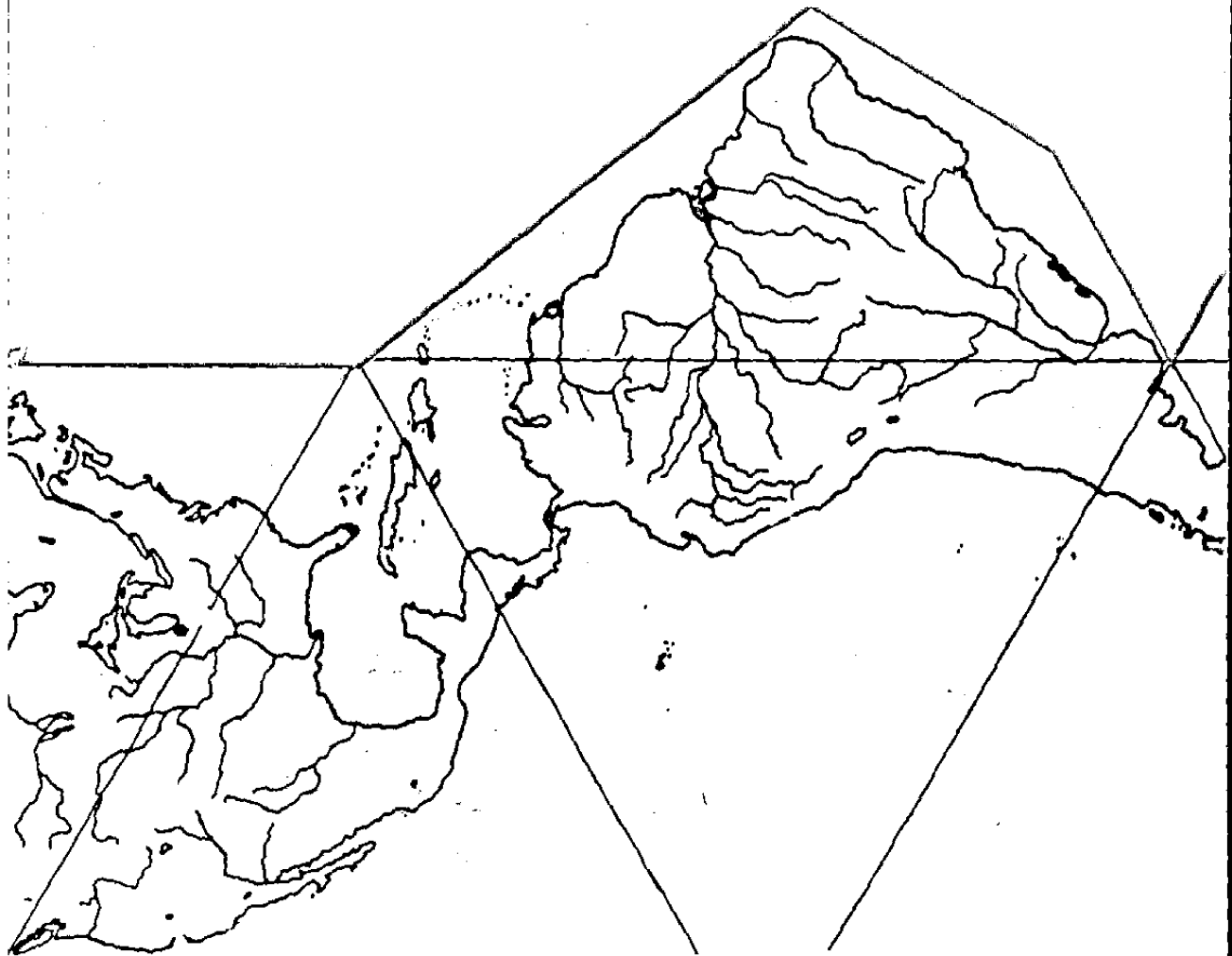


# AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT



**BULLETIN 1975**

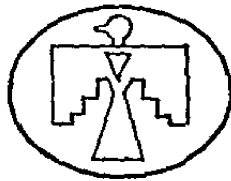
GLENDALE, ARIZONA

*"The best source  
in all the world  
for highly skilled  
international executives."\**

**LOWELL THOMAS**

*\*"Marco Polos of Thunderbird,"  
(Swartwout Enterprises, Scottsdale, Ariz.), 16 mm. color film.*

AMERICAN GRADUATE SCHOOL  
OF INTERNATIONAL MANAGEMENT



BULLETIN 1975

GLENDALE, ARIZONA 85306  
TELEPHONE: (602) 938-7011

AFFILIATED WITH THE AMERICAN MANAGEMENT ASSOCIATIONS

The cover of this Bulletin is a line representation of the Dymaxion Sky-Ocean World Fuller Projection of the earth as developed and drawn by R. Buckminster Fuller and Shoji Sadao, Cartographers. The Fuller Projection is copyrighted and reproduced here by permission of Mr. Fuller.

American Graduate School, in keeping with its universal outlook, follows a policy of non-discrimination as to age, color, creed, ethnic origin, nationality, sex, and other artificial criteria, in the selection of teaching, administrative, and other personnel, and in the admission of students and allocation of facilities.

The American Graduate School of International Management specifically reserves the right to make any changes it deems necessary in the tuition, fees, courses, admissions requirements, degree programs and their requirements, faculty, general rules, regulations, and academic policies stated in this Bulletin and to make such changes at any time without prior notification. Failure to read this material does not excuse students from the requirements described herein.

**OBJECTIVES**  
of the  
**AMERICAN GRADUATE SCHOOL**  
**OF INTERNATIONAL MANAGEMENT**

- To encourage knowledgeable, socially responsive and effective leadership in business, governmental and multinational institutions, and social agencies engaged in international operations.
- To provide an academically sound and pragmatically relevant Master's degree program in international management to a new generation of international executives.
- To foster international understanding by developing constructive, sympathetic and mutually satisfactory business and cultural relations among peoples of the world.
- To provide leaders who are capable of creative communication, who are fully aware of the needs and principles of international organizations, and who are committed to adapting scientific management to the promotion of a productive, prosperous and peaceful international environment.



*William Voris, President of American Graduate School since September 1, 1971.*

## INDEX

Academic Board of Visitors .....	12
Academic Regulations .....	48
Accreditation .....	48
Administration .....	13
Admission Requirements .....	44
AFIA Worldwide Insurance Scholarship .....	59
Alumni Educational Counselors:	
Domestic .....	101
International .....	110
Alumni Office .....	37
American Management Associations .....	31
American Management Associations Scholarships .....	59
Application Procedures .....	45
Arizona Assistantships .....	58
Auditing .....	49
Awards .....	51
Board and Lodging .....	54
Board of Directors .....	10
Board of Trustees .....	11
Calendars .....	8
Campus — Location, Facilities, Services .....	33
Career Services Center .....	36
Certificate of Advanced Study .....	41
Change of Schedule .....	50
Class Attendance .....	50
Clubs .....	38
Concurrent Enrollment .....	49
Conduct .....	51
Continental Grain Foundation Fellowship .....	59
Course Descriptions	
Department of International Studies .....	65, 69
Department of Modern Languages .....	66, 80
Department of World Business .....	66, 89
Course Load .....	49
Course Numbering .....	67
Curriculum .....	64
Dougherty Foundation Loans .....	62
Dining Facilities .....	35
Duisberg Society, Carl .....	60
Employment for Students .....	63
English Language Requirements .....	80
Faculty .....	15
Federally Insured Student Loans .....	62
Fees .....	53
Financial Aid to Students .....	57
Financial Support of School .....	Inside Back Cover
Foreign Students (see International Students) .....	44, 46
Foreign Trade Assn. of Southern California Fund .....	63

Grading System (Scholarship Standards) .....	48
Health Services .....	36
History and Purpose .....	30
Honors, Distinction (Graduation) .....	49
Housing .....	34
Howard Fellowship, Celia M. ....	60
Incomplete Grades .....	50
International Careers — Need for Executive Talent .....	27
International Students .....	44, 46
Johnson & Higgins Scholarship .....	59
Key Man Courses .....	31, 42
Knight Scholarships, Alfred & Hattie .....	61
Library .....	34
Loan Funds for Students .....	61
Los Angeles Thunderbird Alumni Loan Fund .....	63
Louis Loan Fund, John J. ....	61
Maps .....	119
Master of International Management Degree .....	41, 48
Mañvidal Scholarship, Raul A. ....	60
Morrow Scholarship, Colonel Frank James .....	60
National Direct Student Loan Fund .....	61
Nursery .....	37
Objectives .....	3
Organization of American States Fellowship .....	59
Peace Corps Assistantships .....	59
Placement Office (Career Services Center) .....	36
Post Office .....	37
President's "E" Award .....	32
Programs of Study .....	41
Publications, Campus .....	39
Recreation and Sports .....	39
Refunds .....	54
Rowe Pan American Fund, Leo S. ....	62
Scholarships (See Financial Aid) .....	57
Schurz Fund, William Lytle .....	61
Southern Methodist University Exchange Program .....	41
Special Students .....	42
Spouses — Special Tuition .....	53
Student Government .....	38
Suarez Fellowship, Amalio M. ....	58
Thesis .....	49
Thunderbird Foundation .....	13
Transcript Regulations .....	51
Transfer of Credits .....	50
Tuition and Fees .....	53
United Student Aid Funds .....	62
Valley National Bank Loan Fund .....	62
Valley National Bank Scholarships .....	61
Veterans .....	55
Veterans Assistantships .....	58
Winterim .....	42
World-Wide Assistantships .....	58



# ACADEMIC CALENDAR

## Winterim 1975

Winterim Courses

JANUARY  
2-24

## Spring Semester 1975

Dormitories Open  
Dining Hall Opens  
Registration, Orientation, Payment of Fees,  
Language Testing, Counseling

28 Tuesday  
29 Wednesday  
29-31 Wed./Fri.

Classes Begin  
Last Day for Changes of Schedule and  
Late Registration

FEBRUARY  
3 Monday  
12 Wednesday

Spring Recess, Close of Instruction, Dining  
Hall Closes after Evening Meal  
Classes Resume, Dining Hall Opens

MARCH  
14 Friday  
24 Monday

Commencement  
Classes End, Dining Hall Closes after Evening Meal  
Dormitories Close

MAY  
22 Thursday  
23 Friday  
24 Saturday

NOTE: FINAL EXAMINATIONS are held the week beginning May 19.

## Summer Session 1975

Dormitories Open  
Registration, Orientation, Dining Hall Opens  
Class Registration, Payment of Fees  
Classes Begin  
Last Day for Changes in Schedule and Late  
Registration

JUNE  
4 Wednesday  
5 Thursday  
6 Friday  
9 Monday  
13 Friday

Independence Day — No Classes

JULY  
4 Friday

Commencement  
Summer Session Ends, Dining Hall Closes After  
Evening Meal  
Dormitories Close

AUGUST  
13 Wednesday  
15 Friday  
16 Saturday

NOTE: FINAL EXAMINATIONS are held the week beginning August 11.

## Fall Semester 1975

Dormitories Open  
 Dining Hall Opens  
 Registration, Orientation, Language Testing and  
 Counseling  
 Class Registration, Payment of Fees  
 Classes Begin  
 Last Day for Changes in Schedule and Late  
 Registration

### SEPTEMBER

3 Wednesday  
 4 Thursday  
 4-5 Thursday/Friday  
 5 Friday  
 8 Monday  
 17 Wednesday

Thanksgiving Recess Begins at Close of Instruction

### NOVEMBER

26 Wednesday

Classes Resume  
 Last Day of Classes  
 Commencement  
 Final Examinations  
 Semester Ends; Dining Hall Closes After Evening  
 Meal  
 Dormitories Close

### DECEMBER

1 Monday  
 16 Tuesday  
 17 Wednesday  
 17-19 Wednesday/Friday  
 19 Friday  
 20 Saturday

## Winterim 1976

Winterim Classes

### JANUARY

2-23

## 1975

January							February							March							April						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
			1	2	3	4	2	3	4	5	6	7	8	2	3	4	5	6	7	8	6	7	8	9	10	11	12
5	6	7	8	9	10	11	9	10	11	12	13	14	15	9	10	11	12	13	14	15	13	14	15	16	17	18	19
12	13	14	15	16	17	18	16	17	18	19	20	21	22	16	17	18	19	20	21	22	20	21	22	23	24	25	26
19	20	21	22	23	24	25	23	24	25	26	27	28	23	24	25	26	27	28	29	27	28	29	30				
26	27	28	29	30	31							30	31														

May							June							July							August							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
				1	2	3	1	2	3	4	5	6	7	1	2	3	4	5						1	2			
4	5	6	7	8	9	10	8	9	10	11	12	13	14	6	7	8	9	10	11	12	3	4	5	6	7	8	9	
11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16	
18	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23	
25	26	27	28	29	30	31	29	30	27	28	29	30	31	23	24	25	26	27	28	29	30	24	25	26	27	28	29	30
																				31								

September							October							November							December						
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S
7	8	9	10	11	12	13	5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13
14	15	16	17	18	19	20	12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20
21	22	23	24	25	26	27	19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27
28	29	30	26	27	28	29	30	31	23	24	25	26	27	28	29	28	29	30	31								
													30														

## BOARD OF DIRECTORS

MR. G. CLARKE BEAN, Chairman  
Chairman of the Board  
The Arizona Bank  
Phoenix, Arizona

MR. CLAY P. BEDFORD  
Retired President, Kaiser  
Aerospace & Electronics  
Scottsdale, Arizona

MR. EARL L. BIMSON  
Senior Vice Chairman  
Valley National Bank  
Phoenix, Arizona

MR. EDWARD M. CARSON  
Executive Vice President  
First National Bank of Arizona  
Phoenix, Arizona

MR. MALCOLM L. DENISE  
Vice President  
Ford Motor Company  
Dearborn, Michigan

MR. KARL ELLER  
President  
Combined Communications Corp.  
Phoenix, Arizona

MR. ROBERT W. FEAGLES  
Senior Vice President  
First National City Bank  
New York, New York

MR. GEORGE F. GETZ, JR.  
President  
Globe Corporation  
Scottsdale, Arizona

HON. BARRY M. GOLDWATER  
United States Senate  
Washington, D.C.

MR. JAMES L. HAYES  
President  
American Management Associations  
New York, New York

MR. SHERMAN HAZELTINE  
Chairman of the Board  
First National Bank of Arizona  
Phoenix, Arizona

MR. G. R. HERBERGER  
Herberger Enterprises, Inc.  
Scottsdale, Arizona

MR. EDWARD B. JULIBER  
Edward B. Juliber Associates  
Scottsdale, Arizona

MRS. JOHN KIECKHEFER  
Phoenix, Arizona

MR. STEPHEN L. LEVY  
Senior Vice President, New Ventures  
and Development  
Motorola, Inc.  
Scottsdale, Arizona

MR. JOHN J. LOUIS, JR.  
Chairman of the Board  
Combined Communications Corp.  
Chicago, Illinois

MR. WALTER T. LUCKING  
President and Chief Executive Officer  
Hackensack Water Company  
Weehawken, New Jersey

MR. JAMES F. McCLOUD  
President  
Kaiser Engineers  
Oakland, California

MR. JOSEPH A. MOORE  
New York, New York

MR. EDWARD N. NEY  
President and Chief Executive Officer  
Young & Rubicam International, Inc.  
New York, New York

MR. EDWARD V. O'MALLEY, SR.  
Chairman of the Board  
The O'Malley Companies  
Phoenix, Arizona

JAMES E. PATRICK, SR.  
President, Patrick and Associates  
Phoenix, Arizona

DR. ARTHUR L. PETERSON  
Chairman, Politics and Government  
Department  
Ohio Wesleyan University  
Delaware, Ohio

MR. C. J. PILLIOD, JR.  
Chairman of the Board and Chief  
Executive Officer  
Goodyear Tire & Rubber Company  
Akron, Ohio

MR. JOHN C. PRITZLAFF, JR.  
Former United States Ambassador  
to Malta  
Scottsdale, Arizona

MR. LOUIS PUTZE  
President Utility &  
Industrial Operations  
Rockwell International  
Pittsburgh, Pennsylvania

MR. WILLIAM P. REILLY  
Vice Chairman of the Board  
Arizona Public Service Company  
Phoenix, Arizona

DR. JOHN P. SCHAEFER  
President  
The University of Arizona  
Tucson, Arizona

DR. JOHN W. SCHWADA  
President  
Arizona State University  
Tempe, Arizona

MR. FRANK L. SNELL  
Snell & Wilmer  
Phoenix, Arizona

MR. FRANZ G. TALLEY  
President  
Talley Industries  
Mesa, Arizona

MR. JAMES F. THORNTON  
Chairman of the Board  
The Lummus Company  
Bloomfield, New Jersey

MR. WILLIAM C. TURNER  
Paris, France

MR. C. WILLIAM VERITY, JR.  
Chairman  
Armco Steel Corporation  
Middletown, Ohio

DR. WILLIAM VORIS  
President  
American Graduate School  
of International Management  
Glendale, Arizona

DR. J. LAWRENCE WALKUP  
President  
Northern Arizona University  
Flagstaff, Arizona

MR. BERTRAM H. WITHAM, JR.  
Treasurer  
IBM Corporation  
Armonk, New York

MR. THOMAS H. WOLFE  
President  
Anderson Clayton Oilseed  
Processing Division  
Phoenix, Arizona

## NATIONAL BOARD OF TRUSTEES

MR. FINLEY PETER DUNNE, JR.  
Washington, D. C.

DR. G. HOMER DURHAM  
Commissioner  
Utah State System of  
Higher Education  
Salt Lake City, Utah

MR. A. R. GALE  
Director, American Export Lines  
New York, New York

DR. RICHARD A. HARVILL  
President Emeritus  
The University of Arizona  
Tucson, Arizona

THE HONORABLE HOWARD PYLE  
Retired President, National Safety  
Council  
Tempe, Arizona

MR. LOWELL THOMAS  
Author, Commentator  
Pawling, New York

MRS. BARTON KYLE YOUNT  
Washington, D. C.

## DIRECTORS EMERITI

MR. WALTER R. BIMSON  
Retired Chairman of the Board  
Valley National Bank  
Phoenix, Arizona

MRS. LAURENCE B. EMMONS  
Member, Board of Directors of the  
University of Arizona Foundation  
Green Valley, Arizona

MR. DANIEL C. GAINEY  
Retired Chairman of the Board of  
Josten's, Inc.  
Scottsdale, Arizona

MR. OLEN C. HARRIS  
O. C. Harris Farms  
Scottsdale, Arizona

MR. C. R. KRIMMINGER  
Attorney and Assistant to the  
Governor of Arizona  
Phoenix, Arizona

MR. W. R. MONTGOMERY  
Retired Chairman of the Board,  
The Arizona Bank  
Phoenix, Arizona

MR. EUGENE C. PULLIAM  
Publisher  
Phoenix Newspapers, Inc.  
Phoenix, Arizona

MR. ALFRED ROBERTS  
London, England

MR. RAYMOND RUBICAM  
Retired Chairman of the Board of  
Young & Rubicam, Inc.  
Scottsdale, Arizona

MR. GEORGE F. SPAULDING  
Former Arizona Secretary,  
Rhodes Scholarships  
Scottsdale, Arizona

MR. GUY STILLMAN  
Stillman Ranch  
Hawi, Hawaii

## ACADEMIC BOARD OF VISITORS

Chairman: ARTHUR M. WEIMER  
Special Assistant to the President  
and Professor of Real Estate and Land Economics  
Indiana University  
Bloomington, Indiana

JAMES A. CONSTANTIN  
Professor of Marketing  
The University of Oklahoma  
Norman, Oklahoma

G. HOMER DURHAM  
Commissioner  
Utah State System  
of Higher Education  
Salt Lake City, Utah

DONALD B. JOHNSON  
Professor of Political Science  
University of Iowa  
Iowa City, Iowa

JOHN J. JOHNSON  
Director  
Center for Latin American Studies  
Stanford University  
Stanford, California

SEYMOUR MENTON  
Professor of Spanish and Portuguese  
University of California  
Irvine, California

GLENN OVERMAN  
Dean  
College of Business Administration  
Arizona State University  
Tempe, Arizona

JOHN M. ROBERTS  
Andrew W. Mellon, Professor  
of Anthropology  
University of Pittsburgh  
Pittsburgh, Pennsylvania

## THUNDERBIRD FOUNDATION

JAMES E. PATRICK, SR.  
Chairman of the Board  
Berger Erickson, Secretary-Treasurer

## ADMINISTRATION

### *President*

William Voris, B.S., M.B.A., Ph.D., LL.D. (Hon.).

### *President Emeritus*

Carl A. Sauer, B.A., M.A., LL. D. (Hon.).

### *Executive Vice President*

Berger Erickson

### *Dean of the Faculty*

Marshall Geer, III, B.S., M.B.A., M.A., Ph.D.

### *Dean of Admissions and Foreign Student Adviser*

Robert L. Gulick, Jr., B.A., M.A., Ph.D.

### *Chairman, Department of International Studies*

Joaquin M. Duarte, Jr., B.A., M.A., Ph.D.

### *Chairman, Department of Modern Languages*

Jorge Valdivieso, Licenciado en Derecho y Ciencias Sociales, B.A., M.A.  
(Education), M.A. (Spanish).

### *Chairman, Department of World Business*

Dale Vorderlandwehr, B.A., M.A., Ph.D.

### *Director of Development*

Mylon David Merchant, B.A., M.P.A.

### *Director, Public Affairs*

Gates Davison, B.A.

### *Director, Career Services Center*

Charles D. Fonvielle, B.S.

### *Registrar and College Relations Officer*

John James Arthur, B.A., B.F.T., M.A.I.M.

*Assistant Vice President and Controller*

C. L. Stickland, Jr., B.S.

*Assistant Vice President and Dean of Students*

Donald W. Miller, B.S., M.A.

*Librarian*

Lora Jeanne Wheeler, B.A., B.S.

*Director of Alumni Affairs*

Diane Connelly, B.A., B.F.T., M.A.

*Staff Assistant to Executive Vice President*

Mary K. McMunn, B.A., M.I.M.

*Physician*

Phillip E. Rice, A.M., M.D.

*Manager, Data Processing Department*

James J. Meddles Lee

*Food Director*

James R. Crosson

*Superintendent of Buildings and Grounds*

Carl G. Barron

## FACULTY

William Voris, *President of the School and Professor of International Management.*

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

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, The University of Teheran, Iran. Professor, The American University of Beirut, Lebanon. Advisor to the King Abdul Aziz University in Saudi Arabia. Author: *Production Control; The Management of Production.*

Marshall Geer, III, *Dean of the Faculty, and Associate Professor of Economics.*

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

Assistant Professor, University of Colorado. Visiting Assistant Professor, University of Oregon. Assistant Professor, University of Northern Colorado. Fulbright Exchange Professor (and Resident Director, University of Colorado Student Exchange Program), La Universidad Autónoma de Guadalajara, Mexico.

Robert L. Gulick, Jr., *Dean of Admissions and Professor of International Studies.*

B.A. (1933), California State University, Chico; M.A. (1941), Ph.D. (1948), University of California, Berkeley.

Lecturer, Institute of Economics, University of California, Berkeley. Economist, Carnegie Endowment for International Peace, New York. Instructor in Ideologies of Middle East, American Academy of Asian Studies, San Francisco. Eleven years in academic and commercial work, North Africa. Author: *Muhammad The Educator; Imports — The Gain from Trade.*

Suguru Akutsu, *Assistant Professor of Japanese.*

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

N.D.E.A. Institutes, Washington University, St. Louis, and the University of Kansas, Lawrence.



Carmen Madrigal de Boller, *Assistant Professor of Spanish.*

Título de Profesora (1950), Escuela Normal de Costa Rica; B.A. (1970), M.A. (1974), Arizona State University.

Director of Summer Course of Spanish for Foreigners; Instructor in Peace Corps Spanish Training Program; Instructor, Universidad de Los Andes, Bogota, Columbia.

Eugene F. Bond, *Associate Professor of International Accounting.*

B.S. (1934), University of Illinois.

Corporate Vice President of Sunbeam Corporation; President, International Division, Sunbeam Corporation. President, Director and General Manager of Sunbeam Corporation (Ltd.), Toronto, Canada. Director of Sunbeam subsidiaries in Germany, Italy, Scotland, Australia, Switzerland, New Zealand, France, and Brazil.

Christa W. Britt, *Assistant Professor of German.*

B.A. (1972), M.A. (1974), Arizona State University.

Clifford B. Call, *Associate Professor of Spanish.*

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

Guilherme Castro e Silva, *Professor of Portuguese.*

Bacharel em Ciências e Letras (1945), Instituto de Ensino, Rio de Janeiro, Brasil; Doutor em Direito (1942), Universidade do Brasil.

Professor of Modern Languages, Colégio Ibituruña, Instituto Cardial Arcoverde, Colégio Santa Cecília, Instituto Rabel, Rio de Janeiro, Brazil. Lecturer on Brazilian culture, U. S. Department of State and U.S. Office of Education. Instructor in Portuguese, Claremont Men's College, Pomona. Author: *Alegria; Poemas Novos; Vida Nova.*

Ophelia Castro e Silva, *Instructor in Portuguese.*

Bacharel em Ciências e Letras (1944), Colégio Notre Dame de Sion and Instituto de Ensino, Brazil.

Instructor in Portuguese in Peace Corps programs, Arizona State University.

Virginia K. Cazeault, *Acquisitions Librarian.*

B.A. (1969), Arizona State University; M.S. (1973), California State University, Fullerton.

Andrew C. Chang, *Professor of Chinese and Japanese.*

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

Master translator, Taiwan Telecommunications Administration. Specialist, Tourism Council, Republic of China. Instructor of Chinese and Japanese, N.D.E.A. Institute, University of Colorado, University of Kansas, University of Texas and Washington University, St. Louis. Instructor of Chinese and Japanese, Washington University.

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.

Instructor, Southwest Missouri State College.

Dennis M. Corrigan, *Associate Professor of Portuguese and Spanish.*

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

Earl N. Culp, *Associate Professor of World Business.*

Vice President, White Motor International, S. A. President of Oliver International, S.A. Director of International Marketing for Kinetics of Vought Missiles and Space Company (LTV).

Robert G.H. Dequenne, *Associate Professor of French.*

Diplôme Assistant Médical (1946), Institut de Médecine Tropicale, Antwerp, Belgium; B.A. (1961), Syracuse University, New York; M.A. (1965), Middlebury College, Vermont; Doctorat d'Université (1970), The Sorbonne, University of Paris.

Assistant Professor, Head of the French Department, University of Redlands, California. Director, University of Redlands Summer-in-France at Tours, and University of Redlands European Program, Salzburg. Instructor, U.S. Army Language School; Lecturer, U. S. Naval Postgraduate School, California.

Etelvina de Dietrich, *Assistant Professor of Spanish.*

Maestra Normal (1933), Instituto del Profesorado en Lenguas Vivas, Argentina; Facultad de Filosofía y Letras (1948), Universidad de Buenos Aires.

Professor of Civic and Social Education, Dirección de Aprendizaje y Orientación Profesional, Buenos Aires. Professor of Literature, Liceo Nacional de Señoritas, Buenos Aires. Author: *Piedra y Cristal* (poesías), *Virgenes Rebeldes* (poesías), *Rutas Abiertas* (texto), *Comedias Cortas* (texto), *El Español de Hoy* (texto) revision.

John E. Drake, *S. C. Johnson Professor of World Business.*

B.A., M.A. (1949), University of Oxford; Ph.D. (1972), University of Washington. (On leave.)

Joaquin M. Duarte, Jr., *Dom Pedro II Professor of Luso-Brazilian and Hispanic American Studies. Chairman, Department of International Studies.*

B.A. (1947), M.A. (1949), Ph.D. (1975), Stanford University.

Instructor, Lecturer, Hispanic American and Luso-Brazilian Studies, Stanford University; Assistant editor, *Hispanic American Report*, Stanford University. Regional Head, National Security Agency. Area Head and Special Assistant to the Vice President for Latin America, Bank of America. Instructor, Colorado College. Assistant Editor, *Review of Inter-American Bibliography*, Organization of American States. Translator, *The Life of Joaquim Nabuco*, Stanford University Press, 1950. "Joaquim Nabuco," *Encyclopedia Britannica*, 1970.

Consuelo E. de Estes, *Instructor in Spanish.*

Bachillerato (1942), Bachillerato Superior de Enseñanza (1944), Universidad Nacional de Colombia, Bogota.

Instructor in English, Instituto New York, Bogota, Colombia. Instructor, N.D.E.A. Programs, Utah State University and Quito, Ecuador and in the Oaxaca Summer Institute; Peace Corps Spanish training programs, Arizona State University, University of New Mexico.

Laurence M. Finney, *Associate Professor of Spanish, Director of Key Man Courses.*

A.B. (1948), M.A. (1952), University of Kansas; B.F.T. (1952), American Graduate School of International Management.

Department of Romance Languages, University of Kansas.

Kichiro Hayashi, *Chase Manhattan Bank Professor of International Management.*

B.A. (1960), Kobe University; M.A. (1966), Ph.D. (1970), Indiana University.

Instructor, DePauw University. Assistant Professor, California State University, Hayward. Chairman, International Management Program, Associate Professor, Institute for International Studies and Training (Japan). Mitsubishi Corporation, Osaka Branch.

Frank R. Jackle, *Professor of Modern Languages.*

B.S. (1931), Springfield State College; M.A. (1935), University of Missouri; Ph.D. (1956), Stanford University.

Director, Cultural Institute, San Jose, Costa Rica. Coordinator "Mexico and Central America," *Hispanic American Report*, Stanford University. Author: *John Casper Branner and Brazil.*

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

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

Daniel C. Kaufherr, *Professor of International Marketing.*

B.A. (1927), Cornell University.

Lecturer, City College of New York, and New York University School of Commerce. Representative, Kaufherr & Co., Newark N.J. to European and Latin American markets. Account Executive, Foreign Advertising and Service Bureau, Inc. Vice President, Irwin Vladimir & Co. Senior Vice President and Director, Gotham-Vladimir Advertising, Inc.

Alexander M. Kelly, *Associate Professor of International Studies.*

B.S. (1962), University of Utah; M.A. (1968), Boston University.

John Steven Kelly, *Professor of International Studies.*

B.A. (1929), Loras College; S.T.L. (1930), S.T.D. (1931), Pontificia Universitas Urbaniana, Rome; Ph.D. (1963), Institut Universitaire de Hautes Etudes Internationales, University of Geneva, Switzerland.

United States Army, Colonel (Ret.). Executive Assistant; Office of Cultural and Educational Exchange, University of Pittsburgh. Officer of the Legion of Honor, France. Eighteen years in educational and professional pursuits in Europe, Asia, and Latin America. Author: *Negotiations at Peking, 1900-1901.*

Taeho Kim, *Assistant Professor of Economics.*

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

Economist, Research Department, Korea Development Bank.

William King, *Assistant Professor of English as a Second Language.*

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

Andre Klein, *Assistant Professor of Modern Languages.*

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

Akihisa Kumayama, *Assistant Professor of Japanese.*

B.A. (1965), Kansai University, Osaka, Japan; M.A. (1973), Oriental Studies; M.A. (1973), English as a Second Language, University of Arizona.

Jane Chu-Mei Kuo, *Assistant Professor of Chinese.*

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

Francine Lash, *Assistant Professor of French.*

B.A. (1964), American University of Beirut; M.A. (1974), Middlebury College.

Robert Laugier, *Assistant Professor of French.*

Baccalauréat (1947), Faculté d'Aix-en Provence, France; B.A. (1971), Arizona State University; B.I.M. (1972), American Graduate School of International Management; M.A. (1973), Arizona State University.

Instructor in French, Foreign Service Institute, Department of State, Washington, D.C.; Defense Language Institute, Special Warfare Center, Ft. Bragg; Peace Corps, Southern University, Baton Rouge, Louisiana; St. Croix, Virgin Islands, and Dartmouth College.

Antoinette Lerond, *Assistant Professor of French.*

Baccalauréat (1947), C.A.P. (1951), Université de Nancy, France.

Instructor in French in France and at Monmouth College (Illinois), Tulane University, and N.D.E.A. Institute, Coe College. Assistant Professor of French, University of Hawaii, Honolulu.

Harald Leuba, *Associate Professor of Accounting.*

B.S. (1933), Loyola University; C.P.A.

Partner, Leuba and Wold, Phoenix.

John T. Lindholtz, *Associate Professor of International Marketing.*

B.A. (1947), University of California, Los Angeles; B.F.T. (1948), American Graduate School of International Management; M.B.A. (1972), Arizona State University.

Marketing Management, The Procter and Gamble Company, Canada and the Philippines. Account Supervisor, Leo Burnett Co., Inc., Chicago. Division Manager, International Packers, Ltd. of Sao Paulo. General Manager, Stanton-Quadrant International, S.A. de C.V., Mexico City.

Alvin M. Marks, *Lawrence A. Appley Professor of International Management.*

Litt.B. (1930), B.S. (1932), M.Ed. (1934), Rutgers University.

Personnel and Industrial Relations Manager, Standard Oil Company (New Jersey). Industrial Relations Director, Standard Vacuum Oil Co., Philippines, South Africa, New York. Industrial Relations Director, International Packers, Ltd., U.S., South America, Australia, Asia, and Europe.

Norie Miyagi, *Assistant Professor of Japanese.*

B.A. (1963), Aoyama Gakuin University, Tokyo; M.A. (1965), Andrews University, Michigan; M.A. (1970), University of Hawaii.

Instructor in Japanese, Michigan State University, University of Hawaii.  
Author: *Young Americans.*

Luz Molinar y Hermosillo, *Assistant Professor of Spanish.*

B.A. (1961), M.A. (1963), Arizona State University.

Enfermera y partera titulada, Hospital de la Beneficencia Pública, Chihuahua, Mexico. Instructor in Spanish, Colorado State University.

Elyane Parshall, *Assistant Professor of French.*

Diplôme d'Auxiliaire Social (1946), Institut des Hautes Etudes Sociales de Bruxelles; Attestation, second professional degree, Ecole Provinciale de Service Sociale, Charleroi, Belgium.

Assistant Director, Office of Professional Orientation, Thuin, Belgium;  
Instructor, Defense Language Institute, Monterey, California.

Jaime Antonio Pérez, *Associate Professor of Spanish.*

Bachiller en Letras (1948), Instituto de Segunda Enseñanza de la Víbora, Cuba; Doctor en Derecho (1954), Universidad de la Havana, Cuba; M.A. (1964), Ohio University.

Assistant Professor and Assistant Director, Escuela Profesional de Comercio de Marianao, Havana, Cuba. Instructor and Assistant to Director, Language Laboratory, Ohio University; Lecturer in Spanish at Ohio State University. Private law practice, Cuba. Author: *Legislación Mercantil Laboral y Fiscal.*

William H. Peterson, *John David Campbell Professor of American Business.*

B.S. (1943), New York University; M.S. (1948), Columbia University; Ph.D. (1952), New York University.

Assistant Professor of Economics, Polytechnic Institute of Brooklyn. Professor of Economics, Graduate School of Business Administration, New York University. Chief Economist, United States Steel Corporation. Senior Economic Adviser, United States Department of Commerce. Author: *The Great Farm Problem; The Question of Government Oil Import Restrictions.*

Neraida Ramis, *Assistant Professor of Spanish.*

Bachillerato (1942), University of Barcelona, Spain; B.A. (1971), Grand Canyon College, Phoenix; M.A. (1973), Arizona State University.

Instructor, N.D.E.A. Language Institute, Utah State University and Quito, Ecuador; Instructor, Peace Corps Training Program, Utah State University.

Lidia Reyes, *Assistant Professor of Spanish.*

Bachiller (1952), Matanzas, Cuba; Doctora en Pedagogía (1960), Universidad de la Havana, Cuba.

Teacher of Pedagogy, Spanish, Mayarí, Preston, Cueto, and Sagua, Cuba.  
Director of Escuela Agrícola e Industrial de Playa Manteca, Mayarí, Cuba.  
Instructor in Spanish, Grand Canyon College.

Gerard R. Richter, *Professor of World Business.*

(1926), University of Berlin.

Assistant to International Vice President, William Hartman and Co., Berlin.  
Assistant Import Manager, Sociedad Imprenta y Litografía Universo, Valparaiso, Chile. Assistant Export Manager, W. A. Sheaffer Pen Co. Export Promotion Manager, Miles Laboratories, Inc. Export Sales Manager, Kirsten Pipe Co. Co-author: *Dartnell International Trade Handbook.*

Helmut Robert Roessler, *Associate Professor of German.*

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

Edward N. Schlar, *Associate Professor of Management.*

B.S. (1958), Boston University; M.B.A. (1960), University of Pennsylvania.

Assistant Professor, Northeastern University. Group Leader, Systems and Programming, Raytheon Company; Assistant Wage and Salary Administrator, H.A. Hood & Sons.

Lilith E. Schutte, *Associate Professor of German.*

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

M. Sabry El Shabrawy, *Assistant Professor of World Business.*

B.Com. (1960), Cairo University; Ph.D. (1972), University of Illinois.

Executive Development Specialist, Management Consultant with the National Institute for Management Development, Cairo, Egypt. (On leave.)

Hugo H. Soll, *Associate Professor of Economics.*

B.S., B.A. (1955), University of Denver; Ph.D. (1973), University of Colorado.

Assistant Professor of Economics, University of North Dakota. Fulbright Professor, Autonomous University of Guadalajara, Mexico.

Martin H. Sours, *Associate Professor of International Studies.*

B.A. (1962), University of California, Berkeley; M.A. (1968), Ph.D. (1971), University of Washington.

AID Officer, Southeast Asia. Instructor, Political Science, University of Washington. Exchange Professor to Graduate School of Foreign Trade, Sung Kyun Kwan University, Korea.

Beverly Tanner Springer, *Visiting Assistant Professor of International Studies.*

B.A. (1960), M.A. (1962), Ohio State University; Ph.D. (1971), University of Colorado.

Visiting Assistant Professor, University of Colorado. Visiting Lecturer, University of Northern Colorado. Instructor, University of Maryland (European Division).

Shoshana Baron Tancer, *Professor of International Studies.*

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

Private law practice, District of Columbia. Chief of Translation Department, Allende and Brea law firm, Buenos Aires. Professor of Comparative Constitutional Law, Universidad Nacional Pedro Henriquez Ureña, Santo Domingo. Researcher and co-author: "Disarmament and Arms Control in Latin America," and "Materials on the Inter-American Legal System."

Andris Trapans, *Assistant Professor of Economics.*

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

Research Economist and Consultant, Department of Economics, RAND Corporation.

Jorge Valdivieso, *Professor of Spanish, Chairman, Department of Modern Languages.*

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

Instructor in Spanish, Colégio La Dolorosa, Loja, Ecuador; Colégio Santo Domingo, Quito, Ecuador. Instructor, Spanish, St. Mary's College, Winona, Minnesota; Instructor, Spanish, N.D.E.A. Language Institute, College of Saint Teresa, San Jose State College; Supervisor, N.D.E.A. Institute in Spanish, Fairfield University. Legal Advisor, Government of Ecuador. Consul (A.H.) of Ecuador for Arizona, Nevada, New Mexico, and Utah.



Dale Vorderlandwehr, *Assistant Professor of Economics, Chairman, Department of World Business.*

B.A. (1961), Michigan State University; M.A. (1968), Ph.D. (1974), Wayne State University.

Lecturer, Wayne State University, Instructor, Michigan State University.  
Assistant Professor, Detroit Institute of Technology.

Jeanie Welch, *Assistant Librarian.*

B.A. (1967), M.A. (1968), University of Denver.

Lora Jeanne Wheeler, *Librarian.*

B.A. (1944), University of Utah; B.S. (1945), Columbia University.

Circulation librarian, reference librarian, University of Utah.

Elza E. White, *Assistant Professor of French.*

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

Interpreter, U. S. Consulate General, Antwerp, Belgium.

Paul M. Wilson, *Armco Professor of Accounting for International Management.*

B.S. (1937), Indiana State University; M.A. (1948), Ohio State University;  
C.F.A.

Auditor, Defense Plant Corporation, Ashtabula, Ohio.

Craig Woodruff, *C. V. Starr Professor of Finance and Insurance.*

B.S. (1935), Harvard College.

Manager, W. R. Grace & Co., New York, Panama, Peru. Vice President, International Sales, Smith Corona. Managing Director, International Operations, Polaroid Corporation. President, Polaroid Overseas and Polaroid Japan, Canada, Germany, United Kingdom, Netherlands, France, Belgium and Italy.

Elizabeth M. Zeiner, *Assistant Professor of German.*

B.A. (1970), M.A. (1974), Arizona State University.

#### **Visiting Professors and Lecturers, 1974-75.**

James Brady

B.S., M.S., Arizona State University.

Boye L. De Mente

B.S., Sophia University, Japan; B.F.T., American Graduate School of International Management.

Richard Kuang-Yu Kuo

B.A., M.A., Washington State University; D.C.S., New York University.

Victor Kwong

B.S., Boston University; M.A., M.P.A., Ph.D., Arizona State University.

Wallace R. Leese

B.B.A., Niagara University; M.S.A., Arizona State University.

Emad Mohit

B.S., State University of New York, M.S., Arizona State University.

Kathleen A. Powers

B.A., M.A., Ph.D., University of Houston.

Wallace Reed

B.B.A., University of Cincinnati.

Thomas E. Sheridan, Jr.,

B.S., M.B.A., Indiana University.

Carsten Steffens

A.B., Syracuse University; Ph.D., California Institute of Technology,  
Pasadena, California.

Robert S. Tancer

B.A., LL.B., University of Michigan; LL.M., Harvard University.

Donald W. Wallace

A.B., Cornell University; B.F.T., M.F.T., American Graduate School of  
International Management.

**Part-Time Instructors**

Mrs. Yuriko Akutsu, M.A.

Mrs. Irene Allwine

Mrs. Nora Eidelberg, M.A.

Mr. Zeddic Lanham, M.A.

Mr. James J. Meddles Lee

## **Faculty Emeriti**

**Carl A. Sauer**

B.A. (1923), University of Minnesota; M.A. (1935), University of Southern California; LL.D. (Hon. 1958), Arizona State University.

President Emeritus and Professor Emeritus of International Studies.

**John D. Campbell**

B.A. (1913), Williams College.

Professor Emeritus of International Marketing.

**Francisco L. Gaona**

B.A.S. (1930), George Williams College; Maestro en Letras (1949), Doctor en Letras (1958), Universidad Nacional de México.

Professor Emeritus of Spanish.

**Arthur W. Goodearl**

A.B. (1917), Clark University; M.A. (1962), Oregon State University.

Professor Emeritus of International Commerce.

**Maria L. de Noronha**

B.A. (1922), Manhattanville College of the Sacred Heart; Diplomada pela Faculdade de Letras (1954), Universidade de Lisboa.

Assistant Professor Emerita of Portuguese and Spanish.

## INTERNATIONAL CAREERS

Total U. S. long-term private investments overseas rose from \$49 billion to around \$120 billion over the past decade. Foreign direct investments in the U. S. have passed the \$14 billion mark; and in addition, corporate portfolio investments on the part of foreigners, in the form of stocks and bonds, amount to approximately \$39 billion. Governmental agencies of all nations, as well as a wide range of non-governmental, social, religious, and educational organizations, are assuming greater and more complex international obligations.

This rapidly expanding involvement of Americans overseas has created a critical need for executive managerial talent in the fields of marketing, finance, business management, advertising, governmental operations, welfare services, and technical assistance to developing areas. It has also created an urgent need for the training of foreign nationals in American managerial practices and technical skills for application and adaptation to local environments in both home industries and multinational corporations.

An international career, however, imposes special obligations and requires unusual talents on the part of an individual. Young executives are expected to assume broader and more responsible positions earlier in their careers. They must display empathy toward peoples of other cultures as well as possess the ability to adjust readily to unusual surroundings.

To meet these special demands imposed on the international manager, a distinctive education is required beyond that offered by the traditional graduate schools of business administration. Such an education:

- Places a premium on conversational proficiency in a foreign language in order to enable the executive to communicate directly with his counterparts and subordinates in his work and social relations overseas.
- Demands an understanding of the cultural milieu of the countries in which he will serve and an ability to deal with the changing social, economic, and political conditions he will face.



- Requires knowledge of the advanced technical skills and special managerial methods required at the international level of corporate or institutional responsibility.

The tripartite curriculum of American Graduate School of International Management provides a blend of intensive training in the practical realities of international finance and business management, knowledge of the complexities of serving in a leadership capacity in a variety of cultural settings, and conversational proficiency in a major foreign language. The individual completing this integrated, tripartite curriculum is able to perform at the highest levels of international managerial responsibility.

The degree of Master of International Management provides its holders with the requisite background to work in a senior managerial capacity overseas. However, only about one third of AGSIM graduates actually reside overseas at any one time. Many others are based in the United States and undertake occasional foreign assignments or periodic business trips overseas. Others have no interest in careers overseas, yet by studying at the School they are able to engage in the ever-widening involvement of multinational corporations and other interests overseas.

The curriculum is designed to appeal to men and women of vision, imagination, and initiative who seek practical training in the specialized tools required for work at the international level along with a broadening of their intellectual perspectives.

This program of intensive, practical education is relevant to the increasing demands placed upon the international executive and has led to AGSIM graduates being hired by over 2,600 organizations in both the public and private sector, since the founding of the School in 1946.

## HISTORY

### Origin of the School

One man who clearly understood the need for specialized training to meet the growing need for international executive talent was the late Lieutenant General Barton Kyle Yount (1884-1949), who was Commander of the U.S. Army Air Force Training Command during World War II. He realized that U. S. business was going to be widely involved internationally once the war was ended. He also realized that very few Americans were properly trained for overseas assignments, as evidenced by the prevalent criticism of the behavior of American businessmen abroad. He decided to do something about the problem.

The School was founded in April 1946 by General Yount and Finley Peter Dunne, Jr., in association with a group of internationally minded citizens of Phoenix, Arizona, under the name of the AMERICAN INSTITUTE FOR FOREIGN TRADE. The name was officially changed in November 1968 to THUNDERBIRD GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT, and in December 1973, it was changed to AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT. The founders' vision was to create a national center of higher education where men and women might prepare themselves for careers in international commerce and management, in either industry or government service.

The School (then A.I.F.T.) was chartered as a non-profit Arizona corporation on April 8, 1946, with General Yount as President and Mr. Dunne as Secretary-Treasurer. In June of that year, the War Assets Administration turned over to the new school Thunderbird Field No. 1, a deactivated pilot training center sixteen miles northwest of Phoenix. At the same time, a capital fund was made available in the form of unsecured loans, granted as a public service by Arizona Bank, Bankers Trust Company, Chase Manhattan Bank, First National Bank of Arizona, Valley National Bank, and the Directors of the School.

The School started classes on October 1, 1946. The first class graduated on June 15, 1947.

In exploring the character of the specialized training to be offered, the founders requested and received much valued advice from the United States Office of Education, from many others in the field of education, from other government agencies, and from some thirty leading corporations and financial institutions which freely discussed their world-wide personnel problems and the kind of training they considered most desirable.

#### **Key Man Course (See also Page 42)**

By 1951, the standard one year educational program of the School had gained such a high reputation that leading corporations requested the development of a special executive training course. A separate program was arranged, the Key Man Course, to give corporate executives and their wives intensive conversational language training in preparation for their being sent overseas. The standard graduate program and the Key Man Courses are separate and unrelated.

#### **Affiliation with American Management Associations.**

On July 1, 1963, the School became affiliated with the American Management Associations. This significant step was positive recognition by the AMA of the value and importance of the School's specialized education in the field of international management.

The Associations have more than fifty thousand members representing practically every large and medium-sized business concern in the United States. They conduct programs of education dedicated to finding, developing, and sharing better methods of management. Means through which this non-profit association provides a broad interchange of management experience include conferences, seminars, courses, research studies, management reports, periodicals, an executive compensation service, a library and a management information bureau. Recognizing the need for developing specialized areas of training for foreign business management, the AMA Directors formed the International Management Association with centers in Brussels, Sao Paulo, Mexico City, San Juan, London, Caracas, Rio de Janeiro, Porto Alegre, Buenos Aires, Montreal and Toronto. The affiliation with the School comes as a natural sequence of this program.



For the School, this affiliation means much. All of the many educational facilities such as the library, seminar resources, speakers and the educational organization of AMA are available to members of the faculty and student body of AGSIM. As important is the very direct connection with unquestioned leaders of American commerce, whose interest in the work being done on the Campus has led to even greater interest in our graduates.

With all these advantages of affiliation, the School retains its complete independence as a private institution of higher learning.

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

On November 9, 1965, the United States Government presented the President's "E" Certificate for Export Service to the School for an outstanding contribution to the Export Expansion Program of the United States. The President's "Star E" Award was presented on March 24, 1971, the only such recognition conferred thus far on an educational institution.



## THUNDERBIRD CAMPUS

### Location

American Graduate School is situated sixteen miles northwest of Phoenix in Glendale, Arizona. The Valley of the Sun, of which Phoenix is the principal city, is recognized as one of the great winter resort areas of the country, famed for its agreeable climate and extensive recreational facilities. In the Valley area, the sun shines 85 per cent of the daylight hours, and the average yearly rainfall measures 7.67 inches. Elevation is 1,100 feet.

The Campus is located at the junction of 59th Avenue and Greenway Road, and the main entrance is on 59th Avenue. If coming from the north-south direction, take Black Canyon Freeway (Interstate 17) to either Bell Road, Greenway Road, or Thunderbird Road, and drive west 4 miles to 59th Avenue. Greenway Road is midway between Bell and Thunderbird. If coming from the west, the best approach is via Bell Road to 59th Avenue.

Easily accessible by car are the ski resorts of Flagstaff, spectacular Grand Canyon, as well as the Mexican State of Sonora. For those preparing for careers in Latin America, the proximity of Mexico is of great and enjoyable advantage.

### Facilities

The Campus consists of 160 acres. The buildings occupy approximately sixty acres of landscaped grounds. The buildings are of the long, low, ranch-style, characteristic of western architecture.

There are eight dormitory buildings arranged to form three quadrangles of lawn and shrubbery. The central quadrangle contains a swimming pool. There are two apartment complexes for married students without children. The East Apartments, completed in 1966, consist of 50 units in four single-story buildings and a recreational lounge. The West Apartments, completed in 1971, consist of 50 units in three double-story buildings, lounge and related facilities.

A special Key Man residence and seminar building and 13 faculty residences are also located on the campus, as well as a Faculty Building and several classrooms.

### **The Library**

In the Fall of 1970, a new building was constructed to house the Library, the Career Services Center, and the Alumni Office. The facility includes study areas and is equipped with copying machines, electric typewriters, and microfilm readers.

The resources of the Library, constantly increasing, are specifically chosen to support the unique AGSIM curriculum. The book collection numbers approximately 48,000 volumes, concentrated on the various phases of international management, international relations and the history and background of various areas of the world. Language study is reinforced by collections in Spanish, Portuguese, French, German and Japanese. Additional books may be secured through interlibrary loans from other institutions of higher learning in the area.

An extensive vertical file is maintained, containing up-to-date material covering countries, industries, commodities, business firms and all other subjects pertaining to the curriculum.

A feature of the Library is the large amount of material published by foreign governments and their agencies, by central banking systems and foreign chambers of commerce. The Library subscribes to approximately 760 periodicals from many countries, and in several languages. Newspapers from important cities around the world are received on a regular basis. These materials provide the basis for functional research work, especially in marketing and international studies.

### **Housing**

There are two types of accommodations for single students. Single occupancy rooms cost \$215 per student per semester. Each room holds one student, who shares a bathroom with another student in an adjacent room. There are also two-student apartments consisting

of two semi-private bedrooms, a living room, plus a bathroom shared with two students in an adjacent apartment. These quarters cost \$175 per student per semester. All units are independently cooled and heated, and have telephones. A \$50 deposit is required to confirm any reservation on campus. (Deposits will be refunded in full, providing the reservation is cancelled at least 30 days prior to the start of the semester.)

There are also a few four-student apartments available, but they are usually reserved in advance by continuing students and therefore are rarely available to incoming students.

Married students having no children may apply for housing in campus complexes which provide 100 air-conditioned apartments and a central service building that includes a lounge, laundry, and related facilities. Each apartment consists of a living room, bedroom, study alcove and bath. The charge for these quarters is \$450 per couple per semester in the West Apartments, or \$400 in the East Apartments.

Family housing is not available on campus, and all students with children must make arrangements for off-campus living quarters. A listing of some of the available rentals in the area is kept in the Housing Office for student inspection.

All living quarters on the campus have basic furnishings, including tables and lamps. Students must supply their own pillows, blankets, and linens (linen service is available at a nominal cost), as well as rugs, pictures, radios and other decorative items.

Housing facilities on campus are limited and can accommodate only about half of the students. Therefore, reservations must be confirmed well in advance of each semester.

### Dining Hall

The Dining Hall, for students, their wives and faculty, serves meals daily throughout the academic year, excluding the Christmas recess and other specified periods. All students and wives who reside on campus are expected to take their meals in the Dining Hall. The charge for board is \$425 per person per semester.

A Coffee Shop is open throughout the day when the Dining Hall is not operating, and serves a variety of sandwiches, snacks and beverages.

### **Health Services**

Full-time students (those carrying 12 or more hours) are protected 24 hours a day for both sickness and accident, during regular academic terms, under the Student Accident and Sickness Insurance Program. It is compulsory that all full-time students be enrolled in this program. The student insurance premium is included in the comprehensive fee. Wives and children may be covered by this insurance through payment of an additional premium at the time of registration.

The School has a well-equipped infirmary under the direction of a physician, with a registered nurse in regular attendance. Consultation hours with the nurse are held weekdays, and the physician is available on call at all times.

Use of the regular infirmary service, as outlined above, is also available in case of minor illness or injury without charge to the wives of students.

### **Career Services Center**

The Career Services Center at AGSIM provides important assistance to students in planning for career employment. Extensive placement information files are maintained regarding many organizations with large international operations to supplement the more research-oriented material on file in the Library.

As in all important choices, individual effort is vital in an intelligent career plan. Counseling is offered to assist students in defining their career objectives and in planning for and executing an effective program to find suitable employment to satisfy those objectives. AGSIM students are noted for an unusual degree of maturity and motivation and for a strong sense of direction in pursuit of their chosen careers. The Career Services Center coordinates the campus recruiting efforts of representatives of business, governmental and social organizations in search of future international executives.

A directory containing mini-resumes of graduates is distributed to a thousand prospective employees.

The services of the Center are available to all active degree candidates who have completed a semester of study at the School, as well as to degree holders.

Alumni are offered additional services, in that a current copy of their resume is maintained on file at the Center. Available positions are matched against resumes on file, and each alumnus is notified when his resume is mailed to an inquiring company.

#### **Alumni Office**

This office maintains up-to-date files on alumni, their current and past locations, and company affiliations. This information is of considerable value to students who wish to analyze the success of former graduates of AGSIM in various job opportunities.

The Alumni Office links chapters throughout the world. Chapters have been organized in Akron, Buenos Aires, Caracas, Chicago, Honolulu, Lima, Los Angeles, Manila, Mexico City, New York, Paris, Phoenix, San Francisco, Sao Paulo, St. Louis, Tokyo and Washington, as well as in other cities where substantial numbers of alumni are located.

#### **Post Office**

The Campus Post Office, located in the Student Union, distributes student mail and performs other postal services five days a week. The correct Post Office address for students is: American Graduate School of International Management, Glendale, Arizona 85306.

Packages shipped by freight or express should include the street address, which is: Greenway Road and 59th Avenue.

#### **Day Nursery**

A Day Nursery, equipped to accommodate babies and youngsters, has been maintained on the campus for the convenience of student wives who are taking courses at the School or who are helping their

husbands through School by accepting employment during the day. Supervised by an experienced person, the nursery charges nominal rates for daily care.

### **Student Government**

Student government is exercised through an elected Associated Students Legislative Council (ASLC). This group consists of representatives from each class and is augmented by the ex-officio membership of an officer of each of the campus clubs. The Student Body President serves on the Policy Advisory Committee of the School, thus providing ASLC with an effective voice in determining School policy and in making positive contributions to the welfare of the entire Campus community. Students also serve officially on the School's Admissions, Placement, Scholarship and Library Committees.

The Council sponsors many student social and recreational activities and lectures by distinguished visitors. It has developed a program to provide community organizations with student speakers on various topics.

### **Clubs**

Clubs are frequently formed by students studying Chinese, French, German, Japanese, Portuguese, or Spanish for the purpose of enhancing their conversational fluency in these languages. Other clubs include Delta Phi Epsilon, the national foreign trade and foreign service fraternity; the Marketing Club, affiliated with the American Marketing Association; Toastmasters, affiliated with Toastmasters International, organized to help students develop fluency in public speaking; the Society for the Advancement of Management, which sponsors business-oriented lectures and activities; the Women's Club, which sponsors programs to inform its members on the practical aspects of foreign living; the Newman Club, which sponsors various ecumenical programs in addition to Catholic services on campus; and the LDS Club which contributes to the social, intellectual and spiritual well-being of Mormon students and their friends. Club membership is open to all students.

### **Lectures and Seminars**

A number of eminent authorities on international affairs and commerce, and senior corporate officials of multinational and international firms, visit the campus each year to lecture and conduct seminars. Visiting lecturers are invited with a view to keeping students in close touch with developments in our relations with different nations and the expanding activities of international commerce.

### **Campus Publications**

The student newspaper, "Das Tor," is published each week wholly under student editorship and sponsorship, and it contains details of campus events and announcements of general interest to students, faculty and staff.

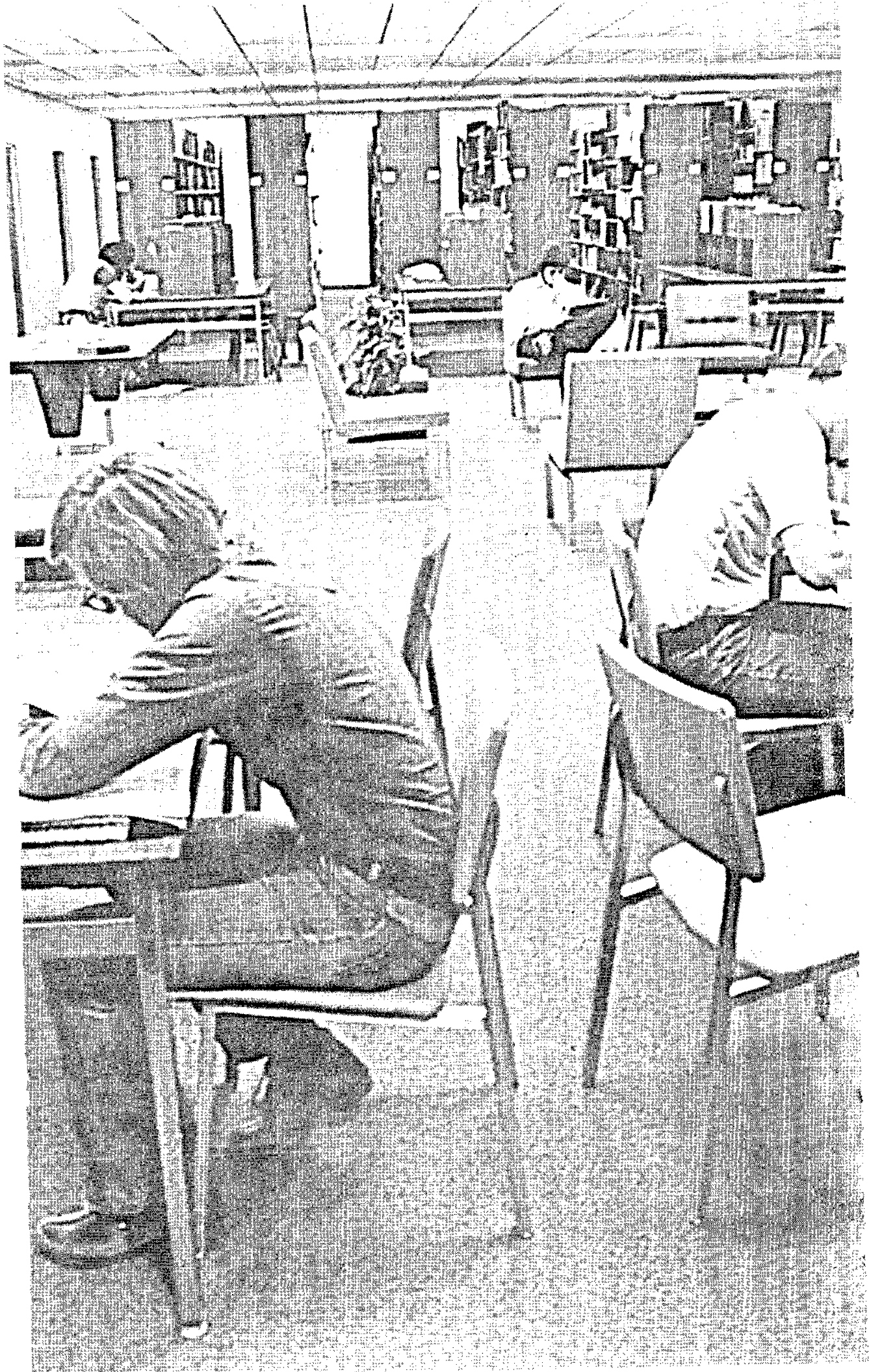
The Alumni Office publishes "The Thunderbird" three times a year. Although catering exclusively to the interests of alumni, copies of the publication are also made available to students and faculty.

### **Recreation and Sports**

Owing to the excellent weather, most athletic activities take place outdoors. Facilities on the Campus include a softball diamond, volleyball courts, badminton courts, a soccer and touch football field, tennis and basketball courts. A swimming pool is situated in the central quadrangle.

Supplementing the activities on the Campus, the surrounding area offers excellent opportunities for horseback riding, golf, and camping. The mountains in the Flagstaff area, a two and a half hour drive from the campus, offer splendid skiing facilities.





## PROGRAMS OF STUDY

### **Master of International Management**

College and university graduates in good standing who, upon matriculation, hold a baccalaureate degree from accredited institutions, are eligible to be considered for admission as full-time students to pursue work leading toward the degree of Master of International Management.

The M.I.M. degree is awarded upon successful completion of 48 semester hours of work, according to the course requirements outlined on Page 48. In order to graduate, students must possess an aggregate minimum grade point average of 3.00 (B), and only courses completed with a grade of C- or better are acceptable in satisfaction of the total credit hour requirements (ie., 48) for the degree of Master of International Management. Grades below C-, however, are computed with all other grades in determining a student's total aggregate grade point average, which must be B or better for graduation.

### **Southern Methodist University Exchange Program**

A well-qualified student may complete thirty hours, including Modern Language 400, at American Graduate School, and thirty hours at Southern Methodist University (School of Business Administration), and earn the two degrees of Master of International Management and Master of Business Administration. Inquiries on this subject should be addressed to the Dean of Admissions. Inquiries to Southern Methodist University should be addressed to Mr. Larry K. Thompson, Director of Recruiting, School of Business Administration, Dallas, Texas 75275.

### **Certificate of Advanced Study**

Special students, or students who do not complete the full requirements for the M.I.M., will be given the Certificate of Advanced Study, provided they have completed 12 or more semester hours of work. A special tuition rate is allowed spouses of full-time students. Spouses can take up to 9 semester hours of work in a regular semester (or up to 6 hours in a summer session) for a flat-rate tuition of \$300.

Spouses are urged to take advantage of this program, as firms sending married employees abroad usually wish to establish the degree of cultural adaptability and interest in residence overseas of the spouses of their executive personnel. Participation in this academic program is construed as a strong indication of such interest.

### **Special Students**

The School admits as special students a limited number of applicants who wish to gain advanced training by taking individual courses, especially in language, but who do not intend to become degree candidates.

Special Students are required to take courses for grade credit and must complete all course requirements including final examinations. Special Students are subject to all School regulations.

Should Special Students later desire to complete work toward the degree requirements of the School, they may apply for admission as full-time students, subject to the usual admissions criteria.

### **Key Man Courses**

These short, intensive, non-degree courses do not involve students under the standard curriculum, but rather are designed to prepare company executives and frequently their spouses for overseas orientation, service or travel. Courses of intensive language instruction, six or eight weeks in duration, combined with training in enculturation for an area or country, are the bases for this program. Key Man Courses are given on a regular basis throughout the year. Special courses may be designed to fit particular company requirements. Requests for further information and special programs should be addressed to the Director, Key Man Courses, in care of the School.

### **Winterim**

The Winterim, held between fall and spring semesters starting January 2, attracts a sizable proportion of the student body. Some enroll for three or four hours in order to lighten the study load in the other terms. A qualified language student may take the 400-level course, concentrating on the one subject. A number of courses in International Studies and World Business are offered exclusively in the Winterim.



## ADMISSION

### Basic Requirements

Recognizing the diversity in personality traits, skills, and talents required to satisfy the varied demands of business enterprises and government agencies overseas, the School seeks an equal diversity among its student body, as demonstrated by their backgrounds, experience, and previous scholastic attainments. For this reason, no single attribute is necessarily weighed more than others in the selection of members of an entering class. No specific undergraduate major or non-academic experience is required for entrance or necessarily preferred by the Committee on Admissions. An effort is made to limit enrollment to an average of 750 per semester. Information and application forms may be obtained by writing to the Dean of Admissions.

Students are selected on the basis of their composite application. A cumulative grade point average of 2.5 in an applicant's undergraduate study is considered minimal for acceptance; and the level of scholastic achievement during the last two years of undergraduate work is given particular evaluation by the Committee. Of concern to the Committee is also the extent of meaningful extracurricular achievements and professional experience which the applicant has accomplished prior to application for acceptance into the graduate program. In addition to personal and academic recommendations, scores on the Admission Test for Graduate Study in Business (ATGSB) and the Graduate Record Examination (GRE), although not required, are seriously evaluated in the candidate's composite application. Attention is given to aspects of the candidate's record which are indicative of maturity, plus motivation toward a career in various phases of multinational business or international affairs.

Foreign students should take special note of the English language requirements outlined in the section "International Students," as well as under the course description in the Department of Modern Languages. All students whose native language is other than English must submit their score in a standard examination, such as the Test of English Language as a Foreign Language (TOEFL) administered

throughout the world in more than ninety testing centers. Inquiries regarding this test should be addressed to the Educational Testing Service, Box 899, Princeton, New Jersey 08540, U.S.A. While exemption from this requirement is made for those holding degrees from American schools, all foreign students must take the AGSIM English Placement Test at the time of registration.

Students may matriculate into the Master of International Management program in the Fall or Spring Semester or in the Summer Session. Applicants are notified of the decision of the Committee on Admissions shortly after receipt of their total application, in most cases no later than two weeks.

Representatives of the School visit a large number of college and university campuses throughout the country to talk with prospective applicants. Such visits of School officials are supplemented by those of alumni of the School who visit local universities and are available to confer with interested candidates.

Admission is granted only for the term for which application is made. If, after acceptance, a student wishes to defer matriculation to a subsequent term, reactivation of candidacy for admission is effected by submitting a letter and updating sheet to the Dean of Admissions. The candidate's application will then be re-evaluated along with those of other candidates for admission to the particular entering class.

#### **Application Procedures**

Application and financial aid forms may be obtained from the Office of Admissions. The following credentials should subsequently be forwarded to this same office:

1. A completed official application form, accompanied by an application fee of \$30.
2. An official transcript from each college attended. Students presently enrolled in college or graduate school should submit a transcript of work completed to date. A final official transcript is required of students presently completing requirements for the baccalaureate degree, and must be received by the Office of Admissions prior to matriculation at the School.

3. Three letters of recommendation on forms provided by the Office of Admissions.
4. Score on the Test of English as a Foreign Language (TOEFL) if the applicant's native language is not English.
5. If available, the score received on the Admission Test for Graduate Study in Business or the Graduate Record Examination. Detailed information may be obtained by writing directly to the Educational Testing Service, Box 966, Princeton, New Jersey 08540. This is optional.
6. A completed Health Report on a form provided by the Office of Admissions.

#### **International Students**

The School encourages applications for admission from students of all countries. Applicants from countries other than the United States are expected to meet the same requirements for admission as applicants from the United States, in addition to the specified English language requirements.

Since English is the language of instruction used at the American Graduate School, it is essential that all participants be prepared to understand rapid, idiomatic English as spoken in lectures and group discussions, to read English with ease, and to express their thoughts clearly in spoken and written English. Failure to meet this requirement for attendance at the School constitutes sufficient grounds upon which the School will require a student to withdraw, or to take intensive English courses to be determined by the Department of Modern Languages. Students who are required to enroll in ENSL-INT may find it necessary to spend an additional semester at AGSIM in order to meet degree requirements.

Admission to the School does not imply financial assistance of any kind. Since AGSIM is seldom able to offer any type of financial assistance to foreign students, they should be prepared to meet all their expenses. While foreign students are considered for the World-Wide Assistantships on the same basis as U.S. citizens, this aid is extremely limited. All foreign students must arrange complete financing of at least one academic year of studies at the School prior to registration.







## ACADEMIC REGULATIONS

### Accreditation

American Graduate School of International Management has been granted accredited standing by the North Central Association of Colleges and Secondary Schools, as a Master's degree granting institution.

The School is a member of the American Council on Education, the American Assembly of Collegiate Schools of Business, the Western College Association, the Western Association of Graduate Schools, and the National Commission on Accrediting.

### 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	WP	= Withdrawal Passing
C+	= 2.3	WF	= Withdrawal Failing
C	= 2.0	Inc.	= Incomplete
C-	= 1.7		

Only courses completed with a grade of C- or better are acceptable in satisfaction of the total credit hour requirements for the degree of Master of International Management.

Inc. — A mark of incomplete becomes permanent unless rectified within a year.

### Requirements for the Master of International Management Degree

Candidates for the degree of Master of International Management must complete a total of 48 semester hours of resident study at AGSIM, with a grade point average of 3.0 or higher. This can mean three full semesters (one and one-half years), or two full semesters and a summer term. Students who meet the qualifications for

transferring in up to 6 graduate credit hours from another institution (see section on "Transfer of Credits") may reduce this requirement to 42 semester hours of study at AGSIM.

#### **Master's Thesis**

Candidates for the degree of Master of International Management may petition to write a thesis which will count for four hours credit toward the total number of hours required for the degree. An oral defense of the thesis is required. Additional information concerning thesis requirements may be obtained from the Office of Academic Affairs.

#### **Graduation with Distinction, or With Honors**

A numerical score is used to determine those candidates who will be graduated *With Distinction*. A computed average of 3.80 must be attained for graduation *With Distinction*, and an average of 3.70 for graduation *With Honors*.

#### **Auditing**

Students registered on a full-time basis may, with the consent of the instructor, audit lecture courses in addition to the program taken for credit. The charge for auditing courses is \$100 per credit hour.

#### **Credit Hours - Course Load**

A full-time student is expected to enroll for the following number of hours:

	<i>Minimum</i>	<i>Maximum</i>
Regular Semester .....	12	19
Summer Session .....	9	13
Winterim .....	1	4

For any additional hours, the student must obtain approval from the Office of Academic Affairs for the credits to be recorded.

#### **Concurrent Enrollment**

Credit will not be allowed for course work completed at another institution during any term that a student is attending AGSIM full time, without the prior permission of the Academic Dean.

### **Class Attendance**

Owing to the small size of the classes and the oral/aural approach to language training at the School, class attendance is required in the conversation and fundamentals courses offered by the Department of Modern Languages.

### **Change of Schedule**

Following class registration, there is a period of eight class days during which students may add and drop courses without charge. Thereafter, a charge of \$5 per course will be levied for each add or drop (although additions will not normally be allowed).

Through the tenth week of any semester, courses may be dropped, and the appropriate notation will be entered on the official transcript of the student's record.

### **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 six hours of graduate work completed after receipt of the undergraduate degree with a grade of B or better, provided that such work complements or duplicates courses now offered by the School. No account will be taken of the grades of transfer work in computing the student's grade point average at AGSIM.

### **Correction of Errors in Grading**

When filed with the Office of the Registrar, 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 transcribing.

### **Discharging of Incomplete Grades**

Grades of "Inc." may be discharged upon completing the course requirements to the satisfaction of the instructor, within one year; otherwise, they remain permanent.

### **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, his receipt of academic credits, graduation, and the granting of any degree or certificate are strictly subject to the disciplinary authority of the School, which is free to cancel a student's registration at any time for conduct deemed inconsistent with the maturity expected of the international executive. AGSIM students are in general serious, well-motivated, and of superior character. Expulsions are very rare occurrences.

In addition, the School has the authority to expel students, if it has been determined that they cannot succeed in effectively handling any portion of the tripartite program leading to the Master of International Management degree.

### **Transcript Regulations**

One complete transcript of record is furnished the student at the conclusion of each term, without charge. For each additional transcript, a fee of one dollar is required. The application for the transcript of record must be made by the student himself, either on the regular form supplied at the Registrar's Office or by written request. No transcripts or certifications of attendance will be released on students who have not met their financial obligations to the School.

### **Awards**

Several awards are made by the School each year to its graduates and alumni:

THE BARTON KYLE YOUNT AWARD is conferred for excellence in scholarship, character, and accomplishment on nomination and election by the Faculty.

THE ALFRED KNIGHT AWARD is granted for excellence in scholastic achievement.

THE MARKETING AWARD recognizes excellence in the preparation of an international market research study.

THE WALL STREET JOURNAL AWARD is presented for excellence of work in the analysis of financial statements and in statistical accounting.

THE PHOENIX NEWSPAPERS, INC. INTERNATIONAL ADVERTISING AWARD recognizes the most outstanding advertising presentation.

THE JONAS MAYER AWARD is bestowed each year upon an alumnus who has reflected great credit on American business overseas.



## TUITION AND FEES

Tuition is \$1,200 per semester, subject to change, for which the student is permitted up to 19 semester hours of instruction. Any hours in excess of 20 will be charged at \$100 per hour.

A Comprehensive Fee of \$100 per semester, which is not refundable, is charged all students regardless of the number of semester hours of academic work carried. This fee covers costs of registration, use of the Library and the Alumni Office and Career Services Center, care in the infirmary, accident and sickness insurance, and use of the School's athletic facilities.

The Associated Students Legislative Council (ASLC) Fee is \$12 for Spring and Fall Semesters, and \$5 for the Summer Session. This is billed each entering student to support the wide variety of student-sponsored activities on campus. Use of these funds is wholly at the discretion of the Council.

A language fee of \$15 for tapes and periodicals is charged students who are taking language courses requiring such materials. A cassette recorder is needed for all courses utilizing tapes.

A \$30 Application Fee must accompany a candidate's application for admission and is not refundable.

Spouses of full-time students at the School may take up to 9 semester hours of study per semester (or 6 hours in a summer session) at a tuition of \$300 per term.

Special Student fees apply to those carrying less than 12 semester hours (or less than 9 hours in the Summer Session). Such students will be charged a tuition fee of \$100 per semester hour of instruction, plus a comprehensive fee of \$100 for each term of study. This does not include accident and sickness insurance coverage, nor does it entitle use of the Career Services Center (except for those students who have completed at least one full term).

### Board and Lodging

Board at the School is at the rate of \$425 per person per semester, subject to change. Single students and couples living in campus housing are required to patronize the dining hall. Student wives who are working off-campus are entitled to a five-day lunch credit.

Lodging is at the rate of \$215 or \$175 for single students per semester; suites for married students without children are available at a rental cost of \$450 or \$400 per semester. All rates are subject to change.

### Minimum Costs for a Regular Academic Semester

Single Students		Married Students	
Tuition	\$1,200	Tuition	\$1,200
*Comprehensive Fee	100	*Comprehensive Fee	100
ASLC Fee	12	ASLC Fee	12
Language Tapes	15	Language Tapes	15
Board	425	Board	850
Lodging	215	Lodging	450
	<hr/>		<hr/>
	\$1,967		\$2,627

\*Does not include health insurance for spouse.

Books and instructional supplies are not included in the regular tuition charge. For most students, their cost should not exceed \$100 per semester.

*Special Summer Rates.* Tuition and fees for the Summer Session amount to \$905, covering a maximum of 13 credit hours of work. Board costs \$290 per person, and lodging costs per person are: \$165 in the West Apartments, \$155 in the East Apartments, \$150 in Dormitories A & B, and \$110 in other Dormitories.

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

### Refunds

In the event of a student's withdrawal or dismissal from the School during the course of a semester, the tuition charge (not including

fees) is subject to rebate in accordance with the following schedule:

<i>Period of Student Status From Start of Class</i>	<i>Percent of Semester Tuition to be Refunded to Student</i>
Two weeks or less	80%
More than two, up to three weeks	60%
More than three, up to four weeks	40%
More than four, up to five weeks	20%
Over five weeks	—0—

The above schedule of refunds also applies to any student who, in reducing his load to below 12 hours, would become a Special Student.

Board is refundable to the nearest following 1st or 15th of the month. Lodging fees and comprehensive fees are not refundable. A special schedule applies to the Summer Session and the Winterim.

## VETERANS

The School's program is approved for veterans under provisions of the Veterans Readjustment Benefit Act of 1966, Chapter 34, Title 38, U.S. Code (G. I. Bill). Children of veterans deceased or totally disabled may attend under the provisions of Chapter 35, Title 38, U.S. Code.

Veterans may obtain an application for Veterans Administration educational benefits by writing to the Dean of Admissions.





## FINANCIAL AID

American Graduate School makes every effort to enable the deserving student in need of financial assistance to attend. Although financial resources are limited, an aid program has been designed to accommodate as many applicants as possible by means of assistantships, loans, and part-time work. Applications for Assistantships should be made to the Dean of Admissions for review by the Committee on Scholarships and Student Loans. Applications for loans and part-time work should be sent to the Financial Aids Office.

Such applications for grants should be submitted along with a candidate's application for admission. Applications for the Fall Semester or Summer Session grants, along with all supporting papers, must be received no later than April 1; those for the Spring by November 1. Awards for the Fall Semester and Summer Session will be announced around May 1, and those for the Spring Semester around December 1.

Awards are made on the basis of both academic performance and financial need. To determine financial need, AGSIM requires students who are U.S. citizens or permanent residents to complete the Family Financial Statement (FFS) and Institutional Data Sheet (IDS) Forms, sending the former to the American College Testing Program, and the latter to American Graduate School. These forms are available from the AGSIM Financial Aids Office. The ACT charge for this service is \$3.75. Application procedures for loans should be initiated at least three months before the funds are needed.

International students in this country under the F-1 student visa should request the AGSIM Financial Aids Office to provide the proper application form for financial aid.

Unless otherwise specified, assistantships and fellowships cover tuition costs for the first semester and are valid for one semester only, not subject to extension. To be eligible for a scholarship or assistantship, the quality of the candidate's work at the undergraduate level must be equivalent to an overall "B" average or higher.

Unless otherwise indicated, grants do not include room, board or other fees. The assistantships require recipients to render academic service up to ten hours per week.

**ARIZONA ASSISTANTSHIPS.** Three assistantships are available in this category: one each in the Fall and Spring Semesters and in the Summer Session to a promising graduate of the state universities of Arizona — University of Arizona, Arizona State University, and Northern Arizona University.

**WORLD-WIDE ASSISTANTSHIPS.** Ten one-semester assistantships are made available each Spring, Fall and Summer to qualified applicants from all parts of the world. Candidates will be judged primarily on the basis of scholastic achievement at the undergraduate level, although consideration will be given to extracurricular and professional activities, and to the candidates' motivation toward a career in international management. These assistantships are granted to superior scholars with degrees in Business Administration, Management and World Business, Marketing, Economics, History, Political Science and Government, English or other Modern Languages, Finance, International Relations and Area Studies, Accounting, Engineering, and Agricultural Sciences.

**ASSISTANTSHIPS FOR RETURNING VETERANS.** Three assistantships are offered each term to honorably discharged veterans of the United States Armed Services. Applicants may be veterans of the Air Force, Army, Coast Guard, Marine Corps or Navy. In addition to scholastic achievement at the undergraduate level, criteria will include motivation for an international career and extracurricular achievements giving evidence of leadership qualities.

**AMALIO M. SUAREZ MEMORIAL FELLOWSHIP.** A Fellowship is awarded each term in memory of the late Professor Amalio M. Suarez to an incoming student with an undergraduate major in Spanish, with preference being given to the father of a family. The successful recipient will be expected to assist the Department of Modern Languages in the field of his specialty.

PEACE CORPS ASSISTANTSHIPS. Two assistantships are offered each term to Peace Corps Volunteers who have completed their service.

CONTINENTAL GRAIN FOUNDATION FELLOWSHIP. The Continental Grain Foundation awards annually one Fellowship in International Business. This Fellowship supplies full tuition costs, plus \$100 per month for two semesters. In the case of a married recipient, an additional stipend of \$500 is awarded.

THE ORGANIZATION OF AMERICAN STATES FELLOWSHIP. This annual Fellowship is offered to a bona fide citizen of one of the other American republics who meets the requirements for admission and who has been appointed by the proper agency of the Organization of American States. Prospective candidates should apply directly to American Graduate School for admission and at the same time make application for the Fellowship to the Technical Secretariat of the OAS Fellowship Program, Department of Technical Cooperation, Pan American Union, Washington, D. C. 20006. Travel expenses, study materials and room and board of the successful candidate will be covered by the OAS Fellowship.

AMERICAN MANAGEMENT ASSOCIATION SCHOLARSHIPS. Two scholarships are offered annually to sons and daughters of American Management Association employees and affiliates, exclusive of American Graduate School. These scholarships provide tuition costs, room and board for the first semester, with continuing coverage in succeeding semesters if a satisfactory grade point average is maintained.

AFIA WORLDWIDE INSURANCE SCHOLARSHIP. One scholarship of \$1,000 is made available each year to a student chosen by the Scholarship Committee on the basis of merit displayed in undergraduate studies, extracurricular achievements, and subsequent work experience.

JOHNSON & HIGGINS SCHOLARSHIP. One scholarship of \$1,000 is made available each year to a student chosen by the Scholarship Committee on the basis of merit displayed in undergraduate studies and extracurricular achievements.

COLONEL FRANK JAMES MORROW SCHOLARSHIP. Funds amounting to \$1,000 annually will be made available to a student, or students, who exemplify the criteria of the Barton Kyle Yount Award — excellence in scholarship, character and accomplishment. The scholarship is made available through the courtesy of Mrs. Laurence Emmons, of the Board of Directors, and applies only to sons and daughters of United States military officers.

CELIA M. HOWARD FELLOWSHIP. The Illinois Federation of Business and Professional Women's Clubs, Inc. annually awards a Celia M. Howard Fellowship in the amount of \$3,500 to a mature Illinois woman college graduate. Information regarding this Fellowship, which is offered to women residents of Illinois, should be obtained by writing Miss Marian Thraikill, Celia M. Howard Fellowship Fund Committee, 1209 West Schwartz, Apt. 2, Carbon-dale, Illinois 62901. The Fellowship will cover a year's tuition, fees, board and lodging.

CARL DUISBERG SOCIETY SPONSORSHIP (for German citizens only). The Carl Duisberg Society nominates for admission to AGSIM those German students who are sponsored by leading industrial companies in West Germany. Information may be obtained from the Director, American Division, Carl Duisberg Society, Inc., 82 Wall Street, New York, New York 10005.

RAUL A. MASVIDAL SCHOLARSHIP. This scholarship was established by an alumnus, Mr. Raul P. Masvidal, in the memory of his father. A grant is made annually (Fall Semester), covering tuition for two semesters, to a student of Latin American extraction, in need of financial assistance, who has the intention of joining an American firm in the field of international business. Preference will be given to a married student.

About fifty small grants are awarded during the year to second and third semester students. These are granted on the basis of scholastic performance during the previous term, financial need, and participation in campus activities. Students who qualify for these scholarship grants may make application to the Chairman of the Scholarship Committee at the end of their first or second term in residence.

Application results will be announced ten days prior to the beginning of the subsequent term. Funds for these scholarships are provided principally by the following:

**THE ALFRED AND HATTIE KNIGHT SCHOLARSHIPS.** As a bequest from the late Alfred Knight, one of the founders of the School and former Chairman of its Board of Directors, second and third semester scholarships are made available annually.

**VALLEY NATIONAL BANK SCHOLARSHIPS.** The Valley National Bank of Arizona, under its program for Arizona universities and colleges, has made available scholarship aid in the amount of \$750 annually. This amount is distributed among second or third semester students.

#### **Student Loan Funds**

**WILLIAM LYTLE SCHURZ FUND.** A student loan fund was established in February, 1952, in the name of the late Dr. Schurz, Dean of the Faculty, Director of the Department of Area Studies, and former School President. Initial contribution was made by the School's student council and continuing support is given by alumni, industry and interested friends.

**JOHN J. LOUIS LOAN FUND.** The late John J. Louis, former senior partner of Needham, Louis & Brorby, Chicago advertising consultants, was instrumental, while a member of the Board of Directors of the School, in securing contributions for this fund.

*NOTE: These Funds (Schurz and Louis) are currently committed in support of the National Direct Student Loan Fund program at AGSIM.*

**NATIONAL DIRECT STUDENT LOAN FUND.\*** American Graduate School is cooperating with the United States Government in the Student Loan Program provided for under the National Defense Education Act of 1958. The purpose of this Act is to provide funds so that students with ability, who are in need of financial assistance, may be afforded an opportunity for higher education. Since funds available are limited, the AGSIM Loan Committee requires students to borrow

the maximum amount which their banks will grant under the FISL Program. The ACT Family Financial Statement is required before a student will be considered for a National Direct Student Loan. Students with a superior academic background will be given preference.

UNITED STUDENT AID FUNDS. Loans are available through banks participating in the United Student Aid Funds Program. Applications are available through your local bank, or write to the Financial Aids Office.

FEDERALLY INSURED STUDENT LOANS. Loans are available through banks participating in the Student Federally Insured Loan Program. Applications are available through your local bank, or write to the Financial Aids Office.

VALLEY NATIONAL BANK LOAN FUND.\* Loans in the amount of \$1,500 are available from the Valley National Bank for second or third term students. Recipients of National Direct Student Loans are not eligible for a Valley National Bank loan.

\*Note: National Direct and Valley National Bank loan applications should be submitted to the Financial Aids Office before July 15 for the Fall Semester; December 15 for the Spring Semester; and April 15 for the Summer Session in order to receive preference. Funds will be committed and loans announced within 30 days of these dates.

DOUGHERTY FOUNDATION LOANS. Limited loan funds (not to exceed \$1,000 per student) are available from this Foundation for U.S. citizens who are Arizona residents. An ACT needs analysis form (FFS) is required, plus the Dougherty Foundation application (available from the Financial Aids Office).

THE LEO S. ROWE PAN AMERICAN FUND. Loans up to \$100 for each month of studies are available from this Fund, and are extended to citizens of the Latin American countries which are members of the Organization of American States. Application forms are available from the General Secretariat, Organization of American States, Washington.

THE FOREIGN TRADE ASSOCIATION OF SOUTHERN CALIFORNIA has established a Revolving Loan Fund available to AGSIM students on the basis of merit. Loans (not exceeding \$500 per individual) are restricted to third term students who have been residents of Southern California for at least one year.

THE LOS ANGELES THUNDERBIRD ALUMNI ASSOCIATION has established a Student Loan Fund to help students on the basis of merit.

## **STUDENT EMPLOYMENT**

### **On-Campus Employment**

A limited number of students or their wives may find part-time employment in the administrative or faculty offices, or in various capacities in the Dining Hall and Library. Application for part-time employment should be made to the Financial Aids Office in advance of registration.

### **Off-Campus Employment**

A number of students work off campus in a variety of jobs around the Glendale-Phoenix area. The Financial Aids Office can provide some leads and general assistance to students and spouses in their job search, after they reach the Campus. However, students are advised that the intensive nature of the educational program offered by the School renders it very difficult for some students to accept outside employment and still perform satisfactorily in their class work.





## CURRICULUM

The tripartite curriculum of American Graduate School is designed to reflect the breadth of specialized knowledge, techniques of communication, and problem-solving skills now required of the international executive. It provides a framework within which students of widely differing backgrounds and preparation can select courses suited to their individual interests and varied career objectives.

The course offerings of the Department of International Studies provide students with an ability to understand — from a variety of relevant disciplinary perspectives — the problems to be encountered in their international inter-relationships as private entrepreneurs, representatives of multinational corporations and their subsidiaries, or as representatives of social and governmental agencies. This Department not only teaches the student current economic, social, political and cultural conditions in one or more required areas of the world, but also trains the student to analyze these matters so as to be better equipped to deal with the changing international scene.

Complementing the offerings of this Department are those of the Department of Modern Languages, in which courses are taught primarily in a foreign language by native speakers. At the introductory and intermediate level, the instruction is by means of the oral-aural method practiced at the School which enables students to achieve a conversational proficiency in a foreign language. All students graduating from AGSIM thereby possess the linguistic tool and resulting self-confidence to communicate easily with nationals of the countries in which these languages are spoken. In addition to learning the skill of reading, writing, and speaking a foreign language, students may take an increasing number of cross-disciplinary courses, taught solely in a foreign language, in the subject areas of economic, social and political problems of the world.

The Department of World Business features a broad range of courses which respond to the differing backgrounds and interests represented within the student body. The curriculum is designed in recognition of the increasingly complex demands placed upon the executive personnel of international business and financial institutions that require a basic understanding of several functional specialties in the fields of business and finance as well as conversance with new quantitative tools and advanced managerial and marketing techniques. For this reason, a wider range of international courses is offered than is typical of many more traditional graduate schools of business administration, and all courses possess a special international and practical orientation. A number of the members of the Department's faculty have spent many years in senior executive positions overseas. This group is complemented by men with advanced degrees who are interested in the practical application of current theoretical knowledge to the solution of the immediate problems faced by the international manager today.

#### **Distribution Requirements**

##### *International Studies Courses:*

All entering students are required to take nine credit hours of work in International Studies. They are to take at least one introductory survey course (300 level) in a major world area or in international relations, and two 400 or 500 level courses. Those students who have already developed proficiency in one or more fields covered

by the International Studies curriculum may petition for a partial waiver of the requirements. All students must take at least three credit hours in the Department, regardless of background.

*Modern Language Courses:*

A requirement of the AGSIM curriculum is that all students are expected to achieve conversational proficiency — as well as reading ability — in one of the seven languages (including English) taught at the School, in addition to their native language. For this reason, at least fifteen credit hours of course work are required of all students. This requirement may be waived in part or in whole upon examination by the Department of Modern Languages to determine the level of the student's proficiency obtained prior to admission to the School.

*World Business Courses:*

All entering students are required to complete WB-310 (Accounting), WB-320 (Managerial Economics), WB-330 (Operations Analysis), WB-340 (Management), and WB-350 (Marketing). Waivers may be granted on the basis of prior training in these subjects.



*Summary:*

To summarize, therefore, the following courses are mandatory for students who do not have previous training in these respective subjects:

**INTERNATIONAL STUDIES:**

One 300 level course and two additional courses, 400 or 500 level, covering one of the following: Asia, Europe, Latin America, Middle East/ North Africa, Subsaharan Africa, or International Relations, totaling ..... 9 hours

**MODERN LANGUAGES:**

Introductory, Intermediate, Advanced courses in: Chinese, French, German, Japanese, Portuguese, Spanish, or English as a Second Language, totaling ..... 15 hours  
*(16 hours in the case of Japanese)*

**WORLD BUSINESS:**

One 300 level course in each of the following: Accounting, Management, Marketing, Managerial Economics, Operations Analysis, totaling ..... 15 hours

Elective Courses ..... 9 hours

**TOTAL CREDIT HOURS REQUIRED STUDY** ..... 48 hours

If any of the above prerequisites have been met prior to attendance at AGSIM, they may be waived with the approval of the Department Chairman in question, so that more advanced work can be taken. A total of 48 credit hours of study is still required.

**Explanation of Course Numbering**

Courses at the 300 level are basic introductory lecture courses in the subject described. Students with graduate or undergraduate backgrounds in these subjects may, on occasion, bypass or waive these courses in accordance with departmental and School requirements.

Courses at the 400 level are advanced courses on specialized topics which assume some prior familiarity with the subject matter. Although primarily lecture courses, many of these courses are of the

“pro-seminar” type or involve small-group discussion sessions each week.

Courses at the 500 level are limited enrollment seminars which students may normally take only by permission of the instructor.

Courses numbered 590 are independent research projects offered in each Department. They are usually open only to third semester 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.

Courses in the Department of Modern Languages labeled “a” or “b” must be taken in the sequence of “a” preceding “b.”

#### **Curriculum Changes**

Owing to the necessarily transitional nature of a curriculum which is designed to provide graduate level instruction of both currency and practicality in the burgeoning and constantly changing field of international management, the School reserves the right to make whatever changes it deems appropriate at any time in the schedule of courses, including the withdrawal or inclusion of specific courses, the changing of instructors, and the requirements for admission to particular courses.

## DEPARTMENT OF INTERNATIONAL STUDIES

### IS-310 ASIAN SURVEY (3 hours)

The Pacific Basin is one of the world's dynamic business areas. Therefore, this course seeks to promote an understanding of Asian views of the world, philosophical and religious systems of thought, and differing international political and legal systems. Other subjects include the development of East-West international relations, trends in economic development and integration, and discussion of the selected governments of Southeast Asian nations, China, Japan, and India. This course concludes with a review of contemporary issues such as the new U.S. policy toward mainland China, and second generation nationalism in Southeast Asia.

### IS-320 EUROPEAN SURVEY (3 hours)

This course provides an analysis of the economic, social, and political trends of post-war Western Europe. The emphasis is on the area as a whole rather than on specific national developments, in order to provide the student with concepts and categories which can be applied to any Western European country. A major part of the course is devoted to the European integration movement, the progress of which will greatly influence U.S. economic, business and political relations with Europe.

### IS-330 LATIN AMERICAN SURVEY (3 hours)

The survey covers such materials as the influence of the Indian, Spanish, Portuguese, Negro and later European immigrations on the subsequent economic, social and political developments of the different nations of the area. The course examines particularly: intra-Latin American and inter-American relations, manifestations of political instability/stability, and an assessment of the factors leading thereto. The history of economic development, partly influenced by geography, which has led to such recent developments as the rise of economic nationalism, regional integration, and a wave of expropriations, is analyzed for future implications to the foreign investor.

### IS-350 SUBSAHARAN AFRICA SURVEY (3 hours)

This interdisciplinary regional course emphasizes the common problems facing most African countries, rather than a country-by-country survey. It is intended to serve as a

broad introduction to African studies, to provide an awareness of traditional Africa and the factors and conditions which have led these countries to take different paths since World War II. Africa and the world, as well as the role of private investment in African development, are analyzed.

IS-370

**INTRODUCTION TO INTERNATIONAL RELATIONS  
(3 hours)**

This course gives a broad understanding of the major problems of a political and economic nature which confront the international manager. Strongly conceptual in approach, it covers the nature of international political actors, as well as the political aspects of international economic action, and emphasizes the various aspects of their interrelationships. Such topics are introduced as the nature and problem of analysis, the international system and its structure, decision making, alliances and coalitions, the role of violence, bargaining in international politics as compared to the bargaining in the business world, crises, and security. The course starts in the fall and continues in the next semester as IS-470.

IS-410

**MODERN JAPAN (3 hours)**

The course focuses on the development of modern Japan and its growing role in worldwide political, cultural, military and economic affairs. Many aspects of business life in Japan are unique. In order to promote understanding of business conditions in Japan today, this course explores the nature of Japanese self-identity, the nature of today's Japanese society, and the new consumerism in Japan, with special emphasis on the middle class. Finally, this course deals with the business-government relationship, the distribution system, exchange and trade controls, monetary policy, and contemporary political and social issues. Prerequisite: IS-310 or equivalent.

IS-411

**DOING BUSINESS IN JAPAN (3 hours)**

This course presents the student with the actual day-to-day workings of Japan's unique business system. Consideration is given to the philosophy, psychology and techniques necessary to function effectively in that milieu. Prerequisite: IS-310 or equivalent.

- \* IS- 412                    MODERN CHINA (3 hours)

This course traces the development of modern China and its breakup into two separate national entities. Analysis is made of the interplay of the varied domestic and foreign influences leading to the present situation. Topics include China's unique cultural heritage, nineteenth and twentieth century imperialism, the influence of the Russian Revolution, World War I and II, Korea and Viet-Nam, the Sino-Soviet split, China's struggle with poverty and industrialization, China and the United Nations, mainland China as a nuclear power and the recent turnabout in its relations with Japan and the United States, and the resurgence of the Republic of China (Taiwan). Prerequisite: IS-310 or equivalent.
  
- IS-415                    SOUTHEAST ASIA (3 hours)

This course analyzes the independence movements which emerged in Southeast Asia after World War II, the appeal of neutralism, the impact of alliance systems on the region, and the potential for regional interaction in a post-Viet-Nam war era. Prerequisite: IS-310 or equivalent.
  
- IS-420                    BRITAIN, FRANCE AND GERMANY (3 hours)

This course covers the culture, economics, politics and society of Britain, France and Germany. It focuses primarily on domestic rather than international developments. Cultural attitudes which have affected political, economic and business development are analyzed, as well as the effect increased affluence has had on these societies. Political and economic structures and their dynamics are examined on a country by country basis. Prerequisite: IS-320 or equivalent.
  
- IS-424                    MEDITERRANEAN EUROPE (3 hours)

This course is an introduction to Mediterranean Europe; i.e., Spain, Portugal, Italy, Greece and Turkey. Its objectives are to provide the student with a knowledge of the history, culture and peoples of the region and an understanding of their political and economic systems as well as to familiarize the student with contemporary problems and issues confronting these countries. Prerequisite: IS-320 or equivalent.



- IS-425            EAST EUROPEAN ECONOMIC RELATIONS (3 hours)  
This course is an introduction to Eastern Europe. Its objectives are to familiarize the student with the organization and operation of the Soviet and satellite economies, the mechanics of central planning, the firm and its management, and current reforms. Emphasis is also placed on the COMECON, economic integration, and the extent of this region's growing trade with the West.
- IS-428            LABOR IN EUROPE (3 hours)  
This course focuses on differences between the American and the European labor movements. Particular emphasis is placed on the vast differences among the labor movements of individual European countries. The study of current issues and problems among labor, management and government, including union participation in government and the pressures for union management of industry, are included. Current attitudes toward nationalization, workers councils and incomes policies are highlighted.
- IS-429            EUROPEAN POLITICAL PARTIES (3 hours)  
*This course examines recent developments on the European political scene to assess the relevance of traditional political structures to the changing economic scene. Recent elections in England, Italy, and Scandinavia are analyzed.*
- IS-430            MEXICO (3 hours)  
This course is an introduction to Mexico. The objectives of the course are two-fold: first, to acquaint each student with a considerable amount of substantive information on Mexico's history, culture, people, and economic and political systems; second, to discuss issues that have consistently confronted Mexico. These include socio-racial discrimination, foreign intervention and exploitation, political repression, and economic underdevelopments. Such matters are viewed from "a Mexican perspective." Prerequisite: IS-330 or equivalent.
- IS-431            ANDEAN COUNTRIES (3 hours)  
This course familiarizes students with the economic, political, social and cultural conditions in the following countries: Venezuela, Colombia, Ecuador, Peru, Bolivia and Chile. Particular emphasis is placed on the creation

and performance of the Andean Community (ANCOM).  
Prerequisite: IS-330 or equivalent.

- IS-432            MODERN BRAZIL (3 hours)  
The goal of this course is to study in both historical and contemporary perspective the Brazilian people and their nation. The course is devoted to the study of the basic elements of Brazilian life: society, culture, government and politics, and economic growth and expansion.  
Prerequisite: IS-330 or equivalent.
- IS-438            INTER-AMERICAN RELATIONS (3 hours)  
The course explores the history of relations between and among the nations of the Americas from independence to the present, emphasizing developments in the twentieth century such as the Pan American Movement, the Good Neighbor Policy, Alliance for Progress, Inter-American Trade Policies, and other current problems in Inter-American cooperation. Prerequisite: IS-330 or equivalent.
- IS-440            THE MIDDLE EAST AND NORTH AFRICA IN WORLD AFFAIRS (3 hours)  
This course emphasizes the changing position of the Middle East and North Africa and the area's economic relationships with America, Europe, and the Far East. Topics included in this discussion course are: history of Islam and its contemporary relevance; current issues relating to economic development under regional and international auspices; problems arising from the creation of the State of Israel; the emergence of Iran as a modern power; and the politics of petroleum.
- IS-450            SOUTHERN AFRICA (3 hours)  
This course analyses the nations of Southern Africa in terms of the particular problems facing this area of the continent. The main emphasis is on the race question and how this affects economic, social and political developments both domestically and in a regional context.
- IS-470            INTRODUCTION TO INTERNATIONAL RELATIONS (3 hours)  
This is a continuation of IS-370. For those who have not

taken IS-370, entrance to this course is by examination and permission of instructor.

IS-472

**INTERNATIONAL RELATIONS OVERVIEW (3 hours)**

For those students who have not taken IS-370-470, this course is intensive and moves rapidly, hence is academically demanding, although by no means beyond the capability of a good student. In a strongly conceptual fashion, it covers as many of the following topics as feasible: the nature of international political actors as well as the political aspects of international economic action (emphasizing the various aspects of the relations between them), the nature and problems of analysis, the international system and its structure, decision making, alliances and coalitions, the role of violence, bargaining in international politics as compared to bargaining in the business world, crises and security. (This course is offered only in the summer session.)

IS-480

**ECONOMIC DEVELOPMENT AND SOCIAL CHANGE  
(3 hours)**

This course introduces the student to the various theories and strategies of the industrialized and developing nations in their search for continuing development. Following a general theoretical introduction, the specific private and public sectoral approaches and rationales used by differing geographic regions to accomplish these aims are examined and analyzed from a variety of viewpoints and philosophies. National economic plans and planning, the role of the entrepreneur, land reform, and population policies are also covered.

IS-481

**AMERICAN TRADITION (3 hours)**

This course is designed to help the student understand the United States, its people, culture, political and economic institutions and policies, and its role in world affairs. For the foreign student, it is intended to give an understanding of the dynamics of the American system, while the U.S. national may attain a greater appreciation of the forces at work in his own country, so that he will be in a better position to explain "what the United States is" when living overseas.

- IS-483            NATURAL RESOURCES (3 hours)
- The mid-twentieth century has seen the development of controversy over natural resources, their production, distribution and control. Environmentalists are in battle against developers and those who argue "national security." The consuming nations are confronted with increased demands from the producing countries, with the multinational corporations coming under attack from both. This course will analyze the causes, the effects, and responses to this world-wide problem.
- IS-485            TOURISM AND ECONOMIC DEVELOPMENT (3 hours)
- This course considers the role tourism can play in economic development. The materials include analyses of selected feasibility studies with emphasis on the defining of a tourist resource and how such a resource may be marketed. In addition, an examination is made of public and private sector stimuli for tourism development. Means of financing tourist related projects from both public and private sectors are also examined. Consideration is also given to social, political, and environmental effects that can occur, particularly in emerging nations where tourist development is carried out without regard to overall development goals and participation of the indigenous population.
- IS-518            SELECTED RESEARCH TOPICS ON ASIA (3 hours)
- This seminar explores in-depth selected topics relating to Asia, such as, but not limited to, the role of the United States in the Sino-Russian confrontation, the increasing importance of India in world affairs, the resources and potentialities of Indonesia, the aftermath of Viet-Nam, and the strategic importance of South Korea, Taiwan, and the Philippines. Required core reading constitutes the basis for class discussion during the first half of the semester. Papers on topics, selected by each student in consultation with the instructor, are presented for class discussion and criticism. Prerequisite: IS-310 or equivalent and permission of the instructor.
- IS-520            EUROPEAN INTEGRATION (3 hours)
- This seminar provides an in-depth study of the problems and prospects of European economic, social, and political

integration. Emphasis is placed on research, reading, and discussion, both theoretical and practical. In addition to purely European developments, the course includes a section on U.S.-E.E.C. relations, emphasizing an analysis of possible future trade and investment patterns between the two areas. Prerequisite: IS-320 or equivalent and permission of the instructor.

IS-524

**EAST-WEST EUROPE (3 hours)**

This seminar analyzes the economic relations of Eastern Europe, Russia and China with the West and current trends toward the expansion of East-West trade. It is concerned with the role and importance of bureaucratic behavior in planning and decision-making in these countries. It studies the political influences in decision-making, the "Red Executive" and his business psychology. Prerequisite: Permission of the instructor.

IS-528

**ECONOMIC AND SOCIAL POLICY IN EUROPE (3 hours)**

This course examines various aspects of the policy-making process as it impinges on the international business community in Europe. Some consideration is given to the E.E.C. as well as the individual nation-states' planning systems. Specific topics include the growth of bureaucratic control, the substance of specific policies and the involvement of business and labor in public policy making. Prerequisite: Permission of the instructor.

IS-530

**POLITICAL INSTITUTIONS OF LATIN AMERICA  
(3 hours)**

This seminar concerns the political and governmental institutions of Latin America and major groups that constitute the structures and participants in Latin American politics. Primary emphasis is placed upon policy orientation and its effect on foreign investment, socio-economic change, and political democracy. Prerequisite: IS-330 or equivalent and permission of instructor.

IS-531

**LATIN AMERICAN FINANCIAL AND ECONOMIC  
CONDITIONS (3 hours)**

The course applies the principles of economic theory to the problems confronting the nations of Latin America. Among the topics considered are: agrarian and land reform policies, trade and tariff policies, natural resources

problems, private and public ownership of basic industries, fiscal and monetary reform, and the role of foreign investment. Prerequisite: IS-330 or equivalent and permission of the instructor.

IS-532 CONTINUING LATIN AMERICAN AND IBERIAN RESEARCH SEMINAR (3 hours)

This is a round-table research seminar focusing on contemporary events. Research findings pertaining to Latin America or Iberia, focusing on a contemporary problem or event, are presented by seminar members. A reading knowledge of Spanish or Portuguese is recommended. Prerequisite: IS-330 or equivalent and permission of the instructor.

IS-533 CONTEMPORARY ECONOMIC, POLITICAL, AND SOCIAL PROBLEMS OF BRAZIL (3 hours)

In this seminar, conducted in the Portuguese language, a study is made of the many economic, political and social problems concerning modern Brazil. Brazilian sources are utilized in the preparation of oral and written research reports. Prerequisite: IS-330 or equivalent and a knowledge of the Portuguese language.

IS-538 SELECTED RESEARCH TOPICS IN LATIN AMERICAN STUDIES (3 hours)

IS-548 SELECTED RESEARCH TOPICS IN MIDDLE EAST STUDIES (3 hours)

IS-558 SELECTED RESEARCH TOPICS IN AFRICAN STUDIES (3 hours)

IS-570 THE INTERNATIONAL POLITICS OF REGIONS (3 hours)

This seminar covers the relations within a regional international system and between the regional system of the world international system. It is designed to provide a greater coverage for those smaller nations which are usually neglected in the study of international relations. Prerequisite: IS-370-470, or IS-472 and permission of the instructor.

IS-572 INTERNATIONAL CRISES (3 hours)

This seminar considers the phenomenon of crises within the field of international politics, a factor of extreme importance in the recent history of international relations. It also analyzes methods of decision making in foreign policy. It

explores the Rational Actor as well as the Organizational and Political approach to decision-making policies and the problems of irrationality affecting all three. Prerequisite: IS-370-470, or IS-472 and permission of the instructor.

IS-578           SELECTED RESEARCH TOPICS IN INTERNATIONAL RELATIONS (3 hours)

IS-580           THE MULTINATIONAL CORPORATION (3 hours)  
This course explores multinational enterprises as global organizations with an emphasis on their capacity to promote world economic development. It is intended to provide a framework for understanding broad issues and to complement management courses. As the seminar is interdisciplinary, it assumes some familiarity with "social science," its methodology and interests, and some interest and capabilities in dealing with abstractions on the part of the students. Prerequisite: Permission of the instructor.

IS-581           NATIONALISM AND EXPROPRIATION (3 hours)  
This seminar probes the inter-relationship between nationalism, economic nationalism, and the desire of nation-states to control their economic destinies. Expropriation is viewed as one means of achieving this control. Investigations cover such forms of nationalism as have existed and presently exist, the problems of national integration from both the political and economic viewpoints, and the history and patterns of expropriation. The legal and constitutional bases for expropriation as well as patterns of business-government relations in the extractive industries are examined. Prerequisite: Permission of the instructor.

IS-582           POLITICAL MODERNIZATION (3 hours)  
This seminar concerns theories of political and social change. Sessions will be devoted to discussing various models and theories. These will provide a common framework for examining more substantive questions that pertain to changing societies; i.e., the function of the entrepreneurial personality, the impact of urban and rural violence, centralized vs. decentralized decision-making systems, the role of the military, and mass political movements. Prerequisite: Permission of the instructor.

IS-590

**TOPICS IN INTERNATIONAL STUDIES: INDEPENDENT RESEARCH (1 to 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 normally open only to third semester students with the permission of the instructor, and with the concurrence of the Chairman of the Department. The topic must be approved in the preceding semester.

IS-592

**MASTER'S THESIS (4 hours)**

Rules and regulations pertaining to the writing of the Master's Thesis may be obtained from the Office of Academic Affairs. 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.





## DEPARTMENT OF MODERN LANGUAGES

NOTE: Each entering student is required to take an initial language interview in order to be placed properly in the language classes. Those students who have had no previous foreign language training will receive a card permitting them to enroll in the language of their choice. If a student has had previous language experience in the language he wishes to pursue, he is required to take a language placement test. After he takes the placement test, he is assigned to the appropriate level. Any student having doubts about his hearing or speaking capacity, which could have a definite bearing on his ability to learn a language by the method used at the School, should take an audiometer test prior to enrolling.

### ENGLISH (as a Second Language)

To help the student for whom English is a second language understand better the technical business vocabulary, the readings, and the lectures offered at American Graduate School, provision is made to offer courses in English applicable to various levels of understanding.

All of these students upon entering must be tested in English during registration week in order to place them according to ability to speak, read, write, and understand English. These courses in English meet the foreign language requirements.

As a result of this examination, the student may be exempted from the language requirement, or otherwise placed in an English class of appropriate level: ENSL-INT, ENSL-400, or ENSL-405. Students who are required to enroll in ENSL-INT must also complete ENSL-400 and ENSL-405 in order to meet graduation requirements. Students who place directly into ENSL-400 must also complete ENSL-405.

Intensive English as a Second Language constitutes a full-time study load and no other courses may be taken at the same time. After the course is completed, the English instructors decide whether a student is capable of undertaking further studies in all Departments, leading to the Master of International Management degree.

ENSL-  
INT

**INTENSIVE ENGLISH AS A SECOND LANGUAGE  
(15 hours)**

The course focuses primarily on free conversation, reading, and development of the student's composition skills. There is much practice and review of the major grammatical points. Dictation techniques, intonation patterns, pattern practices and varied drills in vocabulary development are stressed. Throughout the semester, cassettes, tapes of the dialogues, sentence drills, and grammar drills serve as the basis for daily study outside the classroom.

During the semester, a student attends class 20 hours a week and his total academic emphasis is on the study of the language.

ENSL-400

**ENGLISH AS A SECOND LANGUAGE (3 hours)**

This course instructs students in preparing oral and written summaries of reading assignments, and in the preparation of themes or reports of special interest to the individual student. Instruction is also given in advanced syntax, accompanied by extensive work on grammatical exercises and punctuation drills. At this level, students should have acquired a sizable vocabulary which they can use in sophisticated reading and writing. Their ability to speak and understand correct English should be approaching fluency. Current periodicals and novels serve as texts. Prerequisite: ENSL-INT or equivalent.

ENSL-405

**ENGLISH COMPOSITION (3 hours)**

This course helps students improve their reading skills, and it can be taken concurrently with ENSL-400. Special emphasis is placed on sentence structure and the writing of sentences, paragraphs, business letters, and explanatory material. Prerequisite: ENSL-400 or permission of the instructor.

CH-300a  
FR-300a  
GE-300a  
JA-300a  
PO-300a  
SP-300a

**INTRODUCTORY CHINESE (6 hours)**  
**INTRODUCTORY FRENCH (6 hours)**  
**INTRODUCTORY GERMAN (6 hours)**  
**INTRODUCTORY JAPANESE (7 hours)**  
**INTRODUCTORY PORTUGUESE (6 hours)**  
**INTRODUCTORY SPANISH (6 hours)**

The approach is completely oral-aural; there is little stress

placed on the development of either the reading or the writing skill, although written material is introduced during the latter part of the semester. Classes are normally limited to eight persons.

In the conversation sections, the attempt is made to fix correct pronunciation and intonation habits, retrain the student in his ability to memorize and to develop fluency in oral production and aural recognition. All new material, which is in the form of basic dialogues, is presented in the Conversation sections; the information is fixed primarily by drills rather than explanations. The use of cassettes and tapes of dialogues, sentence drills, and drills on various grammatical structure items serve as the basis for daily work outside the classroom situation.

These courses meet seven times each week for 50-minute periods. From the beginning, they are conducted directly in the language. They are divided into two parts: five periods per week of oral-aural drill and two periods per week (three in the case of Japanese) of grammar analysis ("Fundamentals").

CH-300b	INTERMEDIATE CHINESE (6 hours)
FR-300b	INTERMEDIATE FRENCH (6 hours)
GE-300b	INTERMEDIATE GERMAN (6 hours)
JA-300b	INTERMEDIATE JAPANESE (6 hours)
PO-300b	INTERMEDIATE PORTUGUESE (6 hours)
SP-300b	INTERMEDIATE SPANISH (6 hours)

In these courses, the major stress continues to be placed on the development of the oral-aural skills, although the student is also taught how to develop his ability to read for comprehension. Periodicals and books written in the language serve as texts. Progress is made toward building writing accuracy through daily dictation during the second half of the semester. During the last few weeks, the student writes a limited number of compositions and summarizes portions of the reading texts. The compositions are of a spontaneous nature and are written during the conversation class period.

After the completion of the presentation of essential grammar, there is frequent oral and written testing of the student's ability to apply the grammar. The use of a

cassette player is a required part of these courses. Regular reading of a contemporary magazine or newspaper is an integral part of this course.

These courses meet seven times each week for 50-minute periods. They are divided into two parts: five periods per week of oral-aural drill and two periods per week of grammar analysis ("Fundamentals"). Prerequisite: 300a or equivalent.

FR-400      ADVANCED FRENCH (3 hours)  
GE-400      ADVANCED GERMAN (3 hours)  
PO-400      ADVANCED PORTUGUESE (3 hours)  
SP-400      ADVANCED SPANISH (3 hours)

In these courses emphasis is placed on accuracy of pronunciation and intonation, as well as on sentence structure and vocabulary. These courses are especially designed to familiarize the student with prevailing situations and conditions in the appropriate world areas through assigned readings in foreign newspapers and magazines and the reading of acclaimed books of contemporary literature. Individual attention is given each student by means of group discussions, the review of oral and written resumes of reading assignments, and the assignment of compositions on themes of special interest to students. Prerequisite: 300b or equivalent.

CH-400      ADVANCED CHINESE (3 hours)  
JA-400      ADVANCED JAPANESE (3 hours)

In this course continuous emphasis is placed on accuracy of pronunciation and intonation, as well as on sentence structure and vocabulary. The topics of the dialogues cover most of the possible situations that a foreign business executive may encounter.

Through guided reading practice, students learn to read with considerable facility with the aid of a Chinese character dictionary. Reading assignments are used as a basis for group discussions to help enhance spoken proficiency. Students also learn to write simple compositions.

Drills on idiomatic expressions and more involved syntactical forms are given every week to provide a firmer knowledge of advanced grammar.

CH-405  
JA-405

CHINESE WRITING (3 hours)  
JAPANESE WRITING (3 hours)

This course is for the student who wishes to attain a higher ability to write *Chinese or Japanese*. Special emphasis is placed on sentence structure and the writing of sentences, paragraphs, essays, simple reports, and explanatory materials. There are intensive written exercises daily and general compositions each week.

FR-410  
GE-410  
JA-410  
PO-410  
SP-410

COMMERCIAL CORRESPONDENCE AND  
BUSINESS LANGUAGE (2 hours)

This course is a study of terminology and techniques used in commercial transactions, including the interpretation and writing of business materials. The course includes an approach toward the understanding of the contents and interpretation of ideas expressed in letters and documents used by government and business. Prerequisite: 400 or equivalent.

EN-410

BUSINESS COMMUNICATIONS (2 hours)

This course was developed for the student who has already acquired a good ability to communicate in oral and written English but who wishes to improve his command of English as related to the business community. Emphasis is placed on management's need for employees who understand the psychological appeals needed in business writing; who can write letters and reports correctly, concisely, clearly, and concretely; who are able to save the manager time and expense through effective writing. Writing skills are developed gradually from reviewing briefly sentence structure, paragraphing, effective word usage, and consideration of the reader. Attention is given to the writing of application letters, resumes, short reports, memoranda, and various types of business letters. Job interviews, oral reports, explanatory materials offer the student the opportunity to express himself easily and confidently.

SP-415

ADVANCED COMMERCIAL SPANISH (2 hours)

Students are exposed to the laws and regulations relevant to commercial transactions as implemented in Spanish-speaking countries. Attention is given to the prevailing principles of the laws of contracts, sales, corporate and non-corporate forms of business organizations and the pitfalls

encountered in the implementation of the managerial activities performed by executives abroad. Actual 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 and applied by the students. Prerequisite: SP-410 or equivalent.

CH-425      ADVANCED CONVERSATION AND COMPOSITION IN CHINESE (2 hours)

FR-425      ADVANCED CONVERSATION AND COMPOSITION IN FRENCH (2 hours)

GE-425      ADVANCED CONVERSATION AND COMPOSITION IN GERMAN (2 hours)

JA-425      ADVANCED CONVERSATION AND COMPOSITION IN JAPANESE (2 hours)

PO-425      ADVANCED CONVERSATION AND COMPOSITION IN PORTUGUESE (2 hours)

SP-425      ADVANCED CONVERSATION AND COMPOSITION IN SPANISH (2 hours)

This course, by use of a variety of current readings, improves fluency, as well as reading and writing skills, while helping the student acquire a specialized lexicon and a more extensive vocabulary. Prerequisite: 400 or equivalent.

CH-430      ADVANCED CHINESE GRAMMAR (1 hour)

FR-430      ADVANCED FRENCH GRAMMAR (1 hour)

GE-430      ADVANCED GERMAN GRAMMAR (1 hour)

JA-430      ADVANCED JAPANESE GRAMMAR (1 hour)

PO-430      ADVANCED PORTUGUESE GRAMMAR (1 hour)

SP-430      ADVANCED SPANISH GRAMMAR (1 hour)

These courses have been programmed according to the most frequent grammatical problems encountered in the advanced language courses. The materials presented each semester are kept current, and they are based upon the most recent observations of contemporary usage. Prerequisite: 400 or equivalent.

FR-435      SPECIAL FRENCH GRAMMAR (1 hour)

GE-435      SPECIAL GERMAN GRAMMAR (1 hour)

SP-435 SPECIAL SPANISH GRAMMAR (1 hour)  
This level grammar course is for the advanced student. The course stresses independent study and research based upon current and individual structural problems.

EN-450 BUSINESS COMMUNICATIONS (3 hours)  
This is a practical business writing course developed for the American students and the international student waived out of the ENSL program who recognize the need and demand for improved business communications: business letters, memoranda, reports, oral presentations.

The professor stresses basic writing information and gives considerable practice gaining skill in writing correct, concise, clear, concrete messages. Students learn the various psychological approaches to effective written and oral communications.

Much attention is given to the writing of resumes, application letters and follow-up letters as well as to the interviewing process and other job-related activities. Prerequisite: EN-410, or by permission of the instructor.

FR-510 FRENCH CONTEMPORARY CULTURAL SURVEY  
(3 hours)

GE-510 GERMAN CONTEMPORARY CULTURAL SURVEY  
(3 hours)

JA-510 JAPANESE CONTEMPORARY CULTURAL SURVEY  
(3 hours)

PO-510 PORTUGUESE CONTEMPORARY CULTURAL SURVEY  
(3 hours)

SP-510 SPANISH CONTEMPORARY CULTURAL SURVEY  
(3 hours)

These courses help develop in the student an awareness and an appreciation of the literature, culture, and living conditions found in some prominent French-speaking, German-speaking, Japanese-speaking, Portuguese-speaking, or Spanish-speaking countries. From the reading of recent books and current periodicals students have the opportunity to develop further their reading ability, their oral-aural skills, and to perfect their ability to write the language with some degree of sophistication. General information comes from related texts and outside readings. Prerequisite: 400 level or equivalent.

SP-520 CONTEMPORARY ECONOMIC PROBLEMS IN LATIN AMERICA (2 hours)

This is a lecture and discussion course in Spanish based on current economic events in the main Latin American countries. The student is confronted with the point of view of the Latin Americans with regard to the economic problems facing their countries and the consequent impact on international management and investment. Prerequisite: SP-400 or equivalent.

FR-530 CONTEMPORARY POLITICAL AND ECONOMIC PROBLEMS OF THE MOST PROMINENT FRENCH-SPEAKING COUNTRIES (3 hours)

GE-530 CONTEMPORARY POLITICAL AND ECONOMIC PROBLEMS OF GERMAN-SPEAKING COUNTRIES (3 hours)

SP-530 CONTEMPORARY POLITICAL AND ECONOMIC PROBLEMS OF LATIN AMERICA (3 hours)

These courses offer the student the opportunity to study current political, economic, and business conditions as they affect the thinking and actions of the persons living in some of the major countries where the respective language is the national tongue. Information is gained from a related text; the use of a well-recognized, current periodical; and outside readings directed by the professor. Occasionally, a speaker who has special expertise in some related area may be invited to lecture. Prerequisite: 400 level or equivalent.

ML-590 TOPICS IN MODERN LANGUAGES (1 to 3 hours)

The student undertakes independent research on approved topics in the field of Modern Languages. Topics may range from those concerned with historical, literary, artistic and cultural aspects of countries or areas whose native language is taught at the School to those dealing with business and financial, social, or political problems. Research and/or background readings as well as individual consultations with the instructor are conducted exclusively in the appropriate foreign language. Prerequisite: Proficiency in the relevant foreign language and considerable background knowledge of the subject being researched.

ML-592 THESIS (4 hours)

Rules and regulations pertaining to the writing of the Master's Thesis may be obtained from the Office of Academic Affairs.





## DEPARTMENT OF WORLD BUSINESS

- WB-220      PRINCIPLES OF ECONOMICS (no credit)
- This is a preparatory course for WB-320, for students not having Principles of Economics as undergraduates. The first part of the course focuses on the economy as a whole; the operation of the banking system's and Federal Reserve monetary policy; national income accounts and employment theory, fiscal policy and some of the problems of economic growth. The second part of the course is concerned primarily with the Theory of the Firm, including market supply and demand relationships, price and output determination under various competitive conditions, and capital theory.
- WB-310      MANAGERIAL ACCOUNTING (3 hours)
- This course is designed for "users" of accounting information, not for "suppliers." The course covers the accounting process and cycle, and measurements of income, property and equities. Topics include: price levels, cost concepts, budgeting, cash flow, present value analysis and financial statement analysis — as applied to different reporting methods, control systems, foreign branches and subsidiaries and diversified companies. *Required of all students* except those who have completed satisfactorily equivalent courses.
- WB-320      MANAGERIAL ECONOMICS (3 hours)
- This course introduces the student to the basic principles, concepts and tools of economic analysis that are necessary for proper business and government planning. Its aim is to enable the student to understand how a market economy operates, to become familiar with some of the tools that are useful in making economic decisions and solving economic problems, and to acquire some skill in using these tools. *Required of all students* except those who have completed satisfactorily equivalent courses. Prerequisite: WB-220 or equivalent.
- WB-330      OPERATIONS ANALYSIS (3 hours)
- This course offers students an introductory survey of mathematical, statistical and computer procedures to enable the manager to become an enlightened decision-maker. Statistical methods and techniques focus on the organization, tabulation, analysis and interpretation of numerical data for management decision-making. Topics

included in this segment of the course are: measures of central tendency and dispersion, elementary probability and sampling, statistical inference and hypothesis testing, correlation and regression analysis, index numbers, and time series analysis. The final portion of the course explores basic computer concepts with emphasis on the uses and misuses by management. Topics such as feasibility studies, systems design, and computer operation illustrate the problems and opportunities facing the manager in the use of this tool. *Required of all students except those who have completed satisfactorily equivalent courses.* Students taking this course are not admitted to WB-331.

WB-331

**BASIC PROGRAMMING (1 hour)**

This is a course in computer programming. The purpose of the course is to teach the student, (1) how to operate the computer facilities at AGSIM and (2) the means of problem solving with the use of the computer and a basic understanding of the organization and application of computer systems. The language taught is BASIC which is typical of the class of numerical oriented languages which include FORTRAN and ALGOL, but differs by being somewhat easier to do at the expense of some flexibility. Students waived from WB-330 may take WB-331.

WB-340

**INTERNATIONAL MANAGEMENT (3 hours)**

The course is designed to provide basic tools and understanding for managing international business activities. Topics include: development of management concepts; objectives and ethics; planning; information systems and decision-making; organization theory, structure, relationships and processes; staffing; leadership patterns in communication, motivation and personnel development; the control function, all applied to varying international situations. *Required of all students except those who have completed satisfactorily equivalent courses.*

WB-350

**INTERNATIONAL MARKETING (3 hours)**

The course provides an understanding of the marketing function, its place in the total business organization, and the marketing manager's attitudes and objectives. Topics covered include: the marketing concept; marketing organization; market planning; marketing intelligence; marketing channels; product policy; new product develop-

ment; pricing strategy and tactics; advertising; sales promotion; physical distribution; and brand and corporate image. *Required of all students except those who have completed satisfactorily equivalent courses.*

**WB-410**                    **CONCEPTS IN ACCOUNTING MEASUREMENTS — COST (3 hours)**

The course examines theories of cost and managerial accounting; differentiation of objectives of managerial and financial accounting; economic and accounting view of cost; current developments in cost accounting; accounting theory and practice; identifying and measuring attributes of resources of the firm relevant to management decisions; flows as they relate to time, volume of activity, units of product, segments of the firm and functional responsibility; problems of cost and review forecasting for planning and control. Prerequisite: WB-310 or equivalent.

**WB-412**                    **CONCEPTS IN ACCOUNTING MEASUREMENTS — FINANCIAL (CREDIT ANALYSIS) (3 hours)**

This is an intensive study of accounting principles underlying financial statements, the measurement of income, the valuation of assets and accounting for corporate stock equities. Emphasis is placed on the uses and limitations of accounting data, including analysis and interpretation of financial statements and the managers' responsibilities and opportunities in financial reporting. Prerequisite: WB-310 or equivalent.

**WB-420**                    **INTERNATIONAL FINANCE AND ECONOMICS (3 hours)**

This course involves an investigation of the nature of international payments, balance of payments, and foreign exchange markets; the study of alternative international monetary arrangements and the respective adjustment process (i.e., flexible exchange rates, adjustable peg, gold standard, etc.), with special emphasis on private decision-making. An analysis of the weaknesses of the contemporary system and proposals for its reform is also presented. Prerequisite: WB-220 or equivalent.

**WB-421**                    **MANAGERIAL FINANCE (3 hours)**

This course gives the student a working knowledge of basic principles and analytical techniques of financial management. The subject matter is treated as an aspect of the economic theory of the firm. Topics included

are: overall financial assessment, planning and control; long-term investment decisions under certainty and uncertainty; operational and financial leverages; valuation and cost of capital; working capital management with inventory and portfolio models; timing of financial policy; International business finance. Students are assumed to possess basic knowledge of accounting, probability theory, and micro-economics. Prerequisites: WB-310, WB-320, WB-330 or equivalent.

WB-425

**MONETARY AND FISCAL POLICIES (3 hours)**

This course entails the study of the relevance of the strength, goals, indicators and instruments of the Federal Reserve System to the execution of monetary policies, both domestic and international, and execution of fiscal policies. It also includes portfolio decisions of commercial banks as they relate to non-bank financial policy, money markets, price level, economic growth and stability. Use is made of a computer simulation model in order for the students to witness the application of policy tools. Prerequisite: WB-220 or equivalent.

WB-431

**MANAGING COMPUTER APPLICATIONS FOR BUSINESS (2 hours)**

This course is designed for students with minimum previous knowledge of data processing techniques. The course consists of a series of case studies of data processing management situations. Some of the situations specifically involve use of computers in international business, and during class discussion the differences between international and domestic solutions are discussed. In parallel with the case studies, the class analyzes in depth a typical accounting problem for a multinational company. The student's ability to analyze management problems is stressed, and students are expected to present their own solutions orally in class. Prerequisite: WB-330 or equivalent.

WB-432

**PRODUCTION AND OPERATIONS MANAGEMENT SYSTEMS AND CONTROLS (3 hours)**

The course acquaints the student with methods that can be applied to production and other operations in international situations. The tools and techniques presented are primarily applicable to manufacturing operations, but also are

relevant for managing banks, insurance operations, hospitals and governmental agencies. Problem-solving procedures are used. Analysis of "live" business situations provides a realistic background for much of the classwork. Related behavioral aspects are presented. Topics include: location, theory, plant and office layout; capital investment policies; work improvement procedures; computer implications; project management; production processes; quality assurance; cost control; and personnel practices including labor negotiations, job evaluation and wage plans. Prerequisite: WB-340 or equivalent.

WB-435

**BUSINESS FORECASTING (3 hours)**

This course reviews business cycle theory, and then examines forecasting problems to firms and government agencies, concerning production and financial decisions on both macro and micro bases. Problems deal with forecasting changes in business activity, industrial organization, employment, population and Gross National Product for the United States and selected countries. Some emphasis on computer applications and regression analysis is made. Prerequisite: WB-220 or equivalent.

WB-437

**MANAGERIAL BUSINESS STRATEGIES (3 hours)**

This course develops and applies quantitative analytical techniques to a variety of problems in the various areas of business. Topics may include some or all of the following: linear programming, non-linear programming; game theory; inventory control models; activity analysis; input-output analysis; risk management, portfolio theory; statistical decision theory; investment under uncertainty, and others. The necessary low-level mathematics is developed in the course. Prerequisite: WB-320, WB-330 or equivalent.

WB-440

**GUIDE LINES IN WORLDWIDE OPERATIONS (2 hours)**

This course provides elementary, brief background information on the guide lines used at management level in evaluating international operations for trade and investment. The purpose is to acquaint the student with the fundamental facets associated with worldwide operations. The course involves trade blocs, tariff and non-tariff barriers, business appraisal of political, economic and industrial climates, corporate structures related to markets, patents and trademarks, types of ownership, joint ventures and license agreements, contracts, turnkey operations, anti-

trust, taxation, communication, investment guarantees, financing and worldwide planning.

WB-443

**INTERNATIONAL PERSONNEL PRACTICES (2 hours)**

This course provides an understanding of the relationships, policies and problems of the personnel side of international management. Through use of case studies, the following topics are examined: employment by nationality; compensation; benefit plans; supervision; union relations; responsibilities in mergers, shut-downs, and other group actions; performance evaluation and consultation; management development; hiring, transfer, promotion and termination. Prerequisite: WB-340 or equivalent.

WB-447

**EXPORT-IMPORT OPERATIONS (2 hours)**

This course familiarizes the student with the practical, technical, and procedural aspects of export and import business operations. The successive steps in the promotional, organizational and financial development of such international sales and purchases are fully explored, including an analysis of the international trade terms, sales terms, documentation and governmental regulations.

WB-450

**INTERNATIONAL MARKETING PROBLEMS (3 hours)**

By means of analysis and class discussion of problems faced by marketers abroad, this course provides students an opportunity to develop and test their ability to apply the principles of marketing in "real world" situations. The cases discussed involve both consumer and industrial products in all parts of the world and concern product design, pricing, marketing communication, and other elements of the marketing mix. Prerequisite: WB-350 or equivalent.

WB-452

**SALES MANAGEMENT AND RETAILING (3 hours)**

This course combines coverage of (1) selling and management of the sales force, including planning, organization, recruiting and selection, training, compensation, motivation, supervision, and evaluation; and (2) retailing, including organization, buying, merchandising, pricing, location and management. Prerequisite: WB-450 or equivalent (may be taken concurrently).

WB-453

**MARKETING RESEARCH — BUYER BEHAVIOR**

(3 hours)

This course combines marketing research methodology with the study of buyer behavior. The marketing research area covers the scope of marketing research using scientific method framework in research design: exploratory research; descriptive research; experimentation and the use of experimental research. The course is concerned also with planning the research and development of questionnaire and other data gathering techniques, and the utilization of sampling techniques. Emphasis is given to the understanding of buyer behavior. Such topics as consumer attitudes, motivation, social groups and social roles are included in the course material. Prerequisite: WB-450 or equivalent (may be taken concurrently).

WB-454

**INDUSTRIAL MARKETING (3 hours)**

The objective of the course is to provide the student with a knowledge of marketing procedures and techniques applicable to a broad spectrum of related products sold throughout the international markets. It involves the study of the marketing organizations, channels of distribution, management and field planning, programming market penetration, forecasting, market evaluation, product development and the policies, ethics and principles used in their international operations throughout the world. Prerequisite: WB-450 or equivalent (may be taken concurrently).

WB-456

**ADVERTISING ACCOUNT MANAGEMENT (3 hours)**

This course is designed for students who intend to practice advertising and/or those students whose corporate management responsibilities will include evaluation of advertising's contributory role in advancing the corporation's well-being. Through lectures, course subject matter is "conceptually" developed in the same sequence as is usual in creating an actual advertising campaign. The presentation is from the standpoint of an Account Manager in an advertising agency. Additionally, a course project is required for out-of-class preparation. Students form into groups typical of advertising agencies, and each group performs a hypothetical client assignment, involving the investigation of an overseas market. This investigation culminates in Advertising Presentations which are judged by representatives of leading international advertising agencies.



WB-460

**LEGAL ENVIRONMENT OF INTERNATIONAL BUSINESS (2 hours)**

This course considers a representative selection of legal questions arising out of doing business abroad. Study is made of the inter-relationship among laws of different countries as these 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, and an understanding of the role of the attorney.

WB-463

**THE AMERICAN BUSINESS SYSTEM (3 hours)**

This course provides students with an understanding of the origins and development of the American business system, with special emphasis on current issues in business: agriculture, labor, capital formation and the stock market, international expansion, and energy sources. Included is examination of the relationship between business and government, the role of the entrepreneur, and business cycles. This course is strongly recommended for all students from abroad and all United States students who wish to gain a greater awareness of how the American business system operates.

WB-510

**SEMINAR IN INTERNATIONAL ACCOUNTING (3 hours)**

This course acquaints the student with international accounting problems, accounting procedures and practices in major foreign countries, foreign exchange translations and transactions, translation of foreign statements of foreign operations, cash management in a foreign operation, off-shore financing, and price policies between parent and foreign operations. Prerequisite: WB-310, WB-412 and permission of the instructor.

WB-525

**WORKSHOP IN INTERNATIONAL FINANCE PROBLEMS (3 hours)**

This seminar examines intensively topics selected from current international financial issues of both macro-and micro-nature. Emphasis is placed on applications of theory of business finance to problems of multinational finance. Macro-topics included are: theories of foreign investment; direct foreign investment flows in total balance of payments; forecasting devaluation and exchange control; spot and forward exchange markets and their substitute

mechanism. Micro-topics included are: systems approach toward multinational finance network; capital budgeting problems in foreign investment; sources and instruments of multinational finance; dividend and remittance policy of affiliates; liquidity management under a multicurrency standard; problems of international taxation; international transfer pricing problems. Prerequisite: WB-420, WB-421 and permission of the instructor.

WB-543

**COMPARATIVE INTERNATIONAL LABOR RELATIONS  
(3 hours)**

A comparative analysis is made of labor movements in the United States and in at least three other countries, under differing political and economic conditions. In addition, students prepare and present reports on labor practices in different countries from the standpoint of international business managers. Included in each report are descriptions and analyses of: the organized labor structure and participation; current governmental attitudes; union-management relations; labor law highlights; major bases of negotiating and bargaining; history of labor peace and disruption; and management prerogatives (legal and practice). Prerequisites: WB-340 and one of: WB-432, WB-443, WB-547, and permission of the instructor.

WB-546

**INTERNATIONAL MANAGEMENT SEMINAR (3 hours)**

This seminar exposes students to executives of all different types, fields of experience and methodology. The seminar is conducted by senior executives or recently retired senior executives from international organizations, or organizations having specific international contacts or operating in a cultural environment not normal to U. S. business. Prerequisite: Permission of the instructor.

WB-547

**ADVANCED MULTINATIONAL CORPORATE  
PLANNING OPERATIONS AND CONTROLS (3 hours)**

Long and short-range planning methods of multinational organizations such as IBM, Merck, Philips, ICI and GM are studied in detail in this course. Case histories illustrate both good and poor approaches to international problems such as: centralized-decentralized management, corporate goals, delegation of authority-controls, legal and investment programs, ownership, product development, marketing, accounting, cost controls, R & D, intercorporate communications, incentives — all of which interrelate, and

reflect total corporate capabilities or weaknesses in expanding overseas operations. Prerequisite: WB-340 and permission of the instructor.

**WB-549**

**ORGANIZATION BEHAVIOR AND DEVELOPMENT  
(3 hours)**

This course examines the major types of organization behavior theories, through an experimental approach based on workshop exercises as well as the assigned reading material. The emphasis is on business firms as a complex system. Therefore, the course examines topics which deal with the development of organizational structures; organizational effectiveness; decision-making; learning and problem solving; motivation and organizational climate; leadership and intergroup relations; communication, role theory and conflict; planned change and organizational development. Prerequisite: WB-340 or equivalent and permission of the instructor.

**WB-550**

**INTERNATIONAL MARKETING PROJECTS (3 hours)**

This seminar is devoted to the joint student-faculty analysis of actual international marketing problems presented to American Graduate School by leading firms, banks and service agencies, thus giving advanced marketing students an opportunity to participate in the solution of actual and current worldwide marketing problems exactly as they might be doing in the future. Prerequisite: WB-450 or equivalent and permission of the instructor.

**WB-551**

**INTERNATIONAL MARKETING SEMINAR (3 hours)**

This in-depth discussion covers important current topics in marketing, including: buyer behavior, industrial agricultural marketing, international retailing, consumer research, new product development, advertising appropriation, computer applications in marketing, financial marketing, state controlled economics, ethics and social responsibility in marketing, market segmentation. Prerequisite: WB-450 or equivalent and permission of the instructor.

**WB-590**

**TOPICS IN WORLD BUSINESS: INDEPENDENT  
RESEARCH (1 to 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 program is normally open only to third

semester students with the acceptance of the instructor, and with the concurrence of the Chairman of the Department. The topic should be approved in the preceding semester. Prerequisite: Permission of the instructor.

WB-592

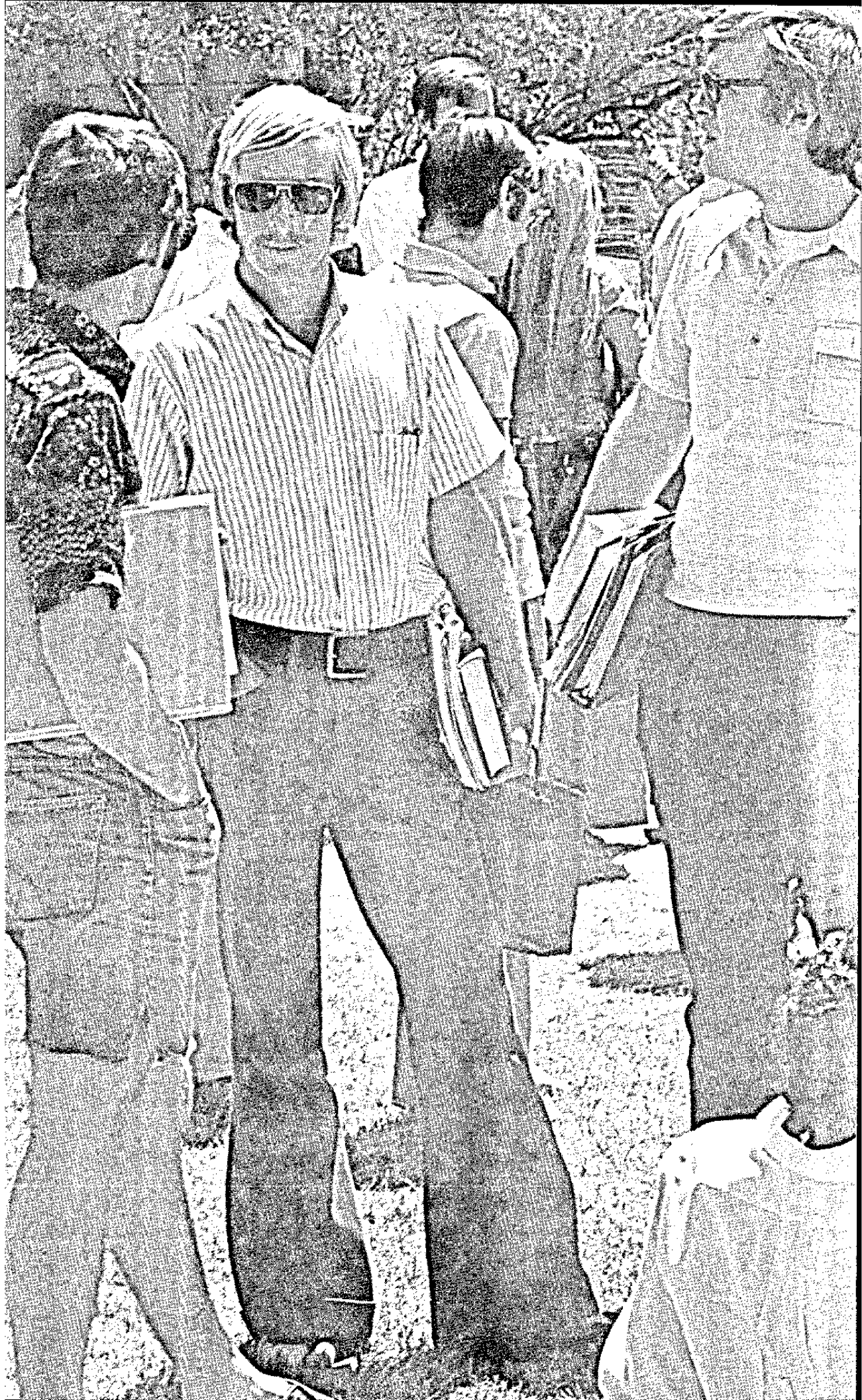
**MASTER'S THESIS (4 hours)**

Rules and regulations pertaining to the writing of the Master's Thesis may be obtained from the Office of Academic Affairs. 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.

WB-600

**CAPSTONE (3 hours)**

This is an advanced course for students who wish to integrate the knowledge that they have gained in other business courses in actual business situations. The student can elect either to do an actual project in a small team, or take part in the class project which will be a real problem presented to AGSIM by a leading firm, bank or service agency for the practical purpose of having it resolved. In conjunction with this, a computer simulation game is used to give the student practice in management decision-making under simulated business conditions. Prerequisite: Permission of the instructor.



## ALUMNI EDUCATIONAL COUNSELORS

Graduates of American Graduate School of International Management are in the best possible position to evaluate the objectives, facilities, effectiveness of the curriculum and life on the Campus as preparation for a future in world business, or international organizations, or in assuming posts in governmental services. On the basis of their personal experiences, they can answer the many questions that arise in connection with such matters as expenses, social activities, and the many extracurricular events that are part of the program.

We are grateful to the many alumni who have volunteered to act as counselors to prospective students. They welcome visits from applicants to discuss the training offered and its usefulness in the light of the future plans of those interested in coming to the School.

Following is a partial list of alumni counselors, listed by States and by foreign countries.

### DOMESTIC COUNSELORS

#### ALABAMA

ROBERT D. ROWLAND, Assistant to the President, Hayes International Corporation,  
P. O. Box 2287, Birmingham, AL 35201.

#### ALASKA

DONALD G. MUSTON, Assistant Vice President, Alaska State Bank P. O. Box 769,  
Fairbanks, AK 99701.

#### ARKANSAS

GARY MILLER, Export Department, FMC Corporation, 5601 East Highland Drive,  
Jonesboro, AR 72401.

#### CALIFORNIA

JOHN B. BARNETT, 762 Fifth Street, Norco, CA 91760 (International Area Manager,  
Allergan Pharmaceuticals).

JOHN K. BARRINGTON, JR., 1815 Dorris Drive, Menlo Park, CA 94025 (Vice President,  
United California Bank).

DAN A. BRANCH, 8621 LaGrande, No. 66, Alta Loma, CA 91701 (Regional  
Manager, International Sales, Wayne Manufacturing Company).

W. DOUGLAS BUCKMASTER, 2048 Milan Avenue, South Pasadena, CA 91030 (Director of Development, Cancer Center, University of Southern California School of Medicine).

ROBERT CHAPMAN, 418 Swarthmore, Pacific Palisades, CA 90272 (Docutel).

GILBERT W. COREY, 4662 Santa Fe, Yorba Linda, CA 92686 (Pacific Food Equipment Agency).

PAUL C. DAVIS, 6215 Lake Apopka Place, San Diego, CA 92119 (Art Leitch Realtors).

DAVID T. HODGIN, 4141 Story Road, Concord, CA 94518 (President, American Powerwash Corporation).

J. PATRICK HUGHES, Executive Vice President, Associated Traders, Inc., 530 W. 6th Street, Suite 1120, Los Angeles, CA 90014.

JAMES L. HYEK, 16183 Mt. Lowe Circle, Fountain Valley, CA 92708 (Business Instructor, Los Angeles Valley College, Van Nuys).

W. T. JOHNSON, Vice President, International Division, United California Bank, Box 54191, Terminal Annex, Los Angeles, CA 90054.

JOSEPH M. KLEIN, Executive Vice President, Cyprus Mines Corporation, 555 So. Flower St., Los Angeles, CA 90071.

GARY MICHAEL, 3230 Rustic Drive, Santa Clara, CA 95050 (Burroughs Corporation).

JACK SCAPA, JR., 3535 Terrace View Drive, Encino, CA 91316.

MICHAEL V. STOLEN, President, First National City Bank, 640 West 6th Street, Los Angeles, CA 90017.

GERRIT P. VANDER ENDE, Vice President & Assistant Manager International Department, Wells Fargo Bank, 464 California Street, San Francisco, CA 94120.

L. F. WESTENDORF, 124 South Santa Anita Avenue, Arcadia, CA 91006 (James G. Freeman & Associates).

## **COLORADO**

GORDON J. BUCHMANN, P. O. Box 1493, Rifle, CO 81650 (Council of Governments).

ERIC B. FABLE, Chairman, Word/International Inc., 219 Patterson Building, 555 Seventeenth Street, Denver, CO 80202.

## **CONNECTICUT**

STERLING L. BOYCE, 34 Laurel Crest Road, Madison, CT 06443 (Director, Growth & Development, Dome Laboratories).

WILLIAM J. H. FOSTER, 16 St. John Place, Westport, CT 06880 (Vice President, International Division, Union Trust Company).

EDWARD V. HEATH, Manager - Latin America Marketing, The Stanley Works, 195 Lake Street, New Britain, CT 06050.

OLIVER G. JAKOB III, 116 Willowbrook Avenue, No. 2, Stamford, CT 06902.

WALTER S. PLOWMAN, P. O. Box 1173, Hartford, CT 06101 (Colts, Inc.).

ADDISON M. SKAGGS, 6 Ocean Drive North, Stamford, CT 06940 (Inter-America Area Manager, Pitney-Bowes Corporation).

### **DISTRICT OF COLUMBIA**

TERRANCE G. LEONHARDY, 3117 - 38th Street, N.W., Washington, D.C. 20016.

RONALD E. McCOWEN, Bureau of International Commerce, Office of International Marketing, U. S. Department of Commerce, Washington, D.C. 20230.

See also Virginia and Maryland.

### **FLORIDA**

SYDNEY A. KESSLER, President, Royal Export Company, Inc., P.O. Box 1783, Coral Gables, FL 33134.

JAMES J. McCARTHY, 12308 N. 27th Street, Tampa, FL 33620 (Reynolds Securities, Inc.).

EARL OMAN, 1331 San Ignacio, Coral Gables, FL 33146.

ROBERT M. PARKS, 1120 S.E. 22nd Avenue, Pompano Beach, FL 33062.

McNEILL WATKINS, P. O. Box 3300, Coral Gables, FL 33134 (General Attorney, Texaco, Inc.).

MARLON E. WILLSON, 5900 S.W. 93rd Place, Miami, FL 33143 (Peninsular Life Insurance Company).

### **GEORGIA**

VINCENT D. CATER, Assistant Vice President, The Citizens and Southern National Bank, P. O. Box 4899, Atlanta, GA 30302.

GARY L. MALLON, R.J. Reynolds Foods, Inc., P.O. Box 625, Atlanta, GA 30050.

### **HAWAII**

M. JOHN BUTLER, 3173 Beaumont Woods Place, Honolulu, HI 96822.

GEORGE R. KELLERMAN, 562 Uluoa Street, Honolulu, HI 96734 (E.F. Hutton & Company - Account Executive).

DENNIS T. OSHIRO, 1314 Victoria Street, Apt. 202, Honolulu, HI 96814.

LOUIS R. TASCOTT, 93 Aikahi Loop, Kailua, HI 96734 (Economics Laboratory International, Ltd.).



## **ILLINOIS**

ROBERT L. BEAN, 7649 Eastlake Terrace, Chicago, IL 60626 (Director, World Trade Division, Chicago Association of Commerce and Industry).

HAL Q. COGGINS, 5250 N. Knoxville, Apt. 706, Peoria, IL 61614.

HELEN AND KHALIL HACHEM, 533 N. Cuyler Avenue, Oak Park, IL 60302.

DONALD J. KRABBE, 21 Spinning Wheel Road, Apt. 2-H, Hinsdale, IL 60521 (Pneumatic Scale Corporation).

FRANK W. KRESCANKO, International Sales Manager, Vaco Products Company, 510 N. Dearborn Street, Chicago, IL 60610.

JAMES C. KUHN, Sales Manager, Replacement Lens Insurance, Inc., 9025 N. Lindbergh Drive, Peoria, IL 61614.

ALFRED F. MIOSSI, Head, International Department, Continental Illinois National Bank & Trust Co., Chicago, IL 60690 (2511 Kenilworth Ave., Wilmette, IL)

ROBERT E. WILLIAMSON, John Deere Intercontinental, Ltd., 400 - 19th Street, Moline, IL 61265.

## **INDIANA**

CARL R. DORAN, Export Sales Manager, The Ford Meter Box Company, Inc., Wabash, IN 46992.

BERT V. HOLLANSKY, Manager - Industrial Planning, Cummins Engine Company, Inc., Columbus, IN 47201.

W. JERRY MARSHALL, President, Marshall Export Corporation, 2015 Western Avenue, Marycrest Building, South Bend, IN 46621.

## **IOWA**

MILES D. FREITAG, Vice President, Salsbury Laboratories, Charles City, IA 50616.

JOHN W. WALLACE, 127 Lake Avenue, No. 6, Storm Lake, IA 50588.

## **KANSAS**

LAWRENCE W. PRAGER, 17300 Mission Road, Stillwell, KS 66085 (Butler Manufacturing Company).

## **LOUISIANA**

STEVEN R. STRAWN, Copolymer Rubber and Chemical Corporation, P. O. Box 2591, Baton Rouge, LA 70821.

## **MAINE**

ROBERT B. SNYDER, 17 Kenwood Street, Portland, ME 04102 (W. L. Blake & Co.).

## **MARYLAND**

HENRY AVALOS, 9308 Cherryhill Road, Apt. 813, College Park, MD 20740 (International Division, U. S. General Accounting Office, Washington, D.C.).

RICHARD C. BELL, 7101 Fairfax Road, Bethesda, MD 20014.

JON SHOUP, 6646 Snowberry Court, Baltimore, MD 21214.

JOHN A. LIEN, 10913 Picasso Lane, Potomac, MD 20854 (International Trade Specialist, Department of Commerce, Washington, D.C.).

### **MASSACHUSETTS**

ROBERT M. BALLINGER, Assistant Professor, Berkshire Community College, West Street, Pittsfield, MA 01202.

MICHAEL C. HUSTON, Town Country No. 7, Route 106, Plainville, MA 02762 (Assistant to Marketing Director, Foxboro Company).

DAVID B. NAYLOR, Supervisor - Export Administration, Codman & Shurtleff, Inc., Randolph, MA 02368.

### **MICHIGAN**

JAMES BOYCE, 310 South Kendall Avenue, No. 33, Kalamazoo, MI 49007 (The American National Bank & Trust Company of Michigan).

JOHN J. DIFAZIO, Sales Representative, Dow Chemical Company, Midland, MI 48640.

DIERK HAGEMANN, 13323 Lake Point Boulevard, Belleville, MI 48111 (Manager, International Operations, Airborne Freight Corporation).

JONATHAN B. HOLCOMB, Advertising and Sales Promotion Specialist - International, American Motors Corporation, 14250 Plymouth Road, Detroit, MI 48232.

HAL A. LOCKER, Assistant Manager, Pure Pak - International Division, Ex-Cello Corporation, P. O. Box 386, Detroit, MI 48232.

CARY D. MORTON, International Marketing Manager, R. Robb International Associates, P. O. Box 61, Southfield, MI 48075.

### **MINNESOTA**

MICHAEL R. HANSON, Control Data, 8100 - 24th Avenue, South, Minneapolis, MN 55440.

DIETER HELFEN, ContiCommodity Services, Minneapolis Grain Exchange Building, Suite 715, Minneapolis, MN 55415.

### **MISSOURI**

CHARLES C. MITCHELL, Vice President, Marketing, Mid-Western Machinery Co., Inc., P. O. Box 458, Joplin, MO 64802.

RAYMOND NEAG, 1 Middlebury Lane, Route 2, Chesterfield, MO 63017 (Vice President of Marketing, Sherwood Medical Industries, Inc.).

LELAND STALKER, 1534 Yarmouth Point Drive, Chesterfield, MO 63017.

CHARLES D. YOST, Manager, Field Operations, Monsanto Company, International Division, 800 North Lindbergh Boulevard, St. Louis, MO 63166.

### **MONTANA**

RONALD F. FAUST, 2304 22nd Street West, Billings, MT 59102 (Dain, Kalman & Company).

### **NEBRASKA**

JOHN R. MEIER, Omaha National Bank, 17th at Farnam, Woodman Tower, Omaha, NE 68102.

### **NEVADA**

CLARKE G. RUSSELL, Director, Department of Economic Development, State of Nevada, Carson City, NV 89701.

### **NEW JERSEY**

S. A. BELDEN, Assistant Manager, International Division, Oakite Products, Inc., 50 Valley Road, Berkeley Heights, NJ 07922.

CARL CAITO, 705 Bowling Green, Moorestown, NJ 08057.

KENNETH C. COGDILL, 23 Club Drive, Summit, NJ 07901 (Assistant to Financial Vice President, Amerada Hess Corporation).

JOSEPH N. PILIGIAN, 171 Middlesex Avenue, Englewood Cliffs, NJ 07632 (Sales Manager, Pirelli Sales, Inc.).

C. A. PLATT, Assistant Manager - Export Marketing, Campbell's Soups International, Camden, NJ 08101.

RONALD M. WICKERT, Q-26-44 Center Grove, Dover, NJ 07081 (Avon Products, Inc.)

### **NEW MEXICO**

GARY MILLER, 4609 Banff N.E., Albuquerque, NM 87111 (The First National Bank in Albuquerque).

BERT B. CARRILLO, Assistant Professor of Spanish, Western New Mexico Univ., Silver City, NM 88061.

### **NEW YORK**

DONALD L. CARY, Controller's Department, Exxon Corporation, 1251 Avenue of the Americas, New York, NY 10020.

HARRY J. KRATOVILLE, R. D. No. 2, Box 252, Naples, NY 14512 (Labelon Corporation, Export Manager).

ROBERT E. LAPORT, Chemical Bank & Trust Company, 20 Pine Street, New York, NY 10015.

TOBY MADISON, 188 Lewis Ave., Westbury, New York, NY 11590.

WILLIAM F. QUINN, JR., Director, Corporate Insurance and Benefits, Eltra Corporation, 2 Penn Plaza, New York, NY 10001.

JOHN SANDOR, 10 Waterside Plaza No. 17D, New York, NY 10010 (Marketing Analyst, Phillip Morris).

H. PETER WARNOCK, 110 Taylor Place, Ithaca, NY 14850 (Cornell University).

#### **NORTH CAROLINA**

W. COLTON CARAWAN, 1803 East Walnut Street, Goldsboro, NC 27530 (Tape Deck, Inc.).

ALPO R. CRANE, Assistant Vice President, International Division, North Carolina National Bank, Box 100, Charlotte, NC 28201.

DAVE G. HAMPTON, 116 Breeze Hill Road, Winston-Salem, NC 27106 (Industrial Engineer, R. J. Reynolds Tobacco Company).

WEAVER, PHILIP F., Foreign Student Adviser, North Carolina State University, Raleigh, NC 27607.

#### **NORTH DAKOTA**

THE HONORABLE TED WEISENBURGER, Judge of the County Court, Benson County, Minnewaukan, ND 58351.

#### **OHIO**

CHARLES W. AVER, 3291 Morewood Road, Akron, OH 44313 (Manager-EM Tire Sales, Goodyear International).

PAUL L. L. BIDDLE, Overseas Vice President, Lencar, P. O. Box 177, Miamitown, OH 45041.

LYLE BRUMFIELD, JR., Burke International Marketing Research, 1107 Wareham, Cincinnati, OH 45202.

WILLIAM R. DUNNUCK, 1200 Firestone Parkway, Akron, OH 44317 (Assistant to Director of Operations, International Division, Firestone International).

MICHAEL GROENVELD, 120 Riverside Court, No. 31, Elyria, OH 44035 (Ridge Tool).

DANIEL D. HARKINS, Manager International Sales, Ashland Chemical Company, P. O. Box 2219, Columbus, OH 43216.

WILLIAM B. HOLLEY, Assistant Cashier, The Huntington National Bank of Columbus, P. O. Drawer 1558, Columbus, OH 43216.

STEPHEN H. MAHOOD, 31 Stewart Court, Oberlin, OH 44074 (Ridge Tool).

CARL D. PERKINS, JR., Perkins Associates International Inc., Executive Towers, Toledo, OH 43624.

TIMOTHY C. WALKER, Manager, International Marketing Information, The NCR Corporation, Main and K Street, Dayton, OH 45479.

## **OKLAHOMA**

JIMMY K. SMITH, 1710 Park Lane, Perry, OK 73077 (The Charles Machine Works, Inc.).

## **OREGON**

CRAIG ADAMS, White Stag, 5100 S.E. Harney Drive, Portland, OR 97206.

DAVID BAKER, International Banking Division T-3, First National Bank of Oregon, Portland, OR 97208.

STEPHEN E. HALL, P.O. Box 75, Tualatin, OR 97062 (Assistant Manager, Export Pulp Sales, Georgia-Pacific Company).

WENDELL PILGER, 10647 S.E. Lexington Street, Portland, OR 97266.

WILLEM H. WINTER, Vice President, International Banking Division, First National Bank of Oregon, 400 S.W. Sixth Avenue, Portland, OR 97208.

## **PENNSYLVANIA**

EARL W. COPPERSMITH, No. 221 The Regency, St. Davids, PA 19087 (Vice President, International Utilities of the United States).

R. A. DILWORTH, Marketing Manager, Ceilings, International Operations, Armstrong Cork Company, Lancaster, PA 17604.

STUART M. GREEN, Engineering Works Division, Dravo Corporation, Neville Island, Pittsburg, PA 15225.

PHILIP F. KIRK, Group Vice President, Kewanee Oil Company, 40 Morris Avenue, Bryn Mawr, PA 19010.

R. WAYNE WALVOORD, International Banking Officer, Provident National Bank, P. O. Box 7240, Philadelphia, PA 19101.

STEPHEN B. WRIGHT, Assistant Vice President, Trans National Bancorporation, 1700 Market Street, Philadelphia, PA 19103.

## **RHODE ISLAND**

ROBERT F. CHRISTENSEN, 20 Stubtoe Drive, Warwick, RI 02886 (International Operations Manager, Welsh Manufacturing Company).

## **SOUTH CAROLINA**

BARTON K. YOUNT III, 1120 Eastminster Drive, Columbia, SC 29204 (IBM).

## **TENNESSEE**

ANDREW BRANSCOME, International Advertising Manager, Holiday Inns, Inc., P. O. Box 18127, Memphis, TN 38118.

WILLIAM M. FERRY, 5932 Sedberry Road, Nashville, TN 36205 (Home Locators).

## **TEXAS**

WILLIAM M. JOHNSON, Manager - Supply & Distribution, Tesoro Petroleum Corporation, San Antonio, TX 78209.

BERNARD KNAGGS, 1416 Wood Hollow Road No. 9712, Houston, TX 77027.  
(Compensation Advisor - Standard Oil of New Jersey).

THOMAS J. MACHIA, Manufacturers' Representative, 3817 West Freeway, Room 22,  
Fort Worth, TX 76107.

EDWARD MALDONADO, Paso del Norte Ditch Witch, 6842 Industrial Road, El Paso,  
TX 79915.

JAMES H. MAXON, Americraft, Inc., 1601 Bassett Avenue, El Paso, TX 79923.

MARK M. MISCHNICK, Language House, 3131 Turtle Creek Blvd., Dallas, TX  
75219.

G. KELLY O'DEA, Account Executive, Ogilvy & Mather International, 2600 Two Shell  
Plaza, Houston, TX 77002.

RICHARD B. PERRENOT, Mayfield, Broadus and Perrenot, Suite 525, Southwest  
National Bank Building, El Paso, TX 79901.

R. MARK STOWE, Marketing Analyst, International Operations, E-Systems Inc., P. O.  
Box 6030, Dallas, TX 75222.

WALLACE J. WHITLEY, Underwood, Neuhaus and Company, 5051 Westheimer,  
Houston, TX 77027.

CLARENCE H. YAHN, JR., 365 Calle Cenizo, Brownsville, TX 78520 (General  
Manager - Matamoros, Mexico, Rancho. Inc.).

RUDOLPH ZEPEDA, First City National Bank, 1021 Main, Houston, TX 77002.

## **UTAH**

PAUL HAYNIE, Box 821, Cedar City, UT 84720.

EUGENE H. METLER, Metler Manor, P. O. Box 89, Provo, UT 84601.

## **VERMONT**

MICHAEL J. HEIMS, Bardwell Motor Inn, Inc., Rutland, VT 05701.

SENAN E. SWEENEY, Commercial Risk Department, The Allen Agency, 176 Main  
Street, Burlington, VT 05401.

## **VIRGINIA**

CHARLES P. ANCONA, Tanglewood Road, Flordon, Charlottesville, VA 22901  
(President, Ivy Construction Company).

DANAL DENNISON, 4453 North 20th Road, Arlington, VA 22207.

ARTHUR J. SMITH, JR., Labor Relations Division, Reynolds Metal Company, Rich-  
mond, VA 23218.

## **WASHINGTON**

ROBERT J. BROWN, Mutual of Omaha, Box 568, Olympia, WA 98501.

RALPH CARP, Vice President, Marketing, TRACOFAM, 521 Central Building, 810 Third, Seattle, WA 98104.

JOSEPH I. KIMM, 4501 N.E. 75th Street, Seattle, WA 98115.

PATRICK LEMON, Star Route No. 1, Box 160, Hansville, WA 98340 (Frank B. Hall & Co.).

FRED S. SHIELDS, JR., 439 Greenbrook Place, Richland, WA 99352.

## **WISCONSIN**

G. MACKIE CORNWALL, Bozell & Jacobs, Inc., 4747 Highway 31 North, Racine, WI 53405.

TED A. GURZYNSKI, 1978 S. Congo Avenue, Milwaukee, WI 53204 (Marshall & Ilsley Bank).

WILLIAM J. GUYON, Sales Manager, International Sales, Miller Electric Manufacturing Company, P. O. Box 1087, Appleton, WI 54911.

DEAN D. HENRICKS, Continental Grain Company, 741 North Milwaukee, Milwaukee, WI 53202.

MICHAEL KAVANAUGH, 5303 N. Santa Monica, Whitefish Bay, WI 53217.

IGOR MAMANTOV, Parker Pen Company, 219 East Court Street, Janesville, WI 53545.

GEORGE J. PECKHAM, Route 1, Box 139, Kansasville, WI 53139 (Regional Director - Marketing and Sales, Abbott Laboratories).

JOHN VETTE III, SNC Manufacturing Co., Inc., P. O. Box 470, Oshkosh, WI 54901.

JOHN E. WESTGOR, 7612 North Fairchild Road, Fox Point, WI 53217 (First Wisconsin National Bank of Milwaukee).

## **WYOMING**

WILLIAM L. SHALLBERG, Associate Director, National Outdoor Leadership School, Box AA, Lander, WY 82520.

## **INTERNATIONAL COUNSELORS**

### **ARGENTINA**

CLARKE L. TODD, Sales Director, Firestone de la Argentina S.A.I.C., Chile 301, Buenos Aires, Argentina.

### **AUSTRALIA**

STEPHEN H. CHARLESWORTH, 14 Linkmead Avenue, Clontarf, Sydney, Australia.

ROBERT A. WARREN, President and Chief Executive Officer, Bendix Corporation,  
Australia Pty. Ltd., 443-453 W. Botany, Rockdale NSW 2216, Australia.

#### **AUSTRIA**

GEORGE J. DIETZ, Vice President, Export-Import Bank of the U.S., American Em-  
bassy, Boltmannngasse 16, A-1091, Austria.

#### **BAHAMAS**

WILLIAM J. RUSH, Director, J. S. Johnson & Company, Ltd., P. O. Box N8337,  
Nassau, Bahamas.

#### **BELGIUM**

JOHN J. EDSTROM, Sales Manager, ARMCO-Pittsburgh, S.A., Wandre-Lez-Liege,  
Belgium.

#### **BOLIVA**

RUDOLPH STAHLMANN, c/o Cobana, S.A., Casilla de Correo 778, La Paz, Bolivia  
(Sales Representative - Bolivia and Paraguay, Schering A.G.).

#### **BRAZIL**

WILLIAM B. HARTLEY, Director of Sales and Marketing, Goulds Pumps, Inc., Caixa  
Postal 91, Salto, Estado de Sao Paulo, Brazil.

JAMES O. B. PHILLIPS, Manager - Brazil, Columbia, Ecuador, Peru, British United  
Airways, Av. Rio Branco 251-B, Rio de Janeiro, Brazil.

#### **CANADA**

LAURIER CARPENTIER, Banque Canadienne Nationale, Montreal, Canada.

JAMES E. HANSEN, First Northamerica Investments, Ltd., Suite 2170, Place du  
Canada, P. O. Box 10, Montreal, Quebec H3B-2A8, Canada.

GEORGE LEE, 21 Water Street, Vancouver, British Columbia, Canada (Lee Imports).

#### **CANAL ZONE**

LAWRENCE D. BASSO, P. O. Box 1326, Balboa, Canal Zone (Western Union Inter-  
national).

#### **CHILE**

BRUCE A. GREENE, JR., Intergovernmental Committee for European Migration,  
C.I.M.E., Casilla 781, Santiago, Chile (Chief of Chile Operations).

#### **COLOMBIA**

DENNIS GOETZ, American International Group, Apartado Aereo 4036, Bogota,  
Colombia.

JAMES A. MARSEE, General Manager, Kellogg de Colombia S.A., Apartado Aero  
90692, Bogota, Colombia.



## **DENMARK**

JOHN P. BERG, District Manager, Allis-Chalmers, International Division Virumgade 49, 2830 Virum, Denmark.

## **DOMINICAN REPUBLIC**

CHRISTOPHER L. ANGELL, Manager, Vick International, Apartado 979, Santo Domingo, Dominican Republic.

IVAN CULBERTSON, JR., Resident Vice President, First National City Bank, Apartado 1492, Santo Domingo, Dominican Republic.

## **ECUADOR**

EDUARDO MORAN, Irlanda No. 243, Quito, Ecuador (Manager of Industrial Safety, C.E.P.E.).

JAMES A. VERNER, Casilla 2030, Quito, Ecuador (Caterpillar Tractor Company).

## **EL SALVADOR**

JAMES H. KOESSLER, Avenida Los Sisimiles 2904, Colonia Miramonte, San Salvador, El Salvador (First National City Bank).

## **ENGLAND**

ANDRIAN CHRYSOLOR, Kissing Gate, Church Road, Cookham Dean, England (International Area Manager, Allergan Pharmaceuticals).

PETER H. KINGMAN, 35, Porchester Gate, Bayswater Rd., London W2, England (The Northern Trust Company).

ERNEST N. C. MOORE, 76 Bedford Gardens, The Mount, London W8, England (Manager, Cards International).

## **FRANCE**

ROBERT F. BREAU, 422 Rue St. Honoré, 75008 Paris, France (Assistant Vice President - Kidder, Peabody & Company, Inc.)

CARSON F. KOHLE, Treasurer, Chrysler International, c/o Sté. d'Automobiles - SIMCA, 136 Ave Champs Elysées, Paris, France.

## **GERMANY**

GUSTAF EDLUND, Sub-Controller, Deutsch, Libby GmbH., 2 Hamburg 36, Jungfernsteig 7, Germany.

PETER GRASSL, Chemical Bank, Bockenheimer Anlage 52, 6 Frankfurt/Main, Germany.

DAVID MURISON, Manager, First National City Bank, Grosse Gallusstrasse 16, Frankfurt/Main, Germany.

## **GHANA**

RICHARD W. KING, Kohler International Ltd., P. O. Box 9210-Airport, Accra, Ghana.

## **GREECE**

D. M. SULLIVAN, Union Carbide Middle East, P. O. Box 740, Athens, Greece.

KIRT F. SWANES, Assistant Manager - Operations, American Express International Banking Corporation, P. O. Box 671, Syntagma Square, Athens, Greece.

#### **GUAM**

ROY W. JOHNSON, Assistant Manager, Bank of Hawaii, P. O. Box 996, Agana, Guam.

#### **GUATEMALA**

GEORGE LINDHAL, JR., Apartado 1033, Guatemala City, Guatemala (Compañía Algodonera de América Central, S. A.)

#### **HONDURAS**

RODOLFO ALVAREZ BACA, Secretaria de Economía, Edificio Salame, Tegucigalpa, Honduras.

RICHARD P. PUIG, General Manager, Cia Numar de Honduras, S. A., Apartado 259, San Pedro Sula, Honduras (United Fruit Company).

#### **HONG KONG**

KENNETH W. HOLBROOK, JR., Manager - Chemical Specialties, ESSO Chem Eastern Ltd., Sincere Building, 173 Voeux Road, Hong Kong.

#### **INDIA**

ROBERT L. STEINMETZ, Sales Director, Firestone Tyre & Rubber Company of India, P. O. Box 197, Bombay, India.

GALE T. WARNER, Managing Director, Firestone Tyre & Rubber Company of India, P. O. Box 197, Bombay, India.

#### **INDONESIA**

D. J. GOLDSMITH, General Manager, P. T. Diamond Cold Storage, P. O. Box 3154, Jakarta, Indonesia.

#### **IRAN**

ROBERT B. JARRATT, c/o Sherkat Sahami, Electric Storage Battery Iran, P. O. Box 2948, Teheran, Iran.

THOMAS A. MONROE, Jupiter Trading Company Ltd., 152 E. Avenue, Shah Reza, Teheran, Iran.

J. MITCH SUMMERS, Manager, Armco International Corporation, Kafrang Building, 135 Kheradmand Shomali, Teheran, Iran.

#### **ITALY**

RUSSELL F. BRUNO, Via Giulia, 167, Rome, Italy (Managing Director, Squibb S.p.A. Italy; Vice President, Squibb Europe, E.R. Squibb and Sons, Inc.).

#### **JAPAN**

PHILIP F. CALKINS, Manager, Cargo Sales - Orient Region, Northwest Orient Airlines, 1120 Tokyo Kotsu Kaikan Bldg. 13, 2-chome, Yuraku-cho, Chiyoda-ku, Tokyo, Japan.

RICHARD COLEMAN, General Manager, Gamlen Chemical Company, c/o Gamlen (Japan) Ltd., 6-17, Shibaura, 4-chome, Minato-Ku, Tokyo, Japan.

G. C. ROBERTS, Morinaga Milk Industry Co., Ltd., 33-1, 5 Chome, Shiba, Minato-ku, Tokyo, Japan.

L. WARREN TOWNSEND, Chase Manhattan Bank, Central Box 383, Tokyo 100-91, Japan.

NOBUKAZU YAMAGUCHI, Lion Dentifrice Co., Ltd., 1-3-7, Honjo, Sumida-ku, Tokyo, Japan.

#### **JORDAN**

CHARLES E. NIEMANN, Country Director of CARE, P. O. Box 5062, Amman, Jordan.

#### **KENYA**

JACK D. TAYLOR, General Manager-East Africa, Colgate-Palmolive (E. Africa) Ltd., P. O. Box 45141, Nairobi, Kenya.

#### **KOREA**

SE UNG LEE, Managing Director, Tong-A Dyeing & Weaving Co., Ltd., I.P.O. Box 1820, Seoul, Korea.

#### **LEBANON**

CLAUS T. MORCH, Area Manager — Export Sales, Goodyear International Corporation, P. O. Box 397, Beirut, Lebanon.

MONTROVILLE B. WALKER III, Kodak (Near East) Inc., P. O. Box 761, Beirut, Lebanon.

#### **LIBERIA**

JAMES L. WORTHINGTON, JR., Manager, Bank of Monrovia, Box 280, Monrovia, Liberia.

#### **LIBYA**

JOSEPH H. LOYD, Attorney Specialist, Oasis Oil Company of Libya, Law Department, P. O. Box 395, Tripoli, Libya.

#### **LUXEMBOURG**

J. DONALD DACEY, No. 38 Rue de la Forêt, Bergem, Luxembourg (Indiana National Bank).

#### **MALAYSIA**

JUDD C. KINNE, James Cowan Associates, SDN-BHD, 2 Benteng, Kuala Lumpur, Malaysia.

#### **MEXICO**

GEORGE B. BLAKE, Administrative Vice President, Anderson, Clayton, S.A., Calzada Vallejo 1841, Mexico 14, D.F., Mexico.

ROBERT M. DUIN, Assistant Representative, The Chase Manhattan Bank, Apartado M-8924, Mexico 1, D.F., Mexico.

JAMES B. GOLLEY, ARMCO Mexicana, S.A., Apartado Postal 127 Bis, Mexico 1, D.F., Mexico.

## **THE NETHERLANDS**

PETER DOMBROWSKI, N. V. Raak, Oud Blaricummerweg 32, Naarden, Holland  
(Division of W. R. Grace Company).

WIM. J. VERKAIK, Parkweg 8, Vleuten, The Netherlands.

## **NEPAL**

JOHN R. BURDICK, Population Officer, Agency for International Development,  
American Embassy, Kathmandu, Nepal.

## **NICARAGUA**

LEX CREAMER, JR., Consultants Comerciales para Centro America, Apartado 3585,  
Managua, Nicaragua.

## **NIGERIA**

TIMOTHY S. REED, The First National City Bank of New York (Nigeria) Ltd., P. O.  
Box 6391, Lagos, Nigeria.

## **NORWAY**

LARS HALS-HAGEN, Department of Education, Norwegian Government, Akersgt  
42, Oslo-Dep. Oslo, Norway.

## **PANAMA**

GERALD H. GREENE, Assistant Manager, Kodak Export Ltd., Apartado 7333,  
Panama 5, Panama.

JOHN M. HALE, Assistant Treasurer, Chase Manhattan Bank, Apartado 9A-76,  
Panama, Panama.

## **PERU**

JOHN A. FLORIDA, J. Walter Thompson Peruana, Apartado 5540, Lima, Peru.

G. S. MOORE, Leche Gloria, S. A., Casilla No. 77, Arequipa, Peru.

## **PHILIPPINES**

WINNIE L. AQUINO, Astrotrade Philippines, Inc., 14-A Tuayan Street, Quezon City,  
Philippines.

DAVID R. SCHMELTZ, Vice President & General Manager, Continental Ore Philip-  
pines, Inc., Suite 903, Vicente Madrigal Building, Makati, Rizal, Philippines.

## **PUERTO RICO**

RAUL P. MASVIDAL, JR., Manager, First National City Bank, G. P. O. Box 3372, San  
Juan, Puerto Rico 00936.

## **SINGAPORE**

H. MITCHELL ABERNETHY, JR., Group Managing Director, Union Carbide, P. O.  
Box 42, Bukit Panjang Post Office, Singapore 23, Singapore.

GEORGE R. RAINOFF, Johnson & Higgins Pte Ltd., Thong Teck Building, 15 Scott's  
Road, Singapore 9, Singapore.

## **SOUTH AFRICA**

DALLAS N. ARCHIBALD, 24 Linton Park, C/R Valerie & Cecily, Valeriedine, Johannesburg 2001, South Africa (General Sales Manager, National Chemsearch Corporation).

## **SPAIN**

VICTOR C. FONTAINE, C/Hermosilla 68-3º Dcha., Madrid, Spain.

LAWRENCE B. PENTONEY, General Perón 27-4, Madrid 20, Spain (General Manager, Spain, Sterling Products International).

## **SWEDEN**

MARSHALL R. MALDEN, Snappevagen 26, 230 44 Vintrie, Sweden (Sales Manager, American Can Company).

## **SWITZERLAND**

WILLIAM J. PICULELL, Vice President, Tradax, S.A., Casa Postale Geneve 12 Champel, Geneva, Switzerland.

## **TAIWAN**

GEORGE H. PITTS, JR., Manager, Dow Chemical International, Inc., 1007 Chia Hsin Building, 96, Chune Shan N. Road Sec 2, Taipei, Taiwan.

## **THAILAND**

CHARLEY L. ST. CLAIR, Managing Director, Foremost-McKesson, c/o Foremost Dairies Company (Bangkok) Ltd., P. O. Box 1066, Bangkok, Thailand.

## **TURKEY**

EROL MORAN, Reklam Moran, Cumhuriyet Cadesi 209, Kat 2, Harbiye, Istanbul, Turkey.

## **UNITED ARAB EMIRATES**

ROBERT C. ELLIS, Manager, First National City Bank, Box 999, Abu Dhabi, United Arab Emirates.

## **VENEZUELA**

BLAS R. CASARES, Managing Director, Western Continental Company, Inc., Apartado 6603, Edificio Phelps, Ave. Urdaneta, Caracas, Venezuela.

OSCAR B. CERHALLO, Marketing Director, Levi Strauss Venezuela C.A., Edificio el Cigarral Oficina 6-D, Avenida Principal Colinas de Bello Monte, Caracas, Venezuela.

CHRISTIAN J. J. GARSULT, Jean Bontemps Representaciones, S.A., P. O. Box 50475, Caracas, Venezuela (Self-employed Manufacturers' Representative).

## **VIET-NAM**

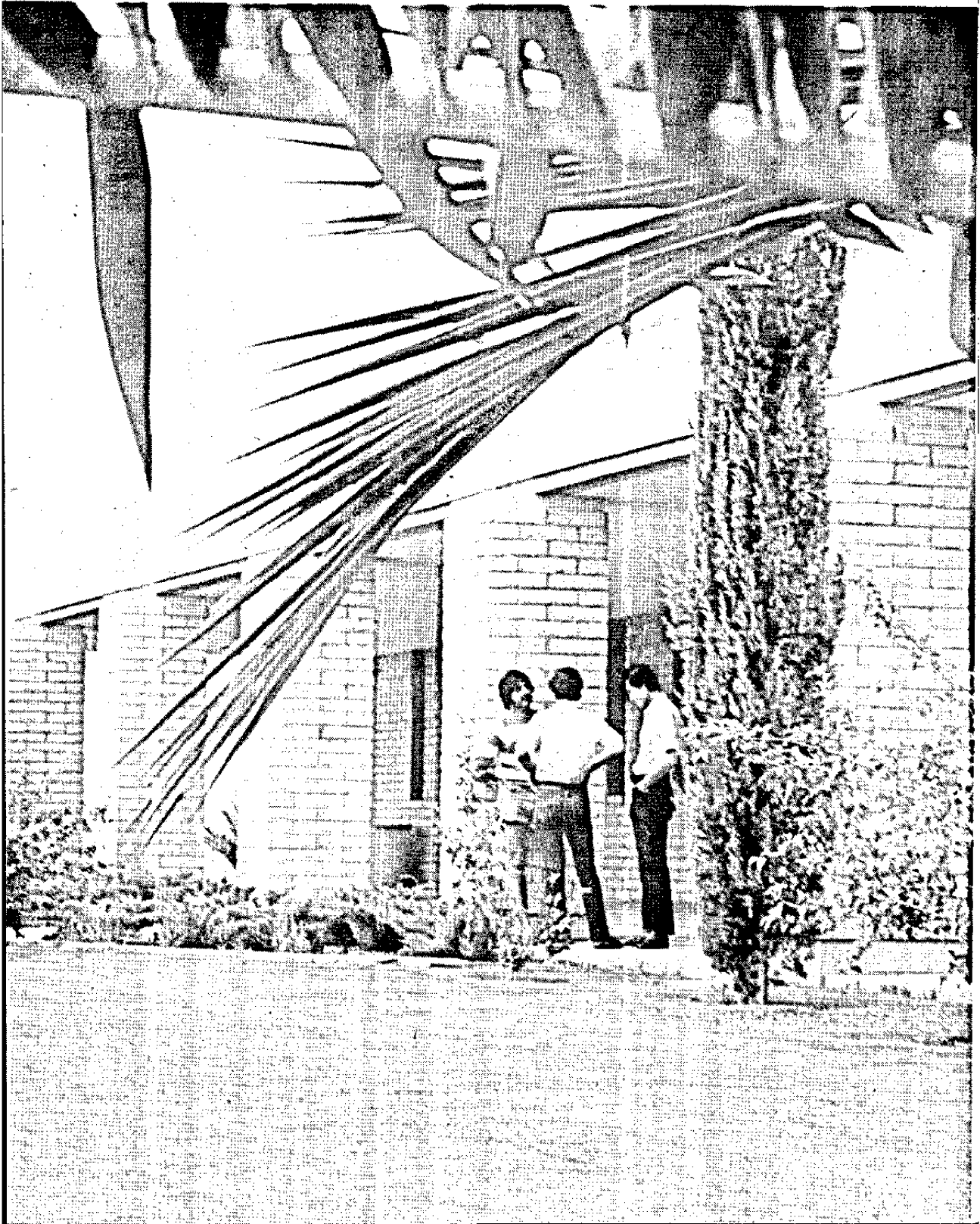
WILLIAM FUNK, Brownell Lane Eng. Co., P. O. Box 0-12, Saigon, Viet-Nam.

**WEST INDIES**

RICHARD S. COCHRAN, Oceanic Contractors, Inc., P. O. Box 1057 Port-of-Spain,  
Trinidad, West Indies.

**ZAIRE**

HAROLD N. TUNE, Sales Representative, Texaco Africa Ltd., Boite Postale 198,  
Kinshasha, Zaïre.

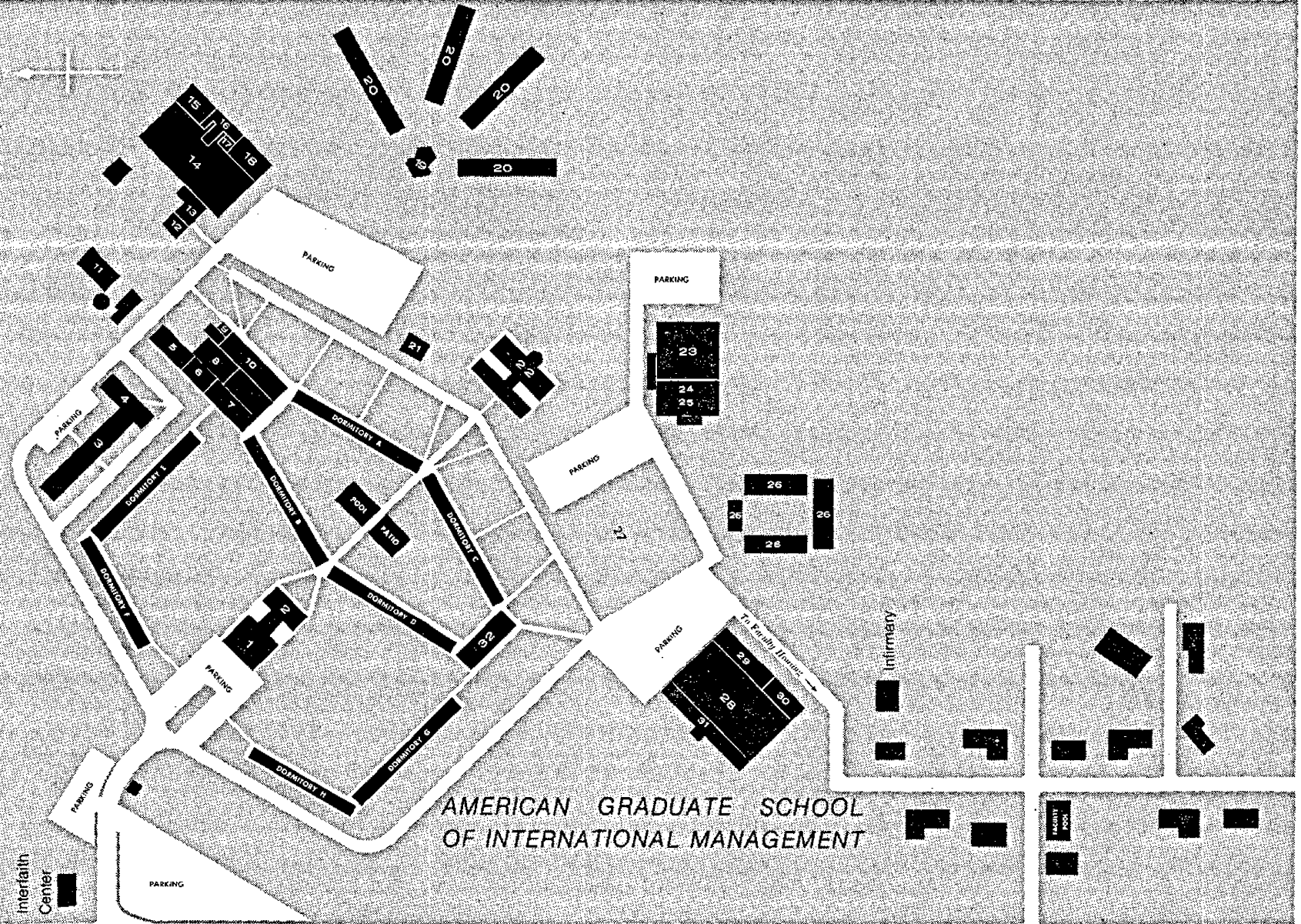


## MAP KEY

1. Administration Building
2. Business Office
3. Key Man Quarters
4. Key Man Lounge
5. Student Lounge
6. Coffee Shop
7. Auditorium
8. Kitchen
9. Thunderbird Room
10. Dining Hall
11. Housekeeping and Buildings  
and Grounds Office
12. Nursery
13. Purchasing Office
14. Hangar — storage
15. Bookstore
16. Post Office
17. Barber Shop
18. Student Affairs Council
19. Coleman Lounge
20. East Apartments
21. Key Man Seminar Building
22. Faculty Building
23. Library
24. Alumni Office
25. Career Services Center
26. West Apartments
27. Tennis Courts
28. Hangar — parking
29. Pub
30. Class Rooms 15 thru 17 and 20
31. Class Rooms 6 thru 14
32. Class Rooms 1 thru 5  
Infirmery (Opposite 30)  
Interfaith Center (Entrance)

55th Avenue

GREENWAY ROAD

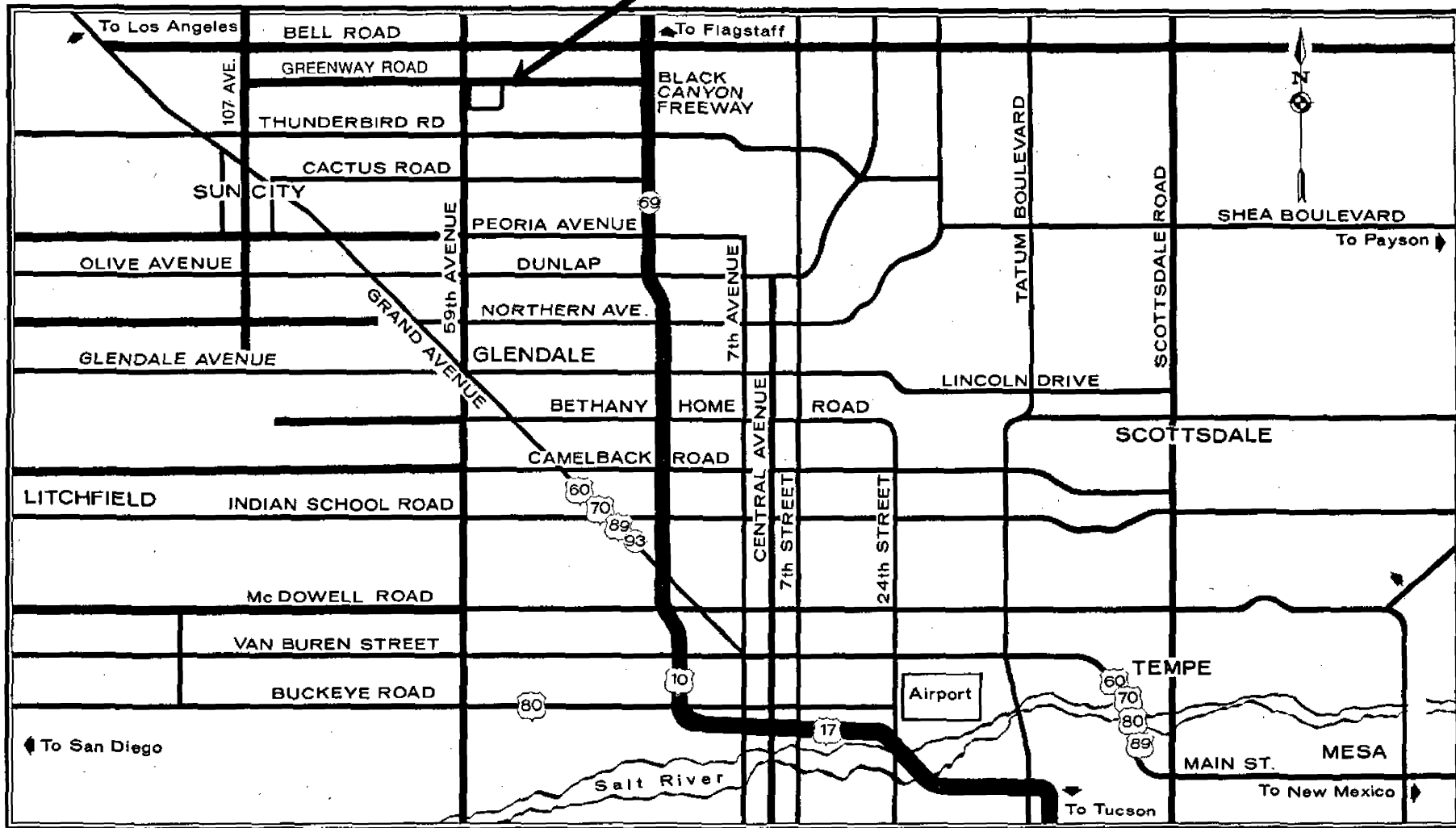


AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

Interfaith Center



AMERICAN GRADUATE SCHOOL



## FINANCIAL SUPPORT

American Graduate School of International Management derives a part of its income from contributions donated by such world-minded business firms and foundations as:

AFIA Worldwide Insurance	Kimberly-Clark Foundation, Incorporated
American Airlines	Koehring Company Foundation
American Can Company	Marine Midland Bank
American Express Foundation	Marriott's Camelback Inn
Arizona Bank	McGraw-Edison Company
Arizona Public Service Company	Mellon Bank N.A.
Armco Foundation	Merrill Lynch, Pierce, Fenner and Smith, Incorporated
Bank of America Foundation	Morgan Guaranty Trust Company of New York
Bechtel Corporation	Motorola Foundation
CBS Foundation	Northern Trust Company of Chicago
Campbell Soup Company	Olin Corporation Charitable Trust
Cargill Foundation	Olin Foundations, Spencer T. and Ann W.
Carnation Company Foundation	The O'Malley Companies
Caterpillar Tractor Company	Pantano Foundation
Challenge-Cook Bros. Inc.	Ramada Inns
Chase Manhattan Bank Foundation	Rohm and Haas Company
Chrysler Corporation	Sears, Roebuck de Mexico, S.A. de C.V.
Clayton Fund	Sears, Roebuck de Puerto Rico, Incorporated
Colgate Palmolive Company	Sears, Roebuck de Venezuela, South America
Combined Communications Corporation	Security Pacific National Bank
Continental Grain Company	The Sherwin-Williams Co.
Continental Bank Foundation	Shure Brothers Incorporated
Cyanamid International	Snell & Wilmer
Diamond's	Southern Arizona Bank and Trust Co.
Dun and Bradstreet International	Sperry Rand Corporation
Eastman Kodak Company	Starr Foundation
Eaton Corporation	Talley Industries
Economics Laboratory Incorporated	Tell Properties
Firestone International Company	Texaco Incorporated
First National Bank of Arizona	Union Carbide Corporation
First National City Bank of New York	United States Steel Foundation
The Fuller Foundation Inc.	Valley National Bank
FMC Corporation	Valley National Company
Gainey Foundation	Hiram Walker & Sons, Incorporated
General Tire Foundation Inc.	Wilbur-Ellis Company
The Globe Corporation	Young & Rubicam International Inc.
B. F. Goodrich Company	
Goodyear Tire and Rubber Company Fund	
HARNISCHFEGGER	
Herberger Foundation	
IBM World Trade Corporation	
S. C. Johnson & Son, Incorporated	
Johnson and Higgins	