

# Das Tar

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

VOL. 4 - NO. 23

GLENDALE, ARIZONA 85036

JULY 28, 1975

## AGSIM Welcomes Japan's Visitors

"U.S. Market for Japanese Enterprises" is the theme of the joint seminar between AGSIM and the Institute for International Studies and Training (IIST) of Japan.

The program is beginning its second week under the direction of Gates Davison, director of public affairs at AGSIM.

Kiyoshi Aonuma, lecturer from IIST and leader of the group, says that the Institute was created by law eight years ago, but only in the last four years has there been a trend toward more practical training for its students.

"We have a one year program," Aonuma says. "We are limited to 120 students because of the small facilities of the school. But we are trying to expand and make our students more internationally minded," he added.

Last February was the first time that T-Birds visited and participated in the international management and economics program offered by the IIST in Japan.

Aonuma feels that these exchanges are very beneficial "because when you go somewhere as a guest it is a hello-good-bye relationship; but when students from different countries live, study and compete together, everybody benefits from the experience."

According to Aonuma the overseas training program is limited to 4 or 5 weeks, but there exists positive thinking for ex-

panding the program in the future.

The main problem encountered by the group is language. Out of about 40 students in the present group, 10 of them are very proficient in English and the rest have a good understanding of the language, but have difficulty speaking it.

Another problem, according to Aonuma, is the budget. "Usually," he said, "all our students are fully sponsored by the companies for which they work. But the IIST has a very limited budget of its own."

At this seminar the group hopes to gain first-hand knowledge on issues such as the oil crisis. "We would like to know why Americans have an oil crisis. We don't understand it because Americans have so much more in resources than we do," Aonuma said.

Another goal that the IIST students have is to learn more about how Americans handle types of communication in relation to business, management, public affairs, and everyday life.

A third goal mentioned by Aonuma "is to exchange ideas with T-Birds and also to meet with the old friends that visited us in Japan."

Aonuma was impressed by the students involved in the program. "We are grateful because they try to make things easy for us," he said.



Berger Erickson, Kiyoshi Aonuma, Gates Davison at reception for IIST group.

The IIST students have a full schedule every day. They attend classes from 9 a.m. until 3 p.m., breaking for lunch at noon.

The group will be leaving at the end of the week for Mexico, New Orleans, New York, Los Angeles and Japan.

## "Return, I will, to old Brazil"

By Franco Molina

The Brazil Workshop is all set for Saturday, August 2, at 9:00 a.m.

According to Ricardo Peduzzi, workshop co-chairman, the purpose of the workshop is threefold: to provide a concise all-encompassing view of Brazil today; to start a trend in the school for similar workshops on the many different countries represented on campus; and to promote AGSIM's international concept to the outside world.

My recollections of Brazil have always played on my senses like a moving fantasy.

Brazil is a country of curving white sand beaches populated by girls described in the well known song as "tall and tan and young and lovely," wearing their favorite attire, the "tanga," otherwise known as the string bikini.

From atop Corcovado a Christ figure watches over the city; and the persistent and engaging rhythm of the samba is everywhere inviting you to dance and be happy, like another popular song says, "return, I will, to old Brazil."

Brazil was discovered and colonized by the Portuguese admiral Pedro Alvarez Cabral in 1500, making Brazil the only country in Latin America where Portuguese

is spoken.

It was a Portuguese colony until 1808, when the Portuguese royal family, escaping from Napoleon, went to Rio de Janeiro, "giving it the distinction of being the only city in the New World ever to be the capital of a European Empire."

When King Joao VI returned to Portugal in 1821, he appointed his son Pedro as Regent of the Kingdom of Brazil. Soon after, Pedro proclaimed Brazil an independent kingdom taking the name of Pedro I.

Under the leadership of Marshall Deodoro de Fonseca, independence was declared on November 15, 1889; the monarchy was overthrown and a republic was proclaimed.

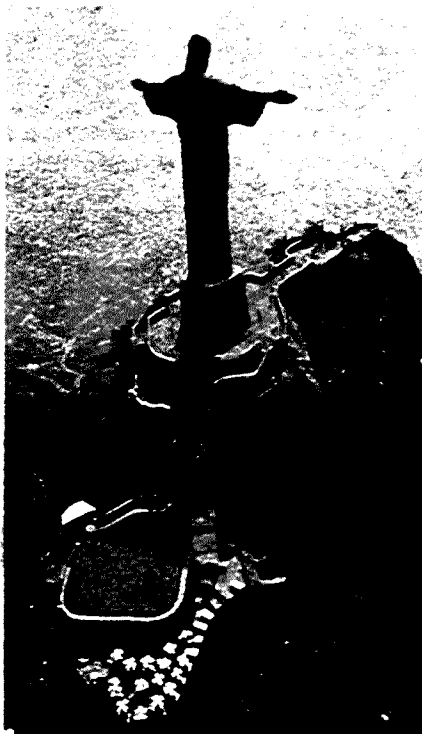
Brazil today is a federal republic of 22 states and four federal territories with Brasilia as the federal district.

Brazil is much more than music and pretty girls. At the present time Brazil is the fastest growing country in the world. Since the 1964 military takeover, the military governments have given a free hand to U.S. educated Brazilian businessmen and economists. These "young turks" have been successful in bringing the country out of the chaos of the early 60's. Brazil is now well on

the way toward realization of its dreams of greatness.

If you ever go to Rio de Janeiro, don't look for the "River January" for which the city was named because it doesn't exist. What the Portuguese took to be a river on a January day about 475 years ago, was only an inland extension of Guanabara Bay. When the mistake was discovered, nobody bothered to correct it, leaving a unique name for a unique city.

Hope to see you all attending and supporting the workshop.



### The program:

9:00 a.m. Introduction  
9:10 Brazilian People and Institutions - Joaquin Duarte, Jr., Ph.D., Chairman of International Studies Dept. - AGSIM

9:55 Brazilian Foreign Policy - Shoshana Tancer, Ph.D., Professor of International Studies - AGSIM

10:40 Coffee Served

10:55 Panel on Investment Climate in Brazil

A - Exchange Regulations and Controls -

Ricardo Peduzzi - AGSIM student

B - Banking in Brazil - Carroll M. Rickard, Vice-President and General Manager, Continental Bank International (Pacific), Member Board of Directors, Brazil-California Trade Assoc.

C - Overall View of the Investment Climate in Brazil - Robert Tancer, Attorney at Law, Professor of International Studies - AGSIM

12:55 Lunch - AGSIM Cafeteria

1:40 Doing Business in Brazil Before and

After 1964 - Ronald Meringer, Vice-President of Latin American Operations, Greyhound Leasing Corporation, Phoenix

2:25 The Transamazonian Highway - Lewis Tambs, Ph.D., Chairman of the Latin American Center, ASU, Tempe

3:10 Coffee Served

3:25 Agricultural Potential - Byron Coelho, MIM - AGSIM student

4:10 Mineral Resources - John W.F. Dulles, Professor of History, Univ. of Arizona, Tucson

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# Viewpoint

**This Week:  
Invest In Yourself  
Richard Saint-Amant,**

Pres., Delta Phi Epsilon  
3rd Semester Student

For many of us who come here with little professional experience, the \$3500 we spend for tuition and books is a good investment in our future. Coming from undergraduate school, you could expect a starting salary of \$9000 to \$12,000. Coming from AGSIM, you can expect from \$13,500-\$17,000, depending on your background. In your first year out, you recover your investment in a year's education at AGSIM.

The question often comes up: "When should I start preparing for my job search?" "Before you get here!" according to a representative of a Phoenix personnel firm. Preparation starts with reading the trade publications in your area of interest. A number of firms put out their own periodicals. Ask the library staff about these publications.

If you have identified your field in the broad terms of marketing, finance, advertising, etc. but you need more information about what a position requires in those fields, sign up for one of the Delta Phi Epsilon, Marketing Club, or Investment Club field trips to Phoenix firms. When recruiters come on campus, attend all the group meetings you have time for, even if you are a first semester student.

Rather than blanket letter writing, save yourself some time and money. Once you have defined your career goals, also define your area of search — geographically as well as by business field. Make up your mind what you're looking for. Pick 30-50 firms which are your best prospects and go after them.

The Placement center has files on companies which students most often research. If you can't find what you need there, check the company files behind the checkout person at the library exit. Also, the placement center has records of which companies have been coming to campus and how many T-Birds they hire, which companies do not come to campus and do hire T-Birds. The alumni office also has files on thousands of companies which have hired T-Birds. Write to those T-Birds. They'll be glad to answer your questions. Remember, in the placement center, alumni center, and in the library, if you can't find it — ask!

Follow some of the guides in the placement center in preparing a resume which presents your best. The resume isn't to be so complete that the personnel man can read it and think he knows all about you. The resume is a teaser which, with your cover letter, is meant to get you a face-to-face meeting.

In preparing your cover letter, use what you've learned in your marketing course — A.I.D.A. That is, your opening line should get you favorable attention. Then cover a few of your strong points (what can you offer them) to develop interest in you. These should lead to a decision (to talk to you) which requires action (arrange a specific time to meet).

Write to companies well in advance of when they come. When you get an interview, be relaxed. (You've done your research, haven't you?) Don't get uptight thinking that if you don't get a job as a result of a campus interview, you'll die in Phoenix. If you feel nervous before an interview, read something unrelated to it to get your mind off it. You'll soon relax.

During an interview, you are selling a product which has taken you much time and money to develop — yourself. Sell your strong points and be prepared to defend your weak ones. Save your confessions for the confessional. Be prepared to explain your choice of career, your preparation for it and your choice of schools. Be honest and sincere. A good interviewer can smoke out the bullshitter within the first five minutes. And don't panic! When you do, you stop thinking.

What happens if you don't get a job from campus interviews? Go out and do some personal selling. Invest some more money in your future. At least a month before a vacation or break, write to some companies saying you'll be there (at your own expense) and ask for an appointment. Expect a 20-30 percent favorable response. This should not be your last resort but part of your job search strategy. There is a higher percentage of offers resulting from off-campus interviews.

More planning yields better action and results. Plan your job search, follow through, and in the words of Prof. Woodruff: "Sell, sell, sell!"

## Health center announcement

In the event a medical emergency occurs on campus, PLEASE FOLLOW THE DIRECTIONS listed below:

1. TRY NOT TO PANIC
2. Call the Campus Health Center at extension 7630. The nurse is usually available 24 hours per day. If unable to reach the nurse follow step 3.
3. Call Campus Security at extension 7420. If unable to reach Security at that number, dial 938-7011 and the answering service will

contact them.

4. If unable to reach either of the above call Glendale Fire Dept. at 939-1411. They will dispatch a team of paramedics to the campus. If you do notify the Fire Dept. please send someone to the front gate, because they are not familiar with the campus.

**PLEASE KEEP THESE PHONE NUMBERS NEAR YOUR PHONE.**

Judith A. Curtiss, R.N.  
Campus Health Center



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# ASLC secretarial position open

Applications are now being accepted in the ASLC Office (Associated Students Legislative Council) for the position of ASLC secretary for the fall, 1975, semester. This is a full-time, appointed paid position open to student wives or students on leave.

The primary responsibility of the ASLC secretary is to staff the ASLC Office, Monday through Friday, 8 a.m.-4 p.m. in the summer and 9 a.m.-5 p.m. in the spring and fall. In this capacity, the secretary answers the telephone, helps students with student council-related questions, keeps accurate files of past and present ASLC activities, handles all ASLC correspondence, and operates the mimeograph machine in order

to duplicate all club and committee announcements and agendas. The secretary also attends weekly ASLC meetings, Executive Committee meetings, and Finance Committee meetings, keeping accurate minutes and distributing them to the appropriate people.

The ASLC Secretary must be able to type reasonably well. Shorthand would be a helpful skill, although not necessary.

Interested persons are urged to obtain applications from the Financial Aids Office and leave a copy at the ASLC Office.

The position will be available about August 11, 1975.

## Energy conservation

In order to cope with the staggering increase in the cost of energy, our budget was increased 63 percent from \$71,900 in 1974-75 to \$117,500 in 1975-76, and even this may not be sufficient.

Therefore, all members of the Thunderbird community must help to conserve energy. This means that thermostats must be set no lower than 78 degrees in all refrigerated facilities. **DOORS AND WINDOWS MUST BE KEPT CLOSED.** Refrigeration operates on the basis of recycling air within a room, not in cir-

culating large quantities of new air. During weekends and semester breaks, the Buildings and Grounds Department will adjust thermostats to 90 degrees or to "Off."

Recently I have had many reports of doors and windows left open during class, in refrigerated offices, and in East and West Apartments. All of these practices are wasteful of energy, something we cannot afford.

Please be very careful of energy use. Remember, the dollars spent on energy cannot be used for anything else.

## Letters to the editor

Dear Editor:

A number of people have come up to me asking about Shahrazad night. It has been my regret to have to tell them that the Middle-East, Africa Club is not involved in the preparations of this activity with a middle eastern theme. This situation has prompted me to submit this editorial to the Das Tor.

The Middle-East, Africa Club submitted a budget asking the ASLC for the funds for a party. Because of the rotation basis with which clubs are given funds for large parties, the Middle-East, Africa Club was not up for a party this summer. This proposal for a smaller party from other funds appropriate for campus activities of this type was also rejected.

At approximately the same time an individual submitted a proposal for a party with a middle-eastern theme. Although this proposal was rejected at 4 different times, the 5th time it was accepted.

The reason given by this student for

wanting a party (with ASLC funds) is that he is a last semester student and would like to give a party because he is going away.

My question, as was that of the people who had asked me: Why is a party proposal of a club rejected and then funds granted for an individual to have a campus wide party covering a similar theme?

It seems a highly irregular procedure taken on face value. If it is not, is there an explanation for what otherwise appears to be favoritism in the acceptance of a proposal which was in one person's name and the rejections of a similar proposal initiated by a club — a group of students?

Considering that some of the finance committee members have told me that they felt pressured by the ASLC and thus gave up the 5th time around, I believe more clarification on this action is due.

Nassrollah-Ghaffari

To the Editor:

Mr. S.M. Moosavi first enrolled at AGSIM in the Fall of 1974. A student from Iran, where he worked for 25 years with the oil industry. Mr. Moosavi will graduate in December 1975. Since students may only take 13 semester hours over the summer session, and since Mr. Moosavi needed 18 hours to graduate, he decided to take the summer off, get a part-time job, and return for the fall semester. He works at the Administration Building.

A couple of weeks ago, Mr. Moosavi tried to run for vice-president of the ASLC. He was barred. The Election Committee had moved up the deadline for applications for ASLC candidacies. Mr. Moosavi, therefore, was late in his attempt to register as a candidate. Also, the Election Committee argues, present regulations rule that a candidate for the fall semester must be a registered summer-student.

This seems to be a poor decision: first,

there were other candidates who were late in registering, second, Mr. Moosavi has been in this school longer than some of the current ASLC officers. His familiarity with the school and its student body is, therefore, not a deterrent for his functioning as an ASLC member. Further, the Election Committee should have carried out an efficient campaign advertising its decision to anticipate dates.

It does not seem clear yet what the student body has gained by Mr. Moosavi's non-candidacy. It seems definitely clear however, that the Election Committee has missed a very good opportunity to be innovative, dynamic and productive. There are times when a flexible understanding of rules and regulations are more socially productive than the strict and literal adherence to those same rules and regulations. Even the Environmental Protection Agency knows that.

Sincerely,  
Ricardo Peduzzi

# Guadalajara is delightful

By Jim Fincher

Weekend trips to Mexico City and Puerto Vallarta. Sipping a cold Carta Blanca in the Mariachi Plaza. Frequent fiestas with the local citizens. These are all a part of the third annual AGSIM summer program in Guadalajara, Mexico.

More than forty Thunderbird students and faculty members are spending the summer semester at the Universidad Autonoma de Guadalajara. The program is designed for students who are studying Spanish and who are interested in learning first hand about the Mexican culture.

Students in the program can choose from a variety of courses. In addition to Spanish language courses, international studies courses are offered on such topics as Conducting Business in Mexico and the Mexican Economic System. The business department offers courses on Marketing in Mexico and International Investment Projects in Mexico. Most of the business and international studies classes are also taught in Spanish.

One interesting business class is a special seminar featuring guest speakers from the

Guadalajara business community. These local businessmen speak on a variety of topics, helping the student to evaluate the international business environment in Mexico.

Most of the T-Birds in Guadalajara are learning as much from everyday living experiences as they are in the classroom. Simply ordering food in a restaurant offers a chance to practice speaking Spanish. Such things as negotiating rent for an apartment give the student valuable insight to Mexican psychology.

Many students live with Mexican families, and everyone in the program is profiting from the exposure to a different culture.

Guadalajara is a beautiful city, and its mild weather is a pleasant change from the hot Arizona summer. There are no classes on three different Fridays during the summer. These three day weekends give T-Birds a chance to travel to many interesting areas of Mexico near Guadalajara, such as Mexico City and the coast. Everyone here agrees that the summer program offers a tremendous educational opportunity.



## Calendar

Monday, July 28

Pub, Marketing Club; Auditorium, 7-9 p.m., Marketing Symposium; Thunderbird Room, 5 p.m., Marketing Club Dinner; Sobo Lounge, 5 p.m., Yoga; Key Man Lounge, IIST.

Tuesday, July 29

Auditorium, 5 p.m., Placement, Owens-Illinois; Coleman Lounge, 3-4 p.m., Hesson; Thunderbird Room, 4 p.m., Club Council meeting, 7:00 p.m., Middle East Africa Club; D-1, 7 p.m., Russian Club; Key Man Lounge, IIST.

Wednesday, July 30

Auditorium, 7 p.m., Movie; Thunderbird Room, 3:30 p.m., ASLC; Key Man Lounge, IIST.

Thursday, July 31

Thunderbird Room, 2:30, IIST Film; Sobo Lounge, 5 p.m., Yoga; D-1, 7 p.m., Russian Club; Key Man Lounge, IIST.

Friday, August 1

Auditorium, 7 p.m., Movie; Thunderbird Room, IIST; Key Man Lounge, IIST.

Saturday, August 2

Auditorium, Brazilian Workshop; Key Man Lounge, IIST.

Sunday, August 3

Classroom 1, 6 p.m., Flying Club; Auditorium, 7 p.m., Movie; Inter-Faith Chapel, 9 a.m., Lutheran Service, 10:30, Mass.

## Sports symposium tonight

By Ken Hild

As proof that marketing is more than a Proctor and Gamble advertising campaign for SECRET anti-perspirant, tonight the Thunderbird Marketing Club in conjunction with ASLC, the office of Gates Davison, the Speakers Committee and the Pub will bring representatives from the Racquets, the Roadrunners and the Thunderbirds to the campus for a 7 p.m. presentation in the auditorium.

The format will include brief histories of the organizations, movies, a question and answer period and a drawing for door prizes.

Mrs. Charlotte Chester will be representing the newest Phoenix professional sports franchise, WTT's Phoenix Racquets. She is a graduate of Boston University's School of Public Communication and has just recently taken over control of the Racquets as operations manager.

Mr. Jim Wells will be representing the Roadrunners of the World Hockey Association. As vice president and director

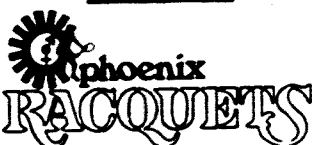
of operations, he has been instrumental in the success of the Roadrunners as a competitive team and a financial entity. The Roadrunners are the recipient of this year's local American Marketing Association Award for excellence in marketing.

The Phoenix Thunderbirds is a group of local businessmen that form an autonomous branch of the Phoenix Chamber of Commerce. Their purpose is to create interest in the Phoenix area through promoting local sports events of national calibre. The Phoenix Open Golf Tournament is but one of their annual events. Mr. Bill Paul, "Big Chief" of the Thunderbirds, will be on hand to describe the efforts of his group. He is a graduate of ASU and has lived in Phoenix for the past 17 years.

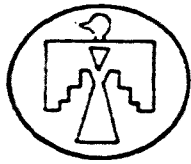
Local businesses have donated door prizes to be given away at this event. They include: tickets for upcoming sporting events, sports equipment, pizza, haircuts and more.

A reception at the Pub will follow the presentation in the auditorium.

DON'T MISS IT!



Phoenix



Thunderbirds

### Retraction

RETRACTION: In the last issue a correction must be made in the article titled "International Students' Potential Tapped." The correction is to be made in reference to the subject of the premiership of India.

Prime Minister Nehru was the prime minister of INDIA. He was not Mahatma Gandhi's prime minister! We would like the Indian-native students, as well as all other readers, to please accept our apologies for this unintentional oversight.

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- 1 Kodak Signet cartridge slide projector with 13 cartridges..... \*20

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### Election results

President: Rod Taylor  
Vice-President: Arif Hafiz  
Treasurer: Gloria Trierweiler

### Dear Thunderbird Student:

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JIM WARNE

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# ARAMCO is more than an oil company

**LOS ANGELES TIMES**  
**DHAHRAN, Saudi Arabia** — For a company on the verge of a 100 percent takeover by its host government, the Arabian American Oil Co. (Aramco) is acting in a most peculiar manner.

Its four American parent companies - Standard of California, Texaco, Exxon and Mobil - have been asked to approve the largest budget ever for Aramco, the world's biggest oil producer.

Instead of telling its American employees to pack and get ready to leave, it is scouring world labor markets for new people, building hundreds of homes here to accommodate them and, among other things, has just added three air-conditioned squash courts to its extensive recreation facilities. After coming almost to a halt in recent years, Aramco is plunging ahead with exploration of Saudi Arabia's vast oil riches, perhaps one-third of the world's total reserve. Four exploration teams are searching the deserts and 22 drilling rigs are now in operation.

But the most dramatic element in this new equation lies elsewhere, far from the search for oil beneath the desert floor.

Starting with Iran in the early '50's, other oil companies have been ingloriously booted out of their host countries in outbursts of nationalistic frenzy. But Aramco not only is staying around, it is taking a new role as a lodestone of technical and managerial know-how in catapulting Saudi Arabia into the 20th century.

It is a role that already has taken the company far beyond its original purpose of finding and producing oil. No one knows today how far it will go, but the field appears wide open.

"Aramco is now an arm of the government in implementing major projects," said Fayez Bader, vice-president of the government's Central Plan Organization. Aramco chairman Frank Jungers agrees: "As majority shareholder, the government can and does ask the company to do things which are more and more out of the realm of what was our primary business - producing oil."

As a starter, the Saudi government has turned over to Aramco two major development projects whose cost is likely to top \$13 billion over the next few years. To a great extent, this is why the company is recruiting new American technicians, building homes for them and gearing up its already extensive training programs to absorb thousands of new Saudis.

Last February, the government handed Aramco its biggest job of all: A \$10 billion plan to transport natural gas and oil by pipeline to two new industrial development regions, one on the east and one on the west coast of this nation. The gas and oil will feed into new industries ranging from steel mills to fertilizer and petrochemical plants. As part of the plan, Aramco will double and then redouble its exports of natural gas liquids.

Jungers and his American and Saudi management team hardly had begun to swallow the implications of this project — Saudi Arabia is a vast country, one-third the size of the United States — when the government hit them with a second. By ministerial decree Aramco was put in charge of building a unified electric power grid throughout the eastern province, bringing together the power production of the company and 43 private power-

generating firms and increasing it 10-fold over the next decade.

This will cost roughly \$3 billion, and will take Aramco not only into construction and distribution of power, but into such mundane matters as reading meters and collecting bills. The details are still being worked out, not without a certain amount of grumbling from the private power firms being swallowed up by big brother Aramco.

The way Aramco sees it, it had to be done. "We are the only ones on the ground who can do it," said senior vice president John J. Kelberger.

Aramco has been delving into fields remote from its original purpose for decades. What is new about the present situation is the massive scope of the projects and the sense of permanent involvement of the company in Saudi life, an involvement stretching far beyond oil and into everyone's homes.

The company has accepted the challenge with unfeigned enthusiasm. The more complex its role in Saudi Arabia, the more likelihood of its staying on, no matter who turns out to be the eventual owner.

Ownership is a remote issue here. As Aramco likes to point out, the company already has passed through phases of 25 percent, 40 percent, and then 60 per cent government ownership with no other than an accounting effect on its operations. Neither the 40 per cent nor the 60 per cent Saudi ownership ever has been put into a formal document, and meanwhile the Saudi government has gone into negotiations with the four parent companies on a full takeover.

The Saudis are not thinking of throwing people out. The country is desperate for all the skilled technical and managerial talent it can get.

It is launching a \$100 billion, five-year development plan in July, a mind-boggling proposition in a country whose total population is estimated at 5.6 million, including more than a million foreigners ranging from Yemeni laborers to American businessmen and defense contractors eager to help the Saudis spend their oil billions. That works out close to \$18,000 per resident over the next five years.

"Size and scorewise, it's new for us," Jungers said. "But Aramco is a big company, with a lot of internal resources. The government sees us as a vehicle to put basic projects together, and it's going to use us."

Aramco started spreading its wings more than 25 years ago, when it set up what's called its Local Industrial Development Department (LIDD). Its task was to encourage Saudis to go into construction and small manufacturing operations to supply the company with everything from milk to batteries.

It also offered local farmers technical aid in producing food for Aramco's tables, and got into financing home building in such a big way that more than half the company's Saudi employees now own their own homes.

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# ARAMCO is more than an oil company

**LOS ANGELES TIMES**

**DHAHRAN, Saudi Arabia** — For a company on the verge of a 100 percent takeover by its host government, the Arabian American Oil Co. (Aramco) is acting in a most peculiar manner.

Its four American parent companies - Standard of California, Texaco, Exxon and Mobil - have been asked to approve the largest budget ever for Aramco, the world's biggest oil producer.

Instead of telling its American employees to pack and get ready to leave, it is scouring world labor markets for new people, building hundreds of homes here to accommodate them and, among other things, has just added three air-conditioned squash courts to its extensive recreation facilities. After coming almost to a halt in recent years, Aramco is plunging ahead with exploration of Saudi Arabia's vast oil riches, perhaps one-third of the world's total reserve. Four exploration teams are searching the deserts and 22 drilling rigs are now in operation.

But the most dramatic element in this new equation lies elsewhere, far from the search for oil beneath the desert floor.

Starting with Iran in the early '50's, other oil companies have been ingloriously booted out of their host countries in outbursts of nationalistic frenzy. But Aramco not only is staying around, it is taking a new role as a lodestone of technical and managerial know-how in catapulting Saudi Arabia into the 20th century.

It is a role that already has taken the company far beyond its original purpose of finding and producing oil. No one knows today how far it will go, but the field appears wide open.

"Aramco is now an arm of the government in implementing major projects," said Fayez Bader, vice-president of the government's Central Plan Organization. Aramco chairman Frank Jungers agrees: "As majority shareholder, the government can and does ask the company to do things which are more and more out of the realm of what was our primary business - producing oil."

As a starter, the Saudi government has turned over to Aramco two major development projects whose cost is likely to top \$13 billion over the next few years. To a great extent, this is why the company is recruiting new American technicians, building homes for them and gearing up its already extensive training programs to absorb thousands of new Saudis.

Last February, the government handed Aramco its biggest job of all: A \$10 billion plan to transport natural gas and oil by pipeline to two new industrial development regions, one on the east and one on the west coast of this nation. The gas and oil will feed into new industries ranging from steel mills to fertilizer and petrochemical plants. As part of the plan, Aramco will double and then redouble its exports of natural gas liquids.

Jungers and his American and Saudi management team hardly had begun to swallow the implications of this project — Saudi Arabia is a vast country, one-third the size of the United States — when the government hit them with a second. By ministerial decree Aramco was put in charge of building a unified electric power grid throughout the eastern province, bringing together the power production of the company and 43 private power-

generating firms and increasing it 10-fold over the next decade.

This will cost roughly \$3 billion, and will take Aramco not only into construction and distribution of power, but into such mundane matters as reading meters and collecting bills. The details are still being worked out, not without a certain amount of grumbling from the private power firms being swallowed up by big brother Aramco.

The way Aramco sees it, it had to be done. "We are the only ones on the ground who can do it," said senior vice president John J. Kelberger.

Aramco has been delving into fields remote from its original purpose for decades. What is new about the present situation is the massive scope of the projects and the sense of permanent involvement of the company in Saudi life, an involvement stretching far beyond oil and into everyone's homes.

The company has accepted the challenge with unfeigned enthusiasm. The more complex its role in Saudi Arabia, the more likelihood of its staying on, no matter who turns out to be the eventual owner.

Ownership is a remote issue here. As Aramco likes to point out, the company already has passed through phases of 25 percent, 40 percent, and then 60 per cent government ownership with no other than an accounting effect on its operations. Neither the 40 per cent nor the 60 per cent Saudi ownership ever has been put into a formal document, and meanwhile the Saudi government has gone into negotiations with the four parent companies on a full takeover.

The Saudis are not thinking of throwing people out. The country is desperate for all the skilled technical and managerial talent it can get.

It is launching a \$100 billion, five-year development plan in July, a mind-boggling proposition in a country whose total population is estimated at 5.6 million, including more than a million foreigners ranging from Yemeni laborers to American businessmen and defense contractors eager to help the Saudis spend their oil billions. That works out close to \$18,000 per resident over the next five years.

"Size and scorewise, it's new for us," Jungers said. "But Aramco is a big company, with a lot of internal resources. The government sees us as a vehicle to put basic projects together, and it's going to use us."

Aramco started spreading its wings more than 25 years ago, when it set up what's called its Local Industrial Development Department (LIDD). Its task was to encourage Saudis to go into construction and small manufacturing operations to supply the company with everything from milk to batteries.

It also offered local farmers technical aid in producing food for Aramco's tables, and got into financing home building in such a big way that more than half the company's Saudi employees now own their own homes.

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