



THUNDERBIRD

1997-1998  
*Catalog*

THE AMERICAN GRADUATE SCHOOL  
OF INTERNATIONAL MANAGEMENT



*"I am not an Athenian or a Greek,*

*but a citizen of the world."*

Socrates



“Our students often



tell me that Thunderbird is one of the 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

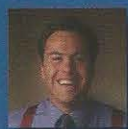
seeking a community of internationalists and you thrive

on intellectual



challenge, I invite you to be

a part of the Thunderbird experience.

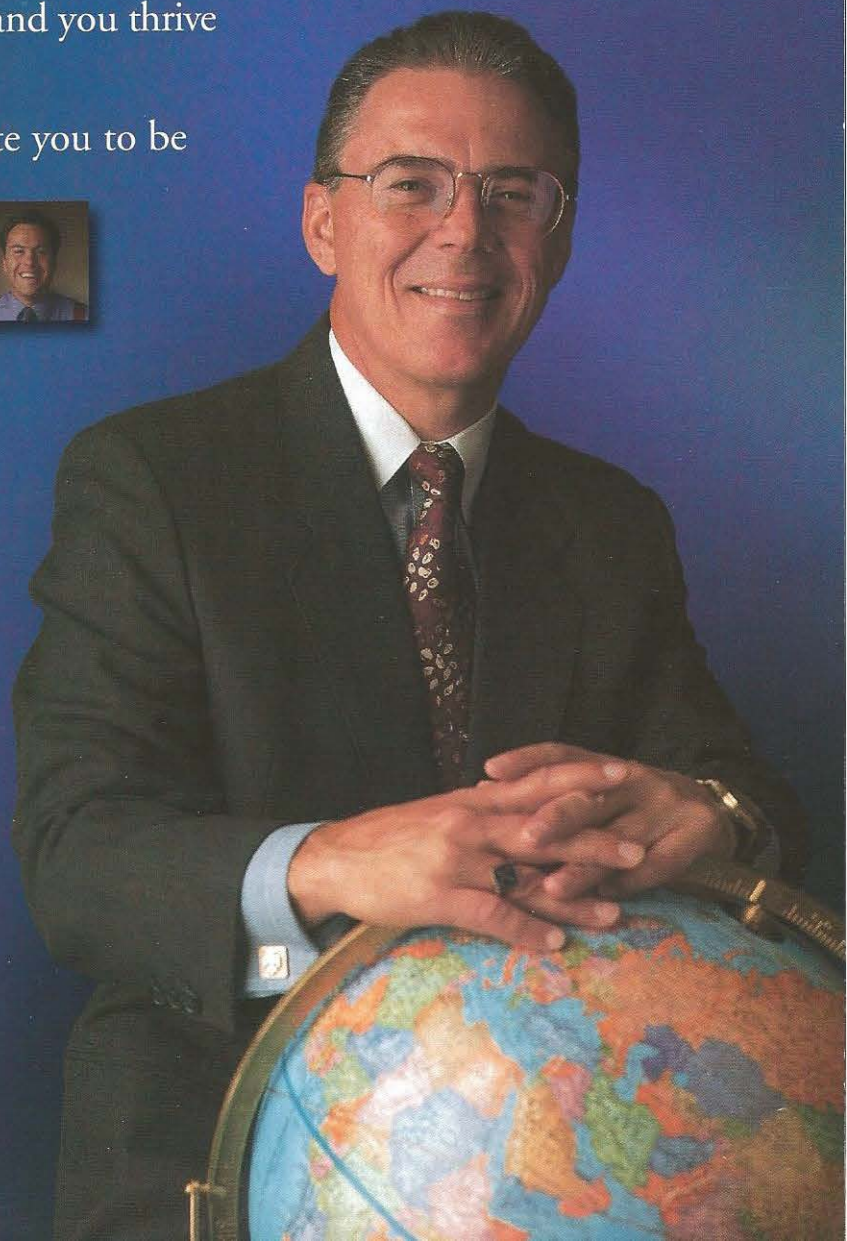


*It will change your life.”*



Roy A. Herberger, Jr.  
President

Thunderbird, The American Graduate School  
of International Management





*Thunderbird, The American Graduate School of International Management, is a private, nonprofit graduate school favored by men and women who are destined 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 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 full time. Students 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 from AACSB accredited institutions 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. See page 36 for more information.

Thunderbird's academic year is scheduled into spring, summer, and fall terms; students may enter at any of these times. The Phoenix metropolitan area is on Mountain Standard Time.

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### Contact Information

Telephone: (602) 978-7210; Fax: (602) 439-5432

Admission Inquiries Only: (800) 848-9084

World Wide Web: <http://www.t-bird.edu>

Internet: [tbird@t-bird.edu](mailto:tbird@t-bird.edu) CompuServe: Thunderbird 72662,3422

Thunderbird Campus: 15249 North 59th Avenue, Glendale, Arizona 85306-6000



### Thunderbird Campus Tours

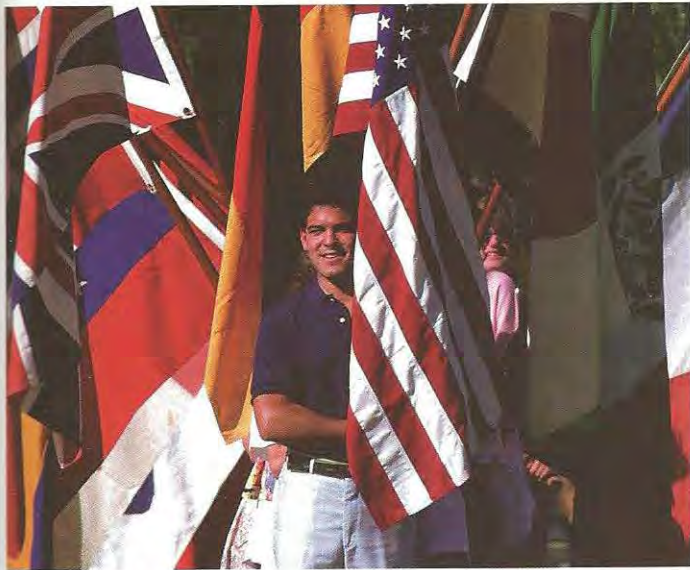
Visitors are welcome, and walking tours, led by student leaders called "Campus Ambassadors," are scheduled every Monday, Thursday and Friday during the school year. Tours begin at 12:00 noon and include a complimentary lunch in the student dining hall, followed by information sessions. Advance reservations must be arranged with the Office of Admissions.



## THE THUNDERBIRD EXPERIENCE

With more than 50 years of experience in educating international managers, Thunderbird is ranked the number one graduate school of international business. It 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.

Almost 30,000 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 an on-campus camaraderie where everyone knows everyone, and lifelong friendships transcend international barriers.



**Kennie Aondowase Anum '97**  
Nigeria

*B.S., Marketing, 1994*  
Western New Mexico University

## STUDENT BODY PROFILE

FALL 1996

Total MIM Enrollment for Fall 1996 Semester	1,463
<i>Male</i>	64%
<i>Female</i>	36%
U.S. Minority Students	9%
Average Age	28
Age Range	21-54
<b>International Overview</b>	
<i>Non-U.S. Citizens</i>	37%
<i>Countries Represented</i>	75
<b>Largest Foreign Student Populations (more than 15 students each):</b>	
<i>China, France, Germany, India, Japan, Mexico, South Korea, Spain, Taiwan, Thailand</i>	

## ENTERING CLASS PROFILE

FALL 1996

Fall 1996 Entering Class Size*	447
<b>Full-Time Work Experience</b>	
<i>Less than 2 years</i>	33%
<i>2 - 6 years</i>	53%
<i>7 or more years</i>	14%
<i>Average Years</i>	3
<b>Number of Undergraduate Institutions</b>	
<i>U.S.</i>	184
<i>Foreign</i>	92
<b>Undergraduate Majors by Percentage</b>	
<i>Business Administration</i>	38%
<i>Social Sciences/Humanities</i>	21%
<i>Engineering/Sciences</i>	11%
<i>Economics</i>	10%
<i>International Relations</i>	7%
<i>International Business/Economics</i>	7%
<i>Language Studies</i>	6%
<b>Test Scores</b>	
<i>GMAT Average</i>	570
<i>GMAT Range</i>	450-740
<i>TOEFL Score Average</i>	600
<b>G.P.A. – (Grade Point Average)</b>	3.40
<i>Range</i>	2.51-4.0
<b>Non-U.S. Citizens – Fall 1996 Entering Class</b>	43%

\*Students also enter in the spring and summer terms.

Source: Office of Admissions – Fall 1996

◀ "As we approach the dawn of a new century, I see Thunderbird as the breeding ground for those exceptional and culturally sound managers who will pilot the ship of globalization in the business arena. The curriculum is challenging, unique and distinct, and it offers you the opportunity to tailor your program and make your learning experience here a rewarding one."



*Last year, Thunderbird celebrated 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, and 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. In 1997, the School's name was changed to Thunderbird, The American Graduate School of International Management.

## 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, Thunderbird Executive Education is a \$10 million operation offering custom-designed programs, open-enrollment seminars, partnership programs, a certificate program, and an Executive MIM program.



**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, has been renovated to become the School's new Student Center.

## RECENT DEVELOPMENTS

In July 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 other language options 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, an executive education center, and a new dining hall were recently completed. In addition, Thunderbird is recognized as a Center for International Business Education and Research by the U.S. Department of Education.

## 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."



*United States*

*B.S., Commercial Recreation  
Administration, 1983  
Colorado State University*

In exchange for tuition and living expenses, Stephen Puente served as Resident Manager of Thunderbird's Executive Inn while studying at Thunderbird. With 13 years of experience in the field of hospitality management, he was able to combine the demands of running the on-campus hotel for executives enrolled in Thunderbird's Executive

Education programs with the demands of a full-time graduate program. After having worked internationally as sales director for Club Med Sales, Inc. and for luxury hotels and ski resorts in Colorado, Stephen hopes to use his MIM degree to continue his successful career in the growing field of international tourism.

*"I am pleased to be a member of the 50th anniversary graduating class, and proud of my relationship with my great uncle, John Warner, who was a member of one of Thunderbird's first graduating classes in 1948. Following his graduation, my uncle began a decades-long career with PepsiCo, first as a regional sales manager with Pepsi-Cola International in Mexico, and finally, as President and CEO of Sabritas, S.A. de C.V., a wholly owned subsidiary of PepsiCo Inc. that markets snack foods all over Latin America. His tremendous success in international business has been an inspiration to me and his support of this institution has also ensured my commitment to emulate him when I leave here."*



*Thunderbird is situated in the sunny southwestern region of the United States, in Glendale, Arizona, a suburb of Phoenix. As the 7th largest city in America, the metropolitan area boasts a population of 2.5 million and a variety of cultural resources typical of a major urban center. The sun shines 85 percent of the year.*

At an elevation of 1,100 feet, Glendale's winter temperatures are mild, with cool mornings warming to pleasant afternoons. Summers are hot and dry. Campus buildings are air conditioned, and a swimming pool provides refreshing summer recreation.

Northern Arizona's cooler climate, pine forests, ski resorts, and the spectacular Grand Canyon are three to four hours away by car. A half-day drive to the south passes through desert vegetation to the city of Tucson and the Mexican border, gateway to Latin America.

The main entrance to the campus is on 59th Avenue, just south of Greenway Road, and features a wall with the word "welcome" written in ten languages.

## FACILITIES

The Thunderbird Campus occupies approximately 87 acres of landscaped area and features new buildings of contemporary southwestern design as well as other modern ranch-style buildings characteristic of southwestern architecture. The 31,000-square-foot Merle A. Hinrichs International Business Information Centre (IBIC) opened in 1994. This high-tech resource and research center provides access to scores of electronic databases, more than 1,200 periodicals from around the world and special resource files on more than 200 countries. The Yount Centre, formerly the library, has been renovated to house Instructional Technology, Enterprise Initiatives, distance-learning facilities, multimedia labs, and several faculty offices.



**Sonja Larissa Arias Nogueira '97**  
Dominican Republic/Spain

*B.S., Business Administration, 1993*  
*Pontificia Universidad Católica Madre y Maestra*  
*Santiago, Dominican Republic*  
*Fulbright/LASPAU Scholarships*

Seven student residence halls are located in the heart of the campus. In addition, the Thunderbird Executive Inn provides deluxe private rooms primarily for individuals enrolled in executive education programs. A new two-story executive education building increased the capacity of the Executive Inn from 70 to 134 guest rooms, and added two new classrooms, five conference rooms and several break-out rooms. Thunderbird Commons, the new campus



▲ *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.*

dining facility that opened in April 1997, accommodates 400 diners. Three smaller dining/meeting areas have seating capacities of 56 each.

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 Yount Centre and the Franz G. Talley Career Services Building are located on each side of the pavilion.

In 1991-92, the International Studies Building, Lecture Halls 53-55, and the World+Business/Joan and David Lincoln Administration Building were completed. The Tower Building, which once housed Thunderbird Field's air control tower, was renovated in 1993 into a student center with a café, student offices and lounges. Recreational facilities include six lighted tennis courts, two basketball courts, two handball courts, two sand volleyball courts, a swimming pool, and a fitness center. A new YMCA is scheduled to open in August, 1997.

◀ *"Why did I come to Thunderbird in the middle of the Arizona desert? Because of its uniqueness: the strong tripartite curriculum, which prepares students for international careers better than any other B-school; the cultural diversity, represented by 70 nationalities in the student body; the hundreds of multinational companies that recruit on campus; and the worldwide network of almost 30,000 alumni who have shared the same Thunderbird experience. What more could you ask for?"*





Lily Yuh Sun '98

*Korea/United States*

B.A., International Affairs, 1989  
University of Colorado, Boulder

Born into a Chinese family in South Korea, Lily Sun's first language was Chinese, followed closely by her second language – Korean. She added a third language – English – when her family immigrated to the U.S. when she was nine. Lily's command of languages led her to a career in public relations. She worked for a P.R. firm in New York City for three years representing various international clients. She then moved to Los Angeles and began

freelancing. Her most memorable project was working on China's bid for the Olympics. While at Thunderbird, Lily's extracurricular activities have included several leadership roles including serving as Co-Captain of the Orientation Team and as Career Services Student Committee Chair. In the latter role, she helped organize the Executive Exchange that brings students and senior executives together.

*"Get involved! There are more than 75 clubs and organizations on campus, including Thunderbird Student Government, regional clubs, and sports teams. If you have an interest that is not represented on campus, take the initiative to start it. Even though we are all here a short time, the little that you do really can make a difference. The knowledge and experiences you gain outside the classroom are just as much a part of the Thunderbird Experience as those you learn inside the classroom."*



*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 almost 30,000 strong in every state in the U.S. and 138 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 almost 30,000 alumni around the globe through the Thunderbird Alumni Association (TAA), but it also links students to alumni. Such programming includes the Class Agent Program, Student/Alumni Mentor Program, 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, Asia, and elsewhere worldwide. These events and the alumni homecoming each November in Glendale offer alumni networking and timely business seminar opportunities.

The Alumni Relations staff works in partnership with the Thunderbird Alumni Association to strengthen the alumni network



**Kyoko Sakamoto '98**  
Japan

B.A., Economics, 1994  
Doshisha University, Kyoto

via alumni groups (chapters) worldwide. Initiatives include global business seminars, recognition programs for chapter service, and career development opportunities.

The Jonas Mayer Award is presented to one outstanding alumnus annually who reflects great credit on the School through involvement and leadership at Thunderbird and in the global business arena. In addition to the Jonas Mayer Award, the association also grants awards for career achievement in business and industry, public service, entrepreneurship, and banking and finance.



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

### THUNDERBIRD ONLINE

Thunderbird is the first educational institution to use CompuServe for an exclusive forum available only to alumni, students, faculty and staff. Online conversations, conferences, and reunions occur regularly. Alumni use the technology to track down old friends, learn more about market conditions in other countries, access online library and bibliographic materials related to current international issues, upload resumes, and review job postings from the School's career services department for job leads. Thunderbird's Web site at <http://www.t-bird.edu> offers alumni links to business information as well as access to current information about the School. It also offers the Alumni Locator, a voluntary online database that allows alumni to locate other registered alumni in a certain country or industry.

◀ "While working in Laos, I met some T'bird graduates who gave me some strong, positive feedback about Thunderbird. I know I made the right decision by taking their advice to come here. The diversity of the students' backgrounds — a colorful collage of cultures, nationalities, and experiences — provides a stimulating and exciting environment that can't be matched by any other U.S. B-school."



Monica Campana '96

## Italy/Venezuela

B.F.A., Graphic Arts and French,  
1994, Florida Atlantic University

Monica Campana has lived on three different continents – Europe, South America and North America – and speaks and writes fluently in four languages – French, English, Italian and Spanish. Before coming to Thunderbird, she worked as an art coordinator in an advertising and photographic company. Following her graduation

in December, 1996, she landed a job as a corporate art dealer with The World Bank in Washington, D.C. Her new job, which includes helping artists acquire loans as well as organizing exhibits of their work in World Bank offices around the world, combines her love and knowledge of the art world with the international management skills she developed at Thunderbird.

*"I have been exposed to the 'Thunderbird Mystique' since I was 10, when two of my older brothers became T'birds, in 1980-81. Every time I talked to them, the word 'Thunderbird' somehow came up. Now, 14 years later, they still have friends, and working partners, who are T'birds. I realized that studying at Thunderbird had been an important step that shaped their lives in a positive and 'international' way. And, after three semesters here, I share the belief that this is a unique place, where people from all over the world come together, study and become friends, creating a personal and professional network that has no boundaries of time or place."*



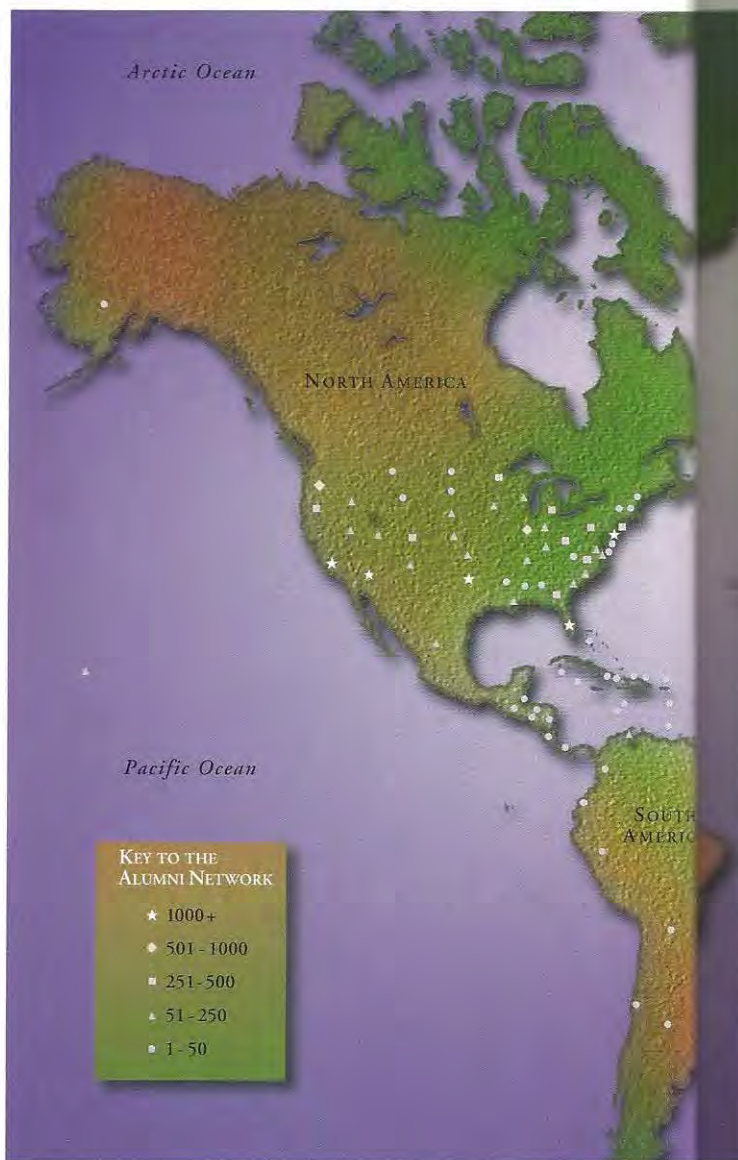
**LOCATION OF ALUMNI IN THE U.S.**

U.S. State or Territory	No.
California	3594
Arizona	1890
Texas	1275
Florida	1094
New York	1012
Illinois	893
Colorado	555
Washington	552
Virginia	526
New Jersey	483
Ohio	389
Georgia	372
Pennsylvania	353
Connecticut	348
Michigan	343
Minnesota	338
Massachusetts	335
Oregon	328
Maryland	250
Wisconsin	249
Utah	243
North Carolina	224
Missouri	197
District of Columbia	182
Tennessee	147
Indiana	144
New Mexico	142
Kansas	124
Nevada	113
Oklahoma	109
South Carolina	93
Hawaii	92
Idaho	78
Louisiana	64
Puerto Rico	64
Iowa	61
Montana	61
Nebraska	60
Arkansas	53
New Hampshire	50
Kentucky	46
Rhode Island	45
Alabama	39
Maine	37
Delaware	27
Mississippi	25
Vermont	25
Alaska	22
Guam	22
North Dakota	17

Wyoming	15
South Dakota	12
Virgin Islands	7
West Virginia	6
American Samoa	2

**LOCATION OF ALUMNI OVERSEAS**

Country	No.
Japan	593
Germany	326
England	237
Mexico	227
France	215
Hong Kong	191
Spain	186
Brazil	150
Canada	146
Norway	145
Taiwan, R.O.C.	130
Singapore	128
Netherlands	126
Belgium	117
Thailand	111
South Korea	93
Switzerland	89
Indonesia	75
Venezuela	75
People's Republic of China	67
Italy	57
India	52
Saudi Arabia	50
Colombia	48
Australia	47
Argentina	45
Sweden	40
Peru	38
Chile	35
Philippines	34
Malaysia	32
Ecuador	30
Egypt	28
Turkey	28
Austria	25
Panama	24
Kenya	23
Greece	19
Bolivia	18
Czech Republic	17
Luxembourg	17
United Arab Emirates	17
Costa Rica	16
Nigeria	16



Israel	15	Iceland	7
Iran	13	Vietnam	7
Jordan	13	Bahrain	6
New Zealand	13	Bulgaria	5
Poland	13	Denmark	5
South Africa	13	Paraguay	5
Pakistan	12	Portugal	5
Russia	12	Bangladesh	4
Cyprus	11	Bermuda	4
Guatemala	11	Latvia	4
Hungary	9	Morocco	4
Scotland	9	Nicaragua	4
Uruguay	9	Qatar	4
Honduras	8	Romania	4
El Salvador	7	Yugoslavia (former)	4
Finland	7	French Polynesia	3

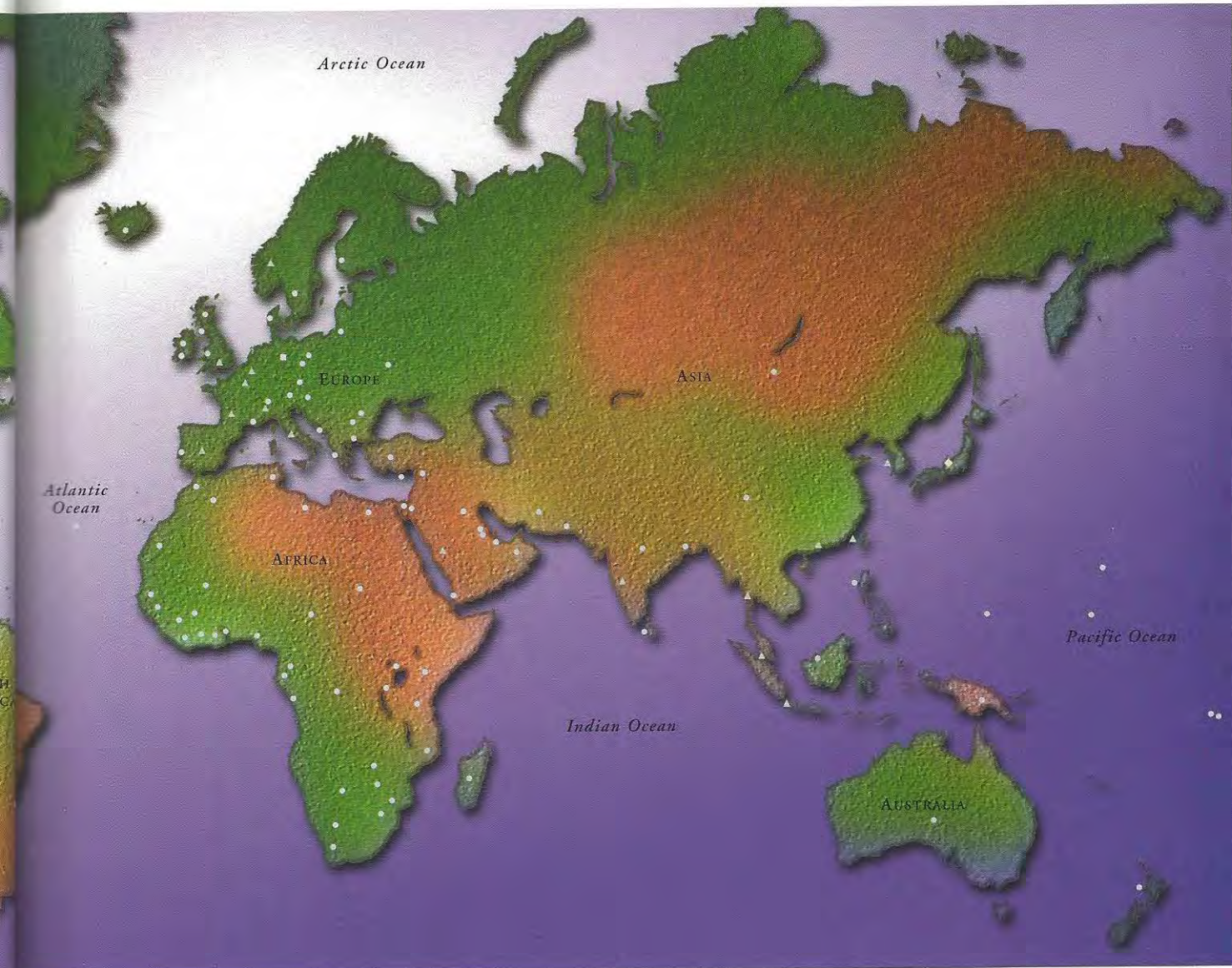


**Yosun Sayilan '97**  
Turkey

*B.S., Business Administration, 1988  
Master's Degree, Human Resource Management and  
Development, 1995  
Marmara University, Turkey*

◀ *"T'birds are everywhere. When I was traveling in Guatemala during a break, I met more than 15 other T'birds. The person sharing my host family turned out to be a T'bird, and she met five other T'birds at the top of a temple in Tikal. In another city, I ran into eight other T'birds. I also met T'birds in airports, on planes, and in bars. The world might be a big place, but there are an awful lot of T'birds wandering around in it!"*





Ghana . . . . .3	Burkina Faso . . . . .2	Cape Verde . . . . .1	Moldavia . . . . .1
Ireland . . . . .3	Cayman Islands . . . . .2	Congo . . . . .1	Mongolia . . . . .1
Ivory Coast . . . . .3	Dominican Republic . . . . .2	Croatia . . . . .1	Namibia . . . . .1
Kazakhstan . . . . .3	Haiti . . . . .2	Gabon . . . . .1	Niger . . . . .1
Lebanon . . . . .3	Monaco . . . . .2	Georgia . . . . .1	Papua New Guinea . . . . .1
Libya . . . . .3	Mozambique . . . . .2	Greenland . . . . .1	Sierra Leone . . . . .1
Lithuania . . . . .3	Sudan . . . . .2	Isle Of Man . . . . .1	Slovakia . . . . .1
Nepal . . . . .3	Tanzania . . . . .2	Jamaica . . . . .1	Suriname . . . . .1
Netherlands Antilles . . . . .3	Tunisia . . . . .2	Kuwait . . . . .1	Swaziland . . . . .1
Oman . . . . .3	West Africa . . . . .2	Kyrgyzstan . . . . .1	Syria . . . . .1
Senegal . . . . .3	Zambia . . . . .2	Laos . . . . .1	Trinidad & Tobago . . . . .1
Sri Lanka . . . . .3	Algeria . . . . .1	Liberia . . . . .1	Uganda . . . . .1
Ukraine . . . . .3	Barbados . . . . .1	Macau . . . . .1	Western Samoa . . . . .1
Aruba . . . . .2	British Virgin Islands . . . . .1	Madagascar . . . . .1	Zaire . . . . .1
Azerbaijan . . . . .2	Cambodia . . . . .1	Mali . . . . .1	
Bahamas . . . . .2	Cameroon . . . . .1	Mauritania . . . . .1	



**Hafsteinn G. Einarsson '96**  
Iceland

*Business Administration, Finance, 1990*  
University of Iceland, Reykjavik

◀ *"I have visited 45 countries, worked and studied abroad, and speak 5 languages. So, in choosing a master's degree program I wanted to make use of my international exposure as well as my business background. Deciding on a school wasn't really difficult. Besides offering comprehensive business courses, the MIM degree focuses on global business trends and thus offers a 'springboard' for business managers of the 21st century."*



Laurena T. Gies '96

## Canada

B.A., Business  
Administration, 1989  
University of Western Ontario  
London, Canada

Thunderbird, Mavis Voris,  
MCI and Hearst Foundation  
Scholarships

*"Attending Thunderbird was the perfect way for me to earn a graduate degree without repeating coursework from my undergraduate business studies. The flexible curriculum allowed me to diversify my business knowledge in areas such as finance in emerging markets and to learn about appropriate market strategies for the emerging markets of Asia."*

Before attending Thunderbird, Laurena Gies spent five years as a Trade Commissioner with the Canadian Foreign Service, including a two-year posting to the Canadian Embassy in Jakarta, Indonesia. When she graduated from Thunderbird in May 1996, she was awarded the Barton Kyle Yount Award, the School's highest honor granted to a graduating student. Named

for the founding president of the School, the award recognizes excellence in scholarship, character and accomplishment. Laurena currently works for the Chrysler Corporation, one of the employers that regularly recruits at Thunderbird, in the area of international finance.



*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.*

#### 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 for 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* and *Prism*, an electronic resume database, are distributed to a large number of organizations that have domestic and international needs. Both resources allow employers to find quality T'bird candidates for a variety of management positions.

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. Video viewing equipment is located in the Johnson & Johnson Career Management Media Room. 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 is the keystone for career management activities at Thunderbird.



▲ 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 and critique themselves in videotaped practice interviews.

Faculty and administration cooperate with the Career Services Center to host recruiters and help students connect with employers through events such as the Executive Exchange and the Executive Partner Program. During these programs, employers share information with students about career areas, organizational operations and the international marketplace.

Career Services issues a periodical alumni bulletin which includes job opportunities suitable for new graduates as well as for those with additional work experience. The *Alumni Opportunities Bulletin* is updated weekly on the Thunderbird Forum on CompuServe and is printed for mailing every other week. It is mailed to Thunderbird graduates free for one year after graduation and by subscription thereafter. Management recruiters from major corporations, small businesses and executive search firms regularly list positions in this publication.



Keila K. O'Connor '97  
United States

B.A., Spanish, 1991  
Nazareth College of Rochester

◀ "Thunderbird has prepared me to participate in the MBA Enterprise Corps, a consortium made up of the best U.S. business schools that provides recent graduates with an opportunity to assist private enterprises in emerging markets. After graduation, I will advise a publications company in Sofia, Bulgaria. This experience will allow me to aid in business development, learn a new culture and language, and provide a strong base for my international business career. Other T'bird members of the Corps have taken assignments in countries such as Poland, Ukraine, Russia, China and Brazil."



- Abitibi-Price (NJ)  
 ABN-AMRO Bank (Ecuador)  
 Advent Software  
 Aegon (IA)  
 AG Communication Systems (AZ)  
 Alliance AG (Germany)  
 Allied Signal Aerospace (AZ)  
 Ambanc Companies (AZ)  
 Alltel Information Services (AR)  
 AlphaGraphics (AZ)  
 American Airlines (TX)  
 American Express (AZ)(FL)  
 American Honda (CA)  
 American International Group (CA)(NY)  
 American IC Exchange (CA)  
 American Institute (NY)  
 American Management Systems (CO)(VA)  
 American Medical Center (CT)  
 America West Airlines (AZ)  
 Andersen Consulting (CA)(DC)  
 ANTEC Corporation (GA)  
 Apex Microtechnology (AZ)  
 Arizona Department of Commerce (AZ)  
 Arthur Andersen (AZ)(WI)(Luxembourg)  
 Arthur D. Little (NY)  
 Asian Sources Media Group (Hong Kong)(IL)  
 Atlantic Richfield (CA)  
 AT Kearney (Germany)  
 AT&T (MA)(NJ)  
 Avery Dennison (OH)  
 Banc One (TX)  
 Bank of America (AZ)  
 Banque Indosuez (England)  
 BASF (Germany)  
 Bates Worldwide (NY)  
 Bayer (CT)(PA)(Germany)  
 BDM International (CO)  
 Bell South (GA)  
 Bloomberg Financial (NJ)  
 Bodybilt Seating (TX)  
 Boston Scientific International (IL)(Japan)  
 Bridge Products (OK)  
 Bridgestone/Firestone (TN)  
 Bucyrus-Eric (WI)  
 Bundris 90/Die Grunen (Germany)  
 Campbell Soup (NJ)  
 CapMac (NY)  
 Capstan  
 Carba International (Mexico)  
 CARE (GA)(Haiti)(Laos)  
 Cargill (MN)  
 Carperia  
 Caterpillar (IL)  
 Cemex (FL)(Mexico)  
 Century Investments (UAE)  
 Champion International (CT)  
 Charter Oak Energy (CT)  
 Chemtronics (GA)  
 Chesapeake Corporation (VA)  
 Chiat/Day (CA)  
 Chiquita (OH)  
 Chrysler (MI)  
 CIA (DC)  
 Cigna International (IL)  
 Citibank (CA)(NY)(Brazil)(Indonesia)(Peru)  
 (Philippines)  
 Claude Laval (CA)  
 Coca-Cola (GA)(Brazil)  
 Colgate-Palmolive (NY)  
 Compaq Computer Corporation (TX)  
 Computer Sciences (NY)  
 Continental Airlines (TX)  
 Copeland Corporation (OH)  
 Cosmair (NY)  
 Cramer-Krasselt (AZ)  
 CS First Boston (Germany)
- Cutter & Buck (WA)  
 Daimler-Benz (Germany)(Switzerland)  
 Dana Corporation (OH)  
 Danzas Corporation (CA)  
 DMB&B Advertising (NY)  
 Distribution Services (CA)  
 Dell Computer Corporation (TX)(Japan)  
 Deloitte & Touche (Larvia)  
 DH Instruments (AZ)  
 Dial Corporation (AZ)  
 Direct TV International (CA)  
 Discovery Card Services (UT)  
 Discovery Channel (FL)  
 Discovery Communications (MD)  
 Donaldson Company (FL)  
 Dow Jones (NJ)  
 DSL (CA)(TX)(Hong Kong)  
 Dynamic Solutions (CO)  
 Economic Research Associates (CA)  
 E.A.R.T.H. (DC)  
 Eastman Kodak (Mexico)  
 EDS (TX)  
 Emerson Electric (MO)  
 Emerson Power Transmission (NY)  
 EnergyWorks (MD)  
 E'ola (UT)  
 Ernst & Young (GA)(MD)(NJ)(NY)(TX)  
 ESCO Corporation (OR)  
 Estro (MD)  
 Expeditors International (AZ)(CA)  
 Exxon (FL)  
 Federal Express (CA)(TN)  
 Federal-Mogul (MI)  
 Federal Reserve Bank (NY)  
 Finacor-Rabe (Germany)  
 First American Bank  
 First Interstate Bank of Arizona (AZ)  
 First Union National Bank (FL)  
 Fluor Daniel (CA)  
 Ford Motor Company (MI)  
 Forever Living Products (AZ)  
 Forney Corporation (TX)  
 France Telecom (NY)  
 Frost & Sullivan (CA)  
 Gainer Medical USA (GA)  
 Galaxy Latin America (FL)  
 Gates Rubber Company (CO)  
 General Electric (CT)(OH)(England)  
 General Mills (MN)  
 General Motors (MI)(Argentina)(Brazil)  
 GFI Control Systems (Canada)  
 Global One (VA)  
 GMAC Corporation (CA)(MI)  
 Global Vision (ME)  
 GlobalSpan (AZ)  
 Goldman Sachs (NY)  
 Goodyear Tire and Rubber (OH)  
 Green Room Productions (CA)  
 Greenlandic Home Rule (Greenland)  
 Greiter International AG (Switzerland)  
 GTE (TX)  
 Guardian Industries (MI)  
 Guardian Europe (Luxembourg)  
 Hallmark Cards (MO)  
 Harbor Consultants (VA)  
 Henkel-Ecolab (Germany)  
 Hertz (NJ)  
 Hewlett Packard (ID)  
 Hilti (OK)  
 Hindman Company (KY)  
 Hines Interests (TX)  
 Honeywell (AZ)  
 Hughes Electronics (CA)  
 Hydro-Aluminium (KY)  
 Impact Business Consultants (AZ)  
 IBM (CA)(NY)(Germany)  
 ICOBA (CO)
- IGI Incorporated (Southeast Asia)  
 Impact Business Consultants (AZ)(UT)  
 Intel (AZ)(CA)(OR)(Japan)  
 International Trading Institute (IL)  
 ISP - Wemex (Germany)  
 ITESM (Mexico)  
 ITT Sheraton (AZ)  
 Iwashita Instruments (Singapore)  
 Janssen Pharmaceutica (AZ)  
 John Deere (NC)  
 John Hancock Financial (MA)  
 Johnson & Johnson (NJ)  
 Joseph E. Seagram & Sons (NY)  
 Kanematsu USA (CA)  
 Kaydon Ring and Seal (MI)  
 Kellogg Company (MI)(Mexico)  
 Kemet Electronic Corporation (AZ)  
 KeyCorp (OH)  
 Kimberly-Clark (WI)  
 Koch Industries (KS)  
 Kolong Incorporated (Korea)  
 KPMG Peat Marwick (CA)  
 Kroll Associates (FL)  
 La Opinion (CA)  
 Laredo National Bank (TX)  
 Leo Burnett Advertising (Argentina)  
 Lintas Advertising (China)  
 L'oreal (Argentina)(Brazil)  
 Lucent Technologies (MO)(NJ)  
 Management Systems (VA)  
 Market Equity (WI)  
 Maruso Securities (Japan)  
 Mary Kay (TX)  
 Mattel (CA)  
 MBA Enterprise Corps (Lithuania)  
 (Russia)(Poland)  
 McDonald's (IL)  
 McDonnell-Douglas (AZ)  
 Medical Elite (TX)  
 Merck & Company (NJ)  
 Merrill Lynch (TX)  
 Merryvale Vineyards (CA)  
 MetLife  
 MicroAge (AZ)  
 Missouri Department of Revenue (MO)  
 M&M/Mars (NJ)  
 Monsanto (MO)  
 Monumental Life Insurance (MD)  
 Motorola (AZ)(FL)  
 NationsBank (NC)  
 NCH Corporation (TX)(Czech Republic)  
 (England)(Mexico)(Spain)  
 New Directions Institute (AZ)  
 Neenah Paper (GA)  
 Nestle Food Company (CA)  
 Nevada Simulations (CA)  
 New York Consulting Partners (NY)  
 Nike Japan (Japan)  
 Nittetsu Shoji (TX)(Japan)  
 Nomura International (England)  
 Nordson Corporation (GA)(OH)  
 Nortel (TX)  
 Novations (UT)  
 Ogilvy & Mather Advertising (England)  
 Optima Management (AZ)  
 Orix Leasing (Singapore)  
 Oursource International  
 Parker Drilling (OK)  
 PayChex (NY)  
 PCS Health Systems (AZ)  
 Peerless Industries (IL)  
 PepsiCo International (FL)  
 Peterson Blyth Pearson (NY)  
 Peterson Consulting (WI)  
 Philip Morris (NY)  
 PIAB (MA)  
 Price Waterhouse (NY)  
 Premier Farnell (CA)  
 Prince Corporation (MI)  
 Professional Resources International (IN)
- Pro Innovative Concepts (AZ)  
 Psytep Corporation (TX)  
 Rhone-Poulenc (NJ)  
 R.R. Donnelley (Brazil)  
 Rubbermaid (OH)  
 Saatchi & Saatchi (CA)  
 Sacura Endress (Japan)  
 SAP America (MD)  
 Sara Lee (NC)  
 SBC Communications (MO)  
 Schein-Bayer Pharmaceutical (NJ)  
 Schering-Plough Pharmaceuticals (NJ)  
 (Switzerland)  
 Schraff Group (CA)  
 Sea-Land Freight Service (WA)  
 Securacn (AZ)  
 Sekar Group (Indonesia)  
 Shey Harding Associates (CA)  
 Siliconix (AZ)  
 Silva Forest Foundation (Canada)  
 Soft Touch International (AZ)  
 Sony (NJ)(Singapore)  
 Southern Peru Copper (Peru)  
 SpaceLabs Medical (WA)  
 Sprint International (VA)  
 Sprint Spectrum (MO)  
 Standard Chartered Bank (CA)  
 Stanley Mail Media/Jensen Tools (AZ)  
 Stanley Works (CT)  
 State of Arizona (AZ)  
 Statistics Norway (Norway)  
 Steclase (MI)  
 Stonhard (NJ)  
 Stream International (CA)  
 Sulzer Technology (Switzerland)  
 Sunshine Creations  
 Symantec Computers (CA)  
 Symbol Technologies (NY)  
 Synopsys  
 Taco Bell Corporation (AZ)  
 Teledyne (VA)  
 Texaco (FL)  
 Texas Commerce Bank (TX)  
 Thomson Consumer Electronics (IN)  
 TMP Worldwide (NJ)  
 Tommy Hilfiger (NY)  
 Total Impact (CA)  
 Tupperware International (FL)  
 U-Haul (AZ)  
 United Healthcare Corporation (MN)  
 US Commercial Service (AZ)  
 US Department of Commerce (AZ)  
 US Immigration & Naturalization (AZ)  
 US West (DC)  
 United Stationers (IL)  
 Vanguard Medical (TX)  
 VSI Fasteners (AZ)  
 Walt Disney (CA)  
 Warner-Lambert (NJ)  
 Welcome Home (GA)  
 Whirlpool Financial  
 White Consolidated Industries (OH)  
 Wilden Pump International (CA)  
 Wilmont Asia  
 Windsor Financial Group  
 Winn-Dixie (FL)  
 World Bank (Armenia)  
 World Office Products (Hong Kong)  
 World Tariff (CA)  
 World Trade Center (AZ)  
 Xerox Corporation (UT)  
 Yellow Freight Systems (KS)  
 Young & Rubicam Advertising (NY)  
 Zenith Electronics (IL)(TX)(Mexico)  
 Zurich-American Insurance (IL)

*A partial list of employers who recruited Thunderbird students for internship and/or full-time positions during 1995-96.*





Christopher F. Weed '96

*United States*

*B.S., International Business  
Administration, 1995  
Central Michigan University  
International Scholarship*

*"While I was at Thunderbird, I worked as a Corporate Liaison for the Career Services Center. In talking with the many employers who visited the Glendale campus, it seemed as though they understood and appreciated the unique edge that the MIM degree offers. Succeeding in international business today requires not only strong business skills but language and cultural knowledge as well. Employers hire Thunderbirds because they realize our students can deliver what they're looking for."*

Christopher Weed has been a professional magician since age 10. His experiences performing for diverse audiences and managing his own business, as well as living in both Europe and Asia, propelled him to seek an international management education at Thunderbird. He currently juggles two careers, one as Marketing Director for Automata Instrumentation,

a medical instrument manufacturer in Scottsdale, Arizona, and the other as a full-time magician. In his marketing position, he deals with more than 20 international markets, and has helped launch two new products internationally. As a magician, he performs at hundreds of events each year, including trade shows, corporate events, and children's shows.



### FIRST POSITIONS AFTER GRADUATION

- Account Executive – Financial Services
- Commercial Bank Loan Officer
- Marketing Manager – Europe
- Program Officer – Financial Services
- Treasury Analyst – Latin America
- Senior Consultant – Int'l Travel
- Corporate Development Executive – Computer Electronics
- Corporate Financial Analyst – Investment Banking
- Industry Analyst – Banking Industry
- Research Advisor – Japan
- Project Manager – Computer Industry
- Corporate Planning Analyst
- Vice President of Operations
- Operations Liaison – Investment Banking – England
- Group Product Manager – Pharmaceuticals
- Associate/Financial Planning – Airline Industry
- Senior Consultant – Int'l Auditing
- Asst. Managing Director – Investment Corporation
- Educational Research Executive
- Export Manager – Int'l Exporting
- Human Resources Manager
- Operations Manager
- Investment Sales Associate – Investment Banking
- Int'l Sales Coordinator
- Director of Int'l Business
- Sales Manager – Latin America
- Project Manager – Mexico
- Strategic Business Systems Associate
- Distributor Services Manager
- Eastern Europe Area Manager
- Gen. Manager – Transportation Services
- International Trader
- Director of Quality Assurance
- Project Supervisor – Research
- National Director – Telecommunications
- Junior Strategic Planner – Advertising
- Asst. Country Officer – Asia
- Area Manager – Italy
- Senior Vice President – Investing
- Manager, System Architecture Develop.
- Area Manager – Asia, Middle East
- Asst. Vice President – Int'l Advertising
- Commodity Manager – Computer Technology Manufacturer
- Credit Analyst – European Invest. Bank
- Currency Trader
- Director of International Business
- Investment Analyst – Int'l Financial Corp.
- Associate Auditor – Utilities Industry
- Senior Research Analyst
- Vice President of Marketing – Russia
- Global Consumer Management Assoc.

*(A partial list of first positions, excerpted from Thunderbird, the School's alumni magazine.)*

### EMPLOYMENT PROFILE FOR 1996-97

Number of employers recruiting on campus	284
Number of employers recruiting off campus	477
Salary Range*	\$22,000 - \$110,000
90th/10th Percentile of Salary Offers	\$74,000/\$36,000
Median Salary	\$52,000
Average Salary**	\$54,397
Average Work Experience	3.8 years

*Employment information refers to data compiled from summer and fall 1996 and spring 1997 Thunderbird graduates.*

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

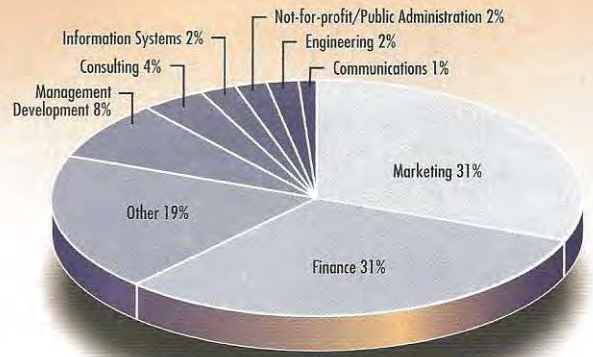
*\*\*The average salary is an 8 percent increase from 1995-96.*



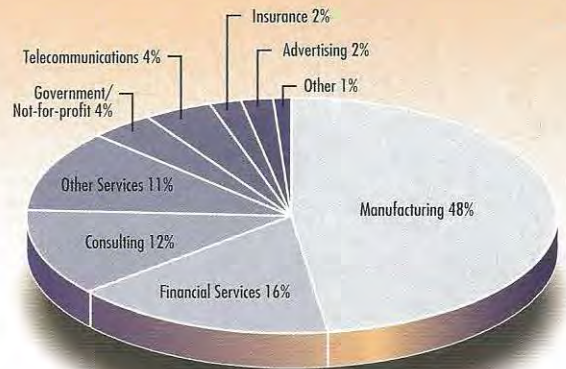
Kevin M. Peck '96  
United States

B.S., Journalism, 1992  
University of Maryland

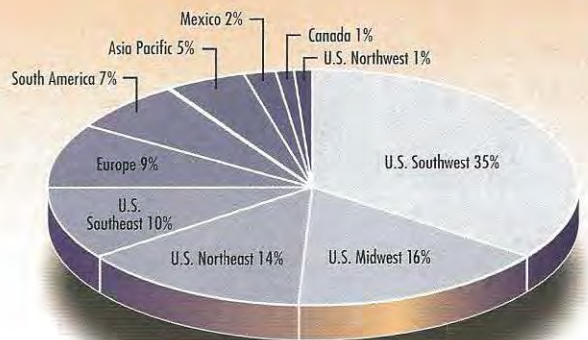
### 1996-97 GRADUATES BY FUNCTION



### 1996-97 GRADUATES BY INDUSTRY



### 1996-97 GRADUATES BY LOCATION



◀ *"The career counselors at Thunderbird often do whatever it takes to help students land that dream job. One counselor saw that my qualifications matched quite well with a specific recruiter's needs. The recruiter was on campus, and although I was not on his schedule to be interviewed, the counselor put my resume under his nose. He apparently liked what he saw because I had an interview the very next day."*



Shawn Marshall '96

*United States*

B.S., Business Administration,  
1990, Florida A&M University

M.B.A., Marketing and Finance,  
1993, University of Rochester

Johnson & Johnson Scholarship

Shawn Marshall has been working for Kodak Professional in Mexico since June, 1996, a month after graduating from Thunderbird. As a marketing manager headquartered in Mexico City, he handles the company's marketing strategy and implementation of its global, regional, and local marketing programs in Mexico. His responsibilities include marketing research,

advertising, and integrated marketing programs. Before coming to Thunderbird, he spent three and a half years as a financial analyst for Kodak's Worldwide Logistics Division and one and a half years as a product manager in Kodak Latin America's consumer products business. Shawn also has internship experience with 3M and Sears Roebuck.



*"Thunderbird's integrated three-part curriculum allowed me to increase my fluency in Spanish, gain conversational skills in Portuguese, obtain in-depth region-specific knowledge about Latin America, and enhance my international marketing 'tool kit.' As part of the Post-MBA program, my time at Thunderbird has been an intensely rewarding global training experience that I will cherish and draw upon for life."*



*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

The School encourages applications for admission from students of all countries. Normally, students from more than 70 countries are enrolled. 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.

**To apply, request the current application packet from the Office of Admissions, then submit the following:**

- A completed official application form with the \$50 fee, which may not be waived or refunded.
- Official notice of the score received on the Graduate Management Admission Test (GMAT). The Thunderbird code number is 4003.
- Official notice of the score received on the Test of English as a Foreign Language (TOEFL), if applicable.
- An official transcript from each college attended indicating the degree(s) awarded.
- Two 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.
- Essays describing international motivation and accomplishments.
- An up-to-date resume.
- Financial certification for student visa forms (non-U.S. citizens).



**Nikki Kiefer '97**  
United States

*B.S., Business Administration, 1994*  
*B.A., German, 1994*  
*California State University, Fresno*



▲ *The Jacuzzi Fountain, with its nearby cactus garden, is a popular gathering spot for students between classes.*

## APPLICATION REVIEW

Several factors are considered during a review of a Thunderbird application. An applicant's grade point average is weighted with his or her GMAT score, along with other factors, listed below:

- Professional and international experience and exposure
- Leadership and community activities
- References
- TOEFL score, if applicable

### Application Priority Deadlines

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

## NOTIFICATION OF ADMISSION

Admission decisions are made within eight weeks of the priority deadlines and sent by mail only. 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 one year. 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.

◀ *"One of the great things about Thunderbird is the flexibility that allows each student to tailor the program to his or her needs. Students can graduate any term and may even skip semesters to take advantage of overseas programs and internship opportunities. I just returned from a year-long internship with Mercedes-Benz, which would not have been possible if I were enrolled in a more structured program at another university."*



## 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. Beginning in October 1997, the GMAT test will be offered in a computer adaptive environment. Because of this change in the testing structure, all questions pertaining to the test and testing opportunities should be directed to: GMAT, Educational Testing Service, P.O. Box 6103, Princeton, NJ 08541-6103.



▲ The Commencement procession starts off with Thunderbird students carrying the flags of their countries in the traditional Thunderbird Parade of International Flags.

Applicants whose undergraduate instruction was not in 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. For TOEFL information, write to TOEFL, Educational Testing Service, P.O. Box 6151, Princeton, NJ 08541-6151.

Prospective students with TOEFL scores below 550 may wish to attend *The Thunderbird Language and Culture Center*. For more information about this non-credit English program, see page 36.

## 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 geographical listing that includes the names and contact information of these Alumni Educational Counselors is on pages 104-106 of the *Catalog*.

### 1997 MBA Forums (GMAC)

October 4	Miami, FL
October 18	Boston, MA
October 24-25	Washington, DC
October 31-November 1	New York, NY
November 8	Chicago, IL
November 15	Los Angeles, CA
November 18	Mexico City, Mexico
November 21-22	San Francisco, CA
December 6	Philadelphia, PA

### 1997-1998 MBA Tour Dates

October 17, 1997	Monterrey, Mexico
October 20, 1997	Mexico City, Mexico
October 22, 1997	Bogotá, Colombia
October 24, 1997	Buenos Aires, Argentina
October 28, 1997	São Paulo, Brazil
October 31, 1997	Caracas, Venezuela
February 7, 1998	Bangkok, Thailand
February 9, 1998	Kuala Lumpur, Malaysia
February 11, 1998	Jakarta, Indonesia
February 14, 1998	Singapore

## 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.

### 1997-1998 TOEFL Test Dates

July 11, 1997	August 2, 1997
September 12, 1997	October 25, 1997
November 15, 1997	December 12, 1997
January 10, 1998	February 7, 1998
March 13, 1998	April 18, 1998
May 9, 1998	June 5, 1998



Urmi Prasad '98  
France/India/United States

M.S., Biochemical Engineering, 1995  
University of Houston  
B.A., Biology and French, 1993  
Rutgers University

◀ "It was a clear choice for me to choose Thunderbird. I wanted to add a dynamic global business education to my diverse living and studying experiences, from Paris to London and from Singapore to California. This School offers incredible international experiences, within classroom settings and in social surroundings."



*Extracurricular life at Thunderbird centers around its many clubs. 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.*

Most clubs are created on the basis of a common interest in a particular language, country or region; an individual or team sport; religion; a hobby; or a specific area of business or industry.

### REPRESENTATIVE LIST OF STUDENT CLUBS

Adventurers Club	Indian Subcontinent Club	Students for Responsible Business
Aerobics Club	International Business Women's Club	Tennis Club
Africa Club	International Christian Fellowship	Texas Club
Aikido Club	International Women's Club (spouses)	Thai Smile Club
Asia Business Forum	Italian Club	<i>Thunderbird Review</i>
Badminton Club	Investment Club	Thunderbird Roadrunners
Brazilian Club	Japan Club	Thunderbird Soccer Club
Campus Ambassadors	Jaramogi	Thunderbird Yoga Club
Club Salsa y Merengue	Korea Club	Thunderdivers
Cricket Club	Latin America Club	Toastmasters International
Environmental Club	Marketing Club	UK Club
Finance Club	Mexico Club	Volunteer Program
French Club	Middle East Club	Wine Tasting Club
German Club	Musicians Club	
Golf Club	Newman Club	<i>Students may also join the following academic honor societies if they meet the criteria. Check with the academic departments for more information:</i>
Greater China Club	Oasis Club	Beta Gamma Sigma (World Business)
Hispanic Student Organization	Outreach Program	Phi Sigma Iota (Modern Languages)
Ice Hockey Club	Peace Corps	Pi Sigma Alpha (International Studies)
International Career Opportunities (ICO) Clubs:	Project Management International	
<i>Eastern Europe (ThunderCorps)</i>	Rotaract Club	
<i>Francophone</i>	Rugby Club	
<i>Germany</i>	Russian Club	
<i>Japan</i>	Ski Club	
<i>Latin America</i>	Southeast Asia Club	
<i>Middle East</i>		

### 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. The Glendale-Peoria YMCA facility on campus provides additional athletic and swimming facilities.

### STUDENT GOVERNMENT

Students are represented by Thunderbird Student Government (TSG). Its elected and appointed representatives provide an organized forum for students to interact with and voice their opinions to the Thunderbird Community. As administrator of the students' activities fund, TSG is responsible for part of Orientation Week, the production and funding of the *Globe*, and staging and partial funding of the graduation parties. TSG's committees allow students to participate in the School's admission, alumni, career services, curriculum, food service, scholarship, speakers, spouses, and information functions. TSG also develops and works to improve relationships and communication among faculty, students and administration through events such as the Open Forum. Student clubs under TSG sponsorship generate the social, cultural and recreational activities to supplement student life.

### STUDENT PUBLICATIONS

The student newspaper, *Das Tor* ("The Gate" in German) is published weekly under student editorship. It contains details of campus events, news and announcements of interest to the Thunderbird Community. The *Globe*, a pictorial student roster, is published each year.

### 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 TSG and *Das Tor*. A Euro-style coffeeshop, the Tower Café, offers a wide variety of coffee beverages, teas, snacks and desserts. Other features of the center include a patio area, rooms for group meetings, and television lounges.



Per Aspemar '96  
Sweden

B.S., Business Administration/Economics, 1995  
Växjö University, Sweden

◀ "This school is not like the other top MBA schools, where American students have no interest in communicating with the foreign students. Here, we all seek opportunities to learn from each other both inside and outside the classroom. Where else can you interact with graduate business students from more than 70 countries?"




Olivier Federspiel '97

## Switzerland

Bachelor in Hotel Business  
Administration, 1984

International School of  
Hotel Management, Lausanne,  
Switzerland



Olivier Federspiel's career in the tourism industry spans more than 10 years. Just prior to coming to Thunderbird, he was director of marketing for Zurich Tourism in Switzerland, and worked in management positions at several Swiss hotels before that. Well acquainted with the challenges of business, but eager to learn more, he decided to move his family to Glendale, Arizona, and attend Thunderbird. Since he is already fluent in German,

French and English, he was able to waive his language requirements and complete his studies within a year. Following his graduation in August, 1997, Olivier plans to look for a position in the area of international marketing or project management in the tourism industry, preferably in the U.S. His wife, Simone and children, 3-year-old Maude and 1-year-old Selina, are busy adjusting to life as part of the Thunderbird Community, as well as to life in the United States.

*"In making the decision to come to Thunderbird, I not only had to consider how well I would fit into the program, but also how well my wife and children would adjust to the experience. But, from the beginning, they became a part of Thunderbird's rich cultural environment by joining the International Women's Club and the Thunderkids playgroup. I'm happy to see them making the most of this unique and challenging time in our lives."*



## FOREIGN STUDENTS AND SCHOLARS

Through the Programs for Foreign Students and Scholars Office, Thunderbird offers a full program of services for foreign students, including new-student orientation, visa assistance, a monthly newsletter, and cross-cultural programming. A full-time director provides information and advice on visa matters, assists students in preparing and filing immigration documents, mediates contact with country fellows, and facilitates student involvement in Thunderbird social and cultural programs. The Foreign Student Advisory Committee 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, 15249 N. 59th Avenue, # (your box number), Glendale, AZ, USA 85306-6000.

## COPY CENTER

An on-campus copy service 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 Campus Health Center is managed by Health Partners Insurance Co. for the exclusive use of Thunderbird students. It is directed by a nurse practitioner who works in close cooperation with area physicians and local hospitals. Basic nursing services, referrals and health education are provided free of charge. Medical treatment, diagnosis and prescription services are provided for moderate fees in conjunction with the student's health insurance program. The Health Center also sponsors a Health and Fitness Fair and coordinates educational programs which promote healthy lifestyles.

## STUDENT HEALTH INSURANCE

All full-time and special students (except spouse-students, Thunderbird dependents or exchange students) are insured for both



▲ When viewed from the air, newly renovated 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.

sickness and accidents during regular academic terms under the Student Accident and Sickness Insurance Program. Students' spouses and children may be covered by the insurance through payment of an additional premium at the time of financial registration. Non-immigrant spouses and children of foreign students must be covered by this insurance plan unless proof is given of existing similar coverage.

A waiver of the student health 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. Students may not waive the student health insurance for overseas programs. Insurance waivers must be requested and approved each semester.

## INTERFAITH CENTER

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

## BOOKSTORE

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



Mary Ann Voli '96  
Italy/Spain/United States

B.A., Anthropology, 1989  
Pomona College  
Thunderbird Scholarship

◀ "The most exciting aspect of Thunderbird is its student body. I never felt, with my eclectic background, that I would find my niche; however, here at Thunderbird I have found so many people who have traveled all over the world, who have also been brought up in cultures not their own and who are so open to new ideas and new ways of looking at the world. Very stimulating!"



## 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.

## 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 International Advertising Award recognizes the outstanding advertising presentation in the InterAd class.



▲ A capacity crowd heard Dan Quayle, former U.S. vice president and current Thunderbird faculty member, respond to students' questions 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, conduct seminars, or participate in forums. In addition to formal presentations, speakers also meet with classes and hold small meetings and discussions with students.



**Jemima Bowden '96**  
Great Britain

B.A., European Business Administration, 1992,  
University of Central Lancashire  
Rotary International Scholarship  
Thunderbird International Scholarship

## Last Year's Speakers Included:

**Justice Sandra Day O'Connor**  
U.S. Supreme Court

**Ambassador Clayton Yeutter**  
Former U.S. Trade Rep. and  
Secretary of Agriculture

**Millard Fuller**  
Founder and President, Habitat  
for Humanity International

**Art Laffer**  
Chairman, A.B. Laffer,  
V.A. Canto and Associates  
"U.S. Economic Policy  
Under Clinton"

**Soren Sondergaard**  
Director of Press & Information  
European Delegation  
"European Monetary Union"

**David Reimer**  
Sr. Vice President  
J. Walter Thompson  
"Nextgen Marketing:  
Interactive Multimedia"

**Hon. Ekwow Spio-Garbrahm**  
Ambassador of Ghana to the U.S.  
"Business Opportunities in  
Ghana and West Africa"

**Hon. Ghayth N. Armanazi**  
Ambassador of the League of  
Arab States to the U.K.  
"Political & Economic Change  
in the Arab World"

**Steve Thornton**  
President, Schein-Bayer  
Pharmaceutical Services  
"Strategic Alliance: A U.S.  
Generic Firm and a Major  
European Firm"

**Robert Richard**  
Consul for Political and  
Economic Relations and  
Public Affairs, Canadian  
Consulate of Los Angeles  
"Consequences of the Quebec  
Sovereignty Vote"

**Dr. Wieslaw Czynowicz**  
Polish Consul General for  
Commercial Affairs  
"Poland, East-West Trade and  
Foreign Investment"

**Dianna L. Last**  
President, Last Concepts  
"Competing in China: The  
World's Fastest Growing Market"

**Antoine Dernis**  
Director of Human Resources,  
Bull Information Systems  
"Creating Cultural Synergy  
within a Global Enterprise"

**Katherine Brucker '93**  
Foreign Service Officer  
"Foreign Service Careers and  
the Recruitment Process"

**Kenneth Barrett, III**  
Regional Director for  
Latin America  
"Retail Marketing for Disney  
Consumer Products Int'l"

**George N. Fugelsang '63**  
Chief Executive, North America  
and Sr. General Manager  
Dresdner Bank AG, New York

**Ruth R. Harkin**  
President & CEO  
Overseas Private Investment  
Corp. (O.P.I.C.)

**Dan Quayle**  
Former U.S. Vice President  
Distinguished Visiting  
Professor of International  
Studies, Thunderbird

**Conferences and Symposiums**  
"Global Entertainment  
Careers"

"The Business of Art"

"Corporate Environmental  
Leadership"

"Global Advertising  
Campaigns"

◀ "I first heard about Thunderbird from a then-current student while I was sitting on the Plaza Major in Salamanca, Spain. Four years later, after investigating international business schools worldwide, the memory of his enthusiasm led me to enroll in the program. I don't remember his name, but that chance meeting had a major influence on my life."



*The Merle A. Hinrichs International Business Information Centre provides access to resources in a variety of formats that support student and faculty research needs. Use of electronic databases and systems at the IBIC expands a strong on-campus collection of business, foreign language, and international sources.*

### **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 IBIC is fully automated and has 40 computer workstations with access to more than 30 CD-ROM online databases. Students and faculty have access to NEXIS, Compustat, ABI/Inform, DataStar and many other resources related to finance, trade, marketing, company information, investment, statistics and other business topics. Librarians provide course-integrated instruction to teach students how to find information using the IBIC's many resources. The instruction program is oriented towards practical applications that students will encounter in the business world and helps develop information competency skills that will be used in professional life.

The nine languages taught at Thunderbird are represented by a collection of language books and more than 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 other publications in addition to the electronic databases.

The IBIC also maintains a presence on the Thunderbird home page on the Internet at <http://www.t-bird.edu>. Organized to match the academic structure of the curriculum, the web site provides

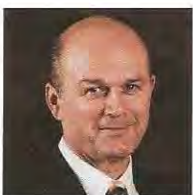


▲ *The Merle A. Hinrichs International Business Information Centre features a dramatic entrance and ample natural light for study and research.*

links to a wide array of internet resources that are of use to students and faculty. The IBIC's resource guides on topics such as International Trade, the European Union, NAFTA, and other global topics are also available on the web site.

The IBIC develops and collects special information resources related to the curriculum in its Global Information Services (GIS). Resource files on more than 200 countries are developed in GIS by indexing foreign-language and other less accessible materials. Government publications, reports, newsletters and other specialized materials, such as bank documents from institutions all over the world, are also available in GIS. This unique information service is particularly valuable in meeting the research needs of the students.

The IBIC is a single-level building that 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. The building's high ceilings and ample natural lighting provide a well-lit, open atmosphere for study and research.



**Merle A. Hinrichs '65**  
**Alumnus**

Founder and Chairman  
Asian Sources Media Group, Hong Kong

◀ *Asian Sources Media Group Founder and Chairman Merle A. Hinrichs provided a grant to Thunderbird for the creation of the Merle A. Hinrichs International Business Information Centre. The ultra-modern 31,000-square-foot facility provides services and information access designed especially for international business research. 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 provides university-wide information, telecommunications and instructional technology support. Newly installed servers using a secured fiber-based switched ATM network support e-mail, student bulletin boards, on-line courses and Internet access.

Students, on- or off-campus, have 24-hour-a-day access to the campus network, IBIC resources and e-mail. State-of-the-art computer labs provide access to sophisticated models and graphics, and serve as classrooms for computer testing. Incoming students are expected to demonstrate proficiency in these general business software applications: word processing, spreadsheets, database management and presentation graphics. It is strongly recommended that prospective students become proficient in these applications before enrolling. ITS also supports the on-line user catalog, CD-ROMs and other research facilities associated with the IBIC. This department is also responsible for managing the campus' telecommunications services.

The department's Instructional Technology unit is responsible for the development and maintenance of Thunderbird's Web site, campus audio-visual support, and the campus cable TV system, as well as managing the recently completed Yount Multimedia Centre. The Centre includes a video conference center that is available for student video conference interviews, small interactive video classes, and corporate video conferencing. The Centre boasts dual distance-learning classrooms which are supported by interactive video broadcast systems that allow worldwide transmission of Thunderbird courses. Multimedia course development, digital video editing and technology-supported language facilities are also located in the Centre. A three-set studio is also available for interviewing visiting dignitaries for later broadcast over the campus network.

## PERSONAL COMPUTER REQUIREMENT

Students entering Thunderbird are required to have their own personal computers. The campus standard is IBM-compatible, Microsoft Windows 95 and the Microsoft Office suite of applications. While not specifically required, personal printers have proven quite useful to current students. Computers owned by students residing in Residence Halls A & B must be equipped with a 3COM network access card to connect to the campus network.

Students in other campus housing and those living off campus will require a modem (28.8 Baud or higher is recommended) to dial into the campus network.

## EXTERNAL AFFAIRS AND INSTITUTIONAL MARKETING

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. As coordinator of institutional marketing, the office creates the strategy for an integrated approach to developing and nurturing relationships with the School's external constituencies.

The Alumni, Communication, Public Affairs, and Development offices are extensions of External Affairs. The Communication Office manages the School's internal communication and its publications, including *Thunderbird* magazine, the *Catalog*, and the Annual Report, while the Public Affairs Office handles media relations, commencement, visits by major speakers, seminars and conferences. The Development Office is the fund-raising arm of the School. Last year, the office received 3,200 gifts from corporations, foundations, and individuals. A capital campaign is also under the direction of the Vice President for External Affairs.

## JOURNALS

*The International Executive* is a refereed, scholarly journal aimed at advancement and dissemination of research in the field of international business. Dr. Yahia Zoubir, associate professor of international studies, is editor. To subscribe, contact Customer Services at John Wiley & Sons, (212) 850-6645.

*International Studies Notes* is a refereed journal of the International Studies Association published at Thunderbird. It provides a forum for exchange of research, curricular, and policy reports on international affairs. Dr. Llewellyn D. Howell, professor of international studies, is editor-in-chief. To subscribe, contact Suzy Howell at (602) 978-7249.

The *Journal of Language for International Business* is a refereed journal for the teaching and study of foreign languages, English for international business, and cross-cultural studies. To submit manuscripts or to subscribe, contact the editor, Dr. Christine Uber Grosse, professor of Spanish, at (602) 978-7255 or FAX (602) 439-1435.



Donald (Da Ming) Xie '96  
People's Republic of China

B.A., Economics, 1990  
Goshen College  
Worldwide Scholarship

◀ "The 5000-level course called *International Operations Management* is one of the best courses I have taken at Thunderbird. The computer simulation, *INTOPIA*, in this capstone course gave me an opportunity to 'run' a hi-tech company in a challenging multinational environment. I received hands-on experience to apply what I learned from other business courses and to improve my skills in negotiation and team management."



Hiroaki Sato '96

## Japan

B.A., English, 1985  
Kansai Gaidai University,  
Osaka, Japan

Philip Morris Japan Scholarship

Darrin S. Lindquist '96

## United States

B.S., Agribusiness/Economics, 1989  
University of Nebraska

Postgraduate Diploma in Economics  
University of Melbourne  
Melbourne, Australia

Thunderbird, Philip Morris  
Japan Scholarships

*"Living on campus gives you great opportunities to make friends from other countries," says Hiroaki. "It's surprising to see how much we all have in common. Academic life at Thunderbird can be tough, but the friendships you make can help you make it through. Once we're out in the global marketplace, we have to be aware of cultural differences. Even though business standards might be universal, we still need to consider the best way to convey our message to a client using their own words and with an understanding of their perspective."*

Hiroaki Sato and Darrin Lindquist became friends while living on campus. Hiroaki had nine years of corporate work experience before coming to Thunderbird. He had also traveled extensively on business. Hiroaki decided to come to Thunderbird because it offered flexibility, allowing each student an avenue to customize their program depending on their particular backgrounds, undergraduate

education and career goals.

Currently, he is a consultant for a division of the marketing consulting company, Copernicus, in Boston.

Darrin worked for Archer Daniels Midland Company following his graduation from the University of Nebraska and before accepting a Rotary Scholarship to attend the University of Melbourne in Australia. After a year, he

moved to Japan where he studied Japanese while teaching English. When he arrived at Thunderbird, he decided to enhance his marketability by taking up a third language, Spanish, and learning about Latin American business practices. His initiative paid off. Darrin now works for John Deere and Company's Worldwide Agricultural Equipment Division, focusing on its Latin American operations.





*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 384 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.

All campus residents are required to make a non-refundable deposit in the amount of \$500 per semester for food service. The School uses a declining balance card system. Additional amounts can be added to the card in the Food Services Office.

All campus residence halls are air-conditioned and carpeted, and all rooms are furnished. Unfurnished rooms are not available. Room rental includes utilities, phone and local phone service. Students must supply their own linens.

Most residence halls are designated as non-smoking. Only a limited number of rooms that allow smoking are available.

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

### HOUSING DEPOSIT

A housing deposit of \$300 must accompany the 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.

### SPECIAL FACILITIES

Housing is available on campus for those who may have functional limitations. Please notify the housing office in advance of your arrival 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.

### HOUSING WEB SITE

On- and off-campus housing information is available via the Thunderbird Web site (<http://www.t-bird.edu>).

### ARAMARK/THUNDERBIRD FOOD SERVICES

A new food service facility opened during the spring semester of 1997. The new food court at the Thunderbird Commons and the Tower Café operate on a campus card system or on a cash basis. Campus residents are required to pay a minimum non-refundable deposit which may be used in either the new facility or in the Tower Café.

All students are encouraged to take advantage of the campus card system. There are tax-saving measures as well as seasonal promotions for card holders. Operating hours vary between locations. Hours of operation are posted at each facility.

Students with dietary restrictions may wish to consider living off campus since the School is not equipped to provide individuals with special meal choices. There are no kitchen facilities available within the campus housing system; fire safety regulations prohibit cooking in the residence halls.



Marianna Hynson '97  
United States

B.A., English, 1991  
Emory University

◀ *"Two Thai, one Irish and one American. Student housing services put us together for our first-semester housing. I thought this international mix was going to be a unique experience. But soon I learned that, at Thunderbird, diversity is the norm in every aspect of campus life: classes, group projects, and intramurals, as well as housing."*



*Tuition for 1997-98 is \$9,870 for each fall or spring semester and \$7,240 for the summer term for students enrolled on a full-time basis. For Winterim, tuition is \$1,925 for one three-hour course. Tuition is the same for all, regardless of state or country of residence.*

### APPLICATION FEE AND TUITION DEPOSIT

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

A tuition deposit of \$250 is required 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 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.

### PAYMENT OF TUITION, ROOM AND BOARD

Payment must be made at registration or in the Business Office by the end of the first day of classes. Students who fail to do so will be charged a \$50 late registration fee and will be dropped from their classes with reinstatement on a space-available basis. Students who do not pay in full on the first day must submit payment or proof of ability to pay their obligation to the Business Office within 2 weeks of the start of the semester. Finance charges of 1 percent per month will begin to accrue on the second day of classes on any unpaid balance.

Past-due balances from a previous term must be paid in full prior to registration and will preclude a student from registering for a subsequent term. Thunderbird will avail itself of all legal means to collect past-due tuition, not limited to collection agencies, and reasonable and customary court and attorney fees.



Milton H.R. Cameron '96  
Surinam /The Netherlands

B.S., Physiotherapy, 1989  
International School for Physiotherapy  
Utrecht, The Netherlands

## STUDENT FEES

The Thunderbird Student Government Fee is \$100 per each spring and fall semester and \$75 for the summer term. The funds support a wide variety of student-sponsored activities on campus. Use of these funds is wholly at the discretion of TSG.

### MINIMUM COSTS FOR A SEMESTER/TERM

	Fall 1997 or Spring 1998 Semester	Summer 1998 Term
Tuition	\$ 9,870	\$ 7,240
TSG Fee	100	75
Board	1,500 *	970 *
Lodging (avg.)	1,190	990
Other	2,800	2,200
<b>Total</b>	<b>\$15,460 **</b>	<b>\$ 11,475 **</b>

\* Campus residents are required to make a minimum non-refundable deposit in the amount of \$500 per semester for food service.

\*\* Off-campus expenses may be slightly higher, depending on rent, utilities and transportation costs.

Please note: First-semester students should also budget \$2,000 to purchase a personal computer and necessary software. See page 25 for details.

### PART-TIME TUITION

Part-time tuition applies to those carrying fewer than 12 semester hours (or fewer than 9 hours in the summer term), including audits. Such students, including interns, are charged a tuition of \$900 per semester hour of instruction. This includes partial accident and sickness insurance coverage. Each semester, a health insurance waiver plan is available. Part-time students may use the Career Services Center, as long as they are matriculated in a Thunderbird degree granting program.

### REFUNDS

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

◀ "I chose Thunderbird for the simple reason that it was the best school to equip me with the right arsenal of skills to be successful in the global arena. I see the World Business courses as the core and the International Studies and Modern Language courses as the differentiating factors that will allow me to lead effectively in this ever-changing global economy."



## SPECIAL FEES AND CREDITS

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

For most students, tuition includes a limited accident and sickness insurance plan with a \$100,000 lifetime maximum benefit. Those students who attend Glendale campus programs may receive a credit (approximately \$100 per term) if they show proof of comparable insurance by the Friday of the first week of class and an approved waiver is completed each semester. This waiver is not available to students attending overseas programs, or to those students from other exchange programs. Further information, including information on dependent spouse coverage, is available at the student health center on campus.

## 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 tuition of \$2,560, or 6 hours in a summer term for a flat-rate tuition of \$1,865. 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.

## VETERANS

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

### 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%



▲ 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 refund 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 or recalculation prior to completing the status change process.

## 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 averages about \$600 per semester. Students also need to budget for miscellaneous and unusual expenses for both on and off campus. For those students living on campus a \$500 cash deposit is required to be paid the first day of class to provide the initial balance in a debit card that is used by food services.

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



Teh-han P. Chow '97  
United States

B.S., Business Administration, Marketing, 1992  
California State University, Northridge

◀ "Because of my service industry background, I am very sensitive to service quality. When I began researching Thunderbird, I was amazed by how friendly and customer-oriented everyone was. Having a 95% GMAT score, I was able to pick and choose among the top schools. None could compare with Thunderbird in terms of customer (student) focus."



*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, financial aid forms and procedures, and scholarship applications 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. Preliminary financial aid forms are included in the Admissions Application. 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. A scholarship application is included in the Thunderbird Application Packet.

- Awards are not subject to extension.
- Award conditions are discussed in the award notification letter.
- All scholarships are subject to funding.
- Additional criteria and stipulations are provided on the scholarship application.

### 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.



#### Scholarship Application Deadlines for Entering Students

Semester	Application Deadline	Award Notification
Fall	March 1	April 15
Winterim/Spring	October 1	November 1
Summer	March 1	April 1

### Partial Assistantships

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

#### SCHOLARSHIPS (Entering Students)

Qualifications:	Academic Record; GMAT Score; Work Experience
Award Value:	\$2,500-\$30,000

#### GRANTS (Continuing Students)

Qualifications:	3.6 or better GPA; Extracurricular Activities and/or Employment
Award Value:	\$300-\$4,000

#### PARTIAL ASSISTANTSHIPS (Continuing Students)

Qualifications:	3.5 or better GPA; Faculty Recommendation; Need
Award Value:	Fall: \$1,000; Spring: \$1,000; Summer: \$750

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

- |                                 |   |
|---------------------------------|---|
| Abbott Laboratories             | General Motors                          |
| A.G. Edwards & Sons             | Gillette Company                        |
| Allergan Inc.                   | Goldman Sachs and Company               |
| American Express                | Hearst Foundation                       |
| Anheuser-Busch Company*         | Hershey Foods Corporation               |
| Arizona Business Leaders Assoc. | Honeywell                               |
| BankOne                         | Intel                                   |
| Bank of America*                | Johnson & Higgins                       |
| Bank of Detroit                 | Johnson & Johnson                       |
| Bank of Nova Scotia             | Kraft General Foods                     |
| Baskin-Robbins International    | MCI International                       |
| Bayer                           | Merck & Company                         |
| CIGNA Corporation               | Monsanto Company                        |
| Cargill Inc.                    | Motorola                                |
| Celia M. Howard Fellowship Fund | NAWBO                                   |
| Chiquita Brands International   | Nierling Foundation                     |
| Chrysler Corporation            | Nordson Corporation                     |
| Citibank                        | Pharmacia and Upjohn, Inc.*             |
| Consular Corps of Arizona       | Philip Morris (K.K.) (USA)*             |
| Continental Grain Company       | Phelps Dodge Corporation                |
| Dow Chemical                    | Sanford Bernstein                       |
| Electronic Data Systems         | Scudder Foundation                      |
| Fluor Foundation                | Teledyne                                |
| FMC Corporation                 | United Parcel Service*                  |
| Ford Motor Company              | <i>* Domestic Diversity Fellowships</i> |



#### Financial Aid Application Deadlines for All Students

Semester	Priority Deadlines	Notifications Begin
Fall	April 1	June 1
Winterim/Spring	October 1	November 15
Summer	March 1	April 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. Additional information on aid programs is available in the financial aid brochure and the financial aid packet. Certain regulations apply to recipients of federal financial aid. Please review the "Academic Regulations" section in this *Catalog* for more information.

The following forms, included in the Admissions Application packet or 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 funds. A student who withdraws or changes to part-time status must also see a financial aid counselor 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 \$500 to \$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 and Unsubsidized Stafford Student Loans

Degree-seeking students may borrow a maximum of \$18,500\* for the first two full-time semesters. These students are then eligible to re-apply for subsequent (third and/or fourth) semesters. Stafford 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 disbursement.

The maximum Subsidized (need-based) Stafford loan is \$8,500 and 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. The government does not pay the interest on the Unsubsidized (non-need-based) Stafford 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.

Monthly payments are based on the amount borrowed but generally range from \$120 to \$220 on Subsidized loans and from \$120 to \$245 on Unsubsidized loans 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 \$20,000 without a cosigner. These are credit-based loans and subject to lender approval.

### 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 cosigner. 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.

### Campus Employment

Students or student spouses wishing to work on campus must first check with the Financial Aid Office to determine whether or not they qualify 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 the federal government and/or the School. Federal Work Study 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.*

*\* \$18,500 is the maximum yearly amount one can borrow in both Subsidized and Unsubsidized loans, singly or in combination. However, you cannot borrow more than your cost of attendance minus any other financial aid for which you are eligible. This means that you may receive less than the annual maximum amounts.*



Erik Kobayashi-Solomon '97  
United States

B.A., Asian Studies, 1989,  
The University of Texas at Austin  
Presidential Scholar

◀ "I was fortunate enough to receive the Presidential Scholarship, giving me full tuition for my first three semesters. I could have graduated in that time period, but chose to stay another semester to take more 5000-level classes: Financial Statement Analysis, Multinational Corporate Finance, Financial Engineering, and International Securities Investments. I am grateful to Thunderbird and to Dr. Herberger for the scholarship and look forward to contributing to the School's endowment after graduation."



*Every year, hundreds of Thunderbird students enhance their knowledge and experience in the global business environment through their participation in special study programs located around the globe. The variety of options include Thunderbird's own overseas centers, summer and Winterim programs, as well as several cooperative programs.*



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

Students who have matriculated at Thunderbird and have gone through the appropriate on-campus selection processes are eligible for inclusion in the School's overseas programs. Students on academic probation or suspension are not eligible. Because available space in overseas programs is subject to several factors not under the control of Thunderbird, time-specific participation in some programs cannot be guaranteed. All of the programs have been designed to augment the curriculum and increase students' exposure to other business environments, cultures, and political and economic systems.



Kit L. Rudd '97  
United States

B.S., Civil Engineering, 1984  
United States Air Force Academy  
M.A.S., 1995, Embry-Riddle Aeronautical University

Unless otherwise stated in the following descriptions, courses in World Business and International Studies are taught in English. Modern Languages course offerings vary from program to program.

## THUNDERBIRD'S OVERSEAS CENTERS

At both overseas centers, a maximum of 15 semester hours of credit may be taken in the fall and spring and 12 hours in summer.

### Japan

The Thunderbird Japan Center is a year-round facility located in the Tokyo business district. Selected regular Thunderbird courses and regionally specific courses are taught each term using faculty from the Glendale campus as well as visiting faculty from other universities and adjunct faculty of the Japan Center. All levels of Japanese language courses are offered.

### France/Geneva

The Thunderbird European Center is a year-round facility located at the International Business Park in Archamps, France, approximately 12 km. from Geneva, Switzerland. Selected regular Thunderbird courses and regionally specific courses are taught each term using faculty from the Glendale campus as well as visiting faculty from other universities and adjunct faculty of the European Center. Language courses are offered in French, German, and Spanish.

## SUMMER PROGRAMS

### Mexico

Each summer Thunderbird offers a ten-week session in Guadalajara, Mexico. Courses in World Business, International Studies, and Spanish language are offered by a faculty of Thunderbird and Mexican and Latin American scholars. The primary purpose of the program is to give students the opportunity to study Latin American business practices and sharpen language skills in a total immersion setting. Classroom work is supplemented by field trips to Mexican and multinational enterprises, and meetings with local business leaders.

### People's Republic of China

Each summer Thunderbird offers a ten-week session in the People's Republic of China. The program is split between Shanghai University

◀ *"The opportunity to combine foreign language study and business courses with an international orientation and area-specific international studies courses is what makes Thunderbird unique among other schools who claim to offer internationally focused programs. I'm looking forward to continuing my studies at the Thunderbird Japan Center during the summer term, where I hope to improve my language skills through living and studying in Japan."*





#### KEY TO THE OVERSEAS AND COOPERATIVE PROGRAMS


- Thunderbird's Overseas Centers   \* Summer Programs   ▲ Winterim   • Cooperative Programs

of Finance and Economics and the University of International Business and Economics, Beijing. Courses in World Business, International Studies, and Chinese language are offered by faculty from Thunderbird and the host institutions. This program is designed to familiarize students with Chinese business practices, culture, economics and politics, and to sharpen their language skills. Classroom work is supplemented by field trips to Chinese and multinational enterprises, and meetings with local business leaders.

### Central and Eastern Europe

This summer program offers students the opportunity to study in the Czech Republic and Russia. Students acquire firsthand knowledge of current business environments and operations, and are exposed to the local society and culture. The program splits its time between Prague and Moscow. Classes are taught by faculty from Thunderbird and other East European and Russian scholars. Russian language instruction is offered if demand warrants. Classroom work is supplemented by field trips to Czech, Russian and multinational enterprises, and meetings with local business leaders.



 Marisa Ruiz-Salinas '97  
Spain

B.B.A., 1995, ICADE  
Madrid, Spain

### WINTERIM (JANUARY)

Overseas Winterim programs are offered in locations such as:

- |                              |                |                              |
|------------------------------|----------------|------------------------------|
| ■ Paris                      | ■ Chile/Peru   | ■ Kenya                      |
| ■ Vienna                     | ■ Mexico       | ■ Central/<br>Eastern Europe |
| ■ Iberia<br>(Spain/Portugal) | ■ Tokyo        | ■ Russia                     |
| ■ Geneva                     | ■ South Africa | ■ Saudi Arabia               |

For more information on Winterim, please see page 38.

### COOPERATIVE PROGRAMS

Thunderbird has cooperative programs with graduate institutions around the world. The language of instruction is either English or the native language. The number of students permitted on each program is limited. All foundation courses required by the departments of World Business and International Studies must have been completed, or waived, before acceptance to these programs.

**Brazil: Coppead/UFRJ, Rio de Janeiro** – This exchange agreement permits two students per year to attend classes in Rio de Janeiro. Students must have good communication skills in

◀ *"One of the most unforgettable experiences from Thunderbird was the Chile-Peru Winterim 1996. During three intense weeks of visiting high-profile business executives and attending conferences, I acquired an understanding of how business is conducted in these countries as well as an awareness of their cultures. In Peru, we even had the unique experience of meeting with President Fujimori."*



Portuguese. The Federal University of Rio de Janeiro (UFRJ) is one of the oldest, largest and most respected in Brazil.

**Brazil: Universidade de São Paulo** – This exchange program permits two students per year to study in São Paulo. Students must have good communication skills in Portuguese or Spanish. The University of São Paulo is the largest university in Latin America and awards 60 percent of the doctorates in Brazil, ranking it among the most productive academic institutions on the continent of South America.

**Chile: Pontificia Universidad Católica de Chile** – This exchange agreement permits two students per year to study in Santiago. Students must have good communication skills in Spanish. PUC is an urban, multi-campus, private university, and one of the most prestigious institutions in Chile and Latin America.

**Costa Rica: Instituto Centroamericano de Administración de Empresas (INCAE)** – This exchange program allows two Thunderbird students to take classes in Alajuela, near San José, each fall and spring. Instruction at INCAE is in Spanish. INCAE was founded in 1964 by the business community of Latin America, USAID, and Harvard University. The campus in Alajuela was opened in 1983.

**Egypt: American University in Cairo** – This exchange program is offered during the spring and fall semesters. There is presently no limit to the number of students permitted to attend American University in Cairo (AUC). Courses are taught in English. The AUC was founded in 1919 by Americans devoted to education and service in the Middle East.

**Finland: Helsinki School of Economics** – The Helsinki School of Economics will accept up to 12 Thunderbird students each calendar year (fall, spring, summer) as non-degree candidates. Courses are taught in English. All courses taught in the International MBA are run in the form of intensive modules (three weeks per module).

**Germany: European Business School** – Two Thunderbird students per year, who have a high level of German language proficiency, have the opportunity to participate in internships through the European Business School, located in Oestrich-Winkel (near Frankfurt), in either the fall or spring semesters.

**Korea: Yonsei University** – This program is offered during the spring semester only. Four Thunderbird students per year are permitted to study at its Graduate School of International Studies. Instruction is in English. Yonsei University has a large, quiet campus in the middle of a city of 12 million, only 20 minutes away from the centers of government, business, and culture.

**Mexico: ITESM in Monterrey, or Mexico City** – This program permits up to four students per year to study on the ITESM campus in Monterrey or Mexico City. Students must have good communication skills in Spanish. The Monterrey Tec System operates 26 campuses in 25 major Mexican cities and has become a leader in higher education in Mexico.

**Norway: Norwegian School of Management** – Up to six students may study at the Norwegian School of Management (Bi-Stiftelsen) in Sandvika, about 15 kilometers from Oslo, each spring, fall, and winter semester. The NSM operates on a ten-week quarter system, and courses are taught in English. NSM is one of the country's leading educational and research institutions in the field of economics and administration.

**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. Up to six T'bird students per year are admitted to this program. Instruction at ESADE is in Spanish. Located in one of the most attractive areas in Barcelona, ESADE was founded in 1958 by members of the Barcelona business community in conjunction with Jesuit educators.

**Spain: Instituto Universitario de Administración y Dirección de Empresas (ICADE)** – This program in Madrid is offered in the fall semester only. It is limited to six students per year. Instruction at ICADE is in Spanish.

**Taiwan: Tunghai University** – This program is offered during the spring and fall semesters. There is presently no limit to the number of students permitted to attend. Instruction at Tunghai is in Chinese. Tunghai University is located on a hillside campus of 345 acres, to the west of Taichung, third largest city in Taiwan.



Valerie A. DeGroot '97  
United States

B.A., Journalism, 1974  
University of Wisconsin at Madison

M.S., Taxation, 1986  
Golden Gate University at San Francisco

◀ *"The Guadalajara summer program provided an accessible way to have a foreign living and learning experience. I lived away from the campus in order to broaden my exposure to city life. Every bus ride home was an adventure! My language skills greatly improved, as did my humility in learning what it takes to be truly fluent in another language. I admire students from other countries who take demanding courses – in English – at Thunderbird."*



Malini Janakiramin '97

## India/United States

EMIM 6

Organizational Development  
Consultant, AlliedSignal

B.S., Indiana University, 1983;  
CPA, 1984



Malini Janakiramin, originally from India, moved to the United States in her twenties. Currently, she lives in northern Indiana, and travels to Arizona every two weeks for participation in the EMIM program.

Malini began her career by utilizing her financial background to move quickly from an entry-level cash management position to Manager of Financial Planning for Bendix Braking

Systems Engineering. When Bendix was acquired by AlliedSignal, she volunteered to do training for them. She enjoyed this so much that, in 1993, she became Manager of Training and Development and moved to her current position a year later. Malini is involved in training all over the U.S. and in international locations, particularly in Europe and Asia.

*"I chose Thunderbird because of its total dedication to international studies. My business and life experiences have made me appreciate the challenges of dealing with and working with many different cultures. Thunderbird has capitalized on these experiences to make me a more effective global manager and has given me the opportunity to study my fifth language – Chinese."*



*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 Global 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 acquire 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.

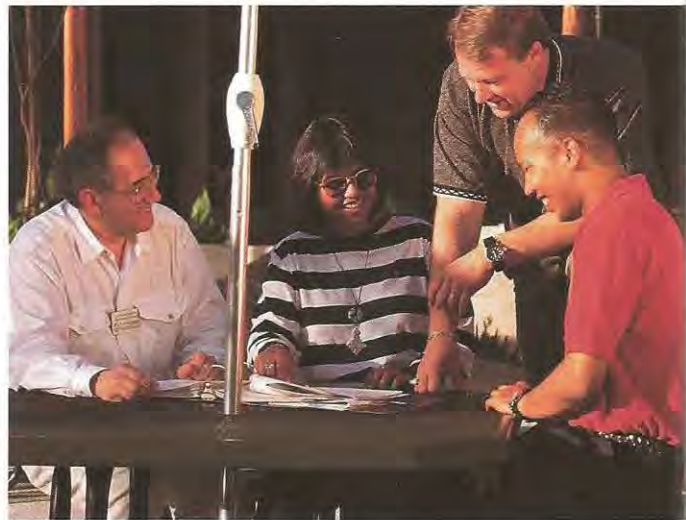
A new group of students enters the program under a separate admissions process each fall. Students move through the program together, sharing the same educational experience, with the only elective being a choice of one of several languages.



Curtis W.C. Ching '97  
United States – EMIM

B.A., Economics, 1978  
Kenyon College

Manager, Strategic Alliances, GE Capital



▲ Participants in executive education programs at Thunderbird have many opportunities for cross-cultural interaction.

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 for 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.

## LANGUAGE TRAINING

Intensive training in the nine languages taught at Thunderbird is available for organizations seeking to develop the language capability of executives being sent to overseas assignments. Area studies and/or cross-cultural communications are often part of the language programs. The Ten-Week Intensive English Program through the Thunderbird Language and Culture Center is held three times a year to help prepare non-native speakers of English for entrance into the MIM or other graduate business programs. This English program has small class sizes and a business-oriented approach to learning.

## 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

◀ "The success of many companies is based on their ability to differentiate their product or service offerings from the crowd. Thunderbird's international program is helping me to differentiate my skill set and prepare me for operating in a quickly changing global marketplace."



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 its executive facilities. The environment is conducive to a quality educational experience and allows both participants and their firms to draw fully upon the resources of the School.

### PARTNERSHIP PROGRAMS

Thunderbird works in partnership with individual firms and groups of companies on long-term management development initiatives. Integral to the partners' globalization strategies, these initiatives evolve over time in concert with the changing management development needs of the partners. Topics covered have included cross-cultural communication, global leadership, international finance, global brand management, and cross-cultural management.

### Examples of Partnership Programs

- An ongoing series of global marketing seminars to support a company's effort to expand into overseas markets and integrate its 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 the School's 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.

Eighteen programs are planned to be held at Thunderbird in 1997 and 1998 for 23 companies under the umbrella of the Thunderbird International Consortia. These companies are: AlliedSignal, Amoco, AT&T, Black and Decker, Corning, Delphi Automotive Systems, Dow Chemical, EDS, Fluor Daniel, GM Powertrain, Goldman Sachs, Goodyear, Honeywell, IBM, Kellogg, Kimberly-Clark, Lucent Technologies, Pharmacia & Upjohn, Solar Turbines, Sunkyong, Teleflex, Vitro S.A., and Warner-Lambert.



▲ Modern classrooms facilitate discussion of international business cases in the executive education programs.

### THE THUNDERBIRD GLOBAL LEADERSHIP CERTIFICATE PROGRAM

The Thunderbird Global Leadership Certificate Program offers mid-level managers an overview of 14 important management topics to help them 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. This program is offered during the fall and spring semesters.



**Nelly Monserrat Rocha '97**  
Bolivia/United States – EMIM

*B.S., Political Science; B.A., Foreign Languages, 1984, Southern Methodist University; Juris Doctor, 1987, University of Denver College of Law*  
*Attorney and Deputy Branch Chief, Legal Enforcement Branch, United States EPA*

◀ *"More and more multinational businesses have discovered that business decisions can be made which increase shareholder value, reduce business costs, and still benefit the environment. I came to Thunderbird to obtain the tools necessary to help achieve these goals and to expand my view beyond a purely legal perspective. The EMIM program perfectly fit my personal needs as a working professional. My advice to new EMIM students is to be prepared for a tremendous challenge, but enjoy the time at Thunderbird because it is a wonderful cultural and educational experience."*



*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, which take place all over the world, present the most current, 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.*

During the on-campus seminars in January 1997, Thunderbird hosted more than 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 – student questions are encouraged. Speakers are often surprisingly outspoken in discussing their professional experiences from a personal perspective.



Vincent Melodia '96  
United States

B.A., International Relations, 1989  
University of California, Davis

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.

### Examples of Past Winterim Seminars

- Marketing to U.S. Hispanics
- International Consumer Marketing and Management
- Countertrade/Offset and Barter
- 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
- Managing Financial and Political Risk in Crisis
- International Management and Marketing of Technological Innovations
- Global Conflict Management and Resolution

Two symposiums, Winterim in Washington, D.C. and Winterim on Wall Street, provide a series of presentations in those respective cities on important changes in international business, focusing on business/government relations, trade, and financial strategies for existing and developing markets.

### WINTERIM OVERSEAS PROGRAMS

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

◀ *"The CEO Winterim Seminar allowed me the rare opportunity to interact with upper management from a variety of well-known and highly respected organizations: Turner Broadcasting, Mitsubishi Electric, and Harley-Davidson, to name a few. Executives presented topics ranging from a discussion of their individual professional experiences to a forecast of the business conditions facing the multinational enterprise in the future."*





Jay C. Austin '96

*United States*

B.A., West European Studies, 1989  
College of William and Mary

While he was a college student, Jay Austin interned at Bayer AG in Leverkusen, Germany, and in Pittsburgh, Pennsylvania, his hometown, for a few summers. By the time he came to Thunderbird, he had done some economic consulting for Price Waterhouse in Washington, D.C., and trade promotion for the Virginia Department of World Trade. Fluent in German, but anxious to

expand his knowledge of business terminology, Jay enrolled in the Advanced Business German class and took a Winterim course in Europe. In addition to his academic pursuits, he received the student philanthropy award for his work as co-chair of Thunderbird's Class of '96 Gift Campaign. Jay currently works as a Financial Analyst for Philip Morris USA in New York City.

*"As a part of my Winterim course, we traveled all over Germany and Switzerland visiting the top multinational corporations. In meetings with high-level managers, we really got a sense of their issues and business culture, not to mention job leads. Of course, we also ran into T'bird alumni at nearly every stop."*



*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 1997 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 66 semester hours if they are native speakers of English or 69 semester hours if they must complete the 3000-level English course. 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.



Julie Rose Gamble '97  
United States

B.A., Communication/Political Science, 1991  
University of Nebraska at Lincoln  
Worldwide Scholarship

## 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 by exam
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
3 Hours	4050 to 5899 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).

◀ *"Thunderbird presents tremendous academic challenge while offering a sense of 'global community' that truly maximizes the international business school experience. In my estimation, Thunderbird stands head and shoulders above other institutions in its ability to involve every aspect of an individual's life in the educational experience – whether you are choosing a career path, starting a family, creating your own business, or all three."*



## 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.



▲ Because of the mild Arizona climate, students often study and relax outdoors.

## 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.

## CURRICULUM CHANGES

At any time, 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.



LaBoore Michelle Hardaway '96  
United States

B.S., Business Administration, 1989  
Illinois State University at Normal

◀ "Thunderbird's curriculum is unique. Students must complete courses in the World Business, International Studies, and Modern Languages departments. By doing this, students are able to take a more practical approach to business situations where cross-cultural problems may arise. When I venture out into the business arena, I will be at an advantage when working with different people because I interact with people from various backgrounds on a daily basis at Thunderbird."



*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.



Deepankar Pant '96  
India

*Bachelor of Technology, Metallurgical Engineering, 1988, Indian School of Mines, Dhanbad, India*  
*Master of International Business (Foreign Trade), 1991, Indian Institute of Foreign Trade, New Delhi*  
*Thunderbird Scholarship*

#### 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:

The Regional Business Environment courses may be waived by individuals who have majored or minored in regional studies, i.e., Latin America, Asia, Europe, Middle East and North Africa, Sub-Saharan Africa, or American studies for non-U.S. students. A student with a minimum of five regionally specific courses from three distinct academic disciplines such as, economics, political science, history, anthropology, and sociology, at the discretion of the area studies professor, may be considered for a waiver of the Regional Business Environment requirement. Courses taken only to satisfy a general liberal arts breadth requirement will not apply to this waiver. Coursework cannot be specific to a particular country, but must be applicable to the region at large.

#### 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 strongly believe, with increasing globalization, that successful businesses of the future will no longer be based upon the inherent competitive advantages of a nation or region. Instead, they will be dictated by skilled managers who can harness the best resources worldwide to shape the course of business. These are the kind of future global leaders that Thunderbird prepares."*



*Peru*


Ingeniero Mecánico-Eléctrico,  
Universidad Nacional de Ingeniería  
Lima, Peru, 1973

M.S., Engineering, Arizona State  
University, 1975

MBA, Arizona State University, 1993

CPM, Certified Purchasing  
Manager, National Association  
of Purchasing Managers, 1994

Worldwide Scholarship



Luis Wong-Campos has ten years of international experience and five in marketing. He speaks Spanish, German, English, and conversational Chinese. Even with this kind of international background, he enrolled in the Post-MBA program at Thunderbird to

“add an international flavor” to his MBA degree. Luis hopes that the knowledge he gained at Thunderbird will help make him a leader in an organization that is challenged by the changing demands of our global economy.

*“My work experience in Latin America and Europe, combined with my ethnic Chinese background, have provided me with an understanding of foreign cultures. I was born and raised in Peru and inherited a mixture of Spanish and Chinese traditions. While living in Europe and Latin America, I used cultural adaptation to learn from other cultures as well as to learn about them.”*



*The Department of Modern Languages offers courses in nine languages: Arabic, Chinese, French, German, Japanese, Portuguese, Russian, Spanish and English as a Second Language. Commercial and advanced 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 an appropriate language 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 by either (1) taking or waiving one of the eight non-English languages offered at the School, or (2) demonstrating *advanced proficiency* in selected major languages not offered at the school.

### MODERN LANGUAGES REQUIREMENTS

#### 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**
3 hours	Above 4010	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

Four courses (levels 3000, 4000, 4010 and one advanced course) comprise the basic non-English language sequence of 18 hours (19 hours for Arabic, Chinese, Japanese and Russian). Incoming students with no demonstrable language proficiency are placed



Brent E. Shedd '96  
United States

B.S., International Business, 1991  
California State University, Chico  
Thunderbird Scholarship

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 and one additional course above 4010 in that language. (Separate regulations apply to English as a Second Language.)

Incoming students with some competence in one of the eight 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:

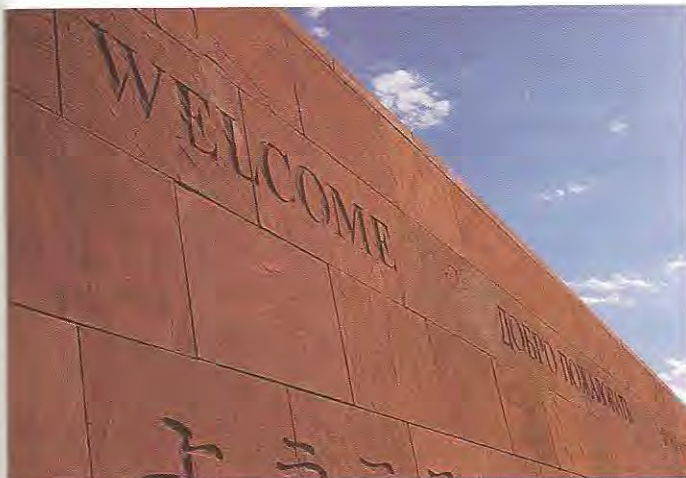
- Take any language course beyond the 4010 level in that language, *or*
- Take PO4020 (Accelerated Business Portuguese for Speakers of Spanish), *or*
- Take SP4020 (Accelerated Business Spanish for Speakers of Portuguese).

Complementing the core courses are a variety of courses taught in a foreign language dealing with social, political, and economic topics as well as 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-speaking students who wish to satisfy the language requirement in a language NOT offered at Thunderbird must arrange for general proficiency testing through the Department of Modern Languages. This testing, through ACTFL or other department-approved entities, must be completed prior to matriculation. Business language competence must be demonstrated before graduation. Only those languages and those testing procedures deemed appropriate by the Chair of the Department of Modern Languages shall be acceptable for graduation requirements.

◀ *"Learning Russian at Thunderbird is a singularly exciting experience. The student-to-teacher ratio is so low that it's tantamount to more than seven hours per week of personal tutoring! I can't imagine trying to learn such a difficult language without the support given by these professors. Every student should consider the opportunity of picking up another language here on campus."*





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

## 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.

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. 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 Thunderbird's English Language Placement Test, students are placed into one of the following categories:

- Advised to enroll in the non-credit Ten-Week Intensive English Program at the Thunderbird Language and Culture Center, study English 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. Those 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 the 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.

◀ "Having worked in the Middle East, I have seen firsthand the positive impact that results when you speak in the native language. Studying the Arabic language now is especially rewarding because it gives me the ability to work in a very profitable region of the world where there are tremendous opportunities."



Scott Butler '96  
United States

B.S., Forestry, 1986  
Purdue University  
Arabic Scholarship



*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.*

## SUMMARY OF DEPARTMENT REQUIREMENTS

### WORLD BUSINESS – 36 HOURS

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

## REQUIREMENTS AT THE 3000 LEVEL

Students are encouraged to waive any of these 3000-level courses that duplicate previous studies, since these are designed as preparatory courses for the more advanced and specialized aspects of the program. Requirements for waiving specific courses follow.

### REQUIRED FOUNDATION COURSES

WB3103	Fundamentals of Accounting (1.5 hours)
WB3110	Financial Accounting and External Reporting (1.5 hours)
WB3200	Fundamentals of Micro/Macroeconomics (3 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.



### World Business Department Curriculum and Faculty

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. The World Business faculty includes many individuals who hold strong academic credentials and have international and corporate experience.

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.

### WB3200 Fundamentals of Micro/Macroeconomics (3 hrs.)

Satisfactory completion of *both* a graduate or undergraduate principles of microeconomics course *and* a graduate or undergraduate principles of macroeconomics course, each course normally a 3-semester-hour course. Grade of B or better or CLEP score of 53 or higher. **Students may waive either the microeconomics or the macroeconomics half and satisfy the remaining requirement by enrolling in either WB3203 or WB3204.**

### WB3203 Fundamentals of Macroeconomics (1.5 hrs.)

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 (1.5 hrs.)

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 percent or higher on the managerial finance exam administered by the faculty during orientation week. The test may be attempted only once. 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, and measures of central tendency in disciplines such as economics, business, psychology, mathematics, education, etc.; three semester hours or more. Grade of B or better.



### Half-semester Courses and Scheduling

Courses that carry 1.5 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.



**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 (1.5 hours)
WB4200	International Finance and Trade (3 hours)
WB4212	Advanced Managerial Finance (3 hours)
WB4414	Global Management (3 hours)
WB4500	International Marketing Management (3 hours)

**One of two required:**

WB4110	Corporate Financial Reporting (1.5 hours)
WB4143	Profit Planning and Control (1.5 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)

**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).

**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.

**WB4110 Corporate Financial Reporting**

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

**WB4143 Profit Planning and Control**

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.

**WB4414 Global 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.

**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.



Sean A. Rach '98  
United States

B.S., Political Science, 1991  
United States Naval Academy  
Annapolis, Maryland

◀ "Every aspect of Thunderbird is international. Whether I'm working on a group project or just socializing, it's clear that T'birds value diversity and the rich mix of cultures from around the world. Top companies like Merck, American Express, Daimler-Benz, Goldman Sachs and General Electric, just to name a few, also realize the value of a Thunderbird education."



Peter M. Zapf '96

## United States

M.S., Computer and Information  
Systems, 1995  
Troy State University

B.S., Electrical Engineering and  
Engineering and Public Policy, 1990  
Carnegie Mellon University

Presidential Scholar

*"Spending five years in software development exposed me to many of the challenges that a large organization faces while trying to focus everyone's actions on a common goal. Taking Multinational Business Management at Thunderbird helped me understand what we did right, what we did wrong, and, most importantly, how I can structure an organizational environment to help it reach its business goals."*

Born in Cameroon, Peter Zapf is a naturalized U.S. citizen who has lived in Norway, Mexico, Japan and the U.S. as well as traveled through much of Europe. He spent five years in the U.S. Air Force focusing on software development and program management. Coming to Thunderbird to get his MIM degree not only gave Peter an opportunity to add international business skills to his technical background, but allowed him to work

in a stimulating and diverse environment. Currently Senior Product Consultant for Advanced International Systems, Peter has had the opportunity to work with several companies, including wholesalers in the United States and factories in Asia to determine their information management needs and develop solutions to improve their ability to manage their supply and lower their costs.





**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 or other selected major languages.

See page 44 for more details on language requirements.

**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	12	18
World Business	18	18	36
Electives (any dept.)	—	—	—
<b>Total</b>	<b>27</b>	<b>39</b>	<b>66</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 or other selected major languages.

See page 44 for more details on language requirements.

**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 or other selected major languages.

See page 44 for more details on language requirements.

**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."



*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

Candidates for the Master of International Health Management degree are required to be enrolled in a graduate program in 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 are required at Thunderbird plus a 10-week field placement supervised by an appropriate health care entity.

Specific requirements and additional information may be obtained from Professor Robert Tancer c/o the Department of International Studies at Thunderbird.

### MASTER OF INTERNATIONAL MANAGEMENT OF TECHNOLOGY DEGREE

Candidates for the Master of International Management of Technology degree must have a bachelor's degree in engineering and must also be accepted as a candidate for the Master of Science in Engineering degree at Arizona State University. Successful candidates will receive both degrees. A minimum of 30 semester hours are required at Thunderbird, including studies or suitable proficiency in the three academic departments. Specific requirements and additional information may be obtained from the Department of World Business.

### POST-MBA PROGRAM

This MIM degree 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 environments. 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.



▲ *The contemporary architecture of the International Business Information Centre (IBIC) features large panels of glass allowing for ample light for study and research.*

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 who are able to waive Level I language may be able to complete the program in two terms. 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 (three terms) to complete the degree program.



Karl Saimre '97  
United States

*B.S., Operations, 1991, University of Delaware  
MBA, 1996, University of Hawaii*

◀ *"While completing my MBA, an alumnus introduced me to Thunderbird and the Post-MBA program. The program has allowed me to take the skills from my MBA, apply them immediately to the upper-level courses that Thunderbird is famous for, and create a graduate experience that fuses business skills with an international perspective. The Thunderbird environment is a great way to fully internationalize an MBA."*



DUAL DEGREE PROGRAMS

Thunderbird has established dual MIM/MBA programs with nine 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, The University of Houston and The University of Texas at Arlington. 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. Students who must take two or three levels of language will require 11 to 12 months at Thunderbird.



▲ Commencement is an important occasion for families of graduating students, many of whom travel long distances for the ceremonies.

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

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

**College of Business and Public Administration**  
Karl Eller Graduate School of Management  
The University of Arizona  
Tucson, AZ 85721

**Weatherhead School of Management**  
Case Western Reserve University  
10900 Euclid Avenue  
Cleveland, OH 44106-7235

**Breech School of Business Administration**  
Drury College  
Springfield, MO 65802

**Graduate School of Business Administration**  
University of Colorado  
at Denver, Campus Box 165  
P.O. Box 173364  
Denver, CO 80217-3364

**Director, MBA Program**  
College of Business Administration  
University of Florida  
P.O. Box 117150  
134 Bryan Hall  
Gainesville, FL 32611-1750

**Office of the Dean, College of Business Administration**  
University of Houston  
Houston, TX 77204-6283

**Graduate Studies Office**  
College of Business Administration  
The University of Texas  
at Arlington  
Box 19376  
Arlington, TX 76019-0376



Ana Grace Hernandez '97  
Costa Rica

B.S., Marketing and Economics/Finance, 1992  
Christian Brothers University

MBA, 1997, Arizona State University (Dual Degree)

◀ "I choose the dual degree program because it gives the best of both worlds. The MBA teaches all the core business fundamentals and the MIM allows you to use those business skills in an international setting. This combination gave me a competitive edge over other students during my job search. Employers look for a candidate who has the MBA background and the ability to conduct business globally."



## 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, which may be taken concurrently
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	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	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. 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.*



## Faculty – Department of International Studies

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

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

Assistant Professors: Babarinde, Cronin, Gibbons, Nelson, Walch



## Faculty – Department of International Studies

Distinguished Visiting Professor: Quayle

Honorary Professor: Eagleburger

Diplomat-in-Residence: Dlouhy

Visiting Assistant Professor: Dash



## 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
IS5261	European and American Contemporary Thought	IS3010 and IS4020
IS5320	Modern Brazil	IS3010 and IS4030
IS5331	Emerging Markets of South America	IS3010 and IS4030
IS5335	NAFTA in Global Commerce	IS3010; and <i>either</i> IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060
IS5355	Modern Mexico	IS3010 and IS4030
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 the Department of International Studies chair
IS5903	Topics in International Studies: Independent Research (3 hours)	Permission of the instructor* and concurrence of the Department of International Studies chair
IS5920	Master's Thesis	See course description on page 64.
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. 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.*



James Lee '98  
Korea/United States

B.A., Spanish Literature, 1992  
University of California, Los Angeles (UCLA)

◀ *"Thunderbird has a friendly, family-like atmosphere. Even the department chairs will spend time to help you work out your class schedule. You will be able to associate with faculty and administrative staff members on a first-name basis and develop special bonds with fellow students as you participate in campus cultural events and suffer through exams."*



## 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	
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
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
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
CH4200	Advanced Business Language	CH4010 or CH4010 waiver
FR4200	Advanced Business Language	FR4010 or FR4010 waiver
GE4200	Advanced Business Language	GE4010 or GE4010 waiver
JA4200	Advanced Business Language	JA4010 or JA4010 waiver
PO4200	Advanced Business Language	PO4010 or PO4010 waiver
RU4200	Advanced Business Language	RU4010 or RU4010 waiver
SP4200	Advanced Business Language	SP4010 or SP4010 waiver
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
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



## Faculty – Department of Modern Languages

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

Associate Professors: Akutsu, Bailey, Call, Corrigan, Franciulli, Johnson, Kenman, King, Klein, Kumayama, Lauterborn, Penrose, Roessler, Vega-Carney



## Faculty – Department of Modern Languages

Assistant Professors: Borrás, Brenes-García, Federico, Meneses, Mittnik, Vogt

Instructors: Chen, Lanham

Clinical Professor: Sagnier



## COURSE TITLE

## PREREQUISITES

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
FR5510	French Marketing	FR4010 or FR4010 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	GE4010 or GE4010 waiver; and permission of the instructor*
ES3000	Intensive English as a Second Language	
ES4002	Advanced Conversation for Non-native Speakers	ES3000 or ES3001, or ES3000 waiver
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; <i>and</i> ES4010 or ES4010 waiver; ES4010 may be taken concurrently.
ES4100	Business Communications for Non-native Speakers	ES4050 or ES4050 waiver
ML4899	Selected Topics (3 hours)	Level III or Level III waiver
ML5899	Seminar on Selected Research Topics (3 hours)	Level III or Level III 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.*



Susan Bainter '98  
United States

B.A., German, 1992  
Arizona State University

◀ "After living and working in Germany prior to coming to Thunderbird, I felt I could effectively communicate in the German business world. But, after taking the 5000-level capstone course, German Business Policy, I realized how much more I still had to learn. The course deals with the same kind of material encountered in many of my other courses, such as finance, marketing and management, except that it's all in German. I learned more in one semester than I did in two years on the job in Germany!"



## COURSE TITLE

## PREREQUISITES

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

WB3103 Fundamentals of Accounting\*

WB3110 Financial Accounting and External Reporting\*

WB3200 Fundamentals of Micro/Macroeconomics

WB3203 Fundamentals of Macroeconomics\*

WB3204 Fundamentals of Microeconomics\*

WB3210 Fundamentals of Managerial Finance

WB3103

Not open to students who have completed either WB3203 or WB3204.

Not open to students who have completed WB3200.

Not open to students who have completed WB3200.

Both WB3103 and WB3110;

WB3200, or *both* 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\*

WB4200 International Finance and Trade

WB4212 Advanced Managerial Finance

WB3103

WB3200, or *both* WB3203 and WB3204

WB3110; WB3200, or *both* WB3203 and WB3204;

WB3210 and WB3300

Both WB3103 and WB3110; WB3400; WB3500

WB3500

WB4414 Global Management

WB4500 International Marketing Management

► *One of two:*

WB4110 Corporate Financial Reporting\*

WB4143 Profit Planning and Control\*

WB3110

WB4101

► *One of three:*

WB4300 Decision Models with Computer Applications

WB4320 Production and Operations Management

WB4530 International Marketing Research

WB3300

WB3300

WB3300 and WB3500

4000-level electives: (Some courses are not offered every term.)

WB4170 International Income Taxation

Both 3103 and 3110; WB3200, or *both* WB3203 and WB3204;

WB3210 and WB4101

WB4220 Agribusiness

WB3200, or *both* WB3203 and WB3204

WB4290 Money and Banking

WB3200, or *both* WB3203 and WB3204; WB3300

WB4333 Global Information and Technology Management

WB3400

WB4430 International Human Resources Management

WB3400

WB4512 Forecasting for International Marketing\*

WB3300 and WB3500

WB4513 International Sales and Negotiations\*

WB3500

WB4514 Marketing High-Tech Products and Services\*

WB3500

WB4515 Strategies for Culturally Diverse Markets\*

WB3500

WB4516 Global Green Marketing\*

WB3500

WB4517 Global Product Development\*

WB3500

WB4518 Strategic Services Marketing\*

WB3500

\* These courses carry 1.5 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, Bowen, Carrada-Bravo, Copen, Davison (Chair), Ferris, Geer, R. Grosse, Guthery, Heathcotte, Herberger, Howell, Kim, Kumar, Mathis, Mills, Luehrman, O'Connell, Ricks, Shields, Teagarden, Woolverton

Associate Professors: Booth, Bossert, Buchanan, Deans, Griffith, Hosseini, Johnson, Moffett, Ram, Rankine, Rice, Selling, Siehl, Sundaram, Tuzzolino, Valencia, Zerio



#### Faculty – Department of World Business

Assistant Professors: Drake, Inkpen, Linderman, Miller, Nielson, Revenaugh, Yim, Youngdahl

Visiting Professors: Subroto, Nill

Distinguished Corporate Lecturers: Beck, Gottlieb

Distinguished Visiting Professor of Finance: Seger



## COURSE TITLE

## PREREQUISITES

WB4541 International Business-to-Business Marketing  
 WB4560 International Consumer Marketing  
 WB4599 Export/Import Management  
 WB4600 Legal Environment of International Business  
 WB4700 International Insurance

WB3500  
 WB3500  
 WB3500

## 5000-level electives: (Some courses are not offered every term.)

WB5101 International Accounting  
 WB5110 Advanced Corporate Financial Reporting\*  
 WB5112 Financial Statement Analysis\*  
 WB5200 International Banking  
 WB5221 International Trade Strategies  
 WB5250 Multinational Corporate Finance (Treasury Management)  
 WB5260 Financial Engineering and Derivative Products  
 WB5271 International Securities Investments  
 WB5320 International Operations Management  
  
 WB5405 Management Consulting  
 WB5421 Entrepreneurship I - Business Evaluation  
  
 WB5422 Entrepreneurship II - The New Venture  
  
 WB5482 International Business Policy  
  
 WB5485 Global Leadership  
 WB5500 International Marketing Projects Workshop: Industrial Products  
  
 WB5510 International Marketing Projects Workshop: Consumer Products  
  
 WB5570 Advanced International Marketing and Advertising (InterAd) Workshop (offered in fall and spring)  
 WB5590 International Purchasing and Countertrade  
 WB5700 International Risk Management and Insurance Seminar  
 WB5901 Topics in World Business: Independent Research (1 hour)  
 WB5902 Topics in World Business: Independent Research (2 hours)  
 WB5903 Topics in World Business: Independent Research (3 hours)  
 WB5920 Master's Thesis  
 IN5901 Internship: Part time (3 hours)  
 IN5902 Internship: Part time (1 hour)  
 IN5903 Internship: Full time (3 hours)  
 IN5904 Internship: Full time (1 hour)

WB4110 and WB4200  
 WB4110  
 WB4110 or WB4143  
 WB3210, WB4200, and WB4290  
 WB3210, WB3500, and WB4200  
 WB4200; WB4212; and *either* WB4110 *or* WB4143  
 WB4200 and WB4212  
 WB4200 and WB4212  
 WB4200; *either* WB4300 *or* WB4320; and one of the following: WB4110, WB4143, *or* WB4212  
 WB4414  
 All WB4000-level core courses, *except* WB4200. (One prerequisite may be taken concurrently.) WB5421 and WB5422 may be taken concurrently. If taken consecutively, WB5421 should be taken first.  
 All WB4000-level core courses, *except* WB4200. (One prerequisite may be taken concurrently.)  
 WB3210; WB4200; WB4414; and *either* WB4110 *or* WB4143; and *either* WB4212 *or* WB4500 (either may be taken concurrently).  
 WB4414, which may be taken concurrently.  
 WB4500 and WB4530; and permission of the instructor\*\* (Recommended: WB4541)  
 WB4500 and WB4530; and permission of the instructor\*\* (Recommended: WB4560)  
 WB4500; WB4530; WB4560; and permission of the instructor\*\*  
 WB4500 and WB4599  
 WB4200  
 Permission of the instructor\*\* and concurrence of the WB Dept. chair  
 Permission of the instructor\*\* and concurrence of the WB Dept. chair  
 Permission of the instructor\*\* and concurrence of the WB Dept. chair  
 See course description on page 78.  
 For all internships: permission of the Director of Internships and concurrence of the Department of World Business chair

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



Lutz Seeger '97  
 Germany

Dipl.-Informatiker, 1992  
 TU Chemnitz-Zwickau, Germany

◀ "I want to become an entrepreneur, so I view solid business skills as a must. Thunderbird's unique focus on international business and the curriculum's flexibility have allowed me to tailor my schedule and focus on those courses that will help me achieve my goals."



**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 factors and among economic blocs as a foundation for further study in the Thunderbird tripartite programs, and (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 sociocultural dimensions that have a 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 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 operating environment of Southeast Asia 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 structured by a focus on: (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 transition process from centrally planned to market systems. Its objectives are to familiarize the student with the past constraints on the organization and management of these economies, with national-economic reform programs and with linkages to the world economy. Particular attention is paid to the privatization programs in these countries and to problems and issues in company management after privatization. Note is also taken of the integration of the countries into the world economy after the breakdown of COMECON. Prerequisites: IS3010 and IS4020.



Oleg S. Masliy '98  
Ukraine

B.A., European Languages, 1994  
Precarpathian V. Stefanyk University  
Ivano-Frankivsk, Ukraine

◀ "At Thunderbird, I realized how much more could have been accomplished at my previous job if I had the background I am gaining here now. This school is an intangible asset which provides you with a distinct competitive advantage in the modern business world."



**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 in the context of Western Hemispheric economic integration. The course focuses on the 1980 U.S. security interest in the Caribbean and the development of the Caribbean Basin Initiative (CBI) as a way to stimulate the economic development and social progress of the region. However, the Caribbean nations remain threatened by persistent social, political, and economic problems. The research and discussions in the class examine the underlying CBI beneficiary designations, NAFTA parity, and Western Hemispheric economic integration issues. The class does a general

analysis of the business climate and opportunities in the Caribbean Basin and evaluates the sectors of agribusiness, manufacturing, mining, tourism, finance energy, telecommunications and transportation. 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 theory and practice of negotiation and the behavior of individuals, organizations, and groups in the context of competitive situations. The objectives of this course are to understand the nature of negotiation and power, to acquire the tools necessary for evaluating the negotiation process, to develop confidence while participating in the process of conflict management, to identify the cultural obstacles to problem solving, and to improve the analysis concerning behaviors and motives of others in a competitive setting. The course also addresses issues of costs, privacy, flexibility, and efficiency of alternative dispute resolution mechanisms and techniques. The course provides students with several opportunities to participate in negotiation sessions and to evaluate the literature in the context of practical application. The course will emphasize negotiation simulations and class case discussion. Prerequisite: IS3010; and one of the following, which may be taken concurrently: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060.



**Eric Jason Henderson '97**  
United States

*B.A., Speech Communications, 1991*  
Texas A&M University  
Domestic Diversity Fellowship

◀ *"The course in Diplomacy, Negotiation, and Bargaining heightened my awareness of the practical nature of the Thunderbird curriculum. I recall completing one of the simulated negotiations and the next day entering into its real-life version in my role as Student Government President. We covered the gamut of cultural, business, and personal considerations in reaching an agreement."*



**IS4800 ECONOMIC DEVELOPMENT AND SOCIAL CHANGE**

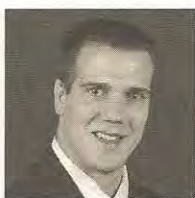
(3 hours) This course provides an overview of the process of economic development and social change in Third World countries. Following a short conceptual introduction, the focus shifts to the actual development policies and their implementation. National economic planning, population control policies, industrialization policies, agriculture and land reform, and foreign aid are among the topics covered. Attention is paid to the growing role of the private sector and privatization in Third World countries, development, project management, foreign aid institutions, and the salient aspects of business environment in these 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. IS4010 may be taken concurrently.

**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.



Derek R. Miller '97  
United States

B.A., History and Russian Studies, 1996  
University of Colorado, Boulder



▲ Dr. David Braaten, associate professor of international studies, meets with students after class.

**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.

**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 today's global 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.

◀ "Thunderbird has been a great place for me to meet people interested in the same part of the world I am interested in – Russia. I study with them in my class groups, see them at social events, and work with them in clubs. These are people I can see myself going into business with."



### 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 resolutions 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 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 seminar provides an in-depth analysis of the European Union (EU) and the Europeanization process underway in Europe. It equips seminar members with the necessary tools for comprehending, analyzing, and predicting events in an ever-changing European landscape. Seminar participants read from the latest sources on the EU and analyze relevant official documents. Each seminar member researches relevant topics, such as currency unification, transatlantic relations, European security, the role of the EU in the global arena, EU enlargement, environmental regulations, and other industry related subjects. The course is designed for students who already have some knowledge about the EU, and plan to become specialists on European Integration. 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.

### 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.



Christine Schaefer '97  
Germany/France

B.B.A., Management, 1994  
Stetson University, Florida

◀ "After receiving my degree from Thunderbird, I will start a job in Germany with Bertelsmann, the biggest media company in Europe. I will be working as the assistant to the regional manager of the publishing division for Eastern Europe with a strong focus on Russia. Classes such as Eastern European Economic Systems, but also projects I did at Thunderbird with a focus on that region, certainly qualified me for the position."



**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.

**IS5331 EMERGING MARKETS OF SOUTH AMERICA: BUSINESS-RELEVANT ISSUES AND PRACTICES**

(3 hours) This course focuses in depth on selected topics relevant to doing business in South America. It is not intended as a comprehensive survey of Latin America but rather as a seminar course on issues pertinent to those interested in doing business in South America. Issues covered include Free Trade Agreements; Privatization; Strategic Alliances and Bargaining; Technology Transfer and Intellectual Property Rights; Labor Movements; Terrorism and Kidnapping; Environmental Issues; and Media and Advertising. Prerequisites: IS3010 and IS4030.

**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, IS4020, IS4030, IS4040, IS4050, or IS4060.

**IS5355 MODERN MEXICO**

(3 hours) This seminar provides the student with an in-depth introduction to the business environment in modern Mexico. As such, the majority of the material focuses on the economic and political environments and how they have interacted with each other in the context of a changing international environment. Such discussions necessarily include Mexico's turn to neoliberalism, NAFTA, the maquila sector, micro-level responses to the changing business environment, as well as more general topics like Mexican culture and history. Prerequisites: IS3010 and IS4030. Not open to students with credit in IS4300.

**IS5712 THE ROLE OF INTELLIGENCE IN U.S. DIPLOMACY AND INTERNATIONAL COMMERCE**

(3 hours) This seminar examines the role that intelligence – the systematic collection, synthesization, and analysis of information on an external operating environment – should play in decision-making in both the national security arena and in the private sector. It consists of three segments, beginning with looking at the traditional role of U.S. national intelligence in providing expertise and forecasts to key national security policy makers, as well as the purpose of covert action, counterintelligence, and Congressional oversight. The second focuses on the application of intelligence practices in the corporate world, from tactical monitoring of the competition to the importance of strategic intelligence in making major business decisions. The third segment looks at the issues of corporate/industrial espionage and information security, as well as how national intelligence resources are used to help blunt this threat in the private sector. 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

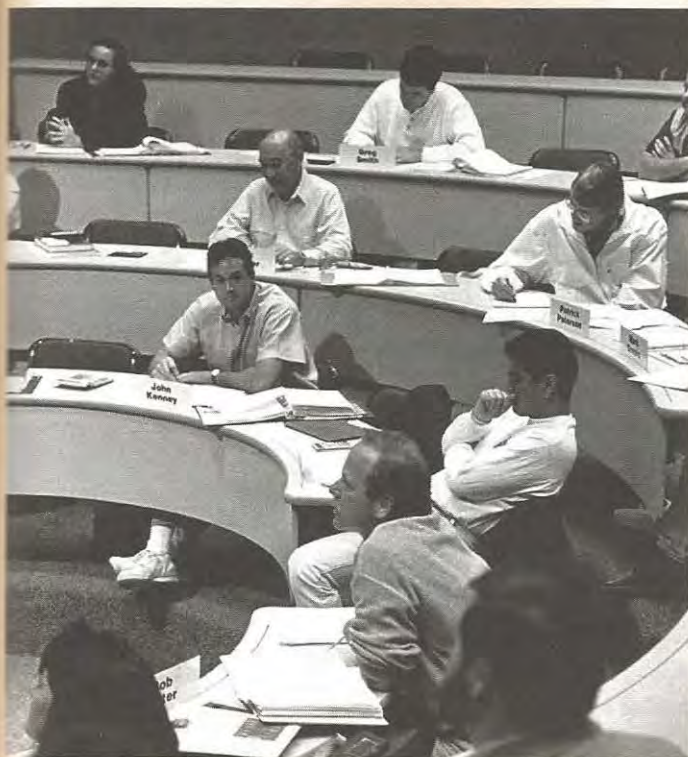


**Victoria Michele Repka '98**  
United States

*B.A., International Studies, 1992*  
*University of Southern California, Los Angeles*

◀ *"I now know that choosing to attend Thunderbird was one of the best decisions I've ever made. My career and academic interests have always been international in scope and I feel that no other institution could have afforded me the same international experience all on one campus. When you attend Thunderbird, a snapshot of the world is around every corner."*





▲ Classrooms are specially designed to facilitate class discussion.

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 discussed, 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, renewed sovereignty and nationalism, national ideology and corporate competitiveness. Independent research, writing and analysis are required. 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) This seminar analyzes the nature of political and social risk, particularly for foreign investors. Several current political risk models are examined for theoretical consistency and business applicability in both developed and less-developed societies. Participants analyze country cases with a focus on the interrelationship between political, social, financial, and operational risk. Individual research projects are presented and discussed. Emphasis is on skill development and field applications. 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 U.S. health care system is compared with other systems in developed and developing countries to find the methods to plan and implement improvements in health care. Prerequisites: IS3010; and one of the following: IS4010, IS4020, IS4030, IS4040, IS4050, or IS4060.



Martin E. Hernandez '97  
Argentina/United States

B.A., Economics and Philosophy, 1991  
Boston College

◀ "Thunderbird has provided me the technical and leadership skills to reposition myself into the international business community within the health care/pharmaceutical industry. Thunderbird's tripartite curriculum enables students to learn technical business skills as well as the cultural and language skills necessary to communicate and understand the richness of other countries."



**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, multi-cultural 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 as applied to the world of the global 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.



**Minh-Huy Lai '97**  
Vietnam/Canada

*B.B.A., 1993, University of Quebec at Montreal  
Montreal, Canada*



▲ *International Studies faculty members have offices in one of three modern 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 79.

*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.*

◀ *"Shortly after graduation, I'll begin working as Global Trade Finance Associate for Chase Manhattan Bank at its headquarters in New York City. My previous experience in the area of structured trade finance paired with my language abilities makes this new position a natural fit for me. The business and cultural skills that I learned here at Thunderbird were definite advantages during the interviewing process. Best of all, the Career Services Center here at Thunderbird helped me find it!"*



**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)
- 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. Many of 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)
- 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. Many of these courses are divided into two components: daily periods of conversation and additional periods of grammar fundamentals. Prerequisite: Level I or Level I waiver.

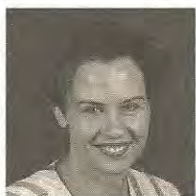
**4010-LEVEL (LEVEL III) COURSES**

- AR4010 ARABIC LEVEL III (3 HOURS)
- FR4010 FRENCH LEVEL III (3 HOURS)
- GE4010 GERMAN LEVEL III (3 HOURS)
- PO4010 PORTUGUESE LEVEL III (3 HOURS)
- RU4010 RUSSIAN LEVEL III (3 HOURS)
- SP4010 SPANISH LEVEL III (3 HOURS)

In 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 ease and spontaneity. Using a Chinese character dictionary is also taught. Prerequisite: Level II or Level II waiver.



MaryLynne Fillmon '98  
United States

B.A., Government and International Studies, 1995  
University of Notre Dame

◀ *"The language courses are wonderful for people who are beginners in their chosen language of study. The small classes are intensive, yet casual enough to encourage even the quietest student to participate and practice their newly acquired skills."*



**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.



Katherine Schoettler '99  
United States

B.A., Spanish, 1993  
Whitman College



▲ Students gather around a computer to see the latest software in the Yount Centre Multimedia Laboratory.

**CH4200 ADVANCED BUSINESS LANGUAGE**  
**FR4200**  
**GE4200**  
**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.

◀ "Returning to the USA after several years in Mexico brought about a real desire to keep my language current. With South America opening up so fast, Portuguese will become increasingly necessary. The 'Accelerated Portuguese for Speakers of Spanish' course is a fun way to learn the language fast. It also opens the doors for internship and employment opportunities during and after Thunderbird, and there are always plenty of people with whom to practice! I recommend it to anyone wanting to do work in or related to Latin America."



**JA4350 BUSINESS READING, WRITING AND PRESENTATION**

(3 hours) This course is designed for students who wish to enhance 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 and resumes, 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.

**AR4500 COMMERCIAL CORRESPONDENCE 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 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 issues and their significance for international management decisions. Prerequisite: Level III or Level III waiver.

**GE5301 CONTEMPORARY SOCIAL, POLITICAL,  
JA5301 SOCIOCULTURAL AND ECONOMIC  
SP5301 ISSUES**

(3 hours) These seminars 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 seminar 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.

**FR5510 FRENCH MARKETING  
GE5510 GERMAN MARKETING**

(3 hours) These courses provide an opportunity to study and apply basic marketing concepts in French or German. Readings, discussions and cases focus on marketing research, sales, consumer behavior, product development and distribution, from a French or German perspective. Students develop and present a marketing plan for a product in a country of the target languages. Prerequisite: Level III or Level III waiver.



 **John W. Pruett '97**  
United States  
B.B.A., International Business, 1992  
James Madison University

◀ *"Knowing French, combined with my coursework at Thunderbird and some coursework at one of the best B-schools in France, helped me land a fabulous internship with the French subsidiary of Polaroid, outside of Paris. Via the Career Services Center, I faxed my resume in French to the marketing director and voilà! While working with the company's marketing director and product managers, I enjoyed a good amount of responsibility and finally achieved fluency in commercial French and professional training with a multinational firm. I certainly experienced a different corporate culture too."*



### 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. Prerequisite: GE4010 or GE4010 waiver and permission of instructor.\*

## ENGLISH AS A SECOND LANGUAGE

### ES3000 INTENSIVE ENGLISH AS A SECOND LANGUAGE

(15 hours; 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 concurrently.



Aida Sitdikova '98  
Kazakstan

B.A., Linguistics, 1989  
The Kazakh State University of World Languages,  
Almaty, Kazakstan



▲ Many of the language classes use the multimedia center and foreign broadcasts as a part of their curriculum.

### 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 to improve intelligibility through work on individual pronunciation and through work on rhythm, pitch, linkage, and sentence stress. Prerequisite: ES3000, or ES3001, or ES3000 waiver.

### 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 accuracy of structure and syntax. 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.

◀ "Being equipped with an unforgettable Thunderbird experience, I think I have a better chance of attaining my goal – a career in the international finance environment. There are immense opportunities for people with global thinking, cross-cultural competence and language abilities to extend their knowledge and expertise beyond national and territorial borders. This is the right place for business people with aspirations aimed toward the next millenium."



**ES4050 ADVANCED ENGLISH COMPOSITION AND INTRODUCTORY BUSINESS COMMUNICATIONS**

(3 hours) This course is designed to improve the writing skills necessary for taking examinations and preparing 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.

**ML4899 SELECTED TOPICS**

**ML5899 SEMINAR ON SELECTED RESEARCH TOPICS**

(3 hours) These special topics courses are offered as appropriate in one of the several languages taught at the School. Since the content and emphasis of the courses will vary from term to term, additional prerequisites may sometimes be required. Prerequisites: Level III or Level III waiver for the appropriate language.



\*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.

**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 issues. 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. Independent research is offered on a pass/no credit basis, and cannot be used to meet departmental requirements.

**ML5920 MASTER'S THESIS**

(4 hours) Information pertaining to the writing of the Master's Thesis may be obtained from the department, which 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 thesis is offered on a pass/no credit basis, and cannot be used to meet departmental requirements.

**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 79.



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**

(1.5 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**

(1.5 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.**

**WB3200 FUNDAMENTALS OF MICRO/MACROECONOMICS**

(3 hours) The first half of this course is an introduction to product and resource markets (i.e., microeconomics.) Topics include supply and demand; price and output decisions under various market structures; elasticity; and governmental intervention and regulation. The second half of the course is an introduction to the determination of national income, employment, and the price level (i.e., macroeconomics.) Topics include Keynesian and Monetarist models of the economy; aggregate demand and supply; money and banking; and fiscal, monetary and debt policy. **REQUIRED.** Students shall not receive credit for WB3200, a three-credit course, *and* either *or* both WB3203 and WB3204, which are 1.5 credit courses.

**WB3203 FUNDAMENTALS OF MACROECONOMICS**

(1.5 hours) This course is identical to the second half of WB3200. Students may not receive credit for both WB3200 and WB3203.

**WB3204 FUNDAMENTALS OF MICROECONOMICS**

(1.5 hours) This course is identical to the first half of WB3200. Students may not receive credit for both WB3200 and WB3204.

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



▲ While each student is required to own or have access to a personal computer that can be linked to the campus network for e-mail and Internet access, computer labs on campus also provide students with access to the network and business software applications.

**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.**



**Deniz T. Sari '96**  
United States/Turkey

*B.S.B.A. (Bachelor of Science Business Administration), Finance, 1988*

*B.S.E.C. (Bachelor of Science Economics), 1989*  
*University of Delaware, Newark*

◀ "Competition in the Thunderbird classroom, like any other top B-School, is strong, but outside that arena is an environment that has allowed me to develop some of the closest bonds I've ever made."



**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**

(1.5 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: WB3103. **REQUIRED.**

**WB4110 CORPORATE FINANCIAL REPORTING**

(1.5 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: WB3110. **EITHER THIS COURSE OR WB4143 IS REQUIRED.**

**WB4143 PROFIT PLANNING AND CONTROL**

(1.5 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 WB4110 IS REQUIRED.**

**WB4170 INTERNATIONAL INCOME TAXATION**

(3 hours) This course introduces students with little or no background in income taxation to major issues in U.S. taxation of multinational business transactions. It provides an introduction to comparative tax systems outside the United States, and reviews 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. Application of these rules is demonstrated in cases developed from real business situations. Prerequisites: *Both* WB3103 and WB3110; WB3200, or *both* WB3203 and WB3204; WB3210; and WB4101.

**WB4200 INTERNATIONAL FINANCE AND TRADE**

(3 hours) This course investigates 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: 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.



**Armando R. Mojica, Jr. '98**  
Philippines/United States

*B.A., Economics, 1990*  
University of Notre Dame

◀ *"After working in the Philippines, Germany and the U.S. for the past six years, I wanted to build upon my language expertise in German and Filipino while preparing myself for a career in technology management consulting in Asia. I decided to pursue a master's degree at the only school that perfectly fit the international focus that I sought – Thunderbird. My previous work experience has been extremely beneficial when I'm involved in group projects that deal with real-world management issues."*



**WB4290 MONEY AND BANKING**

(3 hours) This course provides an in-depth understanding of the workings of money and banking in 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.

**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. Either this course or WB4320 or WB4530 is REQUIRED.

**WB4320 PRODUCTION AND OPERATIONS MANAGEMENT**

(3 hours) This course investigates the quantitative and analytical tools and techniques used by modern operations managers. Though most often used in production areas, these concepts have become central to the service disciplines as well. Topics include capital budgeting, linear programming, forecasting, inventory models, quality control, scheduling, analysis of some queuing models, PERT, CPM and decision theory. Prerequisite: WB3300. Either this course or WB4300 or WB4530 is REQUIRED.



Colleen Graham '98  
United States

B.A., French and English, 1994  
University of Arizona

**WB4333 GLOBAL INFORMATION AND TECHNOLOGY MANAGEMENT**

(3 hours) This course is 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.

**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, employee relations, manpower planning, selection, training and development, organizational structure and change. It then uses cases, presentations by IHRM professionals, discussions 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.

**WB4414 GLOBAL MANAGEMENT**

(3 hours) This course explores the organizational practices, systems, and related managerial skills required in the 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: Both WB3103 and WB3110; WB3400; and WB3500. REQUIRED. Not open to students with credit in WB4466.

◀ "My group project for Multinational Business Management (now called Global Management) was one of the best experiences I've had here at Thunderbird. We arranged to work for one of the top computer distributors in the country, analyzing and refining a particular aspect of their core business. It was world-class experience that I could only have gotten at Thunderbird."





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

### 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. **REQUIRED.**

### WB4512 FORECASTING FOR INTERNATIONAL MARKETING

(1.5 hours) This course provides an overview of forecasting, with specific reference to the role of forecasting in international marketing. Students learn both quantitative and qualitative methods of forecasting, as well as the process of forecasting implemented by firms. The emphasis is on application of forecasting concepts and on learning how to match a particular technique to a particular situation. Prerequisites: WB3300 and WB3500. (This course is offered irregularly.)

### WB4513 INTERNATIONAL SALES AND NEGOTIATIONS

(1.5 hours) This course provides a practical, bottom-line-focused overview of techniques to manage the international sales function effectively and to conduct international negotiations to gain and keep customers. Intensive use is made of readings and case studies. A five-hour mini-workshop on negotiations is included. Prerequisite: WB3500. (This course is offered irregularly.)

### WB4514 MARKETING HIGH-TECH PRODUCTS AND SERVICES

(1.5 hours) This course emphasizes the differences between the marketing of high-tech and low-tech products. Topics include the role of marketing in developing high-tech products and services, launching high-tech products and services, and strategies for high-tech firms. Pedagogy consists of lectures, discussions of assigned readings, and case studies. Prerequisite: WB3500. (This course is offered irregularly.)

### WB4515 STRATEGIES FOR CULTURALLY DIVERSE MARKETS

(1.5 hours) This course focuses on marketing to culturally diverse consumer markets in the U.S. and around the world. Particular emphasis is paid to African-American, Hispanic-American, and Asian-American consumers. The course objectives are to understand marketplace differences and similarities between the ethnic group and the mainstream population; and to develop techniques for planning and implementing successful marketing strategies for an ethnic group. Prerequisite: WB3500. (This course is offered irregularly.)

### WB4516 GLOBAL GREEN MARKETING

(1.5 hours) This course examines the relationship between environmental responsibility and the marketing function. Students explore the implications of the "green movement" for consumer, business-to-business, and non-profit marketing in a global context. Topics include environmental legislation and marketing; marketing research on the "green consumer"; product development; communication; eco-tourism; and the growth of the environmental technology market. Prerequisite: WB3500. (This course is offered irregularly.)



\*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.



**WB4517 GLOBAL PRODUCT DEVELOPMENT**

(1.5 hours) This course examines how organizations can identify, develop and manage products for global markets. Issues such as the product development cycle; innovation charter; and effectively organizing for, as well as eliminating barriers to, product development are discussed. Prerequisite: WB3500. (This course is offered irregularly.)

**WB4518 STRATEGIC SERVICES MARKETING**

(1.5 hours) This course provides an understanding of the unique aspects of the strategic marketing of services. Particular attention is paid to the international aspects. The growing role of services in the global economy is discussed and the key differences between the strategic marketing of products and services are explored. Prerequisite: WB3500. (This course is offered irregularly.)

**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. Either this course or WB4300 or WB4320 is REQUIRED.

**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 general principles of strategy and customer management in the global market environment. Relying on a combination of readings, case studies, and an applied project, the course emphasizes the

development of decision-making skills in marketing and 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.



**Mukesh Desai '97**  
India/United States – EMIM

*B.Sc., Chemistry, 1973*  
*Bombay University, Bombay*

*M.S., Chemistry, 1987*  
*Polytechnic University, New York*

◀ *"Thunderbird, with its 50 years of experience, introduced me to all the aspects of managing international business. I could relate to and learned from case studies in courses like International Business Strategy and International Marketing Management."*



### 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: WB4110 and WB4200.

### WB5110 ADVANCED CORPORATE FINANCIAL REPORTING

(1.5 hours) This course is devoted to technical topics that are of importance to intensive users of financial statements, while retaining a broad, integrative approach to financial statement analysis. Topical coverage includes coping with the effects of inflation on the financial statements of foreign companies; interpreting the effects of exchange rate movements on financial statements, projected financial statements and valuation; and selected areas of accounting and financial disclosure that present significant interpretive challenges. Prerequisite: WB4110.

### WB5112 FINANCIAL STATEMENT ANALYSIS

(1.5 hours) The learning objective of this course is the mastery of basic financial statement analysis skills in an international context. Topics covered are: analysis of profitability and risk; analysis of non-U.S. financial statements; and strategic analysis of industries from the perspective of financial statements. Prerequisite: WB4110 or WB4143.

### 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 student 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.



A. Troy Alvarez '97  
United States

B.A., German Studies/Economics, 1994  
University of Arizona

MBA, University of Arizona  
(Dual Degree Candidate)

◀ *"The dual degree MBA/MIM program gave me the complete package of quantitative and qualitative tools required to be successful in the global marketplace. Thunderbird has helped me move from the aerospace/defense industry to a brand management internship with Procter and Gamble."*



### 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: WB4110 or WB4143.

### WB5260 FINANCIAL ENGINEERING AND DERIVATIVE PRODUCTS

(3 hours) This course reviews many of the recently created interest-rate, currency, and equity derivative products and how each is used in the transformation of risk. The course begins with a development of the basic concepts of value and risk, such as yield-curve concepts, duration, immunization, and hedge ratios. The next section encompasses a thorough review of the derivative products: futures, forwards, options and swaps. The final section highlights how derivative financial instruments can be employed by either asset or liability managers to preserve value, capture value, or create value through financial engineering. Included is a detailed development of the floating interest-rate markets, hybrid debt-equity instruments, synthetic and index-linked securities and structured securitized credits. Prerequisites: WB4200 and WB4212.

### 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.

### WB5320 INTERNATIONAL OPERATIONS MANAGEMENT

(3 hours) This capstone course offers teams of students an 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: WB4110, WB4143 or WB4212.

### WB5405 MANAGEMENT CONSULTING

(3 hours) This management course explores the process of succeeding as a consultant, including as an internal consultant within a large corporation. The course focuses each student on mapping core competencies, developing a marketable set of personal skills, creating a market niche, and developing and maintaining a client base. Each student serves on a team that sells, contracts, and delivers a consulting project chosen by the team. Emphasis is placed on satisfying the client through solid analysis, insightful recommendations, and managing the client's expectations. Prerequisite: WB4414.



Marc Breckwoldt '97  
Germany

B.S., International Business, 1994  
University of Colorado at Boulder

◀ "During my fall semester I took the Industrial Marketing Workshop. As a member of the Thunderbird Corporate Consulting program I had the opportunity to fly to Europe and apply the learned theory in the 'real world.' My team and I worked for a Fortune 500 company, evaluating a proposed multimillion dollar investment in Eastern Europe and performing strategic consulting for their existing European operations."



## WB5421 ENTREPRENEURSHIP I – THE BUSINESS EVALUATION

(3 hours) Designed for those considering the evaluation and possible acquisition of their own business at some point in their careers, the course consists of lectures, mini-cases, presentations by guest business brokers and entrepreneurs, and a major project – the Evaluation of a Business Opportunity (EBO), followed by student presentations. Lectures cover the major areas of interest to entrepreneurs: characteristics and profiles, organizational entities, qualitative and quantitative analysis, start-ups vs. buyouts, family operations, management succession, franchising, bankruptcy/failure, intrapreneurship, and international entrepreneurship. Prerequisites: All WB4000-level core courses, except WB4200. One of the prerequisites may be taken concurrently. WB5421 and WB5422 may be taken concurrently; but, if the student takes them consecutively, it is recommended that WB5421 be taken first.

## WB5422 ENTREPRENEURSHIP II – THE NEW VENTURE

(3 hours) This course focuses on the entrepreneurial venture and addresses in detail and analyzes its various stages: seed; prototype; rapid-growth; moderate-growth; mezzanine; and acquisitions and merger. The various methods of financing and financial analysis are discussed, and the use of the spreadsheet add-on “@Risk” is emphasized and demonstrated as a means to simulate the financial reporting. Several guest lectures are provided by professionals in the field. The latter part of the course is devoted to the production and presentation of a business plan. Prerequisites: All WB4000-level core courses, except WB4200. One of the prerequisites may be taken concurrently.

## 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; WB4414; either WB4110 or WB4143 and either WB4212 or WB4500, either of which may be taken concurrently.

## WB5485 GLOBAL LEADERSHIP

(3 hours) The purpose of this course is to explore, within a multicultural context, what is meant by leadership, with a focus on leadership throughout the international organization. Readings, cases and discussions address the question of how people become leaders, as well as how organizations encourage or inhibit potential leaders. Prerequisite: WB 4414, 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, price-value relationships, retail merchandising, and product and industry analysis. Prerequisites: WB4500 and WB4530, and permission of the instructor.\* *NOTE: WB4560 is recommended.*

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



Dinar Hasibuan '96  
Indonesia

B.S., Finance, 1994  
Arizona State University

◀ “Combining Multinational Corporate Finance and the International Marketing Projects Workshop in one semester was unforgettable. Learning to manage a treasury function of a computer simulation multinational company (FORAD) and conducting real market research to launch a new consumer product in Brazil made that semester worth the investment. I have relished the challenges posed by my professors in the FORAD defense and satisfied the company with a complete market and joint venture analysis of Brazil.”



### 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 both in the U.S. and in 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; it focuses on the advantages and limitations of the various forms of countertrade, and concludes with a multisession 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.*



Guillermo J. Areas-Solano '97  
Nicaragua

B.A., International Relations, 1991  
Florida International University

### 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 79.

◀ *"The education and experience I gained at Thunderbird has allowed me to make a successful transition from the public to the private sector. My first step towards that transition was my internship with Bayer Corporation. During my internship, I was able to utilize my newly acquired business skills and meet the challenges of working in a demanding corporate environment."*



*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 by World Trade Center – Arizona, Arizona Department of Commerce, AT&T, Bayer, Citibank, U.S. Department of Commerce, Disney Consumer Products, Federal Reserve Bank, Johnson & Johnson, Kellogg, Merck, M&M Mars, Teledyne and others.

Thunderbird Graduate Management Internship is organized into five regularly offered part-time and full-time courses. Students will receive one or three credits for their internship depending upon the degree of specific academic discipline introduced and faculty involvement. Students who enroll in IN5903 and IN5904 full-time internships must return to campus, enroll, and complete a minimum of 1.5 additional hours to receive credit for the course. These are academic courses, and financial arrangements must be made with the Business Office prior to leaving campus for an internship.

**REQUIREMENTS**

To be admitted to the program, students *must*: 1) be an officially admitted, degree-seeking student 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. Arrangements must be made the semester prior to the actual work experience.

The term of work may be any one of the three academic terms (fall, spring, or summer). All interns are evaluated by their internship on-the-job supervisor. Interns are required to complete a brief internship summary and a practical analysis paper focusing on what they learned during the internship assignment. Only one internship is allowed for credit during the period of a student's enrollment at Thunderbird. Internship credits (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 graded on a pass/fail basis.

Withdrawal from an internship must be for cause and requires permission of the Director of Internship Education.

**COURSE DESCRIPTIONS**

- IN5902    **One-Credit Internship: Part-time**
- IN5904    **One-Credit Internship: Full-time**

(1 hour) This internship assignment is largely supported by the sponsoring organization (employer). The experience allows 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 is graded pass/fail, and is 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 on 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 facilitates the learning process throughout 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.

- IN5905    **Extended Internship**

A student must complete one semester of a full-time internship (IN5903 or IN5904) to be eligible for an extension. After completing the first semester, the student may enroll in IN5905 for up to two immediately succeeding semesters. No tuition is charged for IN5905, however a student must register for it according to regulations and deadlines in effect for the subject semester.



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.



Note: All academic regulations and internship requirements remain in effect for students enrolled in IN5905. In addition, a student must comply with all regulations pertaining to student health insurance, including payment or waiver of coverage.



## 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. Approval is normally denied when similar or identical courses are offered at the school.

## 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

Students who enter provisionally in the fall or spring terms must earn a 3.00 grade point average (GPA) for a minimum of 12 credits their first semester of enrollment. Students entering in the summer shall be required to earn a 3.00 average for nine credits. Failure to meet this requirement will result in dismissal from the school.

Probation is earned when a student in good standing allows his/her cumulative GPA to drop below 3.00. All students on academic probation must maintain a minimum cumulative GPA of 3.00. Students who do not maintain the appropriate cumulative GPA will be suspended and must apply for reinstatement under such regulations as are in effect at the time of their suspension. 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.



Robert A. Hall '98  
United States

B.A., Spanish, 1991  
Texas Tech University

◀ "I would strongly recommend that new students consider taking the Winterim option. During Winterim, not only do you have the chance to focus on one subject and take a course that may not normally be offered during the regular terms, but you also have a chance to really get to know your classmates and build relationships that will last a lifetime."



## 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, by the Registrar, to retake courses for the purpose of meeting requirements or improving a grade point average. The original enrollment and grade remain permanently on the transcript, noted as repeated. The grades assigned for the second and subsequent enrollments also appear on the transcript and all are used in calculating grade point averages. Repeating courses in the Department of Modern Languages requires permission of the Chair of the department in addition to the Registrar.

## 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 failing grade (F). 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 any course must be removed before that course may be used as a prerequisite for any subsequent course. Incomplete grades must be removed or changed to a failing grade prior to the granting of degrees.

## 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.



### Transcript Regulations

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

The application for the transcript of record must be made by the student either on the regular form supplied at the Registrar's Office or by written request. No transcripts, letters of recommendation, or certifications of attendance will be released on students who have not met their financial obligations to the School.



*Thunderbird has expanded its presence in growth markets and offers assistance to businesses who want to compete more effectively in the global arena. The School has created strategic alliances with the private sector as well as with government offices, both domestic and international.*

Several new centers have been developed or expanded during the past year to assist businesses and entrepreneurs. The following centers provide crucial skill development and information services:

- **The American Business Centers (ABCs)**, with offices in Nizhny Novgorod and Volgograd, Russia, offer services such as providing commercial and regulatory information; identifying business opportunities; business matchmaking; market research; consulting; translation, office and travel support in Russia and in the United States. Funding has been provided principally from the U.S. Department of Commerce.
- **The Center for Business Skills Development (CBSD)** offers services that include Western-management training for employees of Western-owned companies located in growth markets including Russia, China and India. The CBSD office, located in Moscow, also offers conference planning, off-site retreats and facility rental. Funding has been provided principally from the U.S. Agency for International Development and corporate sources. Another CBSD office, located in Shanghai, offers market analysis, business matchmaking, business plan development assistance, and consulting.
- **The International Trade & Finance Center (IT&FC)** has been established to train banks and companies to prepare the handling of payments and manage the risks associated with trade transactions and the financing of trade. The IT&FC provides state-of-the-art, practical training, consulting and research to support participants in the expansion into global commerce. Customers include corporations, banks, governments, international organizations, small- and medium-sized businesses. Principal support has been received by Norwest Bank, Bankers Association for Foreign Trade and Bank One.



Bertrand Guillotin '97  
France

B.A., International Business and  
B.A., International Marketing, 1991  
ESARC Business School, France

■ The Center for International Business Education and Research (CIBER) has developed several programs since it was established on campus in 1993. Funding has been provided principally from the U.S. Department of Education. Under the CIBER umbrella, activities include five centers and institutes, faculty development in international business, overseas programs, student internships abroad, undergraduate linkages, new course development, and foreign language business lexicons. A key purpose of CIBER is to be a national resource for the teaching of improved business techniques, strategies, and methodologies that emphasize the international context in which business is transacted.

*The Thunderbird Business Research Center* focuses on both business research projects that relate to U.S. competitiveness in international markets and on case development that contributes to curriculum development across the School's three departments.

*The Thunderbird Risk Management Institute* is the first U.S. clearinghouse for information on international risk management. Research and program development focus on international risk and insurance management.

*The Institute for International Business Ethics* generates and stimulates research in the area of international business ethics. It reports its findings to the academic and business community, and exchanges ideas with researchers in the field.

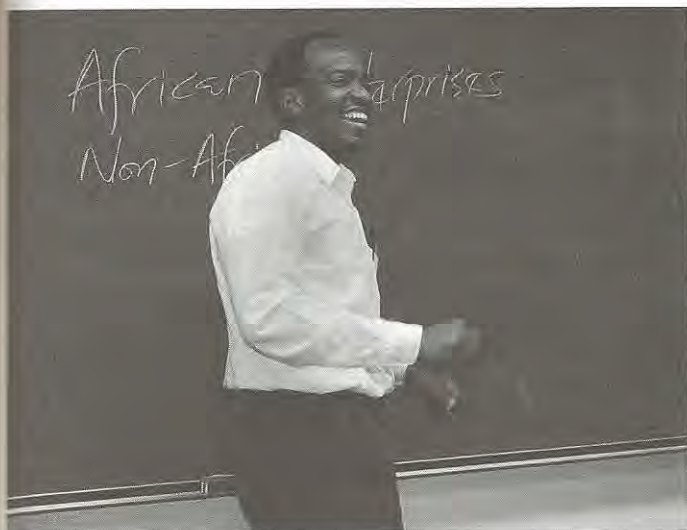
*The Small Business Development Center* provides information and training for small- and medium-sized businesses on how to participate in international trade and how to undertake international investment. The program seeks out target companies and provides seminars, access to data and reference materials, and consulting.

*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. The Center accepts contracts for business research, offers consulting services, provides information and referral services, and develops seminars addressing specific NAFTA concerns.

*The Faculty Development in International Business (FDIB)* program offers business faculty from other schools the opportunity to add international dimensions to courses they are already teaching or to prepare them for offering new international business courses. The program is geared primarily for business professors who teach at the undergraduate level. To accommodate the academic schedules of faculty, FDIB seminars are offered in January at the Thunderbird Campus and in June in Sedona, Arizona. Courses are one or three weeks long and include seminars in international studies and world business topics.

◀ *"Based on my four years of international experience, when it came to selecting a graduate-level business program, only the MIM degree matched my expectations. This program has clearly taken me beyond my goals. At Thunderbird you can feel the world at your fingertips, and everything is geared toward making you one of the global leaders of the 21st century."*





▲ Professor Babarinde teaches Regional Business Environment: Sub-Saharan Africa, which is one of six regional courses in the International Studies Department requirements.

### 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. Workshop Organizer, "Investing in African Business & Society;" Conference Co-organizer, "Africa in Transition: Challenges and Opportunities." Author, *The Lome Conventions and Development: An Empirical Assessment* (1994); Author, "The Lome Convention: An Aging Dinosaur in the European Union's Foreign Policy Enterprise," in *The State of the European Union: Building A European Polity?* (1995); Author, "Transatlantic Relations in the Global Arena," in *The US and the EU: Economic Relations in a World of Transition* (1996); Author, "Sub-Saharan Africa," in *The Thunderbird Guide to International Business Resources on the World Wide Web* (1997); Author, "African Leadership 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 Directory of Multicultural Resources* (1996); 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, ASSOCIATE PROFESSOR OF INTERNATIONAL STUDIES

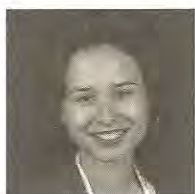
B.A. (1982), Liaoning University; M.A. (1984), Beijing Institute of International Relations; M.A. (1986), University of Denver; Ph.D. (1989), Australian National University.


Lecturer, Beijing Institute of International Relations; Visiting fellow, Moscow State University and the Hebrew University of Jerusalem; Senior Non-resident Fellow at China Society for Strategy and Management. Author, *The International Transfer of Technology: Comparative Policies and Management Techniques* (1996); and *The Strategic Triangle and Regional Conflicts* (1992). Coauthor, *Leasing Management* (in Chinese) (1995); and *Understanding the Process of Doing Business in China, Taiwan and Hong Kong: A Guide for International Executives* (1993).

### 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. Coeditor, *International Political Economy: State-Market Relations in the Changing Global Order* (1995). Author, "From GATT to the WTO: Prospects for a Rule-Integrity Regime," in *International Political Economy: State-Market Relations in the Changing Global Order* (1996); Author, "International Business and International Trade: The WTO Regime," in *The Thunderbird Guide to International Business Resources on the World Wide Web* (1996); 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).



 Lucie Mahelkova '97  
Czech Republic

B.S., Finance, 1996  
West Virginia Wesleyan College

◀ "Coming from the Czech Republic, I am continually impressed by the depth of knowledge and the range of experience in emerging markets possessed by both the faculty and the students. Thunderbird is truly committed to fostering international business opportunities in all corners of the world."



### PATRICK CRONIN, ASSISTANT PROFESSOR OF INTERNATIONAL STUDIES

B.A. (1986), Middlebury College; M.A. (1991), Ph.D. (1995), University of North Carolina at Chapel Hill.

Post-Doctoral Fellow, Triangle Institute for Security Studies, University of North Carolina at Chapel Hill; Analyst, Foreign Affairs and National Defense Division, Asia and Latin America Section, Congressional Research Service, Washington, D.C. Author, *The Political Economy of Structural Adjustment: Trade Liberalization in Mexico*, Ph.D. Dissertation; "The Role of Interests in an Authoritarian Political System: Trade Liberalization in Mexico," paper presented at the 1995 Annual Meeting of the American Political Science Association; "Ideology and Congressional Voting on U.S. Foreign Policy, 1945-1993: A Time Series Analysis," paper presented at the 1995 meeting of the Southern Political Science Association; "Domestic Versus International Influences on State Behavior: Trade Liberalization in Mexico," paper presented at the 1994 meeting of the Latin American Studies Association.

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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



▲ Students often use the private study rooms in the International Business Information Centre (IBIC), which are decorated with ethnic art from the Global Market on campus.

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).

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◀ "The best course I took at Thunderbird was an I.S. course called the 'Role of Intelligence in U.S. Diplomacy and International Commerce.' Very few U.S. B-schools teach business intelligence and this course really emphasizes the importance of a well-established intelligence organization in making a company competitive. The professor was excellent. He was demanding and gave us great feedback."



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Editor, *International Studies Notes*; International Affairs Editor, *USA Today Magazine*.

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California State University, Fresno

◀ "Singing and playing music have always been my favorite hobbies. However, I was prepared to give them up for studying and group meetings. Who would have thought that I would end up producing music CDs featuring T'bird talent and performing in concerts at this business school? But that's just it. It's not just a business school, but an unbelievable experience where the unthinkable can happen."



*the Global Organization: Strategies for the Human Resource Professional* (1993); *Dynamics of Successful International Business Negotiations* (1991); *Managing Cultural Differences* (1979, 1987, 1990, 1996); *Managing Cultural Synergy* (1982), Senior Editor, *Global Business Management in the 1990s* (1990, 1995).

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Marketing Consultant, Pharmacia & Upjohn, Sao Paulo, Brazil, (1996); Visiting Assistant Professor, Vanderbilt; Visiting Assistant Professor, Memphis State University; Author, *Industrialization and Political Affinity: Industrial Policy in Brazil* (1995). 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," in *Journal of Latin American Affairs* (1994); Author, "South America: Ignore the Hot Air," in *World Trade* (1994).

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◀ "Studying abroad in Japan during Winterim exposed me to Japanese culture and business practices through classroom lectures and visits to the Tokyo Stock Exchange, JETRO, and an ocean-going vessel docked in Yokohama. Furthermore, my part-time internship has provided me with the opportunity to apply what I have learned at Thunderbird to real business situations. Both experiences have helped me to discover which industries and functional areas I would like to pursue in my future career."





▲ Dr. Robert Moran evaluates students in his cross-cultural communication class as they present role-playing exercises and develop solutions to cross-cultural problems.

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India

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◀ "I was recruited by Saturn for a summer internship assignment where I was a part of the Global Sourcing team and was involved in Worldwide Purchasing efforts at GM. My assignment required coordination of purchasing efforts with other GM counterparts across the world. My internship assignment offered me a truly international experience while helping me to refine my career goals and allowing me to get my dream job."



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◀ *"Thunderbird was highly recommended by our American joint-venture partners as being an institution that provides exceptional training for international business and was considered a good fit with my goals. As an international student I have felt completely comfortable here and have learned immensely from the diverse student body. The faculty has also been very supportive in my business plans outside of school."*



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◀ "I worked in sales for two years before I decided to go back to school. I opted for the dual MBA/MIM program in order to enhance my MBA and to pursue an international career in marketing. Thunderbird's capstone courses have given me the opportunity to use the skills I developed in my MBA courses in real-life settings."



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◀ "InterAd, Advanced International Marketing and Advertising Workshop, is a capstone course that gave me the opportunity to experience firsthand the creative, challenging and exciting world of international advertising. We developed a marketing and advertising strategy for Visa International in the breathtakingly beautiful country of Greece. It was also an invaluable experience in cross-cultural group dynamics."



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◀ "The Winterim on Wall Street program gives a student an unparalleled perspective on the latest developments in the financial world. First-class presentations given by very high-level executives from some of the most respected companies provide contacts and experiences that are truly unique. The program has led to tremendous opportunities for me."



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.

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◀ "WB5121, *International Financial Reporting and Analysis*, is an excellent example of Thunderbird's commitment to preparing students for the advanced challenges of real-world financial analysis. The professor's experience at the Securities & Exchange Commission added an exciting dimension to an already dynamic classroom setting."



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Thunderbird Risk Manager (1991-Present); Risk and Insurance Management Society International Committee; Willis Corroon National Risk Management Panel; Advisor, National Alliance for Insurance Education; Director, The Thunderbird Institute for International Risk Management; 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. Editor, *The Blackwell Encyclopedia of International Management* (1996).

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B.A., Government, 1990  
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◀ "After five years of working for a Japanese advertising agency in Tokyo, coming to Thunderbird was the greatest decision I ever made. No other place values my language skills and work experience like they do here. Moreover, I have ventured on a career in international insurance thanks to the guidance of a Thunderbird professor who has been not only a true mentor, but a good friend."



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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.

**DAVID SHIELDS, PROFESSOR OF ACCOUNTING**

B.A. (1971), M.B.A. (1974), The Ohio State University; Ph.D. (1980), University of Michigan.

Associate Professor, University of Houston; Associate Professor, Texas A&M University; Assistant Professor of Accounting, Rice University; Visiting Assistant Professor, University of Michigan; Assistant Professor, University of Florida; Staff Accountant, Coopers & Lybrand; Certified Public Accountant; Editorial Board, *Journal of Accounting and Public Policy*; Principal Investigator, National Science Foundation grant on environmental cost accounting; Author or coauthor of numerous articles in *Journal of Accounting and Public Policy*, *Journal of Business Finance and Accounting*, *Journal of Marketing*, *Auditing: A Journal of Practice & Theory*, *The CPA Journal*, *Managerial and Decision Economics*, *Accounting, Organizations and Society*, and others.

**CAREN SIEHL, ASSOCIATE PROFESSOR OF MANAGEMENT**

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

Associate Professor of Organizational Behavior, INSEAD; Associate Professor of Management, Arizona State University; Assistant Professor of Management, University of Southern California; IBM Corporation: marketing and executive education. Editorial Board Member, *Administrative Science Quarterly*, *Human Resource Management Journal*, *Strategic Management Journal* (special issue on global strategy), and *Human Resource Management Journal*. Author, *Joint Ventures and other Alliances: Creating a Successful Cooperative Linkage* (1990).

**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.

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B.S., M.S. (1976), University of Madras; PGDM (1978), Indian Institute of Management – Bangalore; Ph.D. (1987), Yale University.

Visiting Associate Professor, University of Michigan; Associate Professor, The Amos Tuck School at Dartmouth College; Assistant Professor, The Amos Tuck School at Dartmouth College; Visiting Professor, Theseus Institute (France). Consultant, A.F. Ferguson and Company (India); Consultant, The World Bank (Washington, D.C.). Editorial Board, *Journal of Multinational Financial Management* (current); *Global Competitor* (past); *Journal of International Finance* (past). Author or coauthor of numerous articles in *Journal of Financial Economics*, *Academy of Management Review*, *Journal of International Money and Finance*, *Journal of International Business Studies*, *Financial Management*, and others. Coauthor (Book), *The International Business Environment: Text and Cases* (1995). Author of a number of cases on cross-border mergers and acquisitions, strategic international trade issues, and international project financing.

**MARY B. TEAGARDEN, PROFESSOR OF WORLD BUSINESS**

B.S. (1979) CSU, Northridge; Ph.D. (1990) University of Southern California.

Professor, San Diego State University; Lecturer, University of Southern California; Visiting Professor, University of South Carolina; Visiting Professor, Tirana University, Albania. Author of articles in various journals: *Academy of Management Journal*, *Organizational Dynamics*, *Human Resource Management Journal*, *International Human Resource Management Journal*, *Journal of High Technology Management and Management International Review*. Editor: *Journal of International Management*, *Journal of Management Inquiry*. Consulting and executive development experience with a variety of companies. Research awards: Irwin-Proctor & Gamble Research. Professional experience includes ten years as a chemist and clinical laboratory manager.

**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.



Casidy A. Ward '97  
United States

B.S., Petroleum Engineering & Political Science, 1983  
University of Oklahoma

◀ "I wanted a nationally ranked program with a specialty in international business and a strong entrepreneurship department since my husband and I are planting a vineyard in Sonoma County, California. Thunderbird was the natural choice. Additionally, I felt the school's 29,000 member alumni network would be a valuable resource when traveling or working overseas."



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; Executive Director of Thunderbird CIBER.

**MICHAEL W. WOOLVERTON, CONTINENTAL GRAIN PROFESSOR OF AGRIBUSINESS AND DIRECTOR, EUROPEAN PROGRAM**

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

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, *Cases in Agribusiness Management* (1989, 1996) and *Computer Concepts for Agribusiness* (1986), *Introduction to Agribusiness Marketing* (1994), *Agribusiness Marketing: The Management Perspective* (1991). Former Managing Editor, *Agribusiness: An International Journal*.

**CHI KIN (BENNET) YIM, PH.D. ASSISTANT PROFESSOR OF MARKETING**

B.B.A. (1983), The Chinese University of Hong Kong; Ph.D. (1989), Krannert Graduate School of Management, Purdue University.

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**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).

**INTERNATIONAL BUSINESS INFORMATION CENTRE (IBIC)**

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B.A. (1971), Colorado State University; Master of Science, Library Science (1972), University of Illinois at Urbana – Champaign; M.A., History (1986), Gonzaga University, Spokane, Washington.

Associate Librarian, University of California, Los Angeles; Associate Professor, Gonzaga University; Librarian, Arizona State University West. Editorial Board, *Reference Services Review*.

**DIXIE KLATT, TECHNICAL SERVICES LIBRARIAN**

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

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

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**ANN TOLZMAN, LIBRARY INSTRUCTION COORDINATOR**

B.A. (1990), Marquette University; M.L.I.S. (1993), University of Wisconsin – Milwaukee.

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*B.S., Business Administration, 1993*  
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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, MicroAge Infosystems, The Phoenix

Symphony, BW/IP, Inc., Inroads National Board of Directors; Editorial Board, *European Business Journal*; Member, Council on Foreign Relations (New York), International Council – American Management Association, Greater Phoenix Leadership, Cox Cable Community Advisory Board; Past 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.

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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; Author or coauthor of several dozen articles and more than 170 case studies; 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; various manufacturing positions, General Electric Co. Directorships: Member, American College; formerly 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 Hemophilia of Georgia; 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," in *Graduate Studies* (1993); "Build a Trade Partnership for the Future," in *The Japan Times* (1993). Author of numerous additional works.

**PRESIDENT EMERITUS****WILLIAM VORIS**

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*.



Steve Gustafson '97  
United States

B.S., *International Business and Finance*, 1995  
Rochester Institute of Technology

◀ "I believe that the greatest resource that Thunderbird has to offer is its diverse student body and administration. While you are at Thunderbird, take advantage of this unique opportunity by getting involved and meeting a lot of people. To me, this is Thunderbird in a nutshell."



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## 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*

## CAMPUS SECURITY

Thunderbird complies with the Student Right-to-Know and Campus Security Act. Copies of the School's current security report are available from the campus security office.

To request a copy of the report, please write to:

*Carl Newman*  
*Chief of Security*  
*Thunderbird Campus*  
*15249 N. 59th Ave.*  
*Glendale, AZ 85306-6000*

## 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, sex, or sexual orientation. It is the intent of the School to include sexual harassment as a prohibited aspect of sexual discrimination.

### Informal Procedure

Individuals who believe they have been discriminated against may attempt to resolve the matter informally with the person alleged to have committed the violation or with the appropriate supervisor/administrator. An informal resolution may occur at any time.

### Formal Procedure

If the person making the complaint is unsuccessful in obtaining an informal resolution or chooses to file the initial complaint formally, the following procedures should be followed:

- 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 Vice President for Admissions and Student Affairs, and the Chairperson/Manager of the Department involved, with the compliance officer serving as nonvoting Chairperson, 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 State Board for Private Postsecondary Education. The student must contact the State Board for further details.

*Thunderbird reserves the right to make changes that it deems appropriate to the information presented in this Catalog.*



## TELEPHONE DIRECTORY (602)

Switchboard	978-7011
Academic Affairs/Overseas Programs	978-7252
Admissions and Recruiting	978-7100
American Business Center	978-7400
Business Office	978-7140
Department of International Studies	978-7182
Department of Modern Languages	978-7255
Department of World Business	978-7150
Executive Education	978-7925
External Affairs	978-7110
Financial Aid	978-7130
Foreign Student Advisor	978-7805
Housing	978-7132
International Business Information Centre	978-7232
Registrar	978-7980

## FAX NUMBERS (602)

Academic Affairs	547-1356
Admissions/Registrar/Student Affairs	439-5432
Alumni Relations	978-6814
American Express Travel	938-8169
Business Affairs/Business Office	978-7787
Career Services Center/Internships	978-1410
Central Services	978-1306
Department of International Studies	439-9622
Department of Modern Languages	439-1435
Department of World Business	843-6143
External Affairs	978-8238
Executive Education	439-4851
Facilities Services	978-0596
International Business Information Centre	978-7762
Information Technology Services (ITS)	978-9017
Students	978-7836

**International Fax Number:**

Archamps (French Geneva) Campus 33-50-31-56-58

*International Fax Numbers do not use the (602) prefix.*

## THUNDERBIRD ON THE WORLD WIDE WEB

The Thunderbird Web site at <http://www.t-bird.edu> offers prospective students information regarding admissions requirements, curriculum, overseas programs, faculty, the campus, and details about living and studying at Thunderbird. Interested applicants can request information and either download an admissions application or download Multi-App software.

Other services available include access to the International Business Information Centre's online catalog, links to business and international research sites, job search and global career information sites, and student and alumni Web sites.

## E-MAIL ADDRESSES

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Admissions and Recruiting	tbird@t-bird.edu
Alumni Relations	alumni@t-bird.edu
American Business Center	abc@t-bird.edu
Business Office	boffice@t-bird.edu
Career Services Center/Internships	careers@t-bird.edu
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Department of World Business	worldbus@t-bird.edu
Entrepreneurship – World Business	entrepr@t-bird.edu
Executive Education	executiv@t-bird.edu
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Financial Aid	finaid@t-bird.edu
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Human Resources	hr@t-bird.edu
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Instructional Technology	distance@t-bird.edu
International Business Information Centre	library@t-bird.edu
Journals Center	journals@t-bird.edu
Multimedia/Internet Development	webmaster@t-bird.edu
NAFTA Center – CIBER Institute	nafta@t-bird.edu
Overseas Programs	overseas@t-bird.edu
Programs for Foreign Students and Scholars	pfss@t-bird.edu
Public Affairs – Media	news@t-bird.edu
Registrar	registra@t-bird.edu
TSG (Student Government)	tsg@t-bird.edu



## FALL SEMESTER 1997

Fri.-Sun., Aug. 22-24	<i>New Foreign Student Orientation</i>
Sun., Aug. 24	<i>Residence Halls Open, 9 a.m.</i>
Mon., Aug. 25	<i>New-Student Orientation Begins</i>
Tues.-Fri., Aug. 26-29	<i>Waivers, Counseling, Registration</i>
Mon., Sept. 1	<i>Labor Day Holiday</i>
Tues., Sept. 2	<i>Classes Begin</i>
Tues., Sept. 2	<i>Last Day for Payment Arrangements</i>
Thu.-Sun., Nov. 27-30	<i>Thanksgiving Holiday</i>
Thu., Dec. 11	<i>Last Day of Classes</i>
Sat.-Thu., Dec. 13-18	<i>Final Examinations</i>
Fri., Dec. 19	<i>Commencement</i>
Sun., Dec. 21	<i>Residence Halls Close, 4 p.m.</i>

## FALL SEMESTER 1998

Fri.-Sun., Aug. 21-23	<i>New Foreign Student Orientation</i>
Sun., Aug. 23	<i>Residence Halls Open, 9 a.m.</i>
Mon., Aug. 24	<i>New-Student Orientation Begins</i>
Tues.-Fri., Aug. 25-28	<i>Waivers, Counseling, Registration</i>
Mon., Aug. 31	<i>Classes Begin</i>
Mon., Aug. 31	<i>Last Day for Payment Arrangements</i>
Mon., Sept. 7	<i>Labor Day Holiday</i>
Thu.-Sun., Nov. 26-29	<i>Thanksgiving Holiday</i>
Thu., Dec. 10	<i>Last Day of Classes</i>
Sat.-Thu., Dec. 12-17	<i>Final Examinations</i>
Fri., Dec. 18	<i>Commencement</i>
Sun., Dec. 20	<i>Residence Halls Close, 4 p.m.</i>

## WINTERIM 1998

Sun., Jan. 4	<i>Residence Halls Open, 9 a.m.</i>
Mon., Jan. 5	<i>Classes Begin, Late Registration</i>
Fri., Jan. 23	<i>Final Examinations</i>
Fri., Jan. 23	<i>Residence Halls Close, 4 p.m.</i>

## WINTERIM 1999

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

## SPRING SEMESTER 1998

Fri.-Sun., Jan. 23-25	<i>New Foreign Student Orientation</i>
Sun., Jan. 25	<i>Residence Halls Open, 9 a.m.</i>
Mon., Jan. 26	<i>New-Student Orientation Begins</i>
Tues.-Fri., Jan. 27-30	<i>Waivers, Counseling, Registration</i>
Mon., Feb. 2	<i>Classes Begin</i>
Mon., Feb. 2	<i>Last Day for Payment Arrangements</i>
Fri.-Mon., Apr. 10-13	<i>Easter Holiday</i>
Thu., May 14	<i>Last Day of Classes</i>
Sat.-Thu., May 16-21	<i>Final Examinations</i>
Fri., May 22	<i>Commencement</i>
Sun., May 24	<i>Residence Halls Close, 4 p.m.</i>

## SPRING SEMESTER 1999

Fri.-Sun., Jan. 22-24	<i>New Foreign Student Orientation</i>
Sun., Jan. 24	<i>Residence Halls Open, 9 a.m.</i>
Mon., Jan. 25	<i>New-Student Orientation Begins</i>
Tues.-Fri., Jan. 26-29	<i>Waivers, Counseling, Registration</i>
Mon., Feb. 1	<i>Classes Begin</i>
Mon., Feb. 1	<i>Last Day for Payment Arrangements</i>
Fri.-Mon., Apr. 2-5	<i>Easter Holiday</i>
Thu., May 13	<i>Last Day of Classes</i>
Sat.-Thu., May 15-20	<i>Final Examinations</i>
Fri., May 21	<i>Commencement</i>
Sun., May 23	<i>Residence Halls Close, 4 p.m.</i>

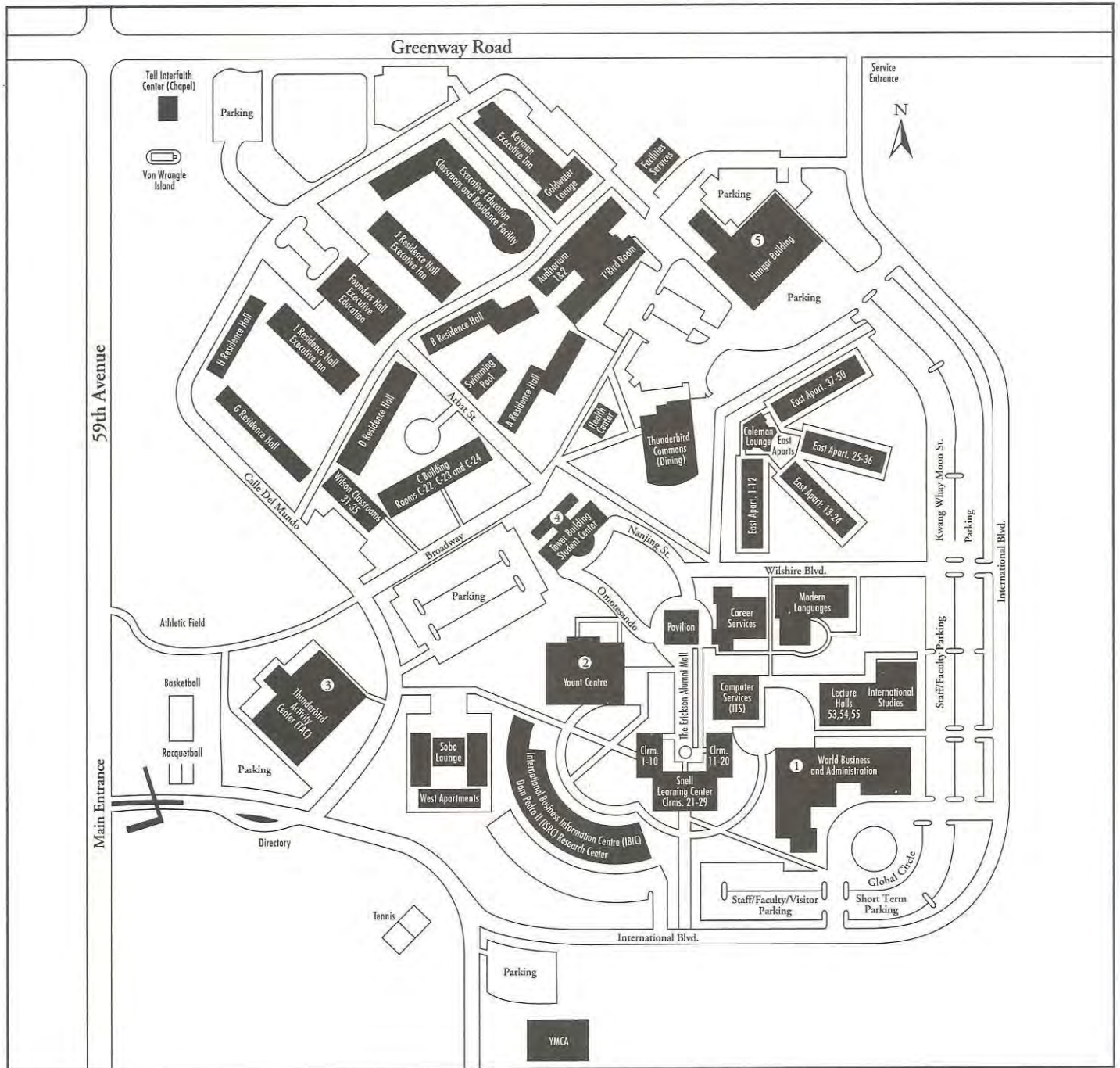
## SUMMER TERM 1998

Fri.-Sun., May 29-31	<i>New Foreign Student Orientation</i>
Sun., May 31	<i>Residence Halls Open, 9 a.m.</i>
Mon., June 1	<i>New-Student Orientation Begins</i>
Tues.-Fri., June 2-5	<i>Waivers, Counseling, Registration</i>
Mon., June 8	<i>Classes Begin</i>
Mon., June 8	<i>Last Day for Payment Arrangements</i>
Fri., July 3	<i>Independence Day Holiday</i>
Tues., Aug. 11	<i>Last Day of Classes</i>
Wed.-Thu., Aug. 12-13	<i>Final Examinations</i>
Sun., Aug. 16	<i>Residence Halls Close, 4 p.m.</i>

## SUMMER TERM 1999

Fri.-Sun., May 28-30	<i>New Foreign Student Orientation</i>
Sun., May 30	<i>Residence Halls Open, 9 a.m.</i>
Mon., May 31	<i>Memorial Day Holiday</i>
Tues., June 1	<i>New-Student Orientation Begins</i>
Wed.-Fri., June 2-4	<i>Waivers, Counseling, Registration</i>
Mon., June 7	<i>Classes Begin</i>
Mon., June 7	<i>Last Day for Payment Arrangements</i>
Mon., July 5	<i>Independence Day Holiday</i>
Tues., Aug. 10	<i>Last Day of Classes</i>
Wed.-Thu., Aug. 11-12	<i>Final Examinations</i>
Sun., Aug. 15	<i>Residence Halls Close, 4 p.m.</i>





**1 World Business and Administration Building**

Academic Affairs/Student Affairs  
Admissions  
Alumni Relations/Annual Giving  
AT&T Auditorium  
Business Affairs/Business Office  
CAPS  
Communication  
Development  
External Affairs  
Financial Aid  
Human Resources  
Kellogg/Upjohn Conference Rooms  
Meeting Rooms 1, 2 and 3  
President's Office

Programs for Foreign Students and Scholars  
Public Affairs  
Registrar  
Room 236

**2 Yount Centre**

Distance Learning Facilities  
Enterprise Initiatives  
American Business Center (ABC)  
Center for Business Skills Development (CBSD)  
Center for International Business Education and Research (CIBER)  
Int'l Trade and Finance Center  
Faculty Offices

Instructional Technology  
Multimedia Center/Classrooms  
Presentation Technology  
Telecommunications  
Video Production  
Videoteleconferencing  
Overseas Programs

**3 Thunderbird Activity Center (TAC)**

Fitness Center/Housing  
Pub/Security

**4 Tower Building Student Center**

Academic Advising  
Campus Ambassadors

*Das Tor/Globe*  
T'bird Student Gov't  
Tower Caf e  
TV/Study Lounges

**5 Hangar Building**

Balloon Classic Office  
Bookstore  
Central Supply  
Copy Center  
Global Market  
Post Office  
Storage  
Travel Agency





### Glendale and the Greater Phoenix Area

- Thunderbird is located in Glendale, Arizona, a city of 188,000 people in the western part of the Greater Phoenix area, an urban center with a population of approximately 2.5 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., London, 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 new Phoenix Art Museum, the Arizona Opera Company, the Herberger Theater Center, Ballet Arizona, 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.



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