

THUNDERBIRD

REGISTRAR OFFICE

2001 - Spring 2002

BULLETIN

MIM

MBA



MIM BULLETIN FALL 2001 - SPRING 2002

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A NOTE FROM THE PRESIDENT



Welcome to Thunderbird! We are delighted that you have chosen to become a global leader. Thunderbird's proud history — more than 50 years — of helping exceptional individuals shape meaningful careers in global business is probably best evidenced by the fact that our 33,000 alumni are living and working in more than 135 nations.

Now you become a part of that grand tradition. In your time at Thunderbird, you will have the opportunity to draw upon unparalleled expertise and resources in international business. Our faculty, almost half of whom come from outside the United States, is dedicated to providing you with the support you need to achieve your goals here.

But you also have at your disposal another huge advantage: the Thunderbird student body. At Thunderbird you will meet intelligent, motivated students from more than 70 countries. I urge you to learn from them — both inside and outside the classroom. Your fellow students will be lifelong colleagues, friends, and business partners.

We believe our approach to global management education is the model best suited to helping you with your career. The program has been recognized as number one in international management education for six consecutive years by *U.S. News & World Report*, and now, in its first-ever rankings of business schools, by the *Wall Street Journal* as well. Our curriculum, whether you are pursuing our one-year MBA or the comprehensive Thunderbird experience in our Master of International Management (MIM), provides you with the unique opportunity to choose from a wide range of global business courses. As you sit in the classroom, as you work on group projects, as you perform research on-line, I would suggest that you always seek to challenge yourself and build skills that will set you apart.

Please remember that Thunderbird is about people: about motivating others and ourselves. I am very pleased that you have chosen to be a part of this great institution, and I look forward to having the opportunity to interact with you during your time here.

A handwritten signature in black ink, which appears to read "Roy A. Herberger, Jr.". The signature is fluid and cursive, with a large initial "R" and "H".

Dr. Roy A. Herberger, Jr.

This Bulletin reflects graduation requirements and regulations in effect for full-time students who initially enroll, or return after an absence, for Fall 2001 through Spring 2002. Students who may be subject to other requirements printed in earlier catalogues or bulletins must contact the Office of the Registrar.

THUNDERBIRD MISSION STATEMENT

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

GOALS

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

ACCREDITATION

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

CURRICULUM CHANGES

At any time, the School reserves the right to make whatever changes it finds appropriate in course scheduling, course descriptions, assignment of instructors, and prerequisites. Some courses are offered in alternate trimesters or as demand warrants. If a required course for a Focus Area is not offered, an approved substitute course will be made available.

ACADEMIC DEGREE PROGRAMS

Thunderbird offers two degree programs: the Master of International Management (MIM) and the Master of Business Administration (MBA). The MIM may be completed in three to five trimesters (12 to 16 months), dependent upon language proficiency at admission. The Post MBA and Dual Degree Programs are variables of the MIM program.

The MBA may be completed in 3 trimesters (12 months). Completion time for both the MIM and MBA will be extended by electing to do off-campus options, such as internships, exchange programs, and/or overseas campus terms.

SUMMARY OF INSTITUTIONAL REQUIREMENTS FOR THE MIM

Candidates for the Master of International Management degree are required to complete a minimum of 60 trimester hours of coursework. The only exception to this policy is the exceptionally qualified student who waives all or part of the foreign language requirements. In these instances, the required number of hours for degree completion is reduced by the number of language hours waived, not to exceed 15 hours.

A minimum of 30 of the 45 hours that are not language instructional hours must be at the 4000/5000 level. Transfer in of previously earned graduate level credits is restricted to three content-approved hours except in cases of institutional agreements, where number of transfer hours allowed is specified in the agreement. A minimum of 21 credit hours must be earned in residence on the Thunderbird Campus in Glendale.

Students must maintain a cumulative grade point average of 3.00 (B) or better in graded courses to be eligible for the MIM degree. Only courses completed with a grade of C- or better are acceptable to satisfy any requirement for the degree of Master of International Management. The most recent grade of a repeated course will be included in the calculation of student grade point average.

POST-MBA DEGREE PROGRAM

Students who already hold an MBA degree from another institution may earn an MIM in the Post-MBA program. This advanced program allows qualified students the opportunity to internationalize their knowledge of business practices and

business environments. Eligibility is restricted to those with MBA degrees from:

- ▶ AACSB-accredited programs, and/or
- ▶ MBA programs outside the United States, as approved by the Senior Vice President for Academic Affairs or designee.

PARTICIPANTS IN THE POST-MBA DEGREE PROGRAM:

- ▶ Must first apply and be accepted to Thunderbird.
- ▶ Enter the MIM program at the beginning of the 3rd trimester.
- ▶ May waive some Core coursework, as well as selected advanced courses.
- ▶ Complete a minimum of 30 credits at the 4000 or 5000 level including the following:
 - Business Communications (BC4000)
 - International Political Economy
 - Regional Business Environment
 - Communicating & Negotiating in a Multicultural World
 - International Finance & Trade
 - Managerial Communications (BC5000)
 - 6 credit hours of IS equivalents
 - 15 hours of Focus Area/Specialization

Language requirements may be met by waivers through the Language Testing Institute (LTI) of the American Council on the Teaching of Foreign Languages (ACTFL). Students who must take two or more levels of language will require three or four trimesters at Thunderbird.

All hours for degree completion must be done in Thunderbird resident status.

Any graduate level coursework used to fulfill the MIM degree requirement must be completed within 5 years of program initiation.

Courses with a grade below a "C-" do not meet graduation requirements.

DUAL DEGREE PROGRAMS

Thunderbird has established dual MIM/MBA programs with select universities around the world. At the end of the combined program, successful students will receive both the Thunderbird MIM and the MBA of the partner school. All of the programs require students to apply and be accepted at

both schools prior to initial matriculation. All of the dual degree programs provide for a mutual transfer of elective credits between schools. These transfer credits have the effect of significantly reducing the time required to earn the degrees.

DUAL DEGREE STUDENTS:

- ▶ Must first apply and be accepted to Thunderbird.
- ▶ Must complete a minimum of 30 credits at the 4000 or 5000 level including the following:
 - Business Communications (BC 4000)
 - International Political Economy
 - Regional Business Environment
 - Communicating & Negotiating in a Multicultural World
 - International Finance & Trade
 - Managerial Communications (BC 5000)
 - 6 credit hours of IS equivalents.
 - 15 hours of Focus Area/Specialization.
- ▶ May waive some Core coursework, as well as selected advanced courses.
- ▶ May transfer up to 21 credit hours from the other school to complete the required number of credits for graduation.

Language requirements may be met by waivers through the Language Testing Institute (LTI) of the American Council on the Teaching of Foreign Languages (ACTFL). Students who must take two or more levels of language will require three or four trimesters at Thunderbird.

Any graduate level coursework used to fulfill the MIM degree requirement must be completed within 5 years of program initiation.

Courses with a grade below a "C-" do not meet graduation requirements.

Dual degree students who take courses at Thunderbird while attending another university will be charged a per-credit-hour cost corresponding to the rate of trimester tuition and fees in effect at the time.

Additional information may be obtained from the Thunderbird Office of Admissions or from the partner schools. For contact names, e-mail addresses, phone/fax numbers, and mailing addresses of each of Thunderbird's partner schools, visit the Academics section on the Thunderbird Web site, at www.t-bird.edu.

NON-DEGREE STUDENTS

The School admits as Non-Degree Students a limited number of highly qualified individuals who wish to gain advanced training by taking specific courses but do not intend to become degree candidates. Non-Degree Students must apply for admission through the Office of Admissions and must complete all course requirements including final examinations and are subject to all School regulations. Students will be issued e-mail accounts during their course of study and will also receive a transcript of all work completed. Lifetime global e-mail is not available to Non-Degree Students.

**CERTIFICATE OF ADVANCED STUDY
(GENERAL MANAGEMENT)**

Students who do not complete all the requirements for the MIM or MBA, may earn the Certificate of Advanced Study, provided they have completed 15 or more credit hours of specified coursework with a cumulative grade point average of at least 3.00. Candidates for the Certificate of Advanced Study must take International Political Economy (IPE), Regional Business Environment (RBE), Communicating & Negotiating in a Multicultural World, International Finance and Trade (IF&T), and an off-campus Winterim of their choice.

SPOUSAL ENROLLMENT

Spouses of full-time students may take up to 9 credit hours of study per trimester. Refer to schedule of tuition and fees for relevant charges. Student spouses must complete the non-degree application procedure in the Office of Admissions. Enrollment in Global Management (GM) courses requires satisfaction of all listed prerequisites. Furthermore, enrollment in GM courses is not allowed until all admission requirements in effect for full-time students are satisfied. This would include completion of an undergraduate or equivalent degree, and a GMAT score meeting general admission requirements.

Enrollment in a language program only would not necessitate completing the degree and GMAT test requirements. One additional credit hour per term is permitted for spouses enrolled in 7 hour or 4 hour language classes. If the spouse later becomes a candidate for the MIM degree, all credit hours are charged retroactively at the regular full-time student tuition schedule in effect at the time of degree seeking declaration.

**INSTITUTE FOR LANGUAGES AND
COMMUNICATION**

Thunderbird offers intensive language programs that compress 4.5 credits of language courses in a 6-week period. Students may choose to complete an intensive course before starting the MIM program in order to attain more proficiency and to free up hours within the 60-hour degree program for more advanced course work. Visit the Thunderbird Web site for details.

PRE-MBA INTENSIVE ENGLISH PROGRAM

A ten-week non-credit intensive English program offered through the Thunderbird Language and Culture Center is held several times each year to help prepare non-native speakers of English for entrance into the MIM or other graduate business programs. This English program has small class sizes (6-8 students/class) and a business-oriented approach to learning. For more information visit the Thunderbird Web site at: www.t-bird.edu/xp/Thunderbird/corporate_services.xml/exec_ed.xml/tlcc.xml/tlcc.xml.

MIM PROGRAM STRUCTURE

ADMISSION PREREQUISITES

Students must satisfy the prerequisites of Statistics, Macroeconomics and Microeconomics prior to program entry. This can be accomplished by:

- 1) prior completion of these courses with a grade of "B" or better,
- 2) passing standardized (CLEP and Dantes) examinations given during Global Navigation Week, or
- 3) completing tailored instructional courses on campus the week prior to Global Navigation Week and/or during the first seven weeks of the first trimester of study.

STUDENT COHORTS

Students progress through the first trimester, and often the second, as part of a culturally diverse learning group. The purpose of the cohort group is to maximize exposure to the rich global diversity on our campus. Cohorts provide a living global laboratory in which to meet and work with students from over 80 countries.

GLOBAL NAVIGATION WEEK

Global Navigation Week is a mandatory, one-week course required for all entering students. The course introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, motivation, ethics, and cross-cultural communication. It also offers self-assessment tools and opportunities to explore career management and job search strategies. Presentation and computer skills are also a part of Global Navigation Week. The program's action-learning approach includes cases, exercises, simulations, group discussions, presentations, lectures and videos. This course is offered on a Pass/No Credit basis.

GLOBAL FOCUS

All courses in the MIM program are designed and taught from a global, regional or cross-cultural perspective. The goal of the Thunderbird MIM program is to equip the next generation of global business leaders with the tools they need to be successful doing business anywhere in the world.

THE MIM CORE

The MIM Core is presented in the first two and a half trimesters and provides the Thunderbird educational foundation and context. The Core is a common set of sequenced, integrated and non-waivable courses that students complete as a cohort group. The Core focuses on business analysis and leadership skills, tools for macro-environmental analysis, and managerial communication skills and provides grounding in important, emerging business areas like e-technology management, information management, and business communications. Individual language and regional focus choices are also made and started within the Core time frame.

FUNCTIONAL FOCUS AREA COURSES

These courses provide the opportunity to build depth and sophistication in Global Marketing, Global Finance, Global Management or Global Development and Policy. The declared focus requires a minimum of 12 trimester hours of coursework plus a capstone course taken in the final trimester specific to that focus area. Students are only allowed a total of two (2) focus areas. A maximum of three (3) hours of common coursework may be used to satisfy the requirements of two focus areas. Students must declare their Focus area by the end of their second trimester of enrollment.

MULTIPLE COMPLETION TRACKS

Multiple completion tracks are available to meet your needs. The exceptionally qualified student, who is able to waive all foreign language requirements, statistics, microeconomics and macroeconomics, will be able to complete the program in three trimesters. However, most students will take four trimesters, or 16 months, to complete the requirements. Of course, these time frames will be extended by any internship choices you make or by your level of language proficiency.

INTERNSHIPS

Internships of one- or two-trimester duration are highly recommended and will be an option available after completion of the first trimester of Core study.

STUDY-ABROAD OPPORTUNITIES

Study-Abroad opportunities are available through the Thunderbird Europe, French-Geneva Center located in Archamps, France near Geneva. Core curriculum for Trimesters I, II and III are offered as well as a limited number of focus area electives. For those students electing to begin study at the French-Geneva Center, 21 credit hours of the degree requirements must be completed in Glendale.

WINTERIM/INTERIM

Three credit hour mini-courses offered in January and May. Winterim and Interim courses are held on the Glendale campus as well as in different locations worldwide.

LANGUAGE/COMMUNICATION EMPHASIS IN THE MIM**BUSINESS COMMUNICATION REQUIREMENT**

All students, both non-native English speakers and native English speakers, will take two courses of business communication (3 credits total). These two 1.5 hour classes cannot be waived.

Business Communication (BC4000) will be taught in English only during the first half of the first trimester of enrollment. Students who have been placed in ES4011 or ES4012 will not take the first Business Communication class until they have

completed ES4012.

All students will complete Managerial Communication (BC5000) during the second half of the fourth trimester. Non-native English speakers will take this course in English and native English speakers will take it in their respective second languages. Students completing their requirement with a language not taught at Thunderbird may take Managerial Communication in any language offered, including English, for which they have documented Level IV proficiency.

NON-NATIVE ENGLISH SPEAKERS SECOND LANGUAGE REQUIREMENT

All students whose native language is NOT English, without exception, must take the ACTFL oral proficiency interview for English in order to establish their oral English proficiency level. The result of this oral exam, together with other materials, will determine if a student needs additional English classes. The English language requirement can only be fulfilled by completing or waiving the following English courses:

Business Communication	1.5 hrs. non-waivable <i>(in English)</i>
ES4011	3 hrs. waivable
ES4012	3 hrs. waivable
Managerial Communication	1.5 hrs. non-waivable <i>(in English)</i>

NATIVE ENGLISH SPEAKERS SECOND LANGUAGE REQUIREMENT

Native English Speakers must choose one of the languages taught at Thunderbird for their second language requirement, including Chinese, French, German, Japanese and Spanish. Students having second language proficiency must validate ability and level by the Oral Proficiency Interview (OPI) administered by the American Council on the Teaching of Foreign Languages (ACTFL) through its testing office, Language Testing International (LTI). The oral interview for all languages is conducted over the telephone. Language faculty reserve the right to adjust placement of students during the first week of class. Finally, in order to waive the last language requirement (Functional Topics), students must take an additional commercial language exam given on the Glendale campus.

Fundamentals I in any language will be offered only with a

minimum of four students choosing that language for their graduation requirement. Native English speakers with near native fluency in a language not taught at Thunderbird should contact Modern Languages faculty about the possibility of fulfilling the second language requirement by completing a series of tests in that language. Requirements can be met by meeting the following courses:

Business Communication	1.5 hrs. non-waivable <i>(in English)</i>
Fundamentals I	4.5 hours waivable
Fundamentals II	4.5 hours waivable
Business Language	3.0 hours waivable
Functional Topics	1.5 hours waivable
Managerial Communication	1.5 hrs. non-waivable <i>(in second language)</i>

A single course earns 1.5 credit hours, but at any step within the sequence, students must take the successive series of courses without interruption. Fundamentals I, for example, consists of three consecutive courses (3001, 3002, 3003). It is possible to waive Fundamentals I, Fundamentals II and Business Language by taking the advanced oral placement exam described below. Students who waive Business Language can elect to take the written Thunderbird Commercial Exam once they arrive on campus. A passing grade of 75% is required to waive the 1.5 credits of Functional Topics.

EXPLANATION OF COURSE NUMBERING

- 2000 level course - Global Navigation Week.

- 3000 level courses are Fundamental I language courses.

- 4000 level courses are coursework that provide a common base for all students.

- 5000 level courses are advanced focus area and capstone courses.

- GM indicates Core curriculum courses.

- GF indicates Focus Area courses.

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MIM CORE CURRICULUM

Term	Designation	Course	Credits
Trimester I First Half	BC 4000	Business Communication	1.5
	GM 4001	Introduction to E-Business	1.5
	GM 4000	International Political Economy (Full Trimester Class)	1.5
	GM 4304	Decision Tools	1.5
	GM 4100	Fundamentals of Accounting	1.5
Trimester I Second Half	GM 4464	Competing Through People OR Language requirement*	1.5
	GM 4468	Competitive Strategy	1.5
	GM 4000	International Political Economy (Full Trimester Class)	1.5
	GM 4201	Finance I: Fundamentals	1.5
	GM 4101	Financial Accounting & External Reporting	1.5
			15.0
Winter/Interim	GF	Optional three-week, mini-course offered in January and May	3.0
Trimester II First Half	GM 4102	Managerial Decision Making OR Language requirement*	1.5
	GM 4202	Finance II: Advanced Topics in Finance	1.5
	GM 4500	International Marketing Management (Full Trimester)	1.5
	GM 4600/4620	Regional Business Environment. Choose one from the four choices:	1.5
	GM 4640/4660	Asia, Europe, Latin America or North America (Full Trimester)	1.5
Trimester II Second Half	GM 4200	International Finance and Trade (Full Trimester)	1.5
	GM 4110 OR 4143	Corp. Financial Reporting OR Profit Plan & Control OR Language requirement*	1.5
	GM 4203	Finance III: International Finance and Corporate Valuation	1.5
	GM 4500	International Marketing Management (Full Trimester)	1.5
	GM 4600/4620	Regional Business Environment. Choose one from the four choices:	1.5
Trimester III First Half	GM 4640/4660	Asia, Europe, Latin America or North America (Full Trimester)	1.5
	GM 4200	International Finance and Trade (Full Trimester)	1.5
	GM 5470	Global Strategy OR Language requirement*	1.5
	GM 4888	Communicating & Negotiating in a Multi cultural World (Full Trimester)	1.5
	GM 4464	Competing Through People (Only if you have NOT already taken this class)	1.5
Trimester III Second Half	GM 4102	Managerial Decision Making (Only if you have NOT already taken this course)	1.5
	GF	Focus Area/Specialization course	1.5
	GF	Focus Area/Specialization OR Language requirement*	1.5
	GM 4319	Operations Management	1.5
	GM 4888	Communicating & Negotiating in a Multi cultural World (Full Trimester)	1.5
Trimester IV First Half	GM 4110 OR 4143	Corporate Financial Reporting OR Profit Planning and Control (Only if you have NOT already taken one of these courses).	1.5
	GF	Focus Area/Specialization course	1.5
	GF	Focus Area/Specialization or Language requirement*	1.5
	GF	Focus Area/Specialization	1.5
	GF	Focus Area/Specialization	1.5
Trimester IV Second Half	GF	Focus Area/Specialization	1.5
	GF	Focus Area/Specialization Capstone	1.5
	BC 5000	Advanced Business Communication in Target Language	1.5
	GM 5470	Global Strategy (only if you have NOT already taken this course) OR	1.5
	GF	Focus Area/Specialization	1.5
			15.0

*Students must fulfill their required Language course requirements where indicated in the above course outline.

Please note: Each student's individual academic progress and language requirements will have an effect on the above outline.

Students are encouraged to meet with an Academic Advisor to plan out their academic graduation requirements for the MIM program.

GLOBAL FINANCE

Students selecting the Global Finance focus area must choose one of two options - Global Markets and Investments or Global Financial Management.

GLOBAL MARKETS AND INVESTMENTS

Required: (3.0 hours)

- GF 5260 Financial Engineering & Derivatives (3.0)
OR
- GF 5261 Financial Engineering & Derivatives I (1.5) AND
- GF 5262 Financial Engineering & Derivatives II (1.5)

This focus area requires 9 hours from the following:

- GF 5211 Investment Banking (3.0)
- GF 5271 International Securities Investment (3.0)
OR
- GF 5274 International Securities Investment I (1.5) AND
- GF 5275 International Securities Investment II (1.5)
- GF 5273 Global Portfolio Management (3.0) - Capstone
OR
- GF 5276 Global Portfolio Management I (1.5) - Capstone AND
- GF 5277 Global Portfolio Management II (1.5) - Capstone
- GF Internship/Interim/Winterim (3.0)*

GLOBAL FINANCIAL MANAGEMENT

Required: (3.0 hours)

- GF 5260 Financial Engineering & Derivatives (3.0)
OR
- GF 5261 Financial Engineering & Derivatives I (1.5) AND
- GF 5262 Financial Engineering & Derivatives II (1.5)

This focus area requires 9 hours from the following:

- GM 4110 Corporate Financial Reporting (1.5)
- GF 5112 Financial Statement Analysis (1.5)
- GF 5250 Multinational Corporate Finance (3.0) - Capstone
OR
- GF 5251 Multinational Corporate Finance I (1.5) - Capstone AND
- GF 5252 Multinational Corporate Finance II (1.5) - Capstone
- GF 5700 International Risk Management (3.0)
- GF Internship/Interim/Winterim (3.0)*

*Requires approval of the Finance Area Coordinator.

The prerequisites for the previously mentioned classes are:

- ▶ Finance Fundamentals (Finance I)
- ▶ Advanced Topics in Finance (Finance II)
- ▶ International Finance and Corporate Valuation (Finance III)

GLOBAL MANAGEMENT

Students selecting the Global Management focus area must choose one of two options - General Management or Entrepreneurship.

GENERAL MANAGEMENT TRACK

Required: (1.5 hours)

- GF 5485 Driving Performance in Global Industries Through Leadership (1.5) - Capstone

This focus area requires 10.5 hours from the following:

- GF 4333 Global Information & Technology Management (1.5)
- GF 4336 Electronic Commerce For Global Markets (1.5)
- GF 4337 Advanced Seminar: Electronic & Mobile Commerce (1.5)
- GF 4517 Global Product Development and Management (1.5)
- GF 4523 Customer Relationship Management (1.5)
- GF 4530 International Marketing Research (1.5)
- GF 4599 Export/Import Management (1.5)
- GF 5250 Multinational Corporate Finance (3.0)
OR
- GF 5251 Multinational Corporate Finance I (1.5) AND
- GF 5252 Multinational Corporate Finance II (1.5)
- GF 5810 Corporate Consulting (3.0)
OR
- GF 5813 Corporate Consulting I (1.5) AND
- GF 5814 Corporate Consulting II (1.5)
- GF 5882 International Business Ethics (1.5)
- GF Internship/Interim/Winterim (3.0)

ENTREPRENEURSHIP

Required Courses: (12 hours)

- GF 4420 Essentials of Entrepreneurship (3.0)
- GF 4421 Legal Aspects of Business Venturing (1.5)
- GF 5421 Business Valuation (3.0) - Capstone
- GF 5422 The New Venture (3.0) - Capstone
- GF 5700 International Risk Management (3.0)

*Requires approval of the Finance Area Coordinator.

GLOBAL MARKETING

Students selecting the Global Marketing focus area must choose one of three options - International Brand Management, International Business-to-Business Marketing, or Global Marketing Management.

INTERNATIONAL BRAND MANAGEMENT

Required: (6 hours)

GF 4506	Customer Analysis (1.5)
GF 4508	International Marketing Communications (1.5)
GF 5520	International Brand Management (3.0) - Capstone

This focus area requires 6 hours from the following:

GF 4510	Channel Management (1.5)
GF 4517	Global Product Development and Management (1.5)
GF 4518	Strategic Services Marketing (1.5)
GF 4530	International Marketing Research (1.5)
GF	Internship/Interim/Winterim (3.0)*

INTERNATIONAL BUSINESS-TO-BUSINESS MARKETING

Required: (6 hours)

GF 4510	Channel Management (1.5)
GF 4523	Customer Relationship Management (1.5)
GF 5541	International Business-to-Business Marketing (3.0)

This focus area requires 6 hours from the following:

GF 4508	International Marketing Communications (1.5)
GF 4517	Global Product Development and Management (1.5)
GF 4518	Strategic Services Marketing (1.5)
GF 4530	International Marketing Research (1.5)
GF	Internship/Interim/Winterim (3.0)*

GLOBAL MARKETING MANAGEMENT

Required: (3 hours)

GF 5570	International Marketing Workshop I (1.5) - Capstone
GF 5571	International marketing Workshop II (1.5) - Capstone

This focus area requires 9 hours from the following:

GF 4506	Customer Analysis (1.5)
GF 4508	International Marketing Communications (1.5)
GF 4510	Channel Management (1.5)

GF 4517	Global Product Development and Management (1.5)
GF 4518	Strategic Services Marketing (1.5)
GF 4523	Customer Relationship Management (1.5)
GF 4530	International Marketing Research (1.5)
GF 4599	Export/Import Management (1.5)
GF 5520	International Brand Management (3.0)
GF 5541	International Business-to-Business Marketing (3.0)
GF	Internship/Interim/Winterim (3.0)*

*Requires approval of the Marketing Area Coordinator.

Capstone Prerequisites include:

GF 5520	International Marketing Communication	Prerequisite: GF 4508 International Brand Management	Co-requisite: GF 4506 Customer Analysis
GF 5541	International Business-to-Business Marketing	Prerequisite: GF 4510 Channel Management	Co-requisite: GF 4523 Customer Relationship Management

GLOBAL DEVELOPMENT AND POLICY

This focus area requires 12 hours from the following:

GF 4611	Advanced Regional Business Environment: Asia (1.5)
GF 4631	Advanced Regional Business Environment: Europe (1.5)
GF 4651	Advanced Regional Business Environment: Latin America (1.5)
GF 4665	Advanced Regional Business Environment: North America (1.5)
GF 4790	Regional Economic Agreements (1.5)
GF 5701	Global Competitiveness in High-Performing Economies I (1.5) - Capstone AND
GF 5702	Global Competitiveness in High-Performing Economies II (1.5) - Capstone
GF 5703	Country Risk Management (1.5)
GF 5741	Technology Policy & International Competitiveness (3.0) - Capstone OR
GF 5742	Technology Policy & International Competitiveness I (1.5) - Capstone AND
GF 5743	Technology Policy & International Competitiveness II (1.5) - Capstone
GF 5804	Conflict Management and Social Change (1.5)
GF 5806	Strategies in International Development I (1.5) AND
GF 5807	Strategies in International Development II (1.5)
GF 5882	International Business Ethics (1.5)
CF	Internship/Interim/Winterim (3.0)*

*Requires approval of the Global Development Area Coordinator.

The prerequisites for all of the above courses are:

- ▶ Global Political and Economic Analysis I
- ▶ Global Political and Economic Analysis II
- ▶ Regional Business Environment I
- ▶ Regional Business Environment II

In addition to the above, the prerequisites for GF 5804 - Conflict Management and Social Change include:

- ▶ Global Negotiations and Communications.

Other course-specific prerequisites may exist, and students should check the Thunderbird Student Bulletin to ensure that they satisfy all such prerequisites.

MIM CORE COURSE DESCRIPTIONS

**GL 2001
GLOBAL NAVIGATION WEEK**

All entering students begin their degree program with this mandatory, one-week course. Global Navigation Week introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, motivation, ethics, and cross-cultural communication. It also offers self-assessment tools and opportunities to explore career management and job search strategies. Presentation and computer skills are also a part of Global Navigation Week. The program's action-learning approach includes cases, exercises, simulations, group discussions, presentations, lectures and videos. This course is offered on a Pass/No Credit basis.

**GM 4000
INTERNATIONAL POLITICAL ECONOMY**

(3 hours) This course offers an introduction to the fundamentals of the international business environment and its three major aspects: (1) the institutional framework and policy management of international economic relations, (2) risk assessment and strategic analysis of nation-states, and (3) the operational and organizational concerns of the transnational enterprise. The purpose of the course is to provide the international manager with (a) an informed perspective on the institutions and policy processes that shape economic relations between international and national factors and among economic blocs as a foundation for further study in the Thunderbird program, and (b) the substantive base and analytical tools necessary for acquiring an informed perspective. Required CORE course.

**GM 4001
INTRODUCTION TO E-BUSINESS**

(1.5 hours) This course presents an overview of e-business — the management of new and emerging digital technologies to achieve business goals. The course serves as a broad overview

of key developments in the field of digital technologies and their influence on business practice. The focus rests on the technology-business interface covering issues such as building and implementing digital business strategies to increase operational efficiency, customer intimacy, and financial performance which dominate priorities of global executives. The course will provide analyses of how new technologies are re-defining the manner in which organizations conduct business. Required CORE course.

**GM 4100
FUNDAMENTALS OF ACCOUNTING**

(1.5 hours) This course introduces basic accounting concepts. Topics covered include financial statements and the accounting cycle; theory and terminology; and comparisons of financial statement formats used in foreign countries. Required CORE course.

**GM 4101
FINANCIAL ACCOUNTING AND EXTERNAL REPORTING**

(1.5 hours) This course covers the application of accounting models to measurement of assets and liabilities, intercorporate investments, transactions denominated in foreign currencies, and off-balance-sheet financing. The emphasis is on evaluation of corporate financial reporting policy and the usefulness of financial reports for decision making. Domestic and foreign accounting principles are covered. Prerequisite: GM 4100. Required CORE course.

**GM 4102
MANAGERIAL DECISION MAKING AND ACCOUNTING INFORMATION**

(1.5 hours) This course covers the process of creating and using accounting information for long- and short-run decision making. Topics include cost allocations and their uses, cost behavior, relevant costs, and decision making. Prerequisite: GM 4101. Required CORE course.

One of the following two must be taken in the CORE:

**GM 4110
CORPORATE FINANCIAL REPORTING**

(1.5 hours) This course covers technical topics of significant impact on financial statements and their analysis. Topics emphasized are cash flow analysis, translation of financial statements measured in foreign currencies, revenue recognition, and valuation of debt instruments. Prerequisites: GM 4101 and GM 4102.

**GM 4143
PROFIT PLANNING AND CONTROL**

(1.5 hours) This course covers the role of accounting information in controlling domestic and foreign operations and in strategic decision making. Topics include strategic cost analysis, management control systems, budgeting, and control of foreign operations, including the effects of translation of foreign currencies on performance evaluation. Prerequisites: GM 4101 and GM 4102.

**GM 4200
INTERNATIONAL FINANCE AND TRADE**

(3 hours) This course investigates the nature of international financial markets; balance of payments; foreign exchange markets and hedging instruments; alternative international monetary arrangements and institutions; the respective adjustment mechanisms in response to fiscal and monetary policy changes; trade theory; commercial policy; and selected trade and finance problems of developing countries. Required CORE course.

**GM 4201
FINANCE I: FUNDAMENTALS**

(1.5 hours) The first module will focus on the building blocks and the basic theories of Finance. Topics addressed include: Present value (and Net Present Value) concepts; the basics of stock and bond valuation (including the NPVGO model); capital budgeting (various tools of capital budgeting, and derivation of cash flow for capital budgeting); portfolio theory and

the Capital Asset Pricing Model (CAPM); capital structure theory; and Weighted Average Cost of Capital (WACC). Required CORE course.

GM 4202
FINANCE II: ADVANCED TOPICS IN FINANCE

(1.5 hours) The second module of Finance picks up where the Fundamentals module leaves off. Topics covered include: extensions of asset pricing and capital structure theories (including agency/signaling issues and dividend policy); working capital management theories and implications of financial market efficiency; financial and real options (including implications for capital budgeting). Prerequisite: GM 4201. Required CORE course.

GM 4203
FINANCE III: INTERNATIONAL FINANCE AND CORPORATE VALUATION

(1.5 hours) The third module of Finance examines corporate finance issues from managerial and strategic perspectives, and extends the concepts covered in the previous two modules to cross-border settings. Topics addressed include cross-border capital budgeting; foreign exchange risk management (including currency swaps); domestic and cross-border corporate valuation; corporate valuation in high-growth/high technology/dotcom settings). Prerequisites: GM 4201 and GM 4202. Required CORE course.

GM 4304
DECISION TOOLS

(1.5 hours) This course introduces basic analytical approaches for making business decisions under uncertain conditions. Topics covered include cash flow modeling, transportation and marketing issues, and international supply chain management using tools such as @RISK, decision tree analysis, multiple regression analysis and linear programming. Required CORE course.

GM 4319
OPERATIONS MANAGEMENT

(1.5 hours) This course provides an overview of the design, control, and improvement of manufacturing and service production systems. Topics include quantitative techniques such as production scheduling, inventory management, PERT, CPM, and statistical process control, as well as strategic and integrative concepts such as quality and productivity improvement, resource allocation, the transfer of production technology to developing countries, lean production, and global supply chain management. Required CORE course. Prerequisite: GM 4304.

GM 4464
COMPETING THROUGH PEOPLE

(1.5 hours) This course explores the mix of organizational practices and people that can be the basis of sustainable competitive advantage in the contemporary global business environment. Topics covered include cross-cultural issues in managing people; traditional and emerging models of organizations; organizational culture; leadership; employee skills and motivation; reward systems; and change management. Required CORE course.

GM 4468
COMPETITIVE STRATEGY

(1.5 hours) This course explores the strategic management of the global firm. Readings, cases, guest speakers, exercises, group projects and discussions present the analytic tools and techniques that support strategy formulation and the related managerial skills and decision processes that foster strategy implementation in the global business environment. Topics covered include competitor analysis, industry analysis, value chain management, competitive position, building core competencies, leveraging organizational resources, and corporate strategic management, including the role of alliances, mergers, and acquisitions. Required CORE course.

GM 4500
INTERNATIONAL MARKETING MANAGEMENT

(3 hours) The objectives of this course are (1) to understand the differences between domestic and international marketing; (2) to provide a framework for analyzing major risks and opportunities in foreign markets, and (3) to develop techniques for preparing and implementing successful marketing plans. Required CORE course.

GM 4600
REGIONAL BUSINESS ENVIRONMENT: ASIA

GM 4620
REGIONAL BUSINESS ENVIRONMENT: EUROPE

GM 4640
REGIONAL BUSINESS ENVIRONMENT: LATIN AMERICA

GM 4660
REGIONAL BUSINESS ENVIRONMENT: NORTH AMERICA

(3 hours) The Regional Business Environment courses deal with the political and social context in which business activities take place. This includes consideration of eight factors that shape or reflect the operational realities of management and business. The following topics are included in each RBE course: Patterns of historical development cover political, social and economic events and structures. Geographic environment involves human and economic geography, covering population and natural resource distributions, regional financial and trade centers, and transportation systems. Political environment includes government structure, state role, interest groups, political parties and the policy-making process. Cultural traditions cover religious traditions and sociocultural dimensions that have a direct impact on business operations. International environment includes regional organizations, regional political and economic trends, regional peace and conflicts, and the place of the region in the global system. For economic environment, economic policies, current economy patterns, and major industries are discussed. Under legal environment, major regional trade barriers, investment policies, and intellectual property protection issues are covered. There are also discussions on major current issues. Prerequisite: GM 4000. Required CORE course.

GM 4888
COMMUNICATING AND NEGOTIATING IN A
MULTICULTURAL WORLD

(3 hours) This course presents, in a dynamic and interactive format, a framework of models and skills for communication and negotiation performance in competitive global business settings. This course assists students in implementing strategies for mastering interpersonal encounters, including conflict resolution, negotiation and mediation, in multicultural environments. This course not only examines theories of communication and negotiation, but places students in experiential situations in which they develop valuable skills for global management situations. Through use of cases, self-assessment questionnaires, multicultural team exercises and simulated negotiations, this course equips the global manager with the ability to solve problems and take advantage of opportunities in a multicultural world. Required CORE course. Prerequisites: GM 4000 and one of the following: GM 4600, 4620, 4640, or 4660.

GF 5470
GLOBAL STRATEGY

(1.5 hours) This capstone course helps the student understand the problems faced by, and the decisions made by, executive managers who have to balance the needs and desires of shareholders, customers, and employees with the requirements of local country mores and government regulations. It requires consolidation of skills and knowledge from a variety of disciplines including management, finance, marketing, and ethics. The course uses the case study approach supplemented by readings and lectures. The cases are directed toward evaluating the conflicting pressures that managers encounter, rather than a detailed analysis of a particular facet. This is a required CAPSTONE course. Prerequisites: GM 4464 and GM 4468.

MIM FOCUS AREA COURSE DESCRIPTIONS

GF 4333 GLOBAL INFORMATION AND TECHNOLOGY MANAGEMENT

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

GF 4336 ELECTRONIC COMMERCE FOR GLOBAL MARKETS

(1.5 hours) This course presents an overview of e-business — the management of new and emerging digital technologies to achieve business goals. It is intended that the course will serve as a broad overview of key developments in e-business, with particular emphasis on business-to-business commerce. Prerequisite: CORE curriculum.

GF 4337 ADVANCED SEMINAR IN ELECTRONIC AND MOBILE COMMERCE

(1.5 hours) This course provides an opportunity for students to explore new developments in the area of electronic and mobile commerce. Prerequisite: GF 4336.

GF 4420 ESSENTIALS OF ENTREPRENEURSHIP

(3 hours) This course covers the following topics: characteristics and profiles, selecting the venture, management, the environment, planning the business, virtual team building, organizational growth, human resources, rapid growth strategies, marketing, production, product development, process strategy,

financial analysis for growth, cash planning and working capital, financing growth, family business, management succession, entrepreneurship, ethics, social responsibility, the female entrepreneur, franchising and the global entrepreneur.

GF 4421 LEGAL ASPECTS OF BUSINESS VENTURING

(1.5 hours) The course is designed to be an entrepreneur's guide to legal issues encountered in setting up an entrepreneurial venture—everything from choosing the appropriate legal entity to hiring employees and independent contractors to distribution of products and services to protection of intellectual property rights to exit strategies. The course covers the types of contracts and other legal documents needed to do business, as well as relevant business laws, both domestic and international. The students participate in an entrepreneurial business simulation called Cashflow 101 and are required to write a research paper analyzing a particular legal issue or set of related legal issues faced by entrepreneurs.

GF 4506 CUSTOMER ANALYSIS

(1.5 hours) This course focuses on consumer behavior from a cross-cultural perspective. Topics include the cognitive processes underlying consumer choice (needs, perceptions and attitudes); descriptive consumer characteristics (demographics, psychographics, VALS); and environmental influences on behavior (culture, family, situation). Throughout, emphasis is placed on the implications of consumer behavior for global marketing strategy. Class assignments emphasize the application of these concepts to real marketing problems. Prerequisite: GM 4500.

GF 4508 INTERNATIONAL MARKETING COMMUNICATIONS

(1.5 hours) This course covers the promotional aspects of both global consumer and business-to-business marketing. Students learn how to design and evaluate integrated communication strategies and programs. The influence of culture on marketing communications is stressed throughout the course as it relates to advertising, sales promotion, personal selling, trade shows

and other methods of promotion. Students apply the concepts through individual assignments and a comprehensive, integrative group project. Prerequisite: GM 4500.

**GF 4510
CHANNEL MANAGEMENT**

(1.5 hours) The effective management of channel relationships is essential to the marketing manager's ability to create value for customers through the efficient delivery of goods and services. This course provides the knowledge and skills required to manage channel relationships effectively. Specifically, the course facilitates an understanding of: (1) alternative channel structures; (2) roles played by channel members in strategy and logistics; (3) effective methods for negotiating with channel members, and (4) technologies that enable the channel system. Prerequisite: GM 4500.

**GF 4517
GLOBAL PRODUCT DEVELOPMENT AND
MANAGEMENT**

(1.5 hours) This course examines how an organization can identify, develop and manage products for global markets. Issues include the product development cycle, the innovation charter, and the management of barriers to product development. Prerequisite: GM 4500.

**GF 4523
CUSTOMER RELATIONSHIP MANAGEMENT**

(1.5 hours) The increasing availability of detailed customer information makes it possible for marketers to add value and instill loyalty by personalizing offerings to individual customers. This course focuses on using computerized techniques to acquire new customers, enhance the profitability of existing customers, and retain profitable customers. Prerequisite: GM 4500.

**GF 4530
INTERNATIONAL MARKETING RESEARCH**

(1.5 hours) This course focuses on the use of marketing research techniques for competitive advantage in a global business context. Critical assessment of the need for market

information, and of its potential value, is an important part of this course. Students will develop the necessary skills to implement real-world market research, including research design, data collection, data analysis and reporting the results. Prerequisite: GM 4500.

**GF 4599
EXPORT/IMPORT MANAGEMENT**

(1.5 hours) This course covers in detail the techniques and procedures involved in successfully carrying out export and import transactions. Topics include the language of international trade, INCO terms, payment terms, trade barriers, export licensing, pricing, order handling, insurance, international collections, and international transportation. Documentation requirements of export and import operations are examined in detail. Import and customs clearance procedures are studied along with their relation to foreign product sourcing and international purchasing. The functions and operations of Foreign Trade Zones are illustrated, and the important area of counter trade is introduced. Finally, legislation that affects the international trader and some of the alternatives to exporting (licensing, foreign manufacturing and joint ventures) are covered. Prerequisite: GM 4500.

**GF 4611
ADVANCED REGIONAL BUSINESS ENVIRONMENT: ASIA**

**GF 4631
ADVANCED REGIONAL BUSINESS ENVIRONMENT: EUROPE**

**GF 4651
ADVANCED REGIONAL BUSINESS ENVIRONMENT:
LATIN AMERICA**

**GF 4665
ADVANCED REGIONAL BUSINESS ENVIRONMENT:
NORTH AMERICA**

(1.5 hours) The Advanced Regional Business Environment courses offer in-depth analysis of topics covered in the Regional Business Environment courses. Prerequisite: Regional Business Environment course in same region as Advanced Regional Business Environment.

GF 4790

REGIONAL ECONOMIC AGREEMENTS

(1.5 hours) The European Union, NAFTA, APEC, and other regional economic agreements offer important opportunities and challenges for global managers. This course examines such issues as the origins and future of regional agreements; and their implications in such areas as trade, finance, and worker, environmental and other business regulations. The course may focus on a particular regional economic agreement or compare different agreements. Prerequisite: CORE curriculum.

GF 5112

FINANCIAL STATEMENT ANALYSIS

(1.5 hours) This course focuses on analyzing financial statement information in a variety of global decision contexts including security valuation, credit decisions, strategy and competitive analysis, mergers & acquisitions, and litigation support. Financial analysis uses cash flows and ratio measures of a company's operating, financing and investing performance for comparison to past historical performance or with competitors. Accounting analysis uses an understanding of how a company's business and strategy are represented by accounting rules and develops procedure for adjusting accounting measures of performance. Prospective analysis develops forecasts of financial statements to make estimates of a company's equity valuation. Prerequisites: GM 4102 and GM 4110 OR GM 4143.

GF 5211

INVESTMENT BANKING

(3 hours) This course imparts a basic understanding of the investment banking business as an intermediary in the capital and merger markets and demonstrates how it serves both its issuing clients and investing customers by focusing on several services it provides, how client relationships are established and maintained, and several analytical techniques for solving problems. It is not intended to be vocational and is presented from the perspectives of senior managers and senior investment bankers. Prerequisites: GM 4202 and GM 4203.

GF 5251/5252

MULTINATIONAL CORPORATE FINANCE (FORAD) I & II

(3 hours delivered in two 1.5 hour courses) This course applies the theories of managerial and international finance to the problems of multinational treasury management. Topics include issues and techniques in multinational funds transfers; identifying and measuring foreign exchange and interest rate risk; multinational tax planning; managing foreign exchange and interest rate risk; hedging instruments, including forward contracts, options, and swaps; and financially engineered synthetics. Students also manage the treasury function of a computer-simulated multinational corporation, construct a biennial report summarizing their management results, and present oral reports to a board of directors consisting of professors and invited business people. Prerequisites: GM 4202 and GM 4203.

GF 5261/5262

FINANCIAL ENGINEERING & DERIVATIVE PRODUCTS I & II

(3 hours delivered in two 1.5 hour courses) This course provides the foundation for derivative products used throughout finance. The first part introduces the basics of value and risk used throughout the course. Topics covered include futures, forwards, swaps, options, introductory bond pricing concepts, such as yield-curve, duration, immunization and hedge ratios. The concepts are applied to problems in asset, liability and portfolio management. Students also manage the risk management function of a computer-simulated multinational corporation. This course is highly mathematical. Prerequisites: GM 4202 and GM4203.

GF 5274/5275

INTERNATIONAL SECURITIES INVESTMENT I & II

(3 hours delivered in two 1.5 hour courses) This course introduces students to existing and emerging investment media and techniques. Topics include the domestic and international aspects of modern portfolio theory; securities market; pricing models; portfolio diversification; mutual fund performance; options and futures; security analysis; immunization strategies; arbitrage pricing; investment banking; and securitization. Prerequisites: GM 4202 and GM 4203.

GF 5276/5277

GLOBAL PORTFOLIO MANAGEMENT I & II

(3 hours delivered in two 1.5 hour courses) This course is concerned with the theory and practice of optimally combining securities into portfolios (portfolio analysis) and with asset allocation decision making. Considerable emphasis is placed on computer-based simulation and optimization. Students are required to simulate the optimization of multi-asset portfolio. This course is highly mathematical and requires excellent computer skills. Prerequisite: GM 4202 and GM 4203.

GF 5421

ENTREPRENEURSHIP - THE BUSINESS EVALUATION

(3 hours) A course for those considering the evaluation and possible acquisition of their own business at some point in their careers. Emphasis is placed on those areas in which the entrepreneur can exhibit significant control. The course consists of lectures, mini-cases, presentations by guest business brokers and entrepreneurs, and a major project – the Evaluation of a Business Opportunity (EBO), followed by student presentations. Lectures cover the various methods of valuation: organizational entities, qualitative evaluation, ratio analysis, comparables, multiples, intra- and inter-industry rules-of-thumb, cash flows, forecasting, pro-formas, Net Present Value, Schilt Model, Gordon Growth Model, and start-ups vs. buy-outs.

GF 5422

ENTREPRENEURSHIP - THE NEW VENTURE

(3 hours) This course is designed to discuss in detail and analyze the various phases and characteristics of the entrepreneurial venture: the seed stage, the prototype stage, the rapid-growth stage, the moderate-growth stage, the mezzanine stage, and the acquisitions and merger stage. The various methods of financing are then discussed: debt, equity, venture capital, capital networks, direct public offerings, private offerings, and initial public offerings. Contents of the business plan are discussed including: Porter Five Forces, break-even, ratio analysis, pro-formas, and exit strategies. The use of @Risk is emphasized and demonstrated as a means to simulate the financial reporting. Several guest lectures will be provided by professionals in the field. The latter part of the trimester is devoted to the production and presentation of a business plan.

GF 5485

DRIVING PERFORMANCE IN GLOBAL INDUSTRIES THROUGH LEADERSHIP

(1.5 hours) This course provides practical insights into the practice of leadership including the development and use of performance management systems and the management of change. Prerequisite: CORE curriculum.

GF 5520

INTERNATIONAL BRAND MANAGEMENT

(3 hours) This course provides a managerial orientation to the topic of international brand management. It is designed to prepare students for a career in international brand and/or product management. Students will learn how to: (1) understand the roles and responsibilities (and career paths) of brand management in the contemporary domestic and global contexts; (2) understand the meaning of a brand and be able to develop plans to create, maintain, grow and/or revitalize a brand and its equity; and (3) appreciate the major types of marketing problems faced by brand managers with an emphasis on developing sound strategic approaches for decisions and solutions. Prerequisites: GF 4508 and GF 4506. (GF 4506 may be taken concurrently with this course.)

GF 5541

INTERNATIONAL BUSINESS-TO-BUSINESS MARKETING

(3 hours) This course focuses on the managerial and technological issues related to the design and implementation of business-to-business marketing strategies. The course places emphasis on the management of long-term relationships with end-users and distributors within a value creation framework. The creation and maximization of value are central concepts, both from an end user as well as from a supplier perspective. The emphasis throughout the course is on the management of the marketing function and the use of marketing techniques in the context of the extended enterprise, i.e. the virtual organization that comprises a company's suppliers, distributors, strategic partners, customers, and end users. Prerequisites: GF 4510 and GF 4523. (GF 4523 may be taken concurrently with this course.)

GF 5570/5571

INTERNATIONAL MARKETING WORKSHOP I & II

(3 hours delivered in two 1.5 hour courses) This course involves the design and execution of a "live" international marketing field project. Students serve on teams that conduct marketing projects on behalf of leading U.S. and international companies. Typical projects include: developing strategies for international market entry, product development, product-line expansion, strategic planning, strategic and operational benchmarking, and decision and risk analysis. A project requires close interaction with the sponsoring firms, the collection and analysis of primary and secondary data, benchmarking analysis, marketing strategy formulation, and financial analysis. The outcome of a project involves the development of a professional-level, comprehensive written report and presentation to the client. Prerequisite: CORE curriculum.

GF 5700

INTERNATIONAL RISK MANAGEMENT

(3 hours) This course explores the risk exposures of international organizations. General dealing with accidental loss situations, the course uses case studies developed by the instructor (World Trade Center, Volcanic Eruption Disasters, Dupont Hotel, and others) to enhance the learning process. Topics include: emergency and disaster planning; environmental risk auditing; political risk management; cyber risk exposures; loss control and financing; risks associated with mergers and acquisitions; ocean transportation risks; expatriate risks; and others. Emphasis is on the practical application of Risk Management tools to everyday operations of international organization. Prerequisite: GM 4304.

GF 5701/5702

GLOBAL COMPETITIVENESS IN HIGH-PERFORMANCE ECONOMIES I & II

(3 hours delivered as 1.5 hour courses) This course focuses on the economic growth and market opportunities in high-performance economies such as Brazil, China, India, Mexico, and other economies in Asia, Latin America, and Europe. Sources of rapid growth are analyzed including market liber-

alization, investment incentives, export promotion, infrastructural investments, and technology development. Roles of business, government, and global markets are examined.

Prerequisite: CORE curriculum.

GF 5703

COUNTRY RISK MANAGEMENT

(1.5 hours) Global managers must be concerned with the risks to their businesses posed by political, social, and financial forces at work internationally and in specific regions and countries. This course is centered around state-of-the-art assessment models used by businesses and foreign investors. Issues include methods of measuring and forecasting risk; and methods of mitigating risk such as political risk insurance. Prerequisite: CORE curriculum.

GF 5742/5743

TECHNOLOGY POLICY & INTERNATIONAL COMPETITIVENESS I & II

(3 hours delivered as two 1.5 hour courses) Technological innovation has become a major source of competitive advantage. This course analyzes the innovation process including the roles of corporate research and development, government technology policies, and linkages with universities. This course draws upon international comparisons, country case studies, and technology-specific cases including information technology. Prerequisite: CORE curriculum.

GF 5804

CONFLICT MANAGEMENT AND SOCIAL CHANGE

(1.5 hours) Economic development and social change can offer tremendous business opportunities for global managers. At the same time, the development process can lead to social, cultural, economic, and political conflicts. This course explores the roots of such conflicts, and methods of conflict management such as negotiations and multicultural communications. The course can also have a mediation certification component for those interested in official mediation recognition for their career options. Prerequisite: CORE curriculum.

GF 5806/5807

STRATEGIES IN INTERNATIONAL DEVELOPMENT I & II

(3 hours delivered as two 1.5 hour courses) This course examines development prospects and policy in less developed and transition economies. Issues include trade, investment, foreign aid, international debt, technology transfer, poverty, environment, social development, and sustainable development. The roles of international and regional organizations, government policy, and domestic and foreign corporations are explored. Prerequisite: CORE curriculum.

GF 5813/5814

CORPORATE CONSULTING I & II

(3 hours delivered in two 1.5 hour courses) Students serve on teams that conduct consulting projects on behalf of leading U.S. and international companies. Typical projects include: developing strategies for international market entry; joint venture analysis and valuation; corporate acquisitions; capital investments evaluation; project development; product-line expansion; valuation of patents; strategic and operational benchmarking; and decision and risk analysis. A project requires close interaction with the sponsoring firm, the collection and analysis of primary and secondary data, benchmarking analysis, marketing strategy formulation, and financial analysis. The outcome of a project involves the development of a professional-level, comprehensive written report and a presentation to the client. Prerequisite: CORE curriculum.

GF 5882

INTERNATIONAL BUSINESS ETHICS

(1.5 hours) Management of international business ethics and global corporate social responsibility is integral to the skill set of the global manager. This case-based course examines national laws such as the Foreign Corrupt Practices Act; corporate codes of conduct; issues of bribery, corruption, and labor standards including with respect to global outsourcing; and the contribution of corporate ethics to brand integrity. Prerequisite: CORE curriculum.

MIM BUSINESS COMMUNICATION COURSE DESCRIPTIONS

BC 4000

BUSINESS COMMUNICATION

(1.5 hours) Global managers require effective and strong oral and written communication skills in English and the technology to support them. This course focuses on such macro-level communication concepts as critical thinking, organization, description and analysis, persuasion, interaction, and evaluation as these relate to theme, audience, and purpose. Basic knowledge of MS Word and PowerPoint is essential. Prerequisite for non-native speakers of English: ES 4012. Required CORE course.

BC 5000

MANAGERIAL COMMUNICATION

(1.5 hours) A fourth trimester course, Managerial Communication builds on the Business Communication course and the knowledge acquired in the Core and Focus Areas. This is a micro-level professional communication course, conducted in the student's second or foreign language, that focuses on corporate cultures and communication skills for management interaction and negotiations. This course addresses the styles and the lexicon appropriate for managerial presentations and analytical reports in the functional specializations. It also illustrates how core concepts of communication strategy inform the various channels of managerial communication for personal and corporate leadership development. Prerequisite: ES 4050 or ES 4012, or waivers, and BC 4000 and Functional Topics in Modern Languages for non-native speakers of English. Required CORE course.

**MIM LANGUAGE COURSE
DESCRIPTIONS**

ES 4002

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

(3 hours) This elective course develops effective speaking skills for interpersonal and small group exchanges, to develop content and delivery skills fundamental to successful public speaking, and to develop an effective level of fluency in English. Tutorials outside the classroom assist in improving intelligibility through work on rhythm, pitch, linkage and sentence stress.

ES 4011

ENGLISH FOR INTERNATIONAL MANAGERS I

(3 hours) This course focuses on improvement of written and oral communication skills for business and academic purposes. Students will learn to manage electronic communication tools to develop their communicative ability and advanced language proficiency. Topics include: communication techniques, strategies and skills essential for success in business; development of effective business letters and memos; case study analyses; and analysis of the components of effective style, structure and organization in both oral and written communication.

ES 4012

ENGLISH FOR INTERNATIONAL MANAGERS II

(3 hours) This course details strategies to manage electronic communication tools, to communicate persuasively in a business setting, to select appropriate media to sell ideas, services and products to a wide audience, to analyze case studies, and to develop a business portfolio that includes a business plan, funding proposal, marketing plan, and corporate Web site. Experiential exercises develop managerial presentation skills within a context of cross-cultural communication in global businesses. Prerequisite: ES 4011 or ES 4011 waiver.

ES 4100

ENGLISH COMMUNICATION FOR NON-NATIVE SPEAKERS

(3 hours) This elective focuses on the non-native speaker of English who is approaching fluency. Its purpose is to develop skills in writing correct, concise, and clear messages while also analyzing the cultural background and various psychological approaches to effective business communications. Case studies and other simulations featuring actual companies provide a unique opportunity to apply concepts to events and sharpen their business communication skills. Tasks include: long and short reports, proposals and letters, résumés, application letters; preparing for and going through interviews, using the tools available on the campus computer network for collaborative writing and editing assignments. Prerequisite: ES 4012 or waiver.

FUNDAMENTALS I AND II

(4.5 hours each level) Fundamentals I and II are offered in the following languages: Chinese (CH), French (FR), German (GE), Japanese (JA) and Spanish (SP).

Fundamentals I consists of three 1.5 credit hour courses to be taken in succession: 3001, 3002, 3003. These classes are intensive and emphasize interactive activities that develop oral proficiency. Participants study the four communicative skills (listening, speaking, reading, and writing) with emphasis on the development of oral interaction. The use of a cassette player is required. Classes meet four times a week. Prerequisites: none.

Please Note: Fundamental I language classes will only be held if there are at least four (4) registered students who are taking the language as a required second language for graduation.

Fundamentals II consists of three 1.5 credit hour courses to be taken in succession: 4001, 4002, 4003. Major emphasis continues to be on the development of speaking and listening proficiency, but increased attention is also given to reading and writing. Authentic materials in the target language reflect situations relevant to the international manager, except for non-Latin based languages or Asian languages. The use of a cassette player is required. Classes meet four times a week. Prerequisite: Fundamentals I or Fundamentals I waiver.

BUSINESS LANGUAGE

(3 hours) Business Language is offered in the following languages: Chinese (CH), French (FR), German (GE), Japanese (JA), and Spanish (SP), and consists of two courses taken in succession: 4011 and 4012.

These courses emphasize the use of the target language in context, especially the lexicon of business. For Chinese, continuous emphasis is placed on accuracy of pronunciation and tone, and for Japanese, on intonation and proper usage of speech levels.

Readings from newspapers, journals, and books (although to a restricted degree in non-Latin alphabet languages) familiarize future international managers with issues in the areas of the world where the target language is spoken. Activities include small group discussions, oral and written projects, and grammar review. The use of a cassette player is required. Prerequisite: Fundamentals II or Fundamentals II waiver.

If demand warrants, instruction in other languages may be investigated and/or arranged with the Director of the Thunderbird Languages and Communication Institute.

FUNCTIONAL TOPICS

(1.5 hours) Any of the courses listed below (with a course number above 5000) may be taken to satisfy the Functional Topics requirement needed before enrolling in the required Managerial Communication course. As the courses will be taught on a rotating basis, students should refer to the registration schedules for availability.

CH 5201**ADVANCED CHINESE FOR BUSINESS**

(1.5 hours) The course provides an overview of China's macroeconomy, business operations and regulatory environment as the country implements economic reform. Reading materials for discussion focus on topics such as the development of private enterprises, special economic zones, foreign direct investment, as well as basic topics in economics, management, finance and marketing. To enhance linguistic

competence and accuracy, the contextual framework includes business vocabulary and contemporary Chinese usage.

Prerequisite: Business Language or Business Language waiver.

CH 5302**CONTEMPORARY POLITICAL, AND ECONOMIC ISSUES**

(1.5 hours) This course examines current social, political, and economic issues in Chinese. Emphasis is placed on topics such as international trade, China's pillar industries, special issues, and related disciplines that are essential to an understanding of business development in China. These topics add perspective and provide a strong foundation of terms necessary for business Chinese language skills. Prerequisite: Business Language or Business Language waiver.

CH 5750**CHINESE ORAL BUSINESS LANGUAGE**

(1.5 hours) This course, designed as a capstone for the core courses. It is designed to enhance communicative skills and language competence in a cultural context. The course builds on simulations of real-life situations using a practical and functional approach. Course materials contain a lexicon and expressions frequently encountered in professional settings in China. Emphasis is placed on the rapid expansion of functional vocabulary and acquisitions of advanced word compounds, syntactical forms, and proper usage of business speech in a business context. Prerequisite: Business Language or Business Language waiver.

FR 5202**FRENCH FOR MANAGEMENT**

(1.5 hours) This course introduces all aspects of French corporate management through case studies. Prerequisite: Business Language or Business Language waiver.

FR 5511**FRENCH FOR MARKETING**

(1.5 hours) After an overview of French customers, competitors, distributors, and overall market data (political, economic

and sociocultural aspects), this course analyzes the French market and French marketing strategies and develops strategies for specific products, using marketing-mix in context. Prerequisite: Business Language or Business Language waiver.

FR 5513
FRENCH BUSINESS INTELLIGENCE

(1.5 hours) Business intelligence gives managers key information to help them decide, sell, compete, and perform better than their competitors. This course focuses on how to collect, evaluate, and protect information to out-compete in the French market. Prerequisite: Business Language or Business Language waiver.

FR 5515
FRENCH CORPORATE CULTURE

(1.5 hours) This course focuses on French corporate culture, especially at the managerial level. Themes developed through cases, articles, and films are: the workplace, work schedule, professional hierarchy, dress code, and corporate communication. Prerequisite: Business Language or Business Language waiver.

GE 5201
MAJOR TOPICS IN CENTRAL EUROPE

(1.5 hours) This course addresses topics relevant to the region and their significance for international management decisions. Discussions, presentations, and readings allow participants to focus on specialized interests and recent developments. Prerequisite: Business Language or Business Language waiver.

GE 5303
CONTEMPORARY SOCIAL, POLITICAL, AND ECONOMIC ISSUES

(1.5 hours) This course offers the opportunity to study current social, political, sociocultural and economic issues in the German-speaking countries. Emphasis is placed on topics that are relevant to an understanding of the environment in which business functions. Prerequisite: Business Language or Business Language waiver.

GE 5305
GERMAN FOR STRATEGIC MANAGEMENT

(1.5 hours) Research, projects, and presentations focus on strategic management, with readings from current publications of well-known German business journals. Prerequisite: Business Language or Business Language waiver.

GE 5511
GERMAN FOR MARKETING

(1.5 hours) Readings, discussions and cases focus on the study, analysis and application of marketing concepts in German. Vocabulary and language structures relevant to the functional specialization are complemented by the study of the German market. The course develops familiarity with economic and sociocultural aspects, including marketing research, buying behavior, advertising, and e-commerce. Country-specific data studied comprises the legal environment, marketing organizations, and developments in information technology. Prerequisite: Business Language or Business Language waiver.

GE 5514
GERMAN FINANCE

(1.5 hours) This seminar explores finance from a German perspective. Topics include financial analysis and planning, capital structure, cost of capital and capital budgeting, portfolio theory and capital market theory, analysis and valuation of derivative instruments, leasing, dividend policy, and mergers and acquisitions. Prerequisite: Business Language or Business Language waiver.

JA 5202
JAPANESE FOR CORPORATE MANAGEMENT

(1.5 hours) The course presents an overview of traditional Japanese management philosophies and styles. It covers issues such as corporate governance, cross sharing, investor relations, and other concomitant issues after the collapse of the bubble economy and the advent of new technologies. Prerequisite: Business Language or Business Language waiver.

JA 5303

CONTEMPORARY POLITICAL, AND ECONOMIC ISSUES

(1.5 hours) This seminar offers the student the opportunity to study current social, political, and economic issues in Japanese. Emphasis is placed on topics that are relevant to an understanding of the environment in which business functions. Prerequisite: Business Language or Business Language waiver.

JA 5751

ADVANCED JAPANESE FOR BUSINESS

(1.5 hours) This course, designed as a capstone for the core courses, enhances communicative skills and language competence in a cultural context. Using a practical and functional approach, the course builds on simulations of real-life situations within the prevailing Japanese business environment. Course materials contain a lexicon and expressions frequently encountered in professional settings in Japan. Emphasis is placed on the rapid expansion of functional vocabulary and acquisition of advanced word compounds, grammatical forms, and proper usage of business speech in a business context. Prerequisite: Business Language or Business Language waiver.

SP 5201

MAJOR TOPICS IN LATIN AMERICA

(1.5 hours) The main objective of this course is to research, analyze and discuss the major political, economic and social events that took place in the past in Latin America but are still shaping the developments. Materials will be book and magazine articles, newspaper news, television news, documentaries and movies that depict the different cultures in Latin America. Prerequisite: Business Language or Business Language waiver.

SP 5202

SPANISH FOR MANAGEMENT

(1.5 hours) This course teaches the language of the basic functional areas of business used among contemporary Spanish speakers and covers the development of communicative behaviors pertinent to a specific context, such as a job

interview, a letter of application for a job and a curriculum vitae. Tools used are the Internet in a Spanish environment and other authentic materials to research the business climate of the Spanish-speaking world. Prerequisite: Business Language or Business Language waiver.

SP 5220

HOW TO DO BUSINESS IN MEXICO

(1.5 hours) This course develops in-depth insight, appreciation and understanding of the business climate and conditions for doing business in Mexico through the study of the language of business and readings related to current business issues, attitudes and practices and their impact on management decisions. Theoretical knowledge, through research and discussions, permit the comparison and contrast of cultural traits and management style differences between U.S. and Mexican business executives. The course includes the presentation of oral and written reports, as well as simulations of situations that involve the correct use of linguistic and paralinguistic elements. Guest lectures, films and visits to local companies take place, when appropriate. Prerequisite: Business Language or Business Language waiver.

Please note: How to do Business in Mexico, when offered in the Winterim and/or Interim in Mexico, will offer field experience and research in an international environment.

SP 5303

CONTEMPORARY SOCIOCULTURAL, POLITICAL, AND ECONOMIC ISSUES

(1.5 hours) This seminar offers the opportunity to study current political, sociocultural and economic issues in Spanish. Emphasis is placed on topics that are relevant to an understanding of the environment in which business functions. Prerequisite: Business Language or Business Language waiver.

SP 5370

ANALYZING SUSTAINABLE BUSINESS IN LATIN AMERICA

(1.5 hours) The main goal of this course is to investigate and analyze the present business situation of various Latin

American countries through the study of sustainable business cases. Topics include: environmental policies, cultural differences, marketing, finance, and human resources. Prerequisite: Business Language or Business Language waiver.

SP 5501/5502
ECONOMIC AND COMMERCIAL SPANISH I & II

(1.5 hours each) These seminars are taught at the level of the Exámenes de Español Comercial prepared by the Cámara Oficial de Comercio e Industria de Madrid. Topics essential to the international business executive, such as distribution, the stock market, organization management, and banking, as well as major topics of the Spanish economy, including geographic conditions, economic development, agriculture and basic industries, are covered. The course focuses on the commercial and economic terminology of the corporate world.

Prerequisite for SP 5501: Business Language or Business Language waiver. Prerequisite for SP 5502: SP 5501.

ML 5898
SEMINAR ON SELECTED RESEARCH TOPICS

(1.5 hours) These special topics courses are offered as appropriate in one of the several languages taught at the School. Since the content and emphasis of the courses will vary from trimester to trimester, additional prerequisites may apply. Prerequisite: Business Language or Business Language waiver.

**TOPICS IN MODERN LANGUAGES:
INDEPENDENT RESEARCH**

ML 5901 (1.0 HOURS)

ML 5903 (3.0 HOURS)

ML 5915 (1.5 HOURS)

The student undertakes independent reading and/or research on approved topics in the field of Modern Languages. Topics may range from business and financial issues to the social or political aspects of countries or areas whose native language is taught at the School. A formal proposal containing a clear statement of purpose must be submitted for approval during the preceding semester. Readings, discussion and papers are in the target language. Close consultation with the supervising instructor is required. Prerequisites: Functional Topics. Also, written permission of the instructor obtained after meeting with him or her, and concurrence of the Area Coordinator of Modern Languages are required.

Please note: Independent research is offered on a Pass/No Credit basis and cannot be used to meet departmental requirements.

INTERNSHIPS

The Thunderbird Graduate Management Internship Program is designed to provide practical training in the student's focus area of study. The decision to seek an internship should be based on careful evaluation of one's previous work experience and career goals. The Career Management Action Plan (CMAP), required of all students, is a useful exercise to clarify the student's career plans, including the region, industry and functional areas preferred and the optimal time in his/her program to be away on an internship.

REQUIREMENTS FOR PARTICIPATION

All academic regulations and internship requirements remain in effect for students enrolled in an internship course. Before going on an internship, a student must, without exception:

- ▶ Be an officially admitted, MIM or MBA degree-seeking student in good academic standing.
- ▶ Have completed 15 credit hours at the School (this includes a "Pass" on the CMAP-Career Management Action Plan).
- ▶ Be a current student. (Students who have completed all degree requirements are not eligible to be a registered Thunderbird intern.)

EVALUATION AND GRADING

All internships are "full-time" and are graded as Pass/Fail. They are evaluated by:

- ▶ The completion of a minimum time commitment (10-12 weeks, recommended minimum).
- ▶ A satisfactory assessment by the intern's company supervisor; and
- ▶ The completion of a brief Executive Summary focusing on what the student has learned in the internship assignment. Interns who choose "1.5- or 3-credit" internships also must submit an additional paper as required by the faculty advisor.

The key difference between the "credit" (1.5 and 3 credits) and "non-credit" (0 credit) internship is that the "credit" internship is considered an "academic course" requiring a faculty advisor, while the "non-credit" internship is an option for students requiring no academic supervision.

The term of work may be one or two consecutive trimesters (two trimesters maximum). Withdrawal from an internship must be "for cause" and requires permission of the School's Internship Representative.

LIMITATIONS

All internships are subject to the following limitations:

- ▶ U.S. Immigration and Naturalization Service regulations require that foreign students on student visas (F-1) be enrolled for credit in order to be authorized to work in the United States. J-1 visa holders should consult with the PFSS (Programs for Foreign Students & Scholars) Office about eligibility.
- ▶ Credits cannot be used to meet core or focus requirements.
- ▶ A consecutive, two-trimester internship with the same company is considered one (1) internship.

INTERNSHIP COURSE DESCRIPTIONS

IF 5900 ZERO-CREDIT INTERNSHIP

(0 hours) Such internships are largely supported by the sponsoring organization and do not require faculty involvement. The experience allows the students to examine the relationship between theory and professional practice, to develop management-related skills, and to be involved in the challenges of working within a complex organizational or business environment.

IF 5901 1.5 CREDIT INTERNSHIP

(1.5 hours) This internship has a more academic focus than the "0-credit" option. The "1.5 credit" internship requires the student to coordinate with a faculty advisor who facilitates the learning process throughout the internship. The student should contact and confer with the faculty advisor a minimum of three times during the trimester.

IF 5902

3.0 CREDIT INTERNSHIP:

(3 hours) This internship is structured to include academic research and requires a close working relationship with the faculty advisor. The student will develop an in-depth learning plan in conjunction with the faculty advisor and the internship supervisor. The "3-credit" internship includes a detailed assessment plan and conference with the faculty advisor at least twice a month.

Please note: Not more than one 5900 or higher numbered course may be taken in any one trimester. However, students enrolled in an internship may take a maximum, additional 3 credits of course work (under 5900 level), with permission from an Academic Advisor.

FINANCIAL ARRANGEMENTS AND INSURANCE

A registered Intern must comply with all regulations pertaining to student health insurance, including payment or waiver of coverage. Both health insurance coverage and financial arrangements must be made with the Finance & Accounting Office prior to leaving campus for an internship. If the internship extends beyond one trimester, the intern needs to contact the Internship Representative, register for the extension and show proof of having health insurance coverage to the Finance & Accounting Office. A student must complete one trimester of a full-time internship to be eligible for an internship extension.

OVERSEAS PROGRAMS

Overseas experience is the essence of the global manager. Every year Thunderbird students enhance their knowledge and experience in the global business environment through their participation in special educational programs located around the globe. Study options include Thunderbird's own year-round centers, Winterim and Interim programs, as well as exchange programs.

Each of these overseas programs emphasizes exposure to other business environments, cultures, and political and economic systems, while offering a mixture of Thunderbird's Core

courses, regionally specific courses and field trips to local companies. Actual course offerings vary across locations and from trimester to trimester. Unless otherwise stated in the following program descriptions, courses are taught in English.

For those who wish to study language, regionally appropriate language courses offer the opportunity to sharpen language skills in an immersion environment. Students may participate in an overseas program in either Trimester II or Trimester III. Overseas Programs will provide Core II and III course offerings at all overseas locations each term of their operation. Overseas Programs also offers limited focus area courses at the Thunderbird Europe, French-Geneva Center. Please refer to the Overseas Programs course schedule for specific courses and specializations and the terms and locations where they will be offered on the Thunderbird Web site at www.t-bird.edu.

Students must have completed a minimum of fifteen (15) credit hours on the Glendale campus before participating in an overseas program. Students may attend more than one overseas program or stay more than one trimester as long as they meet the Glendale 21-trimester hour residency requirement for graduation. Students on probation may apply to participate in an Overseas Program. All student loans and scholarships currently available to a Thunderbird student attending the Glendale campus are also applicable to an Overseas Program.

Each student who plans on participating in an overseas program must have a passport valid for at least six months beyond the proposed stay. Some countries require that visas be obtained prior to entering the country, depending on the nationality of the passport holder. It is the student's responsibility to obtain the necessary visa in order to attend the overseas program.

Each student should understand that as an American citizen, or foreign national, in a foreign country, they will be subject to all the laws of the host country. Students must familiarize themselves with the laws of the host country in which they will be studying before they visit. Students must agree to conduct themselves in a manner that will bring credit to Thunderbird, and agree to comply with all the laws of the host country, as well as the regulations of Thunderbird and its programs. Students who break the laws will be subject to the imposition of fines or penalties imposed by the country in which the student is

studying. In addition, any inappropriate or illegal conduct while in that country may, in the sole judgment of Thunderbird, cause the discontinuance of participation in the study-abroad program and may also include suspension or expulsion from school.

Please note: All programs, enrichment and exchange, are subject to cancellation if political conditions or enrollment figures dictate. In addition, Thunderbird reserves the right to refuse participation in an overseas program to any student whom it deems will not contribute to the success of the program, or who will not receive full benefit from participation in the program.

THUNDERBIRD'S OVERSEAS CENTER

The Thunderbird Europe, French-Geneva Center is located in Archamps, France, just across the Swiss border in the French suburbs of Geneva. This center is strategically positioned at one of Europe's most important commercial crossroads. Geneva is one of Europe's principal financial centers and headquarters of numerous multinational firms and international organizations.

The Thunderbird Europe, French-Geneva Center is integral to Thunderbird's global educational program. The center operates year round, offering fall, spring, summer, Winterim and Interim programs. Credit is given for all coursework, which counts toward MIM graduation requirements. While many of the classes are the same as those offered in Glendale, the educational program includes additional opportunities to gain practical business experience. Classroom instruction is complemented by meetings with managers and executives, company visits, and factory tours to provide greater understanding and appreciation of the issues discussed in class.

Students interested in adding relevant international experience to their résumé should consider the two-trimester option through the Thunderbird Europe, French-Geneva Center. Under this arrangement, students study in Archamps for one trimester and move to a European-based internship during their second trimester. Although actual placement is competitive, many opportunities are available. In addition to Global Management courses, all levels of French, German, and Spanish language are offered as student demand warrants.

EXCHANGE PROGRAMS

Thunderbird sponsors an expanding array of exchange programs with leading graduate educational institutions in countries located around the world. Each trimester, Thunderbird students study at these institutions, while students from the exchange schools study at Thunderbird.

The number of students permitted in each program is limited and placement is competitive. Students must have completed two trimesters to be considered for any of these programs. Depending on the program selected, instruction is either in English or the native language. Those students wishing to participate in any of these programs should make their intentions known to the Overseas Programs Office immediately upon their arrival at Thunderbird. Students selected to participate in these programs must enroll as full-time students.

Unless otherwise stated, the following exchange programs offer Thunderbird students the opportunity to study during the fall or spring trimesters. Thunderbird maintains relationships with the following schools:

- ▶ Brazil: Coppead/UFRJ, Rio de Janeiro
- ▶ Brazil: Universidade de São Paulo
- ▶ Chile: Pontificia Universidad Católica de Chile
- ▶ Costa Rica: Instituto Centroamericano de Administración de Empresas (INCAE)
- ▶ Egypt: American University in Cairo
- ▶ Finland: Helsinki School of Economics
- ▶ France: Rouen Graduate School of Management (ESC)
- ▶ Germany: European Business School (EBS)
- ▶ Germany: The Europa-Universität Viadrina, Frankfurt an der Oder
- ▶ Mexico: ITESM (Instituto Tecnológico y de Estudios Superiores de Monterrey) in Monterrey, or Mexico City
- ▶ Norway: Norwegian School of Management
- ▶ South Korea: Yonsei University
- ▶ Spain: Escuela Superior de Administración y Dirección de Empresas (ESADE)
- ▶ Spain: Instituto Universitario de Administración y Dirección de Empresas (ICADE)

Please consult the Office of Academic Affairs for other affiliations.

WINTERIM AND INTERIM

Please see the Thunderbird Web site www.t-bird.edu for more information and a listing of course offerings.

MERLE A. HINRICHS INTERNATIONAL BUSINESS INFORMATION CENTRE (IBIC)

The IBIC provides traditional library materials in paper and video as well as access to an outstanding collection of electronic resources. An international collection of newspapers, books, videos and journals from all over the world is available as well as almost 50 databases including Compustat, ProQuest, Nexis, Dow Jones Interactive, Bloomberg and the Economist Intelligence Unit. With over 40 computer and AV workstations and 114 data ports for laptop connections, IBIC is a model electronic library with many paperless services. Students not only at the Glendale campus but those who are on internships, enrolled at the Tokyo and French Geneva Centers, in Latin America and elsewhere in the world have library support through extensive remote access capabilities. IBIC Librarians teach classes in using business resources to develop students information competency skills that will be used in the business world.

IBIC LOAN POLICY AND STUDENT RULES

ID CARDS

You must have an official Thunderbird photo ID card to check out anything from the IBIC. Your Thunderbird card will have a machine-readable ID number and without it the computer system will not recognize you as a registered student. We cannot accept a driver's license or any other form of ID.

LOAN PERIODS AND FINES

Loan periods are established so that books and other materials can be shared among all students. Because of the demands of Thunderbird's curriculum, fines are charged to be sure items are returned on time so that they are available for other users. There is NO grace period on due dates. The following are the loan periods and overdue fine schedule for IBIC materials:

BOOKS AND MAPS

Circulate for two (2) weeks; fine is \$2/ per day.

VIDEOS AND AUDIO CASSETTES

Circulate for three (3) days; fine is \$1/per day.

RESERVES

Circulate for two (2) hours; fine is \$1/per hour per item.

- ▶ A courtesy reminder is sent to borrowers by e-mail 3 days before books are due. No reminder is sent for videos because of the short loan period. Failure to receive a notice does not exempt the borrower from overdue fines or replacement fees. The due date is on a printed receipt, provided with the item when it is checked out.
- ▶ There is no limit on the number of books that can be checked out at any given time. Only 7 reserve items may be checked out at the same time, however.
- ▶ A 24-hour outside book drop is available at the south entrance to the IBIC. Books may also be returned to the Circulation Desk.
- ▶ All fines are payable at the IBIC Circulation Desk.
- ▶ Fines that remain unpaid after 6 weeks are subject to an additional late charge of \$3.00
- ▶ Borrowing privileges are suspended until fines are paid.
- ▶ Students with outstanding fines may not be allowed to register for classes until they are paid.
- ▶ Diplomas will not be mailed to graduates until IBIC fines have been paid.

LOST OR DAMAGED MATERIALS

If books are lost or returned with damage beyond normal wear and tear, the borrower is responsible for replacement charges and processing fees.

RENEWALS

- ▶ Books, maps, videos, and audio cassettes may be renewed by calling 602-978-7232 or by bringing your items in to the Circulation Desk on or before your due date. You may also renew items yourself online from on-campus and remotely; use the "User Services" button on THOR and follow the

instructions. Students are allowed two renewals. You will be notified if your items are not renewable due to unpaid fines or another user requesting a 'hold' be placed on the material.

HOLDS AND RECALLS

- ▶ A hold can be placed on material that is checked out so that an item cannot be renewed, and it will be held for the next user when it is returned.
- ▶ Items that have been checked out may be recalled if they are needed for reserve at the request of a faculty member. Recalls are not made for other reasons.

ALTERNATIVE PAYMENT AND APPEALS

- ▶ Fines can be paid through work performed in the IBIC at a rate of \$7.50/hr.
- ▶ Appeals to reduce or cancel fines should be made *in writing* to the IBIC Director. Forms are available at the Circulation Desk and also on the IBIC department page on *My Thunderbird*. They can be completed and submitted electronically or in person.

If you are blocked from checking out IBIC materials because of fines, you may request a temporary clearance from Circulation once you have submitted your appeal form.

Appeals are reviewed weekly, and the IBIC director will notify you by e-mail of the outcome. The decision may require time needed to investigate the circumstances.

The following are not considered valid reasons for waiving fines: failure to receive or read e-mail, ignorance of the fine policy, inability to pay, transfer of items to another student for return and their failure to do so, or planned travel prevented on-time return. There is no provision to excuse the first fine incurred.

ACCESS TO DATABASES

IBIC databases are to be used for educational purposes only by currently registered students. Using IBIC resources for any commercial, business, or resale purpose is not allowed.

OTHER RULES

To promote an environment where students can read and study, please:

- ▶ Hold group meetings only in the group study rooms. The tables in the open areas in the IBIC are not to be used for group meetings. We enforce quiet in quiet areas; please do your talking elsewhere so it does not disturb others.
- ▶ To protect our materials and computers, please eat food outside of the IBIC and do not bring drinks inside unless they are in a non-disposable cup with a sturdy snap-on lid. Drinks in cans and paper cups can be left on the shelves by the entrance and picked up when you leave.
- ▶ We have a limited number of carrels and workstations; leaving belongings or programs open on computers to "hold" a seat is not permitted. IBIC routinely checks work stations and removes computer documents and belongings left for extended periods.
- ▶ Ringing cell phones and telephone conversations in study areas disturb other students. Please turn your cell phones off and make calls outside the building or the copy alcoves where sound will be behind a door.
- ▶ Rollerblading in any campus building, including the IBIC, is unsafe and not allowed.

ACADEMIC REGULATIONS

CREDIT HOURS AND COURSE LOAD

The maximum number of trimester hours that a student may take is 15 hours in the Fall, Spring and Summer trimesters, and 3 hours in the Winterim or Interim periods.

CONCURRENT ENROLLMENT

Concurrent enrollment in another institution must be approved in writing by the Office of the Registrar prior to registration. Students may not enroll for a combined course load greater than 15 hours. Approval is denied when similar or identical courses are offered at Thunderbird.

TRANSFER OF CREDITS

A student who has completed relevant graduate-level study at an acceptable institution may, subject to approval, transfer up to a maximum of three trimester hours of graduate work completed after receipt of the undergraduate or other qualifying degree with a grade of B (3.0) or better, provided that such work meets the standards set by the individual departments. Additional credits are allowed in conformity with special institutional agreements.

The School is the sole judge of what constitutes the qualifying degree for admission into graduate study and therefore what credits may be considered for transfer. For example, transfer-credit petitions will not be approved for work taken during or prior to the completion of such degrees as the B.A. or B.S., Licenciado, Maîtrise, Diplom or Staatsexamen, Civilingenjör, or Meester, to name a few. Students who transfer in credits from courses, which, in the opinion of the relevant department, substantially duplicate courses offered here, may not enroll in the duplicated courses for credit. Grades for transfer work are not considered in computing the student's grade point average at Thunderbird. Transfer credit can only be used to meet specialization or institutional credit requirements. Transfer credit in no way constitutes a waiver for a course. Basic language courses are not acceptable for transfer. Any transfer credit is subject to the Five-Year Rule.

FIVE-YEAR RULE

The MIM Program is designed to be completed in four to six consecutive trimesters; the MBA program in three consecutive trimesters. Breaks in enrollment must be registered with and approved by the Office of the Registrar. All courses completed or transferred in for graduation credit must be completed within a five year period.

GRADING REGULATIONS

GRADE CHANGES

Once filed with the Registrar's Office, trimester grades are final and not subject to change except in cases of validated errors in computation and/or transcription, or faculty approved delayed completion of coursework.

GRADES ARE GIVEN AND RECORDED AS FOLLOWS:

A	=	4.0	D ₊	=	1.5
A ⁻	=	3.7	D	=	1.0
B ⁺	=	3.3	D ⁻	=	0.7
B	=	3.0	F	=	0.0
B ⁻	=	2.7	P	=	Pass
C ⁺	=	2.3	W	=	Withdrawal
C	=	2.0	I	=	Incomplete
C ⁻	=	1.7	NC	=	No Credit

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

DISCHARGING INCOMPLETE GRADES

The time limit of discharging grades of "I" is within one year or the next trimester of enrollment whichever is the shorter time. If this time limit is not observed the Incomplete becomes a failing grade (F). It is the student's responsibility to make necessary arrangements with the instructor with regard to receiving and removing the Incomplete. The instructor may impose additional restrictions, but may not allow additional time for completion of the course requirements or add additional requirements. The Incomplete grade received in any course must be removed before that course may be used as a prerequisite for any subsequent course. Incomplete grades must be legally discharged prior to the granting of degrees.

A grade of "I" for the Career Management Action Plan will be subject to the same procedures except that the Incomplete will revert to a "No Credit" which will prevent graduation.

SCHEDULE REGULATIONS

REGISTRATION AND PRIORITY CODES

Full-time MIM students are given priority codes to register for classes using the following selection process:

Priority codes are based on start term, the earlier the start term the higher the priority code. Within each start term the codes are designated randomly by the system.

Dual Degree and Post MBA students are given priority codes using the following formula:

Combine your courses that you are currently enrolled in and courses completed. Subtract any languages that you are in enrolled in or completed. Add 15 credits for courses waived and multiply total by 10.

Example: 15 credits enrolled, 12 courses completed, 3 of which are language: $15 + 12 - 3 = 24 + 15 = 39 \times 10 = 390$ (Priority Code)

CHANGE OF ORIGINAL REGISTRATION

Initial registrations can be changed during the first five class days of the trimester and/or course, and the first day of Winterim and Interim courses. Students are permitted to withdraw from courses up to the end of the sixth week of the trimester and the fourth week of a 1.5-hour course. Courses of non-standard length will have withdrawal deadlines set by the Registrar. The appropriate notation (W) will be entered on the official transcript of the student's record.

RETAKING COURSES

The Registrar may permit a student to retake courses for the purpose of meeting requirements or improving a grade point average. Only one retake per course is permitted. The original enrollment and grade remain permanently on the transcript, noted as repeated. The grades assigned for the second and subsequent enrollment also appear on the transcript. The later grade is used in calculating grade point averages. No course with a grade of B or higher may be retaken. Repeating language courses requires permission of the Academic Director of the MIM program in addition to the Registrar.

CLASS ATTENDANCE

Class attendance policies are set by individual instructors.

ACADEMIC STANDING REGULATIONS

ACADEMIC PROBATION

This policy was approved by the Faculty Senate to be effective beginning in the Spring 1999 trimester. These policies replace all previous policies, i.e., all students are subject to these policies regardless of entering term or regulations previously in effect. These policies pertain to all students regardless of degree program or admission status.

Academic standing is official and effective when posted by the Office of the Registrar at the end of the trimester. Academic standing status can be applied retroactively to a term if circumstances, such as a grade change, warrant.

A student in good standing is placed on academic probation when, at the conclusion of a trimester, the student:

- ▶ fails to achieve a cumulative grade point average of 3.00; or
- ▶ receives a grade of Incomplete ("I") in nine or more credit hours; or
- ▶ receives a grade of Fail ("F") in one or more courses.

A student admitted provisionally is placed in good standing if the student attains a cumulative grade point average of 3.00 or higher and completes a minimum full-time course load of 12-credit hours as defined in the Bulletin. (Non-standard terms such as Winterim and pre-sessions are excluded from this course load requirement, but included in the calculation of cumulative grade point average.) A student who fails to fulfill this requirement in the first trimester is:

- ▶ academically suspended if less than the minimum full-time course load is completed; or
- ▶ academically suspended if the cumulative grade point average is below 2.50; or
- ▶ placed on academic probation if the cumulative grade point average is between 2.50 and 2.99 and at least the minimum full-time course load is completed.

A student on academic probation:

- ▶ may be required to repeat any course; and
- ▶ may be restricted to a maximum course load; and
- ▶ must meet with the Registrar or designee to sign an Academic Standing Enrollment Contract indicating the courses in which he/she must/will enroll for the probationary term; and
- ▶ by signing the Academic Standing Enrollment Contract will indicate explicit understanding that failure to comply with terms of the contract, including the attainment of a minimum cumulative grade point average of 3.00, will result in academic suspension.

S U S P E N S I O N

A student academically suspended may not be enrolled in any Thunderbird classes in any status, nor receive any credit for courses taken at other institutions. Suspended students may not receive any School services including but not limited to housing, career services, computer use, IBIC resources, and School employment.

A suspended student seeking readmission may reapply for a term that begins at least 12 months after:

- ▶ the end of the last term of enrollment, or
- ▶ the final disposition of appeals, if any.

Students who are academically suspended may appeal to the Vice President for Academic Programs or designee. Only under extreme extenuating circumstances will any additional term of grace be granted.

P R O C E D U R E

The Registrar or designee will assign Academic Standing status at the conclusion of the term, and will inform students of a change in status.

The Registrar or designee will provide academic advising and sign the Academic Standing Enrollment Contract required of probationary students.

A C A D E M I C A P P E A L S

P R O C E D U R E

- 1) Discuss the situation with the relevant faculty member.
- 2) If not resolved at step one, discuss the situation with the program Academic Director.
- 3) If not resolved at steps one and two, file formal written complaint with the Senior Vice President of Academic Affairs thirty (30) days of the date of the alleged incident.

A committee composed of the Senior Vice President for Academic Affairs, the Academic Director of the program, the Ombudsman, and the program Managing Director, serving as non-voting Chairperson, will hear the complaint. A written decision will be given to the complaining person within ten (10) working days after hearing the complaint.

Based on a finding of institutional fault, the program Managing Director will take the necessary steps to provide for an appropriate remedy. Steps will be taken to overcome the conditions that caused the complaint. If the complaint cannot be resolved after exhausting the institution's grievance procedure, the student may file a complaint with the Arizona State Board for Private Post-Secondary Education. The student must contact the State Board for further details.

GRADUATION REGULATIONS

PETITION TO GRADUATE AND COMMENCEMENT

To be approved for graduation, students must petition to graduate early in the final trimester of study. At this time, a degree audit is completed by the Office of the Registrar. Once approved for graduation, the process cannot be reversed unless an academic requirement is not met in the final trimester.

GRADUATION WITH DISTINCTION OR WITH HONORS

A numerical score is used to determine which candidates will graduate with special recognition. A computed average of 3.80 must be attained for graduation With Distinction and an average of 3.70 for graduation With Honors.

GRADUATION CEREMONY

Commencement ceremonies are held at the end of the spring and fall trimesters. Students completing degree requirements at the end of the summer trimester may participate in the previous spring ceremony or the following Fall ceremony. Diplomas state the actual date of degree completion.

OFFICE OF THE REGISTRAR REGULATIONS

TRANSCRIPT

Two complete transcript of records are furnished to the student upon graduation. Additional transcripts may be obtained at a fee of \$3.00. The application for the transcript of record must be made by the student either on the regular form supplied at the Registrar's Office or by written request. No diplomas, transcripts, or certification/verification of attendance will be released for students who have not met their financial obligations to the School.

LEAVE OF ABSENCE

All Leaves of Absence are official and must be requested in writing and approved by the Registrar. The Leave of Absence may not exceed one year (12 months) and students are cautioned that the official Leave of Absence does not extend the five-year Rule. Without an official Leave of Absence, students who are reinstated are subject to graduation requirements in effect at the time of reinstatement.

RETURNING AFTER AN ABSENCE

Students must meet the graduation requirements specified in the Bulletin in effect at the beginning of the first trimester of enrollment of the program to which admission was granted if their studies are interrupted by an absence of more than one trimester (excluding Winterim and Interims). Students returning after an absence of more than one trimester (excluding Winterim and Interims) must follow all regulations in effect for students entering in that trimester. Students returning after an approved break in enrollment will be required to re-establish their language proficiency levels by taking the appropriate tests. Returning students will be expected to pay tuition and fees in effect at the time of return. The School does not have a formal leave of absence policy as defined by federal financial aid regulations.

**CAREER MANAGEMENT
CENTER REGULATIONS**

**POLICY ON STUDENT AND EMPLOYER
PROFESSIONAL CONDUCT DURING THE
JOB SEARCH**

Thunderbird observes the standards set forth in the Principles of Professional Conduct of the National Association of Colleges and Employers. A complete copy of the standards is available in the Career Management Center. The purpose of these standards is to assure that both students and employers appropriately conduct their employment-related activities.

All students are responsible for following these standards and conducting their job search in a professional and ethical fashion at all times. When in doubt, a student should seek the assistance of a Career Management Center staff member to ensure that their choices are consistent with these standards.

Any breach of these standards will automatically lead to a temporary suspension of recruiting privileges for a student, and a timely review of the situation by the Vice President for Professional and Career Development. If it is determined that there has been a willing breach of these standards, the Vice President will have the authority to impose appropriate sanctions, including the permanent suspension of future recruiting privileges for the student.

Examples of offenses which may lead to such a suspension include, but are not limited to, the following:

- ▶ Engaging in any act of intentional misrepresentation designed to convey false information to an employer concerning job-related qualifications.
- ▶ Engaging in any unprofessional conduct which intentionally seeks to defame, disqualify or otherwise harm the job prospects of other Thunderbird students or alumni in the job-search process. Upon permanent suspension of recruiting privileges, a student will have the right to appeal the decision to the Vice President for Professional and Career Development.

Following this policy will reinforce the professional reputation and high standards that are associated with the Thunderbird degree in the international marketplace. The standards and sanctions outlined in this policy were established in 1997 by the Career Management Student Task Force.

JOB SEARCH POLICY

Although Thunderbird does not guarantee jobs to graduates upon their program/course completion or upon graduation, the Career Management Center provides tools and services to help students conduct their own successful job searches. It is the responsibility of each student to determine the value and use of those tools and to instigate services of the available staff of the Career Management Center.

The above statement is provided in accordance with the institution's business license agreement with the Arizona State Board for Private Post-Secondary Education as of January 1998.

34 THUNDERBIRD TUITION AND FEES 2001-2002

TUITION AND FEES	FALL 2001	SPRING 2002	SUMMER 2002	WINTERIM/ INTERIM
Amount Due At Registration:				
Housing (Average per dorm / per person)	\$1,400	\$1,400	\$1,400	N/A
Housing (Dormitories A&B / per person)	\$1,600	\$1,600	\$1,600	N/A
Board (Campus Residents Only)	\$500	\$600	\$600	N/A
Tuition - Full-Time Students (12-15 credits)				
- Students beginning after Summer 2001	\$12,750	\$12,750	\$12,750	N/A
- Students beginning after Summer 2000 and prior to Fall 2001	\$12,600	\$12,600	\$12,600	N/A
- Students beginning prior to Fall 2000	\$12,050	\$12,050	\$12,050	N/A
- Tuition - Per credit in excess of 15 credits	\$850	\$850	\$850	N/A
Tuition - Part-Time Students (per credit, 11 credits maximum) (1)	\$1,100	\$1,100	\$1,100	N/A
Tuition - Spouses of Students (per credit, 9 credits maximum) (2)	\$800	\$800	\$800	N/A
Orientation Fee (Global Navigation Week)	\$500	\$500	\$500	N/A
Student Health Insurance (3)	\$300	\$300	\$300	(*4)
Thunderbird Student Government Fee (5)	\$125	\$125	\$125	N/A
SPECIAL PROGRAM FEES				
Internships (in lieu of tuition)				
- 0 credits	\$50	\$50	\$50	N/A
- 1.5 credits	\$300	\$300	\$300	N/A
- 3.0 credits	\$550	\$550	\$550	N/A
Winterim/Interim				
- Tuition (per credit, 3 credits maximum)				\$850
- Off-Campus Administrative Fee				\$300
- On-Campus Lodging (per week, per person, space available)				\$180
Overseas Programs Administrative Fee (in addition to tuition)	\$675	\$675	\$675	N/A
MISCELLANEOUS FEES				
Housing Fee per night in excess of trimester	\$30	\$30	\$30	\$30
Financial Registration Late Fee	\$50	\$50	\$50	\$50

- (1) Part-time tuition applies to those carrying fewer than 11 credit hours, including audits, during a regular trimester.
- (2) Spouses may take up to 9 credit hours of study during each trimester. One additional credit hour per term is permitted only for spouses enrolled in 7-hour or 4-hour language classes. If the spouse later becomes a candidate for the MIM degree, all credit hours are charged retroactively at the regular, full-time student tuition rate currently in effect.
- (3) All students are required to carry adequate health insurance and are eligible to participate in the school plan. Students may waive the school plan by presenting evidence of comparable or superior insurance coverage by Friday of the first day of class. The waiver is for \$250 only; the remaining \$50 is still charged to cover costs for the on-campus Medical Clinic. Once a waiver is granted, the student may not obtain coverage during the remainder of the trimester if their plan terminates or their circumstances change. The Thunderbird insurance policy provides for international coverage. Students who have a comparable policy and plan to attend an overseas program should find out whether or not their policy will cover international claims.
- (*4) Students attending a Winterim or Interim session are covered by the student health insurance policy unless the insurance is waived. The fee will be assessed in the following trimester.
- (5) The Thunderbird Student Government Fee is \$125 per trimester. The money is managed by TSG.

Students need to budget for books, personal computers and instructional supplies, as well as for miscellaneous and unexpected expenses. For most students, the cost of books and supplies averages about \$600 per trimester. The price for a laptop computer with the required characteristics is approximately US\$2,000.

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

The above statement is provided in accordance with the institution's business license agreement with the Arizona State Board for Private Post-Secondary Education as of January 1998.

PAYMENT REGULATIONS

Payment in full for tuition, room and board is to be made at registration or in the Business Office, no later than the first day of classes for each term. For those students living on campus, a meal-plan purchase must be made the first day of class.

Students who fail to make payment in full will be charged a late registration fee and will be dropped from their classes. Reinstatement, on a space-available basis, requires payment of tuition plus a late registration fee. This includes those students who are expecting financial aid. Finance charges of 1 percent per month will accrue on the second day of any unpaid balance (except where prohibited by federal student loan regulations).

Students must clear up any unpaid balance or provide proof of ability to pay prior to registering for any subsequent trimester. Failure to make full restitution on any unpaid balance will result in the School withholding transcripts and diplomas. The School will avail itself, if necessary, of any or all legal means of collecting unpaid balances including charging reasonable and customary legal fees.

Money orders, personal, cashier's or traveler's checks, payable to "Thunderbird;" MasterCard, Visa, Discover and American Express credit cards are all acceptable for payment of tuition and fees. All checks must be in U.S. funds. Electronic funds transfers are also an acceptable method of payment. The School will not accept cash payments.

REFUND POLICY/SCHEDULE

- ▶ Tuition and fees for Winterim/Interim courses are not refundable.
- ▶ The refund schedule also applies to any student who, in reducing his/her hours, becomes eligible for part-time tuition.

Period of Student Status from Start of Class	Percent of Tuition to be refunded
One week or less	100%
Two to three weeks	80%
More than three, up to four weeks	60%
More than four, up to five weeks	40%
More than five, up to six weeks	20%
Over six weeks	0%

FINANCIAL AID REGULATIONS

The Financial Aid Office assists in administering the US federal loan program, coordinates student employment assignments and maintains all student information regarding loans and awards. Financial Aid Specialists are available to help students and to answer questions regarding financial aid eligibility, awards and how to apply.

STUDENT LOANS

Student loans exist as a major resource to help cover educational and living expenses associated with graduate study. Thunderbird participates in a variety of student loan programs from federal and private sources.

U.S. GOVERNMENT PROGRAMS:

The U.S. government has three types of student loan programs in which Thunderbird participates. U.S. citizens and permanent residents are eligible for these need-based and non-need-based loans. The Financial Aid Office will determine which loans to offer to you, based on the information on your aid application. Regardless of whether loans are need-based or non-need-based, your total financial aid cannot exceed the student budget.

FEDERAL PERKINS LOAN (NEED-BASED)

- ▶ Award range is \$500-\$2,000 per trimester
- ▶ 5 percent interest during repayment
- ▶ 10-year repayment; \$40 minimum per month
- ▶ \$6,000 maximum per year; \$40,000 aggregate loan limit
- ▶ Limited funding; awarded to the highest-need students, based on the FAFSA results
- ▶ Applicants must be enrolled at least half-time (minimum 6 credit hours) in the full-time MIM or MBA program

FEDERAL SUBSIDIZED STAFFORD LOAN (NEED-BASED)

- ▶ Variable interest rate based on 91-day T-Bill + 1.7 percent while in school and 91-day T-Bill + 2.30 percent while in repayment, capped at 8.25 percent
- ▶ Government pays interest during the in-school (at least half-time), grace and authorized deferment periods

- ▶ 10-year repayment; \$50 minimum per month
- ▶ \$8,500 maximum per year; \$65,500 aggregate loan limit
- ▶ 3 percent insurance fee deducted from principal
- ▶ Up to 1 percent guarantee fee deducted from principal
- ▶ Six-(6) month grace period upon graduation, withdrawal or less-than-half-time enrollment

**FEDERAL UNSUBSIDIZED STAFFORD LOAN
(NON-NEED-BASED)**

- ▶ Variable interest rate based on 91-day T-bill + 1.7 percent while in school and 91-day T-Bill + 2.30 percent while in repayment, capped at 8.25 percent
- ▶ Interest accrues from time of disbursement
- ▶ Payment of interest can be deferred until the end of the grace period
- ▶ 10-year repayment; \$50 minimum per month
- ▶ \$18,500 maximum per year MINUS the amount borrowed from the subsidized Stafford loan
- ▶ \$138,500 aggregate loan limit including amount borrowed from the subsidized Stafford loan
- ▶ 3 percent insurance fee deducted from principal
- ▶ Up to 1 percent guarantee fee deducted from principal
- ▶ Six-(6) month grace period upon graduation, withdrawal or less-than-half-time enrollment

Federal loan programs are subject to change.

**NON U.S. GOVERNMENT PROGRAMS
(NON-NEED-BASED)**

PRIVATE EDUCATIONAL LOANS:

Some students may find it necessary to borrow through privately sponsored outside loan programs to meet a portion of their educational expenses. The terms and conditions of these loans vary considerably, and students should carefully review all information before choosing a program. These loans are available to U.S. citizens and permanent residents and, in some cases, to international students with a qualified U.S. citizen or permanent resident as a co-borrower. Private agencies make the final decisions on these loans based on credit checks

and debt levels. Students may borrow from these sources even if they have no financial need up to the student budget.

DOUGHERTY FOUNDATION LOAN:

- ▶ Maximum \$2,000 per calendar year
- ▶ Must be a resident of Arizona for a minimum of two years prior to enrollment
- ▶ Interest rate is 5 percent for the first 5 years of repayment and jumps to 8 percent thereafter
- ▶ Interest begins to accrue at the end of the grace period
- ▶ Nine-month grace period begins after full-time enrollment ends
- ▶ Minimum monthly payment is \$40
- ▶ Applicants must be enrolled at least half-time (6 credits) in the full-time MIM or MBA program

OTHER FUNDING SOURCES

PERSONAL RESOURCES

- ▶ Savings/Assets
- ▶ Relatives

EMERGENCY LOAN FUND

- ▶ Short-term to help cover an unexpected emergency expense
- ▶ Average loan is \$500. May be higher depending on circumstances
- ▶ Interest-free loan for 30 days (or less)
- ▶ Initiate request with Financial Aid staff
- ▶ Approved loans usually available within 24 hours

STUDENT EMPLOYMENT

ON CAMPUS:

The Federal Work-Study and Non-Work-Study programs provide opportunities for students to work part-time on campus. Some full-time positions may also be available for qualified spouses. Generally, the jobs are available in administrative and faculty offices and in various other capacities. On average, students work about ten hours per week and can expect to earn about \$1,000 per trimester. The pay rate is generally \$7.50 per hour.

The Federal Work-Study program is available to qualified U.S. citizens and permanent residents. Both Thunderbird and the federal government provide the funding. The Non-Work-Study program may be available to qualified spouses and international students and is funded entirely by Thunderbird.

OFF CAMPUS

A limited number of positions with local non-profit agencies (elementary schools) are offered under the Federal Work-Study Community Service program to qualified U.S. citizens and permanent residents. This program fosters the relationship between Thunderbird and the community while providing assistance in areas such as reading and math tutoring for grade school children. The pay rate is \$10.00 per hour and both Thunderbird and the federal government provide the funding.

Local organizations also provide job opportunities to help Thunderbird students with part-time and full-time temporary positions.

The Financial Aid Office receives notification of positions and maintains these in the Financial Aid Office, provides them to TSG to post on the TSG bulletin board, or posts them on the Financial Aid department page of *My Thunderbird*. Some full-time positions may be available for qualified student spouses.

CONTINUING STUDENT GRANTS

Continuing Student Grant selections occur in the early portion of each trimester.

Funds are awarded on a competitive basis to continuing full-time MIM or MBA degree-seeking students who have completed at least one full trimester of study (12 credit hours). Approximately 70 percent of the applicants receive an award each trimester.

- ▶ Thunderbird cumulative GPA of 3.600 for a minimum of 12 credit hours.
- ▶ Demonstrated high level and quality of participation and/or leadership roles in extracurricular activities on or off campus.
- ▶ Deadline is the second Friday of each regular trimester by 4:30 pm.
- ▶ Amounts range from \$1000-\$5,000 in relief of tuition.

An application is required (available on the Financial Aid Department page of *My Thunderbird* and available for download about three weeks prior to the deadline).

- ▶ Decisions are made around the fifth week of the term with notification made by letter.
- ▶ Awards are applied to the student tuition account; excess funds are applied toward next term of enrollment or refunded if in final term when award is made.

THUNDERBIRD SCHOLARSHIP OPPORTUNITIES

Each trimester, the Financial Aid Office announces a variety of scholarship opportunities for continuing students. These awards may range from \$500 to \$6,000. The announcement is made via *My Thunderbird* and the list of opportunities is found in the Thunderbird Scholarship Opportunities Folder of the Financial Aid Department page. These awards are prestigious and can be substantial.

ADDITIONAL INFORMATION

APPLICATION OF AWARD/LOAN FUNDS

- ▶ All students need to participate in Financial Registration that takes place the first day of each trimester.
- ▶ Students and applicants who have been awarded an assistantship or scholarship will have those funds posted to their student accounts.
- ▶ Current students and applicants having complete financial aid files within six (6) weeks of the priority deadline should have Stafford and private loan funds applied to their accounts by Financial Registration.
- ▶ Other students and applicants, whose files were not complete within (6) weeks of the priority deadline, receive proceeds during the trimester, are notified via campus mail and are subject to all finance charges placed on their student account.
- ▶ Students and applicants who have been awarded a Federal Perkins loan and returned the appropriate documents will need to complete additional paperwork at Financial Registration.

ENTRANCE COUNSELING FOR FIRST-TIME BORROWERS AT THUNDERBIRD

- ▶ Mandatory for all Federal Loan applicants before funds are made available.
- ▶ Complete online via Web Links on the Financial Aid Department page of *My Thunderbird*.
- ▶ Confirmation received electronically in the Financial Aid Office.

EXIT COUNSELING

- ▶ Required for all Federal Loan recipients prior to separation from Thunderbird.
- ▶ Held in group session at the end of each trimester.
- ▶ Provides information regarding loan debt and repayment, repayment options, deferments, etc.

PRIORITY DEADLINES

The priority deadlines for submitting the following application/forms:

- ▶ Free Application for Federal Student Aid (FAFSA): Fall 2/15; Spring 9/1; Summer 11/30
- ▶ Financial Aid Application Data Form: Fall 2/15; Spring 9/1; Summer 11/30

FORMS

- ▶ The FAFSA Form (covers period 7/1-6/30 - Fall, Spring, Summer) is required for Federal Loans and must be filled out each year but not each trimester.
- ▶ The Application Data Form is required for each aid or loan period.

SPECIAL PROGRAMS

Students interested in participating in one of the following programs must meet with a Financial Aid specialist in order to verify eligibility and delivery of aid under special circumstances.

INTERNSHIPS (THROUGH THUNDERBIRD)

- ▶ Students on internships are eligible to apply for a continuing student grant during the first trimester of the internship.
- ▶ Students may apply for a non-federal loan to assist with any tuition charges and living expenses not expected to be covered by salary.
- ▶ Loan funds are not released before the official start of each trimester.

OVERSEAS PROGRAMS (THROUGH THUNDERBIRD)

- ▶ Students attending overseas programs are eligible to apply for financial aid, including loans, announced scholarships and continuing student grants.
- ▶ Loan funds are not released before the second week of the official start of the trimester.

WINTERIM & INTERIM

- ▶ Students are eligible to apply for non-federal loan funds to help cover Winterim and Interim costs.
- ▶ Loan funds are not released until the official start of the session.

VETERANS BENEFITS

Veterans Benefits are handled by the Registrar's Office. Please contact that office for further information and how to proceed.

FINANCIAL AID CONSEQUENCES—WITHDRAWAL OR REDUCTION IN CREDIT HOURS

Financial aid monies used to pay for expenses while attending Thunderbird are subject to Return of Title IV procedures and the refund schedule in conjunction with both institutional and federal policies. A student who withdraws or changes to less-than-full-time status (<12 hours) must see a Financial Aid specialist for an exit interview or recalculation of eligibility (respectively) prior to completing the status change process. The refund schedule for dropping hours is located on page 35 of this *Bulletin*.

FINANCIAL AID POLICIES AND PROCEDURES

RETURN OF TITLE IV FUNDS—WITHDRAWAL

The law specifies that Thunderbird must determine the amount of Student Financial Aid (SFA) program assistance that a student earned prior to withdrawal. The amount of SFA program assistance earned up to the point of withdrawal is determined by a specific formula. If assistance funds received is less than the amount earned, the student is eligible to receive the balance; if assistance funds received is more than the amount earned, the overpayment must be returned. Work-Study earnings are not subject to these regulations.

The amount of assistance earned is determined on a pro-rata basis. Once more than 60 percent of the payment/enrollment period is completed, all assistance funds are earned.

In the case of a disbursement excess, Thunderbird must return a portion of the excess equal to the lesser of:

- ▶ Institutional charges multiplied by the unearned percentage of funds, or
- ▶ The entire amount of the excess funds.

Even if Thunderbird is not required to return excess funds, the student must return the remaining amount. All loan funds must be repaid in accordance with the terms of the promissory note.

SATISFACTORY ACADEMIC PROGRESS FOR FINANCIAL AID

To receive financial aid from federally funded programs, eligible students must maintain satisfactory academic progress as outlined in the following requirements.

GENERAL REQUIREMENTS

- ▶ Be admitted and enrolled for the purpose of obtaining a degree.
- ▶ Be progressing toward a degree completion at the minimum rate.
- ▶ Be in good academic standing, enrolled as a provisional admit or be in probationary trimester under academic regulations.
- ▶ Complete degree requirements within the maximum credits allowed as discussed in this policy.

FINANCIAL ASSISTANCE ENROLLMENT REQUIREMENTS

- ▶ All students will be required to successfully complete 12 credit hours per trimester.
- ▶ MIM students entering Fall 2000 or later are eligible for aid up to completion of 60 credit hours (including transfer hours), if language is required for completion. If language is not required for completion, MIM students are eligible for aid up to 45 credits.
- ▶ MBA students are eligible for aid up to completion of 48 credit hours (including transfer hours).
- ▶ Dual-degree students have a lesser number of credit hours (usually 30) for which they are eligible and should contact their Financial Aid specialist to review.
- ▶ Repeat courses are not counted in the total number of credits for that trimester.
- ▶ Federal Financial Aid cannot be used to cover repeat courses.
- ▶ Courses that are taken as audit do not count in the total number of credits for that trimester and are not eligible for funding under Federal Financial Aid.
- ▶ Students placed on probation forfeit scholarship/assistantship support for the trimester on probation.
- ▶ Suspended students forfeit all scholarship/assistantship support that may have been awarded.
- ▶ Less-than-full-time students are evaluated on a proportional basis and must successfully complete 24 credits of non-repeated courses to academically progress and have renewed eligibility for the Federal Stafford Loan.

ACADEMIC STANDING & GRADE POINT REQUIREMENTS

In order to maintain eligibility for financial aid, students must maintain good standing. Good standing status is jeopardized when students fail to complete the number of credit hours for which they have received aid or the cumulative grade point average falls below 3.00. The Financial Aid Office determines financial aid standing for credit hour completion.

- ▶ Academic standing is determined by the Registrar's Office and based on academic standing regulations set forth by the Registrar's Office. Review the Academic Regulations section of this *Bulletin* for applicable policies and regulations.
- ▶ All students' cumulative grade point averages will be monitored by the Registrar's Office.
- ▶ Students placed on probation must make progress toward regaining good standing status. Failure to do so will result in suspension (loss) of aid.
- ▶ Students placed on probation should review Financial Assistance Enrollment Requirements and may wish to meet with their Financial Aid specialist to discuss any financial aid issues in relation to their status.
- ▶ Students placed on suspension are not eligible for any financial aid.

RETURN OF FUNDS - REDUCTION IN CREDIT HOURS

Students receiving financial assistance who reduce their course load below full-time after classes begin may no longer be eligible for the full amount of aid awarded. Students must contact their financial aid specialist prior to making the change in status so that financial assistance may be recalculated and adjustments made. Student financial aid funds used to pay for expenses relating to attendance at Thunderbird, but not necessarily billed by the institution, are subject to the institutional refund schedule in conjunction with federal policies. The institutional refund policy schedule is found under Institutional Refund.

SATISFACTORY ACADEMIC PROGRESS REVIEW

The Financial Aid Staff reviews financial aid files each trimester at the point of request for federal financial assistance and at the point that funds are received. Students who fail to meet the requirements may lose part or all of the awarded assistance.

MAXIMUM CREDITS ALLOWED FOR COMPLETION OF DEGREE

Students on federal aid are expected to complete their degree requirements within a reasonable time period. The maximum credits allowed for funding to complete a degree will be 150 percent of the credits required for program completion. The total credits attempted will be cumulative.

- ▶ The MIM requires 45 credits (without language required) or 60 credits (with language required); 67.50 credits or 90 credits, respectively, would be allowed.
- ▶ The MBA requires 48 credits; 72 credits would be allowed.

RIGHT TO APPEAL

Future aid will be terminated for students who fail to meet Satisfactory Academic Progress Standards. Students falling into this situation may submit a written appeal for an exception from the termination of financial aid to the Director of Financial Aid. There are certain conditions for which students may submit an appeal.

Only written appeals will be reviewed. Students who do not successfully complete the required number of credit hours due to illness, death in the family or serious personal concerns may submit an appeal. The appeal must be well- and plainly documented (accompanied by a letter from an attending physician or counselor addressing the specific problem, dates the student is/was unable to attend courses and comment on the student's current condition and ability to continue future coursework). Conflicts with work and/or personal schedules are not considered extenuating circumstances. There is no guarantee that an appeal will be approved. Appeals must be submitted, with all supporting documents, within 30 days of notification of aid termination.

APPEAL PROCESS

1. A student who has exceeded the maximum credits permitted for completing a degree must:
 - a. Complete the "Credit Hour Appeal Form."
 - b. Review the "Credit Hour Appeal Form" and degree audit with an Academic Advisor.
 - c. Submit these documents, with any supporting documents, along with the written appeal, to the Director of Financial Aid for review.
2. A student with a credit shortage must:
 - a. Write a detailed letter stating the extenuating circumstance that prevented satisfactory academic progress and a plan for future success.
 - b. Review and revise the degree audit with an Academic Advisor.
 - c. Submit both documents with any additional documentation to the Director of Financial Aid for review.

It is the responsibility of the student to be aware of the conditions of satisfactory academic progress as it pertains to financial aid and to ensure compliance. Questions concerning satisfactory academic progress and aid eligibility should be directed to the Financial Aid specialists.

FAFSA VERIFICATION

The federal processor or Thunderbird may choose to verify that the information you reported on the FAFSA is accurate. Federal regulations require that 30 percent of our aid applicants (chosen by the federal processor) go through the verification process.

If a student is selected for verification, complete the verification form that is sent by the Financial Aid Office and return it with the documents requested within 30 days:

- ▶ Copy of tax return for year(s) requested on verification form, or overseas income verification
- ▶ Copies of W-2 forms
- ▶ Verification of certain untaxed income and any other documents requested to support the verification process
- ▶ Non-filer statement

Note: If a student does not have access to these documents, contact the local IRS department who is able to provide the information. Any discrepancies in information may cause delays in release of funds. Finance charges may apply. Each time a correction is made to the federal processor, the results are returned as transactions and each transaction is sequentially numbered. If an award letter has already been provided (and the student record was not chosen for verification) and a subsequent transaction is received that has chosen the record for verification, the verification process will need to be completed in order for the award letter to be valid. If the process changes the awards on the award letter, an amended award letter will be provided within two weeks of the file being verified.

STUDENT RESPONSIBILITIES FOR VERIFICATION

Students are responsible for providing the requested documents within 30 days of the request. If the 30-day deadline cannot be met, please make a written request for an extension. The extension may affect a student's eligibility for certain types of aid (Federal Perkins Loans and/or Federal Work-Study).

Should the verification process require a correction to the FAFSA data, the Financial Aid Office will notify the student of those corrections and recalculate the expected student contribution through the federal processor or in-house.

Once the process is complete, the student will receive a "File Complete" letter and move to the awarding step. An award letter will not be sent until the verification step has ended.

Failure to comply with the requirements for verification by the applicable deadline may affect a student's eligibility for any federal financial aid.

All questions should be directed to a Financial Aid specialist.

For further, updated financial aid and scholarship information, forms, policies and procedures, go to Thunderbird's financial aid page on the Web:

http://www.tbird.edu/xp/Thunderbird/academics.xml/fulltime_degrees_certs.xml/mim.xml/mim_financial_aid.xml/mim_financial_aid.xml

THUNDERBIRD INSTITUTIONAL MARKETING AND BRAND MANAGEMENT

PHOTO PERMISSIONS

Students have the opportunity to participate in a variety of school-related activities within and outside of the classroom. From time to time, photographs may be taken of these situations and events for later use by Thunderbird to promote the School and its multiple programs. It is understood that by registering as a student, Thunderbird is granted your consent to publish these photographs for publicity-related purposes.

COPYRIGHT

When copyrightable materials are produced by a student in the context of a student's work for a class or project, as teaching assistant for a professor, or as a full- or part-time employee of any entity of the School, ownership of such materials shall belong to the School regardless of the form in which the work has been or is to be created. If materials are produced using any School facilities such as computers, copiers, typewriters, supplies, etc., the School has the right to use such materials. If students contemplate producing such materials outside of their relationship with the School, it is the student's responsibility to make prior contact with the Office of Academic Affairs and to seek appropriate written agreements.

USE OF DEGREE DESIGNATION

Degree designation may not be used on any official document until degree confirmation has occurred.

NAME TRADEMARK

The official trademarked name of the School is "Thunderbird, The American Graduate School of International Management." Informally, or in subsequent use in writing, the name should read "Thunderbird," which is also a registered trademark. The logo and seal are also protected by trademark; all trademarks are registered in the U.S. and in several other countries. For address purposes, "Thunderbird" or "Thunderbird Campus" with the street address is acceptable.

Checks should be made out to "Thunderbird." The acronym "AGSIM" should never be used.

The seal and logo may not be used without the express written permission of the School.

CAMPUS SAFETY & SECURITY REGULATIONS

Thunderbird is concerned about the safety and welfare of all students, faculty, staff and guests and is committed to providing a safe and secure environment. Since no campus is isolated from crime, a series of policies have been developed to ensure that precautionary measures are taken to protect everyone on campus.

The Safety & Security Office is located near the 59th Avenue entrance to campus and is open 24 hours a day, providing around-the-clock protection and services to the campus community. The primary goal of Thunderbird Safety & Security is to provide a safe environment that will enhance the learning experience and will complement Thunderbird's educational mission. Routine campus-wide inspections are made concerning security issues.

Safety & Security officers conduct vehicle, bicycle and foot patrols on-campus around the clock and are responsible for security and emergency response on the Thunderbird Campus. Safety & Security enforces campus traffic rules and regulations and can issue citations for the protection and safety of the campus community. In addition, Thunderbird Safety & Security officers have the authority to make arrests on campus property. Safety & Security officers maintain a good working relationship with the City of Glendale Police Department.

CRIME AWARENESS

In compliance with the Crime Awareness and Campus Security Act of 1990, each institution of higher education is required to prepare an annual report listing campus crime statistics. This report will be published in *Das Tor* each July and made available through the Safety & Security department.

HOW TO CONTACT THUNDERBIRD SAFETY & SECURITY

Report emergencies and criminal activity to Thunderbird Safety & Security at Ext. 7000 or 7223. If a security officer is not immediately available, dial 911 for the metropolitan area emergency services network. Contact Thunderbird Safety & Security as soon as possible following your call to 911 so Safety & Security can direct emergency personnel to the desired location.

SECURITY IN RESIDENCE HALLS

Exterior doors of on-campus residence halls should be locked 24 hours a day. Exterior doors to residence halls have their combinations changed every trimester. Interior room lock combinations are changed once per year, or more often if deemed necessary.

The cooperation, involvement, and personal support of students and staff in a campus safety program are crucial to its success. Students and staff must assume responsibility for their own personal safety and the security of their personal belongings by taking simple, common sense precautions:

- ▶ Exterior doors to residential areas and office buildings should never be propped open.
- ▶ Room doors should be locked even when a student leaves for a short period of time.
- ▶ Residents should ask visitors to identify themselves before allowing access to the building or to individual rooms.
- ▶ Cars should be locked at all times. Valuables in cars should be concealed.
- ▶ Suspicious-looking individuals or unsafe conditions should be reported immediately to Thunderbird Safety & Security.
- ▶ No firearms are allowed on campus.
- ▶ Personal belongings should be secured at all times.
- ▶ If you plan to go off-campus jogging, hiking or bicycling, let someone know where you are going and what time you plan to return.

OTHER SECURITY MATTERS

LOST AND FOUND

If you lose something, check with the Thunderbird Safety & Security Office. You are urged to place your name on all belongings. If your name is present in a book, paper, etc., Safety & Security will contact you. After 30 days, unclaimed items are donated to the Bizarre Bazaar.

VEHICLES AND PARKING DECALS

Students, faculty and staff who operate or park a motor vehicle on campus must register the vehicle(s) and display a current parking decal on the vehicle(s). Report transfer of ownership to the Safety & Security Office.

TRAFFIC REGULATIONS

The speed limit on campus is 15 mph. There are stop signs located at intersections. Speeding or failure to stop at stop signs may result in fines. The operation of a motor vehicle on campus is a privilege granted by the administration and is revocable at any time. Parking and traffic regulations are provided to students when vehicles are registered.

OUT-OF-STATE STUDENTS

All out-of-state students are encouraged to become familiar with Arizona traffic laws. Information concerning Arizona traffic laws are available at any office of the Department of Motor Vehicles (DMV). For general information regarding traffic laws and auto registration, call 255-0072. The nearest DMV office is located at 5890 W. Beverly Lane in Glendale.

SECURITY POLICIES IN FOREIGN COUNTRIES

Students, faculty and guests who travel overseas will be responsible for the following:

- ▶ Abiding by all local rules, regulations or laws which may govern the conduct of citizens and visitors in that country.
- ▶ Understanding special health regulations and concerns for all countries to which you will be traveling, and taking necessary precautions to ensure your well-being.

- ▶ Making sure you have contacted a physician prior to traveling if you have an existing illness/disability (allergies, heart disease, etc.). Be aware that medical services in other countries are not always the same as service in the U.S.
- ▶ If you become seriously ill or injured, become the victim of a crime, or become detained by authorities, contact Thunderbird. Always let someone know where you are going and who you will be with.
- ▶ Becoming familiar with the town, country and neighborhoods you'll be traveling through, and taking precautions to ensure your safety.
- ▶ Maintaining ethical conduct and showing respect for host country citizens, institutions and procedures. Fulfilling any and all financial obligations that are incurred by you.

ON-CAMPUS RESIDENCE POLICIES

RESIDENCE HALL FURNITURE

Furniture may not be taken outdoors, moved from room to room, or borrowed from other areas.

USE OF ELECTRICAL APPLIANCES

Hot plates and any similar high-heat electrical appliances, including halogen lamps, are prohibited from use in student quarters. The following appliances may be used:

- ▶ TV sets with rabbit ears or built-in antennas (no exterior antennas are permitted)
- ▶ Radios
- ▶ Refrigerators
- ▶ Clocks
- ▶ Coffee Pots
- ▶ Microwaves
- ▶ Stereos
- ▶ Computers

HOUSEKEEPING

You are responsible for keeping your quarters clean and presentable. The housekeeping staff cleans all residence hall bathrooms and common areas once a week. Cleaning supplies, vacuum cleaners, light bulbs and ironing boards are available from the Resident Assistant (RA). You must furnish your own iron. Beds are not to be removed from residence halls. The hanging of clothes, towels, rugs, etc., around the outside of the residence hall rooms is prohibited.

ROOM DAMAGE

Damage and extraordinary wear and tear on your living quarters is chargeable and becomes payable when you settle your account at the time you vacate your room.

FIRE REGULATIONS AND INSTRUCTIONS

Each residence hall on campus has a smoke/heat detector in it. These alarms are pre-set to fire department specifications. They are very sensitive and can be easily activated. Each detector is wired to an alarm which when activated sounds a loud signal. The alarm automatically notifies a central dispatcher who then calls the fire department and Thunderbird Safety & Security. If you hear an alarm, quickly check your living area. If there is a fire, follow these steps:

- ▶ Dial 911 to notify the Glendale Fire/Police Department.
- ▶ Call Thunderbird Security at Ext. 7000 or 7223.
- ▶ Alert other students in the area of the fire. Try to put the fire out by using the nearest fire extinguishers. Break the glass if the extinguisher is in a box.
- ▶ If a fire extinguisher is used, you must make Safety & Security aware that it needs to be recharged. Do not put the used extinguisher back in the holder or box. If the extinguisher was used on a small, unreported fire, please notify Safety & Security of the fire when asking to have the extinguisher recharged.
- ▶ False Alarms: If one of the smoke/heat detectors is accidentally activated, please call Thunderbird Safety & Security at Ext. 7000 so the alarm can be reactivated.
- ▶ Student Responsibility: You should take every precaution against fires.
- ▶ Do not cook in your room.
- ▶ Do not tamper with smoke/heat detectors or fire alarm panels in some suites.
- ▶ Do not burn incense or candles.

Students found tampering with detectors, fire extinguishers and other emergency equipment will be reported. It is a violation of state law to tamper with emergency equipment.

STUDENT TELEPHONES

Each room has a telephone. Students may make unlimited local calls at no charge. To make long distance calls, you must obtain a telephone calling card. Students may not add extension phones to their room phones. For more information, call Ext. 7510.

STUDENT RECORD REGULATIONS

"Student Record" means all material concerning an individual student maintained in any form by the President of Thunderbird, The American Graduate School of International Management or its employees, or Board of Trustees, except personal notes maintained by academic or other school personnel solely for their own individual use and not communicated to any other person. If these personal notes are transmitted to any dean, department, chairperson, academic program director, advisor, or administrator, they become student records to be treated in accordance with these rules and regulations.

"Student" means any individual currently or previously enrolled in any academic offering of Thunderbird.

RETENTION AND SECURITY OF RECORDS

Records managers shall have the overall responsibility for maintaining and preserving the confidentiality and security of student records. The records managers may, however, designate another professional employee of the school to perform the duties of records manager.

- ▶ The Director of Human Resources shall be the records manager for academic records maintained regarding on-campus employment.
- ▶ The Registrar shall be the records manager for academic records maintained by the central administration of the School.
- ▶ The Director of Alumni Affairs shall be the records manager for the records maintained by the Alumni Office.
- ▶ The Director of Operations of the Career Management Center shall be the records manager for records maintained by the Career Management Center.
- ▶ The Business Manager shall be the records manager for records maintained by the Business Office.
- ▶ The Registrar shall be the records manager concerning discipline.
- ▶ The Director of Financial Aid shall be the records manager for the records maintained by the Financial Aid Office.
- ▶ The Senior Vice President for Academic Affairs shall be the records manager for the records maintained by the Academic Affairs Office.
- ▶ The Academic Program Directors shall be records managers for the records maintained by their programs.
- ▶ The Director of Programs for Foreign Students and Scholars shall be the records manager for the records maintained by the Programs for Foreign Students and Scholars Office.
- ▶ The Director of Health Services shall be the records manager for the records containing health information. Note: Health records are personal and confidential and will not be released except as applicable under state law.

STUDENT RECORD CONFIDENTIALITY

In accordance with federal guidelines for the implementation of the law on Student Record Confidentiality formulated by the U.S. Department of Education, Thunderbird, The American Graduate School of International Management, shall adhere to the following policy regarding student record confidentiality:

The Family Educational Rights and Privacy Act of 1974, a part of the Education Amendments of 1974, became law on November 19, 1974. This law permits students in post-secondary institutions to have access to their records, to challenge anything in the record that they consider inaccurate or misleading, and to limit the release of such information without consent.

Persons who are attending, or have attended, Thunderbird have the right to inspect and review certain official records, files and dates directly related to themselves in accordance with the School guidelines on access to student records.

Note: In no case will letters of recommendation and other information obtained or prepared before January 1, 1975, which are written on the assumption or expressed promise of confidentiality to the authors, be available for inspection, disclosure, or challenge.

ACCESS TO STUDENT RECORDS

The School reserves the right to make available the following directory information regarding students without their prior consent and considers this part of the public record of their attendance:

Name, date and address (local, permanent home address and campus box number), local telephone number, degrees and awards received, student activities, most recent educational institution attended, dates of attendance/graduation, class schedules, etc.

The student is entitled to request that this information not be made publicly available by a request, in writing, to the Registrar prior to the end of the first week of classes in a given term.

Note: It is still permissible for the School to release information to lenders, guarantee agencies, or the Office of Education concerning the enrollment status or address of any student who has obtained a loan under the Federal Perkins Loan, Federal Stafford Student Loan and/or Private Alternative Loan Programs.

No unauthorized person shall have access to inspect and review records concerning a student, with the following exceptions:

- ▶ Anyone who has the written, notarized permission of the student.
- ▶ School officials, including faculty members, who have been assigned classroom or advising responsibility to the student.
- ▶ Members of the Board of Trustees, school officials and teachers and their subordinates, including part-time and temporary, as long as the intended use of the data is consistent with their respective powers and responsibilities.
- ▶ Officials of other colleges or universities in which the student intends to enroll, upon the condition that the student be notified of the transfer, receive a copy of the record if desired, and have an opportunity to challenge the contents of the record according to the procedures set forth in this document.
- ▶ Bona fide researchers who explain in writing the nature of the research project and the relevance to it of the records sought, and who assure the Registrar or designee, in writing, that the records will be used under such conditions of anonymity and confidentiality that the identity of individual students cannot be discovered.

- ▶ Subpoenas or orders from any court of law or any government agency provided a reasonable effort is made to notify the student in advance.
- ▶ Specifically designated educational and governmental officials as required by Public Law 93-380 (Educational Amendments of 1974).
- ▶ Persons considering a student's application for receipt of financial aid.
- ▶ Such other persons as may be required by law.

Information from school records may be released without consent to appropriate persons in connection with an emergency necessary to protect the health or safety of the student or other individuals. Factors to be considered in determining an emergency include:

- ▶ The seriousness of the threat to the health or safety of the student or other individual.
- ▶ The need for the information to meet the emergency.
- ▶ Whether the parties to whom the information is disclosed are in a position to deal with the emergency.
- ▶ The extent to which time is of the essence in dealing with the emergency.

Information disclosed, as permitted above, may not be disclosed to a third party without written consent of student.

PROCEDURE FOR INSPECTION OF RECORDS

- ▶ Students may request, in writing, the opportunity to inspect his/her records. The request should be made to the records manager or designee in the department in which the records are on file.
- ▶ Such requests must specify records to be inspected. A request to inspect the pertinent records will be granted within a reasonable period of time, but such time is not to exceed forty-five (45) days after the request has been made. Records will be inspected by the student, or other authorized individual, in the presence of the records manager or designee.
- ▶ A notation will be placed in the file each time it is inspected by anyone other than the School personnel authorized on page one of this document stating date of inspection, person inspecting and reason for inspecting.

PROCEDURE FOR FINANCIAL AID RECORDS INSPECTION

The general procedure for inspection of records also applies to financial aid records. The records and conversations between any aid applicant, his/her family and the staff of the Financial Aid Office are confidential. As a rule, all currently enrolled and former students have the right to review their financial aid records to determine their content and accuracy with the exception of those records including parental information and confidential references or recommendations for scholarships received from prior institutions attended, other individuals or from faculty and staff of Thunderbird. A student who wishes to obtain access to his/her financial aid records is able to do so in the presence of a Financial Aid Office full-time employee. Information may be disclosed to other institutional employees, if deemed appropriate, and representatives of federal and state agencies and accrediting organizations.

PROCEDURES FOR CHALLENGE OF RECORDS

In the event that a student objects to any decision of a records manager regarding the retention of any student data, in whole or in part, such student shall make the objection known in writing to the records manager of those records. If the objection is not satisfied by discussion with the records manager, the student shall have the right to appeal to the review panel. The student may challenge the retention of any data in the student record on the basis that it is inaccurate, misleading, or otherwise a violation of the privacy or other rights of the student. Request for appeal shall be in writing and must identify the specific portion(s) of the record to be challenged and state the reason for the challenge. Grades may be challenged under this procedure only on the basis of the accuracy of their transcription.

The President, or his designee, shall create a review panel composed of qualified professional personnel. The review panel shall decide, upon appeal of the student, whether the challenged student data should be destroyed or amended.

The review panel shall, within four (4) weeks after being notified of such appeal, or longer should the appellant request delay, conduct a fair hearing to decide the issues presented by the appellant.

The records manager shall have the burden of proof with regard to the issues presented by the appellant.

The appellant and the records manager shall have the right to: be represented by an advocate of his or her choosing, cross-examine witnesses, present evidence, make a tape recording of the proceedings, and request a written decision supported by reasons.

If the student appeals according to the provisions set forth above and obtains a favorable ruling, the contested data shall be expunged from the student's record or corrected.

If the student receives an unfavorable ruling upon appeal, then the objection must be noted in the student's record and the student be given the opportunity to insert a written rebuttal into the record.

The Department of Education has designated the following office to investigate, process and review violations and complaints. Any student who feels, after a hearing, that the School has not acted in accordance with the law may contact this office.

*The Family Educational Rights and Privacy Act Office
Department of Education
Independence Avenue S.W.
Washington, D.C. 20201*

THUNDERBIRD COMMUNITY IMPERATIVES

THUNDERBIRD HONOR CODE

If matriculated at Thunderbird, each student must actively abide by and support the Thunderbird Honor Code. More detailed information about the Honor Code is in the Academic section of the Thunderbird Web site.

STUDENT CONDUCT

Students 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 through the period of their study.

A student's continued enrollment, the receipt of academic credits, graduation, and the granting of any degree or certificate are strictly subject to the disciplinary authority of the School. The School is free to cancel a student's registration at any time for conduct deemed inconsistent with the maturity expected of an international executive.

Students whose inappropriate behavior comes to the attention of the School may be subject to disciplinary measures including reprimand, suspension, fines, and dismissal. The Thunderbird Honor Code provides a method for adjudication of honor code violations that will be used in most situations. The Vice President for Academic Programs retains the authority to act expeditiously whenever immediate action is required to assure the safety and security of the campus and the community.

PUB RULES AND REGULATIONS

- ▶ No alcoholic beverages are to be taken off the patio and no alcohol may be brought in from outside the Pub. Violation of this rule carries a \$500 state fine.
- ▶ Everyone must be over the age of 21, and at all times be able to present an ID that is accepted by state law. This includes a U.S. driver's license, a passport or military ID card.
- ▶ By state law, Pub staff are required to refuse service to intoxicated individuals and escort them off the premises. If problems arise from this situation, Thunderbird Security

will be brought in to assist in the process and a report will be filed with the Registrar regarding conduct of the student in question.

- ▶ All students are responsible for their guests' conduct while at the Pub as well as on campus.
- ▶ Any intentional damage to Pub property or verbal abuse toward Pub staff will result in a report being filed with the Dean of Students and appropriate action will be taken.
- ▶ "Last Call" at the Pub is at 12:30 a.m.
- ▶ State law requires patrons be outside the Pub by 1 a.m. and outside the patio by 1 a.m.

SEXUAL OFFENSES

The School will not condone any form of sexual assault or harassment. In addition to the potential for arrest, violations will result in disciplinary action that may include suspension or expulsion from school. Please see the Equal Opportunity Policy and Grievance Procedure on page 49.

DRUGS, WEAPONS AND ALCOHOL POLICY

Thunderbird, The American Graduate School of International Management, in compliance with the Drug-Free Schools and Communities Act Amendments of 1989, prohibits the unlawful possession, use or distribution of mind-altering substances on School property or as a part of any School-sponsored or School-affiliated activity.

The use, possession, or distribution of illicit mind-altering substances is a felony, punishable by prison terms, fines or both, subject to applicable federal, state and/or local laws in the U.S. and in host countries. Use, or abuse, of mind-altering substances, including the abuse of alcohol, can cause severe health risks, up to and including convulsions, coma, hallucinations, or death. In addition, the risk of accident increases while under the influence of mind-altering substances.

Several resources are available in the local community to help those struggling with substance abuse problems. Please contact the Student Health Center at Ext. 7230 for information on nearby rehabilitation centers.

Thunderbird complies with all federal, state and local laws in the U.S. and in host countries, including those which regulate

the possession, use and sale of alcoholic beverages. Any use of alcoholic beverages on the Glendale campus must be in compliance with Arizona State law.

Possession and/or use of firearms, ammunition or other weapons, including any dangerous article or substance with the capability to injure or discomfort another person, is prohibited.

It is the personal responsibility of each individual to know and abide by the local laws involving drugs, alcohol, and weapons. Violation of these laws cannot be tolerated by the School, and violators are subject to severe penalties, up to and including suspension, expulsion and/or referral for prosecution to the appropriate authorities.

DISABILITIES AND SPECIAL ACCOMMODATIONS

Students with any type of disability or those who require special accommodations should report to the Human Resources Office and Housing Services.

The policy of the School is to comply with all laws and regulations concerning equal opportunity and equal access to persons applying for admission, access, and treatment in School programs and activities.

EQUAL OPPORTUNITY POLICY

Thunderbird, The American Graduate School of International Management, is committed to creating a positive educational environment that includes the talent and diversity that exists globally.

Therefore, in compliance with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments Act of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1992, the Family and Medical Leave Act of 1993, and the Age Discrimination Act of 1975, the School does not discriminate on the basis of race, color, national origin, religion, sex, sexual orientation, disability, or age in any of its policies, procedures or practices; nor does the School, in compliance with the Age Discrimination in Employment Act of 1967, amended in 1978 and 1986, and as amended with the older workers' Benefit Protection Act of 1990, and the Vietnam Era Veterans Readjustment Act of 1974,

discriminate against any employees or applicants for employment on the basis of their age or because they are disabled veterans or veterans of the Vietnam Era.

This non-discrimination policy covers admission and access to, and treatment and employment in, the School's programs and activities. In conformance with School policy and pursuant to executive orders, pertinent laws and regulations, the School is an affirmative action, equal opportunity employer.

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

*Dane J. Jay, VP for Administrative Affairs
Human Resources Office
Title VI, Title IX and Section 504 Coordinator
Thunderbird, The American Graduate
School of International Management
Glendale, AZ 85306-6000; Telephone (602) 978-7103*

Inquiries regarding Federal Laws and Regulations concerning non-discrimination in education and the School's compliance with those provisions may also be directed to:

*Office for Civil Rights
U.S. Department of Education
221 Main Street, Suite 1020
San Francisco, CA 94105*

GRIEVANCE PROCEDURE

This procedure is intended to provide the means to resolve any complaints of discrimination in any school program or activity. The procedure is for the use of any student or applicant for admission, employee or applicant for employment who believes there has been unlawful discrimination on the basis of race, religion, color, national origin, disability, age, sex or sexual orientation. It is the intent of the School to include sexual harassment as a prohibited aspect of sexual discrimination.

INFORMAL PROCEDURE

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

FORMAL PROCEDURE

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

The complaint should be presented in writing to the compliance officer within thirty (30) days of the date on which the person making the complaint could reasonably be expected to know of the alleged violation. The complaint will be investigated by the compliance officer and a written determination given within two (2) weeks of receipt of the complaint.

If the complaint is not resolved, a committee composed of the Senior Vice President for Academic Affairs, the Vice President for Admissions and Student Affairs, and the Chairperson/Manager of the department involved, with the compliance officer serving as non-voting Chairperson, will hear the complaint. A written decision will be given to the complaining person within ten (10) working days after hearing the complaint.

Based on a finding of discrimination, the compliance officer will take the necessary steps to provide for an appropriate remedy. Steps will be taken to overcome the conditions that caused the complaint. If the complaint cannot be resolved after exhausting the institution's grievance procedure, the student may file a complaint with the Arizona State Board for Private Post-Secondary Education. The student must contact the State Board for further details.

FACULTY OF GLOBAL BUSINESS

OLUFEMI A. BABARINDE

Associate Professor of International Studies

B.A. (1983), Wittenberg University; M.A. (1985), M.A. (1988), Ph.D. (1991), Miami University.

LENA CHUA BOOTH

Associate Professor of Finance

B.B.A. (1985), National University of Singapore; M.B.A. (1987), Northern Arizona University; Ph.D. (1991), Arizona State University.

GUIOMAR BORRÁS

Assistant Professor of Spanish

B.A. (1979), Universidad Metropolitana, Caracas, Venezuela; M.A.T.E.S.L. (1989), St. Michael's College; M.A. (1984), Dartmouth College; Ph.D. (1995), University of Wisconsin, Madison.

DAVID BOWEN

Dean of Faculty and Professor of Management

B.A. (1973), Alma College; M.B.A. (1977), Ph.D. (1983) Michigan State University.

ANA MARIA BRENES-GARCÍA

Assistant Professor of Spanish (leave of absence)

Licenciada en Filosofía y Letras, (1990), Universidad de Granada, Spain; Ph.D. (1995), Arizona State University.

LAURANNE BUCHANAN

Associate Professor of Marketing and Area Coordinator, Marketing

B.A. (1974), The University of Georgia; M.S. (1975), The University of Illinois at Urbana-Champaign; Ph.D. (1986), Stanford University.

FRANCISCO CARRADA-BRAVO

Professor of World Business

Licenciado (B.A.), Universidad Nacional Autónoma de México; M.A., Ph.D. (1980), University of Colorado.

MIN CHEN

Associate Professor of International Studies (leave of absence)

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

YUMIKO CHEN

Instructor of Japanese

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

PATRICK CRONIN

Assistant Professor of International Studies

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KISHORE C. DASH

Assistant Professor of International Studies

B.A. (1977), Utkal University, India; M.A. (1979), University of Delhi, India; Ph.D. (1994), University of Hawaii at Manoa.

DALE L. DAVISON

Clinical Professor of Accounting and Academic Director, EMIM

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

P. CANDACE DEANS

Associate Professor of Information Management

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

IOULIA DEMKOVA

Clinical Instructor of Russian

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PHILIP D. DRAKE

Assistant Professor of Accounting

B.S. (1981), University of Alabama; M.A. (1986),
Ph.D. (1990), The Ohio State University.

LAWRENCE S. EAGLEBURGER

Honorary Professor of International Studies

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

RICHARD ETTENSON

Associate Professor of Marketing

B.A. (1978), Fairleigh Dickinson University; M.S. (1981),
Ph.D. (1984), Kansas State University.

SALVATORE FEDERICO

Associate Professor of French

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

KENNETH R. FERRIS

*Distinguished Professor of World Business and Academic
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INTERNATIONAL STUDIES

John B. Conklin, Joaquim Duarte, Llewellyn Howell, Richard
Mahoney, Robert T. Moran, Beverly Springer, Robert Tancer,
Shoshana B. Tancer, Andris Trapans

MODERN LANGUAGES

Suguru Akutsu, Carmen Boller, Andrew Chang, Dennis
Corrigan, Mary Ann Critz, Racquel Gaona, Alice Parker
Johnson, André Klein, Akihisa Kumayama, Zeddic Lanham,
Rubén Menseses, Issa Peters, Maria Pinheiro, Lilith Schutte,
Walter V. Tuman, Jorge Valdivieso

WORLD BUSINESS

M. Edgar Barrett, Marshall Geer, Taeho Kim, Paul R. Johnson,
Michael Woolverton

FALL 2001 - SPRING 2002 BULLETIN - MBA

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MBA BULLETIN FALL 2001 - SPRING 2002



Welcome to Thunderbird! We are delighted that you have chosen to become a global leader. Thunderbird's proud history — more than 50 years — of helping exceptional individuals shape meaningful careers in global business is probably best evidenced by the fact that our 33,000 alumni are living and working in more than 135 nations.

Now you become a part of that grand tradition. In your time at Thunderbird, you will have the opportunity to draw upon unparalleled expertise and resources in international business. Our faculty, almost half of whom come from outside the United States, is dedicated to providing you with the support you need to achieve your goals here.

But you also have at your disposal another huge advantage: the Thunderbird student body. At Thunderbird you will meet intelligent, motivated students from more than 70 countries. I urge you to learn from them — both inside and outside the classroom. Your fellow students will be lifelong colleagues, friends, and business partners.

We believe our approach to global management education is the model best suited to helping you with your career. The program has been recognized as number one in international management education for six consecutive years by *U.S. News & World Report*, and now, in its first-ever rankings of business schools, by the *Wall Street Journal* as well. Our curriculum, whether you are pursuing our one-year MBA or the comprehensive Thunderbird experience in our Master of International Management (MIM), provides you with the unique opportunity to choose from a wide range of global business courses. As you sit in the classroom, as you work on group projects, as you perform research on-line, I would suggest that you always seek to challenge yourself and build skills that will set you apart.

Please remember that Thunderbird is about people: about motivating others and ourselves. I am very pleased that you have chosen to be a part of this great institution, and I look forward to having the opportunity to interact with you during your time here.

Dr. Roy A. Herberger, Jr.

This Bulletin reflects graduation requirements and regulations in effect for full-time students who initially enroll, or return after an absence, for Fall 2001 through Spring 2002. Students who may be subject to other requirements printed in earlier catalogues or bulletins must contact the Office of the Registrar.

THUNDERBIRD MISSION STATEMENT

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

GOALS

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

ACCREDITATION

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

CURRICULUM CHANGES

At any time, the School reserves the right to make whatever changes it finds appropriate in course scheduling, course descriptions, assignment of instructors, and prerequisites. Some courses are offered in alternate trimesters or as demand warrants. If a required course for a Focus Area is not offered an approved substitute course will be made available.

ACADEMIC DEGREE PROGRAMS

Thunderbird offers two degree programs: the Master of International Management (MIM) and the Master of Business Administration (MBA). The MIM may be completed in three to five trimesters (12 to 16 months), dependent upon language proficiency at admission. The Post MBA and Dual Degree Programs are variables of the MIM program.

The MBA may be completed in 3 trimesters (12 months). Completion time for both the MIM and MBA will be extended by electing to do off-campus options, such as internships, exchange programs, and/or overseas campus terms.

SUMMARY OF INSTITUTIONAL REQUIREMENTS FOR THE MBA DEGREE

The Thunderbird global MBA starts with a core curriculum. The student then chooses a functional focus area of Global Marketing, Global Finance or General Management.

Candidates for the Master of Business Administration degree are required to complete a minimum of 48 trimester hours of coursework. A minimum of 30 trimester hours must be completed on the Thunderbird campus in Glendale with remaining units being completed through internships or Thunderbird's various study-abroad opportunities. Due to the highly integrated nature of the curriculum, no waivers for prior graduate coursework will be granted.

Students must maintain a cumulative grade point average of 3.00 (B) or better in the graded courses to be eligible for the MBA degree. Only courses completed with a grade of C- or better are acceptable to satisfy any requirement for the degree of Master of Business Administration. The most recent grade of any repeated course will be included in the calculation of a student's grade point average. All work must be completed within five years following matriculation.

MBA PROGRAM STRUCTURE

PREREQUISITES

There are no formal curricular prerequisites for the MBA program, however, some grounding in statistics, economics, and accounting is advisable. Basic review material and suggestions for preparation will be sent to the admitted students.

STUDENT COHORTS

Students progress through the first trimester, and often the second as part of a culturally diverse learning group. The purpose of the cohort group is to maximize exposure to the rich global diversity on our campus. Cohorts provide a living global laboratory in which to meet and work with students from over 80 countries.

GLOBAL NAVIGATION WEEK

Global Navigation Week is a mandatory, one-week course required for all entering students. The course introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, motivation, ethics, and cross-cultural communication. It also offers self-assessment tools and opportunities to explore career management and job search strategies. Presentation and computer skills are also a part of Global Navigation Week. The program's action-learning approach includes cases, exercises, simulations, group discussions, presentations, lectures and videos. This course is offered on a Pass/No Credit basis.

GLOBAL FOCUS

All courses in the MBA program are designed and taught from a global, regional or cross-cultural perspective. The goal of the Thunderbird MBA program is to equip the next generation of global business leaders with the tools they need to be successful doing business anywhere in the world.

THE MBA CORE

The 33-trimester hour MBA core consists of all first and second trimester coursework (modules 1-4) and the Global Strategy and Topics in Global Business courses occurring during the fifth module. Special emphasis is placed on the integration of courses and topics within each six-week module and across the entire curriculum. Each module contains a highly integrated thematic pairing of courses (see MBA Program Overview). Each student must complete a minimum of 48 trimester hours that consists of coursework including the MBA core, the focus area, and the interim or internship.

FUNCTIONAL FOCUS AREAS

These courses provide the opportunity to build depth and sophistication in Global Marketing, Global Finance, or General Management. A minimum of nine trimester hours of coursework must be completed in one of three focus areas. You may only choose one focus area.

INTERIM OR INTERNSHIP REQUIREMENT

Each student is required to complete three trimester hours of coursework during an interim (between trimester) period or through an internship, or some combination of the two options (e.g., a 1.5 hour interim course and a 1.5 hour internship). Students are encouraged to pursue internship opportunities to broaden their work experience. MBA students may pursue a single internship with the duration of one or two trimesters.

STUDY-ABROAD OPPORTUNITIES

Students may begin their first trimester of study in the summer term at the Thunderbird Europe, French-Geneva Center located in Archamps, France near Geneva, Switzerland. A limited number of electives will also be available at the French-Geneva Center and through various study-abroad opportunities during interim periods between trimesters. For those students electing to begin study in the summer at the French-Geneva Center, 30 trimester hours of the remaining degree requirements must be completed in Glendale.

WINTERIM/INTERIM

Three credit hour mini-courses offered in January and August. Winterim and Interim courses are held on the Glendale campus as well as in different locations worldwide.

EXPLANATION OF COURSE NUMBERING

2000 level course - Global Navigation Week.

3000 level courses are Fundamental I language courses.

4000 level courses are coursework that provide a common base for all students.

5000 level courses are advanced focus area and capstone courses.

GM indicates Core curriculum courses.

GF indicates Focus Area courses.

MBA REQUIREMENTS

TERM	DESIGNATION	COURSE	CREDITS	TOTALS	
Module 1 (6 weeks)	<i>Driving Competitive Advantage:</i>				
	GB	4464	Through People	1.5	
	GB	4468	Through Strategy	1.5	
	GB	4260	Critical Thinking I	1.5	
	GB	4535	Global Marketing Strategy	1.5	
	GB	4670	Global Political & Economic Analysis I	1.5	7.5
Module 2 (6 weeks)	<i>Competing in the Global Environment:</i>				
	GB	4120	Global Marketing Management	1.5	
	GB	4671	Global Political & Economic Analysis II	1.5	
	GB	4104	Financial Reporting & Analysis	1.5	
	GB	4261	Critical Thinking II	1.5	
	GB	4291	Finance Fundamentals	1.5	7.5
Module 3 (6 weeks)	<i>Competing Across Cultures I:</i>				
	GB	4011/4061	Regional Business Environment I (NA or Asia)	1.5	
	GB	4634	Business Intelligence	1.5	
	GB	4121	Managerial Decision Making & Control	1.5	
	GB	4291	Financial Management	1.5	
	GB	4390	Managing Projects	1.5	7.5
Module 4 (6 weeks)	<i>Competing Across Cultures II:</i>				
	GB	4800	Culture and Language Tools	1.5	
	GB	4801	Global Negotiations	1.5	
	GB	4031/4021	Regional Business Environment I (LA or Europe)	1.5	
	GB	4122	Business Performance Measurement	1.5	
	GB	4292	Global Financial Management	1.5	7.5
Module 5 (6 weeks)	<i>Driving Performance in Global Industries:</i>				
	GB	4391	Through Supply Chains & Technology	1.5	
	GB	4406	Through Leadership	1.5	
	GF		Elective/Focus Area	1.5	
	GF		Elective/Focus Area	1.5	
	GF		Elective/Focus Area	1.5	7.5
Module 6 (6 weeks)	<i>Creating Value:</i>				
	GB	4002	Topics in Global Business	1.5	
	GB	4407	Global Strategy	1.5	
	GF		Elective/Focus Area	1.5	
	GF		Elective/Focus Area	1.5	
	GF		Elective/Focus Area	1.5	7.5
	GF		Winterim, Interims, or Internship	3.0	3.0
Program					48.0

MBA FOCUS AREAS**GLOBAL FINANCE**

Students selecting the Global Finance focus area must choose one of two options - Global Markets and Investments or Global Financial Management.

GLOBAL MARKETS AND INVESTMENTS**Module 5**

GF 5261 Financial Engineering & Derivatives I (1.5)

GF 5274 International Securities Investment I (1.5)

GF 5276 Global Portfolio Management I (1.5)

Module 6

GF 5262 Financial Engineering & Derivatives II (1.5)

GF 5275 International Securities Investment II (1.5)

GF 5277 Global Portfolio Management II (1.5)

GLOBAL FINANCIAL MANAGEMENT**Module 5**

GB 4110 Corporate Financial Reporting (1.5)

GF 5251 Multinational Corporate Finance I (1.5)
(Must take Multinational Corporate Finance II)

GF 5261 Financial Engineering & Derivatives I (1.5)

Module 6

GF 5112 Financial Statement Analysis (1.5)

GF 5252 Multinational Corporate Finance II (1.5)
(Must take Multinational Corporate Finance I)

GF 5262 Financial Engineering & Derivatives II (1.5)

GLOBAL MARKETING

Students selecting the Global Marketing focus area must choose one of two options - International Brand Management or International Business-to-Business Marketing.

INTERNATIONAL BRAND MANAGEMENT**Module 5**

GF 4506 Customer Analysis (1.5)

GF 4530 International Marketing Research (1.5)

GF 5520 International Brand Management (3.0)

Module 6

GF 4508 International Marketing Communications (1.5)

GF 4510 Channel Management (1.5)

INT'L BUSINESS-TO-BUSINESS MARKETING**Module 5**

GF 4523 Customer Relationship Management (1.5)

GF 4530 International Marketing Research (1.5)

GF 5541 International Business-to-Business Marketing (3.0)

Module 6

GF 4508 International Marketing Communications (1.5)

GF 4510 Channel Management (1.5)

GLOBAL MANAGEMENT

Students selecting the Global Management focus area must choose from the following courses.

Module 5

Choose any 4.5 trimester hours from the following:

GB 4110	Corporate Financial Reporting (1.5)
GF 4333	Global Information and Technology Management
GF 4336	Electronic Commerce for Global Markets
GF 4506	Customer Analysis (1.5)
GF 4523	Customer Relationship Management (1.5)
GF 4530	International Marketing Research (1.5)
GF 5112	Financial Statement Analysis (1.5)
GF 5261	Financial Engineering & Derivative Products I (1.5) (Must take Financial Engineering II in Module 6)
GF 5274	International Securities Investment I (1.5) (Must take International Securities Investment II in Module 6)
GF 5276	Global Portfolio Management I (1.5) (Must take Global Portfolio Management II in Module 6)
GF 5423	Entrepreneurship-I (1.5) (Must take Entrepreneurship II in Module 6)
GF 5714	Competitive Assessment Field Project I (Must take Competitive Assessment Field Project II in Module 6)
GF 5742	Technology Policy & International Competitiveness I (1.5) (Must take Technology Policy & International Competitiveness II in Module 6)
GF 5813	Corporate Consulting-I (1.5) (Must take Corporate Consulting II in Module 6)
GF	Topical Elective (Approved by Academic Advising) (1.5)

Module 6

Choose any 4.5 trimester hours from the following:

GF 4337	Advanced Seminar in Electronic and Mobile Commerce
GF 4508	International Marketing Communications (1.5)
GF 4510	Channel Management (1.5)
GF 5262	Financial Engineering & Derivative Products II (1.5) (Must have taken Financial Engineering-I in Module 5)
GF 5275	International Securities Investment II (1.5) (Must have taken International Securities Investment I in Module 5)
GF 5277	Global Portfolio Management II (1.5) (Must have taken Global Portfolio Management-I in Module 5)
GF 5424	Entrepreneurship II (1.5) (Must have taken Entrepreneurship-I in Module 5)
GF 5715	Competitive Assessment Field Project II (Must have taken Competitive Assessment Field Project I in Module 5)
GF 5743	Technology Policy & International Competitiveness II (1.5) (Must have taken Technology Policy & International competitiveness I in Module 5)
GF 5814	Corporate Consulting II (1.5) (Must have taken Corporate Consulting-I in Module 5)
GF 5882	International Business Ethics (1.5)
GF	Topical Elective (Approved by Academic Advising) (1.5)

MBA CORE COURSES

GL 2001
GLOBAL NAVIGATION WEEK

All entering students begin their degree program with this mandatory, one-week course. Global Navigation Week introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, motivation, ethics, and cross-cultural communication. It also offers self-assessment tools and opportunities to explore career management and job search strategies. Presentation and computer skills are also a part of Global Navigation Week. The program's action-learning approach includes cases, exercises, simulations, group discussions, presentations, lectures and videos. This course is offered on a Pass/No Credit basis.

GB 4002
TOPICS IN GLOBAL BUSINESS

(1.5 hours) Selected topics from various functional areas will be integrated with the Global Strategy capstone course to provide an integrated capstone experience within the theme of creating value.

GB 4011 OR 4061
REGIONAL BUSINESS ENVIRONMENT I (NA OR ASIA)

(1.5 hours) The Regional Business Environment courses deal with the political and social context in which business activities take place. This includes consideration of factors that shape or reflect the operational realities of management and business.

GB 4021 OR 4031
REGIONAL BUSINESS ENVIRONMENT II (EUROPE OR LA)

(1.5 hours) The Regional Business Environment courses deal with the political and social context in which business activities take place. This includes consideration of factors that shape or reflect the operational realities of management and business. Prerequisites: GB 4011 or GB 4061.

GB 4104
FINANCIAL REPORTING & ANALYSIS

(1.5 hours) Financial Reporting & Analysis focuses on reporting and interpreting information in the balance sheet, income statement and statement of cash flows. Students will learn the accounting model and the major reporting choices managers make within the constraints provided by international accounting rules. The course covers such topics as revenue recognition, inventory valuation, leasing, liability valuation and dividends and stock buybacks.

GB 4110
CORPORATE FINANCIAL REPORTING

(1.5 hours) This course focuses on corporate reporting as a vehicle for communicating information to investors. Accounting standards established by rule-making bodies, such as the IASC and SEC, limit but do not eliminate managerial flexibility in how transactions are reported in financial statements. The issues managers face in their choice of reporting and disclosure policies and the issues investors face in interpreting financial statements is the subject of this course. Prerequisite: GB 4122.

GB 4120
GLOBAL MARKETING MANAGEMENT

(1.5 hours) This course focuses on marketing planning and implementation. It develops a practical knowledge of the marketing management system and its key components, including marketing planning, control and coordination, integrated marketing communications, product development, pricing and distribution channels. Emphasis is placed on developing skills for entering new markets and sustaining or growing current markets. Prerequisite: GB 4535

GB 4121
MANAGERIAL DECISION MAKING

(1.5 hours) Managerial Decision-Making focuses on analyzing internal operating information in order to evaluate the profitability of the firm's products/services, processes, projects, and business units. Students will learn topics such as cost-volume-profit analysis, cost allocation, and activity-based cost management. The course covers managerial decisions such as outsourcing, product line introduction or discontinuation, pricing, capacity utilization, operating investments, and business unit evaluation. Prerequisite: GB 4104

GB 4122
BUSINESS PERFORMANCE MEASUREMENT

Business Performance Measurement is an integrative course focusing on how firms design their external disclosure policies and internal performance measurement systems to maximize shareholder value. This course considers the trade-offs managers must make in selecting external and internal performance measures. Topics include the balanced scorecard, variance analysis, intangible assets, customer profitability, transfer pricing, foreign currency and intercorporate investments. Prerequisites: GB 4104 and GB 4121.

GB 4260/4261
CRITICAL THINKING I & II

(3 hours, delivered in two 1.5 hour courses) Critical thinking is essential to the success of the global business enterprise. This team-taught course explores situations in which decisions must be made and provides a set of tools to assist in formulating and analyzing these decisions.

GB 4290
FINANCE FUNDAMENTALS

(1.5 hours) The course focuses on the basic concepts of valuation and financial modeling. Topics include: Present value concepts; the basics of stock and bond valuation; elementary capital budgeting concepts and methods; working capital management; and basic financial planning and modeling.

GB 4291
FINANCIAL MANAGEMENT

(1.5 hours) This course focuses on the basic theory underlying practices of corporate finance and investments. Topics include financial market efficiency; portfolio theory; the Capital Asset Pricing Model (CAPM); the Arbitrage Pricing Model (APM); capital-structure theory; and valuation of the levered firm. Prerequisite: GB 4290.

GB 4292
GLOBAL FINANCIAL MANAGEMENT

(1.5 hours) This course focuses on advanced financial topics. These include financial and real options; financial strategy, valuation, and capital budgeting in a multi-currency and/or cross-border context; leasing; the nature and hedging of foreign-exchange and interest-rate risk; and an introduction to mergers and acquisitions and issues in financial distress. Prerequisite: GB 4291.

GB 4390
MANAGING PROJECTS

(1.5 hours) This course focuses on project planning, monitoring and control for the management of complex projects in a global context. Use of project management software will be integrated throughout the course. Discussions will include cases and experiences from past projects.

GB 4391
DRIVING PERFORMANCE IN GLOBAL INDUSTRIES THROUGH SUPPLY CHAINS & TECHNOLOGY

(1.5 hours) This course focuses on best practices for synchronizing supply and demand in a global supply chain. Topics include use of Internet-based collaboration and optimization technologies, global sourcing, supplier partnerships, plant location—all focused on the maintenance and growth of net value of products and services.

GB 4464
DRIVING COMPETITIVE ADVANTAGE THROUGH PEOPLE

(1.5 hours) This course explores the organizational practices and systems and the related managerial skills required in the global business environment. Readings, cases, guest speakers, exercises, and group projects and discussions are used to give students the opportunity to develop the analytical skills necessary in the assessment of the complex functioning of contemporary global business organizations and the development of recommendations that effectively deal with the critical challenges facing those organizations. Topics covered include: the impact of globalization at the organizational culture on effectiveness; managerial roles, including leadership in high performing organizations; and the role of rewards in reinforcing change.

GB 4406
PERFORMANCE IN GLOBAL INDUSTRIES THROUGH LEADERSHIP

(1.5 hours) This course provides practical insights into the practice of leadership including the development and use of performance management systems and the management of change.

GB 4407
GLOBAL STRATEGY

(1.5 hours) This capstone course helps the student understand the problems faced by, and the decisions made by, executive managers who have to balance the needs and desires of shareholders, customers, and employees with the requirements of local country mores and government regulations. It requires consolidation of skills and knowledge from a variety of disciplines including management, finance, marketing, and ethics. The course uses the case study approach supplemented by readings and lectures. The cases are directed toward evaluating the conflicting pressures that managers encounter, rather than a detailed analysis of a particular facet.

GB 4468
DRIVING COMPETITIVE ADVANTAGE THROUGH STRATEGY

(1.5 hours) This course explores the strategic management of the global firm. Readings, cases, guest speakers, exercises, and group projects and discussions are used to present the analytical tools and techniques that support strategy formulation and the related managerial skills and decision processes that foster strategy implementation in the global business environment. Topics covered include: competitor analysis; industry analysis; value chain management; competitive positioning; building core competencies; leveraging organizational resources; and corporate strategic management, including the role of alliances, mergers, and acquisitions.

GB 4535
GLOBAL MARKETING STRATEGY

(1.5 hours) In this course, the focus is on developing competitive advantage through creating customer value. An understanding of customer relationships and their strategic implications is developed within the context of competitor and value-chain relationships. Emphasis is placed on: (1) developing an understanding of the analytical and managerial decision tools for creating competitive advantage, and (2) understanding the similarities and the differences in domestic and global marketing.

GB 4634
BUSINESS INTELLIGENCE

(1.5 hours) This course will introduce business intelligence—the systematic collection, synthesization, and analysis of information on a company's external operating environment—as a management tool and train students as future executives to be able to utilize it for strategic competitive advantage. Areas of focus will include using BI to assess competitors' strategies, to define fast moving competitive landscapes, to identify emerging and unforeseen marketplace opportunities, and to analyze industry trends, as well as to understand the business intelligence environment in other business cultures. Prerequisite: GB 4671.

GB 4670/4671

GLOBAL POLITICAL & ECONOMIC ANALYSIS I & II

(3 hours, delivered in two 1.5 hour courses) This course offers an introduction to the fundamentals of the international business environment and its three major aspects: (1) the institutional framework and policy management of international economic relations, (2) risk assessment and strategic analysis of nation-states, and (3) the operational and organizational concerns of the transnational enterprise. The purpose of the course is to provide the international manager with (a) an informed perspective on the institutions and policy processes that shape economic relations between international and national factors and among economic blocs as a foundation for further study in the Thunderbird tripartite programs, and (b) to provide the international manager with the substantive base and analytical tools necessary for acquiring an informed perspective.

GB 4800

CULTURE AND LANGUAGE TOOLS

(1.5 hours) This course provides a brief introduction to specific languages and cultures to better understand the practice and theory of communicating across cultures to achieve desired business results. Prerequisite: GB 4671.

GB 4801

GLOBAL NEGOTIATIONS

(1.5 hours) This course will focus on negotiating in the global context, with students participating in a variety of hands-on activities, such as scenario-driven discussions, case discussions, and student-to-student negotiation exercises. Prerequisite: GB4671.

MBA FOCUS AREA COURSES

GF 4333

GLOBAL INFORMATION AND TECHNOLOGY MANAGEMENT

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

GF 4336

ELECTRONIC COMMERCE FOR GLOBAL MARKETS

(1.5 hours) This course presents an overview of e-Business—the management of new and emerging digital technologies to achieve business goals. The course will serve as a broad overview of key developments in e-business, with particular emphasis on business-to-business commerce. The course topics and interaction will provide analyses of how new technologies are re-defining the manner in which organizations conduct business. Prerequisite: CORE curriculum.

GF 4337

ADVANCED SEMINAR IN ELECTRONIC AND MOBILE COMMERCE

(1.5 hours) This course provides an opportunity for students to explore new developments in the area of electronic and mobile commerce. Prerequisite: GF 4336.

GF 4506

CUSTOMER ANALYSIS

(1.5 hours) This course focuses on consumer behavior from a cross-cultural perspective. Topics include the cognitive processes underlying consumer choice (needs, perceptions and attitudes; descriptive consumer characteristics (demographics, psychographics, VALS) and environmental influences on behavior (culture, family, situation). Throughout, emphasis is placed on the implications of consumer behavior for global marketing strategy. Class assignments emphasize the application of these concepts to real marketing problems. Prerequisite: CORE curriculum.

GF 4508

INTERNATIONAL MARKETING COMMUNICATIONS

(1.5 hours) This course covers the promotional aspects of both global consumer and business-to-business marketing. Students learn how to design and evaluate integrated communication strategies and programs. The influence of culture on marketing communications is stressed throughout the course as it relates to advertising, sales promotion, personal selling, trade shows and other methods of promotion. Students apply the concepts through individual assignments and a comprehensive, integrative group project. Prerequisite: CORE curriculum.

GF 4510

CHANNEL MANAGEMENT

(1.5 hours) The effective management of channel relationships is essential to the marketing manager's ability to create value for customers through the efficient delivery of goods and services. This course provides the knowledge and skills required to manage channel relationships effectively. Specifically, the course facilitates an understanding of: (1) alternative channel structures; (2) roles played by channel members in strategy and logistics; (3) effective methods for negotiating with channel members, and (4) technologies that enable the channel system. Prerequisite: CORE curriculum.

GF 4523

CUSTOMER RELATIONSHIP MANAGEMENT

(1.5 hours) The increasing availability of detailed customer information makes it possible for marketers to add value and instill loyalty by personalizing offerings to individual customers. This course focuses on using computerized techniques to acquire new customers, enhance the profitability of existing customers, and retain profitable customers. Prerequisite: CORE curriculum.

GF 4530

INTERNATIONAL MARKETING RESEARCH

(1.5 hours) This course focuses on the use of marketing research techniques for competitive advantage in a global business context. Critical assessment of the need for market information, and of its potential value, is an important part of this course. Students will develop the necessary skills to implement real-world market research, including research design, data collection, data analysis and reporting the results. Prerequisite: CORE curriculum.

GF 5112

FINANCIAL STATEMENT ANALYSIS

(1.5 hours) This course focuses on analyzing financial statement information in a variety of global decision contexts including security valuation, credit decisions, strategy and competitive analysis, mergers & acquisitions, and litigation support. Financial analysis uses cash flows and ratio measures of a company's operating, financing and investing performance for comparison to past historical performance or with competitors. Accounting analysis uses an understanding of how a company's business and strategy are represented by accounting rules and develops procedure for adjusting accounting measures of performance. Prospective analysis develops forecasts of financial statements to make estimates of a company's equity valuation. Prerequisite: GB 4122.

GF 5251/5252

MULTINATIONAL CORPORATE FINANCE I & II (FORAD)

(3 hours, delivered in two 1.5 hour courses) This course applies the theories of managerial and international finance to the problems of multinational treasury management. Topics include issues and techniques in multinational funds transfers; identifying and measuring foreign exchange and interest rate risk; multinational tax planning; managing foreign exchange and interest rate risk; hedging instruments, including forward contracts, options, and swaps; and financially engineered synthetics. Students also manage the treasury function of a computer-simulated multinational corporation, construct a biennial report summarizing their management results, and present oral reports to a board of directors consisting of professors and invited business people. Prerequisite: CORE curriculum.

GF 5261/5262

FINANCIAL ENGINEERING & DERIVATIVE PRODUCTS I & II

(3 hours delivered in two 1.5 hour courses) This course provides the foundation for derivative products used throughout finance. The first part introduces the basics of value and risk used throughout the course. Topics covered include futures, forwards, swaps, options, introductory bond pricing concepts, such as yield-curve, duration, immunization and hedge ratios. The concepts are applied to problems in asset, liability and portfolio management. Students also manage the risk management function of a computer-simulated multinational corporation. This course is highly mathematical. Prerequisite: CORE curriculum.

GF 5274/5275

INTERNATIONAL SECURITIES INVESTMENT I & II

(3 hours delivered in two 1.5 hour courses) This course introduces students to existing and emerging investment media and techniques. Topics include the domestic and international aspects of modern portfolio theory; securities market; pricing models; portfolio diversification; mutual fund performance; options and futures; security analysis; immunization strategies; arbitrage pricing; investment banking; and securitization. Prerequisite: CORE curriculum.

GF 5276/5277

GLOBAL PORTFOLIO MANAGEMENT I & II

(3 hours delivered in two 1.5 hour courses) This course is concerned with the theory and practice of optimally combining securities into portfolios (portfolio analysis) and with asset allocation decision making. Considerable emphasis is placed on computer-based simulation and optimization. Students are required to simulate the optimization of multi-asset portfolio. This course is highly mathematical and requires excellent computer skills. Prerequisite: CORE curriculum.

GF 5423/5424

ENTREPRENEURSHIP I & II

(3 hours delivered in two 1.5 hour courses) This course focuses on the entrepreneurial venture and addresses in detail and analyzes its various stages: seed; prototype; rapid-growth; moderate-growth; mezzanine; and acquisitions and merger. The various methods of financing and financial analysis are discussed, and the use of the spreadsheet add-on @Risk is emphasized and demonstrated as a means to simulate the financial reporting. Professionals in the field provide several guest lectures. The latter part of the course is devoted to the production and presentation of a business plan. Prerequisite: CORE curriculum.

GF 5520

INTERNATIONAL BRAND MANAGEMENT

(3 hours) This course provides a managerial orientation to the topic of international brand management. It is designed to prepare students for a career in international brand and/or product management. Students will learn how to: (1) understand the roles and responsibilities (and career paths) of brand management in the contemporary domestic and global contexts; (2) understand the meaning of a brand and be able to develop plans to create, maintain, grow and/or revitalize a brand and its equity; and (3) appreciate the major types of marketing problems faced by brand managers with an emphasis on developing sound strategic approaches for decisions and solutions. Prerequisites: GF 4508 and GF 4506 (GF 4506 may be taken concurrently with this course).

GF 5541

INTERNATIONAL BUSINESS-TO-BUSINESS MARKETING

(3 hours) This course focuses on the managerial and technological issues related to the design and implementation of business-to-business marketing strategies. The course places emphasis on the management of long-term relationships with end-users and distributors within a value creation framework. The creation and maximization of value are central concepts, both from an end user as well as from a supplier perspective. The emphasis throughout the course is on the management of the marketing function and the use of marketing techniques in the context of the extended enterprise, i.e. the virtual organization that comprises a company's suppliers, distributors, strategic partners, customers, and end users. Prerequisites: GF 4510 and GF 4523 (GF 4523 may be taken concurrently with this course).

GF 5714/5715

COMPETITIVE ASSESSMENT FIELD PROJECT I & II

(3 hours delivered in two 1.5 hour courses) This two-module elective will allow students to participate in a thirteen-week long company-sponsored business intelligence assessment. Working in teams with the professor, students will learn to (a) help properly scope a decision support project, (b) identify and execute effective competitive information collection strategies, (c) apply quantitative and qualitative competitive analytical tools and techniques, (d) create pass-through models for competitive knowledge capture and analytical frameworking, (e) reach transparent, project-based conclusions and actionable strategy recommendations, and (f) deliver their expertise in a real world consultative setting. The "direct-to-client" contact model will provide students with valuable knowledge and experience in dynamic, interactive project management. Prerequisite: CORE curriculum.

GF 5742/5743

TECHNOLOGY POLICY & INTERNATIONAL COMPETITIVENESS I & II

(3 hours delivered in two 1.5 hours courses) Technological innovation has become an important contributor to competi-

tive advantage. This course analyzes the innovation process including the roles of corporate research and development, government technology policies, and linkages with universities. This course draws upon international comparisons, country case studies, and technology-specific cases including information technology. Prerequisite: CORE curriculum.

GF 5813/5814

CORPORATE CONSULTING I & II

(3 hours delivered in two 1.5 hour courses) Students serve on teams that conduct consulting projects on behalf of leading U.S. and international companies. Typical projects include: developing strategies for international market entry; joint venture analysis and valuation; corporate acquisitions; capital investments evaluation; project development; product-line expansion; valuation of patents; strategic and operational benchmarking; and decision and risk analysis. A project requires close interaction with the sponsoring firm, the collection and analysis of primary and secondary data, benchmarking analysis, marketing strategy formulation, and financial analysis. The outcome of a project involves the development of a professional-level, comprehensive written report and a presentation to the client. Prerequisite: CORE curriculum.

GF 5882

INTERNATIONAL BUSINESS ETHICS

(1.5 hours) Management of international business ethics and global corporate social responsibility is integral to the skill set of the global manager. A case-based course focusing on national laws such as the Foreign Corrupt Practices Act; corporate codes of conduct; issues of bribery, corruption, and labor standards including with respect to global outsourcing; the contribution of corporate ethics to brand integrity. Prerequisite: CORE curriculum.

GF

TOPICAL ELECTIVE

(1.5 hours) Various topical courses will be offered based on student interest and faculty availability. Prerequisite: CORE curriculum.

INTERNSHIPS

The Thunderbird Graduate Management Internship Program is designed to provide practical training in the student's focus area of study. The decision to seek an internship should be based on careful evaluation of one's previous work experience and career goals. The Career Management Action Plan (CMAP), required of all students, is a useful exercise to clarify the student's career plans, including the region, industry and functional areas preferred and the optimal time in his/her program to be away on an internship.

REQUIREMENTS FOR PARTICIPATION

All academic regulations and internship requirements remain in effect for students enrolled in an internship course. Before going on an internship, a student must, without exception:

- ▶ Be an officially admitted, MIM or MBA degree-seeking student in good academic standing.
- ▶ Have completed 15 credit hours (this includes a "Pass" on the CMAP-Career Management Action Plan).
- ▶ Be a current student. (Students who have completed all degree requirements are not eligible to be a registered Thunderbird intern.)

If a student is taking an internship, it must be completed before the final semester. The final 3 credits of the MBA program cannot be done on Internship, but may be completed with a W/Interim.

EVALUATION AND GRADING

All internships are "full-time" and are graded as Pass/Fail. They are evaluated by:

- ▶ The completion of a minimum time commitment (10-12 weeks, recommended minimum);
- ▶ A satisfactory assessment by the intern's company supervisor; and
- ▶ The completion of a brief Executive Summary focusing on what the student has learned in the internship assignment. Interns who choose "1.5- or 3-credit" internships also must submit an additional paper as required by the faculty advisor.

The key difference between the "credit" (1.5 and 3 credits) and "non-credit" (0 credit) internship is that the "credit" internship is considered an "academic course" requiring a faculty advisor, while the "non-credit" internship is an option for students requiring no academic supervision.

The term of work may be one or two consecutive trimesters (two trimesters maximum). Withdrawal from an internship must be "for cause" and requires permission of the School's Internship Representative.

LIMITATIONS

All internships are subject to the following limitations:

- ▶ U.S. Immigration and Naturalization Service regulations require that foreign students, on Student Visas (F-1), be enrolled for credit in order to be authorized to work in the United States. J-1 Visa holders should consult with the PFSS (Programs for Foreign Students & Scholars) Office about eligibility.
- ▶ Credits cannot be used to meet core or focus requirements.
- ▶ A consecutive, two-trimester internship with the same company is considered one (1) internship.

INTERNSHIP COURSE DESCRIPTIONS

IF 5900 (ZERO-CREDIT INTERNSHIP)

(0 hours) Such internships are largely supported by the sponsoring organization and do not require faculty involvement. The experience allows the students to examine the relationship between theory and professional practice, to develop management-related skills, and to be involved in the challenges of working within a complex organizational or business environment.

IF 5901 (1.5-CREDIT INTERNSHIP)

(1.5 hours) This internship has a more academic focus than the "0-credit" option. The 1.5 credit internship requires the student to coordinate with a faculty advisor who facilitates the learning process throughout the internship. The student should contact and confer with the faculty advisor a minimum of three times during the trimester.

IF 5902 (3.0-CREDIT INTERNSHIP)

(3 hours) This internship is structured to include academic research and requires a close working relationship with the faculty advisor. The student will develop an in-depth learning plan in conjunction with the faculty advisor and the internship supervisor. The 3-credit internship includes a detailed assessment plan and conference with the faculty advisor at least twice a month.

Please note: Not more than one 5900 or higher-numbered course may be taken in any one trimester. However, students enrolled in an internship may take a maximum, additional 3 credits of course work (under 5900 level), with permission from an Academic Advisor.

FINANCIAL ARRANGEMENTS AND INSURANCE

A registered Intern must comply with all regulations pertaining to student health insurance, including payment or waiver of coverage. Both health insurance coverage and financial arrangements must be made with the Finance & Accounting Office prior to leaving campus for an internship. If the internship extends beyond one trimester, the Intern needs to contact the Internship Representative, register for the extension and show proof of having health insurance coverage to the Finance & Accounting Office. A student must complete one trimester of a full-time internship to be eligible for an internship extension.

THUNDERBIRD'S OVERSEAS CENTER

For those who chose to enter the MBA Program during the summer semester, the Thunderbird Europe, French-Geneva Center is integral to Thunderbird's global educational program. The center operates year round, offering fall, spring, summer, Winterim and Interim programs. Credit is given for all coursework, which counts toward MBA graduation requirements. While many of the classes are the same as those offered in Glendale, the educational program includes additional opportunities to gain practical business experience. Classroom instruction is complemented by meetings with managers and executives, company visits, and factory tours to provide greater understanding and appreciation of the issues discussed in class.

The only time an MBA student can take a full trimester of classes in Archamp France is during their 1st trimester with the summer MBA intake. No other MBA classes will be offered in Archamp with the exception of W/Interim.

Each student who plans on participating in an overseas program must have a passport valid for at least six months beyond the proposed stay. Some countries require that visas be obtained prior to entering the country, depending on the nationality of the passport holder. It is the student's responsibility to obtain the necessary visa in order to attend the overseas program.

Each student should understand that as an American citizen or foreign national in a foreign country, they will be subject to all the laws of the host country. Students must familiarize themselves with the laws of the host country in which they will be studying before they visit. Students must agree to conduct themselves in a manner that will bring credit to Thunderbird, and agree to comply with all the laws of the host country, the regulations of Thunderbird and its programs. Students who break the laws will be subject to the imposition of fines or penalties imposed by the country in which the student is studying. In addition, any inappropriate or illegal conduct while in that country may, in the sole judgment of Thunderbird, cause the discontinuance of participation in the study-abroad program and may also include suspension or expulsion from school.

Please note: All programs, enrichment and exchange, are subject to cancellation if political conditions or enrollment figures dictate. In addition, Thunderbird reserves the right to refuse participation in an overseas program to any student whom it deems will not contribute to the success of the program, or who will not receive full benefit from participation in the program.

WINTERIM AND INTERIM

Please see the Thunderbird Web site www.t-bird.edu for more information and a listing of course offerings.

MERLE A. HINRICHS INTERNATIONAL BUSINESS INFORMATION CENTRE (IBIC)

The IBIC provides traditional library materials in paper and video as well as access to an outstanding collection of electronic resources. An international collection of newspapers, books, videos and journals from all over the world is available as well as almost 50 databases including Compustat, ProQuest, Nexis, Dow Jones Interactive, Bloomberg and the Economist Intelligence Unit. With over 40 computer and AV workstations and 114 data ports for laptop connections, IBIC is a model electronic library with many paperless services. Students, not only at the Glendale campus but those who are on internships, enrolled at the Tokyo and French Geneva Centers, in Latin America and elsewhere in the world, have library support through extensive remote access capabilities. IBIC Librarians teach classes in using business resources to develop students' information competency skills that will be used in the business world.

IBIC LOAN POLICY AND STUDENT RULES

ID CARDS

You must have an official Thunderbird photo ID card to check out anything from the IBIC. Your Thunderbird card will have a machine-readable ID number and without it the computer system will not recognize you as a registered student. We cannot accept a driver's license or any other form of ID.

LOAN PERIODS AND FINES

Loan periods are established so that books and other materials can be shared among all students. Because of the demands of Thunderbird's curriculum, fines are charged to be sure items are returned on time so that they are available for other users. There is NO grace period on due dates. The following are the loan periods and overdue fine schedule for IBIC materials:

Books and Maps

Circulate for two (2) weeks; fine is \$2/ per day.

Videos and Audio Cassettes

Circulate for three (3) days; fine is \$1/per day.

Reserves

Circulate for two (2) hours; fine is \$1/per hour per item.

A courtesy reminder is sent to borrowers by e-mail 3 days before books are due. No reminder is sent for videos because of the short loan period. Failure to receive a notice does not exempt the borrower from overdue fines or replacement fees. The due date is on a printed receipt, provided with the item when it is checked out.

There is no limit on the number of books that can be checked out at any given time. Only 7 reserve items may be checked out at the same time, however.

- ▶ A 24-hour outside book drop is available at the south entrance to the IBIC. Books may also be returned to the Circulation Desk.
- ▶ All fines are payable at the IBIC Circulation Desk.
- ▶ Fines that remain unpaid after 6 weeks are subject to an additional late charge of \$3.00.
- ▶ Borrowing privileges are suspended until fines are paid.
- ▶ Students with outstanding fines may not be allowed to register for classes until they are paid.
- ▶ Diplomas will not be mailed to graduates until IBIC fines have been paid.

Lost or Damaged Materials

If books are lost or returned with damage beyond normal wear and tear, the borrower is responsible for replacement charges and processing fees.

Renewals

Books, maps, videos, and audio cassettes may be renewed by calling 978-7232 or by bringing your items in to the Circulation Desk on or before your due date. You may also renew items yourself online from on-campus and remotely; use the "user services" button on THOR and follow the instructions. Students are allowed two renewals. You will be notified if your items are not renewable due to unpaid fines or another user requesting a "hold" be placed on the material.

Holds and Recalls

A hold can be placed on material that is checked out so that an item cannot be renewed, and it will be held for the next user when it is returned.

Items that have been checked out may be recalled if they are needed for reserve at the request of a faculty member. Recalls are not made for other reasons.

Alternative Payment and Appeals

Fines can be paid through work performed in the IBIC at a rate of \$7.50/hr.

Appeals to reduce or cancel fines should be made in writing to the IBIC Director. Forms are available at the Circulation Desk and also on the IBIC Department page on My Thunderbird. They can be completed and submitted electronically or in person.

If you are blocked from checking out IBIC materials because of fines, you may request a temporary clearance from Circulation once you have submitted your appeal form.

Appeals are reviewed weekly, and the IBIC Director will notify you by e-mail of the outcome. The decision may require time needed to investigate the circumstances.

The following are not considered valid reasons for waiving fines: failure to read e-mail, ignorance of the fine policy, inability to pay, transfer of items to another student for return and their failure to do so, or planned travel prevented on-time return. There is no provision to excuse the first fine incurred.

Access to Databases

IBIC databases are to be used for educational purposes only by currently registered students. Using IBIC resources for any commercial, business, or resale purpose is not allowed.

Other Rules

To promote an environment where students can read and study, please:

- ▶ Hold group meetings only in the group study rooms. The tables in the open areas in the IBIC are not to be used for group meetings. We enforce quiet in quiet areas; please do your talking elsewhere so it does not disturb others.
- ▶ To protect our materials and computers, please eat food outside of the IBIC and do not bring drinks inside unless they are in a non-disposable cup with a sturdy snap-on lid. Drinks in cans and paper cups can be left on the shelves by the entrance and picked up when you leave.
- ▶ We have a limited number of carrels and workstations; leaving belongings or programs open on computers to "hold" a seat is not permitted. IBIC routinely checks workstations and removes computer documents and belongings left for extended periods.
- ▶ Ringing cell phones and telephone conversations in study areas disturb other students. Please turn your cell phones off and make calls outside the building or the copy alcoves where sound will be behind a door.
- ▶ Rollerblading in any campus building, including the IBIC, is unsafe and not allowed.

ACADEMIC REGULATIONS

CREDIT HOURS AND COURSE LOAD

The maximum number of trimester hours that a student may take is 15 hours in Fall, Spring and Summer, and 3 hours in Winterim or the Interim periods.

GRADING REGULATIONS

GRADE CHANGES

Once filed with the Registrar's Office, trimester grades are final and not subject to change except in cases of validated errors in computation and/or transcription, or faculty-approved delayed completion of coursework.

DISCHARGING INCOMPLETE GRADES

The time limit of discharging grades of "I" is within one year or the next trimester of enrollment, whichever is the shorter time. If this time limit is not observed, the Incomplete becomes a failing grade (F). It is the student's responsibility to make necessary arrangements with the instructor with regard to receiving and removing the Incomplete. The instructor may impose additional restrictions, but may not allow additional time for completion of the course requirements or add additional requirements. The Incomplete grade received in any course must be removed before that course may be used as a prerequisite for any subsequent course. Incomplete grades must be legally discharged prior to the granting of degrees.

A grade of "I" for the Career Management Action Plan will be subject to the same procedures except that the Incomplete will revert to a "No Credit" which will prevent graduation.

SCHEDULE REGULATIONS

Full-time MBA students are block-registered for all Core curriculum courses. MBA students taking Focus Area courses are given priority codes to register for classes using the following selection process:

Priority codes are based on start term; the earlier the start term, the higher the priority code. Within each start term, the codes are designated randomly by the system.

CHANGE OF ORIGINAL REGISTRATION

Initial registrations can be changed during the first five class days of the trimester and/or course, and the first day of Winterim and Interim courses. Students are permitted to withdraw from courses up to the end of the sixth week of the trimester and the fourth week of a 1.5-hour course. Courses of non-standard length will have withdrawal deadlines set by the Registrar. The appropriate notation (W) will be entered on the official transcript of the student's record.

RETAKE COURSES

The Registrar may permit a student to retake courses for the purpose of meeting requirements or improving a grade point average. Only one retake per course is permitted. The original enrollment and grade remain permanently on the transcript, noted as repeated. The grades assigned for the second and subsequent enrollment also appear on the transcript. The later grade is used in calculating grade point averages. No course with a grade of B or higher may be retaken. Repeating language courses requires permission of the Academic Director of the MIM program in addition to the Registrar.

CLASS ATTENDANCE

Class attendance policies are set by individual instructors.

ACADEMIC STANDING REGULATIONS

ACADEMIC PROBATION

This policy was approved by the Faculty Senate to be effective beginning in the Spring 1999 trimester. These policies replace all previous policies; i.e., all students are subject to these policies regardless of entering term or regulations previously in effect. These policies pertain to all students regardless of degree program or admission status.

Academic standing is official and effective when posted by the Office of the Registrar at the end of the trimester. Academic standing status can be applied retroactively to a term if circumstances, such as a grade change, warrant.

A student in good standing is placed on academic probation when, at the conclusion of a trimester, the student:

- ▶ fails to achieve a cumulative grade point average of 3.00; or
- ▶ receives a grade of Incomplete (I) in nine or more credit hours; or
- ▶ receives a grade of Fail (F) in one or more courses.

A student admitted provisionally is placed in good standing if

GRADES ARE GIVEN AND RECORDED AS FOLLOWS:					
A	=	4.0	D-	=	1.3
A-	=	3.7	D	=	1.0
B+	=	3.3	D-	=	0.7
B	=	3.0	F	=	0.0
B-	=	2.7	P	=	Pass
C+	=	2.3	W	=	Withdrawal
C	=	2.0	I	=	Incomplete
C-	=	1.7	NC	=	No Credit
<p><i>Only courses completed with a grade of C- or better are acceptable in satisfaction of graduation requirements for the degree of Master of International Management or for the Certificate of Advanced Study. If a student receives a grade lower than C- in a required course or a prerequisite course, the student must repeat the course before going on to the next higher level.</i></p>					

the student attains a cumulative grade point average of 3.00 or higher and completes a minimum full-time course load of 12-credit hours as defined in the Bulletin. (Non-standard terms such as Winterim and pre-sessions are excluded from this course load requirement, but included in the calculation of cumulative grade point average.) A student who fails to fulfill this requirement in the first trimester is:

- ▶ academically suspended if less than the minimum full-time course load is completed; or
- ▶ academically suspended if the cumulative grade point average is below 2.50; or
- ▶ placed on academic probation if the cumulative grade point average is between 2.50 and 2.99 and at least the minimum full-time course load is completed.

A student on academic probation:

- ▶ may be required to repeat any course; and
- ▶ may be restricted to a maximum course load; and
- ▶ must meet with the Registrar or designee to sign an Academic Standing Enrollment Contract indicating the courses in which he/she must/will enroll for the probationary term; and
- ▶ by signing the Academic Standing Enrollment Contract will indicate explicit understanding that failure to comply with terms of the contract, including the attainment of a minimum cumulative grade point average of 3.00, will result in academic suspension.

SUSPENSION

A student academically suspended may not be enrolled in any Thunderbird classes in any status, nor receive any credit for courses taken at other institutions. Suspended students may not receive any School services including but not limited to housing, career services, computer use, IBIC resources, and School employment.

A suspended student seeking readmission may reapply for a term that begins at least 12 months after:

- ▶ the end of the last term of enrollment, or
- ▶ the final disposition of appeals, if any.

Students who are academically suspended may appeal to the Vice President for Academic Programs or designee. Only under extreme extenuating circumstances will any additional term of grace be granted.

The procedure: The Registrar or designee will assign Academic Standing status at the conclusion of the term, and will inform students of a change in status.

The Registrar or designee will provide academic advising and sign the Academic Standing Enrollment Contract required of probationary students.

ACADEMIC APPEALS

PROCEDURE

1. Discuss the situation with the relevant faculty member
2. If not resolved at step one, discuss the situation with the program Academic Director
3. If not resolved at steps one and two, file formal complaint with the Senior VP of Academic Affairs

If the official procedure does not resolve the situation, the person making the complaint may file a formal complaint. The complaint should be presented in writing to the Senior VP of Academic Affairs within thirty (30) days of the date of the alleged incident.

A committee composed of the Senior Vice President for Academic Affairs, the Academic Director of the program, the student Ombudsman, and the program Managing Director, serving as non-voting Chairperson, will hear the complaint. A written decision will be given to the complaining person within ten (10) working days after hearing the complaint.

Based on a finding of institutional fault, the program Managing Director will take the necessary steps to provide for an appropriate remedy. Steps will be taken to overcome the conditions that caused the complaint. If the complaint cannot be resolved after exhausting the institution's grievance procedure, the student may file a complaint with the Arizona State Board for Private Post-Secondary Education. The student must contact the State Board for further details.

GRADUATION REGULATIONS

PETITION TO GRADUATE AND COMMENCEMENT

To be approved for graduation, students must petition to graduate early in the final trimester of study. At this time, a degree audit is completed by the Office of the Registrar. Once approved for graduation, the process cannot be reversed unless an academic requirement is not met in the final trimester.

GRADUATION WITH DISTINCTION OR WITH HONORS

A numerical score is used to determine which candidates will graduate with special recognition. A computed average of 3.80 must be attained for graduation With Distinction and an average of 3.70 for graduation With Honors.

GRADUATION CEREMONY

Commencement ceremonies are held at the end of the Spring and Fall trimesters. Students completing degree requirements at the end of the Summer trimester may participate in the previous Spring ceremony or the following Fall ceremony. Diplomas state the actual date of degree completion.

OFFICE OF THE REGISTRAR REGULATIONS

TRANSCRIPT

Two complete transcripts of records are furnished to the student upon graduation. Additional transcripts may be obtained at a fee of \$3.00. The application for the transcript of record must be made by the student either on the regular form supplied at the Registrar's Office or by written request. No diplomas, transcripts, or certification/verification of attendance will be released for students who have not met their financial obligations to the School.

LEAVE OF ABSENCE

All Leaves of Absence are official and must be requested in writing and approved by the Registrar. The Leave of Absence may not exceed one year (12 months) and students are cautioned that the official Leave of Absence does not extend the Five-Year Rule. Without an official Leave of Absence, students who are reinstated are subject to graduation requirements in effect at the time of reinstatement.

RETURNING AFTER AN ABSENCE

Students must meet the graduation requirements specified in the Bulletin in effect at the beginning of the first trimester of enrollment of the program to which admission was granted if their studies are interrupted by an absence of more than one trimester (excluding Winterim and Interims). Students returning after an absence of more than one trimester (excluding Winterim and Interims) must follow all regulations in effect for students entering in that trimester. Students returning after an approved break in enrollment will be required to re-establish their language proficiency levels by taking the appropriate tests. Returning students will be expected to pay tuition and fees in effect at the time of return. The School does not have a formal leave of absence policy as defined by federal financial aid regulations.

CAREER MANAGEMENT CENTER REGULATIONS

POLICY ON STUDENT AND EMPLOYER PROFESSIONAL CONDUCT DURING THE JOB SEARCH

Thunderbird observes the standards set forth in the Principles of Professional Conduct of the National Association of Colleges and Employers. A complete copy of the standards is available in the Career Management Center. The purpose of these standards is to assure that both students and employers appropriately conduct their employment related activities.

All students are responsible for following these standards and conducting their job search in a professional and ethical fashion at all times. When in doubt, a student should seek the assistance of a Career Management Center staff member to ensure that their choices are consistent with these standards.

Any breach of these standards will automatically lead to a temporary suspension of recruiting privileges for a student, and a timely review of the situation by the Vice President for Professional and Career Development. If it is determined that there has been a willing breach of these standards, the Vice President will have the authority to impose appropriate sanc-

tions, including the permanent suspension of future recruiting privileges for the student.

Examples of offenses which may lead to such a suspension include, but are not limited to, the following:

- ▶ Declining an internship or full-time job offer after accepting the initial offer.
- ▶ Engaging in any act of intentional misrepresentation designed to convey false information to an employer concerning job-related qualifications.
- ▶ Engaging in any unprofessional conduct which intentionally seeks to defame, disqualify or otherwise harm the job prospects of other Thunderbird students or alumni in the job search process. Upon permanent suspension of recruiting privileges, a student will have the right to appeal the decision to the Vice President for Professional and Career Development.

Following this policy will reinforce the professional reputation and high standards that are associated with the Thunderbird degree in the international marketplace. The standards and sanctions outlined in this policy were established in 1997 by the Career Management Student Task Force.

JOB SEARCH POLICY

Although Thunderbird does not guarantee jobs to graduates upon their program/course completion or upon graduation, the Career Management Center provides tools and services to help students conduct their own successful job searches. It is the responsibility of each student to determine the value and use of those tools and to instigate services of the available staff of the Career Management Center.

The above statement is provided in accordance with the institution's business license agreement with the Arizona State Board for Private Postsecondary Education as of January, 1998.

THUNDERBIRD TUITION AND FEES 2001-2002 21

TUITION AND FEES	FALL 2001	SPRING 2002	SUMMER 2002	WINTERIM/ INTERIM
Amount Due At Registration:				
Housing (<i>Average per dorm / per person</i>)	\$1,400	\$1,400	\$1,400	N/A
Housing (<i>Dormitories A&B / per person</i>)	\$1,600	\$1,600	\$1,600	N/A
Board (<i>Campus Residents Only</i>)	\$500	\$600	\$600	N/A
Tuition - Full-Time Students (12-15 credits)				
- Students beginning after Summer 2001	\$12,750	\$12,750	\$12,750	N/A
- Students beginning after Summer 2000 and prior to Fall 2001	\$12,600	\$12,600	\$12,600	N/A
- Students beginning prior to Fall 2000	\$12,050	\$12,050	\$12,050	N/A
- Tuition - Per credit in excess of 15 credits	\$850	\$850	\$850	N/A
Tuition - Part-Time Students (<i>per credit, 11 credits maximum</i>) (1)	\$1,100	\$1,100	\$1,100	N/A
Tuition - Spouses of Students (<i>per credit, 9 credits maximum</i>) (2)	\$800	\$800	\$800	N/A
Orientation Fee (<i>Global Navigation Week</i>)	\$500	\$500	\$500	N/A
Student Health Insurance (3)	\$300	\$300	\$300	(*4)
Thunderbird Student Government Fee (5)	\$125	\$125	\$125	N/A
SPECIAL PROGRAM FEES				
Internships (<i>in lieu of tuition</i>)				
- 0 credits	\$50	\$50	\$50	N/A
- 1.5 credits	\$300	\$300	\$300	N/A
- 3.0 credits	\$550	\$550	\$550	N/A
Winterim/Interim				
- Tuition (<i>per credit, 3 credits maximum</i>)				\$850
- Off-Campus Administrative Fee				\$300
- On-Campus Lodging (<i>per week, per person, space available</i>)				\$180
Overseas Programs Administrative Fee (<i>in addition to tuition</i>)	\$675	\$675	\$675	N/A
MISCELLANEOUS FEES				
Housing Fee per night in excess of trimester	\$30	\$30	\$30	\$30
Financial Registration Late Fee	\$50	\$50	\$50	\$50

(1) Part-time tuition applies to those carrying fewer than 11 credit hours, including audits, during a regular trimester.

(2) Does not apply to MBA students.

(3) All students are required to carry adequate health insurance and are eligible to participate in the school plan. Students may waive the school plan by presenting evidence of comparable or superior insurance coverage by Friday of the first day of class. The waiver is for \$250 only; the remaining \$50 is still charged to cover costs for the on-campus Medical Clinic. Once a waiver is granted, the student may not obtain coverage during the remainder of the trimester if their plan terminates or their circumstances change. The Thunderbird insurance policy provides for international coverage. Students who have a comparable policy and plan to attend an overseas program should find out whether or not their policy will cover international claims.

(*4) Students attending a Winterim or Interim session are covered by the student health insurance policy unless the insurance is waived. The fee will be assessed in the following trimester.

(5) The Thunderbird Student Government Fee is \$125 per trimester. The money is managed by TSG.

Students need to budget for books, personal computers and instructional supplies, as well as for miscellaneous and unexpected expenses. For most students, the cost of books and supplies averages about \$600 per trimester. The price for a laptop computer with the required characteristics costs approximately US\$2,000.

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

The above statement is provided in accordance with the institution's business license agreement with the Arizona State Board for Private Post-Secondary Education as of January 1998.

PAYMENT REGULATIONS

Payment in full for tuition, room and board is to be made at registration or in the Business Office, no later than the first day of classes for each term. For those students living on campus, a meal-plan purchase must be made the first day of class.

Students who fail to make payment in full will be charged a late registration fee and will be dropped from their classes. Reinstatement, on a space-available basis, requires payment of tuition plus a late registration fee. This includes those students who are expecting financial aid. Finance charges of 1 percent per month will accrue on the second day of any unpaid balance (except where prohibited by federal student loan regulations).

Students must clear up any unpaid balance or provide proof of ability to pay prior to registering for any subsequent trimester. Failure to make full restitution on any unpaid balance will result in the School withholding transcripts and diplomas. The School will avail itself, if necessary, of any or all legal means of collecting unpaid balances including charging reasonable and customary legal fees.

Money orders, personal, cashier's or traveler's checks, payable to "Thunderbird;" MasterCard, Visa, Discover and American Express credit cards are all acceptable for payment of tuition and fees. All checks must be in U.S. funds. Electronic funds transfers are also an acceptable method of payment. The School will not accept cash payments.

REFUND POLICY/SCHEDULE

- ▶ Tuition and fees for Winterim/Interim courses are not refundable.
- ▶ The refund schedule also applies to any student who, in reducing his/her hours, becomes eligible for part-time tuition.

Period of Student Status from Start of Class	Percent of Tuition to be refunded
One week or less	100%
Two to three weeks	80%
More than three, up to four weeks	60%
More than four, up to five weeks	40%
More than five, up to six weeks	20%
Over six weeks	0%

FINANCIAL AID REGULATIONS

The Financial Aid Office assists in administering the US federal loan program, coordinates student employment assignments and maintains all student information regarding loans and awards. Financial Aid Specialists are available to help students and to answer questions regarding financial aid eligibility, awards and how to apply.

STUDENT LOANS

Student loans exist as a major resource to help cover educational and living expenses associated with graduate study. Thunderbird participates in a variety of student loan programs from federal and private sources.

U.S. GOVERNMENT PROGRAMS:

The U.S. government has three types of student loan programs in which Thunderbird participates. U.S. citizens and permanent residents are eligible for these need-based and non-need-based loans. The Financial Aid Office will determine which loans to offer to you, based on the information on your aid application. Regardless of whether loans are need-based or non-need-based, your total financial aid cannot exceed the student budget.

FEDERAL PERKINS LOAN (NEED-BASED)

- ▶ Award range is \$500-\$2,000 per trimester
- ▶ 5 percent interest during repayment
- ▶ 10-year repayment; \$40 minimum per month
- ▶ \$6,000 maximum per year; \$40,000 aggregate loan limit
- ▶ Limited funding; awarded to the highest-need students, based on the FAFSA results
- ▶ Applicants must be enrolled at least half-time (minimum 6 credit hours) in the full-time MIM or MBA program

FEDERAL SUBSIDIZED STAFFORD LOAN (NEED-BASED)

- ▶ Variable interest rate based on 91-day T-Bill + 1.7 percent while in school and 91-day T-Bill + 2.30 percent while in repayment, capped at 8.25 percent
- ▶ Government pays interest during the in-school (at least half-time), grace and authorized deferment periods

- ▶ 10-year repayment; \$50 minimum per month
- ▶ \$8,500 maximum per year; \$65,500 aggregate loan limit
- ▶ 3 percent insurance fee deducted from principal
- ▶ Up to 1 percent guarantee fee deducted from principal
- ▶ Six-(6) month grace period upon graduation, withdrawal or less-than-half-time enrollment

**FEDERAL UNSUBSIDIZED STAFFORD LOAN
(NON-NEED-BASED)**

- ▶ Variable interest rate based on 91-day T-bill + 1.7 percent while in school and 91-day T-Bill + 2.30 percent while in repayment, capped at 8.25 percent
- ▶ Interest accrues from time of disbursement
- ▶ Payment of interest can be deferred until the end of the grace period
- ▶ 10-year repayment; \$50 minimum per month
- ▶ \$18,500 maximum per year MINUS the amount borrowed from the subsidized Stafford loan
- ▶ \$138,500 aggregate loan limit including amount borrowed from the subsidized Stafford loan
- ▶ 3 percent insurance fee deducted from principal
- ▶ Up to 1 percent guarantee fee deducted from principal
- ▶ Six-(6) month grace period upon graduation, withdrawal or less-than-half-time enrollment

Federal loan programs are subject to change.

**NON U.S. GOVERNMENT PROGRAMS
(NON-NEED-BASED)**

PRIVATE EDUCATIONAL LOANS:

Some students may find it necessary to borrow through privately sponsored outside loan programs to meet a portion of their educational expenses. The terms and conditions of these loans vary considerably, and students should carefully review all information before choosing a program. These loans are available to U.S. citizens and permanent residents and, in some cases, to international students with a qualified U.S. citizen or permanent resident as a co-borrower. Private agencies make the final decisions on these loans based on credit checks

and debt levels. Students may borrow from these sources even if they have no financial need up to the student budget.

DOUGHERTY FOUNDATION LOAN:

- ▶ Maximum \$2,000 per calendar year
- ▶ Must be a resident of Arizona for a minimum of two years prior to enrollment
- ▶ Interest rate is 5 percent for the first 5 years of repayment and jumps to 8 percent thereafter
- ▶ Interest begins to accrue at the end of the grace period
- ▶ Nine-month grace period begins after full-time enrollment ends
- ▶ Minimum monthly payment is \$40
- ▶ Applicants must be enrolled at least half-time (6 credits) in the full-time MIM or MBA program

OTHER FUNDING SOURCES

PERSONAL RESOURCES

- ▶ Savings/Assets
- ▶ Relatives

EMERGENCY LOAN FUND

- ▶ Short-term to help cover an unexpected emergency expense
- ▶ Average loan is \$500. May be higher depending on circumstances
- ▶ Interest-free loan for 30 days (or less)
- ▶ Initiate request with Financial Aid staff
- ▶ Approved loans usually available within 24 hours

STUDENT EMPLOYMENT

ON CAMPUS:

The Federal Work-Study and Non-Work-Study programs provide opportunities for students to work part-time on campus. Some full-time positions may also be available for qualified spouses. Generally, the jobs are available in administrative and faculty offices and in various other capacities. On average, students work about ten hours per week and can expect to earn about \$1,000 per trimester. The pay rate is generally \$7.50 per hour.

The Federal Work-Study program is available to qualified U.S. citizens and permanent residents. Both Thunderbird and the federal government provide the funding. The Non-Work-Study program may be available to qualified spouses and international students and is funded entirely by Thunderbird.

OFF CAMPUS

A limited number of positions with local non-profit agencies (elementary schools) are offered under the Federal Work-Study Community Service program to qualified U.S. citizens and permanent residents. This program fosters the relationship between Thunderbird and the community while providing assistance in areas such as reading and math tutoring for grade school children. The pay rate is \$10.00 per hour and both Thunderbird and the federal government provide the funding.

Local organizations also provide job opportunities to help Thunderbird students with part-time and full-time temporary positions.

The Financial Aid Office receives notification of positions and maintains these in the Financial Aid Office, provides them to TSG to post on the TSG bulletin board, or posts them on the Financial Aid department page of *My Thunderbird*. Some full-time positions may be available for qualified student spouses.

CONTINUING STUDENT GRANTS

Continuing Student Grant selections occur in the early portion of each trimester.

Funds are awarded on a competitive basis to continuing full-time MIM or MBA degree-seeking students who have completed at least one full trimester of study (12 credit hours). Approximately 70 percent of the applicants receive an award each trimester.

- ▶ Thunderbird cumulative GPA of 3.600 for a minimum of 12 credit hours.
- ▶ Demonstrated high level and quality of participation and/or leadership roles in extracurricular activities on or off campus.
- ▶ Deadline is the second Friday of each regular trimester by 4:30 pm.
- ▶ Amounts range from \$1000-\$5,000 in relief of tuition.

An application is required (available on the Financial Aid Department page of *My Thunderbird* and available for download about three weeks prior to the deadline).

- ▶ Decisions are made around the fifth week of the term with notification made by letter.
- ▶ Awards are applied to the student tuition account; excess funds are applied toward next term of enrollment or refunded if in final term when award is made.

THUNDERBIRD SCHOLARSHIP OPPORTUNITIES

Each trimester, the Financial Aid Office announces a variety of scholarship opportunities for continuing students. These awards may range from \$500 to \$6,000. The announcement is made via *My Thunderbird* and the list of opportunities is found in the Thunderbird Scholarship Opportunities Folder of the Financial Aid Department page. These awards are prestigious and can be substantial.

ADDITIONAL INFORMATION

APPLICATION OF AWARD/LOAN FUNDS

- ▶ All students need to participate in Financial Registration that takes place the first day of each trimester.
- ▶ Students and applicants who have been awarded an assistantship or scholarship will have those funds posted to their student accounts.
- ▶ Current students and applicants having complete financial aid files within six (6) weeks of the priority deadline should have Stafford and private loan funds applied to their accounts by Financial Registration.
- ▶ Other students and applicants, whose files were not complete within (6) weeks of the priority deadline, receive proceeds during the trimester, are notified via campus mail and are subject to all finance charges placed on their student account.
- ▶ Students and applicants who have been awarded a Federal Perkins loan and returned the appropriate documents will need to complete additional paperwork at Financial Registration.

ENTRANCE COUNSELING FOR FIRST-TIME BORROWERS AT THUNDERBIRD

- ▶ Mandatory for all Federal Loan applicants before funds are made available.
- ▶ Complete online via Web Links on the Financial Aid Department page of *My Thunderbird*.
- ▶ Confirmation received electronically in the Financial Aid Office.

EXIT COUNSELING

- ▶ Required for all Federal Loan recipients prior to separation from Thunderbird.
- ▶ Held in group session at the end of each trimester.
- ▶ Provides information regarding loan debt and repayment, repayment options, deferments, etc.

PRIORITY DEADLINES

The priority deadlines for submitting the following application/forms:

- ▶ Free Application for Federal Student Aid (FAFSA): Fall 2/15; Spring 9/1; Summer 11/30
- ▶ Financial Aid Application Data Form: Fall 2/15; Spring 9/1; Summer 11/30

FORMS

- ▶ The FAFSA Form (covers period 7/1-6/30 - Fall, Spring, Summer) is required for Federal Loans and must be filled out each year but not each trimester.
- ▶ The Application Data Form is required for each aid or loan period.

SPECIAL PROGRAMS

Students interested in participating in one of the following programs must meet with a Financial Aid specialist in order to verify eligibility and delivery of aid under special circumstances.

INTERNSHIPS (THROUGH THUNDERBIRD)

- ▶ Students on internships are eligible to apply for a continuing student grant during the first trimester of the internship.
- ▶ Students may apply for a non-federal loan to assist with any tuition charges and living expenses not expected to be covered by salary.
- ▶ Loan funds are not released before the official start of each trimester.

OVERSEAS PROGRAMS (THROUGH THUNDERBIRD)

- ▶ Students attending overseas programs are eligible to apply for financial aid, including loans, announced scholarships and continuing student grants.
- ▶ Loan funds are not released before the second week of the official start of the trimester.

WINTERIM & INTERIM

- ▶ Students are eligible to apply for non-federal loan funds to help cover Winterim and Interim costs.
- ▶ Loan funds are not released until the official start of the session.

VETERANS BENEFITS

Veterans Benefits are handled by the Registrar's Office. Please contact that office for further information and how to proceed.

FINANCIAL AID CONSEQUENCES—WITHDRAWAL OR REDUCTION IN CREDIT HOURS

Financial aid monies used to pay for expenses while attending Thunderbird are subject to Return of Title IV procedures and the refund schedule in conjunction with both institutional and federal policies. A student who withdraws or changes to less-than-full-time status (<12 hours) must see a Financial Aid specialist for an exit interview or recalculation of eligibility (respectively) prior to completing the status change process. The refund schedule for dropping hours is located on page 35 of this *Bulletin*.

FINANCIAL POLICIES AND PROCEDURES

RETURN OF TITLE IV FUNDS—WITHDRAWAL

The law specifies that Thunderbird must determine the amount of Student Financial Aid (SFA) program assistance that a student earned prior to withdrawal. The amount of SFA program assistance earned up to the point of withdrawal is determined by a specific formula. If assistance funds received is less than the amount earned, the student is eligible to receive the balance; if assistance funds received is more than the amount earned, the overpayment must be returned. Work-Study earnings are not subject to these regulations.

The amount of assistance earned is determined on a pro-rata basis. Once more than 60 percent of the payment/enrollment period is completed, all assistance funds are earned.

In the case of a disbursement excess, Thunderbird must return a portion of the excess equal to the lesser of:

- ▶ Institutional charges multiplied by the unearned percentage of funds, or
- ▶ The entire amount of the excess funds.

Even if Thunderbird is not required to return excess funds, the student must return the remaining amount. All loan funds must be repaid in accordance with the terms of the promissory note.

SATISFACTORY ACADEMIC PROGRESS FOR FINANCIAL AID

To receive financial aid from federally funded programs, eligible students must maintain satisfactory academic progress as outlined in the following requirements.

GENERAL REQUIREMENTS

- ▶ Be admitted and enrolled for the purpose of obtaining a degree.
- ▶ Be progressing toward a degree completion at the minimum rate.

- ▶ Be in good academic standing, enrolled as a provisional admit or be in probationary trimester under academic regulations.
- ▶ Complete degree requirements within the maximum credits allowed as discussed in this policy.

FINANCIAL ASSISTANCE ENROLLMENT REQUIREMENTS

- ▶ All students will be required to successfully complete 12 credit hours per trimester.
- ▶ MIM students entering Fall 2000 or later are eligible for aid up to completion of 60 credit hours (including transfer hours), if language is required for completion. If language is not required for completion, MIM students are eligible for aid up to 45 credits.
- ▶ MBA students are eligible for aid up to completion of 48 credit hours (including transfer hours).
- ▶ Dual-degree students have a lesser number of credit hours (usually 30) for which they are eligible and should contact their Financial Aid specialist to review.
- ▶ Repeat courses are not counted in the total number of credits for that trimester.
- ▶ Federal Financial Aid cannot be used to cover repeat courses.
- ▶ Courses that are taken as audit do not count in the total number of credits for that trimester and are not eligible for funding under Federal Financial Aid.
- ▶ Students placed on probation forfeit scholarship/assistantship support for the trimester on probation.
- ▶ Suspended students forfeit all scholarship/assistantship support that may have been awarded.
- ▶ Less-than-full-time students are evaluated on a proportional basis and must successfully complete 24 credits of non-repeated courses to academically progress and have renewed eligibility for the Federal Stafford Loan.

ACADEMIC STANDING & GRADE POINT REQUIREMENTS

In order to maintain eligibility for financial aid, students must maintain good standing. Good standing status is jeopardized when students fail to complete the number of credit hours for which they have received aid or the cumulative grade point average falls below 3.00. The Financial Aid Office determines financial aid standing for credit hour completion.

- ▶ Academic standing is determined by the Registrar's Office and based on academic standing regulations set forth by the Registrar's Office. Review the Academic Regulations section of this *Bulletin* for applicable policies and regulations.
- ▶ All students' cumulative grade point averages will be monitored by the Registrar's Office.
- ▶ Students placed on probation must make progress toward regaining good standing status. Failure to do so will result in suspension (loss) of aid.
- ▶ Students placed on probation should review Financial Assistance Enrollment Requirements and may wish to meet with their Financial Aid specialist to discuss any financial aid issues in relation to their status.
- ▶ Students placed on suspension are not eligible for any financial aid.

RETURN OF FUNDS - REDUCTION IN CREDIT HOURS

Students receiving financial assistance who reduce their course load below full-time after classes begin may no longer be eligible for the full amount of aid awarded. Students must contact their financial aid specialist prior to making the change in status so that financial assistance may be recalculated and adjustments made. Student financial aid funds used to pay for expenses relating to attendance at Thunderbird, but not necessarily billed by the institution, are subject to the institutional refund schedule in conjunction with federal policies. The institutional refund policy schedule is found under Institutional Refund.

SATISFACTORY ACADEMIC PROGRESS REVIEW

The Financial Aid Staff reviews financial aid files each trimester at the point of request for federal financial assistance and at the point that funds are received. Students who fail to meet the requirements may lose part or all of the awarded assistance.

MAXIMUM CREDITS ALLOWED FOR COMPLETION OF DEGREE

Students on federal aid are expected to complete their degree requirements within a reasonable time period. The maximum credits allowed for funding to complete a degree will be 150 percent of the credits required for program completion. The total credits attempted will be cumulative.

- ▶ The MM requires 45 credits (without language required) or 60 credits (with language required); 67.50 credits or 90 credits, respectively, would be allowed.
- ▶ The MBA requires 48 credits; 72 credits would be allowed.

RIGHT TO APPEAL

Future aid will be terminated for students who fail to meet Satisfactory Academic Progress Standards. Students falling into this situation may submit a written appeal for an exception from the termination of financial aid to the Director of Financial Aid. There are certain conditions for which students may submit an appeal.

Only written appeals will be reviewed. Students who do not successfully complete the required number of credit hours due to illness, death in the family or serious personal concerns may submit an appeal. The appeal must be well- and plainly documented (accompanied by a letter from an attending physician or counselor addressing the specific problem, dates the student is/was unable to attend courses and comment on the student's current condition and ability to continue future coursework). Conflicts with work and/or personal schedules are not considered extenuating circumstances. There is no guarantee that an appeal will be approved. Appeals must be submitted, with all supporting documents, within 30 days of notification of aid termination.

APPEAL PROCESS

1. A student who has exceeded the maximum credits permitted for completing a degree must:
 - a. Complete the "Credit Hour Appeal Form."
 - b. Review the "Credit Hour Appeal Form" and degree audit with an Academic Advisor.
 - c. Submit these documents, with any supporting documents, along with the written appeal, to the Director of Financial Aid for review.
2. A student with a credit shortage must:
 - a. Write a detailed letter stating the extenuating circumstance that prevented satisfactory academic progress and a plan for future success.
 - b. Review and revise the degree audit with an Academic Advisor.
 - c. Submit both documents with any additional documentation to the Director of Financial Aid for review.

It is the responsibility of the student to be aware of the conditions of satisfactory academic progress as it pertains to financial aid and to ensure compliance. Questions concerning satisfactory academic progress and aid eligibility should be directed to the Financial Aid specialists.

FAFSA VERIFICATION

The federal processor or Thunderbird may choose to verify that the information you reported on the FAFSA is accurate. Federal regulations require that 30 percent of our aid applicants (chosen by the federal processor) go through the verification process.

If a student is selected for verification, complete the verification form that is sent by the Financial Aid Office and return it with the documents requested within 30 days:

- ▶ Copy of tax return for year(s) requested on verification form, or overseas income verification
- ▶ Copies of W-2 forms
- ▶ Verification of certain untaxed income and any other documents requested to support the verification process
- ▶ Non-filer statement

Note: If a student does not have access to these documents, contact the local IRS department who is able to provide the information. Any discrepancies in information may cause delays in release of funds. Finance charges may apply. Each time a correction is made to the federal processor, the results are returned as transactions and each transaction is sequentially numbered. If an award letter has already been provided (and the student record was not chosen for verification) and a subsequent transaction is received that has chosen the record for verification, the verification process will need to be completed in order for the award letter to be valid. If the process changes the awards on the award letter, an amended award letter will be provided within two weeks of the file being verified.

STUDENT RESPONSIBILITIES FOR VERIFICATION

Students are responsible for providing the requested documents within 30 days of the request. If the 30-day deadline cannot be met, please make a written request for an extension. The extension may affect a student's eligibility for certain types of aid (Federal Perkins Loans and/or Federal Work-Study).

Should the verification process require a correction to the FAFSA data, the Financial Aid Office will notify the student of those corrections and recalculate the expected student contribution through the federal processor or in-house.

Once the process is complete, the student will receive a "File Complete" letter and move to the awarding step. An award letter will not be sent until the verification step has ended.

Failure to comply with the requirements for verification by the applicable deadline may affect a student's eligibility for any federal financial aid.

All questions should be directed to a Financial Aid specialist.

For further, updated financial aid and scholarship information, forms, policies and procedures, go to Thunderbird's financial aid page on the Web:

http://www.tbird.edu/xp/Thunderbird/academics.xml/fulltime_degrees_certs.xml/mim.xml/mim_financial_aid.xml/mim_financial_aid.xml

THUNDERBIRD INSTITUTIONAL MARKETING AND BRAND MANAGEMENT

PHOTO PERMISSIONS

Students have the opportunity to participate in a variety of school-related activities within and outside of the classroom. From time to time, photographs may be taken of these situations and events for later use by Thunderbird to promote the School and its multiple programs. It is understood that by registering as a student, Thunderbird is granted your consent to publish these photographs for publicity-related purposes.

COPYRIGHT

When copyrightable materials are produced by a student in the context of a student's work for a class or project, as teaching assistant for a professor, or as a full- or part-time employee of any entity of the School, ownership of such materials shall belong to the School regardless of the form in which the work has been or is to be created. If materials are produced using any School facilities such as computers, copiers, typewriters, supplies, etc., the School has the right to use such materials. If students contemplate producing such materials outside of their relationship with the School, it is the student's responsibility to make prior contact with the Office of Academic Affairs and to seek appropriate written agreements.

USE OF DEGREE DESIGNATION

Degree designation may not be used on any official document until degree confirmation has occurred.

NAME TRADEMARK

The official trademarked name of the School is "Thunderbird, The American Graduate School of International Management." Informally, or in subsequent use in writing, the name should read "Thunderbird," which is also a registered trademark. The logo and seal are also protected by trademark; all trademarks are registered in the U.S. and in several other countries. For address purposes, "Thunderbird" or "Thunderbird Campus" with the street address is acceptable.

Checks should be made out to "Thunderbird." The acronym "AGSIM" should never be used.

The seal and logo may not be used without the express written permission of the School.

CAMPUS SAFETY & SECURITY REGULATIONS

Thunderbird is concerned about the safety and welfare of all students, faculty, staff and guests and is committed to providing a safe and secure environment. Since no campus is isolated from crime, a series of policies have been developed to ensure that precautionary measures are taken to protect everyone on campus.

The Safety & Security Office is located near the 59th Avenue entrance to campus and is open 24 hours a day, providing around-the-clock protection and services to the campus community. The primary goal of Thunderbird Safety & Security is to provide a safe environment that will enhance the learning experience and will complement Thunderbird's educational mission. Routine campus-wide inspections are made concerning security issues.

Safety & Security officers conduct vehicle, bicycle and foot patrols on-campus around the clock and are responsible for security and emergency response on the Thunderbird Campus. Safety & Security enforces campus traffic rules and regulations and can issue citations for the protection and safety of the campus community. In addition, Thunderbird Safety & Security officers have the authority to make arrests on campus property. Safety & Security officers maintain a good working relationship with the City of Glendale Police Department.

CRIME AWARENESS

In compliance with the Crime Awareness and Campus Security Act of 1990, each institution of higher education is required to prepare an annual report listing campus crime statistics. This report will be published in *Das Tor* each July and made available through the Safety & Security department.

HOW TO CONTACT THUNDERBIRD SAFETY & SECURITY

Report emergencies and criminal activity to Thunderbird Safety & Security at Ext. 7000 or 7223. If a security officer is not immediately available, dial 911 for the metropolitan area emergency services network. Contact Thunderbird Safety & Security as soon as possible following your call to 911 so Safety & Security can direct emergency personnel to the desired location.

SECURITY IN RESIDENCE HALLS

Exterior doors of on-campus residence halls should be locked 24 hours a day. Exterior doors to residence halls have their combinations changed every trimester. Interior room lock combinations are changed once per year, or more often if deemed necessary.

The cooperation, involvement, and personal support of students and staff in a campus safety program are crucial to its success. Students and staff must assume responsibility for their own personal safety and the security of their personal belongings by taking simple, common sense precautions:

- ▶ Exterior doors to residential areas and office buildings should never be propped open.
- ▶ Room doors should be locked even when a student leaves for a short period of time.
- ▶ Residents should ask visitors to identify themselves before allowing access to the building or to individual rooms.
- ▶ Cars should be locked at all times. Valuables in cars should be concealed.
- ▶ Suspicious-looking individuals or unsafe conditions should be reported immediately to Thunderbird Safety & Security.
- ▶ No firearms are allowed on campus.
- ▶ Personal belongings should be secured at all times.
- ▶ If you plan to go off-campus jogging, hiking or bicycling, let someone know where you are going and what time you plan to return.

OTHER SECURITY MATTERS

LOST AND FOUND

If you lose something, check with the Thunderbird Safety & Security Office. You are urged to place your name on all belongings. If your name is present in a book, paper, etc., Safety & Security will contact you. After 30 days, unclaimed items are donated to the Bizarre Bazaar.

VEHICLES AND PARKING DECALS

Students, faculty and staff who operate or park a motor vehicle on campus must register the vehicle(s) and display a current parking decal on the vehicle(s). Report transfer of ownership to the Safety & Security Office.

TRAFFIC REGULATIONS

The speed limit on campus is 15 mph. There are stop signs located at intersections. Speeding or failure to stop at stop signs may result in fines. The operation of a motor vehicle on campus is a privilege granted by the administration and is revocable at any time. Parking and traffic regulations are provided to students when vehicles are registered.

OUT-OF-STATE STUDENTS

All out-of-state students are encouraged to become familiar with Arizona traffic laws. Information concerning Arizona traffic laws are available at any office of the Department of Motor Vehicles (DMV). For general information regarding traffic laws and auto registration, call 255-0072. The nearest DMV office is located at 5890 W. Beverly Lane in Glendale.

SECURITY POLICIES IN FOREIGN COUNTRIES

Students, faculty and guests who travel overseas will be responsible for the following:

- ▶ Abiding by all local rules, regulations or laws which may govern the conduct of citizens and visitors in that country.
- ▶ Understanding special health regulations and concerns for all countries to which you will be traveling, and taking necessary precautions to ensure your well-being.

- ▶ Making sure you have contacted a physician prior to traveling if you have an existing illness/disability (allergies, heart disease, etc.). Be aware that medical services in other countries are not always the same as service in the U.S.
- ▶ If you become seriously ill or injured, become the victim of a crime, or become detained by authorities, contact Thunderbird. Always let someone know where you are going and who you will be with.
- ▶ Becoming familiar with the town, country and neighborhoods you'll be traveling through, and taking precautions to ensure your safety.
- ▶ Maintaining ethical conduct and showing respect for host country citizens, institutions and procedures. Fulfilling any and all financial obligations that are incurred by you.

ON-CAMPUS RESIDENCE POLICIES

RESIDENCE HALL FURNITURE

Furniture may not be taken outdoors, moved from room to room, or borrowed from other areas.

USE OF ELECTRICAL APPLIANCES

Hot plates and any similar high-heat electrical appliances, including halogen lamps, are prohibited from use in student quarters. The following appliances may be used:

- ▶ TV sets with rabbit ears or built-in antennas (no exterior antennas are permitted)
- ▶ Radios
- ▶ Refrigerators
- ▶ Clocks
- ▶ Coffee Pots
- ▶ Microwaves
- ▶ Stereos
- ▶ Computers

HOUSEKEEPING

You are responsible for keeping your quarters clean and presentable. The housekeeping staff cleans all residence hall bathrooms and common areas once a week. Cleaning supplies, vacuum cleaners, light bulbs and ironing boards are available from the Resident Assistant (RA). You must furnish your own iron. Beds are not to be removed from residence halls. The hanging of clothes, towels, rugs, etc., around the outside of the residence hall rooms is prohibited.

ROOM DAMAGE

Damage and extraordinary wear and tear on your living quarters is chargeable and becomes payable when you settle your account at the time you vacate your room.

FIRE REGULATIONS AND INSTRUCTIONS

Each residence hall on campus has a smoke/heat detector in it. These alarms are pre-set to fire department specifications. They are very sensitive and can be easily activated. Each detector is wired to an alarm which when activated sounds a loud signal. The alarm automatically notifies a central dispatcher who then calls the fire department and Thunderbird Safety & Security. If you hear an alarm, quickly check your living area. If there is a fire, follow these steps:

- ▶ Dial 911 to notify the Glendale Fire/Police Department.
- ▶ Call Thunderbird Security at Ext. 7000 or 7223.
- ▶ Alert other students in the area of the fire. Try to put the fire out by using the nearest fire extinguishers. Break the glass if the extinguisher is in a box.
- ▶ If a fire extinguisher is used, you must make Safety & Security aware that it needs to be recharged. Do not put the used extinguisher back in the holder or box. If the extinguisher was used on a small, unreported fire, please notify Safety & Security of the fire when asking to have the extinguisher recharged.
- ▶ False Alarms: If one of the smoke/heat detectors is accidentally activated, please call Thunderbird Safety & Security at Ext. 7000 so the alarm can be reactivated.
- ▶ Student Responsibility: You should take every precaution against fires.
- ▶ Do not cook in your room.
- ▶ Do not tamper with smoke/heat detectors or fire alarm panels in some suites.
- ▶ Do not burn incense or candles.

Students found tampering with detectors, fire extinguishers and other emergency equipment will be reported. It is a violation of state law to tamper with emergency equipment.

STUDENT TELEPHONES

Each room has a telephone. Students may make unlimited local calls at no charge. To make long distance calls, you must obtain a telephone calling card. Students may not add extension phones to their room phones. For more information, call Ext. 7510.

STUDENT RECORD REGULATIONS

"Student Record" means all material concerning an individual student maintained in any form by the President of Thunderbird, The American Graduate School of International Management or its employees, or Board of Trustees, except personal notes maintained by academic or other school personnel solely for their own individual use and not communicated to any other person. If these personal notes are transmitted to any dean, department, chairperson, academic program director, advisor, or administrator, they become student records to be treated in accordance with these rules and regulations.

"Student" means any individual currently or previously enrolled in any academic offering of Thunderbird.

RETENTION AND SECURITY OF RECORDS

Records managers shall have the overall responsibility for maintaining and preserving the confidentiality and security of student records. The records managers may, however, designate another professional employee of the school to perform the duties of records manager.

- ▶ The Director of Human Resources shall be the records manager for academic records maintained regarding on-campus employment.
- ▶ The Registrar shall be the records manager for academic records maintained by the central administration of the School.
- ▶ The Director of Alumni Affairs shall be the records manager for the records maintained by the Alumni Office.
- ▶ The Director of Operations of the Career Management Center shall be the records manager for records maintained by the Career Management Center.
- ▶ The Business Manager shall be the records manager for records maintained by the Business Office.
- ▶ The Registrar shall be the records manager concerning discipline.
- ▶ The Director of Financial Aid shall be the records manager for the records maintained by the Financial Aid Office.
- ▶ The Senior Vice President for Academic Affairs shall be the records manager for the records maintained by the Academic Affairs Office.
- ▶ The Academic Program Directors shall be records managers for the records maintained by their programs.
- ▶ The Director of Programs for Foreign Students and Scholars shall be the records manager for the records maintained by the Programs for Foreign Students and Scholars Office.
- ▶ The Director of Health Services shall be the records manager for the records containing health information. Note: Health records are personal and confidential and will not be released except as applicable under state law.

STUDENT RECORD CONFIDENTIALITY

In accordance with federal guidelines for the implementation of the law on Student Record Confidentiality formulated by the U.S. Department of Education, Thunderbird, The American Graduate School of International Management, shall adhere to the following policy regarding student record confidentiality:

The Family Educational Rights and Privacy Act of 1974, a part of the Education Amendments of 1974, became law on November 19, 1974. This law permits students in post-secondary institutions to have access to their records, to challenge anything in the record that they consider inaccurate or misleading, and to limit the release of such information without consent.

Persons who are attending, or have attended, Thunderbird have the right to inspect and review certain official records, files and dates directly related to themselves in accordance with the School guidelines on access to student records.

Note: In no case will letters of recommendation and other information obtained or prepared before January 1, 1975, which are written on the assumption or expressed promise of confidentiality to the authors, be available for inspection, disclosure, or challenge.

ACCESS TO STUDENT RECORDS

The School reserves the right to make available the following directory information regarding students without their prior consent and considers this part of the public record of their attendance:

Name, date and address (local, permanent home address and campus box number), local telephone number, degrees and awards received, student activities, most recent educational institution attended, dates of attendance/graduation, class schedules, etc.

The student is entitled to request that this information not be made publicly available by a request, in writing, to the Registrar prior to the end of the first week of classes in a given term.

Note: It is still permissible for the School to release information to lenders, guarantee agencies, or the Office of Education concerning the enrollment status or address of any student who has obtained a loan under the Federal Perkins Loan, Federal Stafford Student Loan and/or Private Alternative Loan Programs.

No unauthorized person shall have access to inspect and review records concerning a student, with the following exceptions:

- ▶ Anyone who has the written, notarized permission of the student.
- ▶ School officials, including faculty members, who have been assigned classroom or advising responsibility to the student.
- ▶ Members of the Board of Trustees, school officials and teachers and their subordinates, including part-time and temporary, as long as the intended use of the data is consistent with their respective powers and responsibilities.
- ▶ Officials of other colleges or universities in which the student intends to enroll, upon the condition that the student be notified of the transfer, receive a copy of the record if desired, and have an opportunity to challenge the contents of the record according to the procedures set forth in this document.
- ▶ Bona fide researchers who explain in writing the nature of the research project and the relevance to it of the records sought, and who assure the Registrar or designee, in writing, that the records will be used under such conditions of anonymity and confidentiality that the identity of individual students cannot be discovered.
- ▶ Subpoenas or orders from any court of law or any government agency provided a reasonable effort is made to notify the student in advance.
- ▶ Specifically designated educational and governmental officials as required by Public Law 93-380 (Educational Amendments of 1974).
- ▶ Persons considering a student's application for receipt of financial aid.
- ▶ Such other persons as may be required by law.

Information from school records may be released without consent to appropriate persons in connection with an emergency necessary to protect the health or safety of the student or other individuals. Factors to be considered in determining an emergency include:

- ▶ The seriousness of the threat to the health or safety of the student or other individual.
- ▶ The need for the information to meet the emergency.
- ▶ Whether the parties to whom the information is disclosed are in a position to deal with the emergency.
- ▶ The extent to which time is of the essence in dealing with the emergency.

Information disclosed, as permitted above, may not be disclosed to a third party without written consent of student.

PROCEDURE FOR INSPECTION OF RECORDS

- ▶ Students may request, in writing, the opportunity to inspect his/her records. The request should be made to the records manager or designee in the department in which the records are on file.
- ▶ Such requests must specify records to be inspected. A request to inspect the pertinent records will be granted within a reasonable period of time, but such time is not to exceed forty-five (45) days after the request has been made. Records will be inspected by the student, or other authorized individual, in the presence of the records manager or designee.
- ▶ A notation will be placed in the file each time it is inspected by anyone other than the School personnel authorized on page one of this document stating date of inspection, person inspecting and reason for inspecting.

PROCEDURE FOR FINANCIAL AID RECORDS INSPECTION

The general procedure for inspection of records also applies to financial aid records. The records and conversations between any aid applicant, his/her family and the staff of the Financial Aid Office are confidential. As a rule, all currently enrolled and former students have the right to review their financial aid records to determine their content and accuracy with the exception of those records including parental information and confidential references or recommendations for scholarships received from prior institutions attended, other individuals or from faculty and staff of Thunderbird. A student who wishes to obtain access to his/her financial aid records is able to do so in the presence of a Financial Aid Office full-time employee. Information may be disclosed to other institutional employees, if deemed appropriate, and representatives of federal and state agencies and accrediting organizations.

PROCEDURES FOR CHALLENGE OF RECORDS

In the event that a student objects to any decision of a records manager regarding the retention of any student data, in whole or in part, such student shall make the objection known in writing to the records manager of those records. If the objection is not satisfied by discussion with the records manager, the student shall have the right to appeal to the review panel. The student may challenge the retention of any data in the student record on the basis that it is inaccurate, misleading, or otherwise a violation of the privacy or other rights of the student. Request for appeal shall be in writing and must identify the specific portion(s) of the record to be challenged and state the reason for the challenge. Grades may be challenged under this procedure only on the basis of the accuracy of their transcription.

The President, or his designee, shall create a review panel composed of qualified professional personnel. The review panel shall decide, upon appeal of the student, whether the challenged student data should be destroyed or amended.

The review panel shall, within four (4) weeks after being notified of such appeal, or longer should the appellant request delay, conduct a fair hearing to decide the issues presented by the appellant.

The records manager shall have the burden of proof with regard to the issues presented by the appellant.

The appellant and the records manager shall have the right to: be represented by an advocate of his or her choosing, cross-examine witnesses, present evidence, make a tape recording of the proceedings, and request a written decision supported by reasons.

If the student appeals according to the provisions set forth above and obtains a favorable ruling, the contested data shall be expunged from the student's record or corrected.

If the student receives an unfavorable ruling upon appeal, then the objection must be noted in the student's record and the student be given the opportunity to insert a written rebuttal into the record.

The Department of Education has designated the following office to investigate, process and review violations and complaints. Any student who feels, after a hearing, that the School has not acted in accordance with the law may contact this office.

*The Family Educational Rights and Privacy Act Office
Department of Education
Independence Avenue S.W.
Washington, D.C. 20201*

THUNDERBIRD COMMUNITY IMPERATIVES

THUNDERBIRD HONOR CODE

If matriculated at Thunderbird, each student must actively abide by and support the Thunderbird Honor Code. More detailed information about the Honor Code is in the Academic section of the Thunderbird Web site.

STUDENT CONDUCT

Students 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 through the period of their study.

A student's continued enrollment, the receipt of academic credits, graduation, and the granting of any degree or certificate are strictly subject to the disciplinary authority of the School. The School is free to cancel a student's registration at any time for conduct deemed inconsistent with the maturity expected of an international executive.

Students whose inappropriate behavior comes to the attention of the School may be subject to disciplinary measures including reprimand, suspension, fines, and dismissal. The Thunderbird Honor Code provides a method for adjudication of honor code violations that will be used in most situations. The Vice President for Academic Programs retains the authority to act expeditiously whenever immediate action is required to assure the safety and security of the campus and the community.

PUB RULES AND REGULATIONS

- ▶ No alcoholic beverages are to be taken off the patio and no alcohol may be brought in from outside the Pub. Violation of this rule carries a \$500 state fine.
- ▶ Everyone must be over the age of 21, and at all times be able to present an ID that is accepted by state law. This includes a U.S. driver's license, a passport or military ID card.
- ▶ By state law, Pub staff are required to refuse service to intoxicated individuals and escort them off the premises. If problems arise from this situation, Thunderbird Security

will be brought in to assist in the process and a report will be filed with the Registrar regarding conduct of the student in question.

- ▶ All students are responsible for their guests' conduct while at the Pub as well as on campus.
- ▶ Any intentional damage to Pub property or verbal abuse toward Pub staff will result in a report being filed with the Dean of Students and appropriate action will be taken.
- ▶ "Last Call" at the Pub is at 12:30 a.m.
- ▶ State law requires patrons be outside the Pub by 1 a.m. and outside the patio by 1 a.m.

SEXUAL OFFENSES

The School will not condone any form of sexual assault or harassment. In addition to the potential for arrest, violations will result in disciplinary action that may include suspension or expulsion from school. Please see the Equal Opportunity Policy and Grievance Procedure on page 49.

DRUGS, WEAPONS AND ALCOHOL POLICY

Thunderbird, The American Graduate School of International Management, in compliance with the Drug-Free Schools and Communities Act Amendments of 1989, prohibits the unlawful possession, use or distribution of mind-altering substances on School property or as a part of any School-sponsored or School-affiliated activity.

The use, possession, or distribution of illicit mind-altering substances is a felony, punishable by prison terms, fines or both, subject to applicable federal, state and/or local laws in the U.S. and in host countries. Use, or abuse, of mind-altering substances, including the abuse of alcohol, can cause severe health risks, up to and including convulsions, coma, hallucinations, or death. In addition, the risk of accident increases while under the influence of mind-altering substances.

Several resources are available in the local community to help those struggling with substance abuse problems. Please contact the Student Health Center at Ext. 7230 for information on nearby rehabilitation centers.

Thunderbird complies with all federal, state and local laws in the U.S. and in host countries, including those which regulate

the possession, use and sale of alcoholic beverages. Any use of alcoholic beverages on the Glendale campus must be in compliance with Arizona State law.

Possession and/or use of firearms, ammunition or other weapons, including any dangerous article or substance with the capability to injure or discomfort another person, is prohibited.

It is the personal responsibility of each individual to know and abide by the local laws involving drugs, alcohol, and weapons. Violation of these laws cannot be tolerated by the School, and violators are subject to severe penalties, up to and including suspension, expulsion and/or referral for prosecution to the appropriate authorities.

DISABILITIES AND SPECIAL ACCOMMODATIONS

Students with any type of disability or those who require special accommodations should report to the Human Resources Office and Housing Services.

The policy of the School is to comply with all laws and regulations concerning equal opportunity and equal access to persons applying for admission, access, and treatment in School programs and activities.

EQUAL OPPORTUNITY POLICY

Thunderbird, The American Graduate School of International Management, is committed to creating a positive educational environment that includes the talent and diversity that exists globally.

Therefore, in compliance with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments Act of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1992, the Family and Medical Leave Act of 1993, and the Age Discrimination Act of 1975, the School does not discriminate on the basis of race, color, national origin, religion, sex, sexual orientation, disability, or age in any of its policies, procedures or practices; nor does the School, in compliance with the Age Discrimination in Employment Act of 1967, amended in 1978 and 1986, and as amended with the older workers' Benefit Protection Act of 1990, and the Vietnam Era Veterans Readjustment Act of 1974,

discriminate against any employees or applicants for employment on the basis of their age or because they are disabled veterans or veterans of the Vietnam Era.

This non-discrimination policy covers admission and access to, and treatment and employment in, the School's programs and activities. In conformance with School policy and pursuant to executive orders, pertinent laws and regulations, the School is an affirmative action, equal opportunity employer.

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

*Dane J. Jay, VP for Administrative Affairs
Human Resources Office
Title VI, Title IX and Section 504 Coordinator
Thunderbird, The American Graduate
School of International Management
Glendale, AZ 85306-6000; Telephone (602) 978-7103*

Inquiries regarding Federal Laws and Regulations concerning non-discrimination in education and the School's compliance with those provisions may also be directed to:

*Office for Civil Rights
U.S. Department of Education
221 Main Street, Suite 1020
San Francisco, CA 94105*

GRIEVANCE PROCEDURE

This procedure is intended to provide the means to resolve any complaints of discrimination in any school program or activity. The procedure is for the use of any student or applicant for admission, employee or applicant for employment who believes there has been unlawful discrimination on the basis of race, religion, color, national origin, disability, age, sex or sexual orientation. It is the intent of the School to include sexual harassment as a prohibited aspect of sexual discrimination.

INFORMAL PROCEDURE

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

FORMAL PROCEDURE

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

The complaint should be presented in writing to the compliance officer within thirty (30) days of the date on which the person making the complaint could reasonably be expected to know of the alleged violation. The complaint will be investigated by the compliance officer and a written determination given within two (2) weeks of receipt of the complaint.

If the complaint is not resolved, a committee composed of the Senior Vice President for Academic Affairs, the Vice President for Admissions and Student Affairs, and the Chairperson/Manager of the department involved, with the compliance officer serving as non-voting Chairperson, will hear the complaint. A written decision will be given to the complaining person within ten (10) working days after hearing the complaint.

Based on a finding of discrimination, the compliance officer will take the necessary steps to provide for an appropriate remedy. Steps will be taken to overcome the conditions that caused the complaint. If the complaint cannot be resolved after exhausting the institution's grievance procedure, the student may file a complaint with the Arizona State Board for Private Post-Secondary Education. The student must contact the State Board for further details.

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