

AMERICAN GRADUATE  
SCHOOL OF INTERNATIONAL  
MANAGEMENT

**BULLETIN 1976-77**

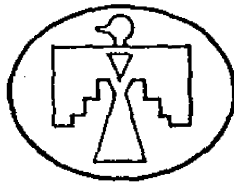
GLENDALÉ, ARIZONA

*"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 1976-77

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

AFFILIATED WITH THE AMERICAN MANAGEMENT  
ASSOCIATIONS

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**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.*

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# ACADEMIC CALENDAR

## FALL SEMESTER 1976

Orientation, Testing, Registration  
Classes Begin, Financial Registration

AUGUST  
Thurs., Fri. 26-27  
Mon. 30

## SEPTEMBER

Last Day for Late Registration,  
Changes in Schedule  
Labor Day Holiday

Fri. 3  
Mon. 6

## NOVEMBER

Thanksgiving Break

Thurs., Fri. 25-26

## DECEMBER

Last Day of Classes  
Final Examinations  
Commencement

Fri. 10  
Sat.-Fri. 11-17  
Fri. 17

## WINTERIM 1977

Pre-registration of New Students  
for Spring Semester  
Registration, Financial Registration,  
Classes Begin  
Final Examinations

JANUARY  
Mon. 3  
Mon. 3  
Fri. 21

## SPRING SEMESTER 1977

Orientation, Testing, Registration  
Classes Begin, Financial Registration

JANUARY  
Thurs., Fri. 27-28  
Mon. 31

Last Day for Late Registration,  
Changes in Schedule

FEBRUARY  
Fri. 4

Easter Break  
Classes Resume

APRIL  
Fri.-Mon. 8-11  
Tues. 12

Last Day of Classes  
Final Examinations  
Commencement

MAY  
Fri. 6  
Sat.-Fri. 14-20  
Fri. 20

## SUMMER SESSION 1977

Orientation, Testing, Registration  
Financial Registration, Classes Begin  
Last Day for Late Registration,  
Changes in Schedule

JUNE  
Thurs., Fri. 2-3  
Mon. 6  
Wed. 8

Holiday

JULY  
Mon. 4

Last Day of Classes  
Final Examinations  
Commencement

AUGUST  
Tues. 9  
Wed.-Fri. 10-12  
Fri. 12

FALL SEMESTER 1977  
 Orientation, Testing, Registration  
 Classes Begin, Financial Registration

AUGUST  
 Thurs., Fri. 25-26  
 Mon. 29

Last Day for Late Registration,  
 Changes in Schedule  
 Labor Day Holiday

SEPTEMBER  
 Fri. 2  
 Mon. 5

Thanksgiving Break

NOVEMBER  
 Thurs., Fri. 24-25

Last Day of Classes  
 Final Examinations  
 Commencement

DECEMBER  
 Fri. 9  
 Sat.-Fri. 10-16  
 Fri. 16

### 1976

#### AUGUST

Sun	Mon	Tues	Wed	Thur	Fri	Sat
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#### SEPTEMBER

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Philip 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

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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 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.

Morris Allen, *Associate Professor of Management.*

M.B.A. (1942), University of Chicago.

Consultant to Department of Treasury on Asian Development Bank; U.S. Government Foreign Agencies: Hong Kong, Brazil, Chile, Washington, D.C.; Author: *Sales and Use Taxes, Tax Systems of the World, 1942.*



H. H. Boggs, *Assistant Professor of World Business.*

B.S. (1959), USMA, West Point; M.B.A. (1973), California State University, Long Beach, California.

Management Consultant, Psychological Services, Inc.; Manager, Winchester West; Field Promotion Manager, Olin Corporation.

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

Titulo 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, Colombia.

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.

W. Richard Bossert, *Assistant Professor of World Business.*

A.B. (1950), Indiana University.

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

Mary Godschalx Brennan, *Acquisitions Librarian.*

B.A. (1968), Lawrence University; M.L.S. (1974), University of Arizona.

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

B.A. (1973), 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.

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.

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.

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, Prince Léopold, Antwerp, Belgium; B.A. (1961), Syracuse University, New York; M.A. (1965), Middlebury College, Vermont; Doctorat d'Université (1970), University of Paris (Sorbonne).

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, Defense Language Institute; Lecturer, U. S. Naval Postgraduate School, California.

Etelvina de Dietrich, *Assistant Professor of Spanish.*

Maestra Normal (1933), Instituto del Profesorado en Lenguas Vivas, 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)*.

John E. Drake, *Professor of World Business.*

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

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), Stanford University.

Lecturer, Hispanic American and Luso-Brazilian Studies, Stanford University; Assistant editor, *Hispanic American Report*, Stanford University. Regional Head, National Security Agency. Area Desk Chief and Special Assistant to the Vice President for Latin America, Bank of America. 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 Superior de Enseñanza (1944), Universidad Nacional de Colombia, Bogota.

Instructor in English, Instituto New York, Bogota, Columbia. 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 Managers 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.

Daniel C. Green, *Assistant Professor of Statistics and Quantitative Methods.*

B.S. (1967), Duquesne University; M.B.A. (1971), Murray State University.

Bryan Heathcotte, *Assistant Professor of Finance.*

A.B. (1961), M.B.A. (1965), D.B.A. (1970), Indiana University. Assistant Professor of Finance, Arizona State University.

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

B.S. (1931), Southwest Missouri State University; 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, *Associate Professor of English as a Second Language.*

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

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.*

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

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

Andre Klein, *Assistant Professor of French.*

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.

Robert Laugier, *Assistant Professor of French.*

B.A. (1971), Arizona State University; B.I.M. (1972), American Graduate School of International Management; M.A. (1973), Arizona State University.

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

Antoinette Lerond, *Assistant Professor of French.*

C.A.P.-E. (1952), 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.

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.

Karl P. Magyar, *Assistant Professor of International Studies.*

B.A. (1962), Michigan State University; Ph.D. (1973), The Johns Hopkins University.

Visiting Assistant Professor, Bowdoin College. Assistant Professor, University of Arkansas, Graduate Program in International Studies: Germany, Italy, Great Britain. Assistant Professor, University of Arkansas.

Robert J. McMahon, *S. C. Johnson Professor of World Business. Chairman, Department of World Business.*

A.B. (1971), M.A. (1972), Ph.D. (1974), University of Southern California.

Product Promotion Manager, Carrier Corporation, New York; Vice President, Group Head, Rumrill-Hoyt Company, New York; Vice President, Director of Marketing, Fuller and Smith and Ross, Pittsburgh; Senior Vice President, Director of Marketing, Lloyds Bank California.

James L. Mills, *Assistant Professor of Economics.*

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

Visiting Assistant Professor, Portland State University.

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 Heramosillo, *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, Associate 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: *Legislacion Mercantil Laboral y Fiscal*.

Issa Peters, Associate Professor of Arabic and Middle East Studies.

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

Associate Professor of Arabic, Defense Language Institute.

Maria Carlota Figueire do Pinheiro, Assistant Professor of Portuguese.

Licenciada em Letras Neolatinas (1961), Catholic University of Rio de Janeiro; Diploma of Associate of the Institute of Education (1962), University of London; M.A. in Education (1963), Teachers College, Columbia University; M.A. in Spanish - Portuguese (1966), University of Illinois.

Instructor and Assistant Director, Peace Corps Language Training Programs at Marquette University. Assistant Professor of Romance Languages, Memorial University of Newfoundland, Canada. Head of Division of Tests and Measurements, City of Rio de Janeiro; Instructor in Spanish and Portuguese, University of Iowa. Co-author: *Elementary Portuguese Workbook*.

Neraida Ramis, Assistant Professor of Spanish.

Bachillerato Universitario (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.

Wallace Reed, Assistant Professor of Accounting.

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

Vice President-Controller and Treasurer, Canadian subsidiary of Avon Products, Inc. Assistant to the President, Welco Industries, Inc. Controller and Personnel Director, Realistic Corporation. Staff Auditor, Arthur Andersen & Co.

Lidia Reyes, *Assistant Professor of Spanish.*

*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.

Helmut Robert Roessler, *Associate Professor of German.*

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

Shiniti Sakuragui, *Instructor in Portuguese.*

Licenciado em Letras Vernáculas e Inglês (1964), Universidade de São Paulo, Brazil; M.A., Linguistics (1975), Cornell University.

Professor de Linguística, Faculdade de Filosofia, Ciências e Letras de Adamantina, Brazil.

Paul J. Schlesinger, *Associate Professor of Marketing, Lawrence A. Appley Chair of International Management.*

B.S. (1947), Northwestern University.

Sales Service Manager, Columbia Broadcasting System, Western Division. Director Marketing Services-Senior Vice President for Business Affairs, Needham, Harper & Steers. Executive Vice President, President, Chairman of the Board, Tatham-Laird & Kadner. Trustee, Chicago Advertising Club; Chairman Central Region, National Director at Large, Chairman Government Relations Committee, American Association of Advertising Agencies.

Lilith E. Schutte, *Professor of German.*

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

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, *Associate 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.

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 Urena, Santo Domingo. Author: *Economic Nationalism in Latin America.*

Andris Trapans, *Assistant Professor of Economics.*

B.A. (1958), Stanford University; M.A. (1961), Ph.D. (1976), 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 del Ecuador; B.A., (1968), M.A., Education (1969), M.A., Spanish (1970), Ph.D. (1976), Arizona State University.

Instructor, Spanish, N.D.E.A. Language Institute, College of Saint Teresa, San Jose State University. 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. Director, AGSIM Mexico (Guadalajara) program.

Dale Vorderlandwehr, *Associate Professor of Economics.*

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

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

George M. Wattles, *John David Campbell Professor of American Business.*

B.A. (1939), Carleton College; Ph.D. (1964), University of Virginia.

Principal, J. Wattles & Associates. Chairman, Economics and Business Administration Department, Vice President and Dean, Rockford College. Chief Economic Adviser, Postal Rate Commission.

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, *Associate Professor of French.*

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

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

Paul M. Wilson, *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, 1976-77.**

James Brady

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

Edward B. Hoff

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

Erich Klinkmüller

Diplom-Volkswirt, Dr. Rer. Pol., Free University of Berlin.

Lawrence E. Koslow

B.A., M.A., California State University, Los Angeles; Ph.D., University of  
California, Riverside.

Victor Kwong

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

Emad Mohit

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

Mark Reader

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

Lewis A. Tambs

B.S., University of California, Berkeley; M.A., Ph.D., University of Califor-  
nia, Santa Barbara.

Robert S. Tancer

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

**Part-Time Instructors**

Mrs. Irene Allwine

Mrs. Agnes Hoffman

Mr. Zeddic Lanham

Mrs. Judith Magyar

## **Faculty Emeriti**

**Francisco L. Gaona**

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

Professor Emeritus of Spanish.

**Arthur W. Goodearl**

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

Professor Emeritus of International Commerce.

**Christian A. Larsen**

University of Washington.

Professor Emeritus of World Business.

**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.

**Gerard R. Richter**

(1926) University of Berlin

Professor Emeritus of World Business.

## INTERNATIONAL CAREERS

The interdependence of nation states and their economies is causing an enormous increase in worldwide financial flows. Total U.S. assets abroad in 1974 increased \$39.3 billion from the previous year, raising the total to nearly \$265 billion. On the other hand, total U.S. liabilities to foreigners increased \$23.6 billion in 1974, to a total of \$187 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.

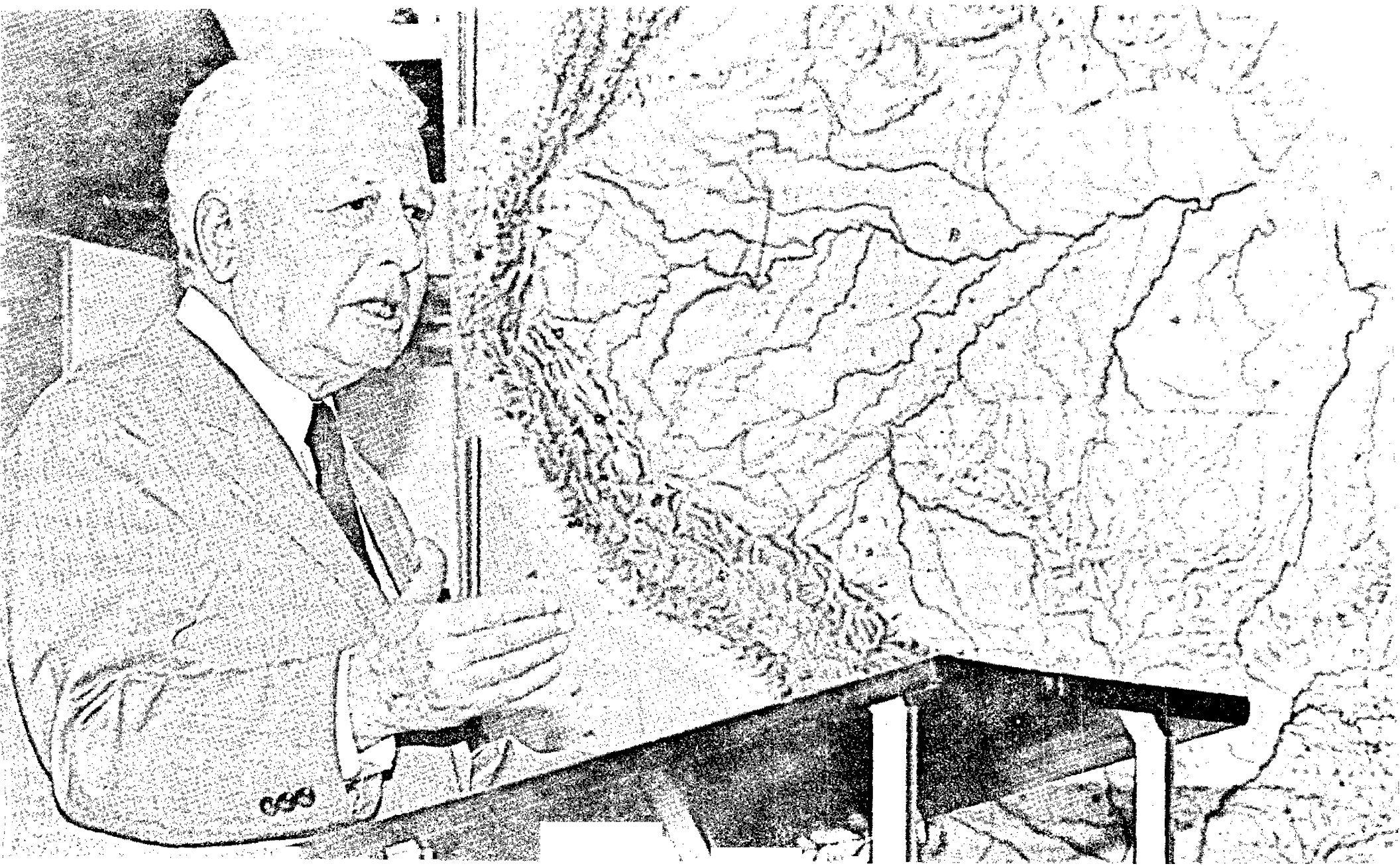
The number of passports issued by the U.S. Department of State for business purposes increased from 39,940 in 1970 to an all-time high of 267,980 in 1974.

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 global 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 other than that usually offered by the traditional M.B.A. program. 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 a portion of AGSIM graduates actually reside overseas at any one time. Many are based in the United States (some representing foreign companies) 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 Managers Course (See also Page 44)**

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 Managers Course, to give corporate executives and their spouses intensive conversational language training in preparation for their being sent overseas. The standard graduate program and the Key Managers 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 academic 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 apartments available 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 Managers 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 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 56,000 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, Chinese, 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 generally available for single students. Single occupancy rooms cost \$225 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 \$185 per student per semester. All units are independently cooled and heated, and have telephones. A \$50 deposit is required when applying for campus housing. (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 \$470 per couple per semester in the West Apartments, or \$450 in the East Apartments. These Apartments are also available to single students (two to an apartment), whenever space is available.

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, requests for reservations must be submitted well in advance of each semester.

### **Dining Hall**

The Dining Hall, for students, their spouses and faculty, serves meals daily throughout the academic year, excluding the Christmas recess and other specified periods. All students and spouses who reside on campus must take their meals in the Dining Hall. The charge for board is \$450 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**

Health services are directed by a registered nurse who works in close cooperation with area physicians. The School infirmary provides emergency first aid and routine medications for common ailments. In case of acute illness, students are referred to a nearby clinic or taken to a local hospital as advised by the physician in charge.

All full-time and special students are protected for both sickness and accident, during regular academic terms, under the Student Accident and Sickness Insurance Program. American spouses and children may be covered by the health and accident insurance (but not the prescription insurance) through payment of an additional premium at the time of registration. Resident foreign, non-immigrant spouses and children of foreign students must be covered by this insurance plan.

### **Placement Center**

Placement Center at AGSIM provides important assistance to students in planning for career employment. Extensive placement information files are maintained regarding many hundreds of 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 Placement Center coordinates the campus recruiting efforts of representatives of business, governmental and social organizations in search of future international executives.

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 the resume is mailed to an inquiring company.

#### **Alumni Office**

The Alumni Office maintains up-to-date files on alumni and their current and past locations and employers. This information is of considerable value to students who wish to analyze the professional progress of former graduates of AGSIM.

This office links alumni throughout the world. Associations are active in more than three dozen important commercial centers in the United States and other countries.

#### **Post Office**

The Campus Post Office, 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.

#### **Nursery**

A cooperative, student-run nursery, equipped to accommodate infants from six months to children of six years, is located on campus. The nursery is maintained if there are enough children enrolled to justify its existence. Hours are generally from 7:30 a.m. through 4:30 p.m., Monday through Friday. Parents who place their children in the nursery are required to participate in its operation. Charge for care is based on the operational expenses of the nursery. There is also a professional nursery within a few blocks of the campus.

#### **Student Government**

Student government is exercised through an elected Associated Students Legislative Council (ASLC). 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 it contains details of campus events and announcements of general interest to students, faculty and staff.

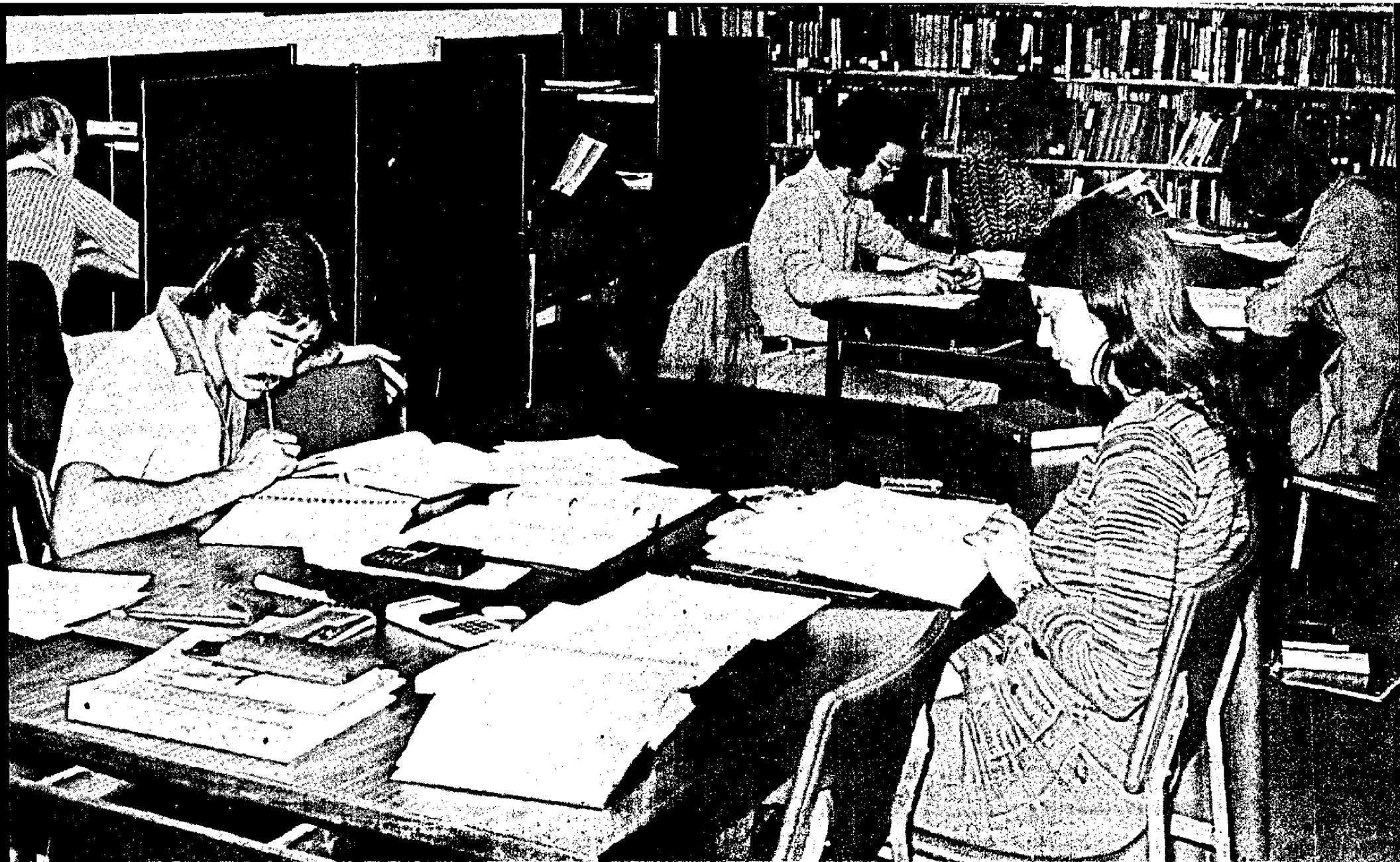
The Alumni Office publishes "The Thunderbird" three times a year. Although catering exclusively to the interests of alumni, copies of the publication are also made available to students and faculty.

### **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 or higher 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 50. 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 (i.e., 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 who completes thirty hours, including Modern Language 400, and nine hours of International Studies, at American Graduate School, and thirty hours at Southern Methodist University (School of Business Administration), can earn the two degrees of Master of International Management and Master of Business Administration. Students may start on either campus.

**The thirty** semester hours must be earned in residence at each institution, and no part of the thirty hours may be transfer credit. Inquiries on this subject should be addressed to the Dean of Admissions. Inquiries to Southern Methodist University should be addressed to Dr. Leland M. Wooton, Coordinator of the MIM/MBA Program, School of Business Administration, Dallas, Texas 75275.

### **University of Arizona Cooperative Program**

The College of Liberal Arts of the University of Arizona and American Graduate School offer a cooperative program designed to join the liberal arts and professional education in preparation for an international career.

Upon the completion of 107 hours in the College with university requirements met, with a grade point average of 3.0 or better, recommended seniors may transfer to American Graduate School for the final semester of study. Those doing so may then receive the bachelor's degree at the University and also count six credit hours (or more, under special circumstances) toward the forty-eight required for the degree of Master of International Management.

Full details about the program may be obtained from the office of the Dean of the College of Liberal Arts, University of Arizona (Room 347, Modern Languages Building) or from the Dean of Admissions, American Graduate School.

#### **Japan (I.I.S.T.) Program - Spring**

The School has an exchange relationship with the Institute for International Studies and Training of Japan whereby groups of their students attend a three-week seminar on Thunderbird Campus and up to 18 AGSIM students spend the Spring Semester at the Institute in Japan. The program is open to qualified second and third term students.

Intermediate and upper level language courses are offered in Japanese. Upper level courses are also offered in World Business and International Studies, taught in English by American and European instructors. A maximum of 18 semester hours of work is allowable. Further details can be obtained from the Office of Academic Affairs.

Tuition is subsidized by I.I.S.T., which charges a modest rate for room and board on their campus, located at the base of Mount Fuji. A small administrative fee is payable to AGSIM.

#### **Mexico (Guadalajara) Program - Summer**

Each summer, AGSIM offers a nine-week session in Guadalajara, a bustling, modern city that still retains the essence of old Mexico. Upper level courses in Spanish, World Business, and International Studies are offered by a faculty of AGSIM and Mexican scholars. Tuition, fees, and credits are the same as for the regular summer program in Glendale.

The primary purpose of the program is to give second and third semester students the opportunity to sharpen language skills and study Latin American business practices in a total immersion setting. A few properly qualified entering students may be allowed to participate. Additional details may be acquired from the Office of Academic Affairs.

#### **Spain (ESADE) Program**

American Graduate School and the Escuela Superior de Administración y Dirección de Empresas (ESADE) in Barcelona, Spain, have entered into an informal agreement of mutual cooperation. Several ESADE students attend AGSIM each semester, and AGSIM students and alumni may take advantage of ESADE's facilities in Barcelona. AGSIM and ESADE also cooperate in offering seminars and workshops on international management to the Spanish business community.

#### **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, with a cumulative grade point average of at least 2.75. 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 for a flat-rate tuition of \$325, or up to 6 semester hours in the Summer Session for a flat-rate tuition of \$225.

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. Only those holding bachelor's or higher degrees may be admitted into classes in International Studies and World Business.

Special Students taking courses for credit 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 Managers 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, combined with training in enculturation for an area or country, form the basis for this program. Classes in French, German, Portuguese and Spanish are six weeks in length; those in Arabic, Chinese, Japanese, Russian, and English as a Second Language are eight weeks in duration. Courses are offered 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 Managers Courses, in care of the School.

#### **Winterim**

The Winterim, held between Fall and Spring Semesters starting early January, attracts numerous students. No 300-level courses are offered. The Department of Modern Languages may offer 400-level instruction, if there is sufficient student demand. The International Studies and World Business courses offered are usually those not offered in the regular curriculum, thus enabling students to obtain exposure to innovative material.



## 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 necessarily outweighs all 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. As enrollment must be restricted to a manageable level, early application is recommended. Information and application forms may be obtained by writing to the Dean of Admissions.

Students are selected on the basis of their composite application. The Graduate Management Admission Test (GMAT) is required, and this score is taken into account with the cumulative grade point average of the last two years of undergraduate study. Usually, a 3.0 average is acceptable. 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. Attention is given to aspects of the candidate's record which are indicative of maturity, leadership capabilities, and 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 proof of proficiency in this language by means of scores obtained in a standard examination such as the Test of English as a Foreign Language (TOEFL). 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 graduates of American high schools, all other 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 which is not refundable.
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. Official notice of the score on the Test of English as a Foreign Language (TOEFL), if the applicant's native language is not English.



5. Official notice of the score received on the Graduate Management Admission Test.
6. A completed Health Report, in duplicate, on forms provided by the Office of Admissions.
7. Following receipt of notice of tentative acceptance, remittance of a \$100 tuition deposit.

#### **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 as determined by the Department of Modern Languages. Students who are required to enroll in Intensive English (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 is accredited 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, and the Western Association of Graduate Schools.

## 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, or for the Certificate of Advanced Study.

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. Information concerning thesis requirements may be obtained from the relevant Department, as each Department reserves the right to set its own standards with regard to content, subject matter, and form. Application forms for the thesis may be obtained from the Office of Academic Affairs.

#### **Graduation 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 may, with the consent of the instructor on a space available basis, audit lecture courses in addition to the program taken for credit. The charge for auditing is calculated on the same basis as tuition payable for courses taken for credit. Audits are not permitted in language courses at the 300a, 300b, and 400 levels, nor are they permitted in seminars.

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

The normal number of hours that a student may take (including audits) in a regular semester is 18 or 19. The maximum that any student may take is 20 hours, subject to the prior approval of the Dean of the Faculty. The summer maximum is 13 hours, and the Winterim maximum is 4 hours.

#### **Concurrent Enrollment**

Credit will not be allowed for course work completed at another institution during any term that a student is taking maximum hours at AGSIM.

**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. Class attendance may be required by individual instructors in the Departments of International Studies and World Business, at the instructor's discretion.

**Change of Schedule**

The period for changes in schedule without payment of a fee is five (5) class days in the fall or spring semester, three days in the summer term, and two days in Winterim. No courses may be added to a student's program after ten class days in the fall or spring semester, and six class days in the summer term. Upon payment of a \$5.00 fee, following the free period of five days, students are permitted to drop courses up to, but not including, the final examination period, 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 semester hours of graduate work completed after receipt of the undergraduate degree with a grade of B (3.0) or better, provided that such work complements or duplicates courses now offered by the School, and provided that such work meets the standards set by the individual Departments. No account will be taken of the grades of transfer work in computing the student's grade point average at AGSIM. The transferring of hours in no way constitutes the waiver of a course.

**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. It is the student's responsibility to make necessary arrangements with the instructor with regard to removing the Incomplete.

### **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, letters of recommendation, 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 \$1,435 for each Spring or Fall Semester, and \$1,010 for the Summer Session, for students enrolled on a full-time basis. Tuition is the same for all, regardless of state or country of residence.

Special Student fees apply to those carrying less than 12 semester hours (or less than 9 hours in the Summer Session), including audits. Such students will be charged a tuition fee of \$110 per semester hour of instruction, plus a registration fee of \$110 for each term of study. This includes accident and sickness insurance coverage. It does not entitle use of the Placement Center (except for those students who have completed at least one full term).

Spouses of full-time students at the School may take up to 9 semester hours of study in a Fall or Spring Semester at a flat-rate tuition of \$325, or 6 hours in a Summer Session for a flat-rate tuition of \$225. Special arrangements are made for spouses who take ENSL-INT, which would exceed the maximum number of hours allowed under this provision. If the spouse later becomes a candidate for the M.I.M. degree, then all credit hours are charged retroactively at the regular tuition rate for full-time students.

The Associated Students Legislative Council (ASLC) Fee is \$12 for Spring and Fall Semesters, and \$10 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 \$30 Application Fee must accompany a candidate's application for admission and is not refundable.

All students are required to make financial arrangements during financial registration which is held on the first day of classes each semester. Those students who fail to pay their fees on this day or make arrangements to make deferred payments at a later date will be subject to a \$25 late financial registration fee.



A tuition deposit of \$100 is to be sent in upon receipt of a letter of tentative acceptance. This deposit is refundable up to 30 days prior to the first day of registration of the term for which official acceptance has been granted. If desired, the deposit may be applied toward a later term for which the applicant may qualify.

#### **Board and Lodging**

Board at the School is at the rate of \$450 per person per semester, subject to change. Single students and couples living in campus housing are required to patronize the dining hall. Student spouses who are working off-campus are entitled to a five-day lunch credit.

Lodging is at the rate of \$225 or \$185 for single students per semester; suites for married students without children are available at a rental cost of \$470 or \$450 per semester. All rates are subject to change.

#### **Minimum Costs for a Regular Academic Semester**

<b>Single Students</b>		<b>Married Students</b>	
Tuition	\$1,435	Tuition	\$1,435
ASLC Fee	12	ASLC Fee	12
Board	450	Board	900
Lodging	225	Lodging	470
	<hr/>		<hr/>
	\$2,122		\$2,817

Books and instructional supplies are not included in the regular tuition charge. For most students, their cost should not exceed \$150 per semester.

*Special Summer Rates.* Tuition and fees for the Summer Session amount to \$1,101, in addition to the ASLC Fee of \$10, covering a maximum of 13 credit hours of work. Board costs \$290 per person, and lodging costs per person are: \$175 in the West Apartments, \$165 in the East Apartments, \$160 in Dormitories A & B, and \$120 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. A special schedule, pro rata on the above, applies to the Summer Session and to the Winterim.

Board is refundable to the nearest following 1st or 15th of the month. Lodging 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. Application procedures for loans should be initiated at least three months before the funds are needed. Loan proceeds received at the School after the date specified for financial registration are subject to the usual charges for late payment of tuition and fees.

International students in this country under the F-1 student visa should request the AGSIM Financial Aids Office to provide the proper application form to supply financial information in support of assistantship and scholarship applications.

Unless otherwise specified, assistantships and fellowships cover tuition costs for the first term in residence and are valid for one term 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 United States 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 ASSOCIATIONS SCHOLARSHIPS. Two scholarships are offered annually to sons and daughters of American Management Associations 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 Mrs. Genevieve R. Mutka, Chairman, Celia M. Howard Fellowship Fund Committee, 315 Marengo Avenue, Forest Park, Illinois 60130. The Fellowship may be used for 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 one semester, 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.

FRIENDS OF THUNDERBIRD SCHOLARSHIP. This scholarship is provided by the Friends of Thunderbird, an affiliate organization of AGSIM. A grant is made annually to a deserving student.

- **FMC SCHOLARSHIP.** Funds from FMC provide a scholarship of \$1,500 to one student per academic year, distributed at \$500 per term. The recipient must maintain a grade point average of at least 3.0 to assure continuance of the award. It is given to an incoming student, U.S. citizen or permanent resident, with a technical undergraduate major, such as engineering. Demonstrated need is a major factor in the award of the scholarship.

**SOBIN INTERNATIONAL CHEMICAL BUSINESS, IMC CHEMICAL GROUP, INTERNATIONAL MINERALS AND CHEMICAL CORPORATION FELLOWSHIP.** This Fellowship was established by the above three companies. It provides full tuition, room and board for one student for the three terms required to complete the MIM degree. The recipient of the fellowship is chosen annually by the Scholarship Committee on the basis of merit and need.

**L. W. DOUGLAS FELLOWSHIP.** This Fellowship, established in the name of L. W. Douglas, a close friend of the American Graduate School of International Management, is awarded annually by the Scholarship Committee to the student deemed most deserving, based on academic achievement, management potential and need.

**MARTHA L. SNYDER ALUMNI SCHOLARSHIP.** The Martha L. Snyder Alumni Scholarship was established through contributions from alumni and friends at the time of her retirement as Alumni Director. This fund provides income which is distributed in the form of a scholarship in the amount of \$250 each fall and spring semester.

**Miscellaneous Scholarship Grants:**

About fifty small grants are awarded during the year to second and third semester students. These are granted on the basis of scholastic performance at AGSIM, 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. 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.

**CHRYSLER CORPORATION GRANTS.** The Chrysler Corporation has made funds available for second and third semester students. Recipients are chosen by the Scholarship Committee on the basis of academic achievement at AGSIM, need, and involvement in campus activities.

**BEECH AIRCRAFT GRANTS.** Beech Aircraft Foundation has contributed funds for scholarship assistance to AGSIM students. Recipients are chosen by the Scholarship Committee on the basis of academic achievement at the School and need.

#### **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 Guaranteed Loan 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 are given preference. Application deadlines are July 1 for the Fall Semester, December 1 for the Spring Semester, and April 1 for the Summer Session. Funds will be committed and loans announced within 30 days of these dates. The ACT Institutional Data Sheet and the AGSIM Supplementary Information Form (contained in ACT packet) serve as the National Direct Student Loan Application.

#### FEDERALLY GUARANTEED STUDENT LOANS (Federally Insured, United Student Aid, and State Loans):

United Student Aid Funds. Loans are available through banks participating in the United Student Aid Funds Program. Applications are available through local banks, or write to the Financial Aids Office.

Federally Insured Student Loans. Loans are available through banks participating in the Federally Insured Student Loan Program. Applications are available through local banks, or write to the Financial Aids Office.

State Loans. Several States have loan programs (reinsured by the Federal Government). For further information and application forms, contact your home bank or State Department of Education.

**IMPORTANT:** The limit for any one or combination of United Student Aid Funds, Federally Insured, and State loans is \$2,500 in a twelve-month period.

*NOTE: A student must be a U.S. citizen or permanent resident to be eligible to borrow from the National Direct Student Loan Program, United Student Aid, or any of the Federally Guaranteed Loan Programs.*

**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 \$1,200 per year 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, D.C. Recipients must agree to return to their home country after completion of studies.

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.

THE HATTIE M. STRONG FOUNDATION administers a loan program for American college students based solely on merit. Loans average between \$1,000 and \$2,000 per year. Applications should be made from January 1st to March 31st covering the scholastic year beginning the following September. Students should apply in writing, giving a brief personal history and identification of the educational institution attended, subjects studied, and the amount of funds needed. If the applicants qualify for consideration for a loan, an application form will be mailed to them. Inquiries should be sent to: Hattie M. Strong Foundation, Student Loans, 409 Cafritz Building, 1625 Eye Street, N.W., Washington, D.C. 20006.

FRIENDS OF THUNDERBIRD EMERGENCY LOAN FUND. Friends of Thunderbird consists of a group of local people who support the ideals and goals of American Graduate School. They have established a limited emergency loan fund to take care of situations which will be resolved in 30 days or less. Arrangments are made through the Financial Aids Office.

- 4 THE UNITED STATES STEEL CORPORATION LOAN FUND. The U.S. Steel Corporation, through its program of awarding loan funds to highly selected graduate schools throughout the United States, has provided a special student loan program at AGSIM. Application should be made to the Financial Aids Office.

## STUDENT EMPLOYMENT

### On-Campus Employment

A limited number of qualified students or their spouses may find part-time employment in the administrative or faculty offices, or in various other capacities. Application procedures are available from the Financial Aids Office.

### 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 audio-lingual-conceptual 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 tools 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 most 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 and writing ability — in one of the eight 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 American, Middle East, North Africa, Subsaharan Africa, or International Relations, totaling .....9 hours

**MODERN LANGUAGES:**

Introductory, Intermediate, Advanced courses in: Arabic, Chinese, French, German, Japanese, Portuguese, Spanish, or English as a Second Language, totaling .....15 hours  
*(16 hours in the case of Chinese and Japanese; 21 hours for English, if beginning with Intensive)*

**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. Waiver of required courses in no way constitutes a reduction in the number of hours required for the M.I.M. degree.

**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 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. An individual may enroll in only one 590 independent research project in any one term.

The following courses may not be taken concurrently: 590 (Independent Research Project), WB-557 (Interad Plans Board), WB-591 (Internship), and 592 (Thesis). Only one of these courses may be taken in any one term.

The AGSIM Form Manual for Research Writing must be followed in the preparation of all written work in the various courses.

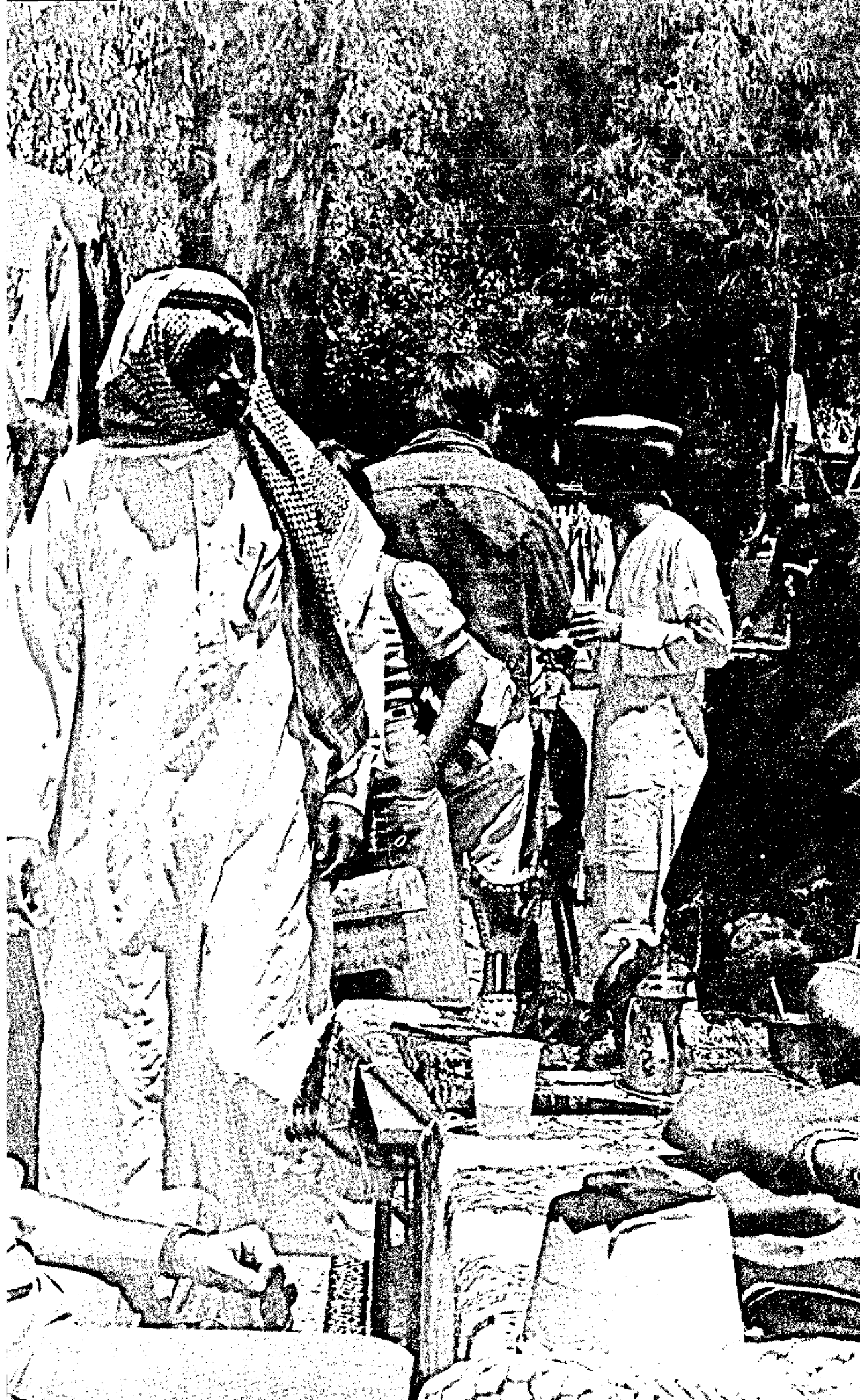
Courses in the Department of Modern Languages labeled "a" or "b" must be taken in the sequence of "a" preceding "b."

#### **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.

Some courses are offered in alternate semesters, and others at intervals in response to student demand.





## DEPARTMENT OF INTERNATIONAL STUDIES

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

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 regional contemporary issues.

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

Economic, social, and political trends of postwar Western Europe are analyzed. 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 America's interests in Africa, are analyzed.

IS-370

INTRODUCTION TO INTERNATIONAL RELATIONS (3 hours)

Course material is designed to promote 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.

IS-410

MODERN JAPAN (3 hours)

Focus is 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-412

MODERN CHINA (3 hours)

The development of modern China is traced, including 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)
- 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 are analyzed. (Offered alternate years.) 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)
- The student is introduced 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 SYSTEMS (3 hours)
- This is an introduction to the East European command economies. 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 and economic integration. The course concludes with an examination of Communist foreign trade planning and management, and the extent of this region's growing trade with the West.
- IS-428           LABOR IN EUROPE (3 hours)
- Differences between the American and the European labor movements are delineated. 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-430 MEXICO (3 hours)

The objectives of this introductory 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)

Students are familiarized 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, using a pro-seminar approach, is devoted to the study of the basic elements of Brazilian life: society, culture, government, politics, geography, economy, and business. Prerequisite: IS-330 or equivalent, and permission of the instructor.

IS-434 DOING BUSINESS IN MEXICO AND PERU (3 hours)

Consideration is given to the new techniques of doing business in two Latin American nations, Mexico and Peru, selected because their current policies are innovative and could be illustrative of future worldwide trends. It focuses upon the new "rules of the game" of how the multinationals are facing this challenge to their traditional ways of doing business. In addition to class discussions and lectures, a research paper is required covering the present environment for international business in a given sector in one of the two countries. Prerequisite: IS-330 or equivalent.

IS-438

INTER-AMERICAN RELATIONS (3 hours)

Exploration is undertaken of 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 discussion 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 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-471

INTERNATIONAL ORGANIZATIONS (3 hours)

International Organizations concerns international and regional institutions designed to further economic development and commerce. Included are global structures such as UNCTAD, The World Bank, and the International Labor Organization; regional organizations such as the European Economic Community, the Andean Common Market and the African Development Bank; and nationally based organizations of an international nature such as the Export-Import Bank. The main purposes of the course are: (1) to describe the growth of such institutions, (2) to assess their economic and political impact, and (3) to assess ties among international institutions, national governments and private investors. No prerequisites.

IS-474

FOREIGN POLICY (3 hours)

This pro-seminar examines on a global scale the many facets of foreign policy formation and decision making. It encompasses some historical background, but is primarily concerned with present day problems and issues facing the nation state in its international relations. Research papers on specific foreign policy challenges and confrontations are required. Prerequisite: IS-370 or equivalent.

- IS-477            DIPLOMACY, NEGOTIATION AND BARGAINING (3 hours)
- This pro-seminar is concerned with gaining perspectives on the relations between states. It is concerned with the problems of communication and international decision making as they affect relations between states both in normal periods and in periods of high tension. Topics include the scope of diplomacy, the nature of negotiation and bargaining, some of the techniques and problems of negotiation. Students are required to do research papers. Prerequisite: IS-370 or equivalent.
- IS-480            ECONOMIC DEVELOPMENT AND SOCIAL CHANGE (3 hours)
- The student is introduced 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            CONTEMPORARY AMERICA (formerly AMERICAN TRADITION) (3 hours)
- Facts and opinions are presented 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 U.S. nationals may attain a greater appreciation of the forces at work in their own country, so that they 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 analyzes the causes, the effects, and responses to this worldwide problem.

IS-485

**TOURISM AND ECONOMIC DEVELOPMENT (3 hours)**

Consideration is given to 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-488A

**CROSS CULTURAL COMMUNICATION FOR INTERNATIONAL MANAGERS (3 hours)**

This course offers training in cross cultural communication skills, and emphasizes the interpersonal level of transcultural interaction. Its objectives are to provide the student with the following: (1) a vocabulary in nonverbal communications which are universal; (2) an appreciation of culturally specific values, beliefs, and attitudes—how they are formed and how they can be changed; (3) skills in cross cultural adaptation and problem solving through participative experience in various multicultural group configurations under a variety of leadership styles. In the course of this training the student is exposed to the most recent developments in management's uses of group dynamics, the sociology of small groups, and transactional and other modes of communication.

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; an examination of the expansion of the E.E.C.; external relations; and an analysis of the various institutions of the Common Market.
- IS-521            AMERICAN-EUROPEAN RELATIONS (3 hours)
- The history of American - European relations since 1945 is reviewed. Topics to be considered include the United States' economic aid after the war; the development of the Atlantic Alliance; Europe's own economic and political reconstruction and America's attitude toward this; America's role in Europe's contemporary political problems; detente and Ost-Politik; and the conferences concerning European security. While the greater part of the course considers our relations with Western Europe , occasional reference is made to the greater European theatre insofar as it becomes appropriate to do so. Also, a portion of the course focuses on the relations of Canada with Europe and their influence on the United States. Prerequisite: IS-320 or equivalent, and permission of the instructor.
- IS-524            EAST-WEST SEMINAR (3 hours)
- This seminar analyzes the economic relations of Eastern Europe and Russia with the West, and current developments in East-West trade. It is concerned with the role and importance of planners' and trade managers' behavior in these countries. It studies the political influences in decision making, business psychology, and problems of doing business with these countries. Prerequisite: Permission of the instructor.
- IS-525            TOPICS IN EUROPEAN ECONOMIC RELATIONS (3 hours)
- Prerequisite: Permission of the instructor.
- IS-526            EUROPEAN AND AMERICAN ECONOMIC THOUGHT (3 hours)
- The focus of this course is contemporary thought in Europe and the United States. It is a readings seminar in which the student reads and discusses current works by authors such as Galbraith, Myrdal, and some European

Marxists. Philosophical views of capitalism and socialism are discussed. Prerequisites: IS-320 or equivalent and permission of the instructor.

IS-528            ECONOMIC AND SOCIAL POLICY IN EUROPE (3 hours)  
Examination is made of various aspects of the policymaking 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-state's 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: IS-320 or equivalent, and permission of the instructor.

IS-530            POLITICAL INSTITUTIONS OF LATIN AMERICAN (3 hours)  
This seminar on Latin American politics has as its objectives: (1) to read and discuss some general theories of Latin American politics; (2) to assess the political impact of various domestic groups with specific reference to the military, and (3) to consider the impact of external forces upon Latin American politics. In all reading and discussions, an underlying theme concerns the relationship between economic growth, social development and political change. Prerequisite: IS-330 or equivalent and permission of the instructor.

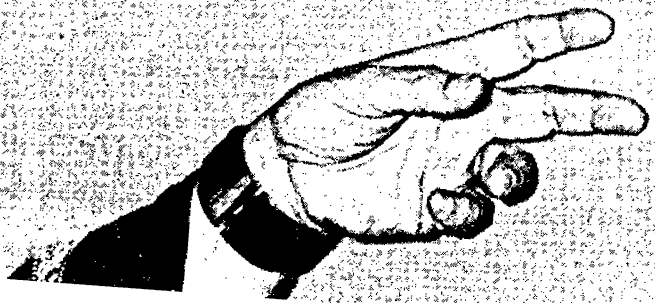
IS-533            "O BRASIL DE HOJE": CONTEMPORARY ECONOMIC POLITICAL AND SOCIAL PROBLEMS OF BRAZIL (3 hours)  
In this seminar, conducted in the Portuguese language, an analysis is made of the many economic, political, financial, and social problems and issues confronting modern Brazil, as well as achievements in arts and literature. Current Brazilian periodicals and other sources are utilized in the preparation of oral and written research reports. Prerequisite: IS-330 or equivalent and a knowledge of the Portuguese language, as well as permission of the instructor.

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

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

- IS-550            AFRICAN POLITICAL AND ECONOMIC DEVELOPMENT  
(3 hours)
- This seminar is for the advanced student with an active interest in African affairs, and seeks to study in depth the problems of political and economic modernization and development. Depending upon the students' interest, greater emphasis may be placed on a specific region or a special topic, but the introductory part of the course seeks to identify and to analyze the interrelation between the political and economic aspects of the developmental problems confronting the Sub-Saharan African states. Prerequisite: IS-350 or equivalent, and permission of the instructor.
- IS-558            SELECTED RESEARCH TOPICS IN AFRICAN STUDIES  
(3 hours)
- IS-571            CONFLICT IN INTERNATIONAL RELATIONS (3 hours)
- This is a seminar, hence its membership is somewhat limited. By its nature, politics implies the possibility of some form of conflict, ranging in international relations from minor competition to all-out violence. The omnipresence of nationalism has encouraged this phenomenon in relations between states. This course is concerned with forms of conflict and its relationship with nationalism, ideology, and economic relations, as well as with possible means of sublimating it to something less destructive. Prerequisite: IS-370 or equivalent, 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 and permission of the instructor.
- IS-574            U.S. FOREIGN POLICY (3 hours)
- This seminar examines the many facets of the United States' foreign policy formation and decision making. It encompasses some history, but is primarily concerned with history only as it relates to present-day problems facing the United States and its relations with other nations. Research papers on specific situations are required. Prerequisites: IS-370 or equivalent, and permission of the instructor.

- IS-578           SELECTED RESEARCH TOPICS IN INTERNATIONAL RELATIONS (3 hours)
- IS-580           THE MULTINATIONAL CORPORATION (3 hours)  
 Examination is made of 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 are devoted to discussing various models and theories. These 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-583           COMPARATIVE PUBLIC ADMINISTRATION (3 hours)  
 The seminar focuses on the problem of public administration in developing and developed countries. Attention is devoted to official attitudes and policies toward multinational corporations and other international entities. Prerequisite: Permission of the instructor; IS-471 INTERNATIONAL ORGANIZATIONS, or equivalent, is strongly recommended.



Handwritten Arabic calligraphy on a chalkboard, likely representing the Basmala (Bismillah). The text is arranged in three lines:

In the name of Allah, the Most Gracious, the Most Merciful.

Alif Lam Mim

In the name of Allah, the Most Gracious, the Most Merciful.

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 Department. The subject of the thesis must be approved in the preceding semester. The Department reserves the right to set its own standards with regard to content, subject matter, and other requirements.

## 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 students have had previous language experience in the language they wish to pursue, they are required to take a language placement test. After taking the placement test, they are assigned to the appropriate level. Students having doubts about their hearing or speaking capacity, which could have a definite bearing on their ability to learn a language by the method used at the School, should take an audiometer test prior to enrolling. Students assigned to 300a, 300b, or 400 language courses must acquire a cassette player in order to prepare for their assignments.

### 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 entering foreign students who have not graduated from an American high school (either in the United States or abroad) may be required to take the English language placement test to ascertain the level of proficiency in the English language. Upon completion of this examination, the student is placed as follows: (1) Intensive English, (2) EN-400 and EN-405, (3) EN-405, or (4) waived from further language requirements. Students placed in Intensive English are required to take EN-400 and EN-405 in the second semester of residence. Students placing into EN-400 and EN-405 must take EN-400 during their first semester, and must complete EN-405 no later than the second semester of residence, although they are encouraged to take both in the first semester. Students placing into EN-405 only are required to complete the course no later than their second semester, and are encouraged to complete it in the first semester of residence. Other than the initial placement test, no further evaluations are permitted.

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 focus is 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 the total academic emphasis is on the study of the language.

ENSL-400

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

Students are instructed 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. Refer to regulations stated on Page 85.

AR-300a INTRODUCTORY ARABIC (6 hours)  
(Planned to be initiated in August 1976)

- CH-300a INTRODUCTORY CHINESE (6 hours)
- FR-300a INTRODUCTORY FRENCH (6 hours)
- GE-300a INTRODUCTORY GERMAN (6 hours)
- JA-300a INTRODUCTORY JAPANESE (7 hours)
- PO-300a INTRODUCTORY PORTUGUESE (6 hours)
- SP-300a INTRODUCTORY SPANISH (6 hours)

The approach is 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 conversation and two periods per



week (three in the case of Japanese) of grammar analysis (“Fundamentals”).

AR-300b	INTERMEDIATE ARABIC (6 hours) (Planned for Spring 1977)
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 students are also taught how to develop their ability to read for comprehension. Periodicals and books written in the language serve as texts. Progress is made toward building writing accuracy through 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 conversation and two periods per week of grammar analysis (“Fundamentals”). Prerequisite: 300a or equivalent.

AR-400	ADVANCED ARABIC (3 hours) (Planned for Summer 1977)
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 (4 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

CHINESE WRITING (3 hours)

JA-405

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)**

The terminology and techniques used in commercial transactions, including the interpretation and writing of business materials, are studied. 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 FOR FOREIGN  
STUDENTS (2 hours)**

This course was developed for foreign students who wish to improve their command of English as related to the American business community. Students develop skills in writing correct, concise, clear, and concrete messages, while learning the various psychological approaches to effective written and oral communications, especially good news letters, bad news letters, and persuasive letters.

Some attention is given to the writing of job resumes, application letters, and follow-up letters as well as to the interviewing process and other job-related activities; and basic instruction is given in report writing, especially in writing memorandum reports and short reports. Prerequisite: EN-405 or equivalent, and permission of the instructor.

**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 noncorporate 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  
FR-425  
GE-425  
JA-425  
PO-425  
SP-425

**ADVANCED CONVERSATION AND COMPOSITION (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  
FR-430  
GE-430  
JA-430  
PO-430  
SP-430

**ADVANCED 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  
GE-435  
SP-435

**SPECIAL 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  
GE-510  
JA-510  
PO-510  
SP-510

#### 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 SOCIAL, POLITICAL, AND ECONOMIC PROBLEMS OF THE MOST PROMINENT FRENCH-SPEAKING COUNTRIES (3 hours)

GE-530

#### CONTEMPORARY SOCIAL, POLITICAL, AND ECONOMIC PROBLEMS OF GERMAN-SPEAKING COUNTRIES (3 hours)

SP-530

#### CONTEMPORARY SOCIAL, POLITICAL, AND ECONOMIC PROBLEMS OF LATIN AMERICA (3 hours)

These courses offer the student the opportunity to study current social, political, economic, and business con-

ditions 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

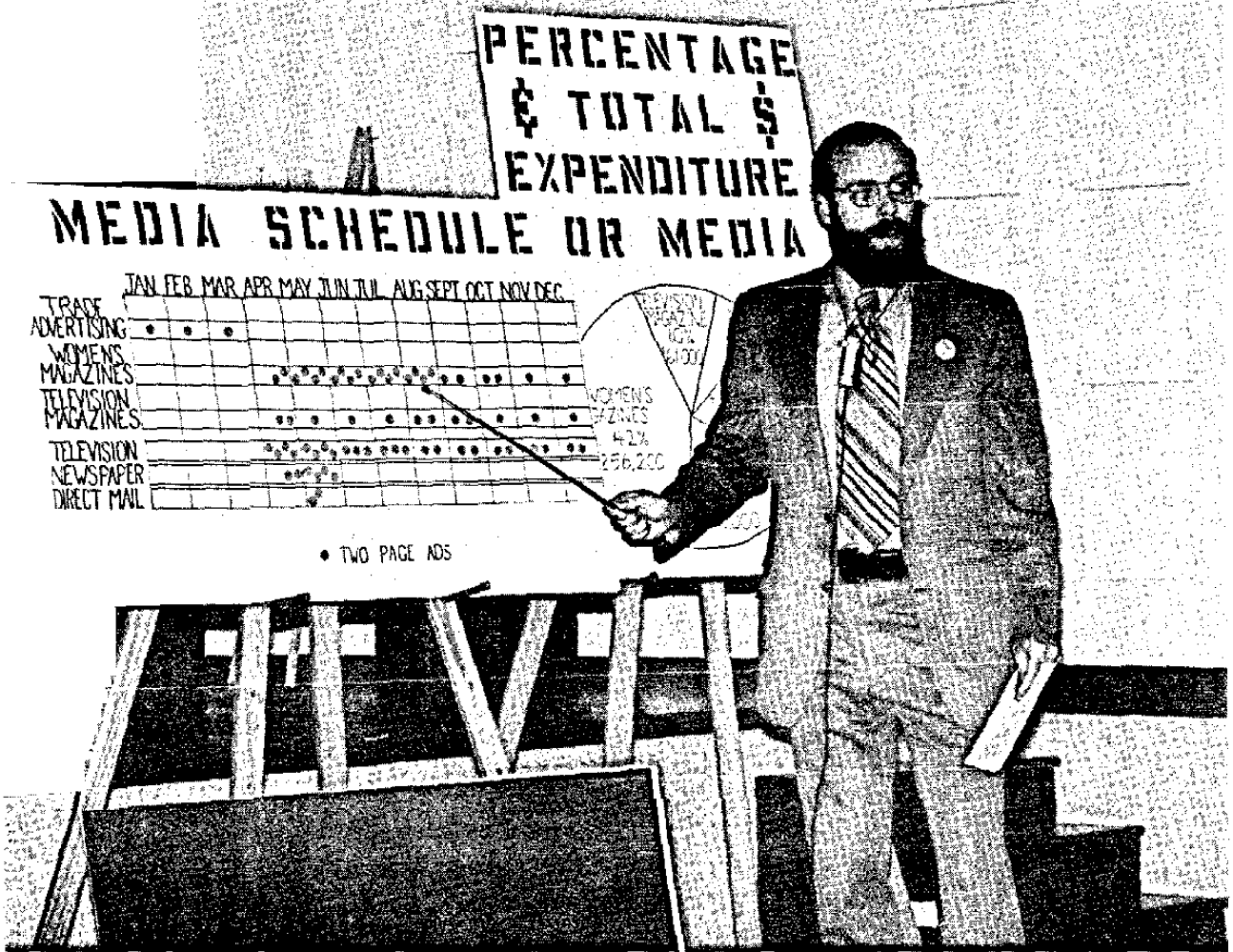
TOPICS IN MODERN LANGUAGES (1 to 3 hours)

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. Topics should be approved in the preceding term. 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 Department.



## DEPARTMENT OF WORLD BUSINESS

- WB-310      FINANCIAL ACCOUNTING (3 hours)
- This course introduces the student to the accounting model, the measurement processes involved, data classification and terminology essential to the interpretation and use of financial statements. No prerequisites. **Required.**
- WB-320      MANAGERIAL ECONOMICS (3 hours)
- Students are introduced to the basic principles, concepts, and tools of economic analysis that are necessary for proper business planning. Its aim is to better the students' understanding of how a market economy operates, to familiarize them with some of the tools that are useful in making economic decisions, and solving economic problems, and to offer them an opportunity to acquire skill in using these tools. **Required.**
- 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 include 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, system design, and computer operation illustrate the problems and opportunities facing the manager in the use of this tool. **Required.**
- WB-331      BASIC PROGRAMMING (1 hour)
- This course in computer programming is designed to teach the student (1) how to operate the computer facilities at AGSIM, (2) the means of problem solving with the use of the computer, and (3) 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 use at the expense of some flexibility.



- WB-340            **INTERNATIONAL MANAGEMENT (3 hours)**  
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.**
- WB-350            **INTERNATIONAL MARKETING (3 hours)**  
This course provides an introduction to the variables and functions in the management of an international marketing effort. It includes the study of theory, while developing a practical knowledge of the marketing management system and its key components such as marketing planning, control and coordination, mass communication, sales, marketing information, buyer behavior, product development, pricing and promotion, distribution channels and logistics. **Required.**
- WB-414            **MANAGEMENT ACCOUNTING (3 hours)**  
Three different ways of constructing accounting for use by management are presented: full cost accounting which measures the total amount of resources used for a cost objective; differential accounting which focuses on the costs and revenues that are expected to be different if one alternative course of action, rather than another alternative, is adopted; responsibility accounting which measures the inputs and outputs of responsibility centers. Prerequisite: WB-310 or equivalent.
- WB-415            **INTERMEDIATE ACCOUNTING (3 hours)**  
The student is provided with background in modern accounting theory and techniques. It includes a brief review of basic accounting theory and covers valuation of receivables, inventories, plant and equipment, investments, intangibles, liabilities, pensions, stockholder's equity, rights and warrants, cash flow, leases and price level adjustments. Prerequisite: WB-310 or equivalent.
- WB-420            **INTERNATIONAL FINANCE AND ECONOMICS (3 hours)**  
An investigation is made 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-320 or equivalent.

WB-421      MANAGERIAL FINANCE (3 hours)

This course is designed to give 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 as well as under 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 microeconomics. Prerequisite: WB-310, WB-320, WB-330, or equivalent.

WB-425      MONETARY AND FISCAL POLICIES (3 hours)

This 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-320 or equivalent.

WB-432      PRODUCTION AND OPERATIONS MANAGEMENT SYSTEMS AND CONTROLS (3 hours)

The course is designed to acquaint the student with the methods that can be applied to production and other operations in international situations. The tools and techniques presented are primarily applicable for manufacturing operations, but also are relevant for managing banks, insurance operations, hospitals and government 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 precedures; 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 offering 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-320 or equivalent.

**WB-437 MANAGERIAL BUSINESS STRATEGIES (3 hours)**

Students are provided an opportunity to gain actual management consulting experience with firms located in the area. The course is organized in conjunction with the Small Business Administration's Small Business Institute (SBI) Program. Students are organized into teams and assigned to businesses which are experiencing difficulty. The students attempt to analyze and isolate difficulties, and to prescribe strategies that will improve the operation of the firm. The course provides a unique opportunity for direct contact with business, and for the application of classroom principles to actual business problems. Prerequisites: WB-310, WB-320, WB-330, WB-340 and WB-414 or WB-421.

**WB-440 GUIDE LINES IN WORLDWIDE OPERATIONS (3 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. Study 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. No prerequisites.

- WB-443      INTERNATIONAL PERSONNEL MANAGEMENT (3 hours)
- A working knowledge is provided of the basic functions of personnel management from a line manager's point of view in order to enable students to more effectively utilize personnel staff specialists. Case studies and outside readings focus the attention of the students on international personnel problems and improve their ability to diagnose personnel problems using a contingency framework. Job analysis, employee selection, training, appraisal, promotion and discipline are the major factors, although the class also discusses recent legal developments affecting personnel such as OSHA, EEOC, Pension Reforms, etc. Students also learn what to look for in personnel benefits from a multinational corporation. Prerequisite: WB-340 or equivalent.
- WB-449      EXPORT-IMPORT OPERATIONS AND INTERNATIONAL LICENSING. (3 hours)
- This course combines coverage of export and import operations and international licensing techniques. The organizations, regulations, terms, documentation, and financing involved with the international movement of merchandise are explored. In addition, the course explores the techniques involved in the international sale of technology. Prerequisites: WB-340 and WB-350 or equivalent. (Students who have successfully completed WB-447 EXPORT-IMPORT OPERATIONS, may not enroll in WB-449.)
- WB-450      INTERNATIONAL MARKETING POLICIES (3 hours)
- Analysis of and class discussion of problems faced by marketers abroad provide the 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.

WB-453            **MARKETING RESEARCH - BUYER BEHAVIOR (3 hours)**  
*Marketing research methodology is combined 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)**  
*Students are provided knowledge of international marketing procedures for industrial products. 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. The objective is to provide the student with marketing procedures and techniques applicable to a broad spectrum of related products sold throughout the international markets. Prerequisite: WB-350 or equivalent.*

WB-456            **BASIC ADVERTISING - WITHOUT PRESENTATION (3 hours)**  
*This course is tailored for students who wish to have some knowledge of advertising as another credit in their credentials for management or marketing responsibilities. It is not designed for the students who want to specialize in advertising. (See WB-457). Through lectures and text, the history, function and procedures of current advertising are covered. Alternative course WB-457 **ADVERTISING ACCOUNT MANAGEMENT - WITH PRESENTATION**. Students electing this course may not take WB-457. Prerequisite: Permission of the Instructor.*

WB-457            ADVERTISING ACCOUNT MANAGEMENT - WITH PRESENTATION (3 hours)

This is an advanced course for advertising career aspirants and for students whose direct corporate managerial responsibility may involve major advertising policy decision. The course advances the educational concepts of WB-456 to the applied techniques of actual advertising procedure. Included is discussion of specific situations that arise in the management of advertising, and their solutions, as well as other possible innovative approaches. Special emphasis is placed on current social and environmental situations where they affect marketing for advertising, or advertising executions. There are out-of-class international projects performed by the students. The students form Ad Agency teams and present complete marketing and advertising campaigns for a product or service in an overseas market. The presentations are conceptualizations of an agency proposing to its client. At semester's end the presentations are judged by executives of leading international advertising agencies. Enrollment limited to 36 students. Alternative course WB-456 BASIC ADVERTISING - WITHOUT PRESENTATION. Students electing this course may not take WB-456. Prerequisite: Permission of the instructor.

WB-460            LEGAL ENVIRONMENT OF INTERNATIONAL BUSINESS (3 hours)

Representative legal questions arising out of doing business abroad are considered. Study is made of the interrelationships 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. No prerequisite.

WB-463            THE AMERICAN BUSINESS SYSTEM (3 hours)

Students attain 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 seminar acquaints the students with domestic consolidations preparatory to translating foreign statements for consolidation in U.S. parent financial statements. It includes various international accounting management subjects such as: reporting problems, disclosures in statements, auditing and accounting practices in foreign countries, foreign base company income, minimizing foreign exchange losses, pricing policies, and methods of financing foreign operations. Prerequisite: WB-310, WB-414 or WB-415, and permission of the instructor.
- WB-525      WORKSHOP IN INTERNATIONAL FINANCE PROBLEMS (3 hours)  
This seminar is designed to provide an intensive examination of 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-527      INVESTMENT ANALYSIS (3 hours)  
This course encompasses three major areas of study. The primary concern is the development of the analytical procedures for appraising securities (fixed income securities, convertible securities, common stock). The secondary concern is an assessment of the efficiency of the capital market, while the final thrust deals with portfolio management (and portfolio analysis). Prerequisite: WB-330 and WB-421.

- WB-544            TRADING WITH THE PEOPLE'S REPUBLIC OF CHINA (3 hours)  
Practical guidance is provided on trading with the People's Republic of China based upon the widespread experiences of many companies. Topics include: PRC's trading organizations and their commercial, financial and negotiating practices; how importers and exporters ascertain trading interest and establish business contact; the varied political and economic factors underlying trading patterns and problems. Prerequisite: Permission of the instructor.
- WB-546            INTERNATIONAL MANAGEMENT SEMINAR (3 hours)  
This seminar exposes students to top executives of varied types, fields of experience and methodology. The seminar is conducted by senior executives from international organizations, or organizations having specific international contacts. Their subjects focus on their experience and their businesses. Prerequisite: Permission of the instructor.
- WB-547            ADVANCED MULTINATIONAL CORPORATE PLANNING OPERATIONS AND CONTROLS (3 hours)  
Long and short-range planning methods of multinationals, such as IBM, Merck, Philips, ICI and GM, are studied in detail. 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-550            INTERNATIONAL MARKETING PROJECTS (3 hours)  
Joint student-faculty analysis is made of actual and current international marketing problems presented to the American Graduate School by leading firms, banks and service agencies. Advanced marketing students have an opportunity to participate in the solution of worldwide marketing problems exactly as they will 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-557            INTERAD PLANS BOARD (2 hours)
- This is a special program open only to those students acting as members of the Interad Plans Board for WB-457 ADVERTISING ACCOUNT MANAGEMENT - WITH PRESENTATION. Regularly scheduled consultations between student and instructor are required. This program is open only to students who have completed WB-457. Prerequisite: Permission of the instructor, and approval of the Chairman of the Department.
- WB-560            LEGAL REGULATION OF DIRECT FOREIGN INVESTMENT (3 hours)
- The course examines the traditional incentive provided by host countries to stimulate direct foreign investment and considers how recent legislation in this area has changed older views and standards. Representative legislation from several countries is explored in depth. A paper and oral presentation is required of each student, demonstrating some understanding of a given law and the economic and *political environment which produced it.* Prerequisite: WB-460 and permission of the instructor. (Summer Session only.)
- 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-591

**INTERNSHIP (3 hours)**

Internships are sponsored by the U.S. Department of Commerce, Arizona Department of Economic Planning and Development, and AIESEC (summer employment abroad). These projects are normally open only to third semester students. Arrangements for internships must be made in the semester preceding the actual project. Availability of internships is contingent on the sponsoring agency with the approval of the instructor coordinating the programs and the department chairman. Only one internship will be allowed for credit during the period of a student's enrollment at AGSIM.

WB-592

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

Rules and regulations pertaining to the writing of the Master's Thesis may be obtained from the Department, as each Department reserves the right to set its own standards with regard to content, subject matter, and form. A student wishing to write a thesis must be a candidate for the degree of Master of International Management. The subject of the thesis must be approved in the preceding semester. Application forms for the thesis may be obtained from the Office of Academic Affairs.



## ALUMNI EDUCATIONAL COUNSELORS

Graduates of American Graduate School of International Management are in a good 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.

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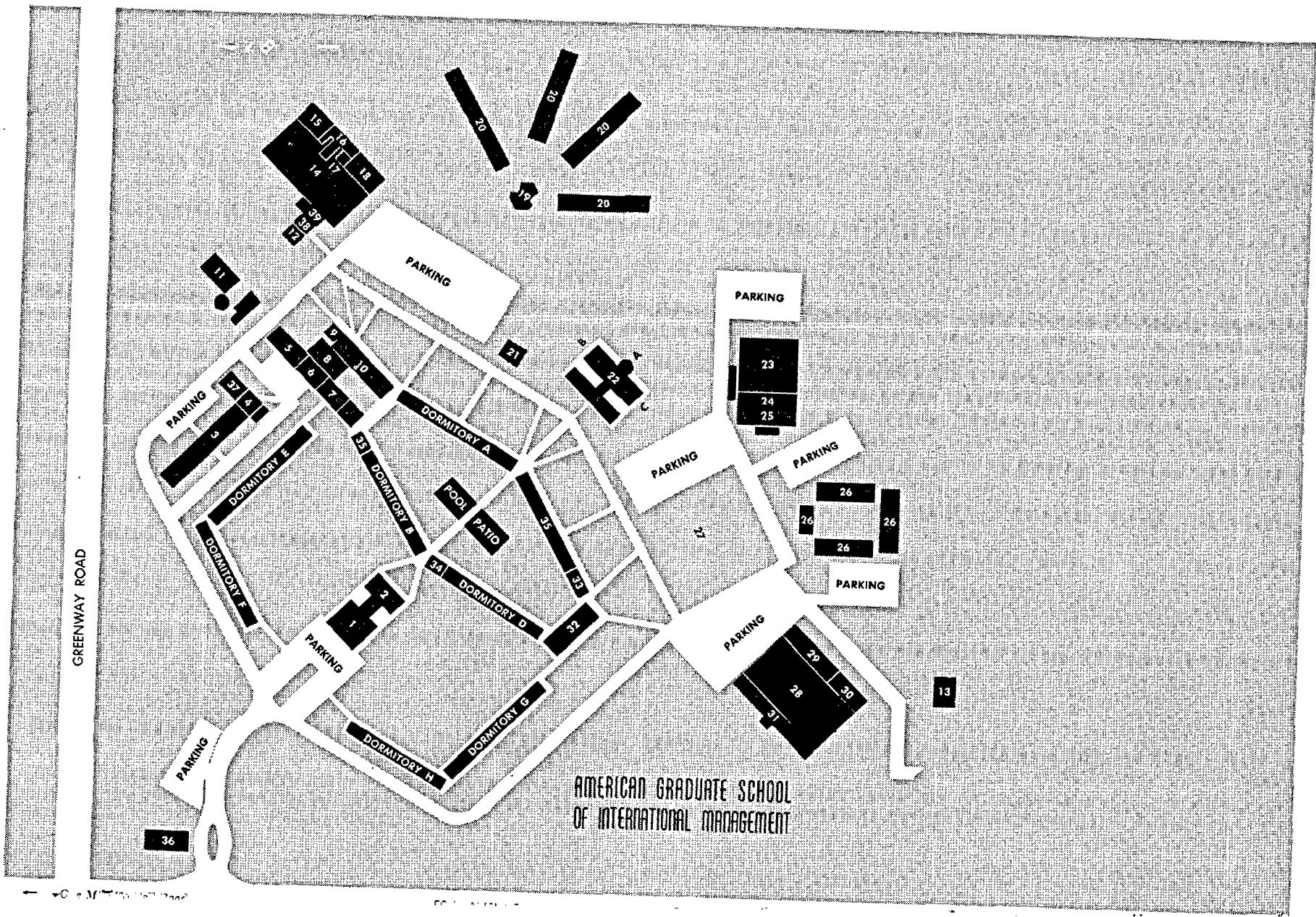
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## MAP KEY

1. Administration Building
2. Business Office
3. Key Managers Quarters
4. Goldwater Lounge
5. Student Lounge
6. Coffee Shop
7. Auditorium
8. Kitchen
9. Thunderbird Room
10. Dining Hall
11. Housekeeping, Buildings  
and Grounds Office & Security
12. Nursery
13. Health Center
14. Hangar—Storage
15. Student Bookstore
16. Post Office
17. Barber Shop
18. Associated Students  
Legislative Council Office
19. Coleman Lounge
20. Married Students Quarters East
21. Key Managers Seminar Building
22. Faculty Building
  - a. Academic V.P. Office
  - b. World Business Offices
  - c. Language Offices
23. Library
24. Alumni Office
25. Placement Office
26. Married Students Quarters West
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
33. Seminar Room C-8  
German Dept. Office
34. Gifford Seminar Room
35. International Studies Dept.
36. Interfaith Center
37. Class Rooms K9-K14
38. Faculty Annex II
39. Purchasing



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