfactory knowledge evidenced by examination only. A passing score on Level II of the Accounting Proficiency Examination (APE-II) administered by the faculty during orientation week is required.

### WB3203 Fundamentals of Macroeconomics

Satisfactory completion of principles of macroeconomics graduate or undergraduate course, normally a 3-semester-hour course. Grade of B or better or CLEP score of 53 or higher.

### WB3204 Fundamentals of Microeconomics

Satisfactory completion of principles of microeconomics graduate or undergraduate course, normally a 3-semester-hour course. Grade of B or better or CLEP score of 53 or higher.

### WB3210 Fundamentals of Managerial Finance

A 3-semester-hour, introductory, undergraduate or graduate course in managerial finance completed with a grade of B or better at an accredited institution within five years of matriculation at Thunderbird; or a grade of 75 or higher on the managerial finance exam administered by the faculty during orientation week. Coursework must have been completed at a four-year accredited college or university or its non-U.S. equivalent.

### WB3300 Statistics

Satisfactory completion of a comparable graduate or undergraduate 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.



### World Business Department Curriculum

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.



### World Business Department Faculty

The Department of World Business faculty includes many individuals who hold strong academic credentials and have international and corporate experience. Several faculty members also have spent many years in senior international executive positions.



**WB3400 Fundamentals of Management**

Completion with a grade of B or better of an undergraduate or graduate course covering the fundamentals of management; or a score of 56 or better on the CLEP exam.

**WB3500 Fundamentals of Marketing**

Completion with a grade of B or better of undergraduate or graduate course covering the fundamentals of marketing; or a score of 56 or better on the CLEP exam.

**REQUIREMENTS: 4000-LEVEL CORE COURSES****Five of five required:**

- WB4101 Managerial Decision-Making and Accounting Information (1½ hours)  
 WB4200 International Finance and Trade (3 hours)  
 WB4212 Advanced Managerial Finance (3 hours)  
 WB4466 Multinational Business Management (3 hours)  
 WB4500 International Marketing Management (3 hours)

**One of two required:**

- WB4143 Profit Planning and Control (1½ hours)  
 WB4151 Advanced Corporate Financial Reporting (1½ hours)

**One of three required:**

- WB4300 Decision Models with Computer Applications (3 hours)  
 WB4320 Production and Operations Management (3 hours)  
 WB4530 International Market Research (3 hours)

**WB4101 Managerial Decision Making and Accounting Information**

A passing score on Level III of the Accounting Proficiency Examination (APE-III) administered by the faculty during orientation week.

**WB4143 Profit Planning And Control**

Completion within five years of matriculation at Thunderbird of a graduate-level, equivalent course.

**WB4151 Advanced Corporate Financial Reporting**

Completion within five years of matriculation at Thunderbird of a graduate-level, equivalent course.

**WB4200 International Finance and Trade**

Completion of graduate or upper-level undergraduate courses in (a) international (macro) finance and (b) international trade.

**WB4212 Advanced Managerial Finance**

Completion within five years of matriculation at Thunderbird of a second-level graduate case course in managerial finance.

**WB4300 Decision Models With Computer Applications**

Completion of graduate or undergraduate course(s) in operations research, quantitative business methods, management science, or similar subjects which covered, singly or in combination, (a) linear programming, (b) computer simulation, and (c) three of the following topics: queuing theory; Markov processes; network models; game theory; dynamic programming; decision analysis; regression analysis; and project management.

**WB4320 Production And Operations Management**

Completion of graduate or undergraduate course(s) in production and operations management, production and logistics, or quantitative methods in business which covered, singly or in combination, (a) linear programming, (b) resource allocation, (c) inventory management, (d) just-in-time systems, (e) material requirement planning, and (f) three of the following topics: product and service design; transshipment models; assignment models; PERT/CPM; facility and layout; and scheduling.

**WB4466 Multinational Business Management**

Completion of graduate-level courses in organizational behavior and corporate strategy.

**WB4500 International Marketing Management**

Completion of a graduate-level course in international marketing management.

**WB4530 International Market Research**

Completion of a graduate-level course in marketing research or its equivalent.

**WAIVERS AT THE 4000 LEVEL**

The 4000-level core requirement is 18 semester hours. Any or all of the required courses may be waived based on the following criteria. Appropriate waivers may reduce the required hours from 18 to 15. Alternate World Business 4000-5000 level courses must be taken as necessary to assure that no fewer than 15 semester hours are taken for credit.

All prior coursework offered in support of a waiver must have been completed with a grade of B or better (a B- or below is unacceptable) at a four-year, accredited college or university or its non-U.S. equivalent. In occasional cases, the faculty, in the exercise of its best professional judgment, may reject, as a basis for a waiver, coursework completed at institutions not accredited by the American Association of Collegiate Schools of Business (AACSB).

*NOTE: Courses that carry 1½ semester hours of credit are offered for half a term, which may mean the first half or the second half, thus enabling a student to take a complementary course in the other half of the term. Students may not overload in either half of the term.*



Dirck A. Lyon '95  
United States

B.A., African/Middle East Area  
Studies/International Affairs, 1986  
University of Colorado

**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.

◀ "When looking for a truly international business school, one needs to consider the 'total package.' For me, Thunderbird not only had an outstanding international reputation, but also very diverse students from practically everywhere. There also seems to be a commitment by everyone to maximize on the total experience of studying here through group projects, language study, networking and social activities."



▲ Against the backdrop of a brilliant Arizona sunset, the new International Business Information Centre welcomes students for study and research.

The program of study leading to the Master of International Management Degree requires a minimum of 42 semester hours.\* Students must take a minimum of 30 semester hours at the 4000-5000 level.

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 <sup>a</sup> <i>(waivable)</i>	9 <sup>a</sup> <i>(6 hrs waivable)</i>	12
Modern Languages	6 <sup>a</sup> <i>(waivable by exam)</i>	9 <i>(waivable)</i>	15
World Business	18 <sup>a</sup> <i>(waivable)</i>	18 <sup>a</sup>	36
Electives (any dept.)	—	—	—
<b>Total</b>	<b>27</b>	<b>36</b>	<b>63<sup>b</sup></b>

<sup>a</sup> See "Waivers" on pages 42-47.

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



Maya Schmid '95  
Switzerland/Columbia

B.S., Hospitality Management, 1992  
Florida International University  
Diplôme Supérieur de Hotellerie et Tourisme, 1986  
Centre International de Glion, Glion sur Montreux,  
Switzerland

◀ "Anyone who is thinking about changing careers or does not have a lot of work experience should consider participating in a six-month internship in the field that you are interested in as a part of your Thunderbird studies. For me, an internship in product management with Johnson & Johnson in Germany changed my job-search focus and my future career projections."

**ENGLISH-SPEAKING STUDENT  
PROFICIENT IN ONE OTHER LANGUAGE\*  
ALL WAIVABLE COURSEWORK 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
<b>Total</b>	<b>—</b>	<b>42</b>	<b>42</b>

*42 hours are required, 30 of which must be at the 4000-5000 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 COURSEWORK**

	Semester Hours		Total
	3000 level	4000 or 5000 level	
International Studies	3	9	12
Modern Languages	6	9	15
World Business	18	18	36
Electives (any dept.)	—	—	—
<b>Total</b>	<b>27</b>	<b>36</b>	<b>63</b>

*42 hours are required, 30 of which must be at the 4000-5000 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  
PROFICIENT IN ONE OTHER LANGUAGE\*  
NO OTHER WAIVABLE COURSEWORK**

	Semester Hours		Total
	3000 level	4000 or 5000 level	
International Studies	3	9	12
Modern Languages	—	—	—
World Business	18	18	36
Electives (any dept.)	—	3	3
<b>Total</b>	<b>21</b>	<b>30</b>	<b>51</b>

*42 hours are required, 30 of which must be at the 4000-5000 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 COURSEWORK  
MINIMAL PROFICIENCY IN ENGLISH**

	Semester Hours		Total
	3000 level	4000 or 5000 level	
International Studies	3	9	12
Modern Languages	15*	6	21
World Business	18	18	36
Electives (any dept.)	—	—	—
<b>Total</b>	<b>36</b>	<b>33</b>	<b>69</b>

*42 hours are required, 30 of which must be at the 4000-5000 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).*



**A Business Week Guide:  
The Best Business Schools**

◀ *"Anyone seriously interested in international business cannot fail to consider going to this school for a master's in business. Thunderbird...was offering a global slant to business education when most B-school deans never thought it was important. Indeed, for 30 years, the school had the only international business program in the United States."*

## 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. Coursework 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 coursework at Thunderbird includes:

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

IS3010	International Political Economy
IS4000-4099	Any Regional Business Environment Course
IS4700-4899	Any course
IS5870	International Health Care Systems

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

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

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

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

ES4050	Advanced English Composition and Introductory Business Communications
--------	-----------------------------------------------------------------------

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

WB3210	Fundamentals of Managerial Finance
WB4141	Management Accounting
WB4466	Multinational Business Management

##### *One of Two:*

WB4430	International Human Resources Management
or	or
WB4500	International Marketing Management

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 coursework 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 or science. 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 coursework or equivalent waivers. Required coursework at Thunderbird includes the following courses in the Department of World Business:

WB4200	International Finance and Trade
WB5445	International Management of Technology

##### *And three of the following six courses/sequences:*

WB4101/4143	Accounting Sequence
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.*



Farokh Karani Lam '95  
India

B.A., Political Science, Legal Studies, 1988,  
Brandeis University  
M.B.A., 1994, Boston University

◀ *"Attending the Post-MBA program at Thunderbird has been great. It allows you to take only the high-powered 4000- and 5000-level courses that Thunderbird is famous for, become a part of the worldwide Thunderbird network, and finish in only two semesters. And, thanks to the scholarship Thunderbird gave me, it was even more affordable."*

## 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 apply 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 semester hours at Thunderbird and meet the individual graduation requirements of the three academic departments. Twelve semester hours 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 (4000 level) 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 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  
Box 871003  
Tempe, AZ 85287-1003

### Graduate School of Business Administration

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

### MBA Programs

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

### Breech School of Business Administration

Drury College  
Springfield, MO 65802

### College of Business and Public Administration

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

### Director, MBA Program College of Business

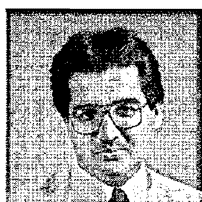
Administration  
University of Florida  
P. O. Box 117150  
134 Bryan Hall  
Gainesville, FL 32611-1750

### Weatherhead School of Management

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

### Office of the Dean, College of Business Administration

University of Houston  
Houston, TX 77204-6283



**Rahul Sethi '95**  
**India**

*B.E., Electrical & Electronics Engineering, 1991*  
*Birla Institute of Technology & Science, Pilani, India*  
*M.B.A., Finance, 1995*  
*Arizona State University (Dual Degree)*

◀ *"The core courses of the ASU MBA program made me conversant with the different functional areas of business. From the MIM program, I developed an understanding of how to implement management and marketing techniques in an international setting. The varied job offers I received prior to graduation support the value of this unique experience."*

## 2 COURSES AND PREREQUISITES – *Department of International Studies*

### COURSE TITLE

### PREREQUISITES

**IS3010 is required; it 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
IS4020	Regional Business Environment: Europe	IS3010
IS4030	Regional Business Environment: Latin America	IS3010
IS4040	Regional Business Environment: Middle East	IS3010
IS4050	Regional Business Environment: Sub-Saharan Africa	IS3010
IS4060	Regional Business Environment: North America	IS3010

**Two of the following courses numbered between IS4100 and IS5899 are required.**

**Others may be used as electives. Some courses are not offered every term.**

IS4133	ASEAN/Modern Southeast Asia	IS3010 and IS4010
IS4250	East European Economic Systems and Reforms	IS3010 and IS4020
IS4254	Russia in the New World Order	IS3010 and IS4020
IS4282	Employees, Unions and Management in Europe	IS3010 and IS4020
IS4350	The Political Economy in the Caribbean Basin	IS3010; and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS4720	Comparative Industrial Policy	IS3010; and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS4770	Diplomacy, Negotiation and Bargaining	IS3010; and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS4800	Economic Development and Social Change	IS3010; 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 and IS4010
IS4831	Economic Geography and Global Resources	IS3010; and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS4832	International Environmental Policies and Global Resources	Not open to students with credit for IS4830 or IS4832. IS3010; and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS4880	Cross-Cultural Communication for International Managers	Not open to students with credit for IS4830 or IS4831. IS3010; 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; and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060

*Note: When a prerequisite course has been waived, the waiver will serve as the prerequisite.*



Faculty – Department of International Studies

Professors: Howell, Moran, Sours, Springer, R. Tancer, S. Tancer, Trapans;

Associate Professors: Braaten, Conklin, Goddard (Chair), Mahoney, Zoubir;

Assistant Professors: Babarinde, Chen, Fong, Gibbons, Nelson, Walch;

Honorary Professor: Eagleburger; Senior Research Associate: Frankenstein;

Diplomat-in-Residence: Dlouhy.



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 5*

COURSE TITLE	PREREQUISITES
IS4899 Selected Topics in International Studies	IS3010; and one of the following which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS5110 Modern Japan	IS3010 and IS4010
IS5120 Modern China	IS3010 and IS4010
IS5200 European Integration	IS3010 and IS4020
IS5210 Britain, France, and Germany	IS3010 and IS4020
IS5240 East-West Trade Seminar	IS3010; and <i>either</i> IS4010 or IS4020
IS5261 European and American Contemporary Thought	IS3010 and IS4020
IS5300 Iberia and Ibero-America: Business, Culture, Values	IS3010; and <i>either</i> IS4020 or IS4030
IS5302 Strategic Management in Spain, Portugal, and Latin America	IS3010; and <i>either</i> IS4020 or IS4030
IS5320 Modern Brazil	IS3010 and IS4030. Not open to students with credit for IS4320.
IS5335 NAFTA in Global Commerce	IS3010; and <i>either</i> IS4010, IS4030, or IS4060
IS5355 Modern Mexico	IS3010 and IS4030. Not open to students with credit for IS4300.
IS5712 The Role of Intelligence in U.S. Diplomacy and International Commerce	IS3010; and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS5740 United States Foreign Policy	IS3010; and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS5800 Transnational Corporate Environment	IS3010; and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS5803 Foreign Direct Investment and Technology Transfer: The Public Policy Perspective	IS3010; and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS5820 Political Risk and Global Change	IS3010; and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS5870 International Health-Care Systems	IS3010; and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS5880 Differing Value Orientations	IS3010 and IS4880; IS4880 may be taken concurrently.
IS5890 Advanced Cross-Cultural Communication	IS3010; and <i>either</i> 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
IS5901 Topics in International Studies: Independent Research (1 hour)	Permission of the 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)	For all internships: 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)	

*Note: When a prerequisite course has been waived, the waiver will serve as the prerequisite.*

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



 Tal Lurie '95  
Israel/United States  
B.A., Management, 1990  
Universidad del Sagrado Corazón  
Santurce, Puerto Rico

◀ *"I strongly suggest that students take advantage of all the 5000-level courses possible. They build strongly on the lower-level courses and bring everything you have learned into one class. You should come prepared knowing exactly what you want to get from Thunderbird and plan your classes accordingly. Being able to start in your first semester on the 4000-level courses will be a great benefit to you."*

# 4 COURSES AND PREREQUISITES – Department of Modern Languages

## COURSE TITLE

## PREREQUISITES

AR3000 Arabic Level I ( <i>offered in fall and spring only</i> )	
CH3000 Chinese Level I	
FR3000 French Level I	
GE3000 German Level I	
IT3000 Italian Level I ( <i>offered in fall and spring only</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 only</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 only</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 only</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 only</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 Portuguese for Speakers of Spanish	SP4010 or SP4010 waiver (Native speakers of Spanish must also obtain a waiver.)
SP4020 Accelerated 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
GE4220 Introduction to German Management	GE4010 or GE4010 waiver
JA4350 Business Reading, Writing and Presentation	JA4010 or JA4010 waiver
AR4500 Commercial Correspondence	AR4010 or AR4010 waiver



Faculty – Department of Modern Languages

Professors: Britt, Chang, Critz (Chair), C. Grosse, Kuo, Peters, Ramsey, Schutte, Tuman, Valdivieso;

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



Assistant Professors: Federico, Franciulli, Meneses, Mitnik;

Instructors: Chen, Cline, Lanham.




## COURSE TITLE PREREQUISITES

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 Communication 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
SP5500 Economic and Commercial Spanish	SP4010 or SP4010 waiver
GE5510 German Marketing	GE4010 or GE4010 waiver
GE5520 German Human Resources Management	GE4010 or GE4010 waiver
GE5550 German Finance	GE4010 or GE4010 waiver
GE5800 German Business Policy	GE4200 or GE4200 waiver; and permission of the instructor*
ES3000 Intensive English as a Second Language	
ES4002 Advanced Conversation for Non-native Speakers	Permission of the instructor*
ES4010 Advanced English as a Second Language	ES3000 or ES3001, or ES3000 waiver; concurrent enrollment in ES4050 is required.
ES4050 Advanced English Composition and Introductory Business Communications	ES3000 or ES3001, or ES3000 waiver; and ES4010 or ES4010 waiver; 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 ML5901 prerequisites
ML5903 Topics in Modern Languages: Independent Research (3 hours)	Same as ML5901 prerequisites
ML5920 Master's Thesis	Near-native or native fluency in the relevant language; see course description on page 69.
IN5901 Internship: Part time (3 hours)	For all internships: 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.*



 **Shilpa Goradia '96**  
United States  
B.A., Economics, 1991  
Whitman College

◀ *"One of the most valuable and intense courses that I have taken at Thunderbird is Accelerated Portuguese for Spanish Speakers. I am amazed at how much I was able to learn in just one semester. In addition to learning to speak, write, and read in Portuguese, we were exposed to the culture of Brazil. I feel that my knowledge of Portuguese will make me more marketable in the Latin American region. There aren't many graduate business programs in the world that offer this opportunity, and Thunderbird's Modern Languages Department is just one element that places Thunderbird apart from the rest."*

# 6 COURSES AND PREREQUISITES – Department of World Business

## COURSE TITLE

## PREREQUISITES

All 3000-level courses are required; all may be waived

WB3103 Fundamentals of Accounting*	
WB3110 Financial Accounting and External Reporting*	WB3103
WB3203 Fundamentals of Macroeconomics*	
WB3204 Fundamentals of Microeconomics*	
WB3210 Fundamentals of Managerial Finance	WB3100, or <i>both</i> WB3103 and WB3110; WB3200, or <i>both</i> WB3203 and WB3204; WB3300; WB3300 may be taken concurrently.
WB3300 Statistics	
WB3400 Fundamentals of Management	
WB3500 Fundamentals of Marketing	

Seven specific 4000-level courses are required:

► *Five of five:*

WB4101 Managerial Decision-Making and Accounting Information*	WB3100 or WB3103
WB4200 International Finance and Trade	WB3200, or <i>both</i> WB3203 and WB3204
WB4212 Advanced Managerial Finance	WB3100 or WB3110; WB3200, or <i>both</i> WB3203 and WB3204; WB3300 and WB3210
WB4466 Multinational Business Management	WB3100, or <i>both</i> WB3103 and WB3110; WB3400; WB3500
WB4500 International Marketing Management	WB3500

► *One of two:*

WB4143 Profit Planning and Control*	WB4101
WB4151 Advanced Corporate Financial Reporting*	WB3100 or WB3110

► *One of three:*

WB4300 Decision Models with Computer Applications	WB3300
WB4320 Production and Operations Management	WB3300
WB4530 International Marketing Research	WB3300 and WB3500

4000-Level Electives: (Some courses are not offered every term.)

WB4170 International Income Taxation	WB3100, or <i>both</i> 3103 and 3110; WB3200, or <i>both</i> WB3203 and WB3204; WB3210; and one of the following: WB4101, WB4141, or WB4150
WB4220 Agribusiness	WB3200, or <i>both</i> WB3203 and WB3204
WB4290 Money and Banking	WB3200, or <i>both</i> WB3203 and WB3204; WB3300
WB4333 Global Information and Technology Management	WB3400
WB4405 New-Venture Analysis	All 3000-level courses. Not open to students with credit for WB5400.
WB4430 International Human Resources Management	WB3400
WB4541 International Business-to-Business Marketing	WB3500
WB4560 International Consumer Marketing	WB3500
WB4599 Export/Import Management	WB3500
WB4600 Legal Environment of International Business	
WB4700 International Insurance	

*Note: When a prerequisite course has been waived, the waiver will serve as the prerequisite.*

*\* These courses carry 1½ semester hours of credit and are offered for half a term, which may mean the first half or the second half, thus enabling a student to take a complementary course in the other half of the term. Students may not overload in either half of the term.*



### Faculty – Department of World Business

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

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



Assistant Professors: Nielson, Trimble;

Visiting Professors: Chua, Subrata;

Distinguished Corporate Lecturers: Beck, Gottlieb;

Distinguished Visiting Professor of Finance: Seger.

## COURSE TITLE

## PREREQUISITES

### 5000-Level Electives: (Some courses are not offered every term.)

WB5101 International Accounting	WB4150 or WB4151; WB4200
WB5120 Financial Statement Analysis	WB3200, or <i>both</i> WB3203 and WB3204; WB3210; and <i>either</i> WB4150 or 4151
WB5200 International Banking	WB3210, WB4200, and WB4290
WB5221 International Trade Strategies	WB3210, WB3500, and WB4200
WB5250 Multinational Corporate Finance (Treasury Management)	WB4200; WB4212; and one of the following: WB4143, WB4150, or WB4151
WB5271 International Securities Investments	WB4200 and WB4212
WB5320 International Operations Management	WB4200; <i>either</i> WB4300 or WB4320; and one of the following: WB4143, WB4150, WB4151, or WB4212
WB5400 Entrepreneurship	Not open to students matriculating after Summer 1995. See WB4405.
WB5412 Project Financing*	WB4405; and <i>either</i> WB4143 or WB4151 (may be taken concurrently)
WB5413 Small Business Taxation and Regulation*	WB4405; and <i>either</i> WB4143 or WB4151 (may be taken concurrently)
WB5414 Small Business Risk Management*	WB4405
WB5415 The Business Plan*	WB4405 and WB5412
WB5482 International Business Policy	WB3210; WB4200; WB4466; one of the following: WB4141, WB4143, WB4150, or WB4151; and <i>either</i> WB4212 or WB4500 (may be taken concurrently)
WB5500 International Marketing Projects Workshop: Industrial Products	WB4500 and WB4530; and permission of the instructor** (Recommended: WB4541)
WB5510 International Marketing Projects Workshop: Consumer Products	WB4500 and WB4530; and permission of the instructor** (Recommended: WB4560)
WB5570 Advanced International Marketing and Advertising (InterAd) Workshop ( <i>offered in fall and spring</i> )	WB4500; WB4530; WB4560; and permission of the instructor**
WB5590 International Purchasing and Countertrade	WB4500 and WB4599
WB5700 International Risk Management and Insurance Seminar	WB4200
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)	For all internships: 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.*

*Note: When a prerequisite course has been waived, the waiver will serve as the prerequisite.*

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



Wiwiek A. Subroto '95  
Indonesia  
Insinyur (B.S.), Landscape Architecture, 1988  
Trisakti University  
Jakarta, Indonesia

◀ "International Marketing Management was one of the most interesting courses that I have taken at Thunderbird. I developed my skills to analyze major risks and opportunities in foreign countries. My final project focused on marketing a specific product in the Asia/Pacific Rim region by creating a thorough marketing plan. Working on this project gave me valuable knowledge for my future career."

## 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 eight 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. One is **REQUIRED.**

### 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.

### 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.



Russell Evans '95  
Colombia/United States  
B.S., Speech, Emerson College

◀ "I am very fortunate and proud that I was able to be president of the student body at Thunderbird. This 'internship' was particularly valuable because of the incredible amount of managerial experience to which I was exposed and the interaction with people from over 60 countries."



▲ Dr. Martin Sours, professor of international studies, helps students after class.

### 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.

### 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 work force, 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.

### 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.

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



Vivian J. Jones '95  
United States

B.S., Journalism (Public Relations),  
West Virginia University, 1984

M.B.A., 1995, Case Western Reserve University  
(Dual Degree)

◀ "Coming to Thunderbird was an ideal way for me to ease back into American culture after having spent all of my professional life in the Pacific Rim. I was fortunate enough to be able to arrange my last semester to take all International Studies courses. It has been by far the most enjoyable and interesting combination of studies I have ever undertaken in equipping me to be an international manager in this ever-evolving, changing world."

## 0 INTERNATIONAL STUDIES

### IS4800 ECONOMIC DEVELOPMENT AND SOCIAL CHANGE

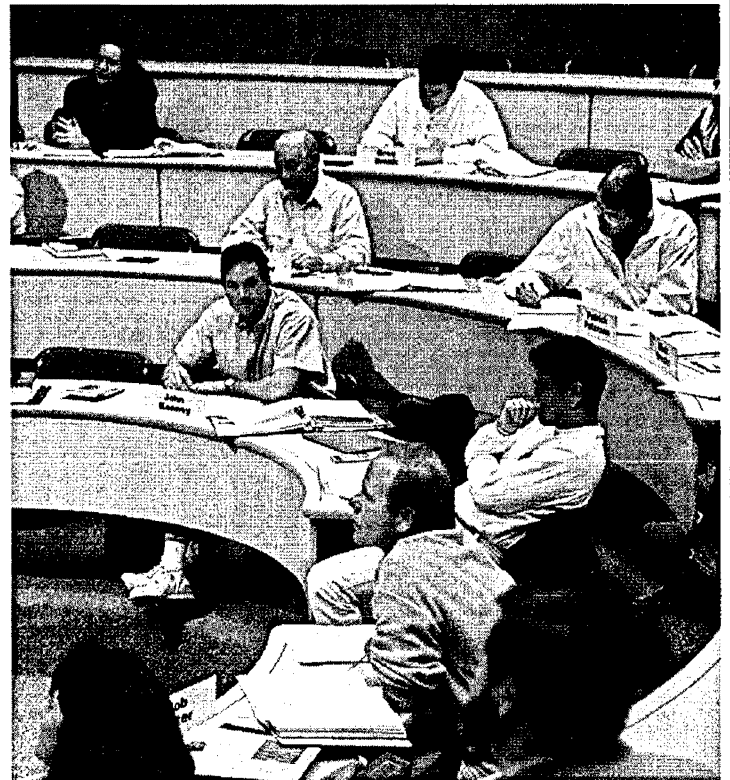
(3 hours) This course provides a broad overview of the theoretical approaches to the study of economic development, as well as the substantive ramifications as expressed in national policy. Following a general theoretical introduction and discussion of current and future conditions in the less-developed 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; and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060.

### IS4802 INTERNATIONAL COMPETITIVENESS AND MANAGEMENT IN ASIA

(3 hours) This course provides a comparative study of international business competitiveness and management. It 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 and IS4010.

### 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; 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.



▲ Classrooms are specially designed to facilitate class discussion.

### 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; 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.



Jeffrey F. Cochran '95  
United States

B.A., History, 1983  
U.C. Berkeley

◀ "I was truly impressed with the caliber of the speakers who made up the World Competitiveness of American Businesses Winterim seminar. They brought up some very thought-provoking ideas on the competitiveness of business in general. What I found most intriguing was how a business needs to view itself and the marketplace if it wants to develop and maintain a competitive edge."

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

**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. 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 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. Not open to students with credit in IS4120.

**IS5200 EUROPEAN INTEGRATION**

(3 hours) This course provides 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 sometimes studied. This course is designed for students who have already had a course on the EU. Prerequisites: IS3010 and IS4020.

**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. 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.



Aswin K. Subroto '95  
Indonesia

B.S., Business/Management, 1992  
City University, Seattle, Washington

◀ *"International Competitiveness and Management in Asia is a great class to take, not only because it taught my wife and me the influence of Confucianism, Sun Tzu, and other Asian philosophy, but also because it prepared us as global managers to deal with the management style in the region."*

## 2 INTERNATIONAL STUDIES

### 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 selected authors 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.

### 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.

### 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. Prerequisites: IS3010; and *either* IS4020 or IS4030.

### 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. Not open to students with credit for 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 whose trading patterns have been asymmetrical, but have differing histories, economic profiles and political systems. 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 one of the following: IS4010, IS4030, or IS4060.

### 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 socio-racial 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. Not open to students with credit in IS4300.



Arief Goenadibrata '95  
Indonesia

Sarjana Teknik Elektro, 1991  
Institut Teknologi Surabaya,  
Surabaya, Indonesia

◀ *"The first reason that I came to Thunderbird for my extended study was because Thunderbird is so international and always uses international cases in all of the courses. By learning to solve those cases, I will be able to understand how to do business in other countries. The Cross-Cultural Communication course is one of the courses that I would recommend because it teaches students how to be more aware of cultural differences among countries when doing business internationally."*



**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.

**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.

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

**IS5803 FOREIGN DIRECT 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.

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

**IS5870 INTERNATIONAL HEALTH-CARE SYSTEMS**

(3 hours) This course introduces a comprehensive view of the health-care systems of several countries and their components, and it explores how these systems relate to other social systems. 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.



**Laurel L. Cool '95**  
**United States**

*B.A., Social Psychology, 1989*  
*Smith College*  
*AIESEC Scholarship*

◀ *"The Differing Value Orientations seminar was one of the most interesting, enlightening, and practical courses I took at Thunderbird. Not only did I learn how different value systems affect international negotiations, but I also realized how my own beliefs and stereotypes contribute to the cultural baggage I bring into international business settings."*

## 4 INTERNATIONAL STUDIES

### 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. IS4880 may be taken concurrently.

### IS5890 ADVANCED CROSS-CULTURAL COMMUNICATION

(3 hours) The purpose of this seminar is to develop a sophisticated understanding of the issues in the rapidly developing field of cross-cultural communication applied to the world of the international manager. Topics such as the selection of international managers, various organization designs with multicultural staffing, cultural constraints inhibiting transfer of management technologies, different behaviors exhibited by unskilled and skilled negotiations, and re-entry to one's home country and organization are discussed and developed in 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)

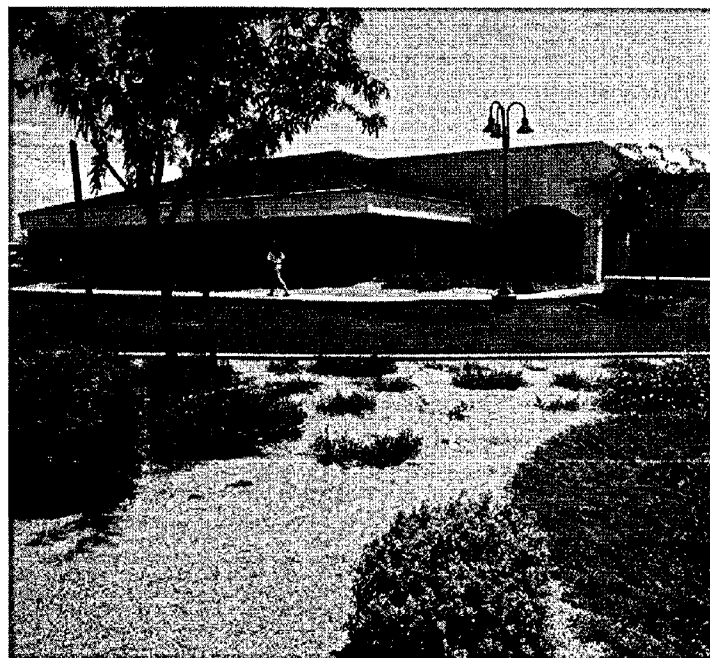
IS5903 INDEPENDENT RESEARCH (3 HOURS)

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.



John Kutz '95  
United States

B.A., History/Russian, 1992  
Oklahoma State University



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

### 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.

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.*

◀ "I learned more during the two-week Washington D.C. Winterim than I did working in Washington for two years. Our access to more than 40 different government and international business leaders ranged from the USTR to the World Bank. During our trip, we had ringside seats as the Republican-controlled House of Representatives debated solutions from the Mexican debt crisis to an impending trade war with China. The course also provided us with the connections we needed to explore issues on our own."

**3000-LEVEL (LEVEL I) 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. 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 are divided into two components: daily periods of conversation and additional periods of grammar instruction.

**4000-LEVEL (LEVEL II) 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 emphasis 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 are divided into two components: daily periods of conversation and additional periods of grammar fundamentals. Prerequisite: Level I or Level I waiver.

**4000-LEVEL (LEVEL III) COURSES**

- 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, oral and written projects, and grammar review. These courses meet three or four times each week. Prerequisite: Level II or Level II waiver.

- CH4010 CHINESE LEVEL III (4 HOURS)
- JA4010 JAPANESE LEVEL III (3 HOURS)

Continuous emphasis is placed on accuracy of pronunciation and tone (Chinese)/intonation (Japanese) and rapid build-up of vocabulary, including a substantial body of business-related terms and idiomatic expressions. The topics of dialogues cover many of the possible situations that a 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. Prerequisite: Level II or Level II waiver.



Robert Jakacki '95  
United States

B.A., International Studies, 1989  
Dickinson College

◀ *"More so than any other course of study, foreign languages require a level of commitment that varies from student to student. Lab time spent outside of class helps facilitate an individual's comprehension of the material more than just the classroom experience alone. The multimedia lab also allows individual students to progress at their own pace."*

## 6 MODERN LANGUAGES

### PO4020 ACCELERATED 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 meets daily for conversation and additional periods for grammar. Prerequisite: SP4010 or SP4010 waiver. Native speakers of Spanish must also obtain the waiver.

### SP4020 ACCELERATED 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 PO4010 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 a lexicon and expressions frequently encountered in work situations in Japan. Emphasis is placed on the rapid expansion of functional vocabulary and acquisition of advanced word compounds, syntactical forms, and proper usage of honorific speech in a business context. Prerequisite: JA4010 or JA4010 waiver.



Aloha McBride '95  
United States  
B.A., Psychology, 1992  
University of California at Berkeley

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

(3 hours) These courses advance oral competency, as well as reading and writing skills, while helping the student to acquire 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.

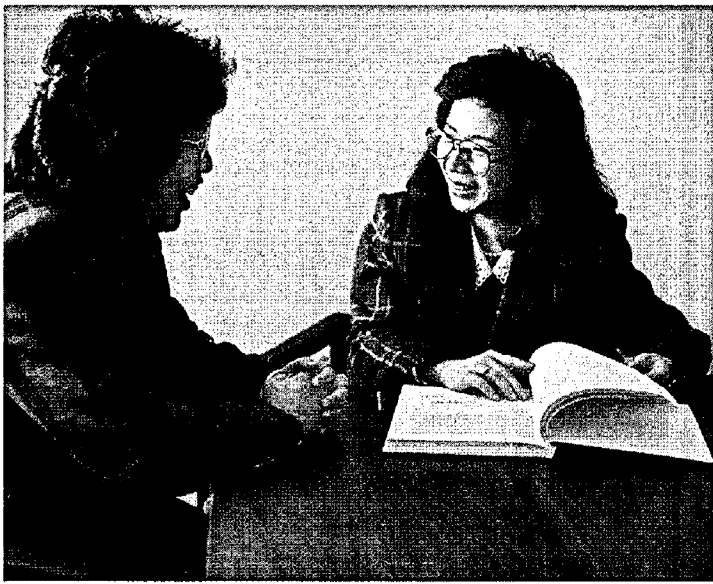
### GE4220 INTRODUCTION TO GERMAN MANAGEMENT

(3 hours) This course introduces students to management in Central Europe. Conducted exclusively in German, it provides an overview of all functional areas by means of lectures, discussions, exercises and role playing. Participants scan and report on news sources for contemporary issues relevant to doing business in Central Europe; give individual presentations; design, carry out and present the findings of group projects; and run a German simulation of a European multinational. Prerequisite: GE4010 or GE4010 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: JA4010 or JA4010 waiver.

◀ "Although several courses are offered during Winterim, if you plan on pursuing a career in Hispanic marketing, I highly recommend taking Marketing to U.S. Hispanics. This course includes presentations by top marketing professionals from companies such as Coca-Cola and Univision. In addition, the class ties in a company-sponsored marketing project to facilitate a hands-on approach to learning. The experience provided me with invaluable knowledge which I will certainly utilize in my career."



▲ *Students are encouraged to use the language they are studying as often as possible, in and outside of the classroom.*

**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. 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.

**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: SP4010 or SP4010 waiver.

**EN5000 ADVANCED BUSINESS  
 COMMUNICATION 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. Students write resumes, applications and follow-up letters; they videotape presentations; and study interviewing techniques.

**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.

**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. Prerequisite: SP4010 or SP4010 waiver.



**Samira Y. Showghi '95**  
 United States/Iran

*B.S., B.A., International Business/Marketing, 1992  
 The American University, Washington, D.C.*

◀ *"I consider myself a true T'bird in that I am part of an international family, have lived abroad, speak five languages, and feel energized in multicultural environments. The Thunderbird experience has made it possible for me to unite with others of similar backgrounds and experiences. Because of this, the courses and projects that I have encountered thus far have been that much more enriching. This summer, I plan to study at Thunderbird's Archamps, France campus."*

**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: GE4010 or GE4010 waiver.

**GE5520 GERMAN HUMAN RESOURCES MANAGEMENT**

(3 hours) This seminar investigates central issues in human resources management in a Central European context with topics such as manpower planning, selection, compensation, employee relations and organizational development. Student teams develop and carry out a research project. Prerequisite: GE4010 or GE4010 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: GE4010 or GE4010 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. Prerequisites: GE4200 or GE4200 waiver; and permission of the instructor.\*



**Mary Mitchell '95**  
United States

*B.A., Communications, 1982, Anderson University*  
*M.S., Magazine Journalism, 1988, Ohio University*  
*Worldwide Scholarship*

**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 developing those English skills necessary to complete the coursework for the Master of International Management degree. Technical and non-technical vocabulary development, writing, business case studies, free conversation, and cross-cultural awareness are emphasized. A wide variety of techniques are used in class and outside of class. The course also includes review and application of 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.

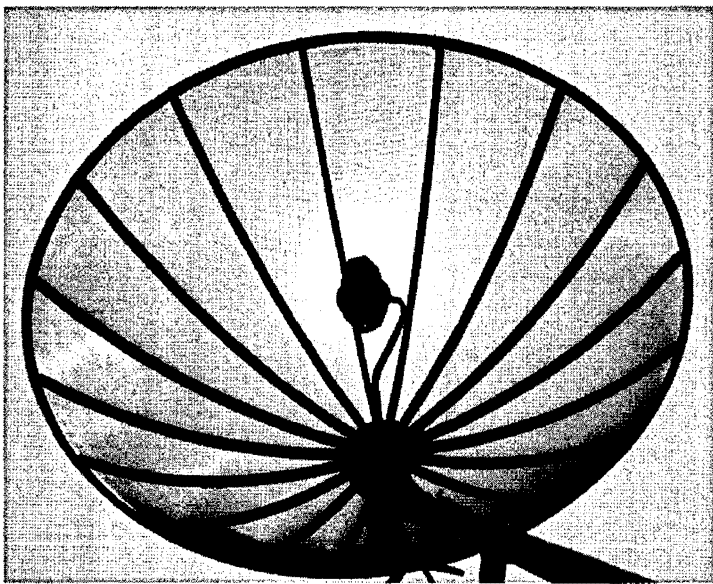
**ES4002 ADVANCED CONVERSATION FOR NON-NATIVE SPEAKERS**

(3 hours) This elective course is designed to develop effective speaking 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 a student's communication skills for fluent and accurate expression in oral and written English. Attention is given to reviewing persistent difficulties in grammar. Correct pronunciation, punctuation, and spelling are emphasized. General and technical vocabulary is expanded. 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 and giving oral presentations. Prerequisite: ES3000, or ES3001, or ES3000 waiver. Concurrent enrollment in ES4050 is required.

◀ *"While studying at Thunderbird's European campus near Geneva, I had opportunities to attend a briefing at the European Commission in Brussels, meet alumni at the European Reunion in Prague, do a management analysis team project on a Swiss multinational, and practice my French every day. All this in one of Europe's most beautiful regions."*



▲ 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. Students also apply the fundamentals of effective business-letter writing. Emphasis is placed on individual error analysis, major grammar difficulties, forceful and concise writing, and on the linear development of ideas. Periodic written and oral class reports are required. Prerequisites: ES3000 or ES3001, or ES3000 waiver; and ES4010 or ES4010 waiver. NOTE: *ES4010 may be taken concurrently with ES4050.*

**ES4100 BUSINESS COMMUNICATIONS FOR NON-NATIVE SPEAKERS**

(3 hours) This course is specifically designed for the non-native speaker of English who 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 simulations featuring actual companies provide a unique opportunity for the students to apply concepts to events and to sharpen their business communication skills. Students write long and short reports, proposals and letters. They also use the campus computer

network for collaborative writing and editing assignments. Much attention is given to the job search: writing resumes, application 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. Prerequisites: Adequate proficiency in the relevant foreign language; permission of the instructor;\* and concurrence of the chair of the Department of Modern Languages. The course is offered on a pass/no credit basis.

**ML5920 MASTER'S THESIS**

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

**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.*



\*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.

**WB3103 FUNDAMENTALS OF ACCOUNTING**

(1½ hours) This course introduces the student to basic accounting concepts. Topics covered include financial statements and the accounting cycle; theory and terminology; and comparisons of financial statement formats used in foreign countries. **REQUIRED.**

**WB3110 FINANCIAL ACCOUNTING AND EXTERNAL REPORTING**

(1½ hours) This course covers the application of accounting models to measurement of assets and liabilities, intercorporate investments, transactions denominated in foreign currencies, and off-balance sheet financing. The emphasis is on evaluation of corporate financial reporting policy and the usefulness of financial reports for decision making. Domestic and foreign accounting principles are covered. Prerequisite: WB3103. **REQUIRED.**

**WB3203 FUNDAMENTALS OF MACROECONOMICS**

(1½ hours) This course is an introduction to the determination of national income, employment, and the price level. Topics include Keynesian and Monetarist models of the economy; aggregate demand and supply; money and banking; fiscal, monetary and debt policy. **REQUIRED.**

**WB3204 FUNDAMENTALS OF MICROECONOMICS**

(1½ hours) This course is an introduction to product and resource markets. Topics include supply and demand; price and output decisions under various market structures; elasticity; and governmental intervention and regulation. **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; capital market theory; cost of capital and capital budgeting; dividend and capital structure theory; working capital management; and long-term financing decisions.

Prerequisites: WB3100, or *both* WB3103 and WB3110; WB3200, or *both* WB3203 and WB3204; and WB3300. WB3300 may be taken concurrently. **REQUIRED.**



**Andrei Ankudinov '96**  
Russia

*B.S., Mechanical Engineering, 1979*  
Kazan State University  
Kazan, Russia

**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; and 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.**

**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.**

**WB4101 MANAGERIAL DECISION MAKING AND ACCOUNTING INFORMATION**

(1½ hours) This course covers the process of creating and using accounting information for long- and short-run decision making. Topics include cost allocations and their uses, cost behavior, relevant costs, and decision making. Prerequisite: WB3100 or WB3103. **REQUIRED.**

◀ *"My advice to students from the republics of the former Soviet Union is not to waive the 'baby' courses in finance, economics and accounting, even if you have an opportunity to do so. They are quite different from what we have studied in our countries, and very helpful for the higher-level courses. Take as many classes in finance and accounting as you can. Though challenging, these courses offer the most relevant knowledge for the restructuring economies of Eastern Europe."*



**WB4143 PROFIT PLANNING AND CONTROL**

(1½ hours) This course covers the role of accounting information in controlling domestic and foreign operations and in strategic decision making. Topics include strategic cost analysis, management control systems, budgeting, and control of foreign operations, including the effects of translation of foreign currencies on performance evaluation. Prerequisite: WB4101. EITHER THIS COURSE OR WB4151 IS REQUIRED.

**WB4151 ADVANCED CORPORATE FINANCIAL REPORTING**

(1½ hours) This course covers technical topics that have a significant impact on financial statements and their analysis. Topics emphasized are cash flow analysis, translation of financial statements measured in foreign currencies, revenue recognition, and valuation of debt instruments. Prerequisite: WB3100 or WB3110. EITHER THIS COURSE OR WB4143 IS REQUIRED.

**WB4170 INTERNATIONAL INCOME TAXATION**

(3 hours) This course introduces students with little or no background in income taxation to the major issues in U.S. taxation of multinational business transactions. It provides 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 business situations. Prerequisites: WB3100, or both 3103 and 3110; WB3200, or both WB3203 and WB3204; WB3210; and one of the following: WB4101, WB4141, or WB4150.

**WB4200 INTERNATIONAL FINANCE AND TRADE**

(3 hours) This course entails investigation of the nature of international financial markets; balance of payments; foreign exchange markets and hedging instruments; alternative international monetary arrangements and institutions; the respective adjustment mechanisms in response to fiscal and monetary policy changes; trade theory; commercial policy; and selected trade and finance problems of developing countries. Prerequisites: WB3200, or both WB3203 and WB3204. REQUIRED.

**WB4212 ADVANCED MANAGERIAL FINANCE**

(3 hours) This course presents an advanced treatment of the theory and practice of financial decision making in the firm. Topics include efficient markets, portfolio theory, capital-market theory, capital-structure theory, the cost of capital, capital budgeting, and dividend policy. Pedagogy involves lectures, textbook readings, and case studies. Prerequisites: WB3100 or WB3110; WB3200, or both WB3203 and WB3204; WB3210; and WB3300. REQUIRED.


**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, the role of agribusiness in economic development, 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 both WB3203 and WB3204.

**WB4290 MONEY AND BANKING**

(3 hours) This course provides an in-depth understanding of the workings of money and banking in its institutional settings. Emphasis is given to the commercial and, to some extent, the global implications of monetary theory and policy as well as those of banking and financial markets. The first part covers the role of money, the money supply process, interactions between money and level of income, the role of the central bank, and current theoretical debates on income determination. The second part covers the asymmetric information theory of financial structure, financial intermediary markets, banking structure and regulation, level and structure of interest rates, interest-rate risk management, the management of bank assets/liabilities and bank capital, and perspectives in money and banking. Prerequisites: WB3200, or both WB3203 and WB3204; and WB3300.



 Alex Mirkow '95  
United States/Colombia  
B.S., Management, 1991  
University of Maryland, College Park

◀ "As an intern with the Overseas Private Investment Corporation in Washington, D.C., I analyzed and evaluated several loans and developed recommendations on how to continue with projects in target regions. This internship provided me with the unique opportunity to explore firsthand the world of international finance and to better prepare for a career in this field."

**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. Prerequisite: WB3300.

**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. Prerequisite: WB3300.

**WB4333 GLOBAL INFORMATION AND  
TECHNOLOGY MANAGEMENT**

(3 hours) An introduction to the world of networked information and the role of information technology in a global business environment. Major topics include: information management issues; global telecommunications; emerging technologies; decision-support and expert-systems applications; group-support systems; electronic data interchange (EDI); and planning, strategy, and integration of global information systems. This is an overview course taught from a strategic, managerial perspective. Prerequisite: WB3400.

**WB4405 NEW-VENTURE ANALYSIS**

(3 hours) This is a basic course for those considering the formation of their own business at some point in their careers. The course consists of lectures, mini-cases, presentations by guest entrepreneurs, and a major project – the evaluation of a business opportunity, followed by student presentations. Lectures cover the major

areas of interest to the entrepreneur: characteristics and profiles, organizational entities, qualitative evaluation, ratios, comparables, multiples, valuation methodology, cash flows, forecasting, pro-formas, net present value, startups vs. buyouts, entry/exit strategies, family operation, management succession, franchising, expansion, bankruptcy/failure, intrapreneurship, and international entrepreneurship. Prerequisites: All WB3000-level courses. Not open to students with credit for WB5400.


**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 its human resources around the world. Prerequisite: WB3400.

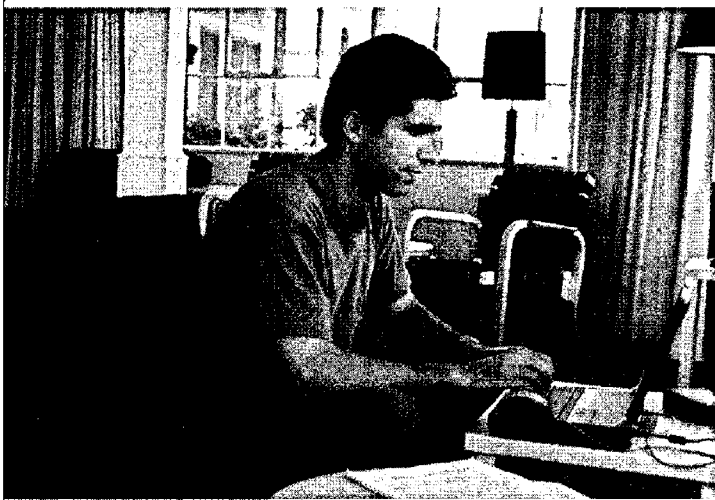
**WB4466 MULTINATIONAL BUSINESS  
MANAGEMENT**

(3 hours) This course explores the emerging set of organizational practices, systems, and related managerial skills that 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 multinational business organizations and develop recommendations that effectively deal with the critical challenges facing those organizations. Topics covered include the impact of globalization on regionalization at the industry, organizational and managerial levels; organizational strategies; 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. Prerequisites: WB3100, or *both* WB3103 and WB3110; WB3400; and WB3500. REQUIRED.



 Joshua Teweles '95  
United States  
B.A., Political Science, 1991  
The University of Michigan

◀ *"Corporate Project Management and Change was the ideal supplement to Multinational Business Management. We covered important strategic leadership issues such as communicating vision and crisis management, and developed our own framework for bringing about change in the workplace. Our trip to the new Motorola fabricator in Chandler and lecture by the Director of Operations put the whole package together."*



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

### **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; and (c) to develop techniques for preparing and implementing successful marketing plans. Prerequisite: WB3500.

### **WB4530 INTERNATIONAL MARKETING RESEARCH**

(3 hours) Building upon a foundation in statistics, this course develops an understanding of market research methodology as applied to international markets. Evaluating the potential of research to the firm, planning and designing of research instruments and methods, and utilization of secondary data are the principal concerns of this course. Prerequisites: WB3300 and WB3500.

### **WB4541 INTERNATIONAL BUSINESS-TO-BUSINESS MARKETING**

(3 hours) This course focuses on the development of strategies for, and the management of, business-to-business markets. These markets involve a broad spectrum of products and services not sold directly to consumers, e.g., computers, equipment, raw materials, components, data processing, etc. The first part of the course deals with general marketing strategy issues: product and product-line management; channels; pricing; communication; and segmentation of markets. The second part is geared to the application of

73  
general principles of strategy and customer management in the global market environment. The course relies on a combination of readings, case studies, and an applied project. The main emphases are on the development of decision making skills in marketing and on effective implementation of cross-functional programs to serve the customer. Prerequisite: WB3500.

### **WB4560 INTERNATIONAL CONSUMER MARKETING**

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

### **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.

### **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.



\*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.

**WB4700 INTERNATIONAL INSURANCE**

(3 hours) The objectives of this course are threefold. The first is to provide an understanding of risk in a business context, the role of insurance in the handling of risks, and the structure of insurance industries worldwide. Second, the basic operations of an insurance company are examined in order to show their relationships to the supply of insurance and the quality of service and security provided by an insurance company. Third, a study of the principles of risk management explores the alternatives to insurance for the handling of risks and the factors influencing the demand for insurance. Throughout the course, an emphasis is placed on differences in practice internationally and the effects of government regulation and taxation.

**WB5101 INTERNATIONAL ACCOUNTING**

(3 hours) This course acquaints students with domestic consolidations preparatory to translating foreign statements for consolidation in U.S. parent financial statements, consolidations of foreign operations, accounting for foreign currency transactions, the effects of inflation on the consolidation of financial statements of multinational corporations, and major differences between U.S. financial statements and those of foreign corporations. Prerequisites: WB4150 or WB4151; and WB4200.

**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, or *both* WB3203 and WB3204; WB3210; and *either* WB4150 or WB4151.

**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 simulation. The first part of the course covers topics in the international monetary environments in which banks operate: theory of international capital movement and banking, international money including composite

currencies, foreign exchange markets, international money and capital markets, and international monetary policy cooperation. The second part covers topics in activities of international banks: international banking structure and regulation, international financial innovations and their uses, international bank asset/liability management, analysis of international portfolio investment, international trade finance, debt-servicing capacity analysis, international lending, and debt rescheduling issues. Prerequisites: WB3210; WB4200; and WB4290.

**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; WB3500; and WB4200.

**WB5250 MULTINATIONAL CORPORATE FINANCE  
(TREASURY MANAGEMENT)**

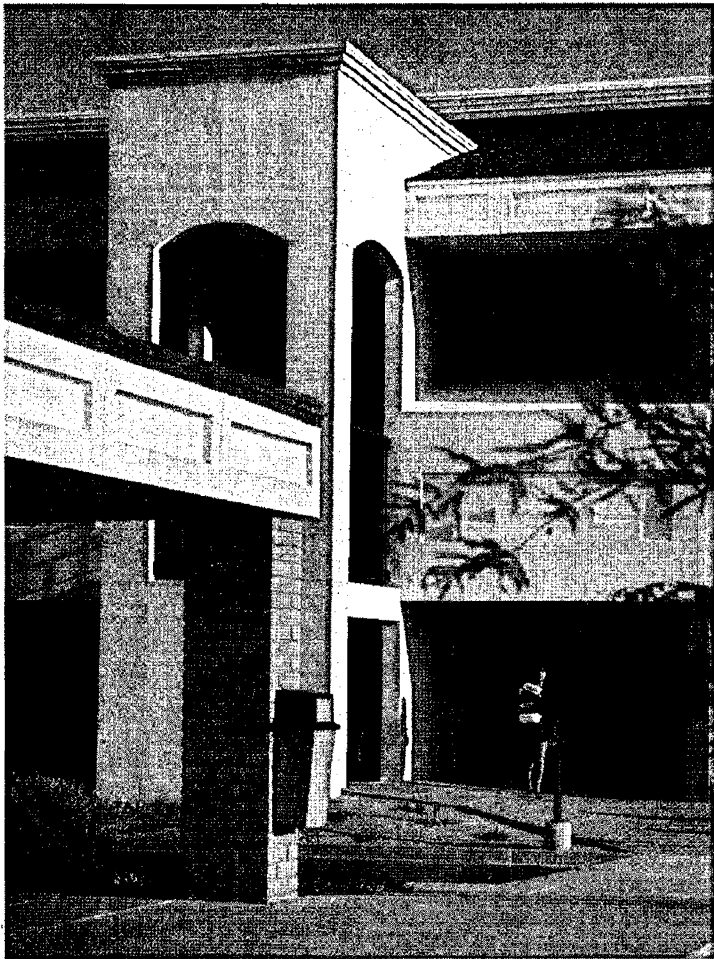
(3 hours) This course applies the theories of managerial and international finance to the problems of multinational treasury management. Topics include issues and techniques in multinational funds transfers; identifying and measuring foreign exchange and interest rate risk; multinational tax planning; managing foreign exchange and interest rate risk; hedging instruments, including forward contracts, options, and swaps; and financially engineered synthetics. Pedagogy involves lectures and case studies. Students also manage the treasury function of a computer-simulated multinational corporation, construct a biennial report summarizing their management results, and present oral reports to a board of directors consisting of professors and invited business people. Prerequisites: WB4200; WB4212; and one of the following: WB4143, WB4150, or WB4151.



**Catherine A. Stidwell '96**  
United States

B.A., International Studies/Economics and French,  
1990  
Macalester College

◀ *"The excitement of learning began the very first day of the semester. Our Organizational Behavior class was examining a case on handling team dynamics. When I suggested, "I'd phone my boss," to discuss a troubling situation, the professor pulled out a telephone from behind the podium and said, "OK, then, pretend I'm your boss. Let's go to it." The professors and courses at Thunderbird will help prepare you for such challenging, real-world experiences that we as leaders will face."*



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

### 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.

*NOTE: The following course numbers are sometimes included among the prerequisites in the course descriptions: WB3100, WB3200, WB4150 and WB4141. Due to changes in curriculum and course numbers, these courses are no longer offered and descriptions of these courses are not included in this Catalog.*



Miah Elise Homstad '95  
U.S.A.

B.A., French and International Relations, 1990  
University of Wisconsin, Madison

### WB5320 INTERNATIONAL OPERATIONS MANAGEMENT

(3 hours) This capstone course presents teams of students with the opportunity to compete interactively in the design, construction, and management of a computer-simulated, multinational business. The computer simulation, named International Operations Simulation Package (INTOPIA), allows students to address the complex interrelationships among production, finance and marketing decisions made in a global business setting. All decisions take place in an international, multicurrency environment. Production decision techniques employed include those appropriate to resource allocation, productivity improvement, quality control, and inventory management. Financial activities include financial statement analysis, pro-forma forecasting, working capital management, capital budgeting, capital-structure determination and long-term financing, and the management of contract and competitive exposure to exchange rate changes. Marketing activities include market and product research and development, pricing, negotiation, and selection of distribution channels. All student teams face the initial and continuing question of how to organize their operations (e.g., as a joint venture with another firm) and their managements. The course also includes readings, problem sets, and lectures keyed to the simulation. Prerequisites: WB4200; either WB4300 or WB4320; and one of the following: WB4143, WB4150, WB4151, or WB4212.

### WB5400 ENTREPRENEURSHIP

(3 hours) This is a premier course for those considering the formation or acquisition of their own businesses at some point in their careers. The course consists of lectures, mini-cases, presentations by students, guest lectures by entrepreneurs, and two projects: the evaluation of a business opportunity and a formal business plan. Lectures cover the major areas of interest to the entrepreneur: qualitative and quantitative evaluation, ratios, cash flows, legal entities, debt and equity funding, planning, budgeting, pro-formas, acquisitions/mergers, start-ups, buyouts, family operation, management succession, franchising, expansion, bankruptcy, failure, and risk. Prerequisites: WB3400; either WB4141 or WB4150; one of the following: WB4300, WB4320 or WB4530; and two of the following, one of which may be taken concurrently: either WB4400 or WB4466; WB4212; or WB4500. Not open to students matriculating after Summer 1995. See WB4405.

◀ "During the 1995 C.E.O. Seminar, my peers and I had a once in a lifetime opportunity to discuss current business issues face to face with leaders of major multinational companies. Real-world insight like this is invaluable to future international managers. The leaders who participated in this Winterim seminar offered genuine and practical insight that will continue to inspire me throughout my career."

**WB5412 PROJECT FINANCING**

(First offering in Spring, 1996) (1½ hours) Topics covered include: (1) selecting start-up ventures and small business expansion projects; (2) analyzing the feasibility of projects and the probability of financing success; and (3) developing a financing plan and strategy, identifying probable financing sources, and implementing the plan. Prerequisites: WB4405; and either WB4143 or WB4151.

**WB5413 SMALL BUSINESS TAXATION AND REGULATION**

(First offering in Spring, 1996) (1½ hours) This course provides an in-depth introduction to domestic and international small-business income taxation, with related introductions to estate and gift taxation and the key small-business issue of business continuation strategies. In addition, the course provides an introduction to the broad field of business regulation, focusing initially on the federal regulation of business and followed by a brief review of the types of local regulation of small businesses typically found throughout the U.S. and other parts of the world. Prerequisites: WB4405; and either WB4143 or WB4151, which may be taken concurrently.

**WB5414 SMALL BUSINESS RISK MANAGEMENT**

(First offering in Spring, 1996) (1½ hours) Topics covered in this course include: (1) concepts, importance and process of small-business risk management; (2) identification, measurement and analysis of risks; (3) liability and property exposures; (4) loss control; (5) risk financing; and (6) risk management programs. Prerequisite: WB4405.

**WB5415 THE BUSINESS PLAN**

(First offering in Spring, 1996) (1½ hours) The business plan is the capstone of entrepreneurial education. Students meet for several weeks to review the information necessary to successfully produce the required document. The course then becomes a "projects" course in which the professor meets with students in a consultative capacity for the remainder of the project. Each student is required to present and then submit the written plan at the conclusion of the semester. The plan will be of the student's choice, subject to approval by the professor. The plan may be accomplished individ-



Lisa Renee Mitchell '95  
United States

B.A., Political Science, 1986  
State University of New York at Albany

ually or in teams, with a maximum of three students per team. Prerequisites: WB4405 and WB5412. Students cannot receive credit for both WB5400 and WB5415.

**WB5482 INTERNATIONAL BUSINESS POLICY**

(3 hours) This capstone course helps the student understand the problems faced by, and the decisions made by, executive managers who have to balance the needs and desires of shareholders, customers, and employees with the requirements of 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; WB4200; WB4466; either WB4141, WB4143, WB4150, or WB4151; and either WB4212 or WB4500, which may be taken concurrently.

**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; 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,

◀ "The emphasis at Thunderbird on group projects and case analysis has been a highlight of my time here. Group projects with people from other parts of the world are a true learning experience, and the case analysis method increases your analytical skills."

price-value relationships, retail merchandising, and product and industry analysis. Prerequisites: WB4500 and WB4530, and permission of the instructor. \* *NOTE: WB4560 is recommended.*

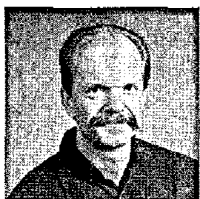
### **WB5570 ADVANCED INTERNATIONAL MARKETING AND ADVERTISING (INTERAD) WORKSHOP**

(3 hours) This is an advanced course for students aspiring to corporate marketing, brand management or advertising agency positions. It uses the principles learned in International Marketing Management, International Marketing Research and International Consumer Marketing in a real-life international consumer product project. Students are formed into advertising agency teams and compete in the development and presentation of complete research, marketing, positioning, advertising and sales promotion plans for the introduction and/or broadening of sales of a product or service in a foreign market of a sponsor's choice. The teams are sponsored by companies. At the end of the semester, team presentations are judged by executives of major advertising agencies and leading corporate marketers. Enrollment is limited. The course is offered only in the fall and spring semesters. Prerequisites: WB4500; WB4530; WB4560; and permission of the instructor.\*

### **WB5590 INTERNATIONAL PURCHASING AND COUNTERTRADE**

(3 hours) This course addresses three important, interrelated aspects of multinational business management: purchasing, negotiations and countertrade. Students are trained at both the conceptual and operational levels. Student teams develop operational skills through 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, focuses on the advantages and limitations of the various forms of countertrade and concludes with a multi-session negotiation simulation of countertrade agreements. Prerequisites: WB4500 and WB4599.

\* *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.*



**Wilhelm Nieweglowski '96  
Poland**

*M. Sc., Animal Science, 1980  
Warsaw's Agricultural University  
Warsaw, Poland*

### **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.

### **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 Department of World Business chair. 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: 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.*

◀ *"Studying at Thunderbird has let me look at my own culture from a different perspective. I have learned more about myself and my own culture simply through interacting with students from all over the world."*

## 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, AT&T, Disney Consumer Products, Federal Reserve Bank, Johnson & Johnson, Merck, Bayer, Kellogg, M&M Mars, Arizona World Trade Association, 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. 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 practical analysis paper focusing on 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, the completion of a brief internship summary and a practical analysis 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 internship. 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.

## 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 Institute for International Business Ethics** focuses its efforts on the generation and stimulation of research into the international aspects of business ethics, reporting its findings to the academic and business community, and exchanging ideas with researchers in the field.
- **The International Health Management Institute** is designed to attract programs that will enhance the basic health degree program, focusing on 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.



**Tom Luongo '95**  
United States

*B.S., Marine Engineering, 1986*  
*Massachusetts Maritime Academy*

*M.B.A. Candidate, Arizona State University*  
*(Dual Degree)*

◀ *"I highly recommend that applicants with little or no waivable coursework consider enrolling in a dual degree program. It could save you lots of money without prolonging your studies. I took classes at Arizona State University for two semesters, then came to Thunderbird for three semesters. I will graduate with an MBA from ASU and an MIM from Thunderbird."*

# 10 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 period for changes in schedule is 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 on a space-available basis after payment of fees.

## 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 degrees as the B.A. or B.S., Licenciado, Maîtrise, 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. (See also "Five Year Rule.")

## 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.



Larissa V. Koursova '95  
Russia  
Master of Physics, 1991  
Moscow State University, Russia

◀ "I was born in a small town in Siberia, Russia, graduated from Moscow University, and lived in Europe before coming to the United States. I chose Thunderbird after carefully reviewing other graduate business programs that also claim to be internationally oriented. I decided that this was the school where I could best take advantage of my international experience and prepare myself for the competitive business world."

## 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 (including transfer credit) 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.

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.



### Transcript Regulations

One complete transcript of record is furnished to the student upon graduation. Additional transcripts may be obtained.

**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." Author, *The Lome Conventions and Development: An Empirical Assessment* (1994); Author, "African Leaderships and Structural Adjustment: Blaming the Victims or the Culprits," *Africa Today* (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. 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).

**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.

Lecturer, Beijing Institute of International Relations; Visiting fellow, The Moscow State University and The Hebrew University of Jerusalem. 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).

**DAVID B. DLOUHY, DIPLOMAT-IN-RESIDENCE, U.S. DEPARTMENT OF STATE**

B.A. (1970), University of Texas, Austin; M.A. (1972), John Hopkins University (SAIS).

U.S. Foreign Agricultural Service; U.S. Foreign Service in Guinea and Chile; Desk Officer for South Africa and Chile; Deputy Director for Central American and Panamanian Affairs; Deputy Chief of Mission for El Salvador, Luxembourg and Bolivia. Awarded three Department of State Superior Honor Awards. Author, article in *Opcion Cero*; Editor, *El Libro Verde*.

**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-present).



**Kenneth R. Berger '95**  
United States

B.A., Physics-Engineering, 1988  
Cornell University  
International Scholarship

◀ "The idea of leaving a comfortable and successful lifestyle to come to an unfamiliar world was a difficult decision. With solid experience and education, I asked myself, 'Couldn't I learn all this on my own?' What I didn't expect was that surrounded by such diversely talented people with similar interests, rapid personal development is astounding. It is this intensity that makes the difference. Thunderbird graduates are successful in international business because they have such high personal and professional standards

**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; 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; 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; Lecturer in Asian Studies, University of Massachusetts; U.S. Foreign Service Officer (Hong Kong, Taiwan, France, Italy, Belgium, Senegal); Visiting Professor, Institute for International Studies and Training, Japan; Senior Lecturer, Department of Management Studies, University of Hong Kong Business School (1991-present). 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). 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*.

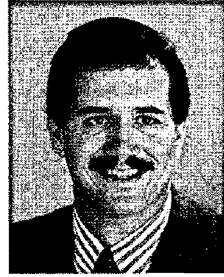
**EARL F. GIBBONS, JR., ASSISTANT PROFESSOR OF INTERNATIONAL STUDIES**

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; Adjunct faculty

member, Charles University, Prague, Czech Republic. 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," in *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 1990s," *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, ASSOCIATE PROFESSOR OF INTERNATIONAL STUDIES; CHAIRMAN, DEPARTMENT 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, 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 and President, International Studies Association West. Author: *U.S. Foreign Economic Policy and the Latin American Debt Issue* (1993); "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).

**LLEWELLYN D. HOWELL, PROFESSOR OF INTERNATIONAL STUDIES; ASSOCIATE VICE PRESIDENT FOR OVERSEAS PROGRAMS**


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

Editor, *International Studies Notes*.

Assistant Professor, University of Hawaii; Professor, School of International Service, American University; NASPAA Faculty Fellow, Department of Defense; Visiting Professor, Naval Postgraduate School; Senior Research Associate, Third Point Systems; Fulbright Scholar, National Institute of Public Administration, Malaysia. International Affairs Editor, *USA Today Magazine*, Coeditor, *Malaysian Foreign Policy: Issues and Perspectives* (1990), *International Education: The Unfinished Agenda* (1984); Author, "Socio-Political Risk Analysis," in Grub and Moran (eds.), *Global Business Strategies for the Year 2000* (1995); Coauthor, "Malaysia: The Anxieties of Success," in Kim, *The Southeast Asian Economic Miracle* (1995); Author, "Models of Political Risk for Foreign Investment and Trade: An Assessment of Three Approaches," in *Columbia Journal of World Business* (1994); Author, "An Introduction to Country and Political Risk Analysis," in Coplin and O'Leary (eds.), *The Handbook of Country and Political Risk Analysis*

◀ "Thunderbird offers a great opportunity to experience the diverse cultures of the world. My Thunderbird education has prepared me to become a versatile manager in the international business arena."



 **Sahayod Chiradejsakulwong '95**  
Thailand  
B.A., Marketing, 1991  
Assumption University  
Bangkok, Thailand

(1994); Coauthor, "Political Risk in Southeast Asia: A Perspective Through the Economist Model," in *Journal of Asian Business* (1993); Coauthor, "Event Data for Region-Specific Interactions," in Merritt, Muncaster, and Zinnes, (eds.), *International Event-Data Developments: DDIR Phase II* (1993); Articles in *International Organization*, *International Studies Quarterly*, *Asian Studies*, *Journal of Southeast Asian Studies*, *International Interactions*, *Columbia Journal of World Business*, *The International Executive* 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. Author, *JFK: Ordeal in Africa* (Oxford University Press, 1983). Secretary of State, State of Arizona (1991-1994).

## ROBERT T. MORAN, PROFESSOR OF INTERNATIONAL STUDIES

M.A. (1972), Ph.D. (1974), University of Minnesota.

Assistant Professor, University of Minnesota; Exchange Professor, University of International Business and Economics, People's Republic of China; Visiting Professor, Ecole Supérieure des Sciences Economiques et Commerciales, Paris, France. Coauthor, *NAFTA: Managing the Cultural Difference* (1994); 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); *Venturing Abroad in Asia* (1988); *Getting Your Yen's Worth: How to Negotiate with Japan, Inc.* (1985). Coauthor: *Developing the Global Organization: Strategies for the Human Resource Professional* (1993); *Dynamics of Successful International Business Negotiations* (1991); *Managing Cultural Differences* (1979, 1987, 1990); *Managing Cultural Synergy* (1982). Senior Editor, *Global Business Management for the 1990s* (1990).

## ROY C. NELSON, ASSISTANT PROFESSOR OF INTERNATIONAL STUDIES

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

Visiting Assistant Professor, Vanderbilt; Visiting Assistant Professor, Memphis State University; Author, "The 'Common Bond' and U.S. Foreign Policy Toward Latin America: Lessons from the U.S. Response to the Nationalization of the Mexican Oil Industry," *Journal of Latin American Affairs* (1994); 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; Exchange Professor, Graduate School of Foreign Trade, Sung Kyun Kwan University, Seoul, Korea; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center) Shizuoka-ken, Japan; Visiting Scholar, Department of Business Administration, Tunghai University, Taiwan; Sabbatical Visiting Professor, Graduate School of International Studies, Yonsei University, Seoul, Korea; Acting Chair, Department of International Studies, Thunderbird; Interim Vice President for Academic Affairs, Thunderbird. Editor of *The International Executive*; Author, "The North America Free Trade Agreement (NAFTA): Its Impact on Korean International Business," in *The Kyungwon Economics and Management Review* (1993); Coauthor of chapters: "Philippine and South Korean International 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); Articles in *Asian Affairs*, *Pacific Focus*, *Asia Pacific Journal of Management*, *Asian Economics*, *Journal of Comparative Administration*, *Western Political Quarterly*. Author of numerous additional works.

## 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-present).

Executive Board of the European Community Studies Association; Team 92 of the European Community. Editorial Board of *International Journal of Human Resource Management*; Author, *The European Union and Its Citizens* (1994); Author, "Trends in Business Thought and Literature: The European Community and 1992," in *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*



Amber S. Crowell '95  
United States

B.S., International Business & Marketing, 1989  
Rochester Institute of Technology

◀ "Other schools teach international business. At Thunderbird, we experience it firsthand. Every group project involves a diverse mix of cultures and a wealth of international experience. You often learn as much from your classmates as you do from your professors."

*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, PROFESSOR OF INTERNATIONAL STUDIES**

B.A. (1957), LL.B. (1957), University of Michigan; LL.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, "Trends in Worldwide Intellectual Property Protection: The Case of the Pharmaceutical Patent," in *The International Executive* (1995); Author, "Pharmaceutical Patents and Some International Trade Issues: Canada, the United States and NAFTA," in *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; LL.B. (1956), University of Michigan; Ph.D. (1970), Columbia University.

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

**ANDRIS TRAPANS, PROFESSOR OF INTERNATIONAL STUDIES**

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

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

**KAREN S. WALCH, ASSISTANT PROFESSOR OF INTERNATIONAL STUDIES**

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


Lecturer in Foreign and Defense Policy, International Politics, and Public Administration at University of Wisconsin, Green Bay. Author, *Self-interest and Collaboration: The CBI Experience*, Ph.D. Dissertation, December 1991, University of Wisconsin; Author, "Approaches to Alternative Dispute Resolution in International Business," in Grub and Moran (eds.), *Global Business Strategies for the Year 2000* (1995); Editor, UW-Madison International Studies Conflict Resolution Series, "Central America: Continuity and Change" (1987-89); Coeditor for *Perspectives on War and Peace*, published by the Center for International Cooperation and Security Studies (1989-91); Coordinator for Corliss Lamont seminar series: "The U.N. and the Role of Diplomacy in Regional Conflicts."

**YAHIA H. ZOUBIR, ASSOCIATE PROFESSOR OF INTERNATIONAL STUDIES**

Licence (1974), Institut d'Etudes Politiques - Algiers; M.A. (1979), Ph.D. (1985), The American University.

Assistant Professor, Washington Semester Program, The American University; Assistant Professor, The American College of Switzerland; Associate Professor, The American Graduate School of Business, Institute of Undergraduate Studies, Switzerland. Coeditor, *International Dimensions of the Western Sahara Conflict* (1993); Author, "Democracy Held Hostage: Problems of the Transition to Democratic Rule in Algeria," in Layachi and Zartman, eds., *Economic Crisis and Political Change in North Africa* (1995); Author, "Origins and Development of the Conflict in the Western Sahara," in Zoubir and Volman (eds.), *International Dimensions of the Western Sahara Conflict* (1993); "L'URSS au Magreb: Une Strategie Equilibree et Une Approche Pragmatique," in *Le Magreb: Les Annees de Transition* (1990); Author, "The Painful Transition from Authoritarianism in Algeria," *Arab Studies Quarterly* (1993); Author, "The Western Sahara," *Oxford Companion to Politics of the World* (1993); Author, "The New World Order and the Case of the Western Sahara: U.S. Foreign Policy in Transition," *Mediterranean Quarterly* (1993); Author, "The Western Sahara Conflict: Regional and International Dimensions," *Journal of Modern African Studies* (1990); Author, "The Soviet Union and the Arab States Since 1967," in Lukacs and Battah (eds.), *The Arab-Israeli Conflict: Two Decades of Change* (1988); Author, "Soviet Policy Toward the Western Sahara Conflict," *Africa Today* (1987). Articles in *Democratization*, *Middle Eastern Studies*, *Arab Studies Quarterly*, *Middle East Report*, *TransAfrica Forum*, *The Maghreb Review*.



 Jeanene Edwards '95  
United States  
B.S., Journalism, 1982  
Murray State University

◀ "As an older student, I was looking for a business school that would further enhance my value in the job market of today and the 21st century. Because of my prior work experience, I wanted a business program that had a global focus, with an additional emphasis on language and culture. Thunderbird provided those features and has actually surpassed my original expectations."

## 6 FACULTY – Department of Modern Languages

**SUGURU AKUTSU,**  
ASSOCIATE PROFESSOR OF JAPANESE

B.A. (1962), Keio University, Tokyo, Japan; M.A. (1971), Washington University, St. Louis; Ed.D. (1995), Arizona State University.

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

**JUTTA M. BAILEY,**  
ASSOCIATE PROFESSOR OF GERMAN

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

Assistant Professor of German, Cortey College.

**CHRISTA W. BRITT,** PROFESSOR OF GERMAN

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

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

**CLIFFORD B. CALL,** ASSOCIATE PROFESSOR  
OF SPANISH AND DIRECTOR OF EXECUTIVE  
LANGUAGE PROGRAMS

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

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

**ANDREW C. CHANG,** PROFESSOR OF  
CHINESE AND JAPANESE

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

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

**YUMIKO CHEN,** INSTRUCTOR OF JAPANESE

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

**RUTH Y. C. CLINE,** INSTRUCTOR OF CHINESE

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

**DENNIS M. CORRIGAN,** ASSOCIATE PROFESSOR  
OF PORTUGUESE AND SPANISH

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

Director, Thunderbird Summer Program, Universidad Autónoma de Guadalajara.

**MARY ANNE CRITZ,** PROFESSOR OF PORTUGUESE;  
CHAIR, DEPARTMENT OF MODERN LANGUAGES

B.A. (1966), Mundelein College; M.A. (1969), Ph.D. (1979), University of Iowa.

Instructor, OLM, Rio de Janeiro, Brazil; Instructor, Mundelein College; Instructor, University of Iowa, Iowa City; Assistant Professor, University of Pittsburgh.



**SALVATORE FEDERICO,** ASSISTANT PROFESSOR OF  
FRENCH AND ITALIAN

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

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

**MATILDE R. FRANCIULLI,**  
ASSISTANT PROFESSOR OF SPANISH

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

Assistant Professor, Wheaton College.

**CHRISTINE UBER GROSSE,** PROFESSOR OF SPANISH

B.A. (1973), Mary Washington College; M.A. (1975), Ph.D. (1977), University of North Carolina.

Associate Professor, Florida International University; Instructor, Escuela de Organización, Madrid, Spain; Lecturer, Eastern Michigan University, University of Michigan; Adjunct Professor, University of North Carolina. Coauthor: *Business Communication and Culture; Directory of Foreign Language Teacher Preparation Programs in the U.S.; ESOL Strategies for Content Area Teaching – Study Guide for the Telecourse; Case Studies in International Business.* Articles in *Modern Language Journal, Journal of Continuing Higher Education, TESOL Quarterly, French Review, and Hispania.*



**Joseph N. Martinez '96**  
United States

B.A., German, 1992  
California State University, Fullerton

◀ "Thunderbird is truly an international school in all aspects. The students as well as the professors have their own unique international experience, professionally and culturally, to contribute to the Thunderbird community. I experience this both inside and outside the classroom."



**ALICE P. JOHNSON, ASSOCIATE PROFESSOR OF  
ENGLISH AS A SECOND LANGUAGE**

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

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

**LEON F. KENMAN, ASSOCIATE PROFESSOR OF  
ENGLISH AS A SECOND LANGUAGE**

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

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

**WILLIAM KING, ASSOCIATE PROFESSOR OF  
ENGLISH AS A SECOND LANGUAGE**

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

**ANDRÉ KLEIN, ASSOCIATE PROFESSOR OF FRENCH**

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

**SHOHEI KOIKE, ASSOCIATE PROFESSOR OF JAPANESE**

B.A. (1974), Kitakyushu University, Japan; M.A. (1976), M.A.L.S. (1978), Ph.D. (1984), University of Oregon.

Assistant Professor, University of Oregon; Assistant Professor and Associate Professor, Eastern Michigan University.

**AKIHISA KUMAYAMA,  
ASSOCIATE PROFESSOR OF JAPANESE**

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

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

**JANE CHU-MEI KUO,  
PROFESSOR OF CHINESE**

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

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

**ZEDDIC D. LANHAM, INSTRUCTOR IN  
ENGLISH AS A SECOND LANGUAGE**

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

**WANDA LAUTERBORN,  
ASSOCIATE PROFESSOR OF SPANISH**

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

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

**ANTOINETTE LEROND,  
ASSOCIATE PROFESSOR OF FRENCH**

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

Assistant Professor of French, University of Hawaii.

**RUBÉN L. MENESES, ASSISTANT PROFESSOR OF SPANISH**


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

**KAY LEWIS MITTNIK,  
ASSISTANT PROFESSOR OF GERMAN**

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

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



 **Robert Criste '95**  
United States  
B.A., English Literature, 1989  
Elon College

◀ "Currently, excellent multimedia programs exist in some languages, including Spanish, and others are being developed. Through the Multimedia Center, faculty members who are interested in incorporating this emerging technology into their teaching receive support and materials."

**J. DONOVAN PENROSE,  
ASSOCIATE PROFESSOR OF GERMAN**

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

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

**ISSA PETERS, PROFESSOR OF ARABIC  
AND MIDDLE EAST STUDIES**

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

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

**MARIA CARLOTA FIGUEIREDO PINHEIRO,  
ASSOCIATE PROFESSOR OF PORTUGUESE**

Licenciada em Letras Neolatinas (1961), Pontifícia Universidade Católica do Rio de Janeiro; Diploma (1962), University of London; M.A. (1963), Columbia University; M.A. (1966), University of Illinois.

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

**ROBERT M. RAMSEY, PROFESSOR OF  
ENGLISH AS A SECOND LANGUAGE**

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

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

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

**HELMUT ROBERT ROESSLER,  
ASSOCIATE PROFESSOR OF GERMAN**

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

Author: *Deutsche Geschaeftskorrespondenz* (1987).

**LILITH E. SCHUTTE, PROFESSOR OF GERMAN**

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

**WALTER VLADIMIR TUMAN, PROFESSOR OF RUSSIAN**

B.A. (1967), Fordham University; M.S. (1969), Ph.D. (1975), Georgetown University.

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

**JORGE VALDIVIESO, PROFESSOR OF SPANISH**

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

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

**CARMEN VEGA-CARNEY,  
ASSOCIATE PROFESSOR OF SPANISH**

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

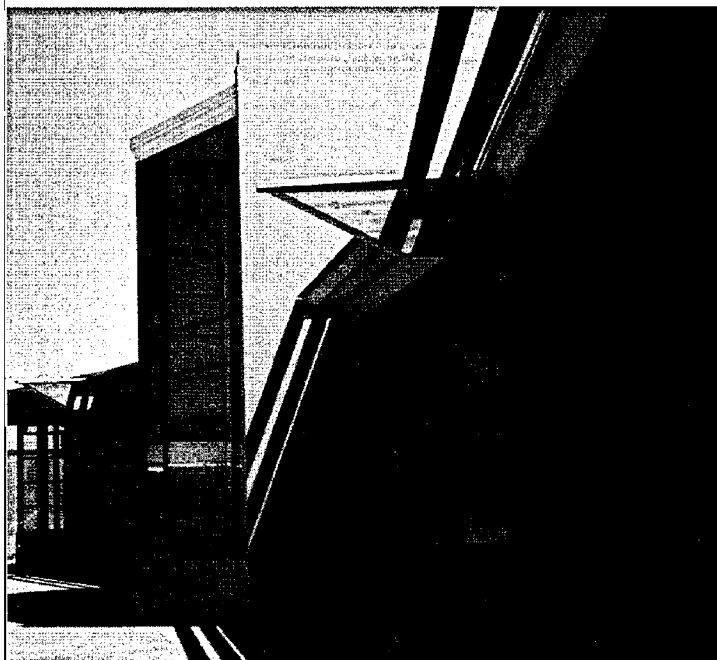
Associate Professor, University of South Alabama; Professor, Missouri Southern State College; Post Doctoral Fellow, Harvard University; Oxford University, England; NEH Post Doctoral Fellowships: Yale University, University of Texas - Austin, Arizona State University.



**Jeffrey A. Unze '96**  
United States

B.S., Marketing, 1991  
Brigham Young University

◀ "After graduating from college, I decided to better my grasp of Mandarin by moving to Taiwan for a year, teaching E.S.L. and studying Chinese. A few of the expatriates in Taipei were Thunderbird alumni and spoke highly of the School's effect on their careers. I chose Thunderbird because I wanted to attend a school that would prepare me for living and working abroad."



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

**JOHN BECK, DISTINGUISHED CORPORATE LECTURER OF WORLD BUSINESS**

B.A. (1983), M.A. (1987), Ph.D. (1989), Harvard University. Senior Strategic Advisor, Royal Government of Cambodia; President, Asian Business Information; Publisher, *The Asian Century Business Report*; Director, Intermountain Technology Ventures; Far East Advisor, The Monitor Company; Assistant Professor, Brigham Young University; Senior Consultant, Korn-Ferry International; Instructor, Harvard University. Coauthor, *The Change of a Lifetime: Employment Patterns among Japan's Managerial Elite* (1994).

**J. STEWART BLACK, ASSOCIATE PROFESSOR OF WORLD BUSINESS**

B.S. (1983), M.S. (1984), Brigham Young University; Ph.D. (1988), University of California, Irvine. Assistant and Associate Professor, Dartmouth; Visiting Professor, International University of Japan. 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); Author, *International Business Environments*, with Anant Sundaram. Editor, *Journal of International Management*; Editorial Board Member, *Academy of Management Review*.

**W. RICHARD BOSSERT, ASSOCIATE VICE PRESIDENT FOR ACADEMIC AFFAIRS AND ASSOCIATE PROFESSOR OF WORLD BUSINESS**

B.A. (1950), Indiana University. Manager International Operations, Automotive Products Group, Rockwell International Corporation; Administrative Manager, International Division, Dana Corporation; Account Executive, PLATKA Export Corporation; Commercial Manager, International Division, Perfect Circle Corporation; Director of affiliates in Venezuela, United Kingdom, Portugal, Chile, and Mexico.

**FRANCISCO CARRADA-BRAVO, PROFESSOR OF WORLD BUSINESS**


Licenciado (B.A., Cum Laude and Honorific Mention), Universidad Nacional Autónoma de Mexico; M.A., Ph.D. (1980), University of Colorado. General Manager, Refrescos Pascual, Mexico City; Director, Economic Analysis, Ministry of Communications and Transportation, Mexico City; Business Consultant for Celulosa y Derivados, S.A. (CYDSA), Monterrey, Mexico; The Texas Mexican Railways, Laredo, Texas; Banco Nacional de Comercio Exterior (BANCOMEXT), Mexico City; LM Ericsson, Mexico City; and VITRO, ALFA, and VISA, Monterrey, Executive Development Center, Jakarta, Indonesia and Mexico; International (export-import) Bank of Japan, Tokyo, Japan and 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, Texas A&M International University, Visiting Professor, Madrid Business School, University of Houston, Madrid, Spain. Author, *Los Problemas Económicos de México* (2nd ed., 1991).

**LENA CHUA, VISITING PROFESSOR OF FINANCE**

B.B.A. (1985), National University of Singapore; M.B.A. (1987), Northern Arizona University; Ph.D. (1991), Arizona State University. Assistant Professor, University of Hawaii at Manoa; Associate, Center for Pacific Basin Monetary Economic Studies, Federal Reserve Bank of San Francisco. Coauthor, "The Development of Stock Markets in China" (1994); "Ownership Dispersion, Costly Information, and IPO Underpricing" (1995). Author, "A Reexamination of the Costs of Firm Commitment and Best Efforts Contracts" (1995).

◀ "I spent Winterim '95 taking U.S. Foreign Policy in Washington, D.C. This course was fast-paced and exposed me to all of the different components that play a part in forming U.S. economic policy. I wrote my research paper on the Mexican Peso Crisis and was able to see the response to the crisis evolve firsthand and interview the key players."



 Suzanne B. Duvall '95  
United States  
B.A., Political Science, 1990  
Vassar College  
M.A., Hispanic Civilization, 1992  
New York University, Madrid, Spain

**DALE L. DAVISON, PROFESSOR OF ACCOUNTING**

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

Assistant Professor, University of South Carolina; Associate Professor, Arizona State University; Partner and Partner-in-Charge, East Valley Phoenix Office, Deloitte Haskins & Sells; Certified Public Accountant (Arizona, 1980). Author, *Introductory Financial Accounting* (John Wiley & Sons); Author, *Publication Opportunities for Tax Researchers* (AAA).

**P. CANDACE DEANS, ASSOCIATE PROFESSOR OF INFORMATION SYSTEMS AND DIRECTOR OF GLOBAL INFORMATION RESOURCES**

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

Assistant Professor, Wake Forest University; Visiting Assistant Professor, University of South Carolina; Lecturer, East Carolina University. Coauthor, *Information Technology in a Global Business Environment: Readings and Cases*, with Jaak Jurison; Coauthor, *Global Information Systems and Technology: Focus on the Organization and Its Functional Areas*, with K.R. Korwan; Coauthor, *International Dimensions of Information Systems and Technology*, with M.J. Kane; Author, *Faculty Resource Manual for Internationalizing the Information Systems Curriculum*.

**KENNETH R. FERRIS, DISTINGUISHED PROFESSOR OF WORLD BUSINESS**

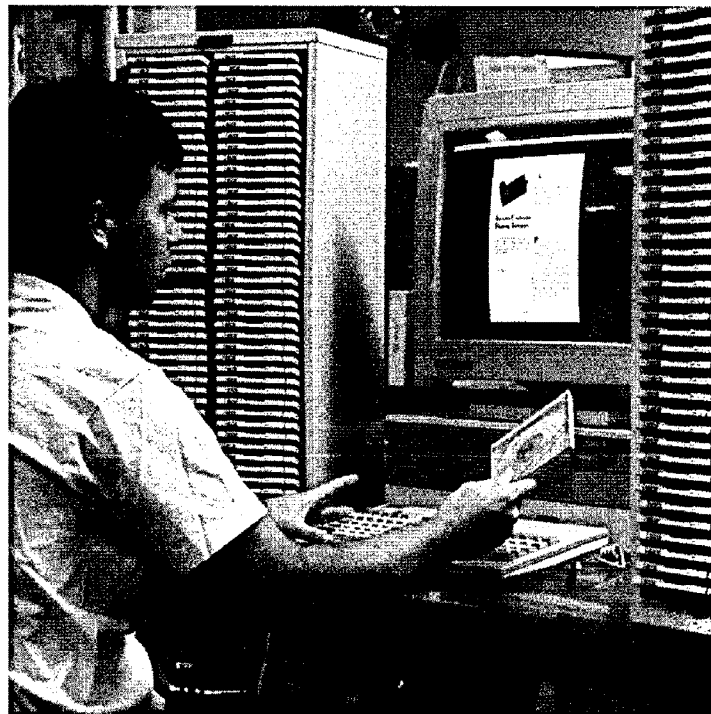
B.B.A. (1969), M.B.A. (1970), George Washington University; M.A. (1973), Ph.D. (1974), The Ohio State University.

Instructor, The Ohio State University; Assistant Professor, Northwestern University; Professor and Chaired Professor, Southern Methodist University; Visiting Professor at the following: Chisholm Institute of Technology, Australia; Griffith University, Australia; Kwansai Gakuin University, Japan; Monash University, Australia; The University of Otago, New Zealand; Swinburne University of Technology, Australia. Author of numerous works.

**ROBERT D. FOSTER, PROFESSOR OF WORLD BUSINESS**

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

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



▲ Library facilities include an extensive collection of CD-ROMs, which students use for research projects on current topics.

**MARSHALL GEER, PROFESSOR OF ECONOMICS**

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


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

**ROBERT GOTTLIEB, DISTINGUISHED CORPORATE LECTURER**

B.S. (1939), North Carolina State University.

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



 **Alejandro Espinal '95**  
Colombia

B.S., Production Engineering, 1985  
Universidad EAFIT, Medellín, Colombia

◀ "I find Thunderbird unique. Students come from all over the world, and classes are taught from a truly international perspective. The faculty is outstanding and the program is designed to bring the most current global issues to class discussions. Group projects are an invaluable opportunity to interact with the multicultural campus community. Globalization is what Thunderbird is all about."

**ROBERT E. GROSSE, PROFESSOR OF BUSINESS;  
CHAIR, DEPARTMENT OF WORLD BUSINESS**



B.A. (1973), Princeton University; Ph.D. (1977), University of North Carolina.

Director, Center for International Business Education and Research, University of Miami; Asesores Bursatiles Professor of Capital Markets, Instituto de Empresa (Madrid); Visiting Professor of International Business, University of Michigan; Visiting Professor of International Finance, Universidad del Pacifico (Peru);

International Economist, U.S. Treasury Department; Fulbright Scholar, Peru and Uruguay; Member, Governor's Commission on International Banking and Trade, State of Florida. Author, *Multinationals in Latin America* (1989); Author, *Foreign Exchange Black Markets in Latin America* (1994). Coauthor, *International Business and Governments* (1990); Coauthor, *International Business* (3rd ed., 1994).

**DENNIS A. GUTHERY, GOODYEAR PROFESSOR OF  
INDUSTRIAL MARKETING**

B.S. (1970), M.S. (1975), Auburn University; Ph.D. (1979), Michigan State University.

Director, Master of International Management of Technology Degree Program, Thunderbird. Editorial Board Member, *Journal of Business and Industrial Marketing* and *Journal of Economic Perspectives*; Former Editor, *The International Executive*; Past President, Business Association of Latin American Studies; Assistant Professor of Marketing, Auburn University at Montgomery; Visiting Professor, Graduate School of Administration, Universidade Federal do Rio Grande do Sul, Brazil.

**BRYAN HEATHCOTTE, PROFESSOR OF FINANCE**

A.B. (1961), M.B.A. (1965), D.B.A. (1970), Indiana University.

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

**HASSAN K. HOSSEINI,  
ASSOCIATE PROFESSOR OF WORLD BUSINESS**

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

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

**ROBERT A. HOWELL, CLINICAL PROFESSOR OF  
MANAGEMENT ACCOUNTING**

B.S.E.E. (1960), Bucknell University; M.B.A. (1962), Wharton Graduate Division, The University of Pennsylvania; D.B.A. (1966), Harvard University.

Clinical Professor of Management and Accounting, New York University; Assistant Professor, Harvard Business School; Senior Vice President and CFO Schick, Inc.; Vice President, Treasurer, and CFO, General Housewares Corp.; Manager, Business Controls, RCA; President, Howell Management Corporation. Coauthor, *Cost Management for Tomorrow*; *Management Accounting in the New Manufacturing Environment*.

**PAUL R. JOHNSON, ASSOCIATE PROFESSOR OF  
WORLD BUSINESS**

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

Former President/CEO/Member of the Board, First Central Bank; President/CEO/Member of the Board, Sincere Press, Inc.; Vice Chairman of the Board, International Wines and Spirits Ltd.; Member of the Board, 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*.

**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).



**Dinar Hasibuan '96  
Indonesia**

B.S., Finance, 1994  
Arizona State University

◀ "Globalization in the marketplace is always about change and diversity. Thunderbird is one institution that stands on the frontline challenging both issues. The faculty members have reshaped my paradigm with their international experiences while the students have helped improve my cross-cultural communication and sensitivity. Being thus prepared, I am confident to be placed anywhere by my future employer."

**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. Associate Editor, *The International Executive*; Editor, *Changing International Banking: Proceedings of the 1984 International Banking Conference* (1984). Author: "Stochastic Reserve Changes and Expansion of Bank Credit: The Case of Additional Risks," *Journal of Monetary Economics* (1979); "Assessment of External Debt Servicing Capacity: An Alternative Methodology," *Journal of Economic Development* (1985); Dynamics of Financial Innovation and Its Implications for the IME," in SOAC (ed.), *Toward One World Beyond All Barriers*, Vol. 3, *A Better World Economic Order* (1990) and its translation in Korean (1990); "Internationalization of Banking: With Special Reference to the Case of Korea," *Journal of Economic Development* (1990); *International Money and Banking* (London: Routledge, 1993).

**M.V. KRISHNA KUMAR, DIRECTOR OF CORPORATE CONSULTING AND PROFESSOR OF WORLD BUSINESS**

M.A. (1958), University of Madras; M.A. (1960), Cambridge University, England; Ph.D. (1977), University of Bombay.

Adjunct Professor at Cox School of Business, Southern Methodist University; School of Management, University of Texas at Dallas; New York University; Visiting Scholar, Business Schools at the University of California, Berkeley; Stanford University; and the Cavendish Laboratory, Cambridge, England. Visiting Faculty at the Swedish Institute of Management; Faculty for American Management Association in Belize; Adjunct Professor, University of Bombay, Indian Institutes of Management at Ahmedabad and Calcutta, and Administrative Staff College of India. General Manager, Marketing, Caltex India Limited, Bombay; Executive Director for Group Marketing, Duncan Brothers, India; Coordinator, Strategic Planning, General Manager - Planning and Special Projects, Executive Assistant to the Chairman, Secretary Policy Coordination Committee and Strategic Council, Caltex Petroleum Corporation (Corporate Headquarters), New York and Dallas.

**CLAUDE P. LANFRANCONI, PROFESSOR OF ACCOUNTING**

B. Comm. (1964), Loyola (Montreal); M.B.A. (1971), McMaster University; Ph.D. (1976), University of Western Ontario, CA.

Director, Western Executive Program; Associate Professor, Western Business School; Associate Professor, Head of Department of Business Administration, St. Francis Xavier University; Chartered Accountant, Coopers and Lybrand. Coauthor/Author: "The Contractual Use of Accounting Numbers," *C.G.A. Magazine* (1993); "The Incomplete Disclosure of Litigation-Type Contingencies: Contemporary Canadian Evidence," *International Journal of Accounting Auditing and Tax* (1994); "Instructional Case: LynnGold Resources, Inc.," *Issues in Accounting Education* (1994). Author of numerous additional works.

**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.; Project Director, American Business Centers - Nizhny, Novgorod and Volgograd; Senior Portfolio Officer, International Finance Corporation; Senior Financial Policy Analyst, The World Bank; Chief International Economist, Continental Illinois National Bank; Vice President and International Economist, Chase Manhattan Bank; Senior Fellow of International Banking Studies, University of Virginia; Adjunct Professor, Universities of Illinois, Roosevelt, and Fordham; Associate Professor, State University of New York; Assistant Professor, University of Illinois. Author, *Offshore Lending by U.S. Commercial Banks* (1981); 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.

Former 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).



**Matthew Hilger '95**  
United States

B.B.A., Finance, 1989  
University of Georgia  
M.S., Finance, 1991  
Georgia State University

◀ "Thunderbird's Post-MBA program has given me the chance to develop the language and culture skills I need to advance my career toward the international arena. The program also allows me to enhance my business background with the specialized 5000-level classes Thunderbird has to offer."

**MICHAEL H. MOFFETT, ASSOCIATE PROFESSOR OF FINANCE**

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). Coauthor, *Multinational Business Finance* (7th ed., 1995); *International Business* (3rd ed., 1994); *Global Business* (1st ed., 1995). Author (articles in 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)*.

**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. Advisor to United Nations Centre on Transnational Corporations (Geneva); Academic Director, IBM Business Management Institute; Corporate Consultant in U.S., Canada, Europe and Middle East. Author, *Strategies in Global Industries: How U.S. Businesses Compete* (1990); Coauthor, *Transnational Corporations and Business Strategy* (1992); Coauthor, *International Management* (1994); 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 – Mideast; Product Manager, Asia Pacific; Field Area Representative – Mideast/Africa, Ethyl Corporation Chemicals Group.

**JOHN O'CONNELL, C.V. STARR PROFESSOR OF INSURANCE**

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

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

**GRAEME RANKINE, ASSOCIATE PROFESSOR OF ACCOUNTING**

B.Ec. (honors, 1975), Australian National University; Ph.D. (1987), University of Washington.

Research Officer, London Graduate School of Business Studies; Lecturer, University of Colorado; Instructor, University of Washington; Assistant Professor, University of Arizona; Assistant Professor, Rice University. Coauthor, *Readings and Applications in Financial Accounting* (2nd ed., 1993); *Introduction to Financial Accounting* (5th ed., 1993). Coauthor: "In Search of an Information Effect: The Wealth Effects of Corporate Name Changes," *Journal of Banking and Finance* (1994); "Using Readings from the Popular Press in the Introductory Accounting Course," *Issues in Accounting Education* (1994).

**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). Areas of research and consulting include: Global Product Development, International Marketing Research, and International Marketing Strategy.



**Giri Iyer '95**  
India/Australia

B.Sc., Engineering, 1987  
Regional Engineering College  
M.B.A., 1993  
Rourkela and University of Bombay

◀ "I was primarily attracted to Thunderbird because of its 5000-level courses in finance and particularly impressed with their international flavor. I have relished the challenges posed by my professors particularly in my Financial Engineering class and in FORAD [Multinational Corporate Finance]."

**BARBARA L. REED, ASSOCIATE PROFESSOR OF ACCOUNTING**

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

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

**WALLACE REED, ASSOCIATE PROFESSOR OF ACCOUNTING**

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

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

**GILLIAN RICE, ASSOCIATE PROFESSOR OF MARKETING**

B.S. (1977), Ph.D. (1982), The University of Bradford.

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

**DAVID A. RICKS, DISTINGUISHED PROFESSOR OF WORLD BUSINESS AND EXECUTIVE 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. Editor-in-Chief, *Journal of International Management*. Former Editor-in-Chief, *Journal of International Business Studies*; Fellow, Academy of International Business. Author, *Blunders in*



**Sushil Kumar '95**  
**India—EMIM Program**

B.A., Economics, 1978;  
M.B.A., 1980, Delhi University;  
Post-graduate Degree in Foreign Trade, 1981,  
Indian Institute of Foreign Trade, New Delhi, India

*International Business* (1992); Coauthor, *International Business: An Introduction* (1992); and *Global Management* (1995).

**BODO B. SCHLEGELMILCH, PROFESSOR OF MARKETING**

Dipl. Betriebswirt, Fachhochschule Köln (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 100 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, 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; 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 OF MANAGEMENT**

B.A. (1976), University of California—Los Angeles; Ph.D. (1984), Stanford University, Graduate School of Business.

Associate Professor of Organizational Behavior, INSEAD; Associate

◀ "I do business internationally. I was looking for a program which would enhance my capabilities in international business and was challenging intellectually. Thunderbird is very well known overseas for its excellence and, in fact, I first heard about the school in Singapore even though I was living and doing business out of the United States for the last several years."



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

**DR. SUBROTO, VISITING PROFESSOR OF ECONOMICS**

B.A. (1952), 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, Indonesian government.

**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.

Independent management consultant specializing in computer modeling and software development; Manager and consultant, Frederiksen, Kamine and Associates (subsidiary of Woodward-Clyde Consultants); Assistant Director for Program Planning and Fiscal Management, Washington Department of Fisheries; Assistant Director for Management and Organizational Development, Washington Department of Fisheries; Operations management experience in services and retail.

**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. (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.

**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 Comércio 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).

**LIBRARY**

**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.

**CHARLOTTE COHEN, CATALOGING/REFERENCE LIBRARIAN**

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

**JOAQUIM M. DUARTE, JR., DIRECTOR, DOM PEDRO II/INTERNATIONAL STUDIES RESEARCH CENTER**

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

Dom Pedro II Professor of Iberian, Brazilian, and Lusohispanophone African Studies, Thunderbird.

**ILENE F. McLAUGHLIN, REFERENCE LIBRARIAN**

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



**Sviatoslav Selivanov '95**  
**Russian Federation**

B.A., Linguistics, 1984  
Moscow State Linguistics University,  
Moscow, Russia

◀ "If you want to be ready to run a multinational business, you can learn how to do it at Thunderbird. *International Operations Management*, a 5000-level capstone course, provides students with a unique opportunity to run a business without owning it. In the INTOPIA simulation, you will apply all your management, finance and marketing skills and knowledge, and experience the exciting life of an entrepreneur."

## PRESIDENT

**ROY A. HERBERGER, JR., PRESIDENT AND PROFESSOR OF INTERNATIONAL MARKETING**



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

Dean, Cox School of Business, Southern Methodist University; Associate Dean for Academic Affairs and Director of International Business Education and Research Program, Graduate School of Business, University of Southern California; Board of Directors: Pinnacle West Capital Corp., Express America

Holdings Corp., Bank of America-Arizona, COMPAS, Arizona Chamber of Commerce, Samaritan Health System, and Inroads; Editorial Board, *European Business Journal*; Member, Council of Foreign Relations (NY), International Council – American Management Association, Greater Phoenix Leadership, Dimension Cable Community Advisory Board and International Trade and Tourism Advisory Board; Chairman, Greater Phoenix Economic Council. American Assembly of Collegiate Schools of Business: Board of Directors; Chairman, International Committee; and Member, Accreditation and Implementation Committee, International Education Trust Fund Task Force, and Strategic Planning Oversight Committee; Brophy College Preparatory Board of Regents.

## SENIOR VICE PRESIDENTS

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



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

Cary M. Maguire Professor of Oil and Gas Management and Director of Executive M.B.A. Programs, Southern Methodist University; Visiting Professor, Columbia University Executive Programs; Visiting Professor, INSEAD; Professor of Accounting and Director of Maguire Oil and Gas Institute, Southern Methodist University;

Instructor, Assistant Professor and Associate Professor, Harvard 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.

**MELVYN R. COPEN, SENIOR VICE PRESIDENT FOR ACADEMIC AFFAIRS AND PROFESSOR OF MANAGEMENT**



S.B. (1958), S.M. (1959), Massachusetts Institute of Technology; D.B.A. (1967), Harvard University.

Dean, International University of Japan; Rector (President), Instituto Centroamericano de Administración de Empresas (INCAE); Vice President for Academic Affairs, Dean of the Faculty, the School of Management, and Professor of Management, Babson College;

Associate Dean, Dean of Graduate Studies, Professor of Management, College of Business Administration, Georgia State University; Director of International Planning, Gould Inc.; Director of Strategic Planning and Economic Analysis, Westinghouse Electric Corp.; White House Fellow, Special Assistant to the U.S. Secretary of Agriculture; Associate Dean, Professor of Production and Logistics Management, College of Business Administration, University of Houston; Research Fellow, Member of the Faculty, Program Associate (Ahmedabad Project), Graduate School of Business Administration, Harvard University. Directorships: Member, Executive Committee and Board of Trustees, International University of Japan; INCAE, Foundation for Management Education in Central America; President and Chairman, Human Resources Development Institute, Corporación Educativo del Istmo; First American Bank of Georgia; Chairman, Board of Arts in Progress; Member, Private Industry Council of Atlanta; White House Fellows Foundation; Editorial Advisory Board Member: *Business Magazine*, *Management Notes*, and *Business Atlanta*. Author: "Doing Business in Japan- A Study in Patience and Understanding," *Graduate Studies* (1993); "Build a Trade Partnership for the Future," *The Japan Times* (1993). Author of numerous additional works.

## PRESIDENT EMERITUS

**WILLIAM VORIS, PRESIDENT EMERITUS**

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*.



**Mark Donnelly '95  
United States**

B.B.A., Finance/Marketing, 1990  
College of William and Mary

◀ "As the son of a Thunderbird graduate, I've spent more than half of my life overseas. I also worked for an international software company. Following these experiences, I knew that I wanted to continue my education in the international business arena and Thunderbird was the obvious choice."

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

## ADMINISTRATION

**Roy A. Herberger, Jr.**  
President and  
Chief Executive Officer

**Mischa Semanitzky**  
Special Assistant to the President

### Academic Affairs

**Melvyn R. Copen**  
Senior Vice President for  
Academic Affairs

**Richard Bossert**  
Associate Vice President for  
Academic Affairs

**Llewellyn D. Howell**  
Associate Vice President for  
Overseas Programs

**C. Roe Goddard**  
Chair, Department  
of International Studies

**Mary Anne Critz**  
Chair, Department  
of Modern Languages

**Robert Grosse**  
Chair, Department of  
World Business

### Admissions and Student Affairs

**Brian Bates**  
Vice President

**Judy Johnson**  
Assistant Vice President for  
Admissions, Recruiting, and  
Special Projects

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

**Therese Tendick**  
Associate Dean of Admissions

**Stephen Beaver**  
Associate Dean of Admissions

**David Van Ness**  
Registrar

**David Martin**  
Director of Employer Relations

**Gina Enders-Stenner**  
Director of Internship Education

**Pamela Unternaehrer**  
Director of Career Management

**Catherine King-Todd**  
Director Financial Aid

**MaryLee Carter**  
Director, Programs for Foreign  
Students and Scholars

### Business Affairs

**C. L. Stickland, Jr.**  
Vice President

**Dane J. Jay**  
Assistant Vice President  
Human Resources

**James Smolesky**  
Assistant Vice President  
Facilities Services

**Aranna Lubin**  
Director of Food Services

**Gary Lauber**  
Business Manager

**Joyce Rogers**  
Director of Student Housing

### Executive Education

**M. Edgar Barrett**  
Senior Vice President for  
Executive Education

**Barbara Carpenter**  
Director, Executive Education

**William Kane**  
Director, Thunderbird  
Management Center

**Frank Lloyd**  
Director, Executive Education

**Ann Wohl**  
Director, Executive MIM  
Degree Program

### Information and Technology Management

**Candace Deans**  
Director of Global  
Information Resources/  
International Business  
Information Centre

### External Affairs

**Jenny St. John**  
Vice President and  
Director of the Capital Campaign

**Margaretta Br  d  **  
Assistant Vice President  
Government Grants

**Susan Combe**  
Assistant Vice President  
Alumni/Development Programs

**Nelda S. Crowell**  
Assistant Vice President for  
Communication

**F. Randolph Schilling**  
Assistant Vice President  
of Corporate Funds

**D. Bradley Leech**  
Development Operations and  
Assistant to Vice President

## FRENCH GENEVA CAMPUS

### BOARD OF DIRECTORS

#### Founding Members

**Roy A. Herberger, Jr.**  
President  
The American Graduate School of  
International Management  
(Thunderbird)

**Llewellyn D. Howell**  
Associate Vice President for  
Overseas Programs, Thunderbird

#### Chairman of the Board

**John E. Berndt**  
President  
New Business Development, AT&T

#### Vice Chairman of the Board

**Roy A. Herberger, Jr.**  
President, Thunderbird

#### Secretary

**Llewellyn D. Howell**  
Associate Vice President for  
Overseas Programs, Thunderbird

#### Treasurer

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

#### Members

**Klaus Agthe**  
North American Liaison  
VIAG, AG

**John Cullen**  
Senior Vice President  
NCH Corporation, Spain

**Thomas D. Hobson, III**  
Vice President, Capital Markets  
Merrill Lynch Europe  
England

**Bernard Levrat**  
Vice Rector  
University of Geneva  
Switzerland

**Heinz Otruba**  
Prorektor  
Wirtschaftsuniversit  t Wien  
Austria

**Roland Pascal**  
General Manager, Department of  
Haute-Savoie  
President, International Business  
Park and French Geneva Campus  
France

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

## Chairman of the Board

**John E. Berndt**

## Vice Chairmen of the Board

**Ronald L. Goode**  
**Richard J. Lehmann**  
**David C. Lincoln**

## Board Members

**Barbara Barrett**  
 Attorney/International Business  
 and Aviation Law  
 Paradise Valley, Arizona

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

**Geoffrey C. Bible**  
 Chairman, President and  
 Chief Executive Officer  
 Philip Morris Companies, Inc.  
 New York, New York

**Wahib Said Binzagr**  
 Chairman, Beit Binzagr Companies  
 Jeddah, Saudi Arabia

**David A. Brooks**  
 Executive Vice President,  
 Market Development  
 Visa U.S.A.  
 San Francisco, California

**Richard J. Callahan**  
 Executive Vice President  
 U S WEST, Inc.  
 London, England

**Edward M. Carson**  
 Chairman, Chief Executive Officer  
 First Interstate Bancorp  
 Los Angeles, California

**Tore Diskerud**  
 Chairman  
 Desert Troon Companies  
 Scottsdale, Arizona

**Jack E. Donnelly\***  
 President and Partner  
 Bailey & Donnelly Associates  
 Phoenix, Arizona

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

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

**Ann M. Fudge**  
 President, Maxwell House  
 Coffee Company  
 Executive Vice President  
 Kraft General Foods, Inc.  
 White Plains, New York

**William F. Gillis**  
 President & Chief Operating Officer,  
 Retired  
 INFO Enterprises, Inc.  
 Phoenix, Arizona

**Ronald L. Goode**  
 President, Searle International  
 Chicago, Illinois

**William H. Grumbles, Jr.**  
 Vice President Worldwide  
 Distribution  
 Turner Broadcasting System, Inc.  
 Atlanta, Georgia

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

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

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

**Richard J. Lehmann**  
 President  
 Banc One Corp.  
 Columbus, Ohio

**David K. P. Li, CBE**  
 Director and Chief Executive  
 The Bank of East Asia, Limited  
 Hong Kong

**David C. Lincoln**  
 Chairman  
 Arizona Oxides, Inc.  
 Phoenix, Arizona

**Ernesto Martens**  
 Chairman of the Board  
 Aerovias de Mexico, S.A. de C.V.  
 Col. Cuauhtémoc, Mexico

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

**Allen T. McInnes**  
 Chairman  
 Chase Packaging Corporation  
 Portland, Oregon

**Clayton E. McManaway, Jr.\***  
 (Ex Officio, Global Advisory  
 Council)  
 Vice President  
 International Operations  
 The Fairfax Group, Ltd.  
 Falls Church, Virginia

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

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

**Paul F. Orefice**  
 Chairman of the Board, Retired  
 Dow Chemical Company  
 Scottsdale, Arizona

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

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

**James G. Parkel**  
 IBM Director, Retired  
 Corporate Support Programs,  
 IBM Corp.  
 New Fairfield, Connecticut

**Bernard G. Rethore**  
 Chairman  
 McDyre & Spendley, Ltd.  
 Scottsdale, Arizona

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

**J. Kenneth Seward\***  
 Senior Vice President, Retired  
 Johnson & Higgins  
 Paradise Valley, Arizona

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

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

**Donald L. Staheli**  
 Chairman and Chief Executive  
 Officer, Continental Grain  
 New York, New York

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

**William C. Turner**  
 Chairman  
 Argyle Atlantic Corporation  
 Phoenix, Arizona

## Founding Trustee

**Frank L. Snell**  
 Snell & Wilmer  
 Scottsdale, Arizona

## Trustees Emeriti

**John F. Burlingame**  
 Stamford, Connecticut

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

**Joseph M. Klein\***  
 President, Retired  
 Pluess-Staufner Industries, Inc.  
 Pacific Palisades, California

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

**Guy Stillman\***  
 Paradise Valley, Arizona

**Daniel D. Witcher\***  
 Corporate Senior Vice President,  
 Retired  
 The Upjohn Company  
 Kalamazoo, Michigan

*\*Thunderbird Alumni*



**John E. Berndt**  
 Chairman of the Board

President, New Business Development, AT&T,  
 Basking Ridge, New Jersey

◀ *John Berndt, chairman of the Thunderbird Board of Trustees, has been with AT&T since 1961. Before assuming his present position, his other executive positions with AT&T included President of AT&T Business Services, President and CEO of AT&T International, and Senior Vice President, International Services Division within the Business Markets Group. He has served on the Thunderbird Board of Trustees since 1987.*

## BOARD OF DIRECTORS, OFFICERS, AND EX-OFFICIO BOARD MEMBERS 1995

### Chairman of the Board

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

### President

**H. Gene Wick '60**  
 Vice President of Operations (Retired)  
 R.J. Reynolds Tobacco Int'l, Inc.  
 Redmond, WA

### Vice Presidents

**Maarten Fleurke '79**  
 ACO Polymer  
 Cleveland, OH

**Thomas D. Hobson '79**  
 Director  
 Merrill Lynch Europe  
 London, England

**Linda J. Magoon '84**  
 Vice President  
 Diners Club International  
 Germany

### Administration

**Susan Combe \***  
 Asst. VP/Alumni Relations and Giving  
 The American Graduate School of  
 International Management  
 Glendale, AZ

### Acting Secretary

**Michelle S. Olson \***  
 Asst. Director, Alumni Relations  
 The American Graduate School of  
 International Management  
 Glendale, AZ

### Ex-Officio Members

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

**John E. Berndt \*\***  
 President  
 New Business Development, AT&T  
 Basking Ridge, NJ

**John C. Cook '79 \***  
 Pomeroy International  
 Zurich, Switzerland

### Board Members

**President**  
 Associated Students Legislative  
 Council (ASLC)  
 The American Graduate School of  
 International Management  
 Glendale, AZ

**Carolyn Polson O'Malley '70**  
 Acting Director  
 Desert Botanical Gardens  
 Phoenix, AZ

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

**Michael T. Dillon '78**  
 Executive Vice President  
 Society National Bank, Indiana  
 South Bend, IN

**Webb F. Elkins '63**  
 Senior Vice President  
 Drake Beam Morin, Inc.  
 Central, Hong Kong

**Larry K. Mellinger '68**  
 Senior Partner  
 Trinity International Partners  
 Washington, D.C.

**McDiarmid R. Messenger '72**  
 Supervisor and Manager  
 Standard Chartered Trading  
 Company  
 Los Angeles, CA

**Joseph A. O'Neill '80**  
 Director of International Business  
 Jergens International  
 Cincinnati, OH

**Richard E. Ragsdale '67**  
 Chairman  
 Community Health Systems Inc.  
 Brentwood, TN 37027

**Mike A. Santellanes, Sr. '60**  
 Sr. Partner/Chair (Retired)  
 Price Waterhouse Interamerica  
 San Jose, Costa Rica

**Martha S. Van Gelder Gypton '88**  
 Marketing Director/Asia  
 Walt Disney Co.  
 Hong Kong

**Christopher P. Johnson '86**  
 Director of Energy Lending  
 Bank of Nova Scotia  
 San Francisco, CA

**Thomas L. Guetzke '86**  
 President  
 Vogel Premium Water  
 St. Cloud, MN

**Sam Acquisto**  
 Small Business Liaison  
 Socioeconomic Program Office  
 McDonnell Douglas Aerospace

**Gabe E. Aguirre**  
 President, SaniServ

**Malik Ali**  
 Corporate MBE Director  
 Walt Disney Company

**Kenneth A. Bloom**  
 Purchasing Manager, 3M

**Terrian Barnes-Bryant**  
 Vice President  
 Research/Minority and  
 Women's Affairs  
 International Franchise Assoc.

**Margaretta W. Brédé**  
 Assistant Vice President,  
 Government/Corporate Projects  
 Thunderbird

**Silas Carter**  
 Director, Admin. & Operations  
 Services  
 Pitney Bowes, Inc.

**James Conley**  
 Director Minority Supplier  
 Development  
 General Motors Corporation

**Karen Dale**  
 Purchasing Manager  
 Honeywell, Inc.

**Michael Glass**  
 Manager, MBE Programs  
 CP Rail System

**Joseph Harris**  
 Executive, Special Supplier Relations  
 Chrysler Corporation

**Sharon Harris**  
 Manager, Minority Business  
 Development  
 General Mills, Inc.

### Honorary Board Member

**Joseph M. Klein '47 \*\***  
 Consultant to the President  
 Pleuss-Staufner Ind., Inc.  
 Pacific Palisades, CA

*\* Not a member of the board  
 \*\* Non-voting member/ex-officio  
 board member*

## NATIONAL MINORITY ADVISORY COUNCIL

**Fitzroy Hilaire**  
 Director of External Development  
 Avon Products, Inc.

**Yvette Hyman**  
 Program Director Supplier  
 Diversification & Development  
 Coors Brewing Company

**Renaldo Jensen**  
 Director, Minority Supplier  
 Development  
 Ford Motor Company

**Liz Kahnk**  
 Executive Director  
 TRY US Resources, Inc.

**Floyd Lewis**  
 Director, Corporate Affairs  
 Anheuser-Busch Companies

**Tim Maurer**  
 The Maurer Group

**Norman N. Nembhard**  
 Manager, Sales Administration  
 Philip Morris U.S.A.

**Dan Robinson**  
 Manager, Minority & Female  
 Supplier Devel.  
 Xerox Corporation

**Kanita Sandidge**  
 Global Procurement Operations  
 Director MWBE  
 AT&T

**Terry C. Smelcer**  
 Manager, Small Business  
 Development  
 Sprint Corporation

**Jane Winston**  
 Manager of Minority Supplier  
 Development  
 Pillsbury

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

**Klaus E. Agthe**  
North American Liaison  
VIAG

**Gabe E. Aguirre**  
Consultant  
Aguirre Enterprises

**James Albo**  
Executive Vice President  
Bank of America

**Wayne Anderson**

**Walter Atkinson '76**  
Chief Operating Officer  
Challenge Air Cargo

**Frederick F. Avery**  
President/Chief Executive Officer  
Avery Abbey Ltd.

**R. Jerry Baker**  
Executive Vice President  
National Association of  
Purchasing Management, Inc.

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

**Marvin B. Berenblum**  
Partner/Director  
Heidrick & Struggles

**Dorothy Bigg**  
Director of International Trade  
Arizona Department of Commerce

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

**Stephen R. Bova**  
President  
International Division  
Alltel Information Services, Inc.

**Carol Brookins**  
President/Chief Executive Officer  
World Perspectives, Inc.

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

**Adil Ahmed Bushnak**  
Consultant  
Adil Ahmed Bushnak Consulting

**Leon Chester**  
Vice President  
International Operations  
NCH Corporation

**Charles A. Clogston**  
Vice President, Sector Controller  
Administrative Division  
Cargill Incorporated

**Hugh K. Coble**  
Vice Chairman  
Fluor Corporation

**Dwight Coffin**  
Vice President, Human Resources  
Continental Grain Company

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

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

**Ross F. Crawford**  
President  
Ruska Instrument Corporation

**Vincent Daniels '74**  
President  
Praxair of North America  
Corporation

**Dieter Diehn**  
Senior Vice President/Chief  
Financial Officer  
Siemens Stromberg-Carlson

**Robert A. Dilworth '60**  
Vice President and  
Managing Director  
USG International, Ltd.

**C. Michael Dower '82**  
Sr. Business Development Manager  
Atlantic Global Business Center  
CIGNA International

**Jeffrey Duxbury**  
Coach – Assets and Financial Services  
AT&T Global Information  
Solutions

**Mel Engle**

**R. Timothy Epps**  
Vice President, Human Resources  
Saturn Corporation

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

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

**Theodore J. Fuller '72**  
President  
Johnson & Higgins of Pennsylvania

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

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

**Thomas O. Harbison**  
President  
THINC

**James C. Harding**  
Vice President, Human Resources  
Uncle Ben's, Inc.

**R. Sam Hawkins**  
Vice President, International  
Business Operations  
Industrial Automation and Controls  
Honeywell, Inc.

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

**Jack A. Henry**  
Managing Partner  
Arthur Andersen & Company

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

**Aleana Hiles '78**  
Vice President  
Bank of America Illinois

**Anne Hill**  
Director  
International Human Resources  
Planning and Development  
Baxter Worldtrade

**Kai Hoshi**  
President  
Canon Trading USA, Inc.

**Carolyn C. Huey '82**  
Director, Sales and Marketing  
Melrose Club

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

**Henry Kay**  
Senior Vice President  
Marketing  
Allergan Limited

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

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

**William Kimmins**  
Treasurer  
Anheuser-Busch Companies, Inc.

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

**Monika H. Kroener**  
Managing Partner  
Crown Management

**D. Larry Kroh '69**  
President  
Sunshine Snacks, Inc.

**Fernando Leal**  
Senior Vice President  
Strategic Planning and  
Business Development  
The Upjohn Company

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

**Thomas W. Lehmer**  
Chairman and Chief Executive  
Officer  
Prepared Products Company, Inc.

**Robert Londoño '69**  
President and  
Chief Operating Officer  
International Finance Bank

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

**Clint J. Magnussen**

**Richard Mallery**  
Attorney  
Snell & Wilmer

**Robert H. Manschot**  
President/Chief Executive Officer  
Rural/Metro Corporation

**Juan Martinez**  
Director, Latin American Marketing  
HAS Corporation

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

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

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

**James A. McClung**  
Vice President  
FMC Corporation

**Jon McGarity**  
Vice Chairman  
PMSI

**Allen T. McInnes**  
Chairman  
Chase Packaging Corporation

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

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

**Ruben Mendez '78**  
President  
EEB, Inc.

**McDiarmid R. Messenger '72**  
Senior Vice President/Manager  
Standard Chartered Trading  
Company

**James E. Mooney**  
Director, Financial Strategy  
and Operations  
IBM North America  
IBM Corporation

**Darin Narayana**  
Executive Vice President  
Norwest Bank Minnesota, N.A.

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

**Dennis J. O'Brien**  
Chief Economist  
Caltex Petroleum Corporation

**Robert E. O'Connell**  
President  
Edelman Associates

**George O'Keefe '77**  
President  
Pacific Rim Associates, Inc.

**Robert G. O'Malley**  
President  
Microage Data Services

**James H. O'Neal**  
President/Chief Executive Officer  
European Operations  
Pepsico Foods International Limited

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

**Daniel Prescott**  
President  
The Prescott Company

**Sunil Rai**  
President  
Biglines, Inc.

**Nick Renna '72**  
Vice President  
Finance and Administration  
SOURCE, Inc.

**Bernard Rethore**  
Chairman  
McDyre & Spendley, Ltd.

**Stephen Rizley '93**  
General Manager  
Greater Phoenix Interconnect

**Robert W. Ross**  
President  
Turner International, Inc.

**Jean-Claude Saada**  
President/Chief Executive Officer  
Cambridge Holdings Incorporated

**William Schoppenhorst**  
Consultant to the President  
Circuit Components, Inc.

**Harwood Shepard, Jr.**

**Dennis A. Sokol '74**  
Chairman/Chief Executive Officer  
Hospital Corporation  
International Holdings

**Peter J. Solomon**  
Consultant  
International Resources  
Consultants Pty. Ltd.

**Scott M. Spangler**  
President  
First Phoenix Capital, Inc.

**J. Taft Symonds**  
Chairman of the Board  
Maurice Pincoffs Company, Inc.

**Cecil B. Thompson**  
Co-Chairman  
AmerAsia Communications  
Corporation

**Peter Thomson**  
Director General  
The Chartered Institute of  
Purchasing & Supply

**Paul Tillman '86**  
Vice President, Marketing  
Convenience Foods Division  
Kellogg Company

**Holly H. Vene**  
Senior Director,  
International Operations  
Searle

**Roger W. Wallace**  
Director General  
Investamex

**P. Newton White '65**  
Senior Vice President  
Scott Paper Company

**Clarence H. Yahn, Jr. '62**  
President  
Ajay Leisure Products, Inc.

**James Young**  
Assistant to the Chairman  
Electronic Data Systems

**Robert B. Young**  
Special Assistant for Energy and  
Environment  
Lockheed Martin Corporation

### Council Emeriti

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

**Noe Kenig**  
International Business Development  
Consultant

*More than 800 Alumni Educational Counselors located around the world have volunteered to act as counselors to prospective students. A partial listing follows. They welcome contacts from applicants to discuss Thunderbird and international management.*

## U.S. COUNSELORS

### Alaska

Gary Miller  
18722 Guillemot Circle  
Anchorage, AK 99516-6113

### Alabama

Linda Frank  
Financial Advisor  
American Express Financial Advisor  
4902 Seven Pine Circle  
Huntsville, AL 35816

### Arizona

Jerome L. Gaarder  
15817 N Nicklaus Lane  
Sun City, AZ 85351

Edward G. Goldwater, DC  
P.O. Box 40384  
Mesa, AZ 85274

AnnDee Johnson  
Executive Vice President  
World Trade Center Arizona  
201 N Central Ave., Suite 2700  
Phoenix, AZ 85073

Christopher Neff  
10015 E Mountain View #2011  
Scottsdale, AZ 85258

Richard C. Obst, Jr.  
218 E Auburn Drive  
Tempe, AZ 85283-1806

### Arkansas

Mariea Gill  
408 N Cedar Street  
Little Rock, AR 72205

Mark A. Wysocki  
International Benefits  
ALLTEL Information Services  
4001 Rodney Parham Road  
Little Rock, AR 72212

### California

Jeffrey D. Alpert  
235 Flamingo Road  
Mill Valley, CA 94941

Elizabeth Brand Arellano  
Real Estate Associate  
Arellano Real Estate  
9297 Siempre Viva Road  
Suite MX021-68  
San Diego, CA 92173

Mark Bertrand  
Loan Officer  
California Export Finance  
6 Centerpointe Drive, Suite 760  
La Palma, CA 90623-1081

Bill Childs  
District Sales Manager  
Abbott Diagnostics  
39300 Civic Center Drive  
Suite 280  
Fremont, CA 94538

Daniel R. Dalton  
1808 Trym St.  
Hayward, CA 94541

Gregory D. Donnan  
Manager Special Hazards  
Grinnell Fire Protection Systems Co.  
1521 E. Orangethorpe Ave.  
Suite 100  
Fullerton, CA 92631

Walter Ertlin  
Senior Financial Analyst  
Levi Strauss International  
1155 Battery Street  
San Francisco, CA 94120

Michael P. Hatch  
Financial Advisor  
American Express Financial Advisors  
221 E Walnut, #234  
Pasadena, CA 91101

Michael Haun  
181 Coronado Ave.  
San Carlos, CA 94070

Clint Hopson  
CFO  
Hopson Pension Services, Inc.  
18302 Irvine Blvd., Suite 150  
Tustin, CA 92680

Bill Johnson  
Corporate Sales Representative  
Cellular One  
651 Gateway Blvd.  
Suite 1500  
South San Francisco, CA 94080

Sharon I. Jones  
Customer Service Representative  
1011 19th St., Apt. A  
Santa Monica, CA 90403

Paul Kersten  
4100 North Olive Avenue  
Turlock, CA 95382

Alexander G. Kramer  
Senior Counsel, International  
Export SBDC Dept. Commerce  
110 E. 9th St., Suite A-669  
Los Angeles, CA 90079

Matthew T. Laukaitis  
Sales Representative  
R. R. Donnelley Global Software  
Services  
2350 Mission College Blvd.  
Suite 970  
Santa Clara, CA 95054

Paul A. Milo  
Vice President, International  
Visual Edge Technology  
306 Potrero Ave.  
Sunnyvale, CA 94086

Kim Mueller  
6963 Green Leaf Court  
Granite Bay, CA 95746

Mark Neff  
President  
Infoquest International  
250 World Trade Center  
San Francisco, CA 94111

Scot P. Pittman  
Senior Contract Administrator  
TRW  
One Rancho Carmel  
San Diego, CA 92128  
Mail Zone RC2-2251

W. Delwin Rudeen  
Second Vice-President  
Northern Trust Bank of California  
P.O. Box 22107  
Santa Barbara, CA 93121

Michelle Runge  
Director of Marketing & Intl. Sales  
Westrim Crafts  
9667 Canoga Avenue  
Chatsworth, CA 91311

Sterling G. Shimoji  
Managing Director  
Magellan Capital Advisors  
601 S Figueroa Street, 30th Floor  
Los Angeles, CA 90017

Lisa T. Steere  
Consumer Manager  
Nestlé Beverage Company  
345 Spear Street  
San Francisco, CA 94105

Patricia A. Trosclair  
Owner  
Wine Wikket; Patricia Trosclair,  
Consulting  
1579 Lincoln, Suite 306  
San Rafael, CA 94901-1951

B. Nuket Veral  
5241 Broadway Terrace #5  
Oakland, CA 94618

John A. Warner  
Consultant  
7480 Country Club Drive  
La Jolla, CA 92037

## Colorado

Kevin Asbjörnson  
Director Worldwide Marketing  
Information Handling Services, Inc.  
15 Inverness Way East  
Englewood, CO 80112-5704

Bruce Blankenship  
President  
Blankenship Financial Services  
6387 Robin Drive  
Niwot, CO 80503

Polly Dawkins  
Manager Global Recruiting  
Echostar Communications Corp.  
90 Inverness Circle East  
Englewood, CO 80112

Suzanne K. Helmick Book  
Vice President  
First Interstate Bank of Denver, N.A.  
633 - 17th Street  
Denver, CO 80270

Dan Holme  
P.O. Box 6847  
Denver, CO 80206

Gerald J. O'Halloran, Jr.  
P.O. Box 756  
1975 Placid Drive  
Vail, CO 81645-0756

Deanne A. Vizurraga  
480 South Otis Street  
Lakewood, CO 80226

## Connecticut

Patricia Riccio Czako  
Operations Support Specialist  
Save the Children Federation  
54 Wilton Road  
Westport, CT 06881

Faye Ilona Kantz  
Export Manager  
VIE Americas, Inc.  
P.O. Box 958  
Glastonbury, CT 06033



Dawn S. Rodriguez  
Manager Export Development  
State of Connecticut  
Dept. of Economic Development  
865 Brook Street  
Rocky Hill, CT 06067

## District of Columbia

W. Eric McDonald  
Manager - Aerospace Information  
& Analysis Section  
U.S. Commerce Department  
International Trade Administration  
Office of Aerospace  
Room 2128  
14th & Constitution Ave. NW  
Washington, DC 20230

Mary Elizabeth Ward  
Banking Specialist  
Economic Development Institute  
The World Bank  
M-5011  
1818 H Street, N.W.  
Washington, DC 20433

## Florida

David Bridewell  
President/Owner  
Interglobal — Orlando  
4434 Glenview Lane  
Winter Park, FL 32792

Franco Campana  
3573 NW 4th Ave.  
Boca Raton, FL 33431

William W. Cone  
Event Marketing Director  
Knight-Ridder Newspapers  
1 Herald Plaza  
Corporate Marketing 6th Fl.  
Miami, FL 33132-1693

Tom W. Gläser  
Social Studies Chairman  
School for Advanced Studies  
Miami-Dade Comm. College -  
North Campus  
11380 N.W. 27th Ave.  
Suite #1111  
Miami, FL 33167

Tom Hackim  
P.O. Box 162511  
Altamonte Springs, FL 32716-2511

Peter S. Houseknecht  
Vice President  
Nationsbank  
P.O. Box 560863  
Miami, FL 33256-0863

Rich Howell  
825 Grand Cayman  
Orlando, FL 32835

Ronald E. McCowen  
2251 St. Charles Drive  
Clearwater, FL 34624

Christopher T. Morrison  
Director of Property Management  
Wynco Realty Partners, Inc.  
150 Southeast 2nd Ave.  
Suite 300  
Miami, FL 33131

Tom Sanders  
Assistant Professor of Finance  
Jacksonville University  
1411 E Blackhawk Tr.  
Jacksonville, FL 32225

Malcolm T. Sanford  
Professor - Entomology  
University of Florida  
Institute of Food and  
Agricultural Sciences  
Bldg. 970, Hull Road  
P.O. Box 110620  
Gainesville, FL 32611-0620

Sven Thorslund  
150 SE 25th Road  
Miami, FL 33129

## Georgia

Michael E. Bixler  
President  
MarketLink, Inc.  
P.O. Box 2534  
Thomasville, GA 31799

James S. Crawford  
Vice President  
ConAgra Intl. Fertilizers Co.  
5 Skidaway Village Walk  
Savannah, GA 31411

Bob Marshall  
Senior Director  
Corporate Development  
MSI, International  
2500 Marquis One Tower  
245 Peachtree Center Ave., NE  
Atlanta, GA 30303

Julia D. Stone  
Manager, Marketing  
Communications  
Gulfstream Aerospace Corp. Public  
Relations  
P.O. Box 2206  
M-SC-10  
Savannah, GA 31410

Elizabeth A. Webb  
706 Crestlane Drive  
Smyrna, GA 30080

## Hawaii

John Butler  
Owner, Butler Sales & Marketing  
3173 Beaumont Woods Place  
Honolulu, HI 96822

Robert G. Lees  
International Director General  
Pacific Basin Economic Council  
900 Fort Street, #1570  
Honolulu, HI 96813

Fred M. Smoot  
President  
Phoenix Pacific, Inc.  
120 Mokauea St.  
Honolulu, HI 96819

## Idaho

Nancy K. Napier  
Associate Dean / Professor  
Boise State University  
Department of Management  
1910 University Dr.  
Boise, ID 83702

## Illinois

Stephen Hawksworth  
1725 Kent Road  
Hoffman Estates, IL 60195

Yolanda Luszcz  
552 W. Roscoe, 3B  
Chicago, IL 60657

Felipe A. Newlands  
5455 N Sheridan Road, #1502  
Chicago, IL 60640

David F. Reed  
1000 South Lorraine Rd., #104  
Wheaton, IL 60187

Ann F. Rosen  
2469 N. Clybourn  
Chicago, IL 60614

Patrick Shaughnessy  
734 W. Bode Circle #313  
Hoffman Estates, IL 60194-2936

Steven D. Soehlig  
4177 W Cullom, #3  
Chicago, IL 60641

Don O'Sullivan  
4411 Sheffield Court  
Gurnee, IL 60031

## Indiana

Brent L. Brown  
809 Preston Drive  
Indianapolis, IN 46280

William (Bill) D. Jackson  
V.P., Controller  
Belden Inc.  
2200 U.S. Highway 27 South  
Richmond, IN 47374

Dennis B. Kelley  
President & CEO  
Pacific World Trade, Inc.  
8440 Woodfield Crossing  
Suite 370  
Indianapolis, IN 46240

## Iowa

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

Steven Eric Mueller  
816 Grove  
Adel, IA 50003

Pieter A. Vos  
President/Owner  
Global Marketing Associates  
P.O. Box 351  
Cedar Falls, IA 50613

## Kentucky

James E. Hansen  
Sr. Vice President & Mgr., Intl.  
National City Bank, Kentucky  
P.O. Box 36000  
Louisville, KY 40233

## Louisiana

Tom Dirlex  
Director of Intl Marketing  
Frymaster Corp.  
8700 Line Ave.  
Shreveport, LA 71106

## Maine

Jacinda Cotton-Castro  
President, Export Management  
Corp.  
Global Vision  
30 Main Street  
Farmington, ME 04938

## Maryland

Paul K. Arbo  
President  
Financial Services Network, Inc.  
6500 Seven Locks Rd. #201  
Cabin John, MD 20818

Edward T. Benizzi  
12140 Faulkner Dr.  
Owings Mills, MD 21117

Daniel H. Schoonmaker  
5002 Cushing Drive  
Kensington, MD 20895

## Massachusetts

Katherine Brand  
37 Clinton Street  
Newton, MA 02158

Charles E. Clapp III  
P.O. Box 2990  
Boston, MA 02101-2990

William J. Davis II  
Trade Specialist / Account Executive  
U.S. Dept. of Commerce  
Intl. Trade Administration  
U.S. & Foreign Commercial Service  
World Trade Center, Suite 307  
Boston, MA 02210

Christian Febiger  
Director of International Sales  
Plymouth Rubber Co., Inc.  
104 Revere Street  
Canton, MA 02181

Pamela Frank  
P.O. Box 1066  
Boston, MA 02205

Stephen F. Hall  
S. Richard Hall & Co., Inc.  
25 Church St.  
Dedham, MA 02026

Richard Mackney  
245 Bulkley Street  
Williamstown, MA 01267-2022

Elizabeth A. Manitsas  
359 Bliss Road  
Longmeadow, MA 01106

William H. Marvin  
Manager Strategic Channel Analysis  
NYNEX  
35 Village Road  
Middleton, MA 01949

# 104 ALUMNI COUNSELORS

Adrienne M. Pierce  
84 Prince Street, #3D  
Boston, MA 02113

Peter B. Sargent  
Senior Vice President  
BayBank Boston, N.A.  
175 Federal Street  
Boston, MA 02110

## Michigan

Lisa A. Dahl  
Manager, Brand Programming  
Whirlpool corporation  
2000 M63 North, MD 4000  
Benton Harbor, MI 49022

Erich Friess  
Assistant Vice President  
NBD Bank  
235 Sheldon Road  
Plymouth, MI 48170

Allen L. Jogerst, Jr.  
1122 Royce Avenue  
Kalamazoo, MI 49001

Bill Kennedy  
Regional Manager Sales & Mktg.,  
Southeast Asia  
Chrysler Intl. Services, S.A.  
CIMS 895-00-00  
12000 Chrysler Drive  
Detroit, MI 48288-1899

Joon H. Lee  
Fin. Analyst - Intl. Projects  
CMS Generation Co.  
330 Town Center Drive  
Suite 1000  
Dearborn, MI 48126-2712

Kurt E. Nelson  
5064 Heather Drive, #106  
Dearborn, MI 48126

Juan Ramos  
Account Manager  
Ford Division  
Lear Corporation  
17425 Federal Drive  
Allen Park, MI 48101

Angela E. Righter  
Second Vice President  
NBD Bank  
701 First National Building  
Detroit, MI 48226

Joseph C. Schmieder  
Vice President  
Oliver Products Company  
445 Sixth Street  
Grand Rapids, MI 49504

John C. Schuldt, Jr.  
Quality Care Programs Coordinator  
Ford Motor Co./Lincoln-Mercury Div.  
300 Renaissance Center  
Suite 2789  
P.O. Box 43324  
Detroit, MI 48243

Paul R. Tillman  
V.P. - Marketing  
Convenience Foods Division  
Kellogg Company  
1 Kellogg Square  
P.O. Box 3599  
Battle Creek, MI 49016-3599

## Minnesota

Kevin Chenoweth  
1000 W. Franklin Avenue, #112  
Minneapolis, MN 55405

Tracy Elizabeth Hufford  
Marketing and Personnel  
Consultant  
12575 Driftwood Court  
Apple Valley, MN 55124

James Musel  
Investment Analyst  
Cargill, Inc. - FMD  
6000 Clearwater Drive  
Minnetonka, MN 55343

## Missouri

William Everett  
7526 Ahern  
St. Louis, MO 63130

Cristina Gonzalez  
4504 Broadway, #214  
Kansas City, MO 64111

## Nebraska

H. Michael Harvey  
President  
Michael Harvey Enterprises  
3222 Center St.  
Omaha, NE 68105-2527

Richard A. Huckle, Jr.  
Vice President  
Corporate Banking  
FCS of the Midlands  
206 South 19th St.  
Omaha, NE 68102

Tim J. Lutz  
Owner/President  
First Source Business Forms  
Box 83495  
Lincoln, NE 68501

## Nevada

Thomas B. O'Keefe  
Investment Consultant  
T.B. O'Keefe Co.  
412 Antelope Way  
Las Vegas, NV 89128

## New Hampshire

Gary J. Martin  
President  
Univ. of New Hampshire  
Foundation, Inc.  
Elliot Alumni Center  
University of New Hampshire  
Durham, NH 03824

Lisa S. Tanen-La Fontaine  
Business Plan Coordinator  
United Parcel Service  
3 Technology Park  
Londonderry, NH 03053

## New Jersey

Anne C. Elbaor  
6008 Shadow Oaks Court  
Monmouth Junction, NJ 08852

Dr. Belmont F. Haydel, Jr.  
Professor Emeritus, Intl. Business  
Rider University  
P.O. Box 7748  
West Trenton, NJ 08628

Laurene Isip  
4209 Twin Oaks Court  
Monmouth Junction, NJ 08852

Michelle Y. Levesque  
206 Bloomfield Street, #5N  
Hoboken, NJ 07030

Jennifer L. Stanton  
44 Charles Street, #4B  
Westwood, NJ 07675

## New Mexico

Ernest Bruss  
President  
Business Investment Opportunities  
3200 Carlisle NE, Suite 100  
Albuquerque, NM 87110

Jerry Greco  
Owner-President  
Greco International, Inc.  
P.O. Box 143  
Silver City, NM 88062

## New York

Robert M. Ballinger  
Assistant Professor of  
Marketing and Management  
Siena College  
515 Loudon Rd.  
Loudonville, NY 12211-1462

Charles (Chuck) M. Fugitt, Jr.  
241 Central Park West, 9G  
New York, NY 10024

Michele Loomis  
512 W First Street  
Elmira, NY 14901

Khodadad Khushroo Moradian  
543 Broadway, 2nd Floor  
New York, NY 10012

Gary R. Olson  
Vice President  
The Chase Manhattan Bank, N.A.  
One Greenway Plaza  
135 Pinelawn Road  
Melville, NY 11747

Alberto M. Piedra  
Vice President, Mergers &  
Acquisitions  
Goldman, Sachs & Co.  
85 Broad Street  
22nd Floor  
New York, NY 10004

Michael H. Rittenberg  
Vice President  
Merrill Lynch & Co.  
World Financial Center, South Tower  
New York, NY 10080-6106

John D. Stanton  
Registrar  
Ithaca College  
220 Job Hall  
Ithaca, NY 14850-7013

Paulo Ungar  
Merchandiser, Rice Division  
Continental Grain Company  
277 Park Avenue  
New York, NY 10172

Gijs F.J. Van Thiel  
331 W 76th Street, #3A  
New York, NY 10023

Timothy C. Walker  
President  
Truck-Lite Intl., Inc.  
310 E Elmwood Ave.  
Falconer, NY 14733-1499

## North Carolina

Charles O. Coberly  
Owner  
Southern Salvage, Inc.  
& Coberly Racing  
7 Redbo Lane  
Asheville, NC 28806

Christian A. Larsen, Jr.  
Senior Vice President  
Trone Advertising, Inc.  
P.O. Box 35565  
Greensboro, NC 27425-5565

Sara Shine Orellana  
President  
Renaissance International  
909 Turtle Creek Drive  
Asheville, NC 28803

Scott J. Thomas  
P.O. Box 531  
Davidson, NC 28036

## North Dakota

Donald C. Nelson  
Chartered Life Underwriter  
802 South Drive  
Fargo, ND 58103-4934

## Ohio

Michael Crotty  
Executive Vice President  
Tex Style, Inc.  
440 Northland Blvd.  
Cincinnati, OH 45240

William B. Simmermon  
International Marketing Specialist  
Cincinnati Bell Info. Systems  
600 Vine Street  
Cincinnati, OH 45202

Thomas C. Smythe  
Owner  
Subway #4641 & Big John's Car  
Wash West  
3134 Belmont Ave.  
Youngstown, OH 44505

Nick C. Vintila  
124 S. Meadowcroft Drive  
Akron, OH 44313

Julie Scalabrino Young  
2648 Eaton Rd.  
University Heights, OH 44118

## Oklahoma

Larry E. McCarver  
100 W Shore Drive  
Arcadia, OK 73007

John P. McKay  
5524 East 75th St.  
Tulsa, OK 74136-7119

Robert Eugene "Gene" Stewart  
3918 North Kickapoo  
Shawnee, OK 74801

## Oregon

John Huffaker  
Regional Development Officer  
Oregon Economic Develop. Dept.  
3636 Klindt Drive  
The Dalles, OR 97058

Deirdre A. O'Connor  
Buyer/Planner  
Intel Corporation  
2373 NW 185th Avenue  
Suite #297  
Hillsboro, OR 97124

Arly Rice-Knight  
2584 W. 28th Ave.  
Eugene, OR 97405

## Pennsylvania

Ann Abraham  
1805 Tustin St.  
Philadelphia, PA 19152

Lorri D. Buffone  
286 Main Street, #2  
Greenville, PA 16125

Plato Ghinos  
523 Cricklewood Dr.  
State College, PA 16803

Andrew Lubin  
President  
Midland Export Ltd.  
3466 Progress Dr., Suite 212  
Bensalem, PA 19020

Amy W. Peterman  
1614 Fort Washington Avenue  
Maple Glen, PA 19002

Paul Simpson  
706 Matlack Ave., #203  
Lewisburg, PA 17837-1061

James F. Stephenson  
International Business Coordinator  
Minitab, Inc.  
3081 Enterprise Drive  
State College, PA 16801

## Rhode Island

Peter G. Lamberton  
14 Circuit Drive  
East Providence, RI 02915

## South Carolina

John R. Wickersham  
213 Cape Charles Drive  
Greenville, SC 29615

## South Dakota

Alison Berger-De Roos  
Project Manager  
Gateway 2000, Inc.  
610 Gateway Drive  
N. Sioux City, SD 57049

George Lapp  
2212 South Main  
Sioux Falls, SD 57105

## Tennessee

William Montague Ferry  
Consultant  
9106 Sawyer Brown Rd.  
Nashville, TN 37221

Jiro Oi  
303 Appomattox Dr.  
Brentwood, TN 37027

## Texas

George Abreu  
4403 Donalbain Drive  
Spring, TX 77373

David A. Bagley  
Corporate Manager-Corp. Devel.  
SBC Communications  
175 E. Houston, Rm 11-F-5  
P.O. Box 2933  
San Antonio, TX 78299-2933

Douglas Deardorf  
205 Timberlane Terrace  
Euless, TX 76039

Greg Goff  
Executive Vice President  
United Advertising Publications  
Harmon Publishing  
15400 Knoll Trail, Suite 400  
Dallas, TX 75248

Rona Neuneker Houston  
2809 Hunnicut Court  
Austin, TX 78748

Kenneth E. Lambert  
Senior V.P. / Managing Director  
DMB & B / Americas  
321 Alamo Plaza, Suite 300  
San Antonio, TX 78205-2670

Philip W. Loeper  
4851 Cedar Springs Road, #377  
Dallas, TX 75219

Alden McCall  
Principal  
AMX Consulting Services  
6236 Indian Creek Drive  
Fort Worth, TX 76107

Igor I. Mamantov  
2444 Fairway Ct.  
Richardson, TX 75080

Mortada M. Mohamed  
9745 Anderson Village Dr.  
Austin, TX 78729

Dr. Kelly Jett Murphrey  
Assistant Director  
Center for Western Hemispheric Trade  
Texas A&M University  
College of Business MS-4116  
College Station, TX 77843-4116

Ben Miedema  
Regional Director  
International Cooperative Education  
10223 McAllister Freeway, #104  
P.O. Box 791547  
San Antonio, TX 78279-1547

Elizabeth Anne Owens  
Director of Intl. Sales  
Tracom, Inc.  
932 S. Ayers  
Fort Worth, TX 76103

John Charles Poth  
Agent  
Northwestern Mutual Life  
2720 Bee Cave Road  
Austin, TX 78746

Scott Raper  
1407 Garner Ave.  
Austin, TX 78704

Matt Rymer  
1008 Leighsford Lane, #12303  
Arlington, TX 76006

Max Ralph Tarbox  
Attorney  
3223 South Loop 289, #414  
Pyramid Plaza  
Lubbock, TX 79423

Mark Wheat  
Senior Consultant  
Deloitte & Touche  
2200 Ross Ave., #1600  
Dallas, TX 75204

Mary C. White  
Intl. Director, Latin America  
Henry Vogt Machine Co.  
1815 Shady Oaks Road  
P.O. Box 396  
Denton, TX 76202

## Utah

S.R. Akbarian  
Principal  
Pendar International  
P.O. Box 6385  
Salt Lake City, UT 84106

Richard Larsen  
874 West 400 North  
West Bountiful, UT 84087

Brent L. Q. Maxwell  
CFO  
Precision Systems Engineering, Inc.  
1954 E 7000 South  
Salt Lake City, UT 84121

## Vermont

Robert W. Caragher  
Assistant Comptroller  
Middlebury College  
Comptroller's Office  
Middlebury, VT 05753

## Virginia

Michelle J. Foster  
Vice President/  
Market Development  
Gannett Co., Inc.  
1100 Wilson Blvd.  
Arlington, VA 22234

George L. Hiller  
Intl. Marketing Manager  
Virginia Dept. of  
Economic Development  
P.O. Box 798  
Richmond, VA 23206-0798

Alison Menchhofer Johnson  
Vice President  
First Union National Bank  
of Virginia  
P.O. Box 26944  
Richmond, VA 23219-6944

Donna Kepley  
Intl. Tax Compliance Consultant  
Baker & McKenzie  
815 Connecticut Avenue  
Washington, DC 20006

Jennifer A. Lark  
Chesapeake Corporation  
James Center II  
1021 E Cary Street, Box 2350  
Richmond, VA 23218-2350

Dana-Nicoleta Lascu  
Assist. Prof. of Marketing  
E. Claiborne Robins School of  
Business  
University of Richmond  
Richmond, VA 23173

Suzanne Lawrence  
Foreign Service Officer  
Department of State  
2525 N 10th Street, #413  
Arlington, VA 22201

Bunmi Abifarin Morgan  
Assistant Director of Admissions  
Marymount University  
2807 N Glebe Road  
Arlington, VA 22207

Helene Nelson  
9425 Robnel Ave.  
Manassas, VA 22110

Dr. Bradley M. Roof  
Professor of Accounting  
School of Accounting  
James Madison University  
Harrisonburg, VA 22807

Howard B. (Skip) Yeager, Jr.  
2859 Middleboro Drive  
Falls Church, VA 22042

## Washington

Adelaida C. Adduru-Bowman  
11536 Meridian Ave. North  
Seattle, WA 98133-8535

Ron Barbera  
P.O. Box 24951  
Federal Way, WA 98093-1951

# 06 ALUMNI COUNSELORS

Lynn M. Campbell  
19207 Richmond Beach Dr. NW  
Seattle, WA 98177

Paul M. Hirsh  
1013 40th Ave. NW  
Gig Harbor, WA 98335

Larry W. Ishmael  
Managing Director  
Suasor Consulting Group Ltd.  
Suite 214  
22525 SE 64th Place  
Issaquah, WA 98027

Page Perey  
334 Lakeside Avenue South, #202  
Seattle, WA 98144

## West Virginia

Kevin Neff  
2414 Mt. Vernon Circle  
Parkersburg, WV 26101

## Wisconsin

Anna M. Beshensky  
2424 E Webster, #304  
Milwaukee, WI 53211

W. Bret Baldwin  
Director for Asia-Pacific Operations  
Findley Adhesives, Inc.  
11320 Watertown Plank Road  
Wauwatosa, WI 53226-3434

## INTERNATIONAL

### Algeria

Taha-Djalal Kassama  
Businessman Chief Manager  
Rayco International  
04, Rue Boudoua Tahar  
Belcourt, Algiers, 16014  
Algeria

### Australia

Douglas E. Blom  
Managing Director  
Bucyrus (Australia) Pty, Ltd.  
10 Market St., 9th Floor  
GWA House  
Brisbane 4000  
Queensland, Australia

### Austria

Charles LaFond  
Director  
Business Language Center  
Trattnerhof 2  
A-1010 Vienna  
Austria (Europe)

Katrina Gonnerman  
Director of Marketing  
MAM Babyartikel GesmbH  
Degengasse 70/6/2B  
A-1160 Vienna  
Austria (Europe)

## Bahrain

Qaisar M. Zaman  
P.O. Box 22774  
Muharraq  
Bahrain (Arabian Gulf)

## Belgium

Frederic L. Agneessens  
President  
Greendrive Capital Advisors  
Avenue de Tervueren 229  
Box 7  
B-1150 Brussels, Belgium

Dorn Wenninger  
Allocation Planner  
Chiquita International Limited  
Rijnkaai 37  
2000 Antwerpen, Belgium

## Bermuda

Karen R. Meyer  
Manager - Brokerage Accounting  
Heddington Brokers Limited  
Willis Corroon (Bermuda) Ltd.  
P.O. Box HM 1995  
Hamilton, HM HX  
Bermuda

## Botswana

Charles L. St. Clair  
Director of Operations, Southern  
Africa  
Interkiln Projects of America, Inc.  
Botswana Development Corp. Ltd.  
Private Bag 160  
Gaborone, Botswana  
(Southern Africa)

## Brazil

Ali Mohammed Bahaj  
Finance Department Manager  
Caterpillar Brasil S.A.  
Rod. Luiz de Queiroz - Km 157  
CEP 13420-900  
Piracicaba, S.P., Brazil

Thad J. Dungan  
Global Sourcing/Advance  
Purchasing Manager  
General Motors do Brasil  
Centro Tecnológico  
Ave. Gofas 2769  
Cx. Postal 197  
São Caetano do Sul, S.P.  
09501-970 Brazil

Ricardo Miranda Silva  
Vice President  
Citibank, N.A.  
Av. Paulista, 1.111  
16th Floor  
São Paulo - SP  
01311-920, Brazil

## Canada

Robin E. Carpenter  
165 Crescent Road  
Toronto, Ontario  
M4W 1V1 Canada

Sanjeev S. Chowdhury  
100 Boteler Street  
Apt. 1406  
Ottawa, Ontario  
K1N 8Y1 Canada

Gregory Klassen  
Marketing Research Project Manager  
Statistics Canada  
278 Breezehill Avenue South  
Ottawa, ON  
K1Y 2J3 Canada

Nancy P. Lee  
138 Brock Street  
Winnipeg, Manitoba  
R3N 0Y4 Canada

Frank Myers  
Second Vice President  
NBD Bank, Canada  
BCE Place, P.O. Box 613  
161 Bay St., Suite 4240  
Toronto, Ontario  
M5J 2S1 Canada

## China

John H. (Scotty) McNutt, Jr.  
Apt. 38-202  
398 Xin Bei Lu  
Shanghai 201100  
China

## Colombia

Felipe A. Herrera  
Calle 112 0-80 Este  
Apt. 702  
Bogotá, Colombia

Jorge J. Uribe  
Executive V.P.  
Tista Uribe & Cia. Ltda.  
A.A. #33-40  
Medellín, Colombia

## Czech Republic

William A. Bindseil  
Project Manager  
Capital Markets/Brokerage Dept.  
Citibank a.s.  
Evropská 178  
16640 Prague 6  
Czech Republic

## Ecuador

Eduardo E. Pozo Caminer  
Manager International Division  
Banco la Previsora  
P.O. Box 09-01-3859  
Guayaquil, Ecuador

## Egypt

Hussein M. K. Mostafa  
Commitment &  
Registration Manager  
Alexandria Commercial Company  
P.O. Box 623  
Alexandria, Egypt

## Finland

Vesa J. Jaatinen  
Marketing Director  
Alfmix Oy  
Eino Leinon Katu 6 B 28  
00250 Helsinki  
Finland

## France

François Bornens  
17 rue D'Hassloch  
78220 Viroflay, France

Nan Hunter  
Worldwide Technico-Commercial  
Director  
Prestige and Collections Intl.  
6 bis rue des Graviers  
92200 Neuilly sur Seine  
France

Maureen A. Johnson  
32, Blvd Flandrin, No. 302  
75116 Paris, France

Denise Marceaux  
European Corporate Associate  
Thunderbird Europe  
International Business Park  
74166 Archamps, France

Stephen Thomsen  
13, Quai Saint Michel  
75005 Paris, France

## Germany

Robert Falco  
Area Channel Manager  
Bauknecht, A Whirlpool Subsid.  
Am Wallgraben 99  
D 7000 Stuttgart 80  
Germany

Mark W. Fenstermann  
Schwanheimer Str. 150  
D-60528 Frankfurt / M  
Germany

R. Mark Logan  
Product Marketing Manager  
Hallmark Cards GmbH.  
Hansa Straße 134  
D-81373 Munich  
Germany

William A. Perry  
Director Mktg. & Sales Europe  
Indogo Medical GmbH  
Fuggerstrasse 13  
D-48165 Muenster,  
Germany

Jesse D. Young  
Mozartstrasse 50  
85368 Moosburg  
Germany

## Guatemala

Bill Christopher  
Foreign Service Officer  
US State Department  
US Embassy - Guatemala City  
APO AA 34024

## Hong Kong

Paul W. Bradley  
Regional Coordinating Manager -  
Asia Marketing  
N.Y.K. Line (Nippon Yusen Kaisha)  
Far East Management Center  
Room 1203A, 12th Floor  
Admiralty Centre, Tower 1  
18 Harcourt Road  
Hong Kong

## Indonesia

Daniel J. Goldsmith  
Managing Director, I. E. S.  
P.O. Box 4062  
Jakarta Selatan  
Indonesia 12040

Harry Hartono  
Managing Director  
PT Parastar Echorindo  
Mangga Dua Plaza E-15  
Jl. Rava Mangga Dua  
Jakarta 10730  
Indonesia

## Israel

Gary L. Hogenson  
Treasurer, Baha'i International Fund  
Baha'i World Centre  
P.O. Box 155  
31001 Haifa  
Israel

## Italy

John A. Dodds  
Account / Credit Officer  
Westdeutsche Landesbank  
(Europa) AG, Milan Branch  
Via Canova 38/40  
20145 Milano, Italy

## Japan

Bret C. Dandoy  
Vice President & Manager  
Global Equity Dept.  
Lehman Brothers  
1-12-32 Akasaka  
Ark Mori Bldg 36th Fl.  
Minato-ku  
Tokyo 107, Japan

Ann DeLaHunt  
Saga Flat #404  
1-9-12, Saga, Koto-ku  
Tokyo 135, Japan

Mikako Inamasu  
5-36-7 Okusawa  
Setagaya-ku  
Tokyo Japan 102

Hideyuki Ohmata  
1-1-3-503 Iwase  
Kamakura-shi  
Kanagawa-ken 247  
Japan

Kim E. Masumi Parker  
Lafore Kurume 105  
Saiwai-cho 1-22-12  
Higashi-Kurume-Shi  
Tokyo-to 105 Japan

Gary C. Roberts  
Assistant General Manager  
International Dept.  
Morinaga Milk Industry Co., Ltd.  
5-33-1 Shiba, Minato-ku  
Tokyo Japan 108

Osamu Yamada  
General Manager  
WKK Japan Ltd.  
2/F, Ikeda Bldg.  
1-7-15, Shiba-Koen  
Minato-ku  
Tokyo 105, Japan

## Korea

Don Hackney  
P.R. Consultant / Editor  
Korea Trade Promotion Corp.  
KOTRA Publications Department  
Suite 1202  
Trade Center P.O. Box 123  
Seoul, Korea

Dr. Jung-Bae Kim  
Professor & Dean  
Graduate School of Business  
Administration  
Kyungwon University  
Bokjung-Dong, San 65  
Seongnam City, Korea

James H. Riddle  
Vice President  
Teledyne  
C.P.O. Box 3599  
Seoul, Korea

## Latvia

Juris Ulmanis  
Business Development Manager  
Motorola Baltics  
15 Kalku Street, 6th Floor  
Riga, LV-1050  
Latvia

## Malaysia

Lip-Chee Lee  
63 Jalan Athinapan Satu  
Taman Tun Dr Ismail  
60000 Kuala Lumpur  
Malaysia

## Netherlands

Milly Ter Heege  
Managing Director  
Profile Management,  
International Business Consultants  
Max Euweplein 30  
1017 MB Amsterdam  
The Netherlands

## New Zealand

W.J.G. (John) Bowen  
Company Director  
B & H New Zealand Ltd. &  
The Meeting Group Ltd.  
P.O. Box 25-324  
Auckland, New Zealand

## Norway

Tom Albrigtsen  
Radyrveien 15C  
N-4890 Grimstad, Norway

## Peru

Maria Antonieta Alfaro-Snively  
Manager (Marketing &  
International Corporate Events)  
Excel International  
Av. Monterrico Chico 365-B  
Surco, Lima 33  
Peru

## Republic of China

Julin Chiang  
36 So-Shan Road  
Taishan, Taipei 24307  
Taiwan (ROC)

David H. Peng  
Chief Representative  
Warburg Asset Management  
Taiwan Representative Office  
13th Floor  
109 Min Sheng E. Road, Section 3  
Taipei, Taiwan (ROC)

Scott P. Summers  
Project Manager, Schal Bovis, Inc.  
12F, 321 Jen-ai Road, Section 4  
Taipei, Taiwan (ROC)

## Saudi Arabia

Brian T. Farmer  
Sr. Procurement Coordinator  
International Airports Projects  
P.O. Box 6326  
Jeddah 21442 Saudi Arabia

## Singapore

Samuel P. Moncure  
1 Farrer Rd., #08-05 Tulip Garden  
Singapore, 1026

## South Africa

Bruno Cornelio, Jr.  
Chief, Private Sector Division  
US Agency for Intl. Development  
P.O. Box 55380  
Arcadia, Pretoria 0007, South Africa

## Spain

Giulia Diano  
Avda. de los Madroños, 17-2C  
28043 Madrid, Spain

Theresa R. Fedel  
Calle Camino Del Soto, 3 Chalet 29  
La Moraleja - Alcobendas  
Madrid 28109 Spain

Vincent M. Mut  
Assistant General Manager  
Medición y Control SA  
Gran Vía de les Corts Catalanes, 133  
08014 Barcelona, Spain

Jan O. Skybak  
Director, Sales & Marketing  
BSN Vidrio España, S.A.  
Ctra. Villaverde Km 8,2  
28041 Madrid, Spain

## Sweden

Astrid Boer  
Rosenlundsgatan 48B, 4tr  
S-11863 Stockholm, Sweden

Lawrence C. Masle  
Manager, Mktg. Communications  
Ericsson Radio Systems, AB  
Cellular Systems - American Standards  
Gullfossgratan 4, Kista  
16480 Stockholm, Sweden

Garry Moore  
Beckhusgatan 2, 3rd Floor  
S-87145 Harnosand, Sweden

## Switzerland

Scot F. Von Bergen  
Managing Director  
Point Enterprise S.A.  
P.O. Box 48  
Rue de Rive 17  
CH-1260 Nyon, Switzerland

## Thailand

Bill Kennedy  
Regional Manager Sales & Mktg.,  
Southeast Asia  
Chrysler International Services, S.A.  
Representative Office, Southeast Asia  
Suite 1412, 14th Fl., Q-House Bldg.  
66 Sukhumvit Road, Soi 21 (Asokk)  
Klongtoey, Bangkok 10110  
Thailand (See "Michigan")

Buntin Kawkome  
395 Soi Intamara 47  
Suthisarn Road, Bangkok 10310  
Thailand

## United Arab Emirates

Suhas Mahajan  
Resident Vice President  
Citibank N.A.  
P.O. Box 749  
Dubai, United Arab Emirates

Saeed Masoud  
Vice President  
Citibank Private Bank  
P.O. Box 999  
Abu Dhabi, United Arab Emirates

## United Kingdom

Beatrice Haechler  
Associate Manager  
Goldman Sachs International Ltd.  
Peterborough Court  
133 Fleet St.  
London EC4A 2BB  
United Kingdom

Mark Rudolph  
Managing Director  
Turner International  
CNN House  
19-22 Rathbone Pl.  
London W1P 1DF  
United Kingdom

John C. Sunnygard  
Programme Director  
The Institute of European  
Studies - London Programme  
50 Great Russell St.  
London WC1B 3BA  
United Kingdom

## West Indies

John E. Beale  
Executive Divisional Manager  
Financial Services /  
Property Development  
Barbados Shipping & Trading  
Company, Ltd. (BS & T)  
Musson Bldg., Hincks St.  
Bridgetown  
Barbados, West Indies

## Zambia

Ram Balasubramaniam  
Executive Director  
Tata Zambia Limited  
P.O. Box 30074  
Lusaka, Zambia

## 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*  
*Assistant Vice President,*  
*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*  
*San Francisco, CA 94105*

## GRIEVANCE PROCEDURE

### Purpose

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

### 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.

## 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>
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>

## FALL SEMESTER 1996

Mon., Aug. 26	<i>Residence Halls Open, 9 a.m.</i>
Mon., Aug. 26	<i>New-Student Orientation Begins</i>
Wed.-Fri., Aug. 28-30	<i>Waivers, Counseling, Registration</i>
Mon., Sept. 2	<i>Labor Day Holiday</i>
Tue., Sept. 3	<i>Classes Begin</i>
Tue., Sept. 3	<i>Last Day for Payment Arrangements</i>
Thu.-Sun., Nov. 28-Dec. 1	<i>Thanksgiving Holiday</i>
Thu., Dec. 12	<i>Last Day of Classes</i>
Sat.-Thu., Dec. 14-19	<i>Final Examinations</i>
Fri., Dec. 20	<i>Commencement</i>
Sun., Dec. 22	<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>

## WINTERIM 1997

Mon., Jan. 6	<i>Residence Halls Open, 9 a.m.</i>
Mon., Jan. 6	<i>Classes Begin, Late Registration</i>
Fri., Jan. 24	<i>Final Examinations</i>
Fri., Jan. 24	<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>
Mon., Jan. 29	<i>Last Day for Payment Arrangements</i>
Fri.-Mon., Apr. 5-8	<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>

## SPRING SEMESTER 1997

Mon., Jan. 27	<i>Residence Halls Open, 9 a.m.</i>
Mon., Jan. 27	<i>New-Student Orientation Begins</i>
Wed.-Fri., Jan. 29-31	<i>Waivers, Counseling, Registration</i>
Mon., Feb. 3	<i>Classes Begin</i>
Mon., Feb. 3	<i>Last Day for Payment Arrangements</i>
Fri.-Mon., Mar. 28-31	<i>Easter Holiday</i>
Thu., May 15	<i>Last Day of Classes</i>
Sat.-Thu., May 17-22	<i>Final Examinations</i>
Fri., May 23	<i>Commencement</i>
Sun., May 25	<i>Residence Halls Close, 4 p.m.</i>

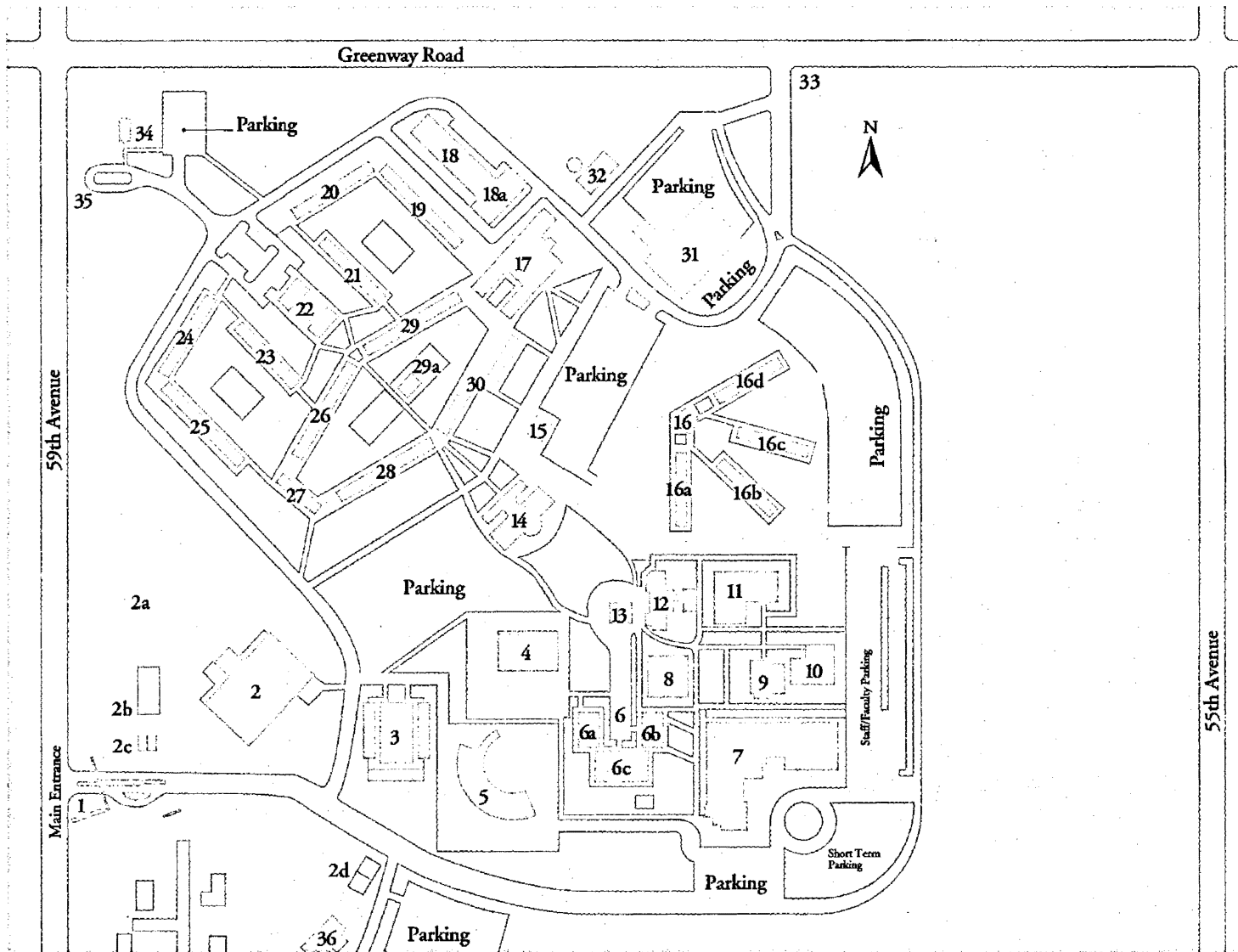
## SUMMER TERM 1996

Mon., May 27	<i>Residence Halls Open, 9 a.m.</i>
Tues., May 28	<i>New-Student Orientation Begins</i>
Wed.-Fri., May 29-31	<i>Waivers, Counseling, Registration</i>
Mon., June 3	<i>Classes Begin</i>
Mon., June 3	<i>Last Day for Payment Arrangements</i>
Thu.-Fri., July 4-5	<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>

## SUMMER TERM 1997

Mon., Jun. 2	<i>Residence Halls Open, 9 a.m.</i>
Mon., Jun. 2	<i>New-Student Orientation Begins</i>
Wed.-Fri., Jun. 4-6	<i>Waivers, Counseling, Registration</i>
Mon., Jun. 9	<i>Classes Begin</i>
Mon., Jun. 9	<i>Last Day for Payment Arrangements</i>
Fri., July 4	<i>Independence Day Holiday</i>
Tue., Aug. 12	<i>Last Day of Classes</i>
Wed.-Thu., Aug. 13-14	<i>Final Examinations</i>
Fri., Aug. 15	<i>Commencement</i>
Sun., Aug. 17	<i>Residence Halls Close, 4 p.m.</i>

# 110 THUNDERBIRD CAMPUS MAP



## Residence Halls

Residence Hall "A" .....	30
Residence Hall (Under Construction) .....	29
Residence Hall "D" .....	26
Residence Hall "E" .....	19
Residence Hall "F" .....	20
Residence Hall "G" .....	25
Residence Hall "H" .....	24
Executive Housing "I" .....	23
Executive Housing "J" .....	21
East Apartments.....	16
West Apartments .....	3
Keyman Guest Rooms .....	18

## Classrooms

1-10, 11-20, 21-29.....	6a,b,c
31-35 .....	27
C22, C23, C24 .....	28
Lecture Halls 53, 54, 55 .....	9

## Main Administrative Offices

Academic Affairs .....	7
Admissions.....	7
Business Affairs .....	7
Career Services/Internships .....	12
Executive Education .....	22
External Affairs .....	7
Facilities Services .....	32
Housing.....	2
Human Resources .....	7
Registrar.....	7
President's Office .....	7
Student Affairs (Financial Aid, Programs for Foreign Students and Scholars Office) .....	7

## Campus Resources

Career Services Center .....	12
Crossroads Coffee Shop .....	17
Dining Hall .....	17
Hangar Building: Audio Visual, Bookstore, Central Services/ Supply, Copy Center, Global Market, Post Office, Storage, Travel Agency.....	31
Health Center .....	15
International Business Information Centre (IBIC) .....	5
ISRC/Dom Pedro II Research Center .....	5
Information Technology Center (ITC) .....	8
Multimedia Resource Center .....	36
Tower Building Student Center..	14

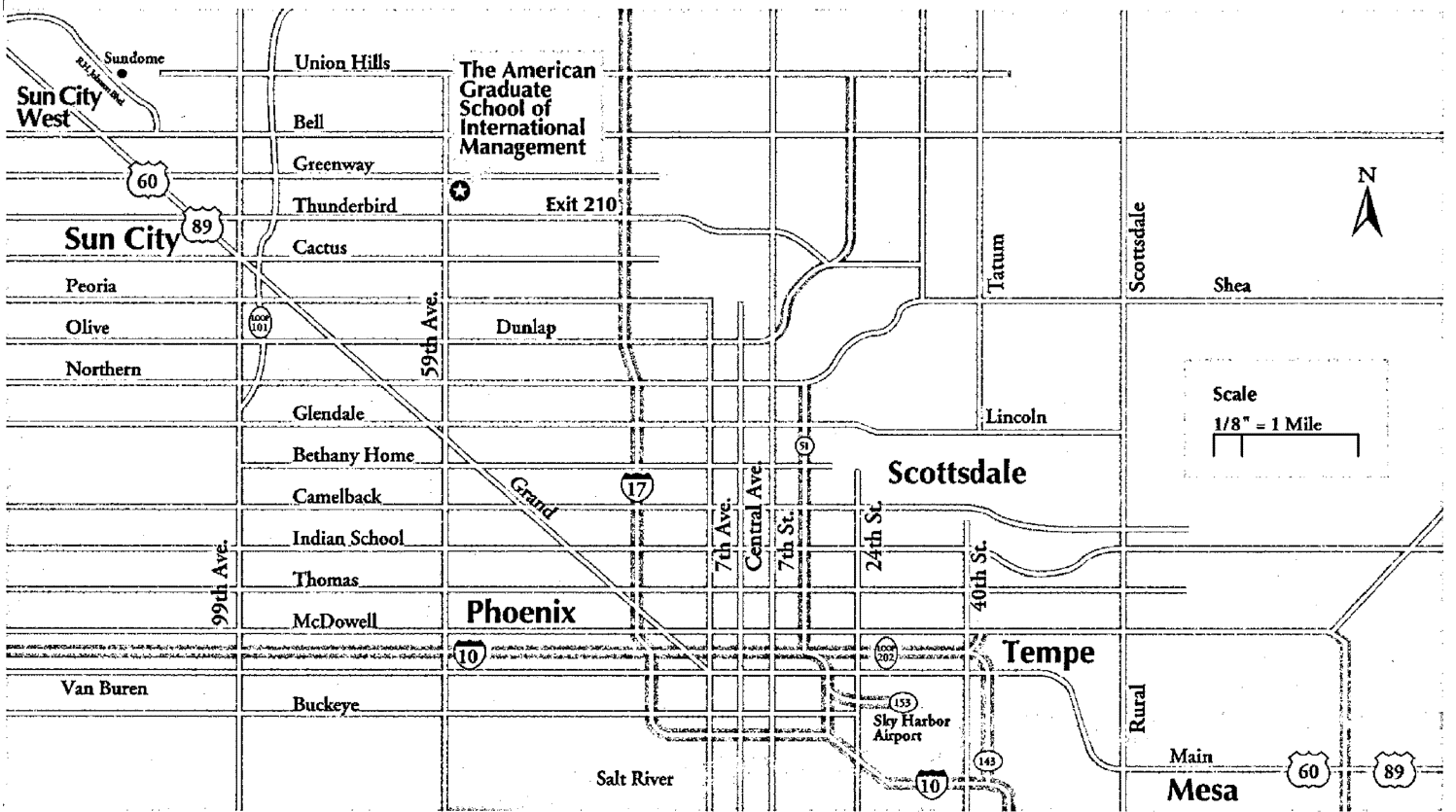
## Faculty Offices

International Studies .....	10
Modern Languages.....	11
World Business .....	7

## Auditoriums/Meeting Rooms

AT&T Auditorium .....	7
Chapel (Tell Interfaith Center) .....	34
Executive Auditoriums 1&2 ....	17
Goldwater Lounge .....	18a
Lecture Halls 53, 54, 55 .....	9
Meeting Rooms 1, 2, 3 .....	7
Room 236 .....	7
Thunderbird Activity Center (TAC) .....	2





## Glendale and the Greater Phoenix Area

■ Thunderbird is located in Glendale, Arizona, a city of 171,000 people in the western part of the Greater Phoenix area, an urban center with a population of approximately 2.7 million.

■ Two large regional desert mountain parks are located in the Glendale area; both have ample picnicking facilities and several hiking trails. In addition, the city's Sahuaro Ranch Park is located just three miles from the Thunderbird Campus. Known widely for its resident roaming peacocks, the park has numerous shaded picnic tables, a children's playground, unique historical buildings, citrus groves, and a community rose garden.

■ A valley-wide network of bicycle paths includes the beautifully landscaped Thunderbird Paseo Park in Glendale that runs parallel to the canal a mile from the Thunderbird Campus.

■ Two major shopping centers, two hotels, and more than 50 casual and fast-food restaurants are located within a four-mile radius of the Thunderbird Campus.

■ Greater Phoenix is served by 11 major airlines with nonstop flights to nearly every major city in the U.S. and Mexico City. The City of Glendale operates a modern airport for private aircraft.

■ The Greater Phoenix area offers more than 50 museums and cultural organizations, including the internationally acclaimed Heard Museum of Anthropology and Primitive Arts, the Desert Botanical Garden, the Phoenix Symphony, the Phoenix Art Museum, the Arizona Opera Company, the Herberger Theater Center, and the Phoenix Zoo.

■ In addition to Thunderbird, the international business community of the Greater Phoenix area includes an active World Trade Center, the international trade and investment division of the Arizona Department of Commerce, a district office of the U.S. Department of Commerce Commercial Service, the World Affairs Council, Foreign Trade zones, and numerous international business and cultural organizations.

■ *Fortune* magazine includes Greater Phoenix among 50 world cities that "cut a truly international figure." *World Trade* magazine ranked metro Phoenix as the 9th best city for global companies.

■ The Greater Phoenix Economic Council, the region's marketing and economic development arm, regularly helps companies expand or locate in the area.

# 12 INDEX AND TELEPHONE DIRECTORY

Administration .....	97	Financial Aid .....	30	Retaking Courses .....	81	Thunderbird Online .....	8
Admission .....	18	Food Service.....	26	Returning After an Absence .....	81	TOEFL .....	18, 45
Alumni Association Board .....	99	Foreign Programs .....	32	Sample Courses of Study .....	49	Tower Building	
Alumni Educational		Foreign Student Office.....	22	Scholarships .....	30	Student Center.....	20
Counselors.....	102	Global Advisory Council .....	100	Spouses, Tuition.....	28	Transcript Regulations .....	81
Alumni, Location of.....	10	GMAT .....	18	Student Government .....	20	Transfer of Credits .....	80
Alumni Relations Office.....	8	Grading Code .....	80	Student Body Profile .....	3	Travel Agency.....	22
Application Fee .....	18, 28	Graduation Requirements .....	81	Student Publications .....	20	Trustees, Board of .....	98
Application .....	18	Grievance Procedure.....	108	Student Services .....	22	Tuition and Fees.....	28
Auditing.....	80	Health Services.....	22	Summary of Institutional		Veterans .....	29
Awards .....	23	History of Thunderbird .....	6	Requirements .....	40	Waivers .....	41, 42, 45-47
Bookstore.....	23	Housing and Food Services .....	26	Summary of Required		Winterim .....	38
Calendar .....	109	Incomplete Grades,		Program of Study.....	48	World Business Courses .....	70
Campus Tours .....	2	Discharging .....	81	Thunderbird Campus .....	4	World Business Requirements	46
Career Services .....	12	Insurance, Student Health .....	22				
Certificate of		Interfaith Center .....	22				
Advanced Study .....	41	International Executive, The .....	25				
Change of Schedule .....	80	International Studies					
CIBER.....	79	Courses .....	58				
Class Attendance .....	81	International Studies					
Clubs .....	20	Requirements .....	42				
Computer Services .....	25	ISRC/Dom Pedro II					
Concurrent Enrollment .....	80	Research Center .....	24				
Conduct.....	81	Internships .....	78				
Course Numbering .....	41	Journal of Language for					
Courses, International		International Business, The .....	25				
Studies .....	58	Language Requirements .....	44				
Courses, Modern Languages .....	65	Living Accommodations .....	26				
Courses, World Business .....	70	Loans .....	31				
Credit Hours and		Map, Campus .....	110				
Course Load .....	80	Master of International Health					
Curriculum Changes .....	41	Management Degree .....	50				
Dual Degree Programs .....	51	Master of International Management					
Employers .....	14, 15	(MIM) Degree .....	40				
Employment,		Master of International Management					
Spouse/Student .....	31	of Technology Degree .....	50				
English as a Second		Master's Thesis .....	77				
Language Courses .....	44	MBA Forums.....	18				
English Language		Merle A. Hinrichs International					
Requirement .....	18, 44	Business Information Centre.....	24				
Equal Opportunity Policy .....	108	Mission Statement .....	2				
Errors in Grading,		Modern Languages Courses .....	65				
Correction .....	81	Modern Languages					
Executive Education.....	34	Requirements .....	44				
Executive Master of International		National Minority					
Management (EMIM)		Advisory Council .....	99				
Program .....	34	Off-Campus Living Costs .....	29				
External Affairs Office .....	25	Payment of Fees .....	29, 80				
Facilities .....	4	Phoenix Area Map .....	111				
Faculty, Department of		Post MBA Program .....	51				
International Studies .....	82	Post Office .....	22				
Faculty, Department of		Probation .....	80				
Modern Languages.....	86	Recreation and Sports .....	20				
Faculty, Department		Refunds .....	29				
of World Business .....	89	Requirements, Degree .....	40				
Fees .....	28	Residence Halls .....	26				

## 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	978-7925
External Affairs Office	978-7110
Financial Aid Office	978-7130
Housing Office	978-7132

## FAX NUMBERS (602)

Administration Wing	978-8238
Academic Affairs Office	547-1356
Admissions Office	439-5432
Alumni Relations Office	978-6814
American Express Travel	938-8169
Career Services Center/Internships	978-1410
Copy Center	978-7836
Department of International Studies	439-9622
Department of Modern Languages	439-1435
Department of World Business	843-6143
Thunderbird Executive Education	439-4851
Thunderbird Management Center	978-0362

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

*Socrates*

