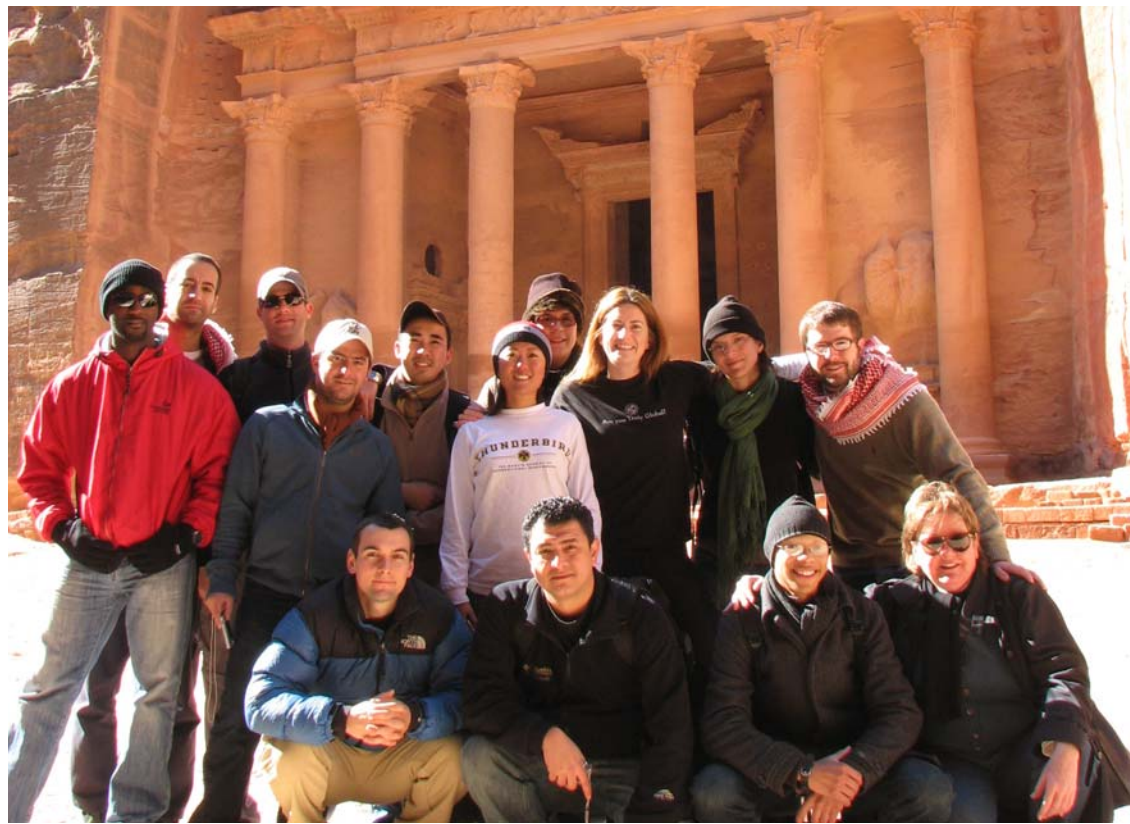




Student Bulletin

Fall 2007- Summer 2008



THUNDERBIRD
SCHOOL OF GLOBAL MANAGEMENT

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

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ACCREDITATION

Thunderbird is accredited by the North Central Association of Colleges and Schools (NCA) (1969) and the International Association for Management Education (AACSB) (1994). 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.

SCHOOL NAME CHANGE

The School was founded under the name American Institute of Foreign Trade. The name changed to Thunderbird Graduate School of International Management in 1968; and in 1973, it was changed to American Graduate School of International Management. In 1997, the School's name was changed to Thunderbird, The American Graduate School of International Management. A subsequent name change to Thunderbird, The Garvin School of Global Management, occurred in 2004. The most recent and current name, Thunderbird School of Global Management, occurred in February 2007.

DEGREES CONFERRED

The Master of International Management (MIM) was conferred upon all graduates from 1971 to 2001. In 2001, the degree name was changed to the Master of Business Administration in International Management (MBA in International Management) for candidates successfully completing the full-time and executive programs. The Master of International Management (MIM) was conferred on candidates who successfully completed the Dual Degree or Post-MBA programs. In October 2006, the full-time degree title was changed to the MBA in Global Management. The title of the MIM degree was changed at that time to the Master of Global Management.

In 2000, Thunderbird conferred the Master of International Management for Latin American Managers (MIMLA) as a joint degree with Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM). In 2002, the name of this degree was changed to the Global MBA. This degree is also given to graduates of the OnDemand Program instituted in 2005.

The **Master of Science in Global Management** and the **Master of Arts in Global Affairs and Management** will be offered by Thunderbird beginning Fall 2007.

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A NOTE FROM THE PRESIDENT



It is a great pleasure to welcome you as new students to Thunderbird. In selecting Thunderbird, you have set yourself on an exciting path. At no time in history has there been greater need for managers who can lead global organizations, work with individuals from diverse cultures, and direct the global network of suppliers, customers, and partners that is now the norm in international business.

Ranked #1 in “international business” by *Financial Times*, *U.S. News and World Report*, and *The Wall Street Journal*’s poll of corporate recruiters, Thunderbird is the unquestioned leader in educating global managers. A Thunderbird education will help you refine your global mindset and build your cross-cultural management skills while giving you the concrete knowledge of management theory and practice that will allow you to succeed in this global marketplace.

Since 1946, Thunderbird has guided exceptional individuals to shape meaningful careers in global management, and you are now becoming a part of that grand tradition. While at Thunderbird, you will have the opportunity to draw upon unparalleled expertise and resources in global business. Approximately half of our faculty members come from outside the United States, and virtually every faculty member has had significant international experience. They and our exceptional staff are dedicated to providing you with the support you need to achieve your goals here.

You have another great resource at your disposal while here: your fellow students. At Thunderbird you will meet and work with intelligent, motivated students from around the world. In fact, at any one time about 50 countries are represented in our student body. The rich variety of experiences these individuals bring to Thunderbird is a source of incredible learning for each of you, and I urge you to interact and learn from them—both inside and outside the classroom. Your fellow students will be lifelong colleagues, friends, and business partners.

Being a T-bird is not just about learning, but also about making a difference. As managers of business organizations, entrepreneurs, or as public servants in international institutions, you will have in your hands the potential of creating tremendous value for your fellow human beings. You will contribute to the well-being of those around you by creating employment, selling valuable products and services, and producing financial returns for other people’s savings. At Thunderbird, you will not only study business and management, you will also learn how to manage this responsibility and grow as a leader and a citizen of the world.

I urge you to take advantage of all that Thunderbird has to offer. Your time here will pass quickly. Challenge yourself to make the most it.

Congratulations on choosing Thunderbird, and good luck with the hard work that lies before you. I look forward to our time together.

A handwritten signature in black ink, which appears to read "Angel Cabrera". The signature is written in a cursive style and is positioned above the printed name and title.

Dr. Angel Cabrera
President

THUNDERBIRD MISSION STATEMENT

- Our Mission
 - We educate global leaders who create sustainable prosperity worldwide.
- Our Vision
 - Be the world’s foremost learning community for global managers and global enterprises.

At Thunderbird, we believe in and uniquely develop the following values:

Global Mindset—Effective global managers must be capable of leading global organizations, applying business knowledge in different social, economic, and political environments, and working with individuals from diverse cultures

Global Citizenship—Global management is a true profession, dedicated to the creation of sustainable economic and social value worldwide

Global Entrepreneurship—Successful global managers must be resourceful, innovative, and capable of pursuing new opportunities in uncertain environments

Global Thought Leadership—Management knowledge is advanced most effectively through academically rigorous and practically relevant research

Global Connections—Networking among managers and experts on a global scale and exposure to different cultures and business environments is essential for life-long learning and effective professional practice

Note: Thunderbird directly assesses student learning for Global Mindset, Global Citizenship, Global Leadership, and Global Entrepreneurship for all degree programs.

THUNDERBIRD CODE OF HONOR AND CONDUCT

“Ethics, Value Systems, and Honor as a Way of Life”

I commit to live by these principles

Develop Trust through Honesty

- *Perform at the highest levels of excellence, as a member of the Thunderbird community, in my studies, research and learning and in my personal, professional and extra-curricular activities*
- *Maintain standards of exemplary integrity so that no place exists for lying, cheating, stealing, plagiarizing, piracy or violating intellectual property rights, or for diminishing the personal liberties of fellow students, professors or other persons or entities*

Respect All Members of the Community

- *Value diversity among colleagues and encourage cooperation by emphasizing positive human relationships and the honor of all people, whether pursuing personal or group results*
- *Behave in a professional manner, both on and off Thunderbird campuses, in order to secure my personal reputation and enhance that of the Thunderbird community*

Lead by Example

- *Have the courage to express disagreement respectfully, the strength to lead, and the wisdom to follow as essential parts of outstanding and mature character, always aiming to excel*
- *Confront all forms of unethical behavior or any inappropriateness including physical and emotional harassment; hold my colleagues and myself accountable, and, if necessary, report adverse issues to the Honor Council or appropriate administrative offices*

ACADEMIC DEGREE PROGRAMS

Thunderbird offers four degrees in the full-time program: the Master of Business Administration in Global Management (MBA-GM); the Master of Science in Global Management (MS-GM); the Master of Arts in Global Affairs and Management (MA-GAM); and the Master of Global Management (M-GM) degree for Post-MBA and Dual Degree students. All courses in the MBA-GM, MS-GM, MA-GAM, and M-GM programs are designed and taught from a global, regional, or cross-cultural perspective. The goal of all Thunderbird programs is to equip the next generation of global leaders/managers with the tools they need to be successful leaders/managers anywhere in the world.

Courses are scheduled around the standard models listed below, and are not offered every trimester. Completion time for both the MBA in Global Management, MS-GM, MA-GAM, and M-GM may be extended if a student elects to do an internship, exchange program, or takes a lighter course load in any trimester, either voluntarily or otherwise.

SCHEDULE CHANGES

At any time, the School reserves the right to make whatever changes it deems 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. Please refer to the “Class Schedule” icon on the left-hand column of *My Thunderbird* for course availability and locations.

STUDENT COHORTS

Students progress through the first trimester 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 50 countries.

MBA IN GLOBAL MANAGEMENT

Students matriculating in Fall 2007 and Spring 2008 for the MBA in Global Management degree are admitted into either the Traditional stream (60 credits) or the Accelerated stream (46.5 credits). Students who wish to take additional courses beyond their (46.5 or 60 credits) graduation requirements may take any (GM, GF, Language) courses, and may only do so during their final trimester if they have room in their schedule or after they have completed their graduation requirements.

SUMMARY OF ADMISSION REQUIREMENTS FOR THE MBA IN GLOBAL MANAGEMENT

MBA in Global Management degree candidates may enter the program in the fall or spring trimester. Thunderbird seeks diversity and quality in the backgrounds, work experience, and education of its students, recognizing that success in Global Management requires a wide variety of skills and characteristics.

Students who wish to take additional courses beyond their (46.5 or 60 credits) graduation requirements may take any (GM, GF, Language) courses, and may only do so during their final trimester if they have room in their schedule or after they have completed their graduation requirements.

The School encourages applications for admission from students of all countries. Typically, students from more than 50 countries are enrolled. College and university graduates who hold a bachelor's degree or higher, awarded after four years or more of university study from an accredited institution recognized by Thunderbird, are eligible to apply. Please submit the following:

- A completed On-line Application form with the \$125 fee, which may not be waived or refunded.
- Official notice of the score received on the Graduate Management Admission Test (GMAT) for the MBA in Global Management. The Thunderbird code number is 4003. Scores must be current within the previous two years.
- An official transcript from each college attended validating completion of a four-year degree or equivalent.
- Two letters of reference from people who have known the applicant in a professional or academic role and can testify to his or her ability to succeed academically and professionally.
- Three (3) personal essays responding to application questions.
- A current, sequential resume of educational and professional accomplishments
- Financial certification for student visa forms (non-U.S. Citizens).

APPLICATION REVIEW

Admission to Thunderbird's MBA-GM program is a comprehensive process. Acceptance requires academic excellence, professional work experience, satisfactory test scores, and good recommendations. However, there is no single factor that hinders or ensures acceptance. An admissions portfolio is reviewed as a whole. All documents submitted are considered in a complete review of your credentials.

NOTIFICATION OF ADMISSION

Admission decisions are made within six to eight weeks of the priority deadlines, and applicants are initially notified by e-mail. Applications received after priority dates are considered on a space-available basis. Admission is determined only for the designated term and a space in the class is not reserved until the tuition deposit of \$500 is received. Documents are valid for one year. Deferrals are discouraged and, if requested, are considered on a case-by-case basis. Admitted foreign nationals requiring a student visa must arrange and give proof of complete financing for one academic year (three trimesters) before needed documents will be issued.

GMAT AND TOEFL

The Graduate Management Admission Test (GMAT) is required of all applicants for the MBA in Global Management. A GMAT preparation program is available through the *Thunderbird Language and Culture Program*. Scores submitted to Thunderbird must be within the past five years.

Applicants whose undergraduate instruction was not in English must submit proof of proficiency in English by submitting their Test of English as a Foreign Language (TOEFL) scores. The minimum for consideration is 621 on the paper-based test, and 250 on the computer-based test, and 106 on the Internet-based exam, and must be from a test taken within the past two years. Applicants who have a degree from an institution located in an English-speaking country are exempt from submitting the TOEFL.

Prospective students with TOEFL scores below 250 may have to attend the Pre-MBA/Masters Intensive English Program. See www.thunderbird.edu for Pre-MBA Intensive English Program dates, overview, program content, prerequisites, tuition and contact information.

SUMMARY OF INSTITUTIONAL REQUIREMENTS—MBA IN GLOBAL MANAGEMENT

PROGRAM PREREQUISITES

Students must have either completed undergraduate course work in Microeconomics and Macroeconomics with a grade of “B” or better, successfully completed the CLEP exam, or successfully completed Thunderbird’s Economics Boot Camp Program. If a student does not meet these requirements they will not be allowed to register for a full complement of first trimester classes and any future classes at Thunderbird until the requirement is successfully fulfilled.

FOUNDATIONS WEEK

Foundations Week is a mandatory, one-week course required of 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, ethics, and cross-cultural communication. The program’s action-learning approach includes cases discussions, exercises, simulations, group discussions, presentations, lectures, videos, and review workshops on quantitative skills.

THE MBA IN GLOBAL MANAGEMENT CORE CURRICULUM

The MBA in Global Management Core curriculum is a set of sequenced, integrated courses that all students complete. Core courses focus on business analysis and leadership skills tools for business environmental analysis, and provide grounding in important, emerging business areas.

FUNCTIONAL FOCUS AREA COURSES

These courses provide the opportunity to build depth and sophistication in Global Finance, Global Management, Global Marketing, or Global Development. Alternatively, a student could customize his/her focus area by taking any combination of electives. The declared Focus Area requires a minimum of 12 credit hours of electives. Students are allowed only one (1) Focus Area during the completion of their graduation requirements.

THUNDERBIRD GLOBAL EXPERIENCE (TGE)

TGE courses purposely aim to contribute meaningfully to the student's development of a global mindset. All students are required to successfully complete a three-hour TGE requirement in a country other than their citizenship or permanent residence by one of the following:

- Winterim or Summer Interim approved TGE courses, which are two to three weeks in duration, and offered off-campus, primarily in Africa, Asia, Europe, Latin America, and the USA. Expenses for Winterim/Summerim may extend beyond the cost of tuition and fees for the course. Students should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/ professional needs.
- An approved Thunderbird three (3) credit hour internship outside of the student's home country or permanent residence.
- A Thunderbird Exchange Program partner or a Thunderbird Overseas module abroad. Students are responsible for paying the tuition and fees, books, materials, travel and living expenses. Either of these methods will meet the TGE graduation requirement; however, the student must make up the three (3) academic credits by registering for a global focus elective or language course.

THUNDERBIRD INTEGRATIVE EXPERIENCE (TIE)

Thunderbird provides two opportunities to experience the integration of material across functional areas in the MBA in Global Management program. The first, TIE I, is part of Foundations Week, when students participate in a day-long simulation exercise. A second, TIE II, is required and exists in select three-credit courses that draw upon multiple functional areas. Both TIE I and TIE II provide students with an understanding of how the different parts of the MBA in Global Management program fit together. The following courses have been approved to fulfill the TIE requirement:

GF-5408 Business Consulting Tools
GF-5274 Global Supply Chain Leadership
GF-5524 Analysis for Strategic Marketing
GF-5430 Technology Policy and Entrepreneurship
GF-5250 Multinational Corporate Finance
GF-5712 Business Intelligence and Competitive Assessment
GF-5422 Global Business Plan Development

GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS

Students are required to complete at least three of four non-credit workshops, two of which are compulsory, in order to graduate. The “soft skills” workshops are designed to enhance students’ competitiveness in the market. The non-credit courses are (a) Career Management Seminar (required), (b) Multi-Cultural Teams and Leadership (required), (c) Business Presentations and Public Speaking and (d) Business Report Writing.

LANGUAGE REQUIREMENTS—ALL FULL-TIME PROGRAMS

Proficiency in a second language is required for graduation from the all full-time degrees. Non-native English speakers who meet the admission requirements for any of the full-time programs will satisfy the graduation requirement for language. Thunderbird requires a speaking proficiency of at least intermediate high for languages in group one (1) and intermediate low for languages in group two (2) on the ACTFL oral proficiency interview (OPI) scale for Native English speakers. [http://www.language testing.com/corp_opi.htm](http://www.language%20testing.com/corp_opi.htm). Students are allowed a maximum of six (6) credits in a language towards their graduation requirements. Students may take more credit hours in languages, but these will NOT count towards their degree requirements.

GRADUATION REQUIREMENT

MBA in Global Management students must complete all course work with a grade of “C-” or better to satisfy graduation requirements. In addition, students must achieve a cumulative GPA of at least 3.0 to successfully complete the degree requirements, complete and receive credit for Foundations and three professional development seminars, and complete or waive all language requirements.

MBA IN GLOBAL MANAGEMENT—TRADITIONAL STREAM

The Traditional stream is designed for a student to complete the program in four (4) trimesters and a Winterim or Summerim excluding an internship. An internship will extend a student’s anticipated graduation date by one trimester. Students in this program are required to successfully complete a minimum of 60-credit hours of course work. The curriculum consists of Thirty-six (36) credits of core courses and 18 credits of non-core electives. Twelve (12) credits of the non-core electives will be used for the student’s focus area. The remaining six (6) credits may be used for language courses or if the student waives language, these six hours can be used for additional electives. In addition, students are expected to complete a three-credit Thunderbird Global Experience (TGE), a three-credit Thunderbird Integrative Experience (TIE II) during their final trimester, and at least three non-credit “soft skills” workshops during their first and second trimesters in order to graduate. There are opportunities to satisfy two requirements simultaneously or waive some courses; however, students must complete 60 credit hours minimum in this program. This program includes the option of an internship after the student has successfully completed all second trimester courses and remains in good academic standing.

Traditional Stream: Trimester 1—Modules 1 & 2 (13.5 credits)

Module 1—First Half	Module 2—Second Half
GM-4000 Global Political Economy	GM-4000 Global Political Economy
GM-4100 Fund. of Accounting	GM-4201 Fundamentals of Finance
GM-4300 Data Analysis	GM-4300 Data Analysis
GM-4464 Competing through People	GM-4468 Competitive Strategy
CS 1000 Career Management Seminar	
PD 1002 Multicultural Teams & Leadership	GM-4210 Global Economics

Traditional Stream: Trimester 2—Modules 3 & 4 (13.5 credits)

Module 3—First Half	Module 4—Second Half
GM-4101 Financial Accounting	GM-4102 Managerial Decision Making
GM-4202 Financial Management	GM-4203 Global Financial Management
GM-4501 Global Marketing Strategy	GM-4502 Global Marketing Management
GM-46XX Regional Business Environment	GM-46XX Regional Business Environment
	GM-4319 Global Operations Management

Traditional Stream: Trimester 3—Modules 5 & 6 (15 credits)

Module 5—First Half	Module 6—Second Half
GM-4403 Global Enterprise	GM-4403 Global Enterprise
GM-4800 Cross-Cultural Communication	GM-4801 Global Negotiations
GM-5470 Global Strategy	GM-5486 Global Leadership
Language OR Focus Area Course	Language OR Focus Area Course
Focus Area Course or Elective	Focus Area Course or Elective

Traditional Stream: Trimester 4—Modules 7 & 8 (15 credits)

Module 7—First Half	Module 8—Second Half
GF-5XXX Thunderbird Integrative Experience (TIE) II	GF-5XXX Thunderbird Integrative Experience (TIE) II
Focus Area Course	Focus Area Course
Focus Area Course	Focus Area Course
Focus Area Course	Focus Area Course
Language <i>OR</i> Focus Area Course	Language <i>OR</i> Focus Area Course

Additional Activities for the Traditional Stream

Activity	Period
Thunderbird Integrative Experience (TIE) I	Foundations Week
Global Professional Development seminars CS 1000 Career Management Seminar* PD 1002 Multi-Cultural Teams & Leadership	Trimester 1
Global Professional Development seminars**	Trimester 2
Thunderbird Global Experience (TGE) OR Focus Area/Elective OR Language	Approved Winterim/Summerim Approved and registered T-bird module overseas(Czech Rep and/or Mexico Approved and registered Internship Approved and registered Exchange Program
Winterim/Summerim***	Thunderbird Global Experience (TGE) OR Focus Area/Elective OR Language
Internship	Optional

**Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird.*

***PD 1000—Business Report Writing*

PD 1001—Business Presentations and Public Speaking

****Winterims and Summerims may include additional expense such as costs for travel, meals, lodging, etc., in to tuition.*

MBA IN GLOBAL MANAGEMENT—ACCELERATED STREAM

The curriculum for the 46.5-credit Accelerated stream is designed to be completed in three trimesters plus a Winterim/Summerim experience if a student chooses not to complete an internship. Students in this program are required to complete 28.5 credits of core courses and 12 credits of non-core electives. The 12 credits of non-core electives comprise 12 credits of focus area courses or a combination of at least 6 credits of electives and up to six hours of language. Additionally, students are expected to complete a three-credit Thunderbird Global Experience (TGE) during either Winterim or Summer Interim, a three-credit Thunderbird Integrative Experience (TIE II) during their final trimester, and at least three non-credit “soft skills” workshops during their first and second trimesters in order to graduate. There are opportunities to satisfy two requirements simultaneously or waive some course work. However, students must complete 46.5 credit hours minimum in this program. This program includes the option of an internship after the student has successfully completed all first trimester courses and remains in good academic standing.

Accelerated Stream: Trimester 1—Modules 1 & 2 (15 credits)

Module 1—First Half	Module 2—Second Half
GM-4000 Global Political Economy	GM-4000 Global Political Economy
GM-4105 Global Accounting	GM-4105 Global Accounting
GM-4213 Global Finance	GM-4213 Global Finance
GM-4505 Global Marketing	GM-4505 Global Marketing
GM-4466 Managing Global Business	GM-4304 Decision Tools
CS—1000 Career Management Seminar	
PD—1002 Multicultural Teams & Leadership	

Accelerated Stream: Trimester 2—Modules 3 & 4 (15 credits)

Module 3—First Half	Module 4—Second Half
GM-4403 Global Enterprise	GM-4403 Global Enterprise
GM-46XX Regional Business Environment	GM-46XX Regional Business Environment
GM-4800 Cross-Cultural Communication	GM-4319 Global Operations Management
Focus Area Course	GM-4210 Global Economics
Language OR Focus Area Course	Language OR Focus Area Course
PD-1001 Business Presentation and Public Speaking Workshop	PD-1000 Business Report and Writing

Accelerated Stream: Trimester 3—Modules 5 & 6 (13.5 credits)

Module 5—First Half	Module 6—Second Half
GF-XXXX Thunderbird Integrative Experience (TIE) II	GF-XXXX Thunderbird Integrative Experience (TIE) II
GM-5470 Global Strategy	GM-5486 Global Leadership
Language OR Focus Area Course	Language OR Focus Area Course
Focus Area Course	Focus Area Course
Focus Area Course	Focus Area Course

Additional Activities for the Accelerated Stream

Activity	Period
Thunderbird Integrative Experience (TIE) I	Foundations Week
Global Professional Development seminars CS 1000 Career Management Seminar* PD 1002 Multi-Cultural Teams & Leadership	Trimester 1
Global Professional Development seminars**	Trimester 2
Thunderbird Global Experience (TGE)	Approved Winterim/Summerim course Approved and registered T-bird module overseas (Czech Rep. and /or Mexico) Approved and registered internship
Winterim or Summerim***	Thunderbird Global Experience (TGE) OR Focus Area/Elective OR Language
Internship	Optional

**Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird.*

***PD 1000—Business Report Writing*

PD 1001—Business Presentations and Public Speaking

****Winterims and Summerims may include additional expense such as costs for travel, meals, lodging, etc., in to tuition.*

Traditional & Accelerated Streams Overview

	Traditional	Accelerated
Core	36 credits	28.5 credits
Total Electives	18 credits	12 credits
Focus Area	12 credits	12 credits
Language	<= 6 Elective credits	<= 6 Elective credits
TGE	3 credits	3 credits
TIE II	3 credits	3 credits
GPDS	>= 3 non-credit	>= 3 non-credit
Total	60 credits	46.5 credits

MASTER OF GLOBAL MANAGEMENT

This advanced program allows individuals who are pursuing an MBA degree or have earned an MBA from another qualified institution the opportunity to globalize their knowledge of business practices and business environments. Individuals may enter the program through an agreement with a partner institution (Dual) or after they have already received a MBA degree from another qualified institution (Post). **It is expected that the student has mastered the fundamental business courses of an MBA before arriving at Thunderbird.** Thunderbird will not count credit for fundamental core business courses that were counted toward the MBA. If you have questions, please contact your Academic Advisor. The Thunderbird portion of the program is designed for a Dual or a Post MBA student to successfully complete a minimum requirement of 30 credit hours of 4000 and 5000 level course work above the fundamental business core level in two (2) trimesters excluding an internship. Twelve (12) of the 30 credit hours are required Thunderbird core courses, and the remaining 18 credit hours are a combination of focus courses (12 hours) and language (6 hours). Students who meet the language requirement through the TOEFL or OPI may choose additional elective courses.

DUAL DEGREE PARTNERS

Thunderbird has established dual Master of Global Management/MBA programs with select universities around the world. At the end of the combined program, successful students will receive both the Master of Global Management from Thunderbird and the MBA of the partner school. The program requires students to apply to and be accepted at both schools prior to initial matriculation at either school. Students in the full-time Dual Degree program must start at the partner school and finish at Thunderbird unless otherwise specified per the agreement of Thunderbird and the partner school.

The following are schools that partner with Thunderbird in offering the Dual Degree program.

- Case Western Reserve University
- College of William and Mary
- Escuela Superior de Administracion y Direccion de Empresas (ESADE)
- Fordham University
- Instituto CentroAmericano de Administracion de Empresas, The International School of Management (INCAE)
- Michigan State University
- Soochow University
- The University of Arizona
- The University of Colorado at Denver
- The University of Florida
- The University of Houston
- The University of Texas at Arlington
- Universidad Adolfo Ibanez
- Virginia Polytechnic Institute and State University

For more specific contact information for each partner school, please see an Academic Advisor.

SUMMARY OF ADMISSION REQUIREMENTS—DUAL AND POST-MBA DEGREE

- A completed On-line Application form with the \$125 fee, which may not be waived or refunded.
- Official notice of the score received on the Graduate Management Admission Test (GMAT). Dual Degree students must have a GMAT score valid within the last five years. Post-MBA students who have graduated with an MBA from an AACSB- accredited or EQUIS – accredited institution do not require the GMAT score.
- An official transcript from each college attended validating completion of an at least four-year degree, if equivalent and/or the MBA.
- Two letters of reference from people who have known the applicant in a professional or academic capacity and can attest to his or her ability to succeed academically and professionally.
- Three (3) personal essays responding to application questions.
- A current, sequential resume of educational and professional accomplishments
- Financial certification for student visa forms (non-U.S. Citizens).
- Dual Degree students must apply to both institutions and be accepted to Thunderbird within their first term of enrollment.
- Dual Degree students enter the Master of Global Management program after the completion of the partner school's portion of their MBA program unless otherwise specified per the agreement of Thunderbird and the partner school.
- Eligibility for Post-MBA students is restricted to those with MBA degrees from:
 - AACSB-accredited programs,
 - EQUIS, and/or
 - MBA programs outside the United States, as approved by the Provost or designee.

SUMMARY OF INSTITUTIONAL REQUIREMENTS—DUAL AND POST-MBA PROGRAM

PROGRAM PREREQUISITES

It is expected that the student has mastered the fundamental business courses of an MBA before arriving at Thunderbird except for programs where students may begin at Thunderbird. Thunderbird will not give credit for fundamental core business courses counted toward the MBA. If you have questions, please contact your Academic Advisor.

FOUNDATIONS WEEK

Foundations Week is a mandatory, one-week, zero-credit course required of all matriculating 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, ethics, and cross-cultural communication. The program's action-learning approach includes case discussions, exercises, simulations, group discussions, presentations, lectures, and videos.

THE MASTER OF GLOBAL MANAGEMENT CORE

- Global Political Economy (3)
- Regional Business Environment (3)
- Cross-Cultural Communication (1.5)
- Global Negotiations (1.5)
- Global Economics (1.5)
- Global Strategy (1.5)

FUNCTIONAL FOCUS AREA COURSES

These courses provide the opportunity to build depth and sophistication in Global Marketing, Global Finance, Global Management, Global Marketing, or Global Development. Alternatively, a student could customize his/her focus area by taking any combination of electives. The declared Focus Area requires a minimum of 12 credit hours of electives. Students are allowed only one (1) Focus Area during the completion of their graduation requirements.

THUNDERBIRD GLOBAL EXPERIENCE (TGE)

TGE courses specifically aim to contribute meaningfully to the student's development of a global mindset. All students are required to successfully complete a three-hour TGE requirement in a country other than their citizenship or permanent residence by one of the following:

- Winterim or Summer Interim approved TGE courses, which are two to three weeks in duration, and offered off-campus, primarily in Africa, Asia, Europe, Latin America, and the USA. Expenses for Winterim/Summerim may extend beyond the cost of tuition and fees for the course. Students should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/professional needs.
- An approved Internship outside of the student's home country that has been registered for 3 academic credits

GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS

Dual Degree and Post-MBA students are required to complete the Career Management Seminar in their first trimester if they intend to use services offered by the Thunderbird Career Management Center (CMC). Other Global Professional Development workshops that address "soft skills" designed to enhance students' competitiveness in the market are optional. The other non-credit courses are Business Report and Writing, Business Presentations and Public Speaking and Multi-Cultural Teams and Leadership.

LANGUAGE REQUIREMENT

- Proficiency in a second language is required for graduation for all full-time degrees. Non-Native English speakers of English who meet the TOEFL admission requirements for any of the full-time programs have in essence satisfied the graduation requirement for language.
- Thunderbird requires a speaking proficiency of at least intermediate high for languages in group one (1) and intermediate low for languages in group two (2) on the ACTFL oral proficiency interview (OPI) scale for Native English speakers, http://www.languagetesting.com/corp_opi.htm.

- Students are allowed a maximum of six (6) credits in a language towards their graduation requirements. Students may take more credit hours in languages, but these will NOT count towards their degree requirements.

GRADUATION REQUIREMENT

Dual and Post-MBA students must complete a minimum of 30 credits above the fundamental business core at the 4000 or 5000 level with a grade of “C-” or better and a cumulative GPA of at least 3.0, successfully complete and receive credit for Foundations week and complete or waive all language requirements. All hours for degree completion must be done in residence.

Dual and Post-MBA: Trimester 1—Modules 1 & 2 (13.5 credits)

Module 1—First Half	Module 2—Second Half
GM-4000 Global Political Economy	GM-4000 Global Political Economy
GM-5470 Global Strategy	GM-4210 Global Economics
Focus Area Course	Focus Area Course
Focus Area Course	Focus Area Course
Language OR Focus Area Course	Language OR Focus Area Course

Dual and Post-MBA: Trimester 2—Modules 3 & 4 (13.5 credits)

Module 3—First Half	Module 4—Second Half
GM-46XX Regional Business Environment	GM-46XX Regional Business Environment
GM-4800 Cross-Cultural Communication	GM-4801 Global Negotiations
Focus Area Course	Focus Area Course
Focus Area Course	Focus Area Course
Language OR Focus Area Course	Language OR Focus Area Course

Additional Activities for the Dual/Post-MBA Program

Activity	Period
Thunderbird Integrative Experience (TIE) I	Foundations Week
Global Professional Development seminars CS 1000 Career Management Seminar*	Trimester 1
Thunderbird Global Experience	Approved Winterim/Summerim course Approved and registered internship
Winterim/Summerim	Thunderbird Global Experience OR Focus Area/Elective OR Language
Internship	Optional

Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services

MASTER OF SCIENCE IN GLOBAL MANAGEMENT

SUMMARY OF ADMISSIONS REQUIREMENTS—MASTER OF SCIENCE IN GLOBAL MANAGEMENT

To be considered for the MS-GM program you must complete and submit:

- A completed application form
- Three personal essays responding to application questions
- GMAT or GRE, and TOEFL (if applicable) test scores
- Two letters of reference, preferably from an academic advisor or professor or supervisor
- All official transcripts, validating completion of a four-year degree or equivalent
- A current, sequential resume of educational and other accomplishments.
- An application fee of \$125

ENGLISH LANGUAGE PROFICIENCY

Thunderbird courses require that students whose native language is not English to have excellent proficiency in reading, writing and speaking English. TOEFL waivers are not granted. Applicants whose native language is not English, and who didn't receive a qualifying degree in a country where English is the native language, are required to take the Test of English as a Foreign Language (TOEFL). TOEFL scores are valid for two years, and must be sent directly to Thunderbird (Code 4003) by the Educational Testing Service (ETS).

Non-native speakers of English satisfy the admission requirements in the following ways:

Score a 250 or higher on the **TOEFL** computer-based exam (621 on the paper-based exam, 106 on the Internet-based exam) and 26 or higher on the GMAT verbal.

Successfully complete the **Pre-MBA Intensive English Program**, if directed by the Office of Admissions. Students who must complete the Pre-MBA in Intensive English Program are those with scores of 223-249 on the TOEFL

Complete the two-week **English Boot Camp program**. Students must complete this course if their score is 250-260 and the GMAT verbal score is 25 or lower.

The two-week **English Boot Camp program** is also highly recommended for students scoring between 250 and 267 on the TOEFL, with a GMAT verbal between 26 and 30.

SUMMARY OF INSTITUTIONAL REQUIREMENTS—MASTER OF SCIENCE IN GLOBAL MANAGEMENT

PROGRAM PREREQUISITES

Students must have either completed undergraduate course work in Microeconomics and Macroeconomics with a grade of "B" or better, successfully completed the CLEP exam, or successfully completed Thunderbird's Economics Boot Camp Program. If a student does not meet these requirements they will not be allowed to register for classes at Thunderbird until the requirement is successfully fulfilled.

FOUNDATIONS WEEK

Foundations Week is a mandatory, one-week course required of 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, ethics, and cross-cultural communication. The program's action-learning approach includes cases discussions, exercises, simulations, group discussions, presentations, lectures, videos, and review workshops on quantitative skills.

CORE CURRICULUM

The Master of Arts in Global Affairs & Management (MA-GAM) core curriculum includes coursework in accounting, finance, management, marketing, statistics, global political economy, regional business environment, and cross cultural communication and negotiations. Much of this core curriculum is shared with the Master of Science in Global Management (MS-GM), enriching the learning experience in these courses with the combination of students from the two degree programs, and reflective of the real world interdependence of international relations and global business. In addition to these shared courses, the core curriculum is rounded out with additional courses specific to the MA-GAM.

ELECTIVE COURSES

Elective courses provide the opportunity to take advanced, specialized topics in global management and global affairs. Electives may be selected from the following approved list of courses:

Global Studies

GF4790 Regional Economic Agreements
GF 5701 Global Competitiveness in High Performing Economies
GF 5703 Country Risk Management
GST 5430 Technology Policy and Entrepreneurship
GF 5804 Conflict Management and Social Change
GF 5806 Strategies in Global Development
GF 5884 Corporate Social Responsibility

Management

GF 5412 Leading Change & Transformation
GF 5414 Managing Work Relations in a Global Context
GF 5401 Strategic Management of Technology and Innovation

Marketing

GF 4506 Customer Analysis
GF 4508 International Marketing Communications
GF 4510 Channel Management
GF 4513 International Sales and Negotiation
GF 4517 Global Product Development & Management
GF 4518 Strategic Services Marketing
GF 4523 Customer Relationship Management
GF 4531 International Marketing Research
GF 4701 Export/Import Management

Entrepreneurship

GF 5421 Entrepreneurship—Valuation of the private firm
GF 5424 Global Family Business

Other

GF 4390 Managing Projects
GF 5724 Global Supply Chain Leadership

GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS

Students are required to complete at least two of three non-credit workshops, one of which is compulsory, in order to graduate. The “soft skills” workshops are designed to enhance students’ competitiveness in the market. The non-credit courses are (a) Career Management Seminar (required), (b) Business Presentations and Public Speaking, or (c) Business Report Writing.

LANGUAGE REQUIREMENT

Proficiency in a second language is required for graduation from the MS-GM degree. Non-Native English speakers who meet the admission requirements for the MS-GM satisfy the graduation requirement for language. Thunderbird requires a speaking proficiency of at least intermediate high for languages in group 1 and intermediate low for languages in group 2 on the ACTFL oral proficiency scale for Native English speakers.

Students are allowed a maximum of 6 credits in a language towards their graduation requirements. Students may take more credit hours in languages, but these will NOT count towards their degree requirements.

GRADUATION REQUIREMENT

Students must complete all course work that satisfies graduation requirements with a grade of “C-” or better and must achieve a cumulative GPA of at least 3.0 to successfully complete the degree requirements. They must also complete and receive credit for Foundations, two of three Professional Development seminars and complete or waive all language requirements.

MASTER OF SCIENCE IN GLOBAL MANAGEMENT

The curriculum for the 45-credit MS-GM is spread across three trimesters including the non-credit Career Management Seminar, a three-credit Winterim or Summer Interim, and up to six credits of language courses. If language in Trimester 2 is required, then the Communication & Negotiations Across Cultures requirement must be completed in Trimester 3. If language in Trimester 2 is not required, then the Communication & Negotiations Across Cultures requirement must be completed in Trimester 2.

Trimester 1 (13.5 credits)

MGT 4000 Management from a Global Perspective (3)
FAC 4000 Finance & Accounting from a Global Perspective I (3)
ENT 4000 Global Entrepreneurship (3)
QUA 4000 Quantitative Methods (1.5)
GST 4001 States & Markets in the Global Political Economy (3)

Trimester 2 (15 credits)

FAC 4001 Finance & Accounting from a Global Perspective II (3)
MKT 4000 Marketing from a Global Perspective (3)
ECN 4000 Global Economics (1.5)
QUA 4002 Decision Science (1.5)
GM 46XX Regional Business Environment (3)
CCC 4800 Communication & Negotiations Across Cultures OR Language (3)

Trimester 3 (13.5 credits)

MGT 5000 Strategy & Leadership from a Global Perspective (3)
FAC 4002 Finance & Accounting from a Global Perspective III (3)
OPS 4000 Operations from a Global Perspective (1.5)
CCC 4000 Communication & Negotiations Across Cultures OR Elective Course (3)
Language OR Elective Course (3)

Additional Activities

Activity	Period
Elective or Language	Winterim/Summerim
Global Professional Development seminars CS—1000 Career Management Center Seminar	Trimester 1
Global Professional Development seminars PD—1000 Business Report and Writing PD—1001 Business Presentations and Public Speaking Workshop	Trimester 2
Internship	Summer (for Fall entrants)

MASTER OF ARTS IN GLOBAL AFFAIRS AND MANAGEMENT

SUMMARY OF ADMISSION REQUIREMENTS—MASTER OF ARTS IN GLOBAL AFFAIRS AND MANAGEMENT

- A completed application form
- Three personal essays responding to application questions
- GMAT or GRE, and TOEFL (if applicable) test scores
- Two letters of reference, preferably from an academic advisor or professor or supervisor
- All official transcripts, validating completion of a four-year degree or equivalent
- A current, sequential resume of educational and other accomplishments.
- An application fee of \$125

ENGLISH LANGUAGE PROFICIENCY

Thunderbird courses require that students whose native language is not English to have excellent proficiency in reading, writing and speaking English. TOEFL waivers are not granted. Applicants whose native language is not English, and who didn't receive a qualifying degree in a country where English is the native language, are required to take the Test of English as a Foreign Language (TOEFL). TOEFL scores are valid for two years, and must be sent directly to Thunderbird (Code 4003) by the Educational Testing Service (ETS).

Non-native speakers of English satisfy the admission requirements in the following ways:

- Score a 250 or higher on the TOEFL computer-based exam (621 on the paper-based exam, 106 on the Internet-based exam) and 26 or higher on the GMAT verbal.
- Successfully complete the Pre-MBA Intensive English Program, if directed by the Office of Admissions. Students who must complete the Pre-MBA in Intensive English Program are those with scores of 223-249 on the TOEFL
- Complete the two-week English Boot Camp program. Students must complete this course if their score is 250-260 **and** the GMAT verbal score is 25 or lower.
- The two-week English Boot Camp program is also highly recommended for students scoring between 250 and 267 on the TOEFL, with a GMAT verbal between 26 and 30.

SUMMARY OF INSTITUTIONAL REQUIREMENTS—MASTER OF ARTS IN GLOBAL AFFAIRS & MANAGEMENT

PROGRAM PREREQUISITES

Students must have either completed undergraduate course work in Microeconomics and Macroeconomics with a grade of "B" or better, successfully completed the CLEP exam, or successfully completed Thunderbird's Economics Boot Camp Program. If a student does not meet these requirements they will not be allowed to register for classes at Thunderbird until the requirement is successfully fulfilled.

FOUNDATIONS WEEK

Foundations Week is a mandatory, one-week course required of 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, ethics, and cross-cultural communication. The program's action-learning approach includes cases discussions, exercises, simulations, group discussions, presentations, lectures, videos, and review workshops on quantitative skills.

CORE CURRICULUM

The Master of Arts in Global Affairs & Management (MA-GAM) core curriculum includes coursework in accounting, finance, management, marketing, statistics, global political economy, regional business environment, and cross cultural communication and negotiations. Much of this core curriculum is shared with the Master of Science in Global Management (MS-GM), enriching the learning experience in these courses with the combination of students from the two degree programs, and reflective of the real world interdependence of international relations and global business. In addition to these shared courses, the core curriculum is rounded out with additional courses specific to the MA-GAM.

ELECTIVE COURSES

Elective courses provide the opportunity to take advanced, specialized topics in global management and global affairs. Electives may be selected from the following approved list of courses:

Global Studies

GF 4790 Regional Economic Agreements
GF 5701 Global Competitiveness in High Performing Economies
GF 5703 Country Risk Management
GF 5804 Conflict Management and Social Change
GF 5884 Corporate Social Responsibility

Management

GF 5412 Leading Change & Transformation
GF 5414 Managing Work Relations in a Global Context
GF 5401 Strategic Management of Technology and Innovation

Marketing

GF 4506 Customer Analysis
GF 4508 International Marketing Communications
GF 4510 Channel Management
GF 4513 International Sales and Negotiation
GF 4517 Global Product Development & Management
GF 4518 Strategic Services Marketing
GF 4523 Customer Relationship Management
GF 4531 International Marketing Research
GF 4701 Export/Import Management

Entrepreneurship

GF 5421 Entrepreneurship—Valuation of the private firm
GF 5424 Global Family Business

Other

GF 4390 Managing Projects
GF 5724 Global Supply Chain Leadership

GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS

Students are required to complete at least two of three non-credit workshops, one of which is compulsory, in order to graduate. The “soft skills” workshops are designed to enhance students’ competitiveness in the market. The non-credit courses are (a) Career Management Seminar (required), (b) Business Presentations and Public Speaking, or (c) Business Report Writing.

LANGUAGE REQUIREMENT

Proficiency in a second language is required for graduation from the MA-GAM degree. Non-Native English speakers who meet the admission requirements for the MA-GAM satisfy the graduation requirement for language. Thunderbird requires a speaking proficiency of at least intermediate high for languages in group 1 and intermediate low for languages in group 2 on the ACTFL oral proficiency scale for Native English speakers.

Students are allowed a maximum of 6 credits in a language towards their graduation requirements. Students may take more credit hours in languages, but these will NOT count towards their degree requirements.

GRADUATION REQUIREMENT

Students must complete all course work that satisfies graduation requirements with a grade of “C-” or better and must achieve a cumulative GPA of at least 3.0 to successfully complete the degree requirements. They must also complete and receive credit for Foundations, two of three Professional Development seminars and complete or waive all language requirements.

MASTER OF ARTS IN GLOBAL AFFAIRS & MANAGEMENT

The curriculum for the 45-credit MA-GAM is spread across three trimesters including the non-credit Career Management Seminar, a three-credit Winterim or Summer Interim, and up to six credits of language courses. If language in Trimester 2 is required, then the Communication & Negotiations Across Cultures requirement must be completed in Trimester 3. If language in Trimester 2 is not required, then the Communication & Negotiations Across Cultures requirement must be completed in Trimester 2.

Trimester 1 (13.5 credits)

GST 4000 Global Affairs Theory: Power & Principle (3)
GST 4001 States & Markets in the Global Political Economy (3)
MGT 4000 Management from a Global Perspective (3)
FAC 4000 Finance & Accounting from a Global Perspective I (3)
QUA 4000 Quantitative Methods (1.5)

Trimester 2 (15.0 credits)

GST 4002 Global Affairs Methods (1.5)
GM-46XX Regional Business Environment (3)
ECN 4000 Global Economics (1.5)
FAC 4001 Finance & Accounting from a Global Perspective II (3)
MKT 4000 Marketing from a Global Perspective (3)
CCC 4000 Communication & Negotiations Across Cultures OR Language (3)

Trimester 3 (13.5 credits)

GST 5000/GF 5806 Strategies in Global Development (3)
GST 5430 Technology Policy & Entrepreneurship (3)
CCC 4000 Communication & Negotiations Across Cultures OR Elective Course (3)
Elective Course (1.5)
Language OR Elective Course (3)

Additional Activities

Activity	Period
Elective of Language	Winterim/Summerim
Global Professional Development seminars CS -1000 Career Management Center Seminar	Trimester 1
Global Professional Development seminars PD—1000 Business Report and Writing PD—1001 Business Presentations and Public Speaking Workshop	Trimester 2
Internship	Summer (for Fall entrants)

LANGUAGE REQUIREMENTS – ALL FULL-TIME PROGRAMS

NON-NATIVE ENGLISH SPEAKERS

Non-Native English speakers who meet the admissions requirements for either program satisfy the graduation requirement.

PRE-MBA INTENSIVE ENGLISH PROGRAM

A ten-week-long, non-credit intensive English program, offered through the Thunderbird Language and Culture Programs, is held several times each year to help prepare non-native speakers of English for entrance into the MBA in Global Management, MS-GM, MA-GAM, 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.thunderbird.edu/premba.

NATIVE ENGLISH SPEAKERS

Thunderbird requires a speaking proficiency of at least intermediate high for languages in group 1 and intermediate low for languages in group 2 on the ACTFL oral proficiency scale for Native English speakers. http://www.languagetesting.com/corp_opi.htm.

LANGUAGES		
Group 1	Group 2	
Dutch	Arabic	Polish
French	Cantonese	Russian
German	Croatian	Serbian
Indonesian	Czech	Slovak
Italian	Hebrew	Spanish
Portuguese	Japanese	Thai
Swedish	Korean	Turkish
	Mandarin	

Native speakers of English can satisfy the requirement in a second language in one of three ways:

1. Take the ACTFL Oral Proficiency Interview (OPI) and receive a rating of intermediate high or better in group 1 languages and intermediate low or better in group 2. Information regarding the test and the languages in which testing is currently offered can be found at http://www.languagetesting.com/corp_opi.htm.

Students should take the OPI during the first two months of starting the program. The test is offered by phone at the Garvin Center. Please contact Ms. Jeanie Barbes at 602-978-7311, jeanie.barbes@thunderbird.edu.

Students who do not meet the required proficiency level in a foreign language may use any provider of their choice, such as other colleges, private tutors, commercial providers, or study

abroad to improve their skills. **Thunderbird does not accept language course credits from other providers.** To satisfy Thunderbird's language proficiency the students must then provide an OPI rating of intermediate high or intermediate low, depending on the language.

2. Take the Intensive Language Program offered at Thunderbird during the summer before starting the program.
3. Take up to six credits of language courses in lieu of electives, during the program.

INTENSIVE LANGUAGE PROGRAM

This 8-week program consists of four modules of two weeks each. Each module builds on the previous one. Participants can begin with any module according to the results of a placement interview (OPI). A student fulfills the MBA, MG-M, MS-GM, and MA-GAM language graduation proficiency requirement upon successful completion of Module 4. The student's level of success is assessed through written exams and performance scenarios in which they speak the language.

BASIC LANGUAGE COURSES AT THUNDERBIRD

Two courses (4015/4020) are offered at Thunderbird for 3 credits each as part of the curriculum to assist students in meeting the language requirements. Classes meet 4 days a week for 90 minutes each. Mandarin Chinese, Spanish, French, German, Japanese, Portuguese, and Russian are offered regularly.

ADVANCED LEVEL LANGUAGE COURSES

Advanced language courses are offered every trimester for Spanish & French.

PORTUGUESE FOR SPANISH SPEAKERS

This course is offered for students who are native speakers of Spanish. Non native speakers of Spanish whose OPI ratings are at the level of Advanced High or above can register in this course.

Students are allowed a maximum of 6 credits in a language towards their graduation requirements. Students may take more credit hours in languages, but these will NOT count towards their degree requirements.

TECHNOLOGY REQUIREMENTS—ALL FULL-TIME PROGRAMS

LAPTOP REQUIREMENTS

All entering students are REQUIRED to have a laptop computer. The Thunderbird I&IT Department recommends the following:

- 1.4GHz or better processor with at least 512 MB RAM (preferably 1 GB RAM).
- An English version of Windows 2000/XP/Vista (any version except Vista Basic) and an English version of Microsoft Office 2002/2003/2007 including Word, Excel, and PowerPoint. Depending on your course of study, you may also want to obtain Microsoft Office Proofing Tools for specific languages other than English. I&IT cannot guarantee support or compatibility for foreign language operating systems or software.
- You must have an antivirus package installed on your computer (the latest Norton AntiVirus version (**NOT NORTON SYSTEMWORKS OR INTERNET SECURITY**) or AVG is recommended).
- For network access, you'll need a Wireless 802.11a/b/g network card, 10/100 network interface card (NIC) for on-campus, and a 56K modem to access your own Internet Service Provider off-campus if it is dial-up. The Wireless card or NIC can be built-in, PCMCIA, USB, or FireWire as long as it is compatible with your computer. A standard Cat 5 network cable with RJ-45 connectors is needed to connect your computer to a wired network port. **Thunderbird does not provide free network or modem cables.** Thunderbird has implemented a wireless network in specific areas of the Glendale campus. Also, there are over 370 wired network ports available on campus, and all dorm rooms have a wired network connection. The Thunderbird wireless network “hot spots” do not currently include the dormitories or the classrooms.
- You should strongly consider purchasing an extended (three-year) warranty for your laptop. Laptop hardware failures can be very expensive if out-of-warranty repairs are required.
- If you purchase your computer and software before arriving at Thunderbird, please bring your software installation CDs with you. Windows/Office and some other software products require you to use the original CDs (or their copy) to add features or perform repairs and upgrades. Other copies of this software cannot be used. Students in Data Analysis courses require Excel add-ins that are not part of the default Office installation and will be unable to add these later without the original installation CD.
- **Non-Windows computer users can connect to the campus network, but the Help Desk cannot provide any support beyond providing you with the network settings. Be aware that any special software you may need for coursework or to print to the on-campus network printers is generally not available for non-Windows computers. Thunderbird E-learning courses and certain features on My Thunderbird are not compatible for use with non-Windows operating systems or Web browsers other than Internet Explore.**

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 who do not intend to become degree candidates. Individuals must apply for admission through the Office of Admissions and must complete all course requirements including examinations. They are subject to all School regulations. Students will be issued e-mail accounts during their course of study. Lifetime global e-mail is not available to non-degree students.

NON-DEGREE STUDENT POLICY INFORMATION

Complete a non-degree application and submit it to the Dean of Admissions at Thunderbird. Please submit these documents to the Admissions Office four weeks before the start of the desired trimester/program. Courses and seminars offered at Thunderbird are graduate level courses. Non-degree students must meet the following admission standards:

POLICIES

- Courses/Seminars at the 1000 level (except language courses) require completion of a four - year degree.
- Courses offered during the Winterim session or for the Certificate of Advanced Studies require completion of a four-year degree, economics admission prerequisites, and graduate-level course work that meets the prerequisites for courses offered at Thunderbird.
- Students enrolling in courses for the Certificate of Postgraduate Studies must have completed a MBA or Master of Global Management and satisfy the prerequisite requirements for the focus courses.

ADDITIONAL REQUIREMENTS:

- Non-U.S. citizens (except U.S. permanent residents) who are not native English-speakers and who have not completed a degree in an English-speaking country must submit a copy of the TOEFL exam result. A score of at least 600 is required on the paper-based exam; 250 on the computer-based exam. Exception is made for non-native English speakers who take intensive English as a participant in the pre-MBA program.
- A spouse or domestic partner is not eligible to attend a Winterim/Summerim program unless they are registered for course credit.
- Thunderbird employees and their dependents must submit a completed authorization form available from the Human Resources Department.

REGISTRATION

The following registration requirements apply to all non-degree students attending classes offered by Thunderbird. Individuals may enroll in a total of nine (9) credit hours as a non-degree student unless they are enrolled in a certificate program. Non-degree students are registered after of all degree-seeking students have been registered and on a space-available basis. The exact time can be obtained from the Office of the Registrar. Non-degree students are subject to all School regulations and must meet the same course prerequisite requirements as degree-seeking students. Current course offerings and descriptions are available at www.thunderbird.edu.

APPLYING CREDITS TO DEGREE PROGRAMS

Non-degree students who wish to be considered as degree candidates at a later date must comply with the full admission procedures and standards at the time they apply as a degree-seeking student. Credits completed as a non-degree student may or may not apply toward a degree program. Any credits considered for a degree-seeking program will be evaluated based on the Thunderbird Bulletin in effect at the time the non-degree student applies as a degree-seeking student.

TUITION AND FEES

All financial information is determined by the Finance and Accounting Department and posted on the Thunderbird Web site at <http://www.thunderbird.edu/students/admissions/mbaim/tuition.fees.htm> and “Tuition and Fees” in this Bulletin.

IDENTIFICATION CARD AND RESOURCE ACCESS

Upon acceptance, all non-degree students attending a course on the Glendale campus are required to get an Identification (ID) Card at the ID office in the Computer Services Building. ID cards give students’ access to the International Business Information Centre (IBIC) and computer and e-mail accounts through the Information and Instructional Technology Department. Life-time email accounts are not available to non-degree seeking students.

Scholarships -Non-degree students are not eligible for scholarships.

CAREER MANAGEMENT SERVICES

Not available to non-degree students.

ALUMNI STATUS—Thunderbird recognizes students who earn the Certificate of Advanced Study (CAS) or the Certificate of Post-graduate Study as alumni and are, therefore, eligible for limited services. Other non-degree seeking students are not eligible for alumni status.

SPOUSAL ENROLLMENT

A spouse or domestic partner of full-time students is welcome to enroll as a non-degree seeking student for a maximum of nine (9) credit hours of study and within the benefits of their visa status. Tuition and charges are the same as the full-time rate. Please complete the non-degree application procedure in the Office of Admissions. Non-degree students must satisfy all listed prerequisites to enroll in a course. A spouse of foreign students on F-1 may not engage in full or part-time study at Thunderbird. Spouses of F-1 visa holders are limited to taking courses that are vocational or recreational in nature. Dependents of J-1 visas holders may engage in full or part-time study. Please contact the Academic & International Services office for information.

WINTERIM/SUMMERIM

Winterim is a three-week program beginning in early January, and Summerim is a two week program in May. Course offerings vary each year. Programs may be held on the Thunderbird campus, New York, Washington, D.C., Europe, South Africa, Asia, Latin America. For more information on Winterim/Summerim, type in “Winterim” in search on the external Web page or http://www.thunderbird.edu/prospective_students/ft_degrees/ma_gam/curriculum/global_experience.htm.

CERTIFICATE OF ADVANCED STUDY

Non-degree students may earn the Certificate of Advanced Study (CAS), provided they have completed 15 or more credit hours of specified course work with a cumulative grade point average of no less than 3.00. Courses required for the CAS are Global Political Economy (GPE), Regional Business Environment (RBE), Cross-Cultural Communications, Global Negotiation, Global Economics, Global Strategy, and three credit hours of GF elective courses.

Non-degree-seeking candidates for the Certificate of Advanced Study must have a four-year degree, the statistics and economics admission prerequisites, and graduate level course work that meets the prerequisites for courses offered at Thunderbird. For non-degree candidates, these courses may apply to the full-time program provided the student meets the full admission procedures and standards in effect at the time they apply for the degree-seeking program.

CERTIFICATE OF POST-GRADUATE STUDY

Students who have completed an MBA or a Master of International Management (MIM) equivalent may earn the Certificate of Post-Graduate Study. Students are required to complete a total of 12 credit hours from one of Global Finance, Global Management, Global Marketing, or Global Development Focus Areas in order to earn the Certificate. Students may only count three (3) credit hours of a Winterim toward the Certificate program.

Students have a maximum of two years to complete the Certificate program; foreign students must complete the program in the allotted time on their SEVIS I-20 form. It is therefore the responsibility of any foreign student interested in this program to work with the Academic & International Services office to develop a course schedule that is suitable within the time frame allotted on the I-20 form.

**The Global Development Focus Area requires additional prerequisite coursework that could lengthen the program. Courses such as International Political Economy, Regional Business Environment, Cross-Cultural Communication, and Global Negotiations are prerequisites to many of the advanced Global Development Focus Area courses.*

CERTIFICATE OF GLOBAL STUDIES

The Certificate of Global Studies offers qualified students from partner schools the opportunity to enroll in nine (9) credit hours of Thunderbird coursework. The certificate's coursework includes a selection from Thunderbird's global studies and global management curriculum that can enhance a student's degree program at their home institution. Students successfully completing the certificate may apply for admission into Thunderbird's MS-GM or MA-GAM programs. Admission would be conditional upon applicants meeting regular admission requirements. The nine (9) credit hours of coursework awarded in the certificate program would be transferred for those students accepted into the MS-GM or MA-GAM programs.

ADVANCED CERTIFICATE OF GLOBAL STUDIES

The Certificate of Global Studies offers qualified students from partner schools the opportunity to enroll in 12 credit hours of Thunderbird coursework. The certificate's coursework includes a selection from Thunderbird's global studies and global management curriculum that can enhance a student's degree program at their home institution. Students successfully completing the certificate may apply for admission into Thunderbird's MS-GM or MA-GAM programs. Admission would be conditional upon applicants meeting regular admission requirements. The 12 credit hours of coursework awarded in the certificate program would be transferred for those students accepted into the MS-GM or MA-GAM programs.

FOCUS AREAS

Global Finance; Global Management; Global Marketing; Global Development: Alternatively, a student may choose to build a Customized Focus Area by selecting 12 hours of GF elective courses. Approved Winterim/Summerim courses may also fulfill Focus Area requirements. Students may only count a maximum of 3 credit hours of Winterim/Summerim courses toward a Focus Area. A student is allowed to choose only one Focus Area for the program. For students considering a Custom Focus it is highly recommended that they meet with an Academic and a Career Advisor to develop a plan that is compatible with their academic and career goals.

Internship credit does not count toward Focus Area requirements. Work experience does not count toward Focus Area requirements or toward course prerequisites.

Students who wish to take additional courses beyond their (46.5 or 60 credits) graduation requirements may take any (GM, GF, Language) courses, and may only do so during their final trimester if they have room in their schedule or after they have completed their graduation requirements.

GLOBAL FINANCE

Students selecting the Global Finance Focus Area must complete 12 credit hours from the following:

Required Courses: Choose 6.0 credit hours from the following:

GF 5250 Multinational Corporate Finance (FORAD) (3.0)
GF 5260 Financial Engineering & Derivatives (3.0)
GF 5271 Global Securities & Investments (3.0)
GF 5273 Global Portfolio Management (3.0)

Plus an additional 6.0 credit hours from the following (cannot duplicate any courses taken above):

GF 4110 Corporate Financial Reporting (1.5)
GF 5112 Financial Statement Analysis (1.5)
GF 5211 Investment Banking (3.0)
GF 5250 Multinational Corporate Finance (FORAD) (3.0)
GF 5260 Financial Engineering & Derivatives (3.0)
GF 5271 Global Securities & Investments (3.0)
GF 5273 Global Portfolio Management (3.0)
GF 5700 Global Risk Management (3.0)
GF 5290 Advanced Topics in Finance: Global Private Equity (1.5)
GF xxxx: Winterim/Summerim (3.0)—(only 3 credits may be applied to Focus Area)

Prerequisites for all Finance Focus Area classes: GM 4203 or GM-4213 and other specific course prerequisites as designated in the Bulletin.

GLOBAL MANAGEMENT

Students selecting the Global Marketing Focus Area must complete 12 credit hours from the following courses.

Required Course: 6.0 credit hours:

GF 5412 Leading Change and Transformation (3.0)
GF 4402 Corporate Strategy (1.5)
GF 5414 Managing Relationships in Global Context (1.5)

Plus an additional 6.0 credit hours from the following:

GF 4405 Contemporary Topics in Global Management (1.5)
GF 5274 Global Supply Chain Leadership (3.0)
GF 5401 Strategic Management of Technology and Innovation (1.5)
GF 5408 Business Consulting Tools (3.0)
GF 5712 Business Intelligence (3.0)
GST 5430 Technology Policy and Entrepreneurship (3.0)
GF XXXX: Winterim/Summerim (3.0)—(Only 3 credits may be applied to Focus Area)

The prerequisites for all of the above courses are specified in the Bulletin.

GLOBAL MARKETING

Students selecting the Global Marketing Focus Area must complete 12 credit hours from the following courses:

GF 4508 Global Marketing Communications (1.5)
GF 4531 Global Marketing Research (1.5)
GF 4506 Customer Analysis (1.5)
GF 4510 Channel Management (1.5)
GF 4513 Global Sales & Negotiation (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 4701 Export /Import Management (1.5)
GF 5520 Global Brand Management (3.0) *
GF 5524 Analysis for Strategic Marketing
GF 5541 Global Business-to-Business Marketing (3.0) **
GF XXXX: Winterim/Summerim (3.0)—(Only 3 credits may be applied to Focus Area)
*GF4508 and GF4531 must be taken prior to or concurrently with GF5520 Global Brand Management
**GF4510 and GF4531 must be taken prior to or concurrently with GF5541 Global Business-to-Business Marketing.

GLOBAL DEVELOPMENT

Students selecting the Global Development Focus Area must complete 12 credit hours from the following:

Required Course: 3.0 credit hours

GST 5000/GF 5806: Strategies in Global Development (3.0)

Plus an additional 9.0 credit hours from the following:

GF 4390: Managing Projects (1.5)

GF 4701: Export/Import Management (1.5)

GF 4790: Regional Economic Agreements (1.5)

GF 5274: Global Supply Chain Leadership (3.0)

GF 5701: Global Competitiveness in High Performing Economies (3.0)

GF 5703: Country Risk Management (1.5)

GST 5430: Technology Policy & Entrepreneurship (3.0)

GF 5804: Conflict Management and Social Change (1.5)

GF 5884 Corporate Social Responsibility (1.5)

GF XXXX: Winterim/Summerim (3.0)—(Only 3 credits may be applied to Focus Area)

The prerequisites for all of the above courses (except Managing Projects, Export/Import Management, and Global Supply Chain Leadership) are: Regional Business Environment (RBE) and other specific course prerequisites as specified in the Bulletin.

CUSTOMIZED FOCUS AREA

Students selecting to create a Customized Focus Area must complete 12 credit hours of Global Focus (GF) course work, and must submit/review a list of courses with an Academic Advisor along with a Focus Area declaration form. Only 3 credits of Winterim or Summerim course work may be applied to the Custom Focus.

EMPHASIS

Students may establish an emphasis within customized focus area to include: Business Intelligence, Supply Chain Leadership, Entrepreneurship, Finance, Marketing, or Global Development. Students may obtain a list of approved classes from an Academic Advisor.

EXPLANATION OF COURSE NUMBERING

1000-level courses—non-credit/professional development or program prerequisite courses.

2000-level courses—Foundations Week.

4000-level courses provide a common foundation for students to move to the 5000-level courses.

5000-level courses are advanced courses.

REQUIRED NON-CREDIT PROFESSIONAL DEVELOPMENT SEMINARS

CS-1000

CAREER MANAGEMENT CENTER SEMINAR

The course equips students with a standard set of career management skills that can be used in any future career search process including: using self assessment and market research tools to identify your goal(s), developing an effective resume and cover letter, professional networking and interviewing skills, and job search ethics and etiquette. The course emphasizes a proactive job search process and teaches students how to leverage skills for future career moves. The Career Management Center Seminar is required for access to all Career Management Center sponsored career events, employer career fairs and access to the MTB career search tools. In addition to career search tools, techniques and methods, this class will cover accepted business etiquette norms used in business communications, networking and social settings.

Prerequisite: None. Required Non-Credit Course.

Students may only take CS 1000 during their first trimester. Any student who fails to complete the requirements of CS 1000 will receive a grade of NC and may re-register for CS1000 the following trimester or may satisfy the requirements based on make-up work at the discretion of the Career Management Center instructor and in accordance with standard policies regarding course completion.

Students wishing to WITHDRAW from CS 1000 (i.e.; those with employer sponsorship in the Thunderbird program, those not seeking employment, etc.) may do so by following standard class withdrawal procedures. Once withdrawal is granted for CS 1000, students will not be allowed to re-register for CS 1000 in a later term. Students who do not fulfill requirements for CS 1000 will not be allowed use of career services. Any WITHDRAWAL FROM CS 1000 for students in full-time programs will require the student to take a substitute Non-Credit course.

GL 2001

FOUNDATIONS

All entering students begin their degree program with this mandatory, one-week course. Foundations Week introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, ethics, and cross-cultural communication. It also offers self-assessment tools and opportunities to explore career management and job search strategies. The program's action-learning approach includes case discussions, exercises, simulations, group discussions, presentations, lectures, and videos.

Prerequisite: None. Required Non-Credit Course.

PD-1000
BUSINESS REPORT AND WRITING

In this workshop, students will develop writing strategies that take into account the audience, purpose, and channels of communication. By assessing their own writing skills and writing processes, they will identify and employ strategies to make them more effective and efficient writers, resulting in writing that is clear, concise, logical and compelling, and professional.

Prerequisite: None. Non-Credit Course.

PD-1001
BUSINESS PRESENTATIONS AND PUBLIC SPEAKING WORKSHOP

In this workshop, students will develop public speaking strategies that take into account the audience, purpose, and channels of communication. Students will be able to effectively deliver a variety of presentations: informational, impromptu, and persuasive. Students will incorporate a variety of techniques for improving various aspects of their presentations skills: non-verbal communication, connecting with their audience, facilitating Q/A, developing and using visuals effectively (including PowerPoint) etc.

Prerequisite: None. Non-Credit Course.

PD-1002
MULTICULTURAL TEAMS AND LEADERSHIP

The course is designed to use a combination of assessments, experiential exercises, reading, and mini-lectures to support multicultural team and leadership action learning. Course learning objectives include: (1) Expanding your awareness of the impact of your personal style based on various assessments and team feedback activities. (2) Developing an enhanced understanding of your behavioral strengths and weaknesses in team setting. (3) Developing your ability to contribute effectively in multicultural teams in multiple roles--team member, team leader, team manager. (4) Improving skills for observing other's individual and team behavior, to enable you to establish comfort zone behavior built on personal stretch. (5) Developing a personal action plan to guide your multicultural team effectiveness and leadership development goals while at Thunderbird. This non-credit required course is offered on a pass/fail basis.

Pre-requisites: None

This course is only available to MBA in Global Management and Master in Global Management students.

GF- XXXX

THUNDERBIRD INTEGRATIVE EXPERIENCE II

(3 hours) The TIE II is required of all students in the MBA in Global Management degree program. It entails a range of courses that afford students another opportunity during the program to integrate what they had learned theretofore in functional business, Global Studies, and modern languages (if applicable) classes. Qualified courses integrate material from at least two disciplines or are cross-functional in content, and are typically taken during a student's final trimester. Examples of courses include The Global Business Plan, and other courses that require integration of material across two or more disciplines as approved by the Faculty Senate. The following courses have been approved to fulfill the TIE requirement:

GF-5408 Business Consulting Tools

GF-5274 Global Supply Chain Leadership

GF-5524 Analysis for Strategic Marketing

GST-5430 Technology Policy and Entrepreneurship

GF-5250 Multinational Corporate Finance

GF-5712 Business Intelligence and Competitive Assessment

GF-5422 Global Business Plan Development

Prerequisites: Prerequisites are dictated by the specific TIE II course.

MBA CORE COURSE DESCRIPTIONS

GM 4000

GLOBAL 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 global 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 global manager with (a) an informed perspective on the institutions and policy processes that shape economic relations between global 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.

Prerequisite: None. Required CORE course. Traditional and Accelerated Programs

GM 4100

FUNDAMENTALS OF ACCOUNTING

(1.5 hours) This course introduces accrual accounting concepts including revenue recognition, matching, and asset and liability valuation. Topics covered include the recognition and measurement of accounting events, the preparation and analysis of financial statements (balance sheet, income statement, and statement of cash flows), the use of global financial statements, and an introduction to inter-corporate investments.

Prerequisite: None. Required CORE course Traditional program.

GM 4101
FINANCIAL ACCOUNTING AND EXTERNAL REPORTING

(1.5 hours) This course covers the application of accounting models to the measurement of assets, liabilities, and stockholders' equity. Topics covered include marketable securities, receivable and inventory valuation, fixed and intangible assets, bonds, leases, dividends, stock buybacks, stock splits and foreign currency translation. The emphasis of the course is on the evaluation of corporate financial reporting policy and the usefulness of financial reports for decision making. U.S. and global accounting standards are covered.

Prerequisite: GM 4100. Required CORE course Traditional program.

GM 4102
MANAGERIAL DECISION MAKING

(1.5 hours) This course covers the development and use of managerial accounting information, including both financial and non-financial performance measures, in making long- and short-run decisions. Topics include cost-profit-volume analysis, cost behavior, relevant costs, job-order and processes costing, activity-based cost management and the analysis of customer profitability.

Prerequisite: GM 4100. Required CORE course Traditional program.

GM-4105
GLOBAL ACCOUNTING

(3 hours) This course is an accelerated course in external financial report and managerial accounting. It includes financial statement preparation and analysis and the study of U.S. generally accepting accounting principles as well as international accounting standards. It also includes the study of management account and decision-making, manufacturing and service industry costing and accounting and performance measurement.

Prerequisite: None. Required CORE course Accelerated program.

GM 4201
FUNDAMENTALS OF FINANCE

(1.5 hours) Fundamentals of Finance 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 flows for capital budgeting); working capital management.

Prerequisite: None. Required CORE course Traditional program.

GM 4202
FINANCIAL MANAGEMENT

(1.5 hours) The second module of Finance picks up where the Fundamentals course leaves off. Topics addressed include: Portfolio theory and the Capital Asset Pricing Model (CAPM); Weighted Average Cost of Capital; capital structure theories (including agency/signaling theories and dividend policy); financial market efficiency and its implications.

Prerequisite: GM 4201. Required CORE course Traditional program.

GM 4203
GLOBAL FINANCIAL MANAGEMENT

(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: financial and real options; risk management; corporate valuation (domestic and cross-border).

Prerequisite: GM 4202. Required CORE course Traditional program.

GM 4210
GLOBAL ECONOMICS

(1.5 hours) This course investigates the nature of foreign exchange markets and hedging instruments; international financial markets and the transmission of funds; balance of payments; alternative international monetary arrangements and institutions; and the respective adjustment mechanisms in response to fiscal and monetary policy changes. The course also examines how countries grow successfully and the causes of economic crisis.

Prerequisite: Macro/Micro Economics. Required CORE course. Traditional/Accelerated Programs

GM 4213
GLOBAL FINANCE

(3 hours) This course explores the theory and practice of financial management in a corporate context and market environment. Topics addressed include discounted cash flow analysis; capital budgeting and project appraisal techniques; security valuation; the efficient markets hypothesis; portfolio selection; risk calibration and pricing; debt policy determinants; capital structure including M-M orthodoxy and agency/signaling; the computation and implementation of WACC; dividend policy; working capital management; fundamentals of option pricing and contingent claims; hedging protocols; and corporate valuation in cross-border settings.

Prerequisite: None. Required CORE course Accelerated program.

GM 4300
DATA ANALYSIS

(3 hours) This course concentrates on a number of commonly applied quantitative tools in everyday business which can be used to improve the quality of managerial decisions. Topics covered include descriptive statistics, basic probability, confidence interval, simulation, sampling, hypothesis testing, regression analysis, and linear programming. Different managerial applications of these probabilistic as well as deterministic techniques in a variety of business areas will be demonstrated. Using Microsoft Excel, SPSS, @Risk, and LINDO computer packages is emphasized throughout the course.

Prerequisite: None. Required CORE course Traditional Program.

GM-4304
DECISION TOOLS

(1.5 hours) This course focuses on several commonly applied probabilistic as well as deterministic quantitative models used to make better decisions in problem solving for management. Topics covered include simulation and risk analysis, regression analysis, forecasting and linear programming. Different managerial applications of these tools in a variety of business areas will be demonstrated. The use of Microsoft Excel, Decision Tools, SPSS, and LINDO computer packages is emphasized throughout the course.

Prerequisite: None Required CORE for the Accelerated Program.

GM 4319
GLOBAL OPERATIONS MANAGEMENT

(1.5 hours) This course provides an overview of the design, control, and improvement of manufacturing and service productions systems. Topics include operations strategy, product design and process selection, quality management inventory management, lean thinking, service design and delivery, and global supply chain management.

Prerequisite: GM 4300. Required CORE course Traditional and Accelerated programs.

GM-4403
GLOBAL ENTERPRISE

(3 hours) In a global economy, entrepreneurship is the engine of economic growth and prosperity. As emerging global leaders, it is critical to explore underlying principles and concepts about entrepreneurship, the entrepreneurial process and how social responsibility and ethical values are woven into the fabric of entrepreneurial opportunity. This course provides an exploration into these basic concepts including how corporate and social organizations can act entrepreneurially. Specifically, the course covers the personal characteristics and qualities of the entrepreneur, innovation, creativity, global franchising, family business, feasibility, and opportunity analysis.

Prerequisite: None. Required Core Course.

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.

Prerequisite: None. Required CORE course Traditional program.

GM-4466
MANAGING GLOBAL BUSINESS

(1.5 hours) This course provides a fast-paced review of key concepts and tools in global strategy and organizational behavior for students already possessing some knowledge in these areas. Both strategy formulation and implementation are addressed. Topics include: strategic focus; competitor and industry analysis; core competencies; organizational culture; cross-cultural leadership; and change management. The need for global businesses to fit all these elements together in the pursuit of competitive advantage is emphasized.

Prerequisite: None. Required CORE course Accelerated program.

GM 4468
COMPETITIVE STRATEGY

(1.5 hours) This foundation course in strategy covers a range of core concepts and analytical techniques relating to competitive advantage in global organizations. It deals with both classical and contemporary issues of importance such as industry analysis, core competence of organizations, top management teams and corporate governance, product/market scope decisions, and value chain analysis. The emphasis is on the application analytical tools and frameworks to understand complex strategy issues.

Prerequisite: None. Required CORE course Traditional program.

GM4501
GLOBAL MARKETING STRATEGY

(1.5 hours) This course focuses on developing competitive advantage by 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.

Prerequisite: None. Required CORE course.

GM4502
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: GM 4501. Required CORE course. GM 4501 and GM 4502 must be taken in consecutive order in the same trimester.

GM 4505
GLOBAL MARKETING

(3 hours) This course provides a managerial orientation to the topic of global marketing in today's complex, rapidly changing international business environment. A key focus is developing competitive advantage by creating customer value. Course participants will gain a fundamental understanding of marketing strategy and marketing analysis (i.e., customer, competitor, and company analysis) as well as an appreciation of the basic strategic issues involved in market segmentation, market targeting, and market positioning in the international arena. The major tactics/tools used by global marketers to facilitate the management of their Global Marketing plans (i.e., product development, pricing strategies, marketing communications, distribution management) are also examined. Throughout the course, an emphasis is placed on developing skills for entering new markets and sustaining or growing current markets. This course is equivalent to GM 4501 and GM 4502

Prerequisite: None. 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 contexts in which business activities take place. This includes consideration of the factors that shape or reflect the operational realities of management and business, including: 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 socio-cultural dimensions that have a direct impact on business operations. Global 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 or GST 4001. Required CORE course for all full-time degree programs.

GM 4800
CROSS-CULTURAL COMMUNICATION

(1.5 hours) This dynamic and interactive course provides managers with an effective framework for achieving their goals in competitive global business settings. The course will assist students to prepare for and execute time-tested strategies for achieving communication competence with persons from different cultures. It will not only examine theories of culture and communication, but will also place students in an experiential situation to gain valuable skills for overcoming obstacles in global management environments. Through use of cases, multicultural team exercises, and simulations, this course will equip the global manager with tools to solve problems and take advantage of opportunities in a multicultural world.

Prerequisite: GM-4000. Required CORE course.

GM 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: GM 4800. Required CORE course Traditional program.

GM 5470

GLOBAL STRATEGY

(1.5 hours) This capstone course in global strategy focuses on the inherent tensions that global organizations encounter in formulating and implementing strategy such as localization v. standardization, and centralization v. decentralization. The treatment of issues transcends the typical multi-domestic or international template to address concerns of a transnational nature. Within framework, contemporary developments in joint ventures, strategic alliances, cross-border mergers and acquisitions, and the management of the globally diversified organization will be addressed.

Prerequisites: GM 4464 and GM 4468 or GM-4466. Required CORE course.

GM 5486

GLOBAL LEADERSHIP

(1.5 hours) This course provides practical insights into those factors, both external and internal, which impact leadership effectiveness. Topics covered include the achievements of leaders, characteristics of leaders, leading across cultures, leading change and relationship between leaders and followers.

Prerequisites: GM 4464 and GM 4468 or GM-4466. Required CORE course.

MA-GM AND MA-GAM CORE COURSE DESCRIPTIONS

CCC-4000

COMMUNICATION AND NEGOTIATIONS ACROSS CULTURES

(3 hours) This dynamic and interactive course provides managers with an effective framework for achieving their goals in global management settings. The course will assist students to prepare for and execute time-tested strategies for achieving communication competence with persons from different cultures. This course will also cover negotiating in the global context. It will not only examine theories of culture and communications, but will also place students in an experiential situation to gain valuable skills for overcoming obstacles in global management environments. Through use of cases, multicultural team exercises, student negotiation exercises, and simulations, this course will equip the global manager with tools to solve problems and take advantage of opportunities in a multicultural world.

Prerequisites: None. Required CORE course.

ECN-4000

GLOBAL ECONOMICS

(1.5 hours) This course investigates, from the business manager's perspective, the determination of exchange rates, the nature of foreign exchange markets and hedging instruments; international financial markets and the transmission of funds between countries; alternative international monetary arrangements and institutions; balance of payments analysis; the respective economic consequence in response to monetary, fiscal and exchange rate policy changes. The course also analyzes conditions for successful growth and the causes and risks of economic crisis.

Prerequisites: Macro/Micro Economics. Required CORE course.

ENT-4000

GLOBAL ENTREPRENEURSHIP

(3 hours) This course focuses on the many aspects of creating and growing a global venture. The concepts of going to market, competitive sustainability, and building a company to last are discussed along with the aspects and characteristics of global entrepreneurs and the global entrepreneurship process. The concepts of creativity, innovation and opportunity analysis are discussed both an individual and corporate setting as are global ethics, corporate governance, social enterprise and intrapreneurship (corporate venturing).

Prerequisites: None. Required CORE for MS GM course.

FAC—4000**FINANCE AND ACCOUNTING FROM A GLOBAL PERSPECTIVE I**

(3 hours) This course introduces accrual accounting concepts including revenue recognition, matching, and asset and liability valuation. The course also covers building blocks and the basic theories of finance. Topics covered include the recognition and measurement of accounting events, the preparation and analysis of financial statements (balance sheet, income statement and statement of cash flows), the use international financial statements and an introduction to inter-
corporate investments, 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 flows for capital budgeting); working capital management.

Prerequisites: None. Required CORE course.

FAC-4001**FINANCE AND ACCOUNTING FROM A GLOBAL PERSPECTIVE II**

(3 hours) This course covers the application of accounting models to the measurement of assets, liabilities, and stockholders' equity with an emphasis on the evaluation of corporate financial reporting policy and the usefulness of financial reports for decision making. Topics covered include marketable securities, receivable and inventory valuation, fixed and intangible assets, bonds, leases, dividends, stock buybacks, stock splits and foreign currency translation. U.S. and international accounting standards are covered. This course also covers financial management topics including Portfolio theory and the Capital Asset Pricing Model (CAPM); Weighted Average Cost of Capital; capital structure theories (including agency/signaling theories and dividend policy); financial market efficiency and its implications.

Prerequisites: FAC 4000. Required CORE course.

FAC-4002**FINANCE AND ACCOUNTING FROM A GLOBAL PERSPECTIVE III**

(3 hours) This course covers the development and use of managerial accounting information, including both financial and non-financial performance measures, in making long and short-run decisions. Topics include cost-profit-volume analysis, cost behavior, relevant costs, job-order and processes costing, activity-based cost management and the analysis of customer profitability. The course also examines corporate finance issues from managerial and strategic perspectives, and extends the concepts covered in previous modules to cross-border settings. Topics addressed include: financial and real options; risk management; corporate valuation (domestic and cross-border).

Prerequisites: FAC 4001. Required CORE course for MS GM only.

GST-4000**GLOBAL AFFAIRS THEORY: POWER & PRINCIPLE**

(3 hours) This course covers fundamentals of global affairs including (1) major theories of international relations; and (2) key concepts and issues such as the nation-state and national interest, diplomacy and the use of force, international law, international organizations such as the United Nations, and the role of ethics in international affairs. A core theme of the course is the role of power and principles in international relations. The role of political economy is incorporated in the separate course in Political Economy.

Prerequisites: QUA 4000. Required CORE course for MA GAM only.

GST-4001**STATES AND MARKETS IN THE GLOBAL POLITICAL ECONOMY**

(3 hours) This course covers fundamentals of the global political economy including (1) major conceptual frameworks for understanding the linkages between international politics and Global Economics; (2) key issue areas such as international monetary and financial relations, international trade, foreign investment and transnational enterprises, and North-South relations; and (3) analysis of key international economic institutions such as the International Monetary Fund, World Trade Organization, and World Bank.

Prerequisites: None. Required CORE course.

GST-4002**GLOBAL AFFAIRS METHODS**

(1.5 hours) This course covers research methodologies and analytical techniques used to analyze global issues. Tools used by international relations practitioners as well as researchers are emphasized. Topics include research design, quantitative methods, qualitative methods, policy analysis, and database resources.

Prerequisites: QUA 4000. Required CORE course for MA GAM program only.

MGT-4000**MANAGEMENT FROM A GLOBAL PERSPECTIVE**

(3 hours) This course covers key concepts and tools relating to competitive advantage and 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 cultures; leadership employee skills and motivation; reward systems; change management strategic focus; competitor and industry analysis; core competencies; top management teams and corporate governance; product/market scope decisions; and value chain analysis. The need for global businesses to fit all these elements together in the pursuit of competitive advantage is emphasized.

Prerequisites: None. Required CORE course.

MGT-5000**STRATEGY AND LEADERSHIP FROM A GLOBAL PERSPECTIVE**

(3 hours) This course in global strategy and leadership focuses on the inherent tensions that global organizations encounter in formulating and implementing strategy such as localization v. standardization, and centralization v. decentralization. The treatment of issues transcends the typical multi-domestic or international template to address concerns of a transnational nature. Within framework, contemporary developments in joint ventures, strategic alliances, cross border mergers and acquisitions, and the management of the globally diversified organization will be addressed. The course also provides practical insights into those factors, both external and internal, which impact leadership effectiveness. Topics covered include the achievements of leaders, characteristics of leaders, leading across cultures, leading change and relationship between leaders and followers.

Prerequisites: MGT 4000. Required CORE course for MS GM Program only.

MKT-4000**MARKETING FROM A GLOBAL PERSPECTIVE**

(3 hours) This course is designed to provide students with the basic principles of marketing management, i.e., marketing mix, segmentation, target marketing and positioning, a toolkit required to conduct quantitative analysis as a marketing manager, the ability to conduct an analysis of consumers, competitors and channels, frameworks to evaluate the similarities and differences between domestic and global marketing and marketing ethics and cross-cultural nuances to enable the student to successfully implement marketing strategies in international markets.

Prerequisites: None. Required CORE course.

OPS-4000**OPERATIONS FROM A GLOBAL PERSPECTIVE**

(1.5 hours) This course provides an overview of the design, control, and improvement of manufacturing and service productions systems. Topics include operations strategy, process selection, value stream analysis, quality management, lean production and supply chain management.

Prerequisites: QUA 4000 and QUA 4001. Required CORE course for MS GM Program.

QUA-4000
QUANTITATIVE METHODS

This course introduces basic statistical concepts and their application in the business world. The course starts with the use of descriptive statistics to summarize data. Next, the basic concepts of probability are examined. The course then moves on to consider sampling and statistical inference. The final topic is an introduction to the use of simple linear regression analysis to model relationships between variables. The course material is approached from an applied perspective, with extensive use of business examples to illustrate the concepts. Excel will be used to summarize and graph data and the SPSS statistical package will be used for data analysis.

1.5 Credits

Prerequisites: None. Required CORE course.

QUA-4002
DECISION SCIENCE

(1.5 hours) This course builds on material from the quantitative Methods class. It introduces the use of computer simulation for scenario planning, covers regression analysis in depth, and covers the use of computerized techniques for optimization and linear programming. The course takes an applied business perspective, with examples drawn from operations management, finance, and marketing. The @Risk computer package is used extensively in this class. Other software packages used in the course include LINDO and SPSS.

Prerequisites: QUA 4000. Required CORE course for MS Program only.

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 contexts in which business activities take place. This includes consideration of the factors that shape or reflect the operational realities of management and business, including: 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 socio-cultural 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 or GST 4001. Required CORE course for all full-time degree programs.

GST 5430
TECHNOLOGY POLICY & ENTREPRENEURSHIP

(3 hours) Innovation has become a major source of competitive advantage for nations as well as companies. This course analyzes the innovation process highlighting the interaction between universities, government technology policies, corporate research and development, start-ups, and venture capital. This course draws upon international comparisons, country case studies, and technology-specific cases including information technology. Required Core for MAGAM program.

Prerequisites: GM 4000 or GST 4001 and GM 4600/4620/4640 or 4660.

GF 5806
STRATEGIES IN GLOBAL DEVELOPMENT

(3 hours) 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 global and regional organizations, government policy, and domestic and foreign corporations are explored. Required Core for MAGAM program.

Prerequisites: GM 4000 or GST 4001 and GM 4600/4620/4640 or 4660.

FOCUS AREA and ELECTIVE COURSE DESCRIPTIONS

GF 4110

CORPORATE FINANCIAL REPORTING

(1.5 hours) This course provides an in-depth analysis of corporate financial reporting as a vehicle for communicating information to the firm's stakeholders. Topics covered include revenue and expense recognition, quality of earnings issues, analysis of cash flows, foreign currency translation, the valuation of debt instruments, derivatives, and executive stock compensation.

Prerequisites: GM 4101 or GM-4105.

GF 4390

MANAGING PROJECTS

(1.5 hours) This course focuses on initiation planning, execution and control of complex projects in a global context. Some use of project management software (MS Project) will be integrated throughout the course. This class fulfills educational requirements for the Project Management Professional Certification exam.

Prerequisites: GM 4300 or GM 4304 or QUA 4000 and QUA 4001 or QUA 4000 and GST 4002 AND GM 4505 or GM 4501 and GM 4502 or MKT 4000

GF-4402

CORPORATE STRATEGY

(1.5 hours) This course focuses on issues that define the scope of the firm and its competitive environment. Organization scope is impacted by a variety of factors such as ownership structure, country context, and firm-specific resource endowments. Consequently, this course will explore these influences within a multi-disciplinary perspective, drawing on research and practice from areas such as finance, industrial organization economics, organizational behavior, and organization theory. The objective is to provide students with a rigorous and practical course that offers a deeper understanding of several key management areas, including diversification, mergers and acquisitions, strategic alliances, and corporate restructuring.

Prerequisites: GM 4468 or GM-4466

GF-4405

CONTEMPORARY TOPICS IN GLOBAL MANAGEMENT

(1.5 hours) Current topics in management will be offered on a timely basis to address cutting-edge issues. The content and emphasis will vary by trimester.

Prerequisites: Prerequisites will be determined by the topic.

GF 4420**GROWING AN ENTREPRENEURIAL BUSINESS**

(3 hours) This course is an overview and foundation course in entrepreneurship. The course content will be delivered in a variety of methods: traditional lectures on entrepreneurial topics, e-learning and Web-based entrepreneurial education content, cases in international entrepreneurship, guest lectures by practitioners, consultants and experienced entrepreneurs, as well as topical, contemporary readings about entrepreneurship. Topics covered will be: what it takes to be an entrepreneur; creating entrepreneurial strategies in large, complex organizations (intrapreneurship); social entrepreneurship; innovation and creativity as competitive strategy; family enterprise; and franchising. The term project is the development of a feasibility study for a new venture.

Prerequisites: GM 4300 or GM 4304 or QUA 4000 and QUA 4001 or QUA 4000 and GST 4002 AND GM 4505 or GM 4501 and GM 4502 or MKT 4000

GF 4425**RISK MANAGEMENT FOR ENTREPRENEURS**

(1.5 hours) This is a practically oriented course that provides participants with a number of tools necessary for the successful operation of a business. The course begins with a brief introduction to the risk management process and to commercial insurance concepts. After the introduction, nine specific topics will be addressed. Each topic will require participants to read materials and to access the Internet for additional information. Internet resources will be emphasized not only because of their ease of use but also to identify Web sites that can be used for years to come. There will be a final examination and two short papers required of each participant.

Prerequisites: GM 4300 or GM 4304 or QUA 4000 and QUA 4001 or QUA 4000 and GST 4002 AND GM 4505 or GM 4501 and GM 4502 or MKT 4000

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). 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.

Prerequisites: GM 4505 or GM 4501 and GM 4502 or MKT 4000.

GF 4508
GLOBAL 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.

Prerequisites: GM 4505 or GM 4501 and GM 4502 or MKT 4000.

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.

Prerequisites: GM 4505 or GM 4501 and GM 4502 or MKT 4000.

GF 4513
GLOBAL SALES AND NEGOTIATION

(1.5 hours) The objective of this course is to expand understanding of the process of managing the customer interface. The dominant focus is on developing tools to manage the sales force, understanding the interface of marketing and sales strategy, and gaining basic skills in international sales negotiations. The course makes intensive use of cases and readings and guest speakers, and it includes a simulation exercise in sales negotiation.

Prerequisites: GM 4505 or GM 4501 and GM 4502 or MKT 4000.

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.

Prerequisites: GM 4505 or GM 4501 and GM 4502 or MKT 4000.

GF 4518
STRATEGIC SERVICES MARKETING

(1.5 hours) This course provides an understanding of the unique aspects of the strategic marketing of services at a global level. Key topics are: the growing role of services in the global economy and the differences between the strategic marketing of products and services.

Prerequisites: GM 4505 or GM 4501 and GM 4502 or MKT 4000.

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.

Prerequisites: GM 4505 or GM 4501 and GM 4502 or MKT 4000.

GF 4531
GLOBAL 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.

Prerequisites: GM 4505 or GM 4501 and GM 4502 or MKT 4000.

GF 4701
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.

Prerequisites: GM 4300 or GM 4304 or QUA 4000 and QUA 4001 or QUA 4000 and GST 4002 AND GM 4505 or GM 4501 and GM 4502 or MKT 4000.

Note: Students who have successfully completed GF 4599 (Export/Import Management) during Winterim are not eligible for this course (GF 4701).

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.

Prerequisites: GM 4000 or GST 4001 and GM 4600/4620/4640 or 4660.

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 its operating strategy are represented by accounting rules and develops procedures for adjusting accounting measures of performance. Prospective analysis develops forecasts of financial statements to make estimates of a company's equity valuation.

Prerequisites: GF 4110 and GM 4203 or GM 4313.

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 4203 or GM 4313. Course is only offered in the fall.

GF 5250**MULTINATIONAL CORPORATE FINANCE (FORAD)**

(3 hours) This course applies the theories of managerial and international finance to the problems of multinational treasury management. Topics include issues and techniques in multinational funds transfers; identifying and measuring foreign exchange and interest rate risk; multinational tax planning; managing foreign exchange and interest rate risk; hedging instruments, including forward contracts, options, and swaps; and financially engineered synthetics. Students also manage the financial functions 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 professionals.

Prerequisites: GM 4203 or GM 4313. Not offered every trimester.

GF 5260**FINANCIAL ENGINEERING & DERIVATIVE PRODUCTS**

(3 hours) 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. Not offered every trimester

Prerequisites: GM 4203 or GM 4313.

GF 5271**GLOBAL SECURITIES INVESTMENT**

(3 hours) This course surveys the investment management landscape, and delivers the theory and technology attendant to intellectual and/or career pursuit in this area. Topics explored include the domestic and international aspects of portfolio optimization; emerging markets and global asset allocation; security analysis and selection; stock sorting and screening algorithms; mutual fund performance decomposition and benchmarking; fixed income analytics and metrics; earnings quality; the franchise factor; distress prediction models; behavioral finance models; and financial derivatives from a portfolio management perspective. A respectable floor of numeracy is advisable; a CFAAE emphasis prevails. Not offered every trimester

Prerequisites: GM 4203 or GM 4313.

GF 5273**GLOBAL PORTFOLIO MANAGEMENT**

(3 hours) 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. Not offered every trimester

Prerequisites: GM 4203 or GM 4313.

GF 5274**GLOBAL SUPPLY CHAIN LEADERSHIP**

(3 hours) This course offers a strategic approach to competitive global supply chains and networks. It covers supply chain management and strategic sourcing/supply. Chains are analyzed using four essential underpinnings: physical, financial, information, and relationships for their fit with the firm's competitive business models. Tools will be presented for successful diagnoses, implementation and management. How can and do companies and not-for-profits take leadership roles to compete globally with their supply chains/networks and through the use of strategic sourcing and supply? What are the most appropriate network designs, systems, and processes for specific firms and organizations? Offered in Fall and Spring.

Prerequisites: GM 4300 and GM 4505 or GM 4501 and GM 4502

GF 5290**ADVANCED TOPICS IN FINANCE: GLOBAL PRIVATE EQUITY**

(1.5 hours) This course provides an overview of the private equity industry globally, its role in economy, its participants, its operations, and its recent development. It covers different phases of the private equity investment process and the players involved at each stage. The phases include: setting up a fund, selection and screening of investments, exploring valuation techniques, structuring a deal, managing and exiting investments. Emphasis will be on the practical aspects of private equity transactions through case studies and interactions with private equity professionals. Not offered every trimester

Prerequisites: GM4203 or GM 4313.

GF-5401**STRATEGIC MANAGEMENT OF TECHNOLOGY AND INNOVATION**

(1.5 hours) This course is an overview of the process of the management of technology and innovation including the strategic, managerial, and organizational structure variables that influence its success or failure. Topics include the impact of new technologies on industries, dominant designs and platform leadership, incremental and transformational innovations, lifecycle dynamics, technology transfer, entrepreneurship, critical success factors in managing innovative projects and managing innovation professions in co-located and virtual environments. Tools include technology audits, technology portfolios, technology road maps, make versus buy decisions, scenario planning and technology forecasting.

Prerequisites: GM-4464, GM-4468 or GM-4466 or MGT 4000.

GF-5408**BUSINESS CONSULTING TOOLS**

(3 hours) The consulting course provides an overview of the field of consulting and the role of the management consultant. It familiarizes students with the tools and techniques used during a consulting engagement, including project entry, problem definition, intervention planning, data collection, problem solving, alternative generation, feedback, project exit, client relations skills, and project management. The course requires students to work in project teams to solve business problems in organizations through the application and expansion of technical skills acquired in other classes.

Prerequisites: GM-4464, GM-4468 or GM-4466 or MGT 4000.

GF-5412**LEADING CHANGE AND TRANSFORMATION**

(3 hours) This course will (1) increase your understanding of the nature of organizational change (through conceptual frameworks, readings and discussions), (2) increase your skill in managing change (through a project), and (3) enhance your sensitivity to the contribution and consequences of the human element as related to change. As a pivotal requirement of this course, you will create and manage a change project. This project will be the platform through which you will apply the issues and concepts that we cover in this course. Project efforts and analyses will include (1) the nature of the change agreement, (2) the goals of the change, (3) the identification and management of key stakeholders, (4) the challenges faced as change agents, (5) your own and you're a client's assessment of the relative success and failure of the change, and (6) the lessons learned in completing this leading change project.

Prerequisites: GM-4464, GM-4468 or GM-4466 or MGT 4000.

GF-5414**MANAGING WORK RELATIONS IN A GLOBAL CONTEXT**

(1.5 hours) This course covers concepts and skills essential to managing work relationships in organizations of increasing cross-cultural complexity. Relationships examined include those with your direct reports, your boss, and your peers. Concepts and skills associated with self-management; interpersonal, one on one management; and group/team management are covered and practiced. Relevant, and challenging, relationship topics are examined, such as: managing your boss; dealing with a problem subordinate; exercising influence without authority; maintaining work/life balance---and simultaneously dealing with the stress inherent in managing these and other relationship issues. Course coverage ranges from the "micro," e.g., self-awareness of your own personal orientation to the challenges and ambiguities of relationship management in a global context, i.e., your own global mindset, to the more "macro," e.g., your competencies in building cohesive teams from diverse members, even virtually around the world. The course will utilize lecture and case discussion, but will also use self-diagnostic work and experiential exercises to help build hands-on self-awareness and relationship management competencies.

Prerequisites: GM-4464, GM-4468 or GM-4466 or MGT 4000.

GF 5421**ENTREPRENEURSHIP—VALUATION OF THE PRIVATE FIRM**

(3 hours) This is 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.

Prerequisites: GM 4300 or GM 4304 or QUA 4000 and QUA 4001 or QUA 4000 and GST 4002 AND GM 4505 or GM 4501 and GM 4502 or MKT 4000

GF 5422**THE GLOBAL BUSINESS PLAN**

(3 hours) The guiding framework for a global enterprise and an essential tool for the global entrepreneur is a well-developed, comprehensive business plan. The process of creating a business plan provides an in-depth view of the complex inter-dependency of the functional elements of a viable organization: marketing, finance, management & leadership and systems & operations. This course, via classroom lecture, case study, guest presentations by practitioners (venture capitalists, intellectual property attorneys, angel investors, marketing professionals) provides a capstone global learning experience to synthesize and apply fundamental concepts and principles from across a wide graduate business education spectrum. The main course deliverable is a fully-formed business plan that represents both a productive planning tool for the student entrepreneur-to-be as well as a robust learning experience to tie together many important elements of a graduate business experience. Qualifies for TIE II.

Prerequisites: GM 4300 or GM 4304 or QUA 4000 and QUA 4001 or QUA 4000 and GST 4002 AND GM 4505 or GM 4501 and GM 4502 or MKT 4000

GF5424**GLOBAL FAMILY BUSINESS**

(3 hours) This course will explore and analyze family business continuity challenges and best management, family, and governance practices for the effective leadership of family-owned businesses. Since the focus is on pragmatic, action-oriented, management, governance, and family/business leadership skills, the course will be taught primarily through live and written cases, discussions, lectures and a study/consultation experience with a family business. Offered only in the Fall term.

Prerequisites: None

GST 5430
TECHNOLOGY POLICY & ENTREPRENEURSHIP

(3 hours) Innovation has become a major source of competitive advantage for nations as well as companies. This course analyzes the innovation process highlighting the interaction between universities, government technology policies, corporate research and development, start-ups, and venture capital. This course draws upon international comparisons, country case studies, and technology-specific cases including information technology.

Prerequisites: GM 4000 or GST 4001 and GM 4600/4620/4640 or 4660.

GF 5520
GLOBAL BRAND MANAGEMENT

(3 hours) This course provides a managerial orientation to the topic of global brand management. It is designed to prepare students for a career in global 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. Not offered every trimester.

Prerequisites: GF 4508 and GF 4531 must be taken concurrently or prior to GF-5520.

GF 5524
ANALYSIS FOR STRATEGIC MARKETING

(3 hours) This course is designed to provide students with an understanding of the key marketing issues through an examination of various marketing decisions. This course complements other marketing courses by adopting a more hands-on and practical approach to strategic market planning. Specifically the course objectives are to: help students develop an understanding of the role that analytical techniques and computer models can play in enhancing marketing decision-making in modern enterprises; improve students' skill in viewing marketing processes and relationships systematically and analytically; and provide students with the operational skills required to apply the methods and models to solve real marketing decision problems.

Prerequisites: GM 4505 or GM 4501 and GM 4502.

GF 5541

GLOBAL 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 4531 must be taken concurrently or prior to GF 5541.

GF 5700**GLOBAL RISK MANAGEMENT**

(3 hours) This course explores the risk exposures of international organizations. Generally 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 organizations.

Prerequisites: GM 4203 or GM 4313.

GF 5701**GLOBAL COMPETITIVENESS IN HIGH-PERFORMANCE ECONOMIES**

(3 hours) 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 liberalization, investment incentives, export promotion, infrastructural investments, and technology development. Roles of business, government, and global markets are examined.

Prerequisites: GM 4000 or GST 4001 and GM 4600/4620/4640 or 4660.

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 on 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.

Prerequisites: GM 4000 or GST 4001 and GM 4600/4620/4640 or 4660.

GF 5712**BUSINESS INTELLIGENCE AND COMPETITIVE ASSESSMENT**

(3 hours) This course examines the role that business and competitive intelligence—the systematic collection, synthesis, and analysis of information on a company’s external operating environment—should play in strengthening corporate strategies and decision-making. Through lecture cases and a client-sponsored competitive assessment or project[s], the course has two goals: to help students understand this management tool and to train them to utilize it for competitive advantage. Students work in teams on real world competitive assessment consulting engagements for sponsoring companies. Findings are delivered “live” in a 2-4 hour interactive presentation to clients, whose evaluations also play a role. This course also addresses the related issues of corporate/industrial espionage and information security.

Prerequisites: GM 4300 or GM 4304 or QUA 4000 and QUA 4001 or QUA 4000 and GST 4002 AND GM 4505 or GM 4501 and GM 4502 or MKT 4000 AND GM 4464, GM 4468 or GM 4466 or MGT 4000

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.

Prerequisites: GM 4000 or GST 4001 and GM 4600/4620/4640 or 4660 and GM 4801.

GF 5806/GST 5000**STRATEGIES IN GLOBAL DEVELOPMENT**

(3 hours) 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.

Prerequisites: GM 4000 or GST 4001 and GM 4600/4620/4640 or 4660.

GF 5820**CORPORATE PARTNERS**

(3 Hours) Corporate Partners consists of classroom meetings and hands-on business projects conducted by Thunderbird students for U.S. and International entities. The course will focus on a specific industry and/or region depending on the location and projects available. The projects require close interaction among students and their assigned business entities covering topics across the spectrum of business operations to include but not limited to strategy, marketing, import/export, operations, supply chain, and finance. Students will be required to make a formal presentation on their business analysis project as well as a written report of the analysis. This course will not be offered every trimester and is subject to available projects, faculty, and sufficient enrollment. The course will satisfy a custom focus requirement.

Prerequisites: GM 4300, GM4505 or GM 4501 and GM 4502, GM4464, & Faculty Permission.

GF 5884**CORPORATE SOCIAL RESPONSIBILITY: STRATEGIES AND TOOLS**

(1.5 hours) As business enters the 21st century, a radical shift in thinking about business' role in society is underway. Society's demands for social and environmental responsibility are growing dramatically and few managers have the requisite skills to respond effectively. This course is designed to give future business leaders the knowledge and tools needed to develop an effective CSR strategy that creates value, not only for society and the environment, but also competitive and financial value for the company. Participants will gain tools for proactively engaging stakeholders in a process of mutual value creation, as well as strategies for profiting in the emerging marketplace for sustainability solutions.

Prerequisites: GM-4000 or GST 4001

GF 5898 (1.5 HOURS)—GF 5899 (3.0 HOURS)**SEMINAR IN SPECIAL TOPICS**

These special topics courses are offered as appropriate in elective topics. The content and emphasis of these courses will vary from trimester to trimester.

Prerequisites will be determined by the subject matter.

GF-5899**SELECTED TOPICS: THE ENERGY SECTOR**

(1.5 hours) Global energy is one of the largest industrial sectors on the planet, touching directly or indirectly nearly every aspect of business. The economic scale of energy is impressive, but the International Energy Agency predicts that global demands for energy will more than double by 2030. Clearly the traditional energy sector is rich with business and investment prospects, but it is also facing important new challenges. Supply and environmental constraints are looming that point to increasing costs in the coming decades. Rising costs in turn provide openings for alternative energy sources and some analysts foresee a \$226 billion clean energy market by 2020. The Energy Sector course will provide students with the knowledge and insight needed to understand the business and investment opportunities in the energy sector and also prepare them to navigate the potential changes looming for this all-important economic sector.

Prerequisites: None

GF 5915 (1.5 HOURS)**GF 5903 (3 HOURS)****TOPICS IN INDEPENDENT RESEARCH**

An Independent Research/Study is a special program on an approved topic in a particular subject or focus graded on a Pass/No Credit basis. The intent of this program is to allow a student to conduct in depth research into a particular subject area. The program is not open to first or second trimester students. The topic must be approved the preceding trimester and an independent research contract completed. Regularly scheduled consultations between student and instructor are required. A maximum of three credit hours in Independent Research study may count towards the total credit hour requirement for graduation. Independent Research studies will only satisfy a GF elective and/or upon approval a specified focus area. An independent research project can not substitute for a core course. Approval for an independent research project will be based on the following:

1. All restrictions in the current bulletin and subsequent regulations
2. Appropriate background in the subject selected; relevance of the study to course objectives
3. Student must be in Good Academic Standing
4. Timely submission of the request (before end of trimester prior to attempting the project) including a 3–5-page description of the project, including background, objectives, methodology, and bibliography.
5. Consultation with professor periodically and to his/her satisfaction.
6. Completion in residence unless approved by the Academic Program Director
7. Lack of comparable subject matter in a structured course/focus.
8. Prerequisites: Appropriate course work completed for a 5000-level course in the topic of research. Permission of the instructor and concurrence of the Academic Director and Registrar.

Please Note: Participation in an Independent Study by a faculty member is voluntary.

Prerequisite: None

MODERN LANGUAGE COURSE DESCRIPTIONS

ML 4015

FUNDAMENTALS I

(3 hours) Offered in Mandarin Chinese, Spanish, French, German, Japanese, Portuguese, and Russian.

This is an introductory course for beginning language learners. No prior knowledge is required. Students study language fundamentals such as pronunciations, vocabulary, and grammar. The emphases are: a) establishing a solid foundation in pronunciations; b) building up vocabulary and sentence patterns in communicative contexts; c) introducing Spanish writing system and preparing students to read characters. In addition, cultural and social information that go along with language use are also included in the teaching.

Lessons address common topics such as greeting and farewell, identifying oneself and family members, talking about hobbies and school life/workplace, telling time and dates, making invitation/appointment, shopping, dining in a restaurant, and exchanging information about weather/transportation.

Prerequisite: None

ML 4020

FUNDAMENTALS II

(3 hours) Offered in Mandarin Chinese, Spanish, French, German, Japanese, Portuguese, and Russian.

This course is a continuation of Fundamentals I and II. It aims to help students further develop communicative skills in listening and speaking, with an additional emphasis on reading texts. The emphases of this course are: a) building up more vocabulary and grammatical structures for communications purposes, b) integrating the linguistic and cultural knowledge acquired in Fundamentals I and II with the new knowledge, c) introducing business content and terminology in instructions and activities.

Lessons address common topics such as asking/giving directions, reserving flight tickets, seeing a doctor, renting an apartment, and using postal service and library. Other topics include describing physical surroundings/personal appearances, and giving advice and opinions.

Prerequisite: ML 4015 or waiver

ML 4100

BUSINESS LANGUAGE

(3 hours) Offered in French (FR) and Spanish (SP).

This course emphasizes the use of the target language in context, especially the lexicon of business. Readings from newspapers, journals, and books (although to a restricted degree in non-Latin alphabet languages) familiarize future global 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.

Prerequisite: Fundamentals II or Fundamentals II waiver, OR ML 4020. This course emphasizes 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 use 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 may be required.

Prerequisite: Fundamentals II or Fundamentals II waiver OR ML 4020.

ML 4200
BUSINESS LANGUAGE

(3 hours) Offered in French (FR) and Spanish (SP).

This course advances oral competency as well as reading and writing skills emphasizing functional language use in professional settings. Case studies and readings from newspapers, periodicals, journals, and the Internet expose participants to the business culture and environment of the target language in its global settings. Topics from business and managerial communication are explored through the target culture.

Prerequisite: 4100 or waiver.

PO 4050
PORTUGUESE FOR SPANISH SPEAKERS

(3 hours) This is an accelerated introductory course for beginning language learners. No prior knowledge is required. Students study language fundamentals such as pronunciations, vocabulary, and grammar. The emphases are: a) establishing a solid foundation in pronunciations; b) building up vocabulary and sentence patterns in communicative contexts; and, c) preparing students to read in the target language. In addition, cultural and social information that go along with language use are also included in the teaching.

Lessons address common topics such as greeting and farewell, identifying oneself and family members, talking about hobbies and school life/workplace, telling time and dates, making invitation/appointment, shopping, dining in a restaurant, and exchanging information about weather/transportation.

Prerequisite: Native Spanish Speaker, or Waiver for Spanish at Advanced High or above.

PO 4100
BUSINESS LANGUAGE

(3 hours) This course emphasizes the use of the target language in context, especially the lexicon of business. Readings from newspapers, movies, music and other popular media familiarize future global managers with the culture and issues of the areas of the world where the target language is spoken. Activities include small group discussions, oral and written projects, and grammar review.

Prerequisite: PO 4050

INTERNSHIPS

The Thunderbird Graduate Management Internship Program is designed to provide graduate level practical experience that serves as an extension **of the student's academic program at Thunderbird**. The decision to seek an Internship should be based on careful self-evaluation of an individual's previous work experience and career goals. Many employers often hire MBA/Masters interns for full-time employment. It is increasingly important for students to identify and pursue preferred employers early in their MBA/Masters studies.

**It is not the responsibility of Thunderbird to find internships for students.*

ELIGIBILITY

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

- Be an officially admitted MBA in Global Management, Master of Global Management, MS-GM, or MA-GAM degree-seeking student in good academic standing (no honor code/probation issues).
- Have met program prerequisites for Economics.
- Have a minimum 3.000 cumulative GPA.
- Have completed:
 - GM 4000 International Political Economy or GST 4001 States and Markets in the Global Political Economy
 - GM 4505 Global Marketing or GM 4501 and GM 4502 Global Marketing or MKT 4000 Marketing from a Global Perspective
 - GM 4213 Global Finance or 4203 Global Financial Management
 - GM 4105 Global Accounting or 4102 Managerial Decision Making
 - GM 4300 Data Analysis or GM 4304 Decision Tools or
QUA 4000 Quantitative Methods and QUA 4001 or
QUA 4000 Quantitative Methods and GST 4002 Global Affairs Methods
- Have successfully completed Foundations Week.
- Be a current student who has not completed graduation requirements.
- Not have an incomplete in a course which otherwise would allow a student to complete graduation requirements.
- Hold or be able to obtain proper work authorization for the employment location (See academic and career advisors for assistance in identifying work authorization).

Registration and Limitations

Students are advised to register for classes during the trimester in which an Internship is expected. When the Internship offer is finalized, then the Internship can be registered. Students have up until 2 weeks after the start of the trimester to register for the Internship.

- All registered Internships must be full-time (40 hours per week) consisting of 10-12 weeks.
- All Internships are for one trimester only.
- Extending an Internship into the next trimester is not permissible.
- Students cannot participate in an Internship in their last trimester of study. An Internship is an academic experience. Students are expected to resume their program to relate the practical experience gained during the Internship to personal educational goals. Therefore, students must return for a minimum of 6 credits after completing their Internship.
- A job description and offer letter (on company letterhead or e-mail directly from the company) are required prior to registering Internship.
- Upon approval of the Internship, all courses in the student's schedule for that particular trimester will be dropped by the Registrar's Office.
- International students on an F-1 visa are required according to U.S. immigration regulations to apply for Curricular Practical Training (CPT) AND register for internship credit for work authorization.
- International students on a J-1 visa should consult with an International Student Advisor in the Academic & International Services office or their program sponsor regarding internship eligibility.
- Students may be eligible for late Internship registration if they are not enrolled in classes. To be eligible the student must be on a vacation break (Semester Stop Out) or an approved Term of Non-Enrollment/Reduced Course Load (international students only) and is able to complete the full-time internship within 10 to 12 weeks in the semester. All students must contact an advisor to determine eligibility for late registration.
- Students registered for a local Internship may receive approval from an Academic Advisor to register for additional courses (maximum 3 credits) as long as 6 credits of coursework will remain to be completed in the student's program immediately following the Internship.
- Students on Internships are not eligible for on-campus student employment (including TA, GA and RA positions).
- Students engaging in an Internship outside of the U.S. must secure their own travel/work visa if required.

Credit Options and Financial Obligations

- Students have the option of registering for the 0, .33, 1.5, or 3 credit Internship course.
- International students registering for an Internship in the U.S. must register for either the .33, 1.5, or 3-credit Internship course.
- Students engaging in an Internship outside of their citizenship or permanent residence may register for the 3-credit Internship course to satisfy the Thunderbird Global Experience (TGE) requirement.
- Internship credits cannot be used to meet Core or Focus Area requirements.
- A registered intern must comply with all regulations pertaining to health insurance, including payment or waiver of coverage. Both health insurance coverage and financial arrangements must be made with Administrative Services and Finance and Accounting prior to leaving campus for an Internship.
- Internship registration fees are subject to change without notice.

Evaluation and Grading

All internships are “full-time” and are graded as Pass/Fail. All students will receive an “I” or Incomplete, after the trimester has ended. Upon completion of the 0, .33, 1.5, or 3.0-credit requirements (see below), a grade of Pass will be entered in the student’s record. Students are given until the end of the next trimester to complete all requirements. Otherwise, the “I” will automatically change to an “F” grade through the Registrar’s Office at the end of that trimester.

- Prior to completing the Internship, the intern will provide an Employer Evaluation form to their supervisor. The form must be returned to the Academic and International Services office with a “Satisfactory” evaluation to receive a grade of Pass. An internal evaluation form by the company is also acceptable.
- Withdrawal from an Internship must be “for cause” and requires permission of the Academic and International Services office.
- International students must notify an International Student Advisor immediately of any changes in their employment.
- All interns must complete the Internship Experience Questionnaire at the end of the Internship.
- All students taking the Internship for 0, .33, 1.5, or 3 credits must keep notes or a journal of their Internship. Information contained in the notes/journal is used to write the Weekly Summary documenting the Internship experience and growth.
- Students registered for the .33-credit Internship course must consult with the Faculty Advisor for a minimum of one (1) session and complete a 4–5-page academic paper documenting the experience.
- Students registered for the 1.5-credit Internship course must consult with the Faculty Advisor for a minimum of two (2) sessions and complete a 7 to 10-page academic paper documenting the experience.
- Students registered for the 3.0-credit Internship course must consult with the Faculty Advisor for a minimum of three (3) sessions and complete a 15–20-page academic paper documenting the experience.

INTERNSHIP COURSE DESCRIPTIONS

The key difference between the “credit” (.33, 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 but wish to retain their accessibility to MyThunderbird and IBIC resources.

IF5900

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 5913**0.33 CREDIT INTERNSHIP**

(0.33 hours) The learning program of this internship is largely supported by the sponsoring organization with some faculty involvement. Since academic credit is granted, it is required for the student to coordinate with the Faculty Advisor who facilitates the learning process throughout the internship. The student must discuss with the Faculty Advisor, regarding the academic paper (minimum 4-5 pages of a special internship topic) and the progress of the work during the internship (at least one session during the trimester).

IF5901**1.5 CREDIT INTERNSHIP**

(1.5 hours) The 1.5 credit Internship is typically academic in focus. The 1.5 credit internship requires the student to coordinate with the Faculty Advisor who facilitates the learning process throughout the Internship. The student must discuss the academic paper (minimum 7-10 pages) periodically with the Faculty Advisor (minimum of 2 sessions during the trimester), regarding the progress of the work.

IF5902**3.0 CREDIT INTERNSHIP**

(3 hours) This Internship is structured as an independent study Internship and requires a close working relationship with the Faculty Advisor. The 3.0 credit Internship paper (minimum 15-20 pages) includes a detailed assessment plan and conference with the Faculty Advisor (minimum 3 sessions per trimester). It should be organized as a field studies paper or a consulting paper.

THUNDERBIRD OVERSEAS EXPERIENCES

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 educational programs located around the globe. Study options include Winterim and Summerim, Thunderbird Modules Abroad and Exchange Programs.

Each of these options emphasizes exposure to other business environments, cultures, political and economic systems, regionally specific academic courses and field trips to local companies. Actual course offerings vary across locations and from trimester to trimester.

EXPENSES

Students are responsible for all tuition, fees, materials, living, and other expenses associated with the overseas experience program. Students receiving U.S. financial assistance or scholarships should contact the Financial Aid office to make sure their funding will cover expenses related to the overseas program.

PASSPORTS AND VISAS

Students planning to engage in an overseas experience 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 to attend the overseas program.

REGULATIONS

Students engaging in an overseas program experience are subject to the laws of the host country. Students should conduct themselves in a manner that brings credit to Thunderbird. Students should familiarize themselves and comply with the laws of the host country and, comply with the rules governing Thunderbird's overseas experience programs. Those breaking the laws will be subject to the fines or penalties imposed by the host country. In addition, those engaging in an inappropriate or illegal activity may, at the sole judgment of Thunderbird, be terminated from the overseas program and may be subject to suspension or expulsion from Thunderbird.

Please note: All programs are subject to cancellation in the event of a political, economic, natural catastrophe or low enrollment. Thunderbird reserves the right to refuse any student who, in its judgment, will not contribute to the success of the program, or who will not receive full benefit from participating in the program.

THUNDERBIRD'S WINTERIM/SUMMERIM PROGRAMS

Thunderbird's Winterim/Summerim programs are short-term courses in worldwide locations, providing global expertise in local settings.

ELIGIBILITY

- Attend the Winterim/Summerim Fair
- Complete the application
- Type and submit an essay
- Receive faculty coordinator's permission to participate in an off-campus Winterim/Summerim
- Pay the program fee and tuition cost
- Attend and or complete mandatory course specific pre-orientation meetings and assignments
- Complete or waive course pre-requisite by the end of the previous trimester
- Admission to the Winterim/Summerim program is competitive and not guaranteed
- Classes with insufficient enrollment will be cancelled

THUNDERBIRD'S MODULE ABROAD

Thunderbird's Modules Abroad program allows students to study core courses for six weeks at a partner institution overseas during the student's 2nd Trimester. The experience includes intensive study paired with company visits and cultural events for a truly global experience.

ELIGIBILITY

- Must apply and interview for overseas module abroad
- Must have a cumulative GPA of at least 3.00 or higher
- Students must have successfully completed all of their 1st trimester coursework
- Students must be in good standing at Thunderbird—that is, no honor code violations, academic probation, no financial or academic holds on his/her account, etc.
- Dual Degree, Post-MBA, MA, MS and Non-Degree seeking students cannot participate in the Exchange program
- Students must meet with an academic advisor to determine course schedule
- Pay the application and program fee
- Students must attend two company visits and complete the exit questionnaire to receive a TGE waiver for participation. (Students will not meet the 3 credit requirement associated with the TGE requirement.)
- Pay Thunderbird tuition cost.

EXCHANGE PROGRAMS

Thunderbird sponsors an 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. Thunderbird students who attend non-partner institutions during their program will not be eligible for transfer credit to Thunderbird.

The number of students permitted in each program is limited and placement is competitive. Depending on the program selected, instruction is in the native language or occasionally in English. Those students wishing to participate in any of these programs should make their intentions known to the Exchange Programs Advisor during their first trimester. Students selected to participate in these programs must enroll as full-time students.

REQUIREMENT AND RESTRICTIONS

- Thunderbird students must have a cumulative Thunderbird GPA of at least 3.25 or higher.
- Students must be in good standing at Thunderbird—that is, no honor code
- violations, academic probation, no financial or academic holds on his/her account, etc.
- Thunderbird students must have a background in the language of the country where the exchange program is held. This can mean the student is studying the language at Thunderbird, has successfully waived the language, or is a native speaker of the language. Students applying to an exchange program which has a language requirement must undergo language testing (the minimum level required is ML 4200) via the OPI and receive a written recommendation from the relevant language faculty.
- Students can take up to 15 credit hours of pre-approved electives and language courses.
- Exchanges are for one trimester only.
- Core courses must be completed at Thunderbird, not at the exchange partner institution.

- Students can not fulfill their Thunderbird Integrative Experience II (TIE II) requirement at the exchange partner institution.
- Dual Degree, Post-MBA, MA, MS and Non-Degree seeking students cannot participate in the Exchange program.
- Students cannot engage in an Exchange Program in their home country.

Exchange Program Eligibility	
<i>The following courses must be completed before engaging in an Exchange Program</i>	
TRADITIONAL STREAM	ACCELERATED STREAM*
GM 4000 - International Political Economy	GM 4000 - International Political Economy
GM 4102 - Managerial Decision Making	GM 4105 - Global Accounting
GM 4203 - Global Financial Management	GM 4213 - Global Finance
GM 4300 - Data Analysis	GM 4304 - Decision Making Tools
GM 4505 or 4501 & 4502 - Global Marketing	GM 4505 or 4501 & 4502 - Global Marketing
GM 46XX - Regional Business Environment	

**Students in the Accelerated Stream can participate in an Exchange Program only if they are willing to extend their academic program at Thunderbird by one trimester.*

PROCEDURES

For students meeting the criteria listed above, the procedures are as follows:

- Complete an Exchange Program application and submit before deadline
 - Fall Exchange Program Deadline: _____ Friday of the prior Spring trimester
 - Spring and Summer Exchange Program Deadline: _____ Friday of the prior Fall trimester (exception ESADE program- see advisor)
- Pay the required deposit by the deadline date
- The Exchange Program Committee selects qualified candidate(s) for the exchange program.
- Selected candidate meets with the Exchange Program advisor to select pre-approval courses to be applied toward the student's focus area. Credit for classes not pre-approved may not be eligible for course equivalencies or GF (electives) credit. No credit will be given for equivalent GM (core) courses.
- Student pays tuition at Thunderbird for the courses at the partner institution.
- At the end of the exchange term, the student must arrange to have their transcript from the exchange partner school sent to Exchange Program advisor.
- Students graduating at the end of an exchange term must arrange to have their final transcripts sent to Thunderbird within 30 days of the graduation date for their degree to be conferred and their diploma ordered.
- No grade with less than the equivalent of a B (3.0 in a 4.0 scale) will be transferable for credit. Transfer credits will not be computed for the purposes of G.P.A.
- Students participating in an exchange program are required to meet the minimum Thunderbird standards and credits for graduation.

Thunderbird maintains exchange relationships with the following schools:

Brazil	COPPEAD, Graduate School of Business /UFRJ, Rio de Janeiro (Fall)
China	Tsinghua University SEM (Fall) Fudan University
Costa Rica	INCAE Business School (Fall/Spring)
France	HEC—MBA program only (Fall) Ecole de Management de Lyon (Fall/Spring) ESSEC Business School
Finland	Helsinki School of Economics (Fall/Spring/Summer)
Germany	Manneheim Business School (Summer)
India	India School of Business (Fall/Spring/Summer) India Institute of Management
Mexico	Instituto Tecnológico y de Estudios Superiores de Monterrey, ADE-Tec de Monterrey (Fall/Spring)
S. Korea	Yonsei University (Fall/Summer)
Spain	Escuela Superior de Administracion y Direccion de Empresas (ESADE)/(Fall)
Taiwan	Soochow University

CAREER MANAGEMENT SERVICES FOR EXCHANGE PROGRAM STUDENTS

Exchange Program students from partner schools are eligible for career services on a limited basis, however they must take CS 1000 Career Management Seminar in the first module of their first trimester to be eligible for services. Students will be automatically registered and may withdraw if they choose not to utilize career services.

ACADEMIC DATES AND DEADLINES

WEEK	TRIMESTER 1	TRIMESTER 2	TRIMESTER 3	TRIMESTER 4
1	Adjustment to Registration by exception only	Adjustment to Registration by exception only	Drop/Add	Drop/Add
2				
3				
4	Deadline to withdraw from 1 st module courses	Deadline to withdraw from 1 st module courses	Deadline to withdraw from 1 st module courses	Deadline to withdraw from 1 st module courses
5			Deadline to apply for an exchange program for the following trimester	Deadline to apply for an exchange program for the following trimester
6				
7	Exams	Exams	Exams	Exams
8	Deadline to withdraw from 3 credit hour classes	Deadline to withdraw from 3 credit hour classes	<ul style="list-style-type: none"> • Deadline to Withdraw from 3 credit hour classes • Add/drop 2nd Module classes • Cannot change focus after the 8th week of the final trimester. 	<ul style="list-style-type: none"> • Deadline to Withdraw from 3 credit hour classes • Add/drop 2nd Module classes • Cannot change focus after the 8th week of the final trimester.
9			Submit Graduation petition (always the trimester before actual graduation)	Submit Graduation petition (always the trimester before actual graduation)
10	Block Registration	Early Registration for Trimester 3	Early Registration	Early Registration
11	Withdrawal from 2 nd half courses	Withdrawal from 2 nd half courses	Withdrawal from 2 nd half courses	Withdrawal from 2 nd half courses
12				
13				
14				
15	EXAMS	EXAMS Deadline to complete all incomplete grades from Trimester 1	EXAMS Deadline to complete all incomplete grades from Trimester 2	EXAMS Deadline to complete all incomplete grades from Trimester 3

Withdrawal after week 1 is subject to forfeiture charges.

Students have until close of business on the last day of that week (Friday—unless Friday is a holiday, then students have until Thursday) to complete requirements.

*The course and a grade of “W” will appear on the transcript. A grade of “W,” however, does not affect the Grade Point Average (GPA).

^a Please refer to the Grading Regulations section of the Bulletin for more information on discharging incomplete grades.

^b Student changing Streams must meet with an Academic Advisor to determine eligibility to change.

ACADEMIC REGULATIONS

Thunderbird policies, regulations and graduation requirements in this Bulletin apply to all students who matriculate in Fall 2007 or Spring 2008; The Registrar is responsible for maintaining the policies and integrity of the Thunderbird degree. Thunderbird's Academic Advisors are available to guide students throughout their program. Students are encouraged to consult with an Advisor or the Registrar's office regarding academic policies, procedures, and regulations in this Bulletin. **An individual employee (staff or faculty) of Thunderbird does not have the authority to override or change Thunderbird policies, course prerequisites, graduation requirements or regulations.**

CREDIT HOURS AND COURSE LOAD

The maximum number of credit hours per trimester that a student may take is 15 hours in the Fall, Spring and Summer trimesters, and 3 hours in the Winterim/Summerim periods. The maximum number of credit hours per half trimester is 9 hours. Because of the intensity of the Thunderbird Program students should not enroll in non-Thunderbird courses if they are at 15 hours total in all institutions.

ACADEMIC OVERLOAD

In special circumstances, Thunderbird will allow a student to enroll in an additional 1.5 credit hours above the 15 credit hour load. Students must see their advisors for approval for the additional 1.5 credit hours. The minimum standards to be considered for an academic overload are:

- A minimum GPA at Thunderbird of 3.5
- The student's final trimester
- No previous academic overload
- Must be in Good Academic Standing

Students will be charged the full-time per credit hour rate for the additional 1.5 credit hours.

CROSS REGISTRATION

Thunderbird does allow students to cross register for up to 15 credit hours between other degree programs excluding the Global MBA for Latin American Managers, the Master of Arts in Global Affairs & Management and the Master of Science in Global Management. Students must submit a petition to cross register to their advisor to begin the process. Cross registration into another program is subject to approval by the academic director of the receiving program. Program deadlines for petitions vary with each degree. For example, if you want to enroll in an on-line course (On-Demand) you must submit your petition nine (9) weeks in advance of enrolling in the course. **International students are limited to 3 credits of on-line courses per trimester per immigration policies.** A student considering registering for an on-line course must consult with an Academic Advisor prior to enrolling to ensure adherence to academic and immigration guidelines. Proof (a receipt from the business office) of a deposit of \$ 75.00 must be submitted with each petition to cross register. The deposit will be applied toward tuition of the course(s). The fee will be forfeited if the student drops or withdraws from any course. Students cross registering for a degree program for a full-trimester (12 hours) will be responsible for the pricing

policy of the guest program. Students cross registering for a single course will be charged at the rate of their official degree program plus materials, fees, and other additional cost of the guest program.

TRANSFERS BETWEEN DEGREE PROGRAMS

Thunderbird does allow students to transfer between degree programs excluding the Master of Arts in Global Affairs & Management and the Master of Science in Global Management. Students must submit a petition to transfer to the registrar's office to begin the process. Transfers into another program are subject to admission requirements and approval by the academic director of the receiving program. International students must consult with an Academic Advisor prior to requesting a transfer to ensure adherence to academic and immigration guidelines.

A student that has completed less than 15.0 credit hours of core courses in their currently enrolled program is eligible to apply for a program transfer. A letter grade of "B" or better is required in each core course to transfer the credits.

Proof (a receipt from the business office) of a deposit of \$ 150.00 must be submitted with each petition to transfer. The deposit will be applied toward tuition of the course(s). The fee will be forfeited if the student does not join the new program.

ARTICULATION BETWEEN MBA-GM, MS-GM, AND MA-GAM

Eligible MS-GM and MA-GAM students may be admitted into the MBA-GM and earn the MBA with the completion of 30 credit hours of MBA coursework beyond the MS-GM or MA-GAM. Eligible students are those who maintain at least a 3.2 grade point average in the MS-GM or MA-GAM, submit GMAT scores for MBA-GM admission if not already submitted for MS or MA admissions, and complete at least one year of work experience after the MS-GM or MA-GAM.

International students are limited to one period of Optional Practical Training (OPT) in the U.S. per academic level of study. If an International student utilizes OPT to work in the U.S. after the MS or MA degree, they will not be eligible for another period of OPT for work in the U.S. after completion of the MBA degree. Students who work outside of the U.S. after the MA or MS degree retain OPT eligibility for work in the U.S. after the MBA degree.

Depending upon whether the MS-GM or MA-GAM was completed, specific courses are waived and specific courses are required for completion of the MBA-GM. These specific details can be obtained from the Academic Director. MS-GM OR MA-GAM students who do not meet the criteria for this articulation may apply for the MBA-GM through the regular MBA admissions process. For such applicants, regular admissions criteria would apply and, if admitted, regular MBA-GM curriculum requirements would apply.

TRANSFER CREDITS

A student who has completed relevant graduate-level study at an acceptable institution may, subject to academic 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 discipline, area coordinator or designated faculty. Additional credits are allowed per special institutional agreements (see Dual, Post MBA listing and exchange 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, MaEEtrise, Diplom or Staatsexamen, Civilingenjor, or Meester, to name a few. Students who transfer in credits from courses which, in the opinion of the relevant area, 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 does not satisfy specific graduation requirements. For example, a student cannot use the transfer course to satisfy a specific course, TGE, TIE or language graduation requirements. The student may use the three credit hours in lieu of elective credit to meet the total credit hour requirement. For example, a traditional student who has waived three hours of language or satisfied the TGE by attending a Thunderbird module abroad may replace the three hours of non-specific elective credit with 3 hours of transfer credit. The student would complete 57 hours at Thunderbird and transfer in 3 hours to meet the 60 credit hour minimum. Transfer credit in no way constitutes a waiver for a course. Language courses are not acceptable for transfer. Any transfer credit is subject to the Seven-Year Rule with the exception of the Post MBA program.

WAIVERS

POLICY

This policy applies only to the MBA in Global Management students and has limited application for Master in Global Management (Dual/Post MBA students.) A waiver is official recognition that a graduation requirement has been satisfied through previous course work (waiver by documentation) or testing. Students may waive both program prerequisites and selected global management (GM) course requirements. Thunderbird does not grant waivers for graduate level courses based on prior undergraduate course work or life/work experience. All prior coursework offered in support of a waiver must have been completed at an accredited graduate institution with a grade of B or better (a B- or below is unacceptable) or a non-U.S. equivalent institution within the seven-year time frame. Waivers do not constitute a reduction in the minimum hours required in a Thunderbird degree program. Waived courses must be replaced with an equal number of elective (GF) credits or an approved core course from another program that does not duplicate a course already completed. Student may only use a maximum of nine (9) credit hours of course waivers to satisfy core graduation requirements.

SPECIFICS

PROGRAM PREREQUISITES. Thunderbird requires all full-time program students to satisfy microeconomics and macroeconomics prior to the start of their first term at Thunderbird. Students may satisfy these requirements by:

1. successful completion of prior coursework at an undergraduate level with a grade of “B” or better, (waiver by documentation),
2. successful completion of the CLEP (College Level Examination Program) in both microeconomics and macroeconomics for program prerequisites, (waiver by testing),
3. successful completion of GM 1200 Fundamentals of Economics offered the week prior to Foundations.
4. conferred a degree of BA or BS in Economics

WAIVERS BY DOCUMENTATION

Waivers for Microeconomics and Macroeconomics may be granted during the Admissions process. Students do not need to apply for these waivers. If a waiver for Microeconomics or Macroeconomics was not granted at the time of the admission offer, and the student has knowledge of the material, Thunderbird strongly recommends the student write the CLEP exams. CLEP exam results must be received by the Admissions Office prior to the start of the GM-1200 (Fundamentals of Economics) boot camp. Students who do not receive a waiver for both Microeconomics and Macroeconomics must attend GM-1200 Fundamentals of Economics the week prior to Foundations. Failure to meet the program prerequisites will result in reduction of the courses available in the first trimester and the inability of the student to move forward in their program. Students may also be required to enroll in a regular scheduled first module course at the current tuition rate.

WAIVER BY TESTING: CLEP EXAMINATIONS

CLEP (College-Level Examination Program) examinations are nationally standardized tests written and administered by the College Board and the Education Testing Service. Satisfactory completion of the appropriate CLEP examination with a minimum converted score of 53 on the Macroeconomics and Microeconomics examinations, will earn a waiver in the respective course.

The CLEP tests can be taken at most American universities, so students are encouraged to contact their university for further information. Six weeks should be allowed for scores to arrive through official channels from another institution to Thunderbird. There is a charge per examination collected by the examination center. Results are normally available within 24 hours and should be forwarded to the Admissions office.

GM—1200 Fundamentals of Economics. Thunderbird offers a three-day non-credit course that focuses on the principles of economics needed to successfully complete the degree. GM-1200 is offered the week prior to Foundations in Spring and Fall each year. There is a charge of \$450 for this boot camp.

MODERN LANGUAGE WAIVERS

Waivers for Modern Languages are accepted as a result of the Oral Proficiency Interview, Foreign Service Institute (FSI), Defense Language Institute (DLI) or Peace Corps ratings when taken within one year of matriculation.

GLOBAL MANAGEMENT (GM) COURSES

A limited number of GM course requirements may be satisfied through previous course work or professional certifications (waiver by documentation) or Thunderbird Challenge exams (testing). Supporting documentation must be submitted before the student matriculates to Thunderbird.

WAIVERS BY DOCUMENTATION—Students may waive course work through documentation of:

1. Acceptable completion of prior coursework at a graduate level (waiver by documentation).
1. CPA Students who hold a CPA/CA certification from the U.S., the U.K., Canada, and Australia are eligible to waive the first two Accounting courses (GM 4100 and GM 4101). In order to receive a waiver for GM 4100 and GM 4101, a student must present the CPA Certificate or a letter from the State or National Board of CPAs/CAs to the Registrar prior to the first day of classes. Students with a CPA/CA certification are not eligible to waive any additional accounting courses at Thunderbird.
2. CFA: Students who hold a CFA certification are eligible to waive the first two Finance courses (GM 4201 and GM 4202). In order to receive a waiver for GM 4201 and GM 4202, a student must present the CFA Certificate or a letter from the AIMR indicating a pass of the CFA Level I, Level II, and Level III certificate exams to the Registrar prior a student's first day of classes at Thunderbird. Students with a CFA certification are not eligible to waive any additional finance courses at Thunderbird.
3. Acceptable completion of prior coursework at a graduate level.

The ability to waive other courses depends upon a student's previous certification, coursework, and grade. Documents reflecting previous coursework, course content and pedagogy requirements must be mailed and evaluated prior to a student's arrival on campus. Thunderbird does not grant waivers for graduate level courses based on prior undergraduate course work or life/work experience. All prior coursework offered in support of a waiver must have been completed at an accredited graduate institution with a grade of B or better (a B- or below is unacceptable) or a non-U.S. equivalent institution within the five-year time frame. It is the student's responsibility not Thunderbird's responsibility to collect and submit documentation for a waiver. Sending a Web site will not be considered sufficient data.

Thunderbird Faculty members may reject course work completed at institutions not accredited by the AACSB—The International Association for Management Education, and in the exercise of their best professional judgment any course deemed not equivalent.

Thunderbird Challenge Examinations: The following Challenge exams are offered by Thunderbird at no charge to the student. A student is allowed only one opportunity to take the exam, and Thunderbird does not give make up challenge exams. The following courses may be waived by challenge exams.

Accounting I—successful completion waives GM-4100

Accounting II successful completion waives GM-4101

Finance I/II—successful completion waives GM-4201 (Finance I) and GM-4202 (Finance II)

- Any student who wishes to waive either or both of the first two Accounting courses—GM 4100 and GM 4101—but does not have a CPA/CA certification must take and pass the relevant Accounting challenge exam, given during Foundations to matriculating students.
- Any student who wishes to waive the first two Finance courses—GM 4201 and GM 4202—but does not have a CFA certification must take and pass the Finance challenge exam, given during Foundations to matriculating students.

Dual Degree and Post-MBA students may receive up to 15 credit hours of waivers based on courses taken at the partner/approved MBA institution. Courses that may be waived for Dual Degree/Post-MBA students are those courses that are similar to the MBA in Global Management Core curriculum (i.e. accounting, finance, management, marketing, etc.) and are courses that have been completed at the partner/approved MBA institution. Students must submit the partner/approved MBA institution official transcripts at least one week prior to the first day of classes.

Waivers do not constitute a reduction in the minimum hours required in the MBA in Global Management or Master of Global Management degrees.

PROCEDURES FOR WAIVER BY DOCUMENTATION

Waivers by documentation must be submitted prior to matriculating at Thunderbird but not later than the end of the first module. Thunderbird will not accept petitions for waivers after the deadline.

- a. Prospective students collect course description, syllabi, and other course content and pedagogy requirements. Documents do not need to be official but courses and course numbers must match the student's transcript(s).
- b. Prospective students mail or send an electronic copy of the request with supporting documentation to:

*Thunderbird School of Global Management
Attn: Registrar's Office
15249 N. 59th Ave
Glendale, AZ 85306*

- c. The Registrar's office will make a copy of the student's transcript to add to the supporting documentation.
- d. Courses will be evaluated by the Registrar's office based on level of studies (undergraduate/graduate). In cases where a Masters title is given to a course such as an MCOM but is used to satisfy the undergraduate requirements for admissions the course will only be counted as an undergraduate level course.
- e. Copies of supporting documentation and transcript will be sent to Dean of Faculty Office for and then forwarded to the appropriate faculty member along with a copy of a waiver form.
- f. Faculty will either approve and sign the waiver form or disapprove the course by writing "Denied" on the waiver form and return the file to the Dean of Faculty Office.
- g. The Office of the Dean of Faculty will forward the waiver form and full supporting documents to the Registrar's Office for the student's academic record and if approved waiver entry. The Registrar's Office will notify the student of the results by electronic mail.
- h. Waivers will not be entered without a completed waiver form. There are no appeals to denied waivers.

FIVE-YEAR RULE

The MBA in Global Management program is designed to be completed in three to six consecutive trimesters depending on the program format a student chooses upon matriculation. The MS-GM and MA-GAM are designed to be completed in three consecutive trimesters. The Master of Global Management program for Dual Degree and Post-MBA students is designed to be completed in at least two trimesters. Breaks in enrollment must be registered with and approved by the Registrar's Office. All courses completed or transferred in for graduation credit must be completed within a five-year period with the exception of Post-MBA students who do not have a limited period.

GRADING REGULATIONS

GRADE CHANGES

Grades, when filed with the Registrar are considered final and are not subject to change by reason of a revision of the instructor's judgment or additional work submitted by the student. Changes may only be made to correct a validated error in calculation or transcription or faculty approved delayed completion of course work (incomplete grades).

Students must follow the academic appeal process if they have a question related to their grade. All grade changes must be submitted and recorded in the Registrar's Office before the end of the next trimester (excluding Winterim/Summerim) for the courses in question. Grade changes will not be accepted after the end of the next trimester.

DISCHARGING INCOMPLETE GRADES

A grade of Incomplete (“I”) may be assigned by a professor to a student who has completed all of the required course work except the final exam (and/or final project) and is successfully passing a course but who, for compelling and unanticipated reasons, is unable to complete the course during the term of enrollment. The student and faculty/instructor must enter into an “Incomplete Grade Contract.” The contract can be located on the Registrar’s Web page under Faculty Forms. The time limit for 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 “I” 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. Grades of “I” may be discharged upon completing the course requirements to the satisfaction of the instructor before the last day of the subsequently enrolled trimester. If the contracted requirements are not fulfilled according to this schedule, the Incomplete is converted to a failing grade (F) which can not be changed. The instructor may impose additional restrictions, but may not allow additional time for completion of the course requirements or add additional requirements. An Incomplete grade in a course does not qualify as having completed that course for prerequisite purposes. A degree or certificate may not be conferred to a student who has any grade(s) of Incomplete. Students with incomplete grades from the current trimester that are not discharged within 30 days of their anticipated graduation will not have their degree conferred until the next official graduation date.

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
			AD	=	Academic Dishonesty

Only courses completed with a grade of C- or better are acceptable in satisfaction of graduation requirements for the MBA in Global Management, Master of Global Management, MS-GM, MA-GAM, Certificate of Post-Graduate Study, Certificate of Advanced Study, Certificate of Global Studies and Certificate of Advanced Global Studies. If a student receives a grade of 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

When completion of a program of study occurs prior to or at the end of the term, grades for all enrolled students must be entered by the faculty in order to indicate via official letter that requirements for a student have been met.

SCHEDULE REGULATIONS

REGISTRATION CODE SELECTION

The early registration code selection has 3 simple steps:

- Step One: Your official start term is identified. This step ensures that students from earlier terms have the first option to register for required courses.
- Step Two: All students with the same start term are randomly assigned an early registration code by the computer.
- Step Three: At the end of the early registration period, all early registration codes are deleted from the computer.

This process is repeated each term with new early registration codes being assigned by computer random assignment. The computer does not know the previous term's early registration code. Please refer to the Registrar's home page on MTB for more information or contact the Registrar at *Registrars@t-bird.edu*.

CHANGE OF ORIGINAL REGISTRATION

Initial registrations can be changed during the first four class days of the trimester and/or course, and the first day of Winterim/Summerim courses. Students are permitted to withdraw from courses up to the end of the eighth week of the trimester for full term classes, 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.

REPEATING 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 grade assigned for the second enrollment will also appear on the transcript, and is used in calculating grade point averages. No course with a grade of B or higher may be retaken. Repeating language courses requires written permission of the Academic Director and Chair of the Garvin Center for language and culture or designated representative. Federal Financial Aid cannot be used to cover repeat courses. **A student that receives a failing grade on the second attempt of course will be automatically dismissed from Thunderbird.**

CLASS ATTENDANCE

Class attendance policies for officially registered students are set by the assigned faculty or instructor. Chronic absences, missing the first two weeks of a 1.5 credit hour course or misconduct in the classroom may be grounds for dismissal from the class/course.

Non-Registered Students—A student must be officially registered for a course in the academic system to receive credit for the course.

Auditing—Thunderbird does not allow auditing of courses.

Visiting—Visitors (non-registered students, visitors to campus, and guests) are welcome to attend a limited number of class sessions in which they are not enrolled; however, explicit permission of the instructor is required. Visitors are required to comply with professor's instructions. A professor may prohibit or limit visitors under any circumstances.

ACADEMIC STANDING REGULATIONS

This policy was approved by the Faculty Senate and pertains to all students regardless of degree program or admission status. Academic standing is official and effective when posted by the Registrar's Office at the end of the trimester. Academic standing status can be applied retroactively to a term if circumstances, such as a grade change, warrant.

ACADEMIC GOOD STANDING

A student is in academic good standing when the student has completed twelve hours or more of graded course work with a cumulative grade point average of 3.00 or higher. A student cannot have any institutional or judicial disciplinary action pending to remain in good academic standing.

ACADEMIC PROBATION

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,
- receives a grade of No-Credit ("NC") in a requirement for graduation,
- receives a sanction from judicial, disciplinary or honor council proceedings.

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 the student indicates an explicit understanding that failure to comply with terms of the contract, including the attainment of a minimum cumulative grade point average of 3.00, may result in academic suspension.
- Students on probation are not eligible for an overseas program.
- Students on probation are not eligible for an exchange.
- Students on probation are not eligible for an internship.
- Academic probation may affect financial aid.
- Students placed on probation forfeit scholarship support for the trimester on probation.
- Students on probation are not eligible to work on campus.

- Students on probation are not eligible to hold office in the TSG.
- Students on probation are not eligible to participate in school sponsored activities, including but not limited to: case competitions, treks, etc.

Winterim/Summerim—Students on probation may be accepted for Winterim/Summerim classes but shall be advised that suspended students may not participate in these classes.

Students may neither be placed on probation nor be removed from probation as a result of a Winterim or Summerim class. The status as of the end of the Fall/Spring term shall remain in effect through the Spring term.

Students may not be placed on probation nor removed from probation during a term as the result of completing a half term class, unless that class is the last class that will be completed prior to graduation.

ACADEMIC SUSPENSION

Academic suspension is mandatory when a probationary student fails to bring his/her cumulative GPA to a minimum of 3.00 at the end of the next Spring, Summer, or Fall term for which the student is registered for any courses.

- 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, MTB (to include lifetime e-mail), and IBIC resources.
- Awards are voided in the case of academic suspension and will not be reinstated.
- Students who are on academic suspension are not eligible for federal financial aid.
- Students on academic suspension are not eligible for employment at the School.
- Students on suspension shall not be allowed enrollment in Winterim or in overseas programs.
- International students suspended from the program must make plans to leave the U.S. immediately.

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 the decision by submitting a letter to the Registrar's Office addressed to the Academic Standing Committee within 3 school days of the date on the suspension notification letter. The student's academic standing/enrollment will remain unchanged until the academic appeals process is completed.

ACADEMIC DISMISSAL

Dismissal is mandatory when a probationary student's cumulative GPA falls below a 2.5 at the end of the next module/term for which the student is registered for any courses; or when a

student receives a failing grade in a core course during the second attempt. Only the repeat grade will count towards satisfying graduation requirements.

- A dismissed student is no longer eligible to attend any academic program, nor is eligible to seek readmission to Thunderbird.
- Dismissed students may not receive any School services including but not limited to housing, career services, computer use, MTB (to include lifetime email), and IBIC resources.
- Awards are voided in the case of dismissal and will not be reinstated.
- Students who are on dismissal are not eligible for federal financial aid.
- Students who are on dismissal are not eligible to maintain scholarships.

Students who are dismissed may appeal to the Registrar's Office within 5 school days of the date of the dismissal letter. In the appeal the student should address any mitigating circumstances that may have caused them to do poorly in the course and what the student would do in the future to increase their chances of success at Thunderbird. The student may make a recommendation to the committee referencing sanctions or why the student should be given an exception to policy. The student's academic standing/enrollment will remain unchanged until the academic appeals process is completed.

ACADEMIC APPEALS

This appeal process applies to academic policies and grades. There are separate appeal channels for academic standings and disciplinary proceedings. Issues related to faculty conduct, absences, or classroom instruction should be reported directly to the Dean of Faculty. General issues and recommendations for policy changes should be presented to the Thunderbird Student Government (TSG).

The committee cannot over rule the faculty judgment on the quality of work; it can only ensure fairness and transparency in the determination and award of grades by the faculty to students. Only the relevant professor(s) can change a disputed grade unless there is evidence of one or more of the conditions below.

CONDITIONS FOR AN APPEAL

1. Circumstances requiring the exception to policy must be beyond the student's control to act in good faith per the Thunderbird Bulletin in effect at the time of his/her matriculation.
2. Professor did not follow the grading process and criteria presented in the course syllabus. Any changes to the syllabus should be made by the beginning of the 2nd week of classes.
3. There has been a significant departure from school policy or published schedule.
4. Evidence of bias or prejudice.

For all other situations, the student should seek clarification from the Vice President Full-Time Programs, or his/her designee, or the Registrar.

APPEAL PROCESS

Step 1: The student should contact the relevant professor(s) to try to resolve the situation.

Step 2: If not resolved, or the faculty member cannot be contacted, discuss the situation with the Academic Director of the degree program, who will try to help the student and the faculty resolve the situation. The Academic Director will facilitate a response from the relevant professor(s) in the event that it is still necessary. The role of the Academic Director, in the case of a grade dispute, is to ensure that there were no calculation and/or transcription errors.

Step 3: If still unresolved, submit a formal complaint to the Vice President of Full-Time Programs or designee. The formal appeal may be submitted either by letter or by electronic mail with a word document attachment. Students must make the formal appeal within 45 days of the beginning of the next term if they are seeking a grade change.

Step 4: The Vice President of Full-time Programs will appoint an individual to gather all pertinent information to be presented to a committee. The Vice President of Full-time Programs or designee will convene a meeting of the Academic Appeals Committee, which is comprised of the Provost, Dean of Faculty & Programs, Vice President of Full-time Programs, and the Academic Director. The committee will review the complaint, and the Vice President of Full-time Programs will send a written decision to the student within ten (10) business days after the conclusion of the hearing.

Potential Outcomes

1. Student's appeal is denied based on insufficient evidence.
2. Faculty may be required to give full or partial credit for the project/exam/assignment challenged.
3. Committee changes the grade based on evidence supporting one or more of the conditions above.

Neither the Academic Director nor the Academic Appeals Committee can change a disputed grade before the exhaustion of the appeals process.

Step 5: If the complaint cannot be resolved after exhausting Thunderbird's appeals procedure, the student may file a complaint with the Arizona State Board of Private Post-Secondary Education. The student must contact the State Board for further details at the address below:

Arizona State Board for Private Postsecondary Education
1400 W. Washington, RM 260
Phoenix, AZ 85007
602-542-5709
Fax: 602-542-1253
Web site—<http://azppse.state.az.us>

GRADUATION REGULATIONS

PETITION TO GRADUATE AND MINIMUM GRADUATION REQUIREMENTS

To be approved for graduation, students must petition to graduate by the end of the 11th week of the trimester before they intend to graduate. At this time, a degree audit is completed by the Registrar's Office. [Once approved for graduation, the process cannot be reversed unless an academic requirement is not met in the final trimester.] In addition to program requirements, students must also have a cumulative GPA of 3.000 or better and have all courses graded to qualify for graduation. A student cannot graduate with an incomplete in any course. Only courses completed with a grade of C- or better are acceptable in satisfaction of graduation requirements for the MBA in Global Management, Master of Global Management, MS-GM, MA-GAM, Certificate of Advanced Study, Certificate of Post-Graduate Study, Certificate of Global Studies, or Certificate of Advanced Global Studies. The Registrar's Office holds the right to move a student's petition to graduate to the next official graduation date.

OFFICIAL DEGREE CONFERRAL

Thunderbird's policy is to confer degrees after all grades have been recorded in the Registrar's office and at final review of the student's degree audit. A student must complete all degree requirements (including exams), and grades must be recorded before an official letter will be issued by the Registrar's office stating the degree is conferred.

DIPLOMAS

Upon conferral of the degree, students will be mailed their diploma to the address specified on their petition to graduate. Diplomas are mailed free of charge by First Class Mail. If a student wishes to mail their diploma by courier, they need to contact the Registrar's Office prior to graduation to make arrangements for shipping charges. Thunderbird is not responsible for diplomas lost or damaged in transit. If the diploma is lost or damaged in transit, it is the responsibility of the student to pay for a replacement diploma. More detailed information about replacement diplomas is on the Registrar's Department Page Web site.

GRADUATION WITH DISTINCTION OR WITH HONORS

A numerical score is used to determine which candidates will graduate with special recognition. A computed average of 3.800 must be attained for graduation With Distinction and an average of 3.700 for graduation With Honors. The numerical score is completed at the time the degree is conferred and will not change with a subsequent change in grade. In the graduating trimester, grade changes must be recorded in the Registrar's office within 30 days of the graduation date for the grade change to be accepted and processed. Students found in violation of the Honor Code are not eligible to graduate with Distinction or Honors or any other award.

GRADUATION CEREMONY

Commencement ceremonies are traditionally 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 for a fee. 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.

Transcripts and other documents from other institutions are the property of Thunderbird School of Global Management, and as such are under the control of the Registrar's Office. Under Federal policy, the student has the right to view the documents in their file; Thunderbird is not required to provide (or allowed to make) copies of these documents. Transcripts submitted to Thunderbird for admission or credit transfer become the property of Thunderbird, and cannot be returned to the student or forwarded to other institutions. The current, complete, accurate, and official record of a student's academic work is made available by the University where courses were completed.

LEAVE OF ABSENCE

The School does not have a formal Leave of Absence policy as defined by federal financial aid regulations. All Leaves of Absence are official and must be requested in writing and approved by the Registrar. International students must also consult with an International Student Advisor prior to leaving Thunderbird. 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.

UNAPPROVED ABSENCE

Students are required to satisfy the graduation requirements in effect when they matriculate to Thunderbird. Students returning after an absence of more than one trimester (excluding Winterim/Summerim) must follow all regulations in effect for students entering in that trimester. Returning students will be expected to pay tuition and fees in effect at the time of return.

REQUEST FOR REINSTATEMENT

Students who have not officially enrolled in courses at Thunderbird for more than 12 months without leave of absence will have their program closed and must apply for reinstatement through the Registrar's Office. Students should request a reinstatement the trimester before they intend to return to Thunderbird. A formal request for reinstatement must include a record of the candidate's activities since their last registration supported by a third party validation and a non-refundable deposit of \$200.00 to be applied to tuition for the trimester the candidate intends to return. International students should contact the Academic and International Services office to request the appropriate immigration documents to resume study at Thunderbird. Candidates returning will be subject to the graduation requirements and tuition and fees of the Bulletin in effect at the time of re-entry.

STUDENT RECORD REGULATIONS

“Student Record” means all material concerning an individual student maintained in any form by the President of Thunderbird School of Global 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.**

Transcripts and other documents in a student’s file from other institutions, organizations or individuals are the property of Thunderbird School of Global Management, and as such are under the control of the Registrar’s Office. Under Federal policy, the student has the right to view the documents in their file; **Thunderbird is not required to provide (or allowed to make) copies of these documents.** Transcripts submitted to Thunderbird for admission or credit transfer become the property of Thunderbird, and cannot be returned to the student or forwarded to other institutions.

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 Registrar shall be the records manager concerning discipline.
- 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 Controller shall be the records manager for records maintained by the Finance and Accounting Office.
- The Director of Financial Aid shall be the records manager for the records maintained by the Financial Aid Office.
- The Vice President for Full-Time programs shall be the records manager for the records maintained by the Student Services Office.
- The Academic Program Directors shall be records managers for the records maintained by their programs.
- The Director of Academic and International Advising shall be the records manager for the records maintained by the Academic and International Advising 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 School of Global 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
- Email address
- MTB photo
- Hometown (for graduation)
- Citizenship (for graduation)
- Dates of attendance
- Thunderbird degree and awards received
- Student activities
- Class schedules

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 Department 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.

International students should be aware the Patriot Act as implemented by 8 USC 1372 overrides FERPA, allowing the U.S. Department of Homeland Security (DHS) access to obtain from the school any information needed to carry out its student/exchange visitor information collection program.

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. However, the Department of Homeland Security's Immigration and Custom Enforcement does not require international students be notified 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 personal 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.

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.

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.

ACADEMIC AND INTERNATIONAL SERVICES

Thunderbird's Academic and International Services (AIS) is part of a larger group of services provided by the Office of Student Services. Services are provided to impart relevant information, advisement and assistance on matters related to Academics, Immigration, Study Abroad and Internships registration.

SERVICES—Thunderbird students are strongly encouraged to meet with an advisor throughout their program. Advisors are accessible via scheduled appointments, office walk-ins, telephone and email. Students can discuss with an advisor issues related to their academic, personal and professional goals.

ACADEMIC ADVISING

- Students should meet regularly with an advisor to design and implement an appropriate academic plan that complies with financial aid and immigration guidelines and will satisfy requirements for the graduation.
- Students can discuss and develop their class schedules, course load, degree requirements, academic policies and procedures, individual options and special opportunities at Thunderbird.
- Students are block-registered for their first and second trimesters of study.
- Continuing students must meet with an advisor prior to registration to discuss their academic progress and Focus Area.
- Focus Area selection should be decided by the end of the first trimester of study, but may be changed though the eighth of week of the final trimester.

- Students admitted provisionally should meet with an advisor for support and guidance.
- Students on probation are required to meet with an advisor for assistance, referral, and possible schedule modification.

The Academic advisors work in conjunction with the Registrar's office to generate reports for monitoring academic progress. Students may be contacted by either office to meet with appropriate personnel to address academic issues as necessary.

IMMIGRATION ADVISING

- International students are required to present their passport, visa, I-20 (F-1) or DS-2019 (J-1) and I-94 card to an international student advisor upon reporting to Thunderbird for International Student Orientation.
- AIS office is responsible for reporting to the Department of Homeland Security's Student and Exchange Visitors Information System (SEVIS) regarding Thunderbird's students' immigration status and academic progress.
- Students are required to safeguard their immigration documents and should be aware of the expiration dates of the passport, I-20 and DS-2019.
- Students should consult with an advisor regarding U.S. immigration matters. Students should be extremely cautious about accepting information from a non-immigration professional.
- Students are required to maintain legal status in the U.S. to protect their immigration standing and continue their eligibility to accrue F-1 or J-1 visa benefits.
- Students are required to enroll full-time for courses each trimester unless they have received permission from an advisor to be under-enrolled. Students may seek permission for under-enrollment for the following reasons: Vacation break; Internship outside of the U.S.; Completion of last term of study; Study abroad; Academic difficulty; Medical.
- Students are not permitted to work in the U.S. without receiving permission. Students may work on campus for up to 20 hours per week while enrolled in classes and up to 40 hours per week during breaks between trimesters or on an approved vacation term in the U.S.
- F-1 visa holders must receive approval for Curricular Practical Training (CPT) prior to engaging in an internship in the U.S. Failure to do so will result in working illegally in the U.S. which is a deportable offense. CPT approval is granted by an advisor. CPT extensions are not permitted.
- J-1 visa holders must receive approval for an internship from their program sponsor. Failure to do so will result in working illegally and the student is subject to deportation. Internship extensions are not permitted.
- F-1 visa holders desiring to work in the U.S. after graduating from Thunderbird must apply for Optional Practical Training (OPT) prior to completing their degree program. OPT is granted by the U.S. Citizenship and Immigration Services. A processing fee is required with the application to request work authorization. OPT is granted for one year and is not extendable.
- J-1 visa holders wanting to work in the U.S. after completing their program must request Academic Training (AT) prior to completing their degree. AT is granted by the program sponsor. The amount of AT time is granted based on the amount of time the student has engaged in study at Thunderbird. AT can not be extended.

- Students are permitted to travel outside of the U.S. during their study at Thunderbird. Students remaining outside of the U.S. for 5 months or longer have broken their continuous visa status and must re-establish their status with a new I-20 or DS-2019 to enter the U.S.
- Students who have dependents accompanying them to the U.S. are responsible for maintaining the validity of their dependents' immigration documents.
- Students are required to submit tax reporting form(s) to the Internal Revenue Service (IRS) to document the number of days present in the U.S. and wages earned for campus employment, internship, or post-completion employment such as OPT or AT.

Immigration matters are very complex and often require the advice of a trained professional for assistance. The issues listed above are just a few of the areas covered by the advisors. Students are strongly urged to be proactive by making a visit to meet with an advisor to and discuss immigration matters before problems arise.

INTERNSHIP REGISTRATION

- AIS is responsible for reviewing a student's eligibility to engage in a registered internship.
- Students are required to submit appropriate documents in a timely fashion to receive academic credit for registered internships.

The Internship Program is designed to provide graduate level, practical training experience as an extension of a student's education at Thunderbird. For detailed information regarding Registration, please refer to the Internship section of this Bulletin.

STUDY ABROAD

- Eligible students can engage in a Thunderbird Overseas Module abroad, Winterim or Summerim, and Exchange Programs.
- Students must meet with an advisor to determine eligibility for a particular study abroad program.
- Students are responsible for obtaining the necessary visa documents to travel to other countries.

Thunderbird's study abroad options emphasize exposure to other business environments, cultures, political and economic systems. For more detailed information Thunderbird Overseas Experience please refer to the Thunderbird Overseas Experience section of this Bulletin.

RESPONSIBILITIES—The AIS advisors and the students are expected to develop a professional and confidential partnership to foster a collaborative advising process leading to success at Thunderbird. The following is a list of responsibilities both for the advisor and student to be mindful of to effectively facilitate this partnership.

ADVISOR'S RESPONSIBILITIES

- Assisting students with developing a realistic educational plan that is consistent with their abilities and interests
- Monitoring and documenting students progress toward program completion

- Interpreting and providing rationale for various policies and procedures
- Maintaining students advising file
- Informing and/or referring students to resources, services and opportunities to enhance their learning experience
- Treating students with courtesy, dignity and respect
- Upholding the integrity of Thunderbird by enforcing all school, department policies and procedures.

STUDENT'S RESPONSIBILITIES

- Clarifying your personal values, abilities, career interests and goals
- Making an appointment with an advisor when required or when in need of professional advising
- Notifying an advisor when you can not make your appointment
- Becoming knowledgeable of and adhere to institutional policies, procedures and requirements
- Preparing for your advising session and bring appropriate materials
- Following through on actions identified during your advising session
- Accepting final responsibility for all decisions
- Reading your Bulletin
- Attending and participate in classes, workshops, advising seminars, etc.
- Getting involved in campus and community events.

Detailed information regarding the services provided by Academic & International Services is available on MyThunderbird. Students may also contact the office at ais@thunderbird.edu.

CAREER MANAGEMENT CENTER REGULATIONS

PROFESSIONAL CONDUCT DURING THE JOB SEARCH PROCESS

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 or online at www.nacweb.org. 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 Academic Programs and Services and/or the Associate Vice President for Career and Professional Development. If it is determined that there has been a willing breach of these standards, the Senior Vice President and/or the Associate Vice President will have the authority to impose

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

Examples of offenses that 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.
- Engaging in any unprofessional conduct which harms or damages the employer relationship with Thunderbird or the CMC.
- Failure to attend confirmed initial interviews.
- Failure to attend confirmed 2nd (or fly back) interview.
- Failure to attend required CMC sponsored workshops or presentations.

Upon permanent suspension of recruiting privileges, a student will have the right to appeal the decision to the Senior Vice President for Academic Programs and Services and Program Support. Following this policy will reinforce the professional reputation and high standards that are associated with the Thunderbird degree in the international marketplace.

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 job searches. It is the responsibility of each student to determine the value and use of those tools and to initiate services of the available staff of the Career Management Center.

JOB SEARCH OPTIONS FOR STUDENTS NOT AT GLENDALE CAMPUS

Students studying off the Glendale campus can not be guaranteed an interview slot for a job posting when selected for an interview. Interviewing options for non-Glendale campus students will be discussed with the employer (video conference, telephone, deferral interview). Ultimately, interviews are at the discretion of the employer and not the Career Management Center.

WORK AUTHORIZATION

It is the responsibility of the student and the employing company to identify and obtain proper work permits, visas, and authorizations for internships and full-time employment.

TUITION AND FEE SCHEDULE

Costs are in U.S. dollars, unless otherwise noted. This applies to any and all Thunderbird communications.

Tuition and Fees	Fall 2007
Amount due at Registration	
Housing (<i>per person</i>)	
A and B Residence Halls	\$1,275
West A Residence Hall	\$1,100
West B Residence Hall	\$1,275
East Residence Hall	\$1,180
Board (<i>Campus Residents Only</i>)	\$675
Tuition per student:(New and continuing Fall 2007)	
Per credit tuition	\$1,221
Spouses of students per credit tuition	\$1,221
Foundation Fee	\$625
Internships: Charged at regular tuition rate	
Other Fees	
Student Health Insurance	\$440*
T-Bird Student Government Fee	\$150
Overseas Administrative Fees (in addition to tuition)	\$700
Exchange Program Administrative Fees	\$350
Winterim/Summerim Fees (in addition to tuition)	
Off-Campus Administrative Fee	\$350 ¹
On-Campus Lodging (per person/week)	\$180
Housing Fee per night in excess of trimester	\$30
Financial Registration Late Fee	\$50*

*This reflects the fees for 2006-07. The fees for 2007-08 have not yet been determined.

(1) For New Students (Fall 2007), the \$350 fee will be assessed for the second Interim.

(2) 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 week of class. Regardless of whether a waiver is granted, \$40 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.

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

(4) The Thunderbird Student Government Fee is \$150 per trimester. The money is managed by TSG.

NOTE: The statements above are provided in accordance with the institution's business license agreement with the Arizona State Board for Private Post-Secondary Education.

The School reserves the right at any time to amend its tuition fees and methods of payment, in addition to any policies regarding such tuition, fees and payment methods.

The tuition and fees schedule above has been set forth by the Thunderbird Finance and Accounting Business Office and approved by the Thunderbird Board of Trustees.

For questions, please contact:

Thunderbird School of Global Management
15249 North 59th Avenue
Glendale, AZ 85306-6000
Business Office
PH: 602-978-7140
FAX: 602-978-7787

PAYMENT REGULATIONS

Payment in full for tuition, fees, room and board is to be made no later than the first day of classes for each term.

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, fees, room, and board. All checks must be in U.S. funds. Electronic funds transfers are also an acceptable method of payment. Thunderbird will not accept cash payments.

THUNDERBIRD'S POLICY REGARDING ACCEPTANCE OF PERSONAL CHECKS

Personal checks submitted for any fees will have the student I.D. number written on them. If students prefer not to have the I.D. number on the check, they must submit payment by cashier's check or money order. School personnel will write student I.D. numbers on checks where a student has not done so.

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.

REFUND POLICY/SCHEDULE

- Tuition and fees for Winterim/Summerim courses are not refundable after the first day of classes.
- The refund schedule also applies to any student who, in reducing his/her hours, becomes eligible for part-time tuition.

<u>Student Status from Start of Class</u>	<u>Percent of Tuition to be Refunded</u>
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

The Financial Aid Office assists in administering loans and campus employment including work-study and other types of financial assistance, such as grants and scholarships. The goal in the Financial Aid Office is to help students make the cost of attending graduate school as financially feasible as possible. Thunderbird is committed to fully utilizing government, private and on-campus resources to maximize its financial aid options to students for education-related expenses. Although federal financial resources may not be available to cover all costs associated with a Thunderbird education, an aid program has been designed to assist students by means of scholarships, part-time employment, and loans. Under guidance from the Department of Education, it is the policy of the Thunderbird Financial Aid Office that students may not receive aid greater than the published cost of attendance. The off- and on-campus cost of attendance is determined based on student surveys, local housing information, and figures set by the institution, and is published each year. Financial Aid Representatives are available to help students and to answer questions regarding financial aid eligibility, awards, and the application process.

STUDENT LOANS—SELF-HELP AID

Student loans are the major funding source to help cover educational expenses associated with enrollment. Thunderbird participates in a variety of student loan programs from federal and private sources that must be repaid. General information may be found on the Thunderbird external Web site (www.thunderbird.edu) or on the MTB Financial Aid page under Loan/Lender Information.

U.S. GOVERNMENT PROGRAMS—U.S. CITIZENS AND U.S. PERMANENT RESIDENTS

The U.S. government has three types of federal student loan programs in which Thunderbird participates. The Financial Aid Office will determine eligibility for these loans based on the information on the federal (FAFSA) aid application. Regardless of whether loans are need-based or non-need-based, total financial aid cannot exceed the published cost of attendance.

Federal loan programs fall under government regulations with oversight by the U.S. Department of Education and are subject to change.

FEDERAL PERKINS LOAN (NEED-BASED AID)

- Fixed 5% interest rate
- \$6,000 maximum per year; \$40,000 aggregate loan limit
- Nine month grace period graduation, withdrawal or less-than-half-time enrollment
- Interest begins to accrue at end of grace period. Government pays interest during the in-school (at least 6 credit hours), grace and authorized deferment periods
- No loan fees
- 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 MBA in Global Management, dual-degree, post MBA, Masters in Global Affairs & Management or Master of Science in Management programs.
- First-time Federal Perkins Loan borrowers at Thunderbird must complete the Perkins Student Loan Interview Form in full as well as a Federal Perkins Loan Master Promissory Note. The completed form must be received in the Financial Aid Office no later than 3 weeks prior to the first day of classes.
- First-time Federal Perkins Loan borrowers at Thunderbird must complete Entrance Counseling on-line prior to funds being applied toward student accounts. (part of Stafford/Perkins Entrance Counseling)
- All Perkins borrowers need to accept their Financial Aid awards at least three weeks prior to the first day of classes to have funds posted to student accounts.
- 10-year repayment; \$40 minimum per month (likely higher based on amount borrowed)

FEDERAL SUBSIDIZED STAFFORD LOAN (NEED-BASED AID)

- Fixed 6.8% interest rate
- \$8,500 maximum per loan year; \$65,500 aggregate loan limit (undergraduate & graduate)
- Six (6) month grace period upon graduation, withdrawal or less-than-half-time enrollment
- Government pays interest during the in-school (at least 6 credit hours), grace and authorized deferment periods
- Up to 2 percent insurance/origination fee deducted from principal—this is forwarded to the U.S. Department of Education by the lender (may be paid by the lender)
- Up to 1 percent federal default fee deducted from principal—this is forwarded to the guarantee agency by the lender (may be paid by the lender or guaranty agency)
- First-time Federal Subsidized Stafford Loan borrowers at Thunderbird must complete a Stafford Loan Master Promissory Note (done electronically in most cases).
- First-time Federal Subsidized Stafford Loan borrowers at Thunderbird must complete Entrance Counseling on-line prior to funds being considered available on student accounts. (part of Stafford/Perkins Entrance Counseling)
- 10-year repayment; \$50 minimum per month (likely higher based on amount borrowed)

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

- Fixed 6.8% interest rate
- \$20,500 maximum per loan year MINUS the amount borrowed from the Federal Subsidized Stafford loan. \$138,500 aggregate loan limit including amount borrowed from the Federal Subsidized Stafford loan (undergraduate & graduate)
- Six (6) month grace period upon graduation, withdrawal or less-than-half-time enrollment
- Interest accrues from time of disbursement, on amount disbursed, by lender. Accrued interest is added to principal at repayment. Borrowers are strongly encouraged to make payments on the accruing interest (or any amount available) to save money over the long term. However, payment of interest can be deferred until the end of the grace period.
- Up to 2 percent insurance/origination fee deducted from principal—this is forwarded to the U.S. Department of Education by the lender (may be paid by the lender)
- Up to 1 percent federal default fee deducted from principal—this is forwarded to the guaranty agency by the lender (may be paid by the lender or covered by guaranty agency)
- First-time Federal Unsubsidized Stafford Loan borrowers at Thunderbird must complete a Stafford Loan Master Promissory Note, if done as part of Subsidized Stafford application process, no further action required (done electronically in most cases).
- First-time Federal Unsubsidized Stafford Loan borrowers at Thunderbird must complete Entrance Counseling on-line prior to funds being considered available on student accounts. (part of Stafford/Perkins Entrance Counseling)
- 10-year repayment; \$50 minimum per month (likely higher based on amount borrowed)

FEDERAL GRADUATE PLUS LOAN (NON-NEED-BASED AID)

- Fixed 8.5% interest rate
- Eligible to borrow up to the published cost of attendance MINUS any other financial assistance
- Credit is considered for this loan. A lender must obtain a credit report from at least one national credit bureau to determine if the borrower has adverse credit. Adverse credit is considered:
 - 90 days or more delinquent on the repayment of any debt.
 - any debt discharged in bankruptcy during the five years preceding the date of the credit report.
 - a default determination on any debt, foreclosure, tax lien, repossession, wage garnishment, or write-off of a Title IV debt any time during the five years preceding the date of the credit report.
- 45 day grace period upon final disbursement. Borrower allowed an in-school deferment until graduation, withdrawal or less-than-half-time enrollment
- Interest accrues from time of disbursement, on amount disbursed, by lender. Accrued interest is added to principal at repayment. Borrowers are strongly encouraged to make payments on the accruing interest (or any amount available) to save money over the long term. However, payment of interest can be deferred until repayment begins.

- 3 percent insurance/origination fee deducted from principal—this is forwarded to the U.S. Department of Education by the lender
- Up to 1 percent federal default fee deducted from principal—this is forwarded to the guaranty agency by the lender (may be paid by the lender or covered by guaranty agency)
- 10-year repayment; \$50 minimum per month (likely higher based on amount borrowed)

HOW TO APPLY FOR FEDERAL STUDENT LOANS

STEP 1: APPLY FOR A PIN AT WWW.PIN.ED.GOV

This allows you to electronically sign the FAFSA (see step 2) as well as Master Promissory Notes.

STEP 2: COMPLETE YOUR FAFSA—FREE APPLICATION FOR FEDERAL STUDENT AID AVAILABLE ONLINE AT WWW.FAFSA.ED.GOV

Complete the FAFSA application online and submit it to the Federal Processor as soon as possible after completing your federal tax return for the applicable tax year. Include Thunderbird's school code of G01070 so we will receive the information electronically. You may expect to receive an electronic Student Aid Report (SAR) in about two days. Review the report and your responses carefully. If any responses are questioned, follow the instructions provided to correct them. If you don't know how to proceed, contact the Financial Aid Office. Keep all SARs for your records. If you do not receive your SAR within two weeks, call 1-800-4FEDAID (1-800-433-3243) or check the status online at www.fafsa.ed.gov.

STEP 3: COMPLETE THE FINANCIAL AID DATA FORM (AVAILABLE ON MY THUNDERBIRD [MTB] UNDER THE FINANCIAL AID FORMS)

To be considered as meeting the priority filing date, the financial aid data form should be received by:

- Fall Trimester—February 15
- Spring Trimester—September 1
- Summer Trimester—January 15

Meeting the priority filing date ensures consideration for the Federal Perkins loan and Federal Work-Study (funds are limited under these programs); adequate time for processing your financial aid package and arrival of funding by the date payment is due. A student may apply for funds after the priority filing date as well as during the trimester for which funds are needed. However, funds may not be available at the beginning of the trimester when payment is due.

STEP 4: FOLLOW UP

All discrepancies or conflicting data indicated on the SAR must be resolved in order to continue the financial assistance process and receive your financial aid award information. This includes verification (see Financial Aid Regulations, Policies and Procedures section of this Bulletin). The Financial Aid Office will correspond with you requesting the appropriate information and documents to be submitted to resolve any of these issues. You may also contact us once you receive your SAR to review the documents required. If the SAR does not indicate any discrepancies or conflicting data, this step might be skipped and your file may be considered complete for the award period.

STEP 5: RECEIVE FINANCIAL AID AWARD/LENDER SELECTION INFORMATION

You will receive an email advising you that the aid eligibility information is available to view on Access Thunderbird. You will need to mark Accept or Reject, based on your needs and resources, for the awards listed. If you are a first time loan applicant at Thunderbird, you will need to select a lender through whom to borrow (your choice) and complete the applicable Master Promissory Note(s) according to the awards that are accepted (Federal Perkins, Federal Stafford, and/or Federal Graduate PLUS loans). If applying for a private education loan, separate application is required. One option in selecting a lender is to review the Lender Information section on the financial aid area of MyThunderbird. Another option is to research lenders on your own. Applying takes place online and often uses your FAFSA PIN for e-signing. To ensure that funds are received in a timely manner to pay by the beginning of the trimester, for on-time applicants we require the Accept/Reject step be completed within two weeks of receipt. A checklist is included in the email. If you no longer wish to receive aid when you receive the email, simply mark the awards as rejected. After you have rejected any of your awards you decide that you need assistance later during your enrollment, contact the Financial Aid Office for how to proceed.

STEP 6: COMPLETE LOAN ENTRANCE COUNSELING

Entrance loan counseling reviews your rights and responsibilities as a borrower, explains the use of the Master Promissory Note, the importance of repayment and consequences of default among other topics. This is a federal requirement that must be completed prior to the first disbursement of federal loan funds being made available.

STEP 7: LOAN APPLICATION CERTIFICATION/PROCESSING

After you accept the loans from which you wish to borrow and have applied for the loan(s) with your selected lender, the Financial Aid Office is sent a certification request from your lender(s). We certify the loan and electronically transmit your loan eligibility information to your lender. Your lender, in turn, certifies its portion of the loan and forwards the loan information to the guaranty agency which acts on behalf of the federal government. Once the guaranty agency approves the loan, it informs the lender, which in turn sends the funds electronically to Thunderbird.

STEP 8: FUNDS RECEIVED

As the funds are received from your lender(s), we reconfirm your eligibility (completed entrance counseling, enrollment, etc.) and communicate with the Finance & Accounting Office so funds will be electronically transmitted to your student account from the financial aid system. You are sent an email notification from Financial Aid informing you what type and amount of funds that have been received and being applied to the your student account. A hold on these funds will occur if there are any discrepancies including, but not limited to, changes in credit hours, new financial aid or an updated SAR. If this happens, we will communicate with you to resolve the discrepancies and handling of any funds that need to be returned to your lender.

Step 9: Refund of Credit Balances

If financial aid funds posted to your student account creates a credit balance, a refund will be processed at the end of the second week of classes. However, if financial aid funds do not cover all charges, you will need to make arrangements with the Finance & Accounting Office regarding payment.

NON U.S. GOVERNMENT PROGRAMS (NON-NEED BASED AID) SELF-HELP AID

PRIVATE EDUCATIONAL LOANS—INTERNATIONAL AND U.S. STUDENTS

Some students may find it necessary to borrow through private education loan programs to help cover 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 U.S. permanent residents and to international students with a qualified U.S. citizen or U.S. permanent resident as a co-borrower. In some cases, international students who have lived in the United States and have a proven credit history for a minimum of 2 to 3 years, may be eligible to apply for one of these loans on his/her own signature. Most of the same organizations that lend under the Federal Stafford and Graduate PLUS loans also lend under a private education loan program. These lenders make the final decisions on the loans based on credit and/or debt levels. Private loans are still considered educational loans even though they are from a private source and are not subject to federal financial aid regulations. Students may borrow from these sources as a supplement to other financial assistance, including federal financial aid, up to the published cost of attendance.

- This loan would be possible for the intensive language and/or boot camp(s) course(s)
- Credit history and/or FICO score is considered as part of the approval process
- Interest rate varies based on lender policy
- Interest accrues from time of disbursement by lender. Borrowers are encouraged to make payments on the accruing interest to save money over the long term
- Repayment period varies by lender and amount borrowed (usually 10—25 years)
- Minimum monthly payment varies based on amount borrowed and length of repayment
- Maximum loan possible is cost of attendance less any financial aid (based on lender approval)
- Loan fees vary, for example, 0% to 12% based on lender policy
- Grace period begins upon graduation, withdrawal or less-than-half-time enrollment as determined by lender (6/9/12 months)

Additional information on this type of loan may be found on MTB under Loan Information. To apply online, visit the financial aid page of MTB. Links to lender Web sites are provided under the Loan/Lender header.

DOUGHERTY FOUNDATION LOAN

- Maximum \$2,000 per calendar year
- Must be a U.S. citizen and resident of Arizona for a minimum of two years prior to enrollment
- Interest rate is 5% for the first 5 years of repayment and jumps to 8% thereafter
- Nine month grace period begins after full-time enrollment ends
- Interest begins to accrue at the end of the grace period
- Minimum monthly payment is \$40
- Applicants must be enrolled at least half-time (6 credits) in the full-time MIM or MBA in Global Management program
- The Financial Aid Office will consider all Arizona residents. If eligible, application material will be included with your award eligibility e-mail

OTHER FUNDING SOURCES

STUDENT EMPLOYMENT ON CAMPUS

The Federal Work-Study and non-Work-Study programs provide opportunities for students to work part-time on campus for a maximum of 20 hours per week during periods of enrollment. Some full-time positions may also be available for qualified spouses. Typically the jobs are available in administrative and faculty offices and in various other offices. On-campus positions vary from office support to assisting professors for specific classes, dependent on talents. 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 Financial Aid Office maintains a list of available positions it is aware of in its student employment folder on MTB. Access to this information is provided to assist you in locating a student employment position. Students may also contact departments or faculty with whom they may want to work.

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, U.S. citizens, and permanent residents not eligible for Federal Work-Study 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 companies and organizations also provide job opportunities to help Thunderbird students with part-time and full-time temporary positions.

The Financial Aid Office maintains a list of available positions it is aware of in its student employment folder on MTB. Access to this information is provided to assist you in locating a student employment position.

FEDERAL WORK-STUDY (NEED-BASED AID)

- U.S. citizens and permanent residents
- To determine eligibility for Federal Work-Study, a Free Application for Federal Student Aid (FAFSA) must be on file and all discrepancies resolved.
- Students who qualify and answered BOTH to the question “Interested in Work-Study/Loans” on the FAFSA will receive a Work-Study award amount as part of his/her Financial Aid Awards package.
- Failure to answer yes does not necessarily preclude student eligibility.
- U.S. students who are not eligible for Work-Study based on the FAFSA results may be hired under non-work study based on funds availability by hiring departments.
- Federal Work-Study policy requires that students who are Work-Study eligible and whose need is met by other types of funding, including loans, will need to return loan funds in order to work.
- Work-Study wages are need-based aid and partially subsidized by the federal government (75 percent) and, therefore, are considered a financial aid resource in its entirety and are reportable to the IRS.
- For specific information regarding your Work-Study eligibility, you should contact the Financial Aid office.

NON-WORK-STUDY (NON-NEED-BASED AID)

International students and other U.S. citizens and U.S. permanent resident students who are ineligible or who have not completed the documents to determine work-study eligibility may qualify to work on the non-work-study program. U.S. citizens and U.S. permanent resident students are strongly encouraged to complete the FAFSA (Free Application for Federal Student Aid) to see if s/he is eligible for Federal Work-Study.

- International students with valid F-1 visas are eligible to work on campus in the United States (20 hours per week maximum while enrolled), once approved by the Financial Aid Office
- J-1 visa holders need written permission from their sponsor on file with Financial Aid prior to beginning to work
- J-2 visa holders need INS approval to work
- F-2 visa holders are not permitted to work at all
- L and H1Bvisa holders are not permitted to work at all
- Positions are only available under non Work-Study
- The hiring department pays 100 percent of the earnings
- Earnings are reported to the IRS and are considered taxable

GENERAL INFORMATION, POLICIES, AND PROCEDURES FOR STUDENT EMPLOYMENT

The Financial Aid Office receives notification of positions and maintains these on the Financial Aid department page of MTB under the Campus Employment section. Jobs that are posted are by no means the only jobs available on campus. Students are also encouraged to approach the Department Coordinators, staff or faculty directly to find out if there are any jobs available and then follow the procedures with the hiring coordinators in that department.

- All authorizations to work must go through the Department Coordinators who forward Work Authorizations and appropriate documentation to the Financial Aid Office for final approval.
- Students must wait for approval before they begin work. Students are sent an email from Financial Aid once the work authorization has been processed.
- Students are limited to working 20 hours per week while enrolled in classes.
- Pay rates are determined by the institution and not by individuals or departments.
- Work Authorizations are effective for 1 trimester and approval to work ends no later than the last day of final exams. Students who continue in the same position or change positions in the current or subsequent trimester need to complete a new Work Authorization with the Department Coordinator for submission to the Financial Aid Office prior to beginning work. Foreign students also need to provide a current I-94 to substantiate continued work status eligibility.
- Students may not hold more than 2 jobs/positions on campus in any given trimester or period between trimesters.
- Students on probation are not eligible for on-campus student employment.
- Students on internships are not eligible for on-campus student employment.
- Student spouses seeking employment on campus are encouraged to contact the Financial Aid Office to determine availability of spouse positions on campus. Such positions can be available for up to 40 hours per week and extend over several terms.
- All students and spouses working on campus for the first time on a timecard must submit the following employment documents, prior to beginning work, to the hiring Department Coordinator:
 - Work Authorization
 - I-9 (Employment Eligibility Verification)
 - W-4
 - Identification documents to be provided to the Department Coordinator by U.S. students and permanent residents who will work on campus for the first time on a timecard:
 - One of the following: U.S. passport; certificate of U.S. citizenship; certificate of naturalization; alien registration card with photograph, OR
 - One of the following: state-issued driver's license; state-issued Identification (I.D.) card; U.S. military card, AND
 - One of the following: original Social Security card; birth certificate

Identification documents to be provided to the Department Coordinator by non-U.S. or non-permanent resident students who will work on campus for the first time on a timecard:

- Valid passport
- Valid U.S. visa with I-94 card
- Original Social Security Card

Students wishing to work and who do not have a social security card will be required to apply for a card at the Social Security Administration Office and provide it to the Department Coordinator when received. Social Security card must be received within 90 days of beginning of employment for student to continue working.

- **TIMECARDS:** Students and spouses must complete timecards which are signed by his/her supervisor and submitted to the Payroll Department by the Department Coordinator. Timecards should be submitted for each pay period at the end of the applicable pay period and NOT held for future submission. Timecards should be submitted by 9 am on Monday. If a pay day is a holiday, the cutoff will be moved up to the Thursday or Friday of the prior week.
- **PAYCHECKS** for student employees are issued on a bi-weekly period and placed in the payee's campus box. Paychecks for spouses are included in the departmental batch of payroll envelopes.

SCHOLARSHIP PROGRAMS

There are two categories of awards—those for entering students and those for enrolled students.

ENTERING STUDENT MERIT SCHOLARSHIPS

Entering student merit awards are available to applicants for all full-time programs; MBA in Global Management, MA in Global Affairs & Management and MS in Global Management. As part of the admissions process, all highly-qualified entering students were evaluated for scholarships. Award decisions are based on the documentation submitted with the application. Recipients are notified prior to matriculation and decisions are final.

ENROLLED STUDENTS SCHOLARSHIP OPPORTUNITIES

THUNDERBIRD SCHOLARSHIP OPPORTUNITIES

At the start of each trimester, the Financial Aid Office announces prestigious, competitive scholarship opportunities for enrolled students (usually 6 credits or more) in the **MBA in Global Management** program. Master of Arts in Global Affairs & Management and Master of Science in Global Management students are not eligible for these awards. These awards, made possible by donors, may range from \$1000 and up (generally \$1,000–\$6,000). The announcement is made via MTB and email. The list of opportunities is posted in the form of a spreadsheet and located in the Scholarship Opportunities are on the Financial Aid MTB page. Awards are applied in relief of tuition only to the student's tuition account.

INFORMATION AND TIPS ON APPLYING FOR SCHOLARSHIPS

Applicants will be assessed on originality of essay/statement content, how well directions are followed, and how well requirements for specific award are met.

- Each of the listed awards has specified requirements. Please review the spreadsheet carefully for criteria and application instructions.

- Essay/statement should be well thought out and clearly articulated as well as customized for each application. Be reflective; consider: what makes you unique? Why should you be selected over another applicant?
- Proofread all information that will be submitted; review your application for grammar and spelling. Give the application a final ‘once-over.’ Ask someone to review your materials.
- Cover letter, at a minimum, should address interest in being considered for award, why you are applying and customized for each application. The *Instructions to Apply* section of the spreadsheet will indicate if further discussion in the cover letter is requested.
- Follow the instructions carefully.
- Resume should include all work and education-related items that are discussed in statements or essays.

The same essay or cover letter should not be submitted for more than one scholarship.

Pre-write > write > edit > submit

CONTINUING STUDENT GRANTS

Continuing student grants are awarded on a competitive basis to continuing full-time **MBA in Global Management** students who have completed at least one full trimester of study (12 credit hours). Approximately 60-70 percent of the qualified applicants receive an award.

- Demonstrated high level and quality of participation and/or leadership roles in extracurricular activities on campus during the most recent prior trimester.
- Thunderbird cumulative GPA of 3.600 for a minimum of 12 credit hours.
- The deadline is 4:30 pm on the second Friday of each trimester.
- Amounts range from \$1000 to \$8,500 in relief of tuition.
- The Continuing Student Grant Application is submitted online and is located on the Financial Aid Department page of MTB under the Scholarship and Grants section. It is available about three weeks prior to the deadline.
- Decisions are made around the sixth week of the term and letters are sent to all applicants.

Awards are applied to student accounts specifically for tuition.

OUTSIDE SCHOLARSHIP OPPORTUNITIES

There are organizations that provide information to us that offer scholarships that are not affiliated with Thunderbird but wish to help students through their philanthropic activities. When this information is received by these organizations, it is posted in the Outside Scholarship Opportunities area under the Scholarship & Grants section on the Financial Aid MTB page. Some that are possible each year are:

For MBA in Global Management only

Celia M. Howard Fellowship for
Graduate Study for Illinois Women
www.celiamhowardfellowship.com
Deadline is November 15

For all full-time programs

Datatel Scholars Foundation
www.datatel.com/dsf
Deadline usually 1/31

OTHER FUNDING RESOURCES

PERSONAL RESOURCES

- Savings/Assets
- Relatives
- Personal Budget/Expense Reductions

VETERANS BENEFITS

Veterans Benefits are handled by the Registrar's Office. Please contact the Thunderbird Veteran Representative at veterans@t-bird.edu for further information and how to proceed if you are a qualified, eligible veteran. Please note that veteran's benefits are considered a financial aid resource and part of meeting the published cost of attendance.

EMERGENCY LOAN FUND

- Short term to help cover an unexpected emergency expense.
- Average loan is \$1000. May be higher depending on circumstances and ability to repay.
- Interest-free loan for 30 days (or less); thereafter 1% finance charge per month on balance.
- Initiate request with Financial Aid staff
- Approved loans usually available within 48 hours.

SPECIAL PROGRAMS

Students planning to participate in one of the following programs are encouraged to meet with a Financial Aid Representative in order to better understand any aid options, eligibility, and delivery of aid.

REGISTERED THUNDERBIRD INTERNSHIPS

- Students on registered Internships are eligible to apply for a continuing student grant during the Internship. Note that the deadline is the second Friday of the trimester with no exception. If an award is made, funds will be applied toward tuition charges for the current and subsequent trimester.
- Registered students may apply for a private educational loan to assist with any tuition charges and living expenses not expected to be covered by salary or other resources. Students interested in doing so need to submit: 1) a copy of their internship offer letter; 2) a signed statement specifying how funds borrowed will be specifically applied as well as address any assistance being provided by the company (living, transportation, etc.) not stipulated in the offer letter.
- Loan funds are not available before departure so it is important to plan for personal financial needs.
- Students on registered Internships are not eligible for on-campus student employment.

OVERSEAS THUNDERBIRD PROGRAMS

- Students attending one of our regular abroad programs for a module or trimester are eligible to apply for financial aid, including loans, scholarships and continuing student grants.
- Loan funds are not available before departure so it is important to plan for personal financial needs.
- Cost of attendance provided in the Cost of Attendance area on the Financial Aid Department page of MTB. Contact the Financial Aid Office to costs associated to exchange programs.
- Students receiving any aid funds in excess of institutional charges for the trimester will receive a refund but must leave instructions for the handling of such refunds with the Accounting Office.

WINTERIM/SUMMERIM

- Students may be eligible to apply for federal loan funds to help cover costs associated to Winterim or Summerim. To be eligible, students must also be attending the following trimester for at least 6 credits. Students are eligible to apply for a private educational loan if s/he will not be attending the following trimester.
- Loan funds are not available before departure so it is important to plan for personal financial needs.

INTENSIVE LANGUAGE & BOOT CAMP COURSES

- Students who need financial assistance for the intensive language and/or boot camp courses are eligible to apply for a private educational loan.

FINANCIAL AID REGULATIONS, POLICIES, AND PROCEDURES

AWARD/LOAN FUNDS RECEIPT INFORMATION

- Students who have been awarded scholarship will have those funds posted to their student accounts by the first day of classes.
- Students having complete financial aid files within six (6) weeks of the priority filing date, have Accepted their awards and completed the Master Promissory Note(s) four weeks prior to the beginning of the trimester should have loan funds applied to their accounts by the first day of classes.
- Students whose files were not complete within (6) weeks of the priority filing date, and/or have not accepted their awards and/or completed their Master Promissory Note(s) four weeks prior to the beginning of the trimester will receive disbursements after the start of the trimester, are notified via email and are subject to all finance charges placed on their student account.
- Funds received on behalf of a student that exceed institutional charges for the trimester, will be issued to the student in the form of a refund check or wired to the student's bank account via the ACH process. It is necessary to provide permission for this by completing and submitting the Wire Transfer Form to the Accounting. The Accounting Office issues refunds beginning toward the end of the second week of classes. Refund checks are sent to the student's campus mailbox unless a wire transfer form is submitted each trimester. Students

having questions regarding the status of your refund should contact the Accounting Office. Questions regarding receipt of financial aid funds, please contact the Financial Aid Office.

- Due to the timing of refunds, students should plan to cover expenses for at least the first month. Expenses may include books, rent, personal obligations, as well as other items.
- All students need to sign a Financial Obligation Form by the first day of classes each trimester and submit it to the Accounting Office to avoid a \$50 late fee.

COST OF ATTENDANCE

The cost of attendance information can be found on the Financial Aid department page of MTB. The cost of attendance information is derived from surveys of students, approved Board of Trustees charges, and local information.

Students are expected to come to Thunderbird prepared to meet pre-existing financial obligations with their own savings, family assistance, or other personal resources. Financial aid is for educational expenses during the period of study. Financial aid, including but not limited to, scholarships, is not provided to meet pre-existing needs, replace salary, protect assets, or become the means for family support. Any questions pertaining to the availability of aid and personal circumstances should be directed to the financial aid staff.

The average indebtedness of the Thunderbird graduate in 2006, who is a U.S. citizen or permanent resident aid recipient, (not including prior student loan debt) is \$60,303. The minimum annual salary required to pay off this amount of debt within a standard 10-year repayment period is \$109,000. Contact the Career Management Center for current salary information. In some cases, the length of repayment may be extended. This calculation assumes that the average interest rate for this debt is 7% and that no more than 10% of earnings/income is required to make the minimum payment.

ENTRANCE COUNSELING

- Mandatory for all first-time Federal Loan borrowers at Thunderbird before funds are made available and released. This is done on line and covers the requirements for Federal Stafford Loan borrowers and/or Federal Perkins Loan borrowers.
- Complete through Online Entrance Counseling on the Financial Aid MTB page.
- Financial Aid staff receives confirmation electronically that the Entrance Counseling has taken place.
- Failure to complete the entrance counseling requirement in a timely manner results in funds being returned to the lender.

EXIT COUNSELING

- Required for all Federal Loan recipients prior to separation from Thunderbird.
- Financial Aid group sessions are held 3—4 weeks prior to the end of each trimester at which information regarding loan debt and repayment, repayment options, deferments, consolidation, etc. are provided.
- Several loan repayment topics are addressed in the Loan Repayment & Consolidation section on MTB.

- See a Financial Aid Representative with questions regarding repayment options, estimated monthly payments, etc. if needed prior to the group sessions.

APPLICATION FORMS

- Submission date to Federal Processor of the FAFSA form, which is in effect for the Fall, Spring and Summer trimesters, is required for Federal Loans. A new FAFSA must be filled out each year but not each trimester.
- The Application Data Form is required for each aid eligibility/loan period.

PRIORITY FILING DATES

Priority filing dates for submitting the following application/forms:

- Free Application for Federal Student Aid (FAFSA): Fall 2/15; Spring 9/1;
- Financial Aid Application Data Form: Fall 2/15; Spring 9/1; Summer 1/15.
- Meeting the priority filing date allows consideration for the Federal Perkins loan and Federal Work-Study (funds are limited under these programs) and adequate time for processing of your aid package. In the event that the priority deadline is not met, you may be responsible for any finance charges issued by the Accounting Office.
- If the priority filing date is met but federal loan funds are delayed by no fault of the student, the Financial Aid Office will request a finance charge waiver.

WITHDRAWAL AND REDUCTION IN CREDIT HOURS FOR FINANCIAL AID RECIPIENTS

Financial aid monies used to pay for allowable expenses while attending Thunderbird are subject to the Federal 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 Representative for an exit interview or recalculation of eligibility (respectively) prior to completing the withdrawal process or dropping credit hours below 12. The refund schedule is located in the Payment Regulations section of this Bulletin. A withdrawal or reduction in credit hours may result in the return of funds to the lender. This is dependent upon the time in the trimester when registration changes occur.

RETURN OF TITLE IV FUNDS CALCULATION—DUE TO WITHDRAWAL

Federal regulations, in part, drive Thunderbird's refund policy. This is required because Thunderbird participates in Title IV programs (Federal Stafford, Federal Perkins, Federal Grad PLUS loans, as well as Federal Work-Study).

It is important that you meet with a Financial Aid Representative prior to withdrawing from all classes so that you are well aware of your rights and responsibilities as well as how you will be affected by the withdrawal. Your change in status may affect your financial aid awards and may affect your personal finances.

The law specifies that Thunderbird must determine the amount of Student Financial Aid (SFA) program assistance that you earn if you withdraw. If you withdraw during a payment period or

period of enrollment, the amount of SFA program assistance that you have earned up to that point is determined by a specific formula. If you received (or Thunderbird received on your behalf) less assistance than the amount that you earned, you will be able to receive those additional funds. If you received more assistance than you earned, you or Thunderbird or both must return the excess funds to the lender. Work-Study earnings are not subject to these regulations.

The amount of assistance that you have earned is determined on a pro-rata basis. That is, if you completed 30 percent of the payment period or period of enrollment, you earn 30 percent of the assistance you were originally scheduled to receive. Once you have completed more than 60 percent of the payment period or period of enrollment, you earn all of your assistance.

If you received excess funds that must be returned, Thunderbird must return a portion of the excess equal to the lesser of:

- Your institutional charges multiplied by the unearned percentage of your funds, or
- The entire amount of the excess funds.

If Thunderbird is not required to return all of the excess funds, you must return the remaining amount. Any loan funds that you must return, you repay in accordance with the terms of the promissory note. That is, you make scheduled payments to the holder of the loan over a period of time.

RETURN OF FUNDS—REDUCTION IN CREDIT HOURS

Students receiving financial assistance who reduce their enrollment below 12 credit hours in a given trimester after classes begin may no longer be eligible for the full amount of aid awarded. Students must contact Financial Aid Office prior to making the change in status so that financial assistance may be recalculated and adjustments made to your financial aid. 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 can be found in the Payment Regulations section of this Bulletin.

SATISFACTORY ACADEMIC PROGRESS FOR FINANCIAL AID

To receive financial aid from federally funded programs including Federal Perkins Loan, Federal Stafford Loans and Federal Work-Study, 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 at the minimum rate of 12 credits per trimester;
- Be in good academic standing unless placed on probation based on Academic Regulations;
- Complete degree requirements within the maximum credits allowed as discussed in this policy.

CREDIT HOUR INFORMATION AND REQUIREMENTS

- All students should successfully (3.0 GPA or better) complete a minimum of 12 credit hours per trimester to maintain progress toward renewal of federal aid eligibility in a timely manner.
- MBA in Global Management students in the **Traditional** program are eligible for aid up to completion of 60 credit hours before a degree audit is required
- MBA in Global Management students in the **Accelerated** program are eligible for aid up to completion of 46.5 credit hours before a degree audit is required.
- Dual Degree and Post-MBA students are eligible for aid up to completion of 30 credit hours for the MIM degree.
- MA in Global Affairs & Management and MS in Global Management students are eligible for aid up to completion of 45 credit hours before a degree audit is required.
- Federal Financial Aid cannot be used to cover repeat courses.
- Repeat courses are not counted in the total number of credits for that trimester. Example: A student does not receive a passing grade for a class and will take that class again in another trimester. The student has 9 credits of new courses and the one class to be taken again. The total number of credits that will be considered for financial aid eligibility is 9.
- Students placed on probation forfeit scholarship support for the trimester on probation.
- Awards are voided in the case of academic suspension and may not be reinstated.
- 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.
- Students who drop below 12 credit hours have the obligation and responsibility to notify the Financial Aid Office. Eligibility for aid received may be affected.
- The grace period on Federal Stafford and/or Unsubsidized Stafford and/or Perkins Loans will begin at the time a student drops below six credit hours.

ACADEMIC STANDING AND 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 3.000. The Financial Aid Office determines financial aid standing for credit hour completion in relation to Satisfactory Academic Progress for financial aid purposes.

- 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 Credit Hour Information & Requirements and may wish to meet with a Financial Aid Representative to discuss any potential financial aid implications in relation to their status.
- Students placed on suspension are not eligible for any financial aid.

SATISFACTORY ACADEMIC PROGRESS REVIEW

The Financial Aid staff reviews financial aid records each trimester at the point of request for federal financial assistance from the financial aid office, at the point of loan certification by the financial aid office along with request of funds to the lender and at the point that funds are received by the lender. Students who fail to meet the requirements may lose part or all of the awarded assistance and/or may be required to repay funds received.

MAXIMUM CREDITS ALLOWED FOR COMPLETION OF DEGREE

Students are expected to complete their degree requirements within a reasonable time period **for financial aid purposes and associated to the program layout**. The maximum attempted credits allowed to complete a degree will be 110% of the credits needed to complete the specific program. The total credits attempted will be cumulative.

- The MBA in Global Management for the Traditional program requires 60 credits; 66 credits would be allowed
- The MBA in Global Management for the Accelerated program 46.5 credits; 52 credits would be allowed.
- The Dual Degree and Post-MBA student requires 30 credits; 33 credits would be allowed.
- The MA in Global Affairs & Management and the MS in Global Management require 45 credits; 49.5 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. The final decision will be made by the Director of Financial Aid or the Student Services Committee. There are certain conditions for which students may submit an appeal.

CONDITIONS FOR APPEALING POLICY

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.

PROCESS

1. A student who has exceeded the maximum credits permitted for completing a degree must:
 - a. Write a detailed letter stating the extenuating circumstance(s) that prevented satisfactory academic progress and the student's plan for future success.
 - b. Meet with an Academic Advisor. Have an Academic Advisor review a degree audit and have the Advisor note any comments on the form. The Registrar's Office may be required to verify that the student's completing the required coursework and the expected graduation date.
 - c. Submit these documents, with any supporting documents, along with your 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(s) that prevented satisfactory academic progress and the student's plan for future success.
 - b. Meet with an Academic Advisor. Have an Academic Advisor review a degree audit and have the Advisor note any comments on the form. The Registrar's Office may be required to verify that the student's completing the required coursework and the expected graduation date.
 - c. Submit these documents, with any supporting documents, along with your written appeal 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 a Financial Aid representative.

VERIFICATION FOR FEDERAL FINANCIAL AID APPLICANTS

The federal processor or Thunderbird may select to verify the information you reported on the Free Application for Federal Student Aid—FAFSA. Federal regulations require that 30 percent of our aid applicants selected by the federal processor go through the verification process. The Thunderbird Financial Aid Office follows certain policies in its selection of applicants to verify.

If you are selected for verification, complete the verification form we send you 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 your verification
- Non-filer statement

Note: If you do not have access to your federally filed documents, contact the IRS.

Any discrepancies in information may cause delays in processing and/or release of funds. Finance charges may apply.

Each time a correction is submitted to the federal processor, the results are returned as transactions and each transaction is sequentially numbered. You receive a SAR each time a result or transaction is produced. If we have already provided you with Financial Aid Eligibility Awards (and your record was not originally chosen for verification) and a subsequent transaction is received that has chosen you for verification, the verification process will need to be completed in order for the awards to be valid. If the process changes the eligibility for your awards you will be provided an amended Financial Aid Eligibility Award within two weeks of your file being verified.

STUDENT RESPONSIBILITIES FOR VERIFICATION

You 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 your eligibility for certain types of aid (Federal Perkins Loans and/or Federal Work-Study).

Should the verification process require a correction to your FAFSA data, we will notify you of those corrections and recalculate your expected student contribution through the federal processor or internally.

Once the process is complete, you proceed to the next step in the process.

See the Financial Aid department page on MTB for announcements, published cost of attendance budgets for Glendale, overseas and off-site study, campus & off campus job postings, current scholarship and grant information, forms, policies and procedures, conditions of awards, student loans and related topics.

The Financial Aid Office team is happy to assist you with any questions.

INSTITUTIONAL MARKETING AND BRAND MANAGEMENT

The seal, logo and all other Thunderbird trademarks may not be used on marketing materials, Web sites, or any other medium, without the express written permission of the Marketing and Communications Department.

INTELLECTUAL PROPERTY

Students agree that all inventions, patents, patent applications, copyrightable materials, trademarks (and associated goodwill), domain names, data, studies, computer code, improvements, derivative works, and any related intellectual property rights, produced by the Student based upon a Student's work for, or exposure to, a Thunderbird class, project, materials, club, professor, employment or activity, shall be owned by Thunderbird. Students hereby assign such items to Thunderbird. If Students wish to retain any ownership or license rights to such items, it is the Student's responsibility to submit a prior written request to the Vice-President of Full-Time Programs and obtain appropriate approvals.

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 a 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 Vice President of Full-time Programs 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 School of Global 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."

MERLE A. HINRICHS INTERNATIONAL BUSINESS INFORMATION CENTRE (IBIC)

The IBIC provides traditional library materials 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, EbscoHost, Nexis, Factiva, Bloomberg, and the Economist Intelligence Unit. With over 40 computer and AV workstations and 222 data ports for laptop connections, IBIC is a model electronic library with many paperless services. Students at the Glendale campus as well as those who are on Internships, enrolled at Thunderbird Europe, 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

Students must have an official Thunderbird photo ID card to check out anything from the IBIC. The Thunderbird card will have a machine-readable ID number, and without it the computer system will not recognize you as a registered student. The IBIC does not 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 limit on the number of books that can be checked out at any given time. Only 2 reserve items may be checked out at the same time, however. A 24-hour book drop is available at the south entrance to the IBIC. 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 \$1/ per day.

VIDEOS, DVDS 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.

All fines are payable at the IBIC Circulation Desk; cash, checks or credit cards are accepted for payment.

Borrowing privileges are suspended until fines are paid. Registration for classes may also be blocked and diplomas will not be issued until IBIC fines have been cleared.

Students with outstanding fines may not be allowed to register for classes until they are paid.

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 the due date. Online renewal from on-campus and off is available via the “My Account” button on THOR. Items can be renewed 6 times unless a hold is played by another user. Students will be notified if their items are not renewable due to unpaid fines or another user requesting a ‘hold’ be placed on the material.

LOST, DAMAGED, AND OVERDUE MATERIALS

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

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. Users may place holds on items currently checked out online using THOR, and will be notified when item is available.

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 Associate Vice President for Information Services. 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.

Students are blocked from checking out IBIC materials because of fines, they may request a temporary clearance from Circulation once they have submitted their appeal form.

Appeals are reviewed weekly, and the IBIC Associate Vice President will notify students 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 preventing 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. Use of IBIC resources for any commercial, business, or resale purpose is not allowed.

OTHER RULES

To promote an environment where students can read and study, the following rules apply:

- 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 in the copy alcoves where sound will be behind a door.

CAMPUS SAFETY & SECURITY

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 simple: *to provide an environment that will enhance each individual's learning experience and complement Thunderbird's educational mission.*

Every campus building is equipped with both fire & security alarms. In addition, security cameras have been installed in several strategic locations around the campus to enhance security.

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. Violations of law are reported to the City of Glendale Police Department for action. The Safety & Security Office works closely with the local authorities in the investigation and prosecution of crimes and in fire, safety and health-related issues.

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 is produced in October and made available through the Safety & Security Office.

HOW TO CONTACT THUNDERBIRD SAFETY & SECURITY

Report emergencies and criminal activity to Thunderbird Safety & Security at ext. 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.

REGISTRATION 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 is available at any office of the Department of Motor Vehicles (DMV). For general information regarding traffic laws and auto registration, call 602-255-0072.

SECURITY POLICIES IN FOREIGN COUNTRIES

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

- Review Thunderbird's General Travel Safety policy on the Finance and Administrative Services Department page prior to planning travel.
- 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
- Microwaves
- Refrigerators
- Stereos
- Clocks
- Computers
- Coffee Makers

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 and ironing boards are available from the Resident Assistant (RA). 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.

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. 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.

THUNDERBIRD COMMUNITY REQUIREMENTS

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, its procedures, and organization can be found under the Honor Code page of *My Thunderbird*. Students can click on the Honor Council button on the left hand side of their home page.

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.

Students are expected to treat all students, faculty, staff, employees of the School and any company/organization representative on campus for recruiting, presentation, or recognition purposes with courtesy and in a professional manner. Verbal and/or physical threats or actions will not be tolerated at Thunderbird. Students who have concerns or complaints about the behavior of students, faculty, or staff should submit a written letter to the Vice President Full-Time programs.

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 may 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 Council provides a method for adjudication of disciplinary/Honor Code violations that will be used in most situations. The Vice President for Full-Time Programs or designated representative retains the authority to act expeditiously whenever immediate action is required to assure the safety and security of the campus and the community.

ALCOHOL AND CONTROLLED SUBSTANCES POLICY

The purpose of this policy is to promote and educate about the lawful and responsible use of alcohol by students, and to educate students about illegal drugs in order to maintain an environment that is consistent with the educational focus of Thunderbird. Each member of the Thunderbird community should be involved in the implementation of and compliance with this Policy. Unless otherwise stated by law, each individual retains responsibility for his or her actions at all times regardless of his or her mental or physical state, even if altered by alcoholic beverages, prescription drugs or other drugs. This policy applies to all Thunderbird programs or as a part of any School-sponsored or School-affiliated activity both on-campus and off-campus.

As an institution of higher education, Thunderbird has a responsibility to establish and maintain a safe, healthy academic environment for all students. In keeping with its policy Thunderbird concerning the possession and/or use of alcohol and illegal drugs in compliance with the Drug-Free School and Community Act amendment of 1989, enacted by Congress as Law 101-226, and the Controlled Substance Act (21 U.S.C Chapter 13).

Thunderbird will maintain strict compliance with all federal, state, and local laws and policies on the abuse of alcohol, abuse of prescription drugs and other controlled substances by its students. The term "Controlled Substances" is defined as drugs whose general availability is restricted; any one of a number of drugs or other substances which are strictly regulated or outlawed because of their potential for abuse or addiction. Such drugs include those classified as narcotics, stimulants, depressants, hallucinogens, and cannabis. The definition includes prescription drugs but does not include alcohol. The classification of Controlled Substances are defined by schedules in 21 U.S.C Chapter 13 (www.usdoj.gov/dea/pubs/csa/812.htm#c).

Students found to have violated the School's policy regarding alcohol and drugs, as described below, are subject to appropriate disciplinary action, counseling, education, probation,

suspension, expulsion, and referral to proper law enforcement authorities for prosecution. Under appropriate circumstances, the School may refer violations to the Glendale police department, or appropriate District Attorney for investigation and/or prosecution. A new law suspends federal student aid eligibility for students convicted under federal or state law of possession or sale of drugs (not including alcohol or tobacco).

HEALTH RISKS ASSOCIATED WITH ALCOHOL AND CONTROLLED SUBSTANCES

**There are no good reasons for abusing drugs or alcohol.
There is absolutely no reason to combine drugs and alcohol.**

The health consequences of alcohol abuse and substance use may be immediate and unpredictable, such as fatalities associated with alcohol poisoning and drug overdose, or more subtle and long term, such as liver and brain damage associated with the prolonged use of alcohol. In addition to health related problems, alcohol abuse and substance use are associated with financial difficulties, interpersonal conflicts, domestic violence, deterioration of the family structure, accidental injuries or fatality, and may significantly impact academic and work performance. All students should take a moment to become aware of the health risks caused by the use of alcohol and by the illegal use of controlled substances.

A. ALCOHOL

- Consumption of more than two average servings of alcohol in several hours can impair coordination and reasoning and make driving unsafe
- Consumption of alcohol by a pregnant woman can damage the unborn child. A pregnant woman should consult her physician about this risk.
- Regular and heavy alcohol consumption can cause serious liver problems, damage to the nervous and circulatory systems, mental disorders, and other health problems.
- Drinking large amounts of alcohol in a short time may quickly produce unconsciousness, coma, and even death.

B. CONTROLLED SUBSTANCES

Use of controlled substances can result in damage to health and impairment of physical condition, including:

- impaired short-term memory or comprehension anxiety, delusions, and hallucinations
- loss of appetite resulting in general damage to the user's health, over the long-term
- a drug-dependent newborn, if the mother is a drug user during pregnancy (pregnant women who use alcohol and/or drugs or who smoke should consult their physicians);
- AIDS, as a result of "needle-sharing" among drug users
- death from overdose

A more complete description of the types of controlled substances can be found on the Honor Council Web page.

C. INHALANTS [GAS, AEROSOLS, GLUE, NITRITES, NITROUS OXIDE]

Inhalants are breathable chemical vapors that produce psychoactive effects. A variety of products common in the home and in the workplace contain substances that can be inhaled:

- can lead to stimulation
- reduced inhibition
- ultimately loss of consciousness
- heart failure and death
- cause severe damage to the brain, liver, and kidneys

STANDARDS OF CONDUCT AND SANCTIONS

In accordance with federal and state laws and because of the potential detriment to the health and well-being of its students, all students are prohibited from engaging in the unlawful use, possession, manufacture, distribution, dispensation, and sale of alcoholic beverages and controlled substances.

A. ALCOHOL

1. Use—The sale, distribution, and/or consumption of alcoholic beverages in or on Thunderbird owned or leased (by) property other than the Pub is strictly prohibited.
 - a. Exceptions:
 - (1) Consumption occurs in areas designated by the Provost. An official list of designated locations is available when students apply to have an event.
 - b. Personal consumption in or immediately adjacent to residential space, provided that:
 - (1) the individual is a minimum of 21 years of age
 - (2) alcohol is not furnished to anyone less than 21 years of age
 - (3) open containers are not subsequently carried to, or displayed in public areas, including sidewalks, parking areas or common use areas
 - c. Students may not:
 - (1) Sell or furnish alcohol to another student or group
 - (2) Misrepresent their age or identity for the purposes of obtaining or possessing an alcoholic beverage
 - (3) Furnish alcohol to any obviously intoxicated person
2. PUB Rules and Regulations
 - a. 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.
 - b. 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.
 - c. By 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.
 - d. All students are responsible for their guests' conduct while at the Pub as well as on campus.

- e. Any intentional damage to Pub property or verbal abuse toward Pub staff will result in a report being filed with the Vice President of Student Services & Program Support and appropriate action will be taken.
 - f. “Last Call” at the Pub is at 1:30 a.m.
 - g. State law requires patrons to be outside the Pub by 2 a.m. and outside the patio by 2 a.m.
 - h. Smoking is prohibited inside the Pub and within 20 feet of the entrance.
3. State Sanctions for Alcohol-Related Offenses
- a. The State of Arizona sets twenty-one as the “legal drinking age.” An underage person who buys, receives, possesses or consumes alcoholic beverages is guilty of a misdemeanor and may be subject to a fine and imprisonment for up to six months.
 - b. The Uniform Act Regulating Traffic on Highways prohibits driving while under the influence of intoxicating liquor or drugs (DWI). Drivers charged with DWI who refuse to be tested face suspension of their licenses or permits to drive for twelve months. A driver whose test results show a blood or breath alcohol concentration of 008 or more will have his/her license or permit to drive suspended or denied for not less than ninety consecutive days. The punishment for DWI ranges from not less than twenty-four consecutive hours in jail and a fine of not less than two hundred fifty dollars for a first offense to a minimum of six months in jail and revocation of the driver’s license for three years upon a third offense.

B. POSSESSION AND/OR USE OF ILLEGAL DRUGS

1. Possession of illegal drugs—A.R.S. 13-3411(F) requires school officials to report the possession, use, sale or transfer of marijuana, peyote, dangerous drugs or narcotic drugs in a drug free school zone to local law enforcement. Also requires reporting for the sale or transfer of prescription drugs.
2. The following actions are prohibited by Thunderbird:
 - a. Use or possession of any drug or controlled substance, or drug paraphernalia, on Thunderbird property or in the course of a Thunderbird program or activity or student organization activity, contrary to law. It is not a violation of Thunderbird regulations for students to possess such controlled substances if they are possessed under the terms of a valid and legal prescription for such drugs or controlled substances;
 - b. Use of Thunderbird facilities to manufacture, process, or distribute any drug or controlled substance contrary to law;
 - c. Sale, gift, or transfer of drugs, controlled substances, or drug paraphernalia to Thunderbird students, whether or not such sale, gift, or transfer occurs on university property or in the course of a university activity or student organization activity.
3. Participants in Student Abroad Programs are bound by the policies of the Thunderbird regarding the possession and or use of controlled substances and the policies of the host nation.
4. Federal and State sanctions for controlled substance-related offenses
 - a. The following information concerns state and federal criminal penalties related to drug possession or use:

- (1) All students are reminded that conviction under state and federal laws that prohibit controlled substance-related conduct can result in fines, confiscation of automobiles and other property, and imprisonment. In addition, licenses to practice certain professions may be revoked, and many employment opportunities may be barred.
- (2) In addition, a student will be ineligible for financial aid if the student is convicted of an offense under federal or state law involving possession or sale of a controlled substance, provided the conduct occurred while the student is enrolled and receiving financial aid. Ineligibility will run from the date of conviction for the following periods of time:
 - (a) For drug possession: a first offense carries a one-year disqualification, a second offense carries a two-year disqualification, and a third offense makes the student ineligible indefinitely.
 - (b) For sale of a controlled substance: a first offense carries a two-year disqualification, and a second offense makes the student ineligible indefinitely.
 - (c) A student can regain eligibility by successfully completing an approved drug rehabilitation program.

C. THUNDERBIRD SANCTIONS FOR VIOLATIONS OF ALCOHOL AND DRUG-FREE CAMPUS POLICY

Thunderbird may discipline a student for acts of personal misconduct that are not committed on Thunderbird property when acts occur in the course of School-related activities/programs that are being conducted on or off the Glendale campus or if the acts relate to the security of the Thunderbird community or the integrity of the educational process. Such acts include, but are not limited to, the following: drug trafficking, use, possession, or sale.

The School is authorized to impose any one of the following sanctions for an act of personal misconduct:

- Reprimand and warning
- Disciplinary probation
- Restitution
- Participation in a specific program (such as drug education or counseling)
- Provision of a specific service
- Expulsion from student housing
- Transfer to a different residence hall or housing unit
- Suspension from Thunderbird (all campuses)
- Expulsion from Thunderbird (all campuses)

Sanctions in each case are made only after a hearing and a determination of responsibility. Sanctions will vary depending upon the nature and circumstances of the offense and the student's record.

NOTE: Both campus disciplinary charges and criminal charges may be filed for the same action. Students may be subject to sanctions by both the campus and the courts for the same action.

DRUG AND ALCOHOL COUNSELING, TREATMENT, AND REHABILITATION PROGRAMS

Students with alcohol or drug related problems may be referred to or seek assistance from Student Affairs. Please see the chart below for emergency help.

CONTACT NUMBERS FOR STUDENT USE—CONFIDENTIAL ASSISTANCE

Service	Phone Number
Emergency 9-1-1	9-9-1-1 (on-campus phone)
On-Campus Security	602-978-7223
Care 24/United Healthcare	1-888-877-4114
On-Campus Personal Counseling	602-978-7230 (Health Center)
*City of Glendale/Victims Assistance	623-930-3724
Southwest Behavioral Health Center	602-257-9339
Value Options Crisis Center	602-222-9444 (available 24/7)
Empact Suicide Prevention Center	480-784-1500 (available 24/7)
*Mon-Fri—8am-5pm or upon request of law enforcement	

POSSESSION OF WEAPONS

Thunderbird strictly prohibits the possession of illegal or dangerous weapons on the campus. Such weapons include, but are not limited to, revolvers, pistols, BB or pellet guns, stun guns, chemical weapons, knives (other than those used for cooking or small, folding blade pocket knives), slingshots, martial arts weapons, bows and arrows, and others as deemed such by the director of Campus Security or his or her designee. Possession or use of firearms, firecrackers, ammunition, dangerous chemicals, bombs, and incendiary devices on a Thunderbird campus is also prohibited by Arizona state law. Any violation can result in immediate referral to the Student Affairs office, the School's Judicial Board, or the appropriate law enforcement agency.

SEXUAL ASSAULT, HARASSMENT AND RAPE PREVENTION

Thunderbird will not condone any form of sexual assault or harassment and is committed to educating the campus community in ways to prevent rape, acquaintance rape and other sexual offenses.

Thunderbird defines sexual assault as:

1. Any sexual physical contact that involves the use or threat of force or violence or any other form of coercion or intimidation;
2. Any sexual physical contact with a person who is unable to consent due to incapacity or impairment, mental or physical. "Incapacity" or "Impairment" normally includes but is not limited to being asleep or under the influence of alcohol or drugs.

Thunderbird defines rape as sexual assault involving an act of penetration and considers it to be an especially serious offense. Sexual assault includes both "stranger rape" and "acquaintance rape" (in which the assailant and victim know each other).

SEXUAL ASSAULT PROCEDURES, REPORTING AND PREVENTION

Any student, employee, or visitor who is the victim of a sex offense, forcible or non-forcible, is encouraged to report the assault to campus authorities or the Glendale Police Department. If a victim so chooses, he/she may be assisted by campus authorities in reporting the assault to the proper law enforcement authorities. School administrators will be notified of the incident immediately and will make themselves available should the student request assistance and will remain with the student throughout the course of the preliminary investigation. After making the report, the victim is not obligated to continue with legal or school disciplinary action. The assault may be reported in person at:

- Thunderbird Security & Safety Department, or by calling 602-978-7223
- A Glendale Police Department precinct, or by calling 623-930-3000
- The Office of Student Services, or by calling 602-978-7332
- Student Health Center, 602-978-7230

After a sexual assault, it is very important that the victim receive a medical examination for health and evidentiary reasons. A victim should not wash, use the toilet or change clothes before seeing trained medical personnel. If clothes are changed, those worn during the assault should be placed in a paper bag and taken along to the examination. Even if the victim is certain that he/she will not prosecute, it is important to gather as much evidence as possible just in case the victim decides to pursue criminal charges at a later date. Victims of sexual abuse may find it helpful to discuss their experience with a counselor. A Health Center Counselor is available through the campus Health Center to meet with victims in an informal and private setting. The counselor can serve as a source of referral to outside agencies, and provide information about on-and-off campus reporting and the college disciplinary process.

Victims of a sexual assault may also receive free, confidential, twenty-four hour, counseling by calling the Rape Abuse Incest National Network (RAINN) at 1-800-656-4673, extension 1. Trained counselors are available twenty-four hours a day, seven days a week.

Sexual assault is a criminal act, which subjects the perpetrator to criminal and civil penalties in state and federal courts. Besides the sanctions that can be imposed in court, Thunderbird will respond administratively if a sexual assault or other criminal offense involves a student or employee as the offender. Students and employees are subject to applicable policies and disciplinary procedures, including policies prohibiting sexual harassment. Sanctions may include suspension or expulsion for student offenders or termination of employment for employees. Victims may commence a disciplinary action by submitting a written, signed statement detailing the incident to the Office of the Provost. The accuser and accused are entitled to the same opportunities to have others present during the disciplinary hearing, and in the case of sexual assault, both the accuser and accused shall be informed of the outcome.

Security Escort Service: A security escort service is available to the students, faculty, and staff of Thunderbird. A request may be made to the Thunderbird Security & Safety Department at extension 7223. An officer will respond and accompany you to a vehicle or classroom on campus.

DISABILITIES AND SPECIAL ACCOMMODATIONS

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

EQUAL OPPORTUNITY POLICY

Thunderbird School of Global 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:

Marilyn Lueders
Human Resources Office
Title VI, Title IX and Section 504 Coordinator
Thunderbird School of Global Management
Glendale, AZ 85306-6000; Telephone 602-978-7164

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 Vice President for Student Services and Program Support, the Associate Vice President for Admissions and Financial Aid, 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.

Arizona State Board for Private Post-Secondary Education
1400 W. Washington, Room 260
Phoenix, AZ 85007
Telephone: 602-542-5709
Fax: 602-542-1253
Web site: <http://azppse.state.az.us>

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*More information can be found about Thunderbird faculty at
http://www.thunderbird.edu/about_thunderbird/faculty_research/index.htm*

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