

DAS TOR



"THE GATE"

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

The Middle East Edition

The Bottom-Up Solution

BY MICHAEL PORTER, Y

WEINBERG, N. HERTZ

Below the surface of the roller-coaster political negotiations in the Middle East, a new process is quietly being played out. It is a process in which economics, not politics, is the focus, in which companies, not governments, are the driving force.

Companies were beginning to build relationships and strike deals long before the Hebron agreement was signed, and this continues even in the wake of the Har Homa settlement at Jabal Abu Ghneim. Today, business-to-business co-operation and alliances across borders are being pursued aggressively by some of the region's foremost industrialists. More than Israeli-Jordanian and Israeli-Egyptian joint ventures are already up and running.

Why are top Middle Eastern business leaders now seeking out strategic alliances with their neighbours? benefits can regional co-operation at the company level bring about? In simple terms, the motivation for these ventures is competitive advantage and profit. For Israeli companies, cooperation can open up new markets, provide cost-effective outsourcing opportunities and significantly lower the costs of production, which especially important for what will otherwise be dying local businesses, rendered uneconomic by high Israeli costs.

At the same time, Israeli firms in industries that have been local, such as most services, can use alliances to begin trade and foreign investment. Any loss of lower-wage job opportunities for Israeli citizens should be more than offset by the need for managerial, technical and skilled employees to support growing international business.

For Jordanian, Egyptian and Palestinian companies co-operation with Israeli firms, and with each other, is even more strategically attractive. Companies can acquire know-how, "leap frog" technologically, improve access to regional and global markets and, most important, enhance their productivity.

All this can be done far more efficiently in the region than with far-off partners. Whole new industries can grow up in these countries, and existing industries should become more competitive. Israel, then, can act as a catalyst for growth in the neighbouring countries, in much the same role as Japan played in Asia.

Such collaborative activity across borders is common other regions, but until recently has been all absent in the Middle East. Even now, less than 8 per cent of Middle East exports are destined for the region, compared with about 20 per cent in Mercosur, the South American trade group. Not only have politics stood in the way of gains from collaboration between Israeli and Arab firms, but co-operation even among Arab companies has been rare.

As a result, Middle Eastern countries, including Israel, have been left without one of the most powerful tools to boost trade and enhance productivity.

Consider Century Wear, a knitted garment joint venture between Israel's Dov Lautman (Delta Galil) and Jordan's Omar Salah (Century Investment Group). Century Wear was set up at modest cost in March 1996 and has operational now for just over a year. The Israeli is contributing expertise, access to export markets and design capabilities, the Jordanian side production management and manufacturing prowess.

The venture created more than 850 new jobs in (where the unemployment rate is 16 per cent) and is paying its employees 30 to 40 per cent above the average Jordanian wage rate in similar fields.

Furthermore, the venture has the potential to open up markets to both sides that have hitherto been unreachable - the Arab market to the Israelis and Europe and the US to the Jordanians. Proof of the venture's strategic benefits are apparent in sales that topped \$10m in the first year of operation and are expected to exceed \$25m in the second.

Collaborative ventures such as Century Wear make whatever the overall political and economic situation; indeed, they can help to shape it. Up until several months ago, for example, there was no door-to-door transport agreement between Jordan and Israel. This meant that a company wanting to transport goods by truck between the

Cont. on page 11

Eric Peter wins reelection

BY KEVIN KURTIS O'CONNELL

Last Tuesday, 550 students cast their votes to determine the next president of Thunderbird Student Government (TSG). By a 15-vote margin over his nearest competitor, Eric Peter garnered 145 votes, or 26% of the total votes cast, to win a second six-month term as TSG president. Congratulations to Eric for a campaign well-run, and to all the candidates for focusing the spotlight on the issues that are important to the students on this campus, and for proposing solutions that address those issues.

It was a good electoral session characterized by strong candidates promoting excellent ideas to improve the return on students' investment in TSG. Although the official campaign lasted only a week, the campus was energized by the presidential debate, the candidates' flyers and posters visible throughout the campus, and the intense grassroots lobbying and campaigning by the candidates and their supporters.

This election was about adding value to our classmates' educational experience. Each candidate promoted different ideas for bringing TSG's top leadership more into touch with its constituency. Improved communication was the central theme in each candidate's platform, and students generally identified this as what they most want from TSG. The election results clearly delineate that students want open, honest communication about TSG's advocacy positions with administration and faculty, and are particularly concerned about how their funds are being administered.

Although the TSG constitution does not currently include a provision for run-off elections, the final vote tally tells a clear story and provides an outline for changes that students want implement-

ed. While Eric Peter won with 26% of the votes cast, the other candidates gained 74% of the total vote count. Students clearly voiced their displeasure with the status quo and demanded some changes. Each of the candidates proposed excellent ideas that are feasible and will make a difference in our classmates' campus experience - and the students endorsed these ideas with their votes.

Rachel Buzolich proposed raising the amount of funding allocated to clubs and intramurals as a direct way of impacting students. Another of her concerns was to immediately improve campus awareness of safety issues.

Chris Browne stressed the need to promote to students the fact that TSG's greatest strength is its ability to advocate for them at administration and with the faculty. Students should feel comfortable bringing their concerns and problems to TSG and be confident that its leadership will leverage its position with administration and faculty to try and resolve those issues.

Andrew Dorman, a write-in candidate, advocated the need for TSG to get away from its propensity for bureaucracy and petty politics, and move towards being an excellent

provider of services to its student-owners. Gina Campanella ran a platform based on TSG's potential for contributing positively to our educational experience, thereby adding value to our degrees. My proposals centered around TSG getting back to basic communication: TSG has to be out among the students communicating to them - not waiting for students to come to the Tower to talk.

Eric Peter ran a good, solid campaign and won the election. The other candidates also ran good campaigns and won the support of their classmates as champions of ideas and issues whose time is now. The students communicated to Eric and all the candidates: work together to make the changes they are requesting. The challenge has been issued - will it be met? Stay tuned.

This election was about adding value to our classmates' educational experience

VOICES	2
CAREER	3
TSG	5
MIDDLE EAST & GUEST PROFILES	6
KNOWLEDGE	7
RHETORIC	8
DEAR OIIS	9
ENTERTAINMENT	10
BENDY'S CORNER	11

Point

Das Tor-Bias of the Worst Kind
By Dawn Auffarth

Das Tor should be ashamed of itself. Last week, the "student" newspaper took a position on one of the candidates for president of TSG. Curiously, that person happened to be the editor-in-chief of the paper. Not only were the candidates' pictures and statements positioned in a non-alphabetical order, but also, various ads were placed interestingly at the lower end of



even pages. Come on guys, don't you think that MIM students notice strategic marketing techniques??? Moreover, Otis (whose identity is supposed to be anonymous) gave a ripping critique of all of the candidates but one. Who would that one be, you ask??? You guessed it again!! None other than the editor-in-chief of the Das Tor itself!!! I ask you, don't we deserve better than this? I think we do. And I

think that the candidates who have put themselves up for this demanding position deserve more as well.

By now, the election is over.

We all know who has won and who will be representing us for the next six months. I only wish that the Das Tor had been of enough caliber to refrain from petty preferences. After all, how can any political system be egalitarian and keep the good faith of its constituency if the information passed onto them is compromised by partiality? I would like to congratulate all of those candidates that ran for the position of TSG president. And I would encourage our new president, whomever that may be, to look closely at the relationship that student government has with such a biased periodical that isn't worth the paper it's printed on.

Counter-Point

Thank you for the letter voicing your concerns about the elections. After carefully reviewing last week's issue of the Das Tor, it was difficult to discern the validity of

your claims of childish behavior by our newspaper. Let us now counter your points:

1) The Das Tor did not, in any article, letter, or signed opinion editorial (of which there were none) endorse any candidate for the office of TSG president. We searched assiduously for the fine print detailing a presidential endorsement but, alas, could not find it. If someone had written a letter of endorsement, or guest article on behalf of one of the candidates, the Das Tor gladly would have published it.

2) The placement order of the candidates' photos and position statements is a completely random process. You only have to look back at the past two elections covered by the Das Tor to see that randomness is the method used to place photos and statements from candidates vying for all TSG offices. Alphabetical order is more often used in kindergarten to teach infants how to behave.

3) Only one candidate, Rachel Buzolich, purchased an advertisement in last week's issue. Her ad was placed in quite a strategic spot considering it was on the page opposite that containing the candi-

date position statements/photos, and was the only advertisement on either page. In short, Rachel's ad received excellent placement, as did her campaign.



4) Otis is a weekly article written by a student not employed by the Das Tor. Otis can be contacted at carigse@t-bird.edu. Otis sat through the ENTIRE debate and proclaimed Christopher Browne to be the actual winner. Get your facts straight Dawn. We're

concerned for you. This propensity for factual error may inhibit your performance in say, a case analysis, job interview or the real world, which, by the way, rarely endorses an apostrophe between "come and on" and redundant question marks. Remember Dawn, the possessive form of "candidate's" requires the apostrophe between the "e and s", and just for the record, "none" has an "e" on the end. Actually Dawn, aside from the mis-statement of facts, poor content, dreary style, mis-spelled words, and poor punctuation, it's a nice piece of writing. Thanks for sending it in.

We hope that your concerns have been addressed, and you can be assured that all of our concerns are squared away. Thanks for the letter and keep up the great work! Signed, Das Tor "The Gate"

A Voice for Change

BY GINA CAMPANELLA

Kevin Kurtis O'Connell said I could place an article in Das Tor, no diatribe, Kevin said only 250 words. So if you need more information - email.

Eric Peter is the president, again. Whether or not you voted for him, realize he is diligently trying to make changes. Many changes we all agree with, others perhaps not, and still, there are changes we need that he doesn't recognize. For some, Eric being re-elected is similar to working with a manager you don't like. You still have to do your job, and if you are good at it, you will find a way to make it fun, regardless.

So where do we want to see change? I think the number one concern should be the budget. It is published in this issue. Please look at it. Please question why two committees, Student Development Committee and Student Alumni Committee, received \$15,400.00 and why 37 clubs on campus received \$21,000.00.

The club functions are events that are open to all students and their budgets should allow them to operate with some level of freedom and creativeness. (Judging them on the semester before is not fair. Each new semester brings new students and fresh enthusiasm. Go ITALIAN CLUB!!). The Students for Responsible Business received \$100. The Thai Smile Club put on a marvelous event-however they had to charge \$6 because they don't receive enough from the TSG budget. The German Club receives nothing from the budget. At the Octoberfest, the only people that profited were ARAMARK and the band. WHY? Let's do our job and question this.

Das Tor The Gate

"Wherever we travel, whenever we pass from one country to another we must go through a gate. However, *Das Tor* means more than simply the traversing of borders; it stands as a symbol and artery of communication through the barriers of superstition, ignorance, dogma, racism and prejudice; traditional enemies which continue to be a detriment to progress and global peace.

Idealistic though it may sound, it has now become the responsibility of our generation, the future leaders of the international community, to make every effort to widen these gates and succeed where previous generations have failed.

Das Tor must therefore be an open forum for debate, a clearing house of ideas that may further prepare us for the international community and further augment the reputation of this youthful institution."

-Bob Morabito, Founding Editor, 1969

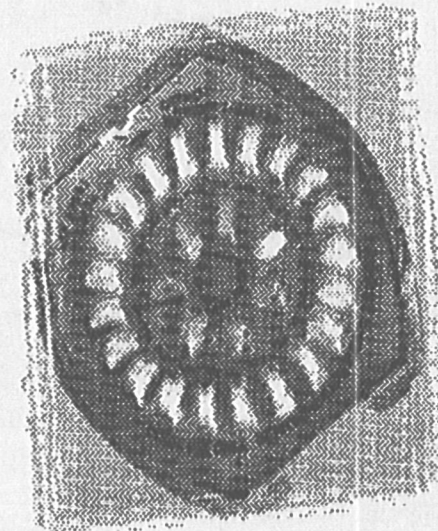
Editor-in-Chief - Kevin Kurtis O'Connell
Managing Editor - Robert Tomiye
Design Editor - David F. Tunnell
Finance Manager - Tim Dinehart
Copy Editor - Donna Barry
Advertising Manager - Jon Ness
Advertising Manager - Tim O'Neil
Staff Writer - David Blank
Staff Writer - Chris Morin

All letters to the editor, opinion and commentary columns express the opinion of the writer and not necessarily those of *Das Tor*, the student body, the faculty or the administration. *Das Tor* will not publish unsigned letters or commentaries but may consider withholding a writer's name on request. *Das Tor* reserves the right to edit letters to the editor, opinions and commentaries for length and clarity.

Das Tor 15249 North 59th Avenue, Glendale, Arizona 85306
(602)-978-7119 Fax: (602) 978-7971
E-Mail: das_tor@t-bird.edu

Das Tor is produced on Apple Macintosh (a "real" computer)

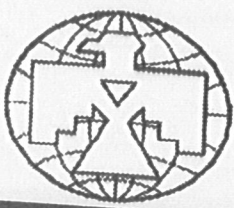
Our prices make the pill easier to swallow.



At Planned Parenthood we offer a full line of low-cost contraceptives and confidential clinical services. See us early so you won't be late.

Planned Parenthood
of Central and Northern Arizona

8822 N. 43rd Avenue in Glendale/934-3244 ■ 3346 W. Bell Road in Phoenix/866-8821



RECRUITING SCHEDULE

Important Note: The recruiting schedule can change daily. Please see the final schedule at the CSC or on the electronic BBS.

10/13/97
AMERICAN HONDA MOTOR COMPANY (CA)
Mr. Alex Kramer (alum)
1919 Torrance Blvd
Torrance, CA 90501
DESCRIPTION: Full time internship. GROUP MEETING: Open group meeting for all interested students on Sunday Oct. 12 at 6:30 pm, Room 236. 1 Schedule in 2 Days.

10/13/97
SATURN (TN)
Mr. Steve Anderson
Export Planner
100 Saturn Parkway, MD P11
Spring Hill, TN 37174-1500
DESCRIPTION: Export Support Analyst. See job posting. NOTES: Collecting resumes & cover letters at the counter until Monday, October 6 at 3:00 pm. Will also select candidates from PRISM. GROUP MEETING: None scheduled. 1 Schedule in 1 Day.

10/15/97
HALLMARK CARDS (MO)
Mr. Norm Schwartzkopf
Manager of Career Planning & Development
2501 McGee, Box 419580
Kansas City, MO 64141-6580
DESCRIPTION: Career Development Program, Marketing; Career Development Program, Finance; Career Development Program, Sales. See job postings. NOTES: Collecting resumes & cover letters at the counter until Wednesday, October 1 at 3:00 pm. GROUP MEETING: Open group meeting for all interested students on Monday, October 14 at 6:30 pm in Snell classroom 21. 1 Schedule in 2 Days.

10/15/97
MONSANTO (MO)
Ms. Mary Kay Belota
Staffing Consultant
800 N. Lindbergh Blvd
St. Louis, MO 63167
DESCRIPTION: Group meeting only. See 11/5 for interview information. GROUP MEETING: Open group meeting for all interested students on Wednesday, October 15, at 7:00 pm in Lecture Hall 55. 2 Schedules in 1 Day.

10/15/97
WACHOVIA (GA)
Ms. Jill Nussbaum
College Relations Coordinator
191 Peachtree Street NE
5th Floor, HR
Atlanta, GA 30303
DESCRIPTION: Global Services Corporate Associate. See job posting. NOTES: Collecting resumes & cover letters at the counter until Thursday, October 2 at 3:00 pm. GROUP MEETING: None scheduled. 1 Schedule in 1 Day.

10/16/97
BAXTER HEALTHCARE (IL)
Ms. Paula Tobias
Global Planning & Staffing
1 Baxter Parkway
Deerfield, IL 60015
DESCRIPTION: Senior Analyst, Business Planning & Development. See job posting. NOTES: Collecting resumes & cover letters at the counter until Monday, October 6 at 3:00 pm. GROUP MEETING: Group meeting on Wednesday, October 15 at 7:30 pm in WB bldg, meeting rooms 1, 2 & 3. 2 Schedules in 2 Days.

10/16/97
ELI LILLY & CO. (IN)
Ms. Debbie Ellis
Senior International Recruiter
Lilly Corporate Center
DC 1811
Indianapolis, IN 46285
DESCRIPTION: International Associate. See job posting. NOTES: Collecting resumes & cover letters at the counter until Wednesday, October 1 at 3:00pm. GROUP MEETING: Open group meeting for all interested students on Wednesday, October 15 at 6:30 pm in Lecture Hall 54. 1 Schedule in 1 Day.

10/16/97
PHILIP MORRIS (NY)
Mr. Pete Wilkins
Audit Manager
Corporate Audit
100 Park Avenue, 17th Floor
New York, NY 10017
DESCRIPTION: Audit Trainee. See job posting. NOTES: Collecting resumes & cover letters at the front counter until Thursday, October 2 at 3:00 pm. GROUP MEETING: Open group meeting for all interested students on Wednesday, October 15 at 8:30 pm in the AT&T Auditorium. 3 Schedules in 1 Day.

10/17/97
ARTHUR ANDERSEN (CA)
Ms. Jenny Buchbinder
Senior Recruiter
633 W. Fifth Street
Los Angeles, CA 90071
DESCRIPTION: Business Consultant/Analyst. See job posting. NOTES: Collecting resumes & cover letters at the counter until Friday, Oct. 3 at 3:00pm. GROUP MEETING: Open Group meeting for all interested students on Thursday, October 16 at 7:30 pm. Location TBA. 1 Schedule in 1 Day.

10/17/97
HOECHST MARION ROUSSEL (NJ)
Mr. Stephen Babb
Asia Pacific Region Marketing Intern
Route 202-206, P.O. Box 6800
Bridgewater, NJ 08807-0800
DESCRIPTION: Full time internship. GROUP MEETING: Closed group meeting for students on the interview schedule on Thursday, October 16 at 7:00 pm. Location TBA. 2 Schedules in 1 Day.

CAREER CHATS

Friday, October 17th / Yount Centre, 3 p.m.

THE INTERNAL AUDITOR

The internal auditor is quickly becoming the "inside" consultant to many organizations. Charged with being an independent appraisal function within the firm, the internal auditor examines and evaluates the organization's activities in order that managers can more effectively and efficiently perform their duties. Today, internal auditing is an important value-added activity.

Today's internal auditor is also an important partner in the firm's business strategy. Armed with strong financial and management skills and a thorough knowledge of the organization's activities, the internal auditor can provide insights and recommendations to better operate the firm.

The Thunderbird curriculum acts as an important foundation for the internal auditor. Because the internal auditor must constantly evaluate the organization's operating and financial performance, the internal auditor must visit various locations on a regular basis. For multinationals, this requires that the internal auditor be able to work in a variety of cultures, political economies and languages.

Many companies use the internal auditor career track as a management training program. As an internal auditor, the new employee becomes familiar with the firm's operations and personnel. As one continues to rise in the organization's ranks, the understanding of the "nuts and bolts" of the business, as well as the personal relationships that are created, help the internal auditor become a more effective and productive manager.

WHERE AND WHEN?

The October 17th Career Chats program, The Internal Auditor, will be videotaped at the Yount Centre. Studio audience is limited in the Yount Centre's Distance Learning Classroom to approximately fifty. The program will be simultaneously televised to the AT&T Auditorium, so that all interested students and faculty will be able to view the program as it is being taped. A brief reception will be held in the Yount Centre following the Career Chats program.

PANELISTS

The Faculty Program Moderator is Dr. Philip Drake, Assistant Professor of Accounting. Company Panelists are: Mr. Peter M. Wilkins, Audit Manager Philip Morris Management Corporation, Stamford, Connecticut. Mr. Wilkins has

over 14 years experience in Information Systems and Auditing disciplines and has conducted audits throughout the world, including Indonesia, Italy, Mexico and Zaire; Mr. Steven W. Johnson, Team Coordinator, Corporate Audit, EDS, Dallas, Texas, where he manages an audit team that focuses on manufacturing, transportation, and energy industry accounts; Mr. Gary Jones, Director of Audit, North American Operations, General Motors Corporation, Detroit, Michigan. Mr. Jones is responsible for supplier reviews, financial and operational audits, and special investigations; and Mr. David K. Turner, Audit Specialist, Cargill, Inc., Coral Gables, Florida, where he is responsible for risk assessment and internal control evaluation of Latin American Dry Milling Operations, integrated risk-based audits using computer-assisted audit techniques and management of the Regionally Integrated System of Controls in Latin America.

CAREER CHATS SERIES

Career Chats is a series of panel discussions designed to provide students with information that will help them in the job search process. These videotaped programs are produced by the Career Services Center at Thunderbird, The American Graduate School of International Management and are available for review by faculty, students, and alumni.

The Career Chats concept was developed with the support of the Thunderbird Career Services Center staff and World Business Faculty. The Graduate Student Producer for the entire Career Chats series is Mr. Michael Dalrymple. The Graduate Student Coordinator for The Internal Auditor program is Mr. Daniel Baum.

The Career Chats career awareness series is made available through the financial contributions of a number of corporate sponsors. The list of companies supporting the Career Chats program includes: Series Sponsors -Enron and Philip Morris corporations; Program Sponsors - Citibank and Exxon corporations. For further information on the Career Chats series, you are invited to contact: Mr. David W. Martin, Director of Employer Relations
Phone: 602-978-7814 Internet: martind@t-bird.edu

The information on this page is provided by the Career Services Center. For more information regarding the upcoming company visits, how to begin your career planning and job search, resume and interview workshops, and other information pertinent to helping you look for the right career path, please stop the Career Services Center - located near the Pavillion. Or call 978-7244.

Going Home?

Cheap tickets. Great advice. Nice people.

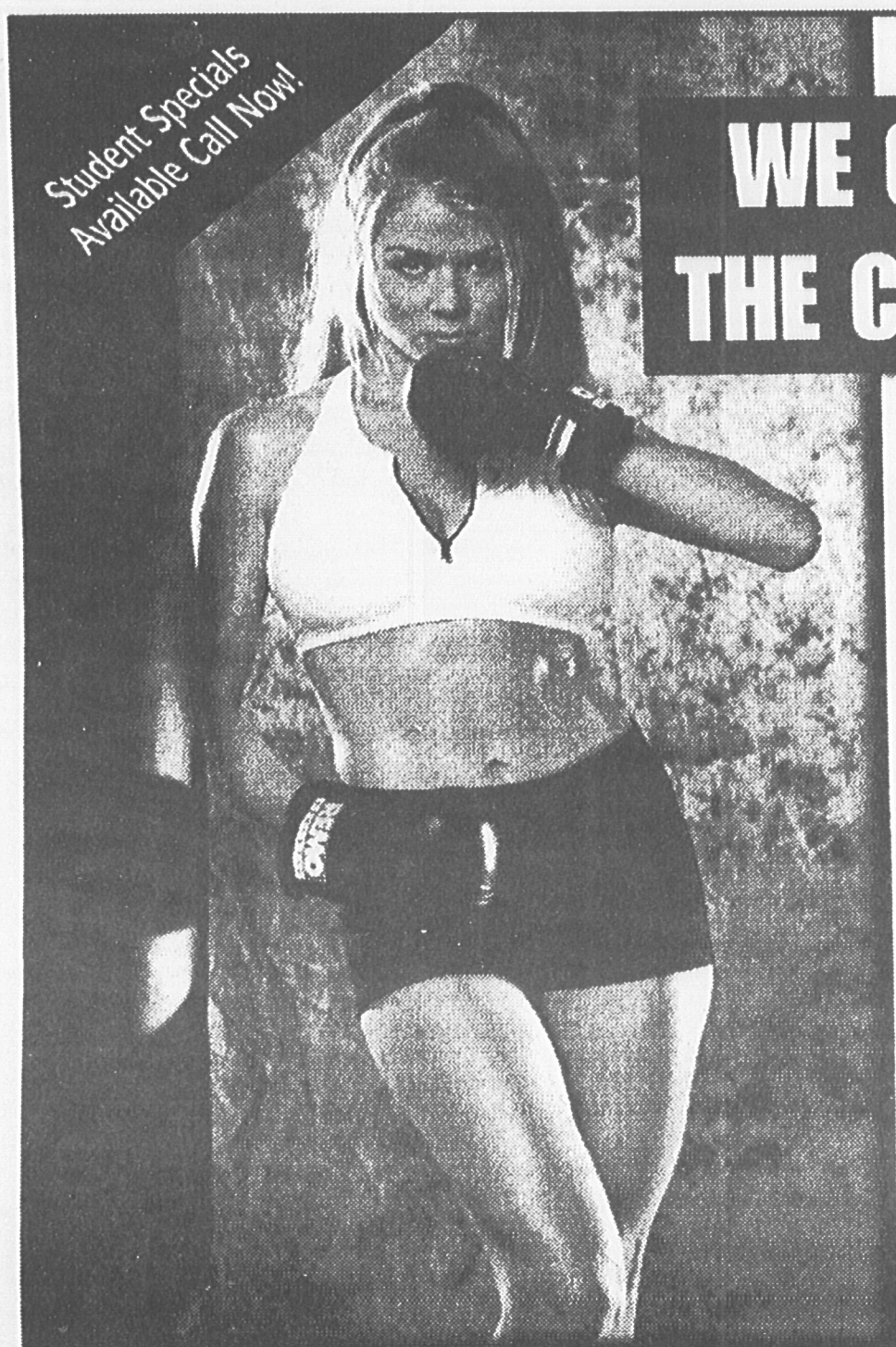
LONDON	\$487
Paris	\$522
Athens	\$673
Osaka	\$777

FARES ARE ROUND TRIP, DO NOT INCLUDE TAXES, VISA OR THEY INCLUDE DEPARTURE TAXES PAID DIRECTLY TO FOREIGN GOVERNMENTS, WHICH CAN VARY BEFORE \$3,500, DEPENDING ON THE DESTINATION. TIPS, STUBS, AND MEALS ARE ADDED. FARES ARE SUBJECT TO CHANGE. CALL FOR FARES IN OTHER WORKING DESTINATIONS. RESTRICTIONS APPLY.

Council Travel
CIEE: Council on International Educational Exchange

130 E. University Drive,
Suite A
Tempe
(602) 966-3544

LA FITNESS



Student Specials Available Call Now!

WE OUT PUNCH THE COMPETITION.

Less Than **\$7** per week.
With A One Time Initiation Fee Of \$125.

Outstanding Facilities With Unbeatable Prices.

With your LA Fitness- Health Club Membership you'll have Free unlimited access to Power Pacing™ in-door cycling classes. Plus, you'll benefit from our knowledgeable staff, you'll get quick results from our top-of-the-line equipment and you'll enjoy our spa amenities, friendly service and clean facilities. Make contact. Come in for a free tour, we have what you've been looking for.

LA FITNESS
SPORTS CLUBS
America's Premier Fitness Centers

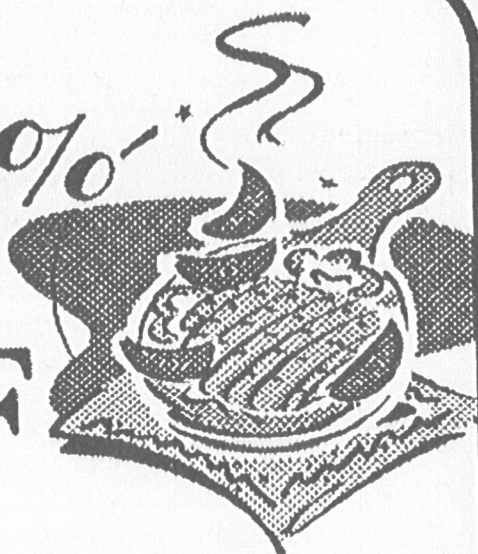
Now! **Arrowhead/Glendale**
5536 West Bell Road
Call **547-9425**

Ahwatukee 496-8805
Chandler 345-8944
Phoenix 995-1234

Now Open! **Moon Valley 863-3830**
Scottsdale 945-8118
Tempe 829-0622

First visit offer only. Membership based on automatic transfer from checking, Visa, Mastercard, American Express, Discover, or savings. Other memberships may be presented. Facilities may vary. Extra charge for some amenities.

10% OFF



YOUR FOOD TAB WITH STUDENT ID*

*Thunderbird Graduate School

A Fresh Tradition In Mexican Food!
GARCIA'S
59th Avenue & Bell • 843-3296

ALUMNI SPEAKER

MASSIMO PAOLILLO '93

TUESDAY, OCT. 14TH
7:30PM - LH53

MR. PAOLILLO WILL BE SPEAKING TO THE THUNDERBIRD COMMUNITY ABOUT HIS EXPERIENCES AS A T-BIRD GRADUATE IN THE INTERNATIONAL AND DOMESTIC JOB MARKET. HE WILL PROVIDE ADVICE AND ANSWERS.

Q & A SESSION AND REFRESHMENTS WILL FOLLOW. PLEASE BE PROMPT.

SPONSORED BY CLUB ITALIA

ITALIAN CLUB PRESENTS: FILM NIGHT

FEDERICO FELLINI'S 1960 CLASSIC:

"LA DOLCE VITA"

IN THE TOWER LOUNGE
WEDNESDAY, OCTOBER 15TH 7:30PM

FREE ADMISSION
POPCORN AND SODA SERVED

INTERNATIONAL JOB REALITIES VIEWS FROM THE STREET

PRESENTATION BY
ALEXANDER KRAMER
THUNDERBIRD ALUMNUS

Postponed until November 6, 5:00pm, IBIC Media Room

Mr. Kramer was appointed to establish, and now heads, American Honda Motor Co.'s Trade Finance Group. Alexander has published numerous articles on international business, and is a frequent speaker on trade topics including recent engagements in Mexico, Peru, and New York. He is recognized in the international, the finance and the West's editions of Who's Who.

ICO-EUROPE RESUME BOOK DEADLINE!

Do you want a full-time job or internship in Europe? The deadline for submitting resumes for the ICO-Europe resume book is Friday, October 17th! The ICO-Germany and ICO-France Clubs have combined forces this semester to produce a joint ICO-Europe resume book, which will be mailed in early November to approximately 700 employers across Western Europe. Spanish and Italian sections are also being included. Response from European companies to previous ICO books has been tremendous, and the current ICO-Europe book is a fantastic opportunity for students to get their resumes on the desk of European employers who value the qualities of T-Bird's!

Copies of the appropriate-language template disk (German, French, Italian, and Spanish) can be purchased from Andrea Keller in Career Services. The price of the disk is \$30.00, and checks should be made payable to "TSG". For more information, contact the ICO-Europe Club President Rachael Remaly (588-0688) or Susie Pratt (588-8994). ICO-Europe is also seeking to increase our company mailing list. Students with contact information for European companies should contact the ICO-Europe Database Manager Ken Adkins (588-7173).

Winterim in Paris

From January 6 - 23, 1998, participants of the Winterim in Paris program will have the opportunity to develop their French speaking skills, enhance their business vocabulary, and gain practical experience by applying their language skills to business situations. Students will also meet with prominent business executives from the Paris Stock Exchange, Banque Nationale de Paris, Peugeot, Louis Vuitton, and IBM France, among others.

Formal classes will be held during morning sessions every Monday through Thursday at the I.G.S. University, and will cover the following topics: the French economy, the French market, French firms and corporate culture, banking, advertising, commerce, import-export strategies, and business communication. Field trips, to the above companies and others, are projected for the afternoon hours. Guest speakers include Chamber of Commerce representatives and senior executives of various industries.

An information session will be held this Wednesday, October 8 at 6:00pm in the conference room of the Modern Languages Department. If you have any further questions but cannot attend this meeting, please contact Dr. Salvatore Federico in the Modern Languages Department at 978-7291.

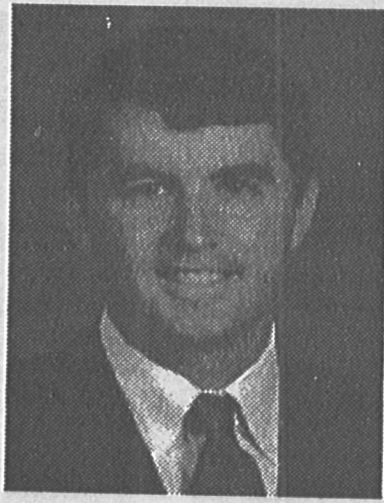
Don't miss this opportunity to gain exposure to Business French and French business, by spending Winterim in Paris!



TSG FALL 1997 BUDGET

T-birds,

The elections are now over and I want to thank you, the students, for re-electing me as your TSG President. It is quite an honor to be selected by my peers from such a large field of qualified candidates. I will not forget who elected me, and I will give you nothing short of my best. I look forward to continuing to serve, representing student needs and concerns on your behalf. TSG will continue to be run like a business, with professionalism and accountability. TSG needs to answer to you, the students, in the same manner that the board of directors answers to its shareholders. My door will continue to be open and I would like to listen to any ideas or concerns that you may have.



resume books (ICO's) by region and industry was another major topic of discussion.

Mark your calendars for Wednesday, October 15th. At 1:40 pm in the AT&T Auditorium Thunderbird Student Government will be hosting Thunderforum. This is a perfect opportunity to let your voice be heard and to get an immediate answer to all those questions you may have in regards to the Computer Center, Institutional Technology, Career Services, Registrar, the proposed new curriculum and what the strategic plan is for Thunderbird.

If you are interested in getting involved or if you have any questions or ideas, please do not hesitate to stop me on campus or contact me at 978-7126, or Peterek@T-bird.edu.

Again, I appreciate your support on election day, and I look forward to your continued involvement and interest in keeping Thunderbird the #1 International Business School.

With the students -
for the students

Eric K. Peter
TSG President

Furthermore, I would like to thank the other candidates for their enthusiasm in stepping up to the plate and talking about the issues. There is plenty of work to be done and I would like to encourage everyone to get involved. Working together we can make a difference.

Last week, in an effort to let students know where part of their TSG fees go, we printed the allocation of club funds in the paper, this week however, you will find the Fall 1997 TSG budget. A more detailed line by line explanation is available for students upon request. Further questions can be directed toward the TSG Treasurer, Robert Chan.

Last Thursday, October 9th, there was a Thunderbird Board of Trustees meeting in which several students and I addressed the board through presentations that conveyed the concerns of students regarding the issues of Institutional Technology and its failure to currently meet student needs and expectations. Funding and institutional support for the expansion of the International Career Opportunity

Revenues:	
Student Fees	\$142,600
Fines & Other Fees	\$1,000
Used Book Exchange	\$1,000
Interest Income	\$700
Total Revenues	\$145,300
Expenses:	
TSG Administrative Expenses	
Archamps	\$1,440
Salaries	\$13,750
Copying/Printing	\$500
Phone	\$850
Postage	\$80
Office Supplies	\$550
Student Handbook	\$3,000
Office Travel	
Depreciation expense	\$1,800
Miscellaneous	\$3,000
Total Administrative Expenses	\$24,970
TSG President's Budget	
Mentoring Program-TSG	\$1,500
Interfest	\$1,000
Speakers Fund	\$1,000
Publicity Chair	\$1,500
TSG Web-site	\$3,500
Volunteer Recognition	\$300
Discretionary fund	\$2,000
Total TSG President	\$10,800
TSG VP Budget	
Orientation Committee	\$4,500
First Semester Representative Chairs	\$500
Graduation Committee	\$23,250
Globe	\$12,000
Total TSG VP	\$40,250
Academic Affairs Chair Budget	
Facility Rounds	\$2,000
TEACH-Insider's Guide	\$50
FAST	\$1,000
Program Events	\$250
Plaques	\$350
Total Academic Affairs Chair	\$3,650
Student Activities Chair Budget	
Program Board	\$21,120
Speakers Fund	\$4,250
Total Student Activities Chair	\$25,370
Other Committees Budgets	
CSSC	\$10,700
Student Alumni	\$6,500
Office of Community Service	\$1,000
Student Development	\$8,900
Total Other Committees	\$27,100
DAS TOR	\$6,060
DAS TOR computers	\$7,100
Total Expenses	\$145,300
Net Change in General Fund	\$ -
Number of Students	
Archamps # of Students	18
Net Main TBIRD Campus Students	1,408
Program Board-\$/student	
Program Board Funds	\$21,120.00
Das Tor-\$/student	\$4.25
Das Tor Funds	\$6,060.00
TSG-\$/student	\$100.00
TSG Dues	\$142,600.00

Weekly Calendar

Monday, October 13
Thunderkids Parents Group: 10am - 12pm @ TV Lounge at Tower Building. Contact Britney Nelson at 439-5131 for more info
Self-Defense Seminar: 7:30-8:30PM @ Aerobics Rm
Tuesday, October 14
Italian Club: Guest Speaker on Banking and Consulting, Massimo Paolillo 7:30pm at LH 53
First Tuesday, Phoenix Chapter: 5:30 with Dr. Herberger at Coyote Springs Brewing Company
Toastmasters Meeting 8-9pm. LH 55
Choir Practice: Chapel 7-8pm
Wednesday, October 15
THUNDERFORUM with Dr. Roy Herberger: October 15, 1:40-3:00 at A T & T Auditorium
Africa Club: Tower TV Lounge 6-7pm
Tennis-Doubles Night: 7-11pm at Tennis Courts, Contact: Mark Ramsey 588-8073
Thursday, October 16
International Women's (Spouses) Club Meeting, 7:30-10:30pm @ Tower TV Lounge

Friday, October 17
Thunderbird Review: Deadline at 5pm. Please submit any papers to be published to the TSG office. Contact Katherine Schoettler at 588-804 for more info
Saturday, October 18:
Tennis Club meets at the Tennis Courts starting at 10am. Contact Mark Ramsey 588-8073
 Group lessons, practice and matches.
Sunday, October 19:
Women soccer: 5pm at the Soccer/Rugby field Glendale Soccer League: 2:00 at Chapparal Field To include your Club's event in the calendar, please come by the TSG Office for info
Event Advertising and Promotion Form. Deadline to turn in event information is Wednesdays at 12:00 p.m.
Newman Club Clothing Drive, donations can be delivered to The Pavilion 11-4pm on October 14, 15, 16. The collected clothing will be delivered to the Andre House on Saturday, October 18.

The Office of Community Service is now open. Office is located in the Work Center, upstairs in the Tower Building, with hours: Tue, Thur, Fri from 9-11am and Wed 1:30-3pm. Contact Eric Adams and Christina Lindal for more information

MIDDLE EAST

BEIRUT: Rising from its ashes

BY NAJIB YATIM

Walk along the "Corniche," Beirut's palm-lined seaside avenue, and you can revisit some of the most dramatic moments in Lebanon's history, from its 15 year civil war. On that same avenue, however, seven years after the end of the civil war in 1990, there are signs of Beirut's rebirth: high rises, cafes, office towers, fancy hotels and beach resorts. Nowadays, even at dawn, the "Corniche" is filled with locals and visitors who enjoy the splendor of the turquoise Mediterranean Sea.

Before the war, Beirut was known for just such an image. It was often referred to as the "jewel of the Middle East." When you mentioned Beirut, the first things that came to mind were beautiful sandy beaches, high mountains that overlook the sea, eternal cedar trees, historic Roman temples, and endless night life that rivaled Monte Carlo's. Martyr's Square, which honors the Lebanese who were executed due to the opposition of the Ottoman Empire, was known for its outdoor cafes and the scenery of the sea in the background. Not far from the square, were the "Suqs", shoppers' paradise.

A few years back, Beirut was associated with terrorism, destruction and chaos due to the civil war that started in 1975. This cosmopolitan capital, known for its tolerance, was the victim of a ferocious conflict that

involved all the religions and different nationalities in the country. During that period, about 90,000 lives were lost, and lots of Lebanese fled the country. Beirut became known as the "capital of ghosts." The bloodiness of the war left its scars everywhere in the country.

Nowadays, the feel of the old glory has returned to the city that suffered like no other in the world. Laughter and music have replaced the sounds of gunfire. Lebanon's 18 religious sects live in harmony and mingle freely. The rebirth has begun and construction is everywhere.

Historic buildings are being renovated and one can see mountains of stone from destroyed buildings, the hallmark of a land reclamation project that will increase the size of the financial district by more than one third.

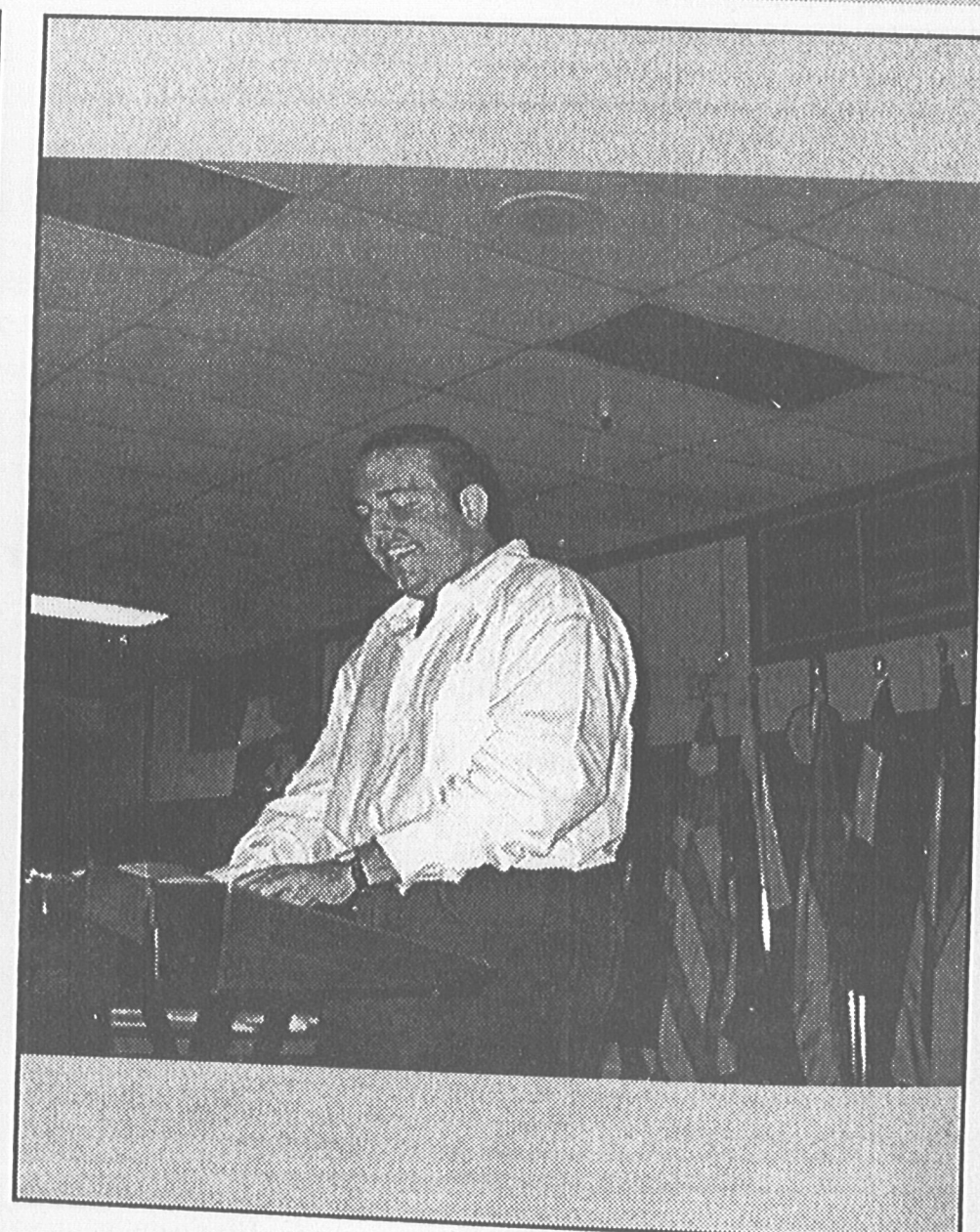
Hundreds of excavations are taking place, revealing more than 5,000 years of civilization. In addition to retaining the historical aspect, Beirut will be more modern than ever before. This proves

that the city is being rebuilt by people who love it and who chose to place national identity and loyalty ahead of their differences.



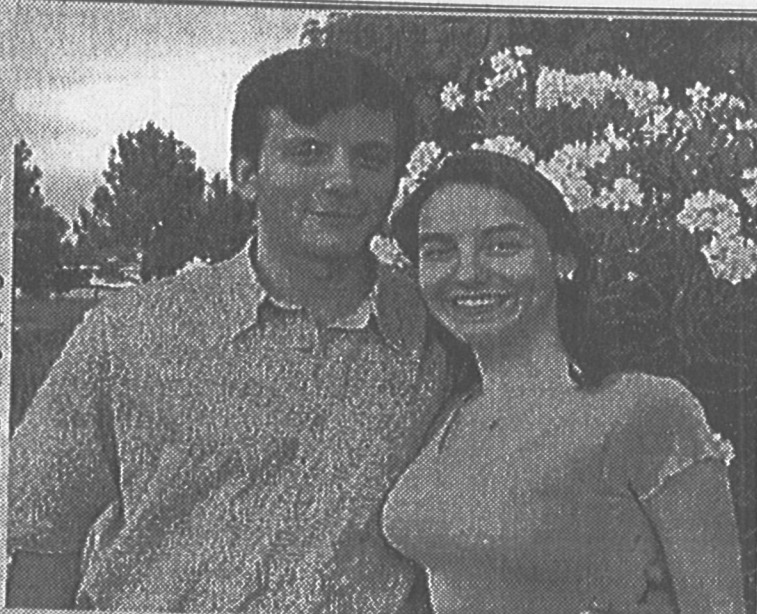
Nowadays, the feel of the old glory has returned to the city that suffered like no other in the world.

Middle East Party WAS A GREAT SUCCESS!





EDA BASAR AND HILMI UYTUN



For those of you who know Eda, I am sure that you are accustomed to seeing her in a happy mood. However, if she seems happier than usual it is because her fiance, Hilmi, is visiting for a couple of weeks. Eda met Hilmi through her cousin, Hilmi's best friend, three years ago while they were on summer vacation in Kusadasi (translated to bird's island) in S.E. Turkey along the coast. Since then, they have been maintaining a long distance relationship and providing a lot of revenue to the long distance phone companies. These companies will notice the reduced revenue when Eda returns to Turkey at the end of the spring semester to prepare for their wedding next August. This is Hilmi's first trip to the US, and he says that he has enjoyed visiting the Grand Canyon, Sedona and going horse-back riding. In Turkey, Hilmi recently started his own wholesale fabric company which exports to several countries. This could be a great opportunity for Eda to put her Thunderbird training to work. Before coming to the US, Eda lived with her parents in several countries, including Saudi Arabia,

Libya and Malta before returning to Turkey to complete senior school and one year at university. At Bilkent University, which is in the capital city of Ankara, she studied banking and finance but confesses that most of her time was spent learning French, which all students must speak fluently. She then went to S.E.

Minnesota State University and received her bachelor's degree in public relations. Eda enjoyed Minnesota, but says that this is the first time that she has lived away from the sea, and she missed it very much. She also missed the opera and theater (in case some of you less cultured readers are wondering, she doesn't mean movie theaters), but occasionally she went with a group of friends to Memphis for some entertainment.

At Thunderbird, Eda is active in the Middle East and International Business Women's clubs, and says that she loves everyday here because she can meet people from so many different cultures. Upon graduation, Eda will return to Turkey, and prepare for her upcoming wedding. Congratulations to Hilmi and Eda, from Das Tor!

MAHTAB BEHESHTI

Mahtab was born in Tehran, the capital city of Iran, and lived there until she was seventeen. She describes life there as being similar to living in Mexico city, which also has a large population; Tehran has 10 million people and is very "crazy" with all the cars and activity. While living in Tehran, she also experienced the Iranian revolution in 1979, and later in that year the Iran/Iraq war. This experience has given her a perspective on life that many of us here will never understand. Despite this period in Iran's history, Mahtab loves to talk about the country's wonderful culture, music, food and the fun loving character of it's people.

In 1984, Mahtab came to the US with her family and settled down in Virginia, where she finished her final year of high school and took one semester at Radford University studying computer science. As she didn't speak any English, the transition from Iran to the US was very difficult for Mahtab. After almost two years in Virginia, her family moved to Cupertino California which is just north of San Francisco, "I love it there, especially the wine country of the Napa valley," she says. Mahtab completed her studies in computer science at the University of California - Santa Cruz, then in 1988 went to work at Sun Microsystems. She



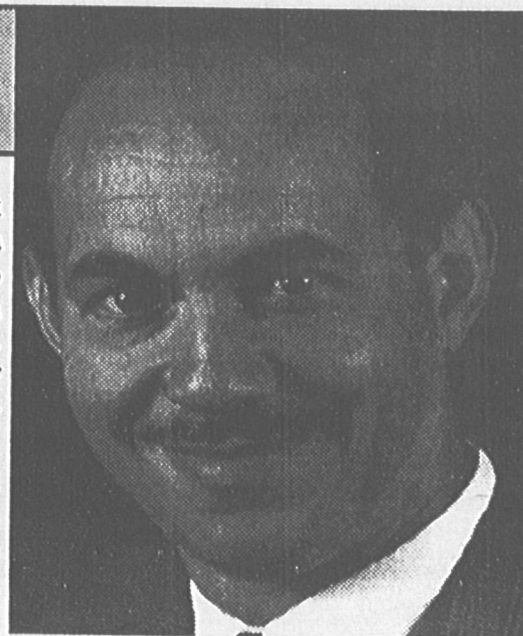
started there as a customer service engineer, then after three years was promoted to project management where she stayed for five years. During this time, she managed to accumulate some vacation days, and used them by traveling to Europe, Mexico and Iran to visit the family members who still live there. Through her travels, Mahtab realized that she belongs in an international environment, but also wanted to learn more about business. With this

in mind, she went to the library to research international business schools and discovered Thunderbird.

Mahtab started at Thunderbird in January, and will be graduating at the end of winterim, which she will be taking Chile/Peru. After graduation, she wants to stay in South America for a while to improve her Spanish, but eventually will return to San Francisco to be with her family, "we came all this way together (from Iran), so I want to stay close to them." In terms of a career, Mahtab would like to remain in the high-tech industry, but in a management capacity, not as an engineer.

YAHIA ZOUBIR

By David Blank



"My desire to teach began early in life." At age fourteen, Professor Zoubir was working as a camp counselor at a summer camp. The camp director noticed this and told Professor Zoubir's father that his son had a natural talent for teaching. He was then entrusted with a small group of the children. In high school, during his junior year, the principal told his father same thing. Everything he has done in his life has been geared towards teaching. Professor Zoubir feels that being the oldest of nine children, thus being a role model early in life, helped to develop his passion for teaching.

Professor Zoubir coached sports teams and taught at a college preparatory school while completing his undergraduate degree. While in the military, after college, he was an instructor of combat, shooting, and military law, which greatly helped strengthen his teaching skills. After two and a half years in the military, he came to the US where he earned both his master's degree and Ph.D. Professor Zoubir worked as a teaching assistant the entire time he was working on his Ph.D. He was given his own classes and won the outstanding teaching award prior to completing his Ph.D. work. While teaching, writing his dissertation and earning his Ph.D. from American University, he also worked as the Academic Advisor for the Kuwaiti Cultural Mission in Washington, D.C. from 1984-85.

After receiving his Ph.D., Professor Zoubir stayed and taught in two departments at American University, the School of International Service and the Washington Semester and World Capitals program. He also taught at US schools in Switzerland from 1990-95. Eventually he and his wife began to contemplate returning to the US.

He came to Phoenix in 1994 to attend a conference, and upon returning to Switzerland informed his wife that he would never consider living in Phoenix. Two months later he was back for an interview at Thunderbird. Both the school and the students he had met overseas from Thunderbird impressed him. The reputation of Thunderbird was a very important factor in his decision; he thrives on change and challenge. He was convinced, but convincing his family would be no small task. So, he promised them a swimming pool and here they are.

Professor Zoubir's biggest challenge has been the RBE Middle East course as it is not a traditional course. He has had to adapt the traditional course to a business environment that is constantly evolving. He also does consulting for the US Government and various large corporations, and is still part of a network of think tanks in Europe, such as the Institute of International and Strategic Studies in Portugal and the Royal Institute of International Affairs. In addition, he is the editor of the International Executive, a journal of international business, which he has been mandated to reposition; it will be called the Thunderbird International Business Review, beginning in January.

Professor Zoubir's area of research is primarily North Africa, but his interest is not limited to the Middle East. Among other things he has a strong interest in European studies and wrote his dissertation on European Communism.

Regarding the Middle East and North Africa, Professor Zoubir has been surprised and disappointed that a school of this reputation would so drastically underestimate the importance of these regions. Many people seem to think that China, Russia and India are the only booming markets in the world, and that the Middle East and North Africa cannot compete, despite the fact that the Arabs own 62% of the world's oil reserves.

Professor Zoubir wants to dispel the notion that the region is just a region of terrorism, camels, and belly dancing, and to show that it is the cradle of the three monotheistic religions. It is a land of opportunities and businesses have been involved with and had very successful ventures there. Professor Zoubir believes that the Europeans have proven to be better able adapt to "Realpolitik" or political realism; "Whatever their differences with Iran are, they are investing there and have very lucrative deals with Iran."

Most students he has met here know very little about the Middle East and he suspects that this lack of interest stems from the small number of middle eastern students enrolled at Thunderbird. "It also has a lot to do with the media." For example, when there is a bombing in Jerusalem, the paper says there is a crisis in the Middle East. This is too broad a region to make such sweeping generalizations. There is also a lack of interest due to a lack of knowledge about middle eastern culture, economics and politics. People don't realize how much the US depends on the Middle East for its standard of living. In 1970, the US depended on the Middle East for 4% of its oil, now it is reaching the 30% mark. "Again, the Middle East is not just oil or terrorism. There is more to it. Business opportunities are gigantic in, for example, industries such as pharmaceuticals, food, computers, water treatment plants, power, sanitation, etc. Unbelievable opportunities."

The US has billions of dollars invested in Egypt, and it is not even an oil producing country. The whole region is privatizing and liberalizing. The Middle Eastern countries have the resources, such as phosphates, coal, fishing industries, and oil related products. The lack of knowledge about and fear of the region is a disappointment to Professor Zoubir.

"Why did we not call Timothy McVeigh a Christian terrorist? Why is the IRA not called a Catholic terrorist organization?" Terrorism is a group or individual act, it must not be judged by the religious backgrounds of the terrorists. Why are Muslims terrorists, while Christians who perform similar acts are psychopaths, or just simple terrorists? There are 1.2 billion Muslims in the world, and not all of them are political or religious radicals or extremists.

A university is an intellectual center with a constant exchanging of views and learning. Presently Dr. Zoubir is writing a paper with Dr. Nelson based on the idea that the Latin American experience is no different from the Middle Eastern experience. The object is to show that the attitudes that prevailed for a while vis-a-vis Latin America are no different than the attitudes that exist vis-a-vis the Middle East and North Africa. The paper includes a comparison of religion's effect on the development of the region, and attempts to dispel the theory that religion negatively impacts development. For example, in Germany the country was split in two and the Catholic part developed at the same rate as the Protestant part.

In Professor Zoubir's opinion, a greater understanding of the Middle East and all markets and cultures should be of primary importance to T-Birds and everyone. While I was speaking with him, he was delighted to receive a call from an administrator at Cactus High School who asked him to please come and speak to the students next week regarding Islam.

In Professor Zoubir's opinion, a greater understanding of the Middle East and all markets and cultures should be of primary importance to T-Birds and everyone.

Professional Massage Therapy

Specializing in Stress Relief, Pain Relief & Relaxation Therapy

In this stress filled, fast paced world,
you NEED to unwind!
We simply supply the answer to the
NEED!

Thunderbird Student Discounts
1 hr. - \$45 1/2 hr. - \$25
(Reg. \$50) (Reg. \$30)



**Quick Stress Relief
Chair Massage**

\$1 per Minute
(5 min. minimum)



Male & Female Licensed Therapists
Center for Natural Therapy, Inc.
(SW corner 59 Ave. & Greenway)
547-8410

New Thunderbird Office of Community Service Seeks to Provide More Opportunities for Students

BY ERIC ADAMS

The Thunderbird philosophy has always supported the idea of the global citizen. Inherent to this idea is a respect for teaching and learning about others; for most of us, this has influenced our careers and decision to attend Thunderbird. In the spirit of this philosophy, the Office of Student Affairs and the Thunderbird Student Government have created the Office of Community Service. Two students will coordinate this Office and seek to provide community agencies and students with a variety of opportunities. This has always been supported at Thunderbird with such events as Interfest, The Outreach Program, The Balloon Race, Blood Drives, etc. The Thunderbird community has now formalized this Office to ensure that these events continue, as well as expand the number of opportunities available to students and the community. Eric Adams and Christina Lindal will coordinate the Office and be contacting students about events. Two events in particular are nearing and we will need volunteers to help



out. The Outreach program works with 41 area schools to provide student presentations on their country. The goals are to teach children about individual countries (where they are on a map and words in the native languages) and dispel stereotypes. Thunderbirds have brought cultural items, played local music and dressed in traditional clothing (and received rave reviews from students and teachers). This is a great opportunity to educate local children and present Thunderbird's greatest asset to the community. Please contact one of the Coordinators if you are interested. Hundreds of Thunderbirds have worked with this program in the past and we'd love to keep it going strong. Interfest is one of the largest events

on campus with approximately 1,000-1,200 people attending. Thunderbird clubs set up booths and talk with school children, play music, present cultural displays and stamp the passport that each child is given upon entering. The event has always been considered a success due to the work of all the clubs on campus. It is a fun day for all involved. TSG is still accepting applications to Chair this event and once again, our campus clubs will play a critical role in its success. The goal of the Office of Community Service is to ensure that these programs continue and look for more opportunities for Thunderbirds to work with the local community. There will be information on a number of events posted during the semester and if you have any ideas, please stop by and talk with us. Our office hours are on Tuesday, Thursday and Friday, 9:00 - 11:00AM and Wednesday 1:30 - 3:30PM on the second floor of the Tower. We look forward to working with you. **Picture:** A Thunderbird student greets local school children in traditional dress during Interfest. Photo by Tim Rogers.

Derivatives Market in Mexico

BY GONZALO M. AGUILAR

Source: *El Mercado de Valores*, July 1997, NAFINSA.

It took the Board of the Mexico Stock Market Exchange several years hard work to open the Derivative's Market in Mexico, but finally it is a fact. The derivatives market was officially approved at the beginning of 1997, to start trading in November of this year; hopefully this will happen because the date has been postponed several times. This kind of market is very significant because it strengthens the financial system, and gives individuals and corporation more options to hedge securities and foreign exchange rates, from the volatility of the Mexican market.

Even though this kind of market is completely new in Mexico, it is based on other hedging instruments that have been very useful in the past. During the 1970s, there was the Petrobonos (Oil Bonds), a security with a face value of X oil barrels, tied to the international price of oil (in US Dollars), and with a maturity date. This security was very popular, protected investors from a rapid depreciation of the Peso, and had good yields as a consequence of the rising price of oil at that time.

During the middle 1980s, another hedging instrument called "Coberturas Cambiarias" was started; it is a kind of forward for the Mexican Peso, where the bank or broker can pledge a price to sell

or buy US dollars from or for clients, for periods of 30, 60 and 90 days before maturity, paying just a prime for the amount. The most recent hedging instrument in the Mexican Market, before the derivatives, was the Warrants, a very sophisticated instrument of optional titles.

The Mexican Derivatives Market will be managed by the Stock Exchange Market, which will create a special exchange market just for derivatives and a Clearing House called "Asigna." The introductory products for this market will be: Futures for the Mexican Stock Market Index (IPC, Indice de Precios y Cotizaciones), Futures for the US Dollar (different from the Futures of the Chicago Mercantile Exchange), Futures for Mexican Bonds, and Options for the Stock Market Index. Also, it will have special packages for stock options, options for the US Dollar, and options for Bonds.

The Mexican Stock Exchange Market Board and Commission is investing huge amounts of money to develop this market with the state-of-the-art technology. I think that for people interested in derivatives, and people involved in Finance, this market will provide new opportunities for business because it reduces risk for investors and company transactions where the Mexican Peso and stocks are involved. Also, there will be job opportunities for those familiar with these financial products.

INTERESTED IN COUNTER-TRADE?

TAKE A LOOK AT THIS!

BY MICHAEL BLY

A unique opportunity awaits T-birds taking the Countertrade/Offset course during the January 1998 Winterim. This traditional course, now in its 15th year, offers the latest practical and substantive practices in alternative finance and offset mechanisms, together with networking and employment opportunities through its extensive use of senior industry and government visiting guest lecturers. Senior management from major US multinationals will speak on topics in reciprocal trade, as well as addressing employment opportunities within their respective organizations. All speakers have also agreed to make themselves available for private discussions with T-Bird students in the course.

Integrated Industry Seminars

In a new format for 1998, during the three week CT/O course, three full day industry seminars will provide professional management level training in countertrade and offsets to an integrated participant group of industry professionals and T-birds. There will be a two day focused "mini-course" on offsets and a one day "mini-course" on countertrade during the three week Winterim course; these courses are being marketed to industry mid-level and senior

management throughout the US. These "mini-courses" will integrate the regular Thunderbird students with industry professionals in the same training sessions, allowing T-Birds focused employment networking opportunities.

Consultant, Entrepreneurial, Finance and Trading Opportunities

For those T-birds choosing the "road less traveled," additional entrepreneurs and lecturers from small consulting companies, trading companies, and merchant banking organizations will provide insight into business opportunities in the fields of countertrade and offsets for the small, independent trader or entrepreneur. Additionally, attorneys specializing in the fields of offsets and countertrade will review the various legal documents, agreements, and "deal structures" with students, as well explaining how to structure deals to retain control of trades and projects, and to secure commissions.

The objectives of the 3 week course are to prepare T-birds to assume immediate working positions in the major multinational corporations and government entities using offsets and countertrade; to provide operational expertise in reciprocal trade within small to mid-size companies, trading companies, merchant banking

organizations; and to prepare students as entrepreneurs, to structure their own "deals" and projects, or act as consultants.

COURSE HIGHLIGHTS- WINTERIM '98

Class Project
Student teams will work with small high technology companies from the Phoenix area in a guided consulting project to prepare concept proposals for the presentation and marketing of an offset project in identified countries to major US multinationals.
ROLE PLAYING BUSINESS SIMULATION EXERCISES

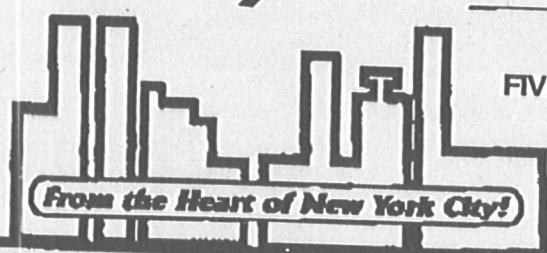
Role playing simulations of a major offset negotiation and an alternative finance trading structured finance deal will be conducted over several days. These two popular role playing simulations have been conducted in South Africa, the U.A.E., Western Europe, Australia, as well as for the American Countertrade Association, a number of major US companies and within the Harvard and Columbia Business Schools.

To dispel any rumors, there are no prerequisites for this course. For information on the Winterim-98 course, contact either Michael Bly (Tel: (602) 588-8886, or Mr. K. Barry Marvel, Course Director (801) 572-4938, (602) 978-7596)

THE PUB

LIVE RAGGAE MUSIC
WITH Zebbhi Niyah (just finished touring with Ziggy Marley)
This Thursday, 9 - 1

Ray's Pizza



Lunch Special
Free Soft Drink with any
2 slices of pizza or any
Sandwich

938-4065

Conveniently located across the street

HOME-MADE DOUGH
PREPARED DAILY
FIVE LOCATIONS TO SERVE YOU
OPEN 7 DAYS

Large
Cheese
Pizza
& 25 Wings
\$13.95



Wayward Home Mexico, por fin

BY STEPHEN CARRIGAN

The bright young therapist was single and not romantically involved. She had short brown hair, a pert nose, and good skin. She never wore make-up and dressed simply, combed cottons, soft tones, loosely draped over her stick-thin frame. If one were to conduct an exit poll of her patients, they would never be able to recall what the therapist had been wearing. Her interest in helping others was genuine, and her patients could sense that.

"So how did you feel?" asked the therapist, not looking up from her pen and pad.

"Like a crinkled cotton shirt recently pulled from a dryer and thrown into the bottom of a bin with a whole bunch of heavy jeans and towels on top of it, clean and possessive of substance, but in need of a good pressing," responded the patient.

"No, I asked how you 'felt' during the relationship."

"Oh that. Sorry, my mind was leap-frogging ahead."

"What were you thinking about?"

"Ms. Masuret. I was wondering what she might have looked like without chapped lips."

"Who is Ms. Masuret?"

"My second grade French teacher. Actually she was my second-grade teacher who happened to be French."

The therapist's pen moved with force and purpose over her pad, forming short sentences with long words. Her forehead wrinkled with important thoughts. The therapist was just looping the "o" in association when the patient's emotional baggage hit the inner-child fan, ricocheting throughout the cool, thickly carpeted office.

"Mrs. Masuret taught us some French, though to this day I can barely conjugate *Etre*."

"In two years, you never saw her lips unchapped?" asked the therapist.

"Not once in two years, including week-end field-trips and summer school. I always attended summer school for disciplinary reasons. Her too. If she liked anything at all, it was to serve up a healthy dishing of authority. Scolding small children brought spark to those otherwise lifeless, glossy green eyes of hers."

"And the importance of the lips?"

"They were full and pouty and I have always found full lips extremely attractive on a woman."

"Men like you make woman feel inadequate and have caused the explosion in collagen lip augmentation. You know it has many dangerous side effects," blurted the therapist, suddenly conscious of her own lips, which were a little thin.

"Ms. Masuret's lips were unique. They had deep vertical, geologic fissures where lipstick congregated, incubated and mutated into something that looked quite painful. She was an otherwise attractive woman: petite figure, healthy flowing auburn hair, and a cute wiggle to her walk. She was unhappy though. Her countenance projected an unsavory quality, like someone sucking sour candy after just brushing his or her teeth. She was smart, I recall, but very alone."

"Not exactly normal second grade boy recollections," said the therapist. "What does that have to do with Jennifer?"

"Jennifer teaches second grade, just like Ms. Masuret did."

"And so you see teachers as sad negative creatures?"

"Teachers give a lot. They worry. And it doesn't end when the bell rings. Teachers

wind up taking their kids' problems home with them like leftovers from a restaurant, learning

disabilities, broken homes. But teachers' hands are cuffed in these areas. The worry and paramount concerns weigh like gravity on their individual teacher-beings. They actually become shorter over time. There is a study on this, but the powerful teachers' union pays to keep it under wraps." The patient took a long pull off his glass of water and pushed himself back in his chair.

"Try and focus on Jennifer, how does it relate?"

"I felt Jennifer's weight. It was heavy. Bringing her around by week's end was like pulling a dead body into a canoe. I could never get enough leverage. The metaphorical canoe

would always tip over and then we were just two wet bodies, one splashing around frantically for survival the other just floating, despondent and no canoe even to hold on to."

"So, why did you stay together?"

"I liked that somebody gave a damn whether I got out of bed or not."

"What have you

learned from all of this?"

"That destiny speaks very gently, softer than a whisper. I was too busy chasing everyone else's dream to hear fate calling. But I hear it now." His gaze drifted from the therapist, to the windows. He was only partially in the room now. The therapist could feel the patient's mind having a look around. The patient crossed the room, arm sweeping up, in one graceful move, over the worn-leather-pack that surrounded the fledgling remnants of his once material world.

"Where are you going?" the therapist begged of him.

"Mexico, Cabo San Lucas."

"But you still have thirty minutes left in your session."

"The purpose of this session isn't time spent, it's solutions harvested. The sun will be setting over the Sea of Cortez in a few hours and I haven't even a plane reservation. I'm kind of hoping for an aisle seat."

"Why Cabo?" asked the therapist.

"I met a girl there once," replied the patient.

"Maria. But I thought she married a washed-up bullfighter from Guadalajara."

"She did. But other things held allure for me there. There is a small intersection, seven blocks off the strip, where two nameless dirt roads briefly meet. At this intersection there is a taco stand. There are no menus or published prices and nobody there speaks a word of English. I went there on my second date with Maria. A pretty Mexican girl with shy eyes and curious hair worked there, warming tortillas and slicing radishes thin. Her family owned the stand. That night, I looked at her under the dim light cast from a naked light bulb tethered to a tin wire. She worked hard to hide a smile. I sense she is still there and that she will remember me."

"Awfully fatalistic for the young, conservative, aspiring real estate magnate that kicked in my door four years ago and kept fiddling with his wristwatch so that I would notice how expensive it was."

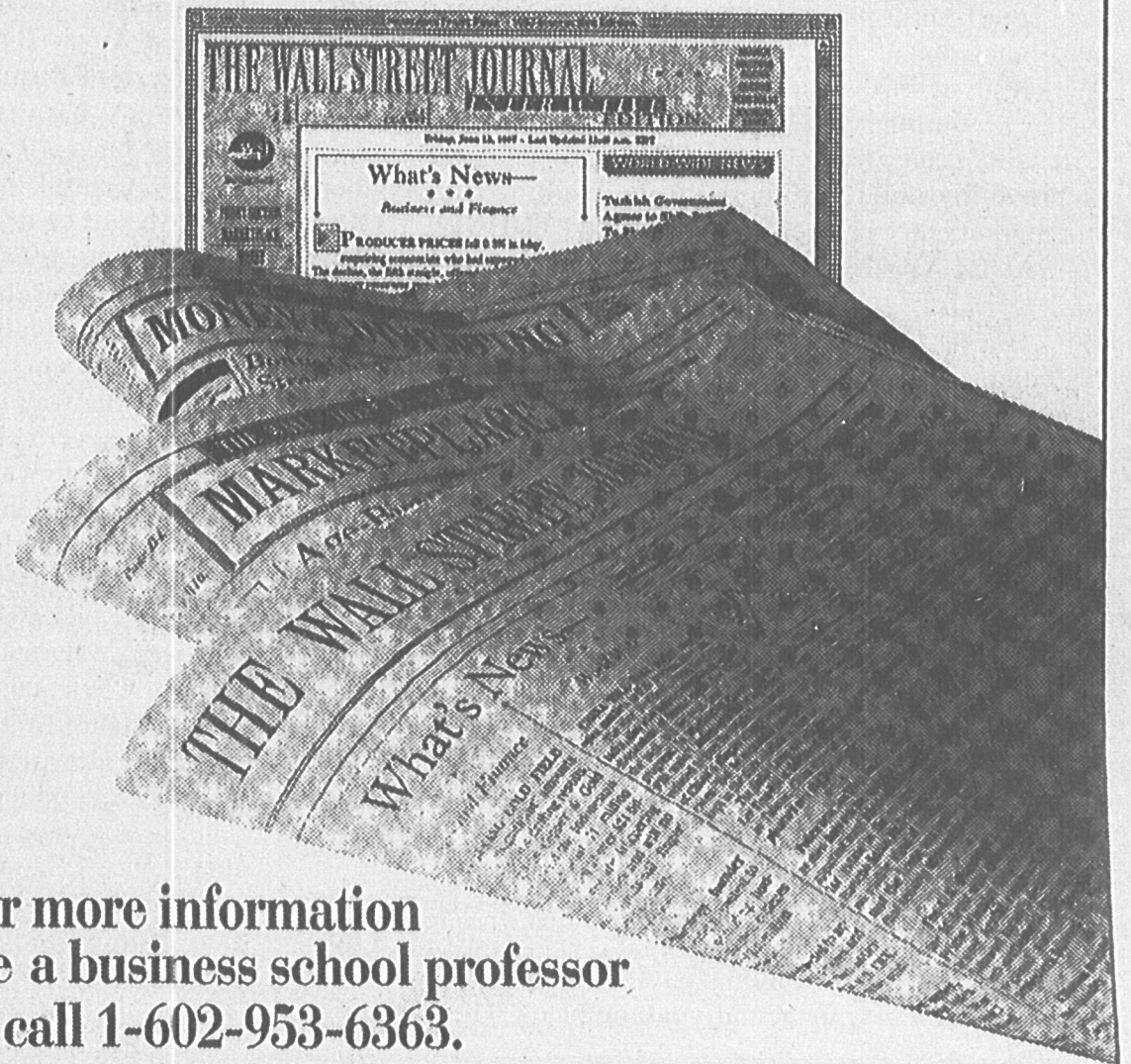
"Things change," shrugged the patient. "I can feel her warming tortillas as we speak, and a faint hint of radish tugs at my nostrils."

The last thing the therapist saw was a brilliant smile from the patient, tossed back at her like a lateral as he passed through her by-appointment-only door, and out of her professional life.

The purpose of this session isn't time spent, it's solutions harvested.

NEW THIS FALL!

Subscribe to The Wall Street Journal and Get Access to the Journal's Interactive Edition at No Additional Cost.*



For more information see a business school professor or call 1-602-953-6363.

*The Wall Street Journal Interactive Edition offer is only valid when subscribing through a professor as part of the Journal-In-Education program.

© 1997 Dow Jones and Company, Inc. All Rights Reserved.

DOW JONES

Nourishment For Your Noggin

Proverb of the Week: Love, pregnancy, and riding upon a camel cannot be hid.

Question of the week: Why did Ancient Egyptians shave off their eyebrows occasionally?

Puzzle Number One: Each letter in the following represents a digit from 0 to 9. A particular letter, such as "e", cannot equal two different numbers.

$$\begin{array}{r} \text{ s e n d} \\ + \text{ m o r e} \\ \hline \text{ m o n e y} \end{array}$$

Convert the letters into their numerical equivalents.

Puzzle Number Two: You are traveling down a path and come to a fork in the road. A sign lays fallen in the path indicating that one path leads to a village where everyone tells the truth and the other to a village where everyone tells lies. The sign has been knocked down so you do not know which path leads to which village. Then someone from one of the villages comes down the path from which you just came. You may ask him one question to determine which path goes to which village. What question do you ask?

You will find the answers in next week's column.

Last week's questions and answers

Question of the week: What man-made object first broke the sound barrier?

Answer: The common whip.

Puzzle Number One: There are three coins of no monetary value. One of the coins has the word "Thunderbird" showing on both sides of the coin. Another coin has the words, "University of South Carolina" showing on both sides of the coin. The third coin has the word "Thunderbird" showing on one side of the coin and the words "University of South Carolina" showing on the other side of the coin. All three coins are placed into a hat. You reach in, without looking, and select a coin. You look at one side of the coin and see the word "Thunderbird". What is the probability that the other side also has the word "Thunderbird"?

Answer: Forget the coin that has the words, "University of South Carolina" showing on both sides of the coin. You are not looking at it. You are looking at a side of a coin that has the word "Thunderbird" on it. Three "Thunderbird" sides exist. Two from the coin that has the word "Thunderbird" showing on both sides of the coin. (Let's call these "Thunderbird side one" and "Thunderbird side two.") One from the coin that has the word "Thunderbird" showing on one side of the coin and the words "University of South Carolina" showing on the other side of the coin. (Let's call this "Thunderbird side three".) If you are looking at "Thunderbird side one" the other side says "Thunderbird". If you are looking at "Thunderbird side two" the other side says "Thunderbird". If you are looking at "Thunderbird side three" the other side says "University of South Carolina". Therefore the probability that the other side also has the word "Thunderbird" is two out of three.

Puzzle Number Two: Let's suppose potatoes are 99 percent water and one percent potato. Now let's say we convince a first semester student to put one hundred pounds of potatoes in front of the tower building. The hot Arizona sun soon starts to dry out the potatoes, and, as they begin to dry out, water starts to evaporate. Eventually enough water will evaporate and the potatoes will be only 98 percent water. How much will the potatoes weigh when they are only 98 percent water?

Answer: When the first semester student put the 100 pounds of potatoes in front of the tower they consisted of 99 pounds of water and 1 pound of potato. No matter how much water evaporates there is always going to be 1 pound of potato. When the potatoes are 98 percent water they will be two percent potato which will still weigh one pound. Ask yourself, "One pound is two percent of how much?" and you have the answer. The potatoes weigh 50 pounds when they are 98 percent water.

I welcome comments and can be reached at kozelibet@t-bird.edu

DEAR OTIS

Dear Otis: I am so distraught over the TSG election results. Not that my candidate did not win, because she didn't, but because of the poor voter turnout (approx. 1/3 of the students). Is it true that Eric Peter was re-elected by gaining only 26% of the vote?

Signed "Alarmed O. VerApathy"

Dear Alarmed:

Don't jump on the over-crowded isn't Peter-a-political-turd-bandwagon. Besides there isn't room. The man is a marketing genius. I stand and applaud him profusely for all he has accomplished. He could sell snow cones in Greenland. Eric Peter is an over-achiever of gargantuan proportions, who to prove my point is rumored to be working on a challenging market entry project for IMM titled "THE SPICE GIRLS IN SAUDI ARABIA". Challenging yes, but if anyone can do it he can.

"But he lacks charisma" you say. Hey there is nothing he cannot overcome with a couple forests full of those campaign flyers. Hell when I heard he was running again, I went straight to the commodity market positioned myself LONG pulp and paper and really cleaned up, when Peter's single-handed run on paper supply drove prices markedly higher. Yes his flyers were effective and numerous. His two first names really jumped off those blue babies and into your mind, as if you were wearing 3-D glasses. You might say Peter had the highest ROF or "Return on Flier" among the candidates. And that partial eclipse of the Sun everyone at Sagewood and SunCreek apartments were talking about last Monday and Tuesday morning, was in actuality just a large shadow thrown by Peter's campaign banner which was hanging off the Soccer field goal post. The goal post was specially reinforced to enable it to bear the banner's remarkable weight.

He won the GNOME VOTE. What is the GNOME VOTE you say? The GNOME VOTE is comprised of those individuals who happen by the pavilion with no previous idea that an election may be actually taking place. They are bored.

They feel guilty if they don't vote. Striking down then up with a short borrowed pencil on sliver-sheets of colored paper, fills a moment in time and makes them feel involved somehow. So they go forth and vote. No real idea for what or who, but communism-be-damned, vote they will and vote they do, for Eric Peter because all those blue flyers haunt their sub-conscious, and they reach out for Peter's name like a consumer reaches for Heinz Ketchup, Morton Salt, or Starkist Tuna. It's all branding, and he's the best in the Thunderbird Business.

And it hasn't all been easy for Peter. Pampered Trust-funder? Oh no. Consider that he arrived at Thunderbird by way of Central Washington University in Ellensburg, WA. Never heard of it? Well it's easy to find. Just head East out of Seattle on I-90 about 120 miles. Once over Snoqualmie pass, follow the smell of Cow dung for about an hour. Once your tires actually start free-spinning in the stuff that spawned the smell, you're there. Yes our President has bootstrapped his way up (of course you must wear boots in that stuff) but nevertheless he is a man of substance forged from... well forged anyway. Let's face it, 26% is good for a race with 8 candidates. If you are in the majority who didn't vote, you don't care who administrates your \$100 TSG fee anyway so just FORGET ABOUT IT!

Actually I had a chance to catch up with his presidency this past week. Here are some excerpts from our brief interview:

Otis: "Eric, can you really successfully market The Spice Girls in Saudi Arabia, what with the Muslim religion and all."

Peter: "Hey, if we've learned anything from this election, it's not the product that sells, it's the packaging. It's all positioning. You have to segment the market. We're targeting that elite niche of Saudi Arabians who are actually willing to risk 10 years in jail to be the first on their sand-blown block or in their Koran study group to own an authentic, cleavage-revealing Spice Girl poster."

Otis: And how do you intend to penetrate the market?

Peter: We're going to stick with what we know. Blue and white flyers and lots of them. Draws 'em like flies to the pavilion and we see no reason why we can't replicate in the Middle-East.

Otis: Any other projects in the works?

Peter: We just inked a deal to market Salmon Rushdie's book The Satanic Verses in Iran. His people saw what our Blue-flier approach was doing here and they called us immediately. To quote Mr. Rushdie's manager: "Forget substantive messages, and charismatic spokesman. If Blue flyers can persuade intelligent, analytical MIM candidates at Thunderbird, we think the radical religious fundamentalists are in the bag."

Otis: Eric you're a revolutionary man; a shoe-in for induction into the Thunderbird Hall of Fame. I envision your flier will be retired one day and hung from the TAC rafters, a model for all future T-birds as to what one man's vision, several supertankers full of bright blue ink, and 75% of Weyerhaeuser's '97 paper production can accomplish.

Otis

Otis can be contacted at carrigsc@t-bird.edu

Otis is a student whose views and opinions do not represent those of the Das Tor.



The African Adventure - Coming Soon to Thunderbird

BY MOLLY GLENN Africa Regional Night Coordinator

A Griot (gree'-oh) is an African historian. He is a revered clan member who, before the written word, would memorize all of a village's significant events, like births, death, marriages, hunts, seasons and wars, ensuring that the collective heritage, culture and lineage of the clan continued. A Griot would speak for hours, even days, drawing upon a practiced and memorized history, that had been passed on from Griot to Griot for generations.

In the Griot tradition, the members of the Africa Club (led by our local Griot, Richard Baffour) have created a unique evening of African food, festivities and fun. This is your free ticket to the African Adventure where African life, culture and history come to life on the Thunderbird campus. The Africa Club (with the sponsorship of TSG) invites all of the Thunderbird community to come and enjoy the African Adventure!

* Where: At the Total African Connection (a.k.a. the TAC)

* When: Saturday, October 18th

* Time: Food served at 7:30 p.m. & entertainment to begin at 8:30 p.m.

The evening's Master of Ceremonies will be the Notorious Nigerian, Kennie Anum. The evening will commence with African food including such dishes as Yassa (lemon chicken), Tiga Diga Na (peanut-based sauce with vegetables and beef), loco (fried plantain) and Jolof rice (spicy tomato-based rice mix), all prepared by Glendale's best African kitchens. Children and adults alike are invited to 'round the Nigerian storyteller, Remi Ogunsile, to be taken to a magical place as she weaves her African folk tales of animals, nature and faraway lands. Following the storytelling, the dancing begins—West African dancing. Kawambe-Omawale is a performing company of African Folkways. Through captivating performances of drumming, dancing, singing and folklore, the cultural heritage of African descendants will be passed on to the T-bird community. The Thunderbird African Fashion show will follow, led by world renowned fashion powerhouse, Joneita Hardin and will feature "global" models walking the TAC-catwalk in traditional and modern African wear. DJ Heavy

Fi, an African from Cape Verde, will continue the festivities into the night with African music and mystique.

Did you know that...

* the continent of Africa is 3 and a half times the size of the United States;

* the continent contains the longest river in the world (the Nile River);

* it is the only continent to have the Tropics of Cancer and Capricorn and the Equator to pass through it;

* the highest mountain in Africa is Mt. Kilimanjaro; and

* there are over 2,000 different ethnic groups and over 1,000 languages spoken in Africa (including English, French and Spanish).

Learn more about Africa and come and enjoy the culture, cuisine, and camaraderie of Africa at the African Adventure, sponsored by the Africa Club and TSG. As the West African

This is your free ticket to the African Adventure where African life, culture and history come to life on the Thunderbird campus.

proverbs say:

Don o don na kelen man di...

... "the same sauce everyday isn't good" (in other words, need for variety)

AND

N'i be teri bulon o I b'a lafero...

... "if you are building a porch of friendship make it big" (in other words, come hang out with the Africa Club!)



CABANA COFFEEHOUSE
Bottomless cup of brewed coffee
\$1.25
Monday thru Thursday
5pm to 9pm*
4221 W. Bell Road
(SE corner behind Taco Bell)
547-8450
*Student ID Required

"A Permanent Solution" Skin Care

Sarah Sorrento / Esthetician-Electrologist

Facials, Waxing & Electrolysis

"Just 1 mile from campus, inside Blondies Hair Salon"

6070 W. Bell Rd. # A113, Glendale, AZ 85306
(602) 938-8004

Get fast, friendly service around the clock at Kinko's

3¢

Black & White Copies

Bring this coupon to the Kinko's listed below and receive 3¢ Black & White Copies

kinko's 4920 W. Thunderbird Rd. #115, Glendale, AZ (602) 978-5050
Open 24 Hours • Ask about free pickup and delivery

Good for letter size, single sided, uncoated copies on 20lb white paper. Offer is limited to one coupon per person. Coupon must be presented at time of purchase and is not valid with other offers or discounts. Offer valid at time of purchase only and may not be discounted or credited toward other purchases. Offer valid at Kinko's listed locations only. Coupon void where prohibited by law. No cash value. Offer expires 12/31/97. ©1997 Kinko's, Inc. All rights reserved. Kinko's is a registered trademark of Kinko's Ventures, Inc. and is used by permission. Kinko's acquires written permission from the copyright holder in order to reproduce any copyrighted materials.

AAA548 EXP. 12/31/97



Tournament at Flagstaff

BY MASSOUD MARZBAN

The sun had barely touched the horizon when the Rugby club gathered at the campus post office in anticipation of the trip to Flagstaff for the 10's Tournament at Northern Arizona University. With cries of "Let's go T-birds!", "What do you mean we don't have directions?" and "I'll need coffee and donuts if I am going to be in the car with you for two hours" we set off on our journey. After the mandatory stop at Dunkin' Donuts, a convey of cars headed north on I-17.

After an uneventful two hour trip, we arrived at N.A.U. where, to the chagrin of a few players, the doors to the public bathrooms were locked; the only thing available were two decrepit port-a-johns, where only the truly brave ventured inside (yes, dear readers you guessed right, I was not among the brave). The teams were divided into two squads, with the more experienced team playing the first game at 9:40 a.m. and the second squad playing their first game 40 minutes later, on another field.

Unfortunately due to space limitations I cannot give a full, in-depth summary of each game. But after a four month hiatus from rugby, the Thunderbird teams were victorious in 3 out of the 5 games they played.

In the first game, T-Bird I won against ASU I by a score of 24 - 17. Greg Dummer and Toshi Ozawa both scored 2 'trys' (pretty much continuing their performances from last season as the team MVPs), with Toshi and Darren 'Opie' Johnson converting 2 out of 4 conversions. Alas, the club suffered its first major injury when Tim Riesen, the president of the club, felt something 'pop' in his knee. Tests later in the day showed that he had torn cartilage.

T-Bird II was also victorious in their first game over ASU II by a score of 23 - 7. The pacific region was well represented in this game with the Australian dynamic duo of Martin McIvor and Peter Solomon scoring the 'trys', and the conversions and penalty kicks duties handled by Yoshi Takase, who left the first game at half time to come and help the less experienced backs of team II. Leo Oei, Jim Hayes and Kurt Powell played a solid first game.

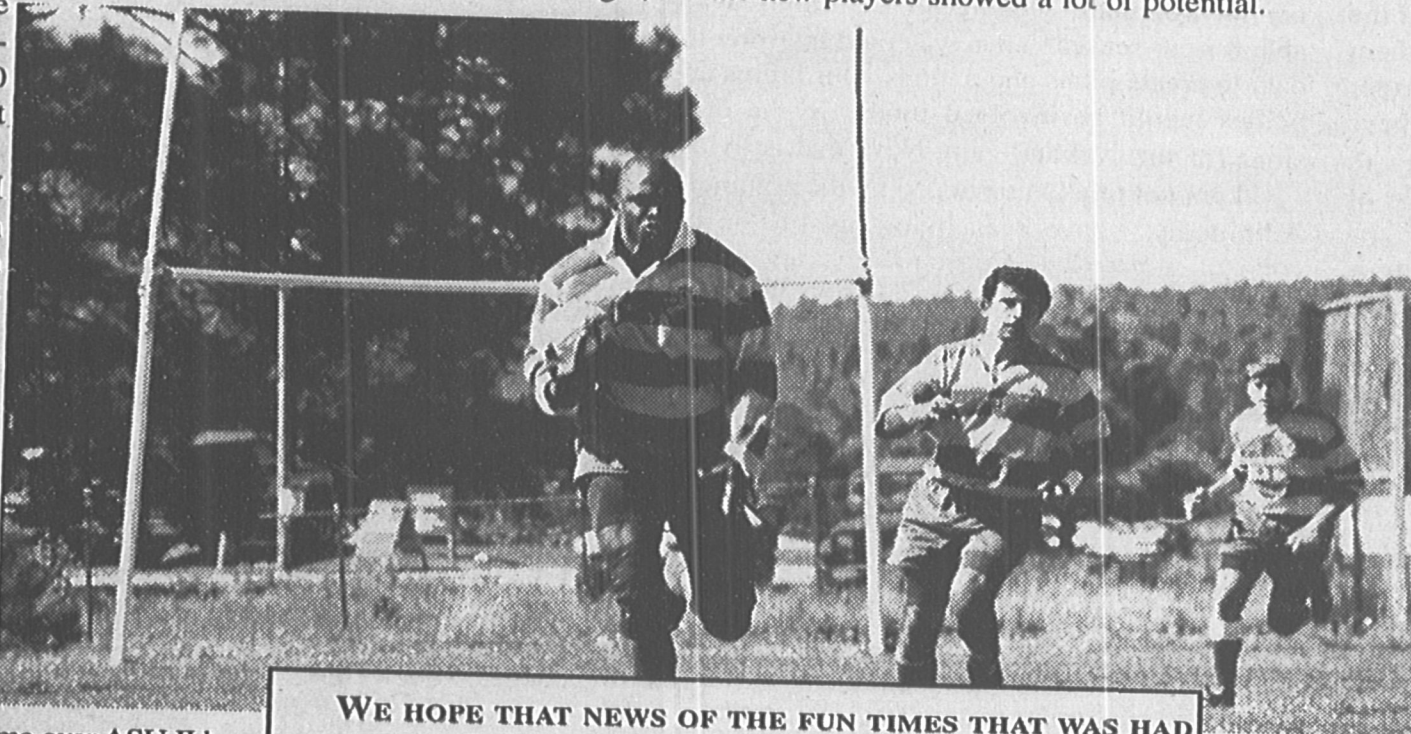
In probably the toughest match of the day, T-Bird I lost 21 - 12 to the previous year's champions, UNLV. Greg scored both 'try's' with Yoshi getting a conversion. Brian Mckenzie, Mike Bendy, Walter Rapp, Toshi and Gustavo Hernandez played exceptionally well against a larger, more

physical side. Yet the play of the day was made by Yoshi, who not only made an amazing open field tackle by 'slam-dunking' the charging opposing ball carrying player into the ground, but also picked the ball up and ran another 40 yards before passing to Greg for one of his 2 'trys.'

T-Bird II won their second match by beating NAU II 13 - 0. The 'trys' were scored by Martin and Kennie Anum. Both the conversions attempts failed, but Peter 'toe-punted' a penalty kick to the complete amazement of his scrum-half (that would be me). Jaime Shorthill and 'mad' Bob Barham kept the opposing forwards in disarray with their strong aggressive play and odd chants. The team, under the calming influence of Peter and Martin, played well and the new players showed a lot of potential.

The final game of the day, played by T-Bird I, was a loss to the host team NAU I. Gustavo, playing scrum-half due to the absence of Mark Hodgson, scored the team's only 'try,' while the opposition scored four times. Although the game was even in the second half, we did not have the depth of the host team and were starting to lose people to injuries. Injuries ranged from concussions, broken fingers and damaged shoulders to sprained wrists/ankles and a bruised lower back (the last one being me driven into the ground by an opposing player after passing to Kennie for his 'try' ... suffice it to say that "ow" was not a strong enough word to describe the initial pain).

All in all, it was a good start to the season, especially since we had not played for a while. The last game was a good benchmark for the team in the sense of what we have to do to be ready for the Thunderbird Rugby Invitational tournament in November. Last, but definitely not least, we on the rugby club would like to thank all the T-bird students and friends who drove up to cheer us on in Flagstaff. Everyone seemed to enjoy the day and the games, and the support was greatly appreciated. We hope that news of the fun times that was had by all will spread and we look forward to seeing you all at our first home game on October 18th.



WE HOPE THAT NEWS OF THE FUN TIMES THAT WAS HAD BY ALL WILL SPREAD AND WE LOOK FORWARD TO SEEING YOU ALL AT OUR FIRST HOME GAME ON OCTOBER 18TH.

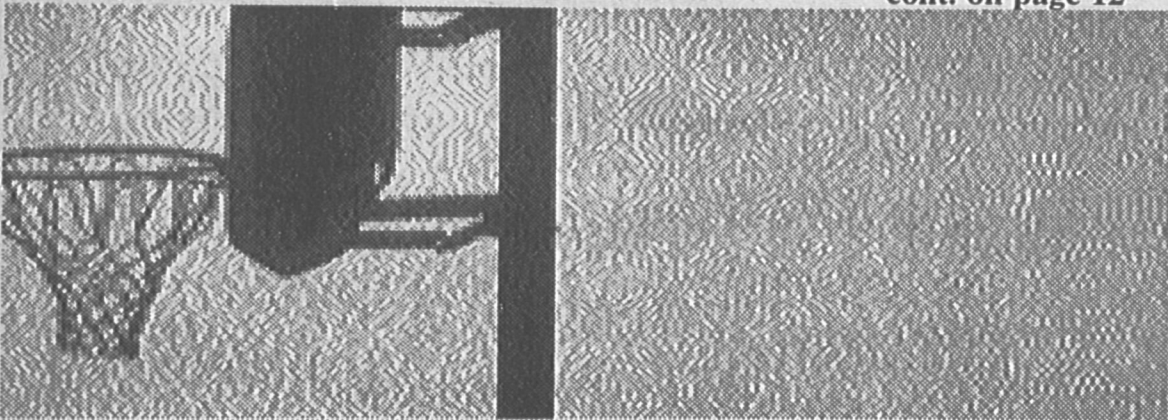
cont. from page 1

two countries had to load the goods into a Jordanian truck in Jordan, unload them at the border, and reload the goods into an Israeli truck for in Israel.

This convoluted process severely complicated logistics not to mention driving up transportation costs. It only when Mr Lautman and Mr Salah combined forces and lobbied their respective governments that a door-to-door transportation agreement between the two countries was signed.

Such "bottom-up" policy changes, initiated by the business people and encouraged for economic rather political considerations, are very much what is needed in the region. There is great potential in the Middle East today to capitalize on decades of missed economic and business opportunities. In how many other regions of the world can a company establish a manufacturing base only 150km from its head office and significantly reduce production costs? Century Wear is just over an hour's drive from the Delta Galil head office.

cont. on page 12



Intramural Basketball Team Standings

Through 10/8/97

TEAM NAME	WINS	LOSSES	AVE. POINT DIFFERENCE
1. No Pride After Dark	8	0	16.1
2. Knuckle Draggers	6	2	16.9
3. Almogavers	5	3	4.4
4. No Soup!	5	3	-5.0
5. Good Fellas	3	5	-3.9
6. Hoolligans	2	6	-13.9
7. Lack O' Stamina	2	6	-13.0
8. THE Short Guys	1	7	-7.5



STARBUCKS COFFEE

NOW BREWING AT 59TH & THUNDERBIRD

AT STARBUCKS, YOU'LL FIND AN EXTRAORDINARY SELECTION OF WHOLE BEAN COFFEES, COFFEE BEVERAGES AND PASTRIES. OUR BARISTAS ARE COFFEE ENTHUSIASTS WHO LOOK FORWARD TO INTRODUCING YOU TO THE WORLD OF STARBUCKS COFFEE.

T'BIRDS COME BY AND SAY HELLO.

STARBUCKS 59TH & THUNDERBIRD
5894 WEST THUNDERBIRD, GLENDALE

Bendy's Corner

BY MIKE BENDY

Quote: I am not totally convinced by the argument. Admittedly, I have been living my life on the edge of a bar seat.

Voting, I have been told, is for the faint of heart. It is for the irresponsible, the despondent, the unimaginative. All voters have feeble minds, backbones of rubber, and worst of all, a gut sensitive to the motions of life.

I will not divulge to you who told me of the above sentiments, but trust me, I found them quite damaging. Personally, I have been a voter for most of my adult life, as, I believe, have been most of you. For myself, the ability to vote, and the act of doing so, are both signs of my responsibility and of my convictions. To be told that voting is a sign of just the opposite is quite unnerving.

For a Democracy to work, the people must be allowed to vote. After all, it is their desires that are to be the guiding force of the lawmakers. However, it has been revealed to me that the only thing a voter wants is predictability. A voter wants to know and be reassured that what has been happening is going to continue to happen.

It is this preference for comfortable pre-

dictability that allows us voters to be called faint hearted, and all the rest. The argument goes that as cognizant, informed people, we should be prepared for the opportunities that exist in unpredictable change. We all have the capacity to forecast events and the knowledge to prepare for our forecast. Why don't we do that, and live life, not on the edge, but fully integrated into our environment, seeking all the inputs available for our senses? Then we could interpret the data to create plans and actions. Our brains and bodies would be involved totally in the decisions for survival and gain. Now, that is living.

I am not totally convinced by the argument. Admittedly, I have been living my life on the edge of a bar seat. Consequently, my senses may be a touch dulled because I know that there will be no major changes in the immediate future. Despite this, my brain is all for the argument, wants change, and is even crying for more action. My stomach and my spine, however, are unsure, and have called for a vote to decide.

CLASSIFIED ADS

SEIZED CARS from \$175. Porsches, Cadillacs, Chevys, BMW's, Corvettes. Also Jeeps, 4WD's. Your area. Toll free 1-800-218-9000 Ext A-12048 for current listings.

CATS AND KITTENS need temporary or permanent homes. All had shots, over six months, already fixed. Lovely pets, very sweet. Please call 938-3505.

T-BIRD TRAVEL LAX-Honolulu roundtrip, with hotel, \$550.00 per person/dual occup but hurry! T-BIRD TRAVEL next to 7-11 on 59th Ave. Dial T-H-E-B-I-R-D, 843-2473; we are **CHEAP-CHEAP!** Alumnus owner/manager.

FREE CASH GRANTS! College. Scholarships. Business. Medical bills. Never repay. Toll free 1-800-218-9000 Ext. G-12048.

TA POSITIONS for the Winterim

'98 CEO Seminar, please contact Dr. Paul R. Johnson, ext. 7607, in the World Business Department. Some preliminary work will be necessary during the fall semester. The normal compliment is two half-time TAs and the compensation is half-tuition for each.

1989 Ford Escort GT Hatchback, 85,000 miles; fuel injected, **VERY GOOD CONDITION**-\$2,200 OBO; 439-4017 leave message.

DRIVER NEEDED for Disabled alumni; Flexible hours are a must. Pays \$6 hour. For more info. please call 843-6080.

COUPLE WANTED to manage a mini storage facility on 21931 Glendale Avenue. Inquiries please call Kurt Curllyon, (707) 462-8960.

FOR ADVERTISING INFORMATION, CALL THE DAS TOR AT 978-7119.

Cont. from page 11

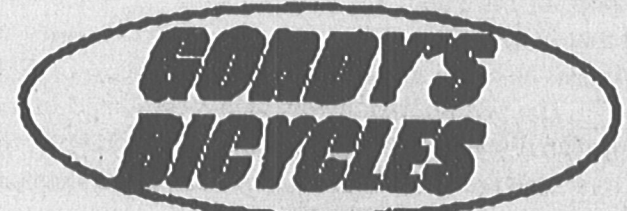
In how many other regions of the world can a company, by forming a joint venture with a neighbour, gain access to significant new nearby markets that were hitherto inaccessible? In how many other developing regions of the world can a company find a sophisticated business partner only hours away that can transform its competitive position?

In order for such opportunities to be realised, however, the business community of the Middle East must begin to assume more responsibility for the economic future of the region. Companies must take on a much more active role in instigating cross-border opportunities and not wait for government to lead the way. They must value the value of nearby regional markets rather than be mesmerized by the lure of the US and European markets.

Government mindsets also need to change. Middle Eastern governments need to redefine their roles as facilitators and supporters rather than drivers and decision-makers. Thinking about regional economic strategy needs to evolve from expensive and politically complicated infrastructure-type projects into lots of smaller steps in the right direction.

From the bottom up, and at the company level, a strong foundation for regional co-operation and trade can be built in the Middle East. It promises to result in real progress towards a better political as well as economic future for the region.

Michael Porter is a professor at Harvard Business School. He wrote this article with Yagil Weinberg, president of the Center for Middle East Competitive Strategy, and Noreena Hertz, the Center's senior researcher. Reprinted, with permission, from the Financial Times.



MTB • BMX
843-6490

WE REPAIR ALL MAKES

4920 W. Thunderbird Ave. #120C
51ST Ave. & T-Bird Kinko's/Arby's Plaza
BRING YOUR T-BIRD IN AND SAVE 10%



Eli Lilly and Company, a leading global pharmaceutical company, invites all MBA students to a presentation/reception featuring:

**Mr. Jean-Pierre Millon
President and CEO
PCS Health Systems, Inc.**

**October 15, 1997
6:30pm - 8:30pm
Lecture Hall 54**