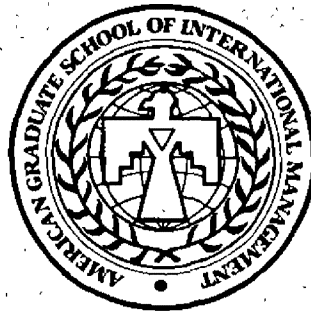


THUNDERBIRD

AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT



1987-88 BULLETIN

Address Inquiries to:

**Dean of Admissions
American Graduate School of International Management
Thunderbird Campus
Glendale, AZ 85306**

Telephones:

**(602) 978-7210
1-800-824-7333**

TELEX 187123

**OBJECTIVES
OF THE
AMERICAN GRADUATE SCHOOL
OF INTERNATIONAL MANAGEMENT**

- *To provide an academically rigorous and pragmatically relevant master's degree program in international management.*
- *To provide knowledgeable and socially responsive leadership in international institutions.*
- *To foster international understanding by developing sympathetic and mutually satisfactory business and cultural relations among peoples of the world.*

ACADEMIC CALENDAR

SUMMER SESSION 1987

June 1	Dormitories Open
June 2	Foreign Student Day
June 3-5	Orientation, Testing, Registration
June 8	Classes Begin, Thunderbird Campus, Financial Registration
June 10	Classes Begin, Guadalajara Campus
June 10	Last Day for Late Academic Registration, Changes in Schedule
July 3-5	Holiday, Independence Day (Dining Hall Closed, 3 days)
August 11	Last Day of Classes
August 12-14	Final Examinations
August 14	Commencement
August 17	Closure of Dormitories, 5:00 p.m.

FALL SEMESTER 1987

August 24	Dormitories Open
August 25	Foreign Student Day
August 26-28	Orientation, Testing, Registration
August 31	Classes Begin, Financial Registration
September 4	Last Day for Late Academic Registration, Changes in Schedule
September 5-7	Holiday, Labor Day (Dining Hall Closed, 3 days)
November 26-29	Thanksgiving Break (Dining Hall Closed, 4 days)
December 10	Last Day of Classes
December 11	Finals Break
December 12-18	Final Examinations
December 18	Commencement
December 21	Closure of Dormitories, 5:00 p.m.

WINTERIM 1988

January 3	Dormitories Open
January 4	Registration, Classes Begin
January 22	Final Examinations

SPRING SEMESTER 1988

January 25	Dormitories Open
January 26	Foreign Student Day
January 27-29	Orientation, Testing, Registration
February 1	Classes Begin, Financial Registration
February 5	Last Day for Late Academic Registration, Changes in Schedule
April 1-4	Easter Break (Dining Hall Closed, 4 Days)
April 5	Classes Resume
May 12	Last Day of Classes
May 13	Finals Break
May 14-20	Final Examinations
May 20	Commencement
May 23	Closure of Dormitories, 5:00 p.m.

SUMMER SESSION 1988

May 30	Dormitories Open
May 31	Foreign Student Day
June 1-3	Orientation, Testing, Registration
June 6	Classes Begin, Thunderbird Campus, Financial Registration
June 8	Classes Begin, Guadalajara Campus
June 8	Last Day for Late Academic Registration, Changes in Schedule
July 2-4	Holiday, Independence Day (Dining Hall Closed, 3 days)
August 9	Last Day of Classes
August 10-12	Final Examinations
August 12	Commencement
August 15	Closure of Dormitories, 5:00 p.m.

FALL SEMESTER 1988

August 22	Dormitories Open
August 23	Foreign Student Day
August 24-26	Orientation, Testing, Registration
August 29	Classes Begin, Financial Registration
September 2	Last Day for Late Academic Registration, Changes in Schedule
September 3-5	Holiday, Labor Day (Dining Hall Closed, 3 days)
November 24-27	Thanksgiving Break (Dining Hall Closed, 4 days)
December 8	Last Day of Classes
December 9	Finals Break
December 10-16	Final Examinations
December 16	Commencement
December 19	Closure of Dormitories, 5:00 p.m.



"[Thunderbird is] the best source in all the world for international executives."

Lowell Thomas
 Founding Trustee

TABLE OF CONTENTS

INTERNATIONAL CAREERS	1
GENERAL INFORMATION	3
Accreditation	3
Campus Facilities	3
Location	3
Physical Plant	3
Barton Kyle Yount Memorial Library	4
International Studies Research Center	4
Living Accommodations	4
On-Campus Housing	4
Food Service	5
Student Services	6
Health Services	6
Post Office	6
Career Services Center	6
Interfaith Center	8
Student Government	8
Clubs	8
Campus Publications	9
Lectures and Seminars	9
Recreation and Sports	9
Awards	9
External Affairs	10
Alumni Relations Office	10
Communication	11
Development Office	11
Thunderbird Management Center	11
History of Thunderbird	12
ADMISSION	15
Basic Requirements	15
Qualifications	15
Waiting Period	15
Graduate Management Admission Test (GMAT)	15
Other Factors	15
Matriculation	16
School Representatives	16
Term of Admission	16
Application Procedures	16
Foreign Students	17
English Language Requirement	17
Test of English as a Foreign Language (TOEFL)	17
English as a Second Language (ES) Courses	17
Financial Assistance	17
FINANCIAL INFORMATION	19
Tuition	19
Regular Tuition	19
Special-Student Fees	19
Spouses	19
Other Fees	19
Student Fees	19
Application Fee	19

Payment of Fees	19
Tuition Deposit	20
Housing Deposit	20
Housing Deposit Refund	20
Forfeiture of Housing Deposit	20
Special Deposits	20
Board and Lodging	21
Refunds	22
Veterans	22
ACADEMIC REGULATIONS	23
Credit Hours and Course Load	23
Auditing	23
Change of Schedule	23
Concurrent Enrollment	23
Transfer of Credits	23
Grading Code	24
Academic Probation	25
Correction of Errors in Grading	25
Retaking Courses	25
Discharging Incomplete Grades	25
Class Attendance	25
Student Conduct	25
Master's Thesis	26
Graduation Requirements	26
Returning After an Absence	26
Graduation with Distinction or with Honors	26
Transcript Regulations	26
REQUIREMENTS: MASTER OF INTERNATIONAL MANAGEMENT DEGREE	27
Degree Program	27
Introduction	27
Explanation of Course Numbering	27
Waivers	27
Degree Requirements	28
Time Period	28
Curriculum Changes	28
Outline of Program of Study	29
Department of International Studies	30
Introduction	30
Requirements: Department of International Studies	30
Department of Modern Languages	30
Introduction	30
Requirements: Department of Modern Languages	31
Language Limitations	32
English as a Second Language	32
Language Testing Center	33
Department of World Business	33
Introduction	33
Requirements: Department of World Business	34
Sample Courses of Study	35
SPECIAL PROGRAMS	39
Winterim	39
Foreign Programs	42
Japan: Institute for International Studies and Training	42
Mexico: La Universidad Autonoma de Guadalajara	42

TABLE OF CONTENTS

Germany: European Business School	42
France: Summer Program	43
People's Republic of China: University of International Business and Economics	43
Spain: Escuela Superior de Administración y Dirección de Empresas	43
Norway: Norwegian School of Management	43
On-Campus Programs	44
Thunderbird Graduate Management Internship	44
Certificate of Advanced Study	44
Special Students	44
Cooperative Programs	45
Arizona State University	45
Drury College	45
University of Arizona	45
University of Denver—Doctoral Program	46
University of Pittsburgh—Doctoral Program	46
CDS International, Inc., Germany	46
COURSES OFFERED	47
Department of International Studies	47
List of Courses	47
Course Descriptions	49
Waivers	58
Department of Modern Languages	59
List of Courses	59
Course Descriptions	60
Foreign Languages	60
English as a Second Language	64
Research and Thesis	65
Department of World Business	67
List of Courses	67
Course Descriptions	68
Waivers	76
FINANCIAL AID	79
Student Employment	79
Spouse Employment	79
Assistantships, Scholarships and Fellowships	79
Miscellaneous Fellowships	82
Miscellaneous Scholarship Grants	82
Partial Assistantships	83
Student Loan Funds	84
Miscellaneous Loan Funds	85
Miscellaneous Loan Sources through Thunderbird	86
AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT	89
Administration	89
Board of Trustees	90
Board of Fellows	92
Academic Board of Visitors	93
FACULTY	95
Department of International Studies	95
Department of Modern Languages	96
Department of World Business	101
Library	105
Faculty Emeriti	105
WORLD BUSINESS ADVISORY COUNCIL	107

THUNDERBIRD ALUMNI ASSOCIATION 111
ALUMNI EDUCATIONAL COUNSELORS 113
 Domestic 113
 International 124
INDEX 129
DIRECTORY 131



The perimeter road, lined with pine trees, defines the campus and separates the grounds from the surrounding community providing a tranquil atmosphere conducive to graduate study and on-campus interaction.

INTERNATIONAL CAREERS

For more than 40 years, Thunderbird has been the leader in providing the world with international business managers. More than 20,000 graduates are now working around the world in a variety of positions that utilize their unique Thunderbird education. With the international economic and political climate changing rapidly in the 1980s, there is an even greater need for individuals who have an international management education.

In *An Action Agenda for American Competitiveness*, a coalition of corporate, university, and Congressional leaders admonished, "Colleges and universities must significantly strengthen their international studies courses—language, cultural, political, economic—and make them readily available to U.S. business executives as part of their own lifelong learning programs". For forty years, Thunderbird has made this objective the foundation for its tripartite curriculum.

International commerce represents nearly a trillion dollars in worldwide business opportunity, and international economic issues are constantly in the forefront of modern business decision-making. Various factors have affected trade in recent years: the complexities of petroeconomics, regional recessions trends, plus accompanying trade deficits and payment defaults. Such issues are creating a shift in traditional world trade patterns, causing an emphasis on joint ventures, especially in the automotive and electronics industries, plus corporate expansion directly into other markets.

As examples of foreign market operations, 7-11 has 2,000 stores in Japan, doing more than \$250 million in sales, and McDonald's sells \$400 million worth of fast food in Japan. American Family Life Assurance of Columbus, GA did \$350 million in business in Japan in 1985. Furthermore, there are enormous shifts of capital in transnational investments. Foreign investors bought nearly as much U.S. stock in 1986 as their American counterparts. Salomon Bros. estimates that foreigners bought \$20 billion in stocks, four times the amount they bought in 1985, and net foreign purchases should amount to \$30 billion in 1987.

All of this points to the need for individuals *properly educated* in the complex realities of international commerce and cross-cultural communication. Thunderbird is the pioneer in this field of international management education, and the Thunderbird alumni network is an incomparable resource. As of December 1986, Thunderbird graduates were working in 106 countries. However, such an education can also lead to a domestic assignment or a career as an entrepreneur. Approximately 80 percent of the graduates live in the United States, and are largely involved in international transactions in business as well as government, frequently requiring foreign travel.





Bill King, who teaches English as a Second Language, is the Foreign Student Advisor.



GENERAL INFORMATION

ACCREDITATION

American Graduate School of International Management is accredited by the North Central Association of Colleges and Schools as a master's degree granting institution.

The School is a member of the American Council on Education, the American Assembly of Collegiate Schools of Business, the Western Association of Graduate Schools, the Association of Independent Colleges and Universities, the Association of International Education Administrators, and the Council on International Educational Exchange.



CAMPUS FACILITIES

Location

Located in one of the world's most desirable Sun Belt areas, Thunderbird is ideally situated for graduate study in Glendale, Arizona, a suburb of Phoenix. The sun shines 85 percent of the year and the average yearly rainfall is less than eight inches. At an elevation of 1,100 feet, winter temperatures are mild. Summers offer hot dry days with all buildings fully air conditioned and a large swimming pool in the central quadrangle for cool recreation.

A drive of three or four hours takes one to the pine forests of northern Arizona, the ski resorts of Flagstaff, and the spectacular Grand Canyon. A half-day drive to the south passes through colorful desert vegetation to the city of Tucson and the Mexican border, gateway to Latin America.

Thunderbird Campus is at the corner of 59th Avenue and Greenway Road; the main entrance is on 59th Avenue. If coming from the north or south, take Interstate 17 to Exit 211, Greenway Road, and drive west four miles to 59th Avenue. Greenway Road is midway between Bell Road and Thunderbird Road.

Physical Plant

The campus consists of 160 acres. The buildings occupy approximately 60 acres of landscaped grounds. The buildings are of the long, low, ranch style, characteristic of western architecture.

Eleven dormitory buildings are arranged to form three quadrangles of lawn and shrubbery. The West Apartments, completed in 1971 and renovated in 1983, have some units available for married students. They consist of 50 units in three two-story buildings, including a lounge and related facilities.

A special Key Manager residence and seminar building and 13 faculty residences are also located on the campus. Several buildings house faculty offices with one main faculty building. There are several classroom buildings.

The main classroom complex, The Frank L. Snell Learning Center, completed in the fall of 1980, contains 29 rooms.

A new Modern Language Faculty Building and a Computer Services Building were completed in early summer 1987. These buildings, as well as a new Academic Mall and Pavilion, are the first phase of a new Faculty Center Complex, scheduled for completion in 1990.

Barton Kyle Yount Memorial Library

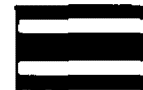
The resources of the library are specifically chosen to support the unique Thunderbird curriculum. The book collection, which is constantly increasing, numbers approximately 100,000 volumes, concentrated on the various phases of international management, international relations and the history and background of various areas of the world. Language study is reinforced by collections in Arabic, Spanish, Portuguese, French, German, Chinese, and Japanese.

The library subscribes to 1,116 domestic and international periodicals and newspapers. Services in the facility include microfilm reader/printers, photocopiers, and electric typewriters. The library also subscribes to DIALOG Information Services as well as many useful indexes and other reference books.

An extensive vertical file is maintained, containing current material covering countries, industries, commodities, business firms and all other subjects pertaining to the curriculum. Family and friends of the late Clifford Bevens donated money to provide equipment for a videocassette viewing room with four individual stations.

International Studies Research Center

The International Studies Research Center, located in the Thelma Kieckhefer International Studies Center in Building C, serves as a supplement and complement to the library. It was established to aid faculty and students in their research. Files on all areas of the world, containing financial, economic, governmental, political, and social information, are maintained.



LIVING ACCOMMODATIONS

On-Campus Housing

Housing facilities on campus can accommodate approximately 45 percent of the students. Incoming students should apply for housing and forward the required \$300 deposit as early as possible. Continuing and returning students are given priority.

The following rooms are available for single students. Costs are for the 1987-88 academic year and are subject to change.

- *Single occupancy rooms in Kieckhefer Hall and J Dormitory next to Founders Hall. Each single room shares a large bathroom with three other single rooms and a lounge with seven other single rooms. These air-conditioned and carpeted rooms cost \$740 for a semester or \$600 for a Summer Session.*

- *Single occupancy rooms in A and B Dormitories.* A single room shares a connecting bathroom with another single room. These rooms have air-conditioning and carpeting. Some are facing the pool. Each room has a private entrance. They cost \$705 per semester and \$555 per Summer Session.
- *Single occupancy rooms in West Dormitories.* A single room shares a connecting bathroom with another single occupancy room. The rooms are air-conditioned, have carpeting and have a shared refrigerator with the other room. Each room costs \$665 for a regular semester and \$540 for a Summer Session.
- *Single occupancy rooms in East Dormitory.* A single room shares a connecting bathroom with another single occupancy room, and both rooms are air-conditioned by a joint unit. There is a common entrance through a small, shared study area. Each room costs \$655 per semester and \$535 per Summer Session.
- *Single rooms in D, E, F, G, and H Dormitories.* These facilities consist of four private bedrooms sharing a bathroom and a large lounge area. Rooms are air-conditioned. Cost is \$625 per room for a regular semester, and \$475 for a Summer Session.

Some West Dormitory units are available for married couples without children. These rooms consist of a living room, a bathroom, a study area, a bedroom and ample closet space. They have air-conditioning, carpeting and a small refrigerator. Each apartment costs \$1,070 for a regular semester, or \$820 for a Summer Session.

All rooms contain necessary furniture: bed, dresser, desk, chair. Room rental includes local telephone service. Linen service is available at a modest cost. No pets are allowed on campus. Housing is available for those who may have functional limitations.

Family housing is not available on campus. Students with children must make arrangements for off-campus living quarters. The Housing Office offers assistance in locating apartments off campus.

Food Service

The Dining Hall, for students, spouses, faculty and staff, serves meals daily throughout the academic year, excluding holiday recesses and other specified periods. All students and spouses who reside on campus must take their meals in the Dining Hall. The charge for board is \$975 per person per semester and \$655 for the Summer Session, which is approximately \$8.51 per day. The Coffee Shop is open throughout the day (except weekends) and serves a variety of sandwiches, snacks and beverages.



GENERAL INFORMATION



Opening ceremonies each semester feature students bearing flags of their home countries. Many students also wear native dress for the occasion.

STUDENT SERVICES

Health Services

Health services are directed by a registered nurse who works in close cooperation with area physicians. The School infirmary provides emergency first aid and routine medications for common ailments. Physicians are available to see students and covered dependents on an appointment basis from 1:30 to 4:00 p.m., Monday through Friday. In case of acute illness, the nurse is on call 24 hours a day and may refer students to a nearby clinic or hospital for emergency care.

All full-time and special students are insured for both sickness and accidents, during regular academic terms under the Student Accident and Sickness Insurance Program. Prescription insurance is included for regular students. American spouses and children may be covered by the health and accident insurance but not the prescription insurance, through payment of an additional premium at the time of financial registration. Resident foreign, nonimmigrant spouses and children of foreign students must be covered by this insurance plan, unless proof is given of existing similar coverage under another insurance plan.

Post Office

The Campus Post Office distributes student mail and performs other postal services six days a week. The correct Post Office address for students is American Graduate School of International Management, Thunderbird Campus, Glendale, AZ 85306.

Packages shipped by freight or express should include the street address, which is 15249 N. 59th Avenue.

Career Services Center

The major focus of the Career Services Center, located in the Franz G. Talley building, is service both to the students and the employers. Emphasis is upon providing professional career counseling, planning and placement services to the students while maximizing recruiting success for the employers.

Philosophically, the students are taught that placement is a personal process depending upon their own knowledge, research, initiative and resourcefulness.

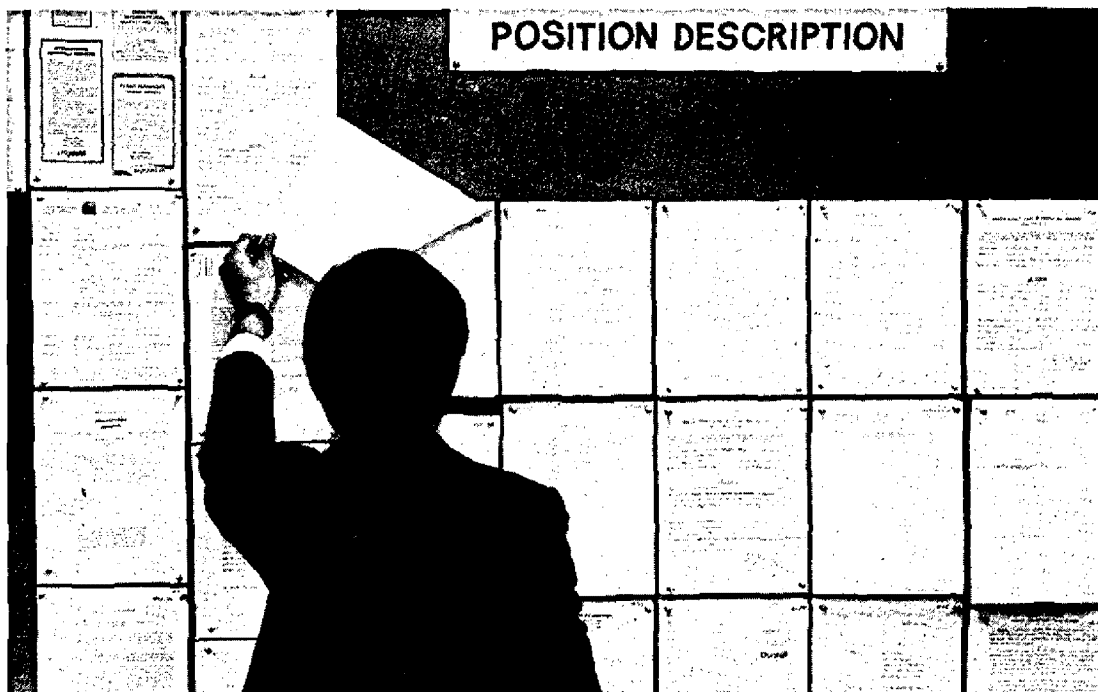
Recruiting information is available from coordinators who schedule on-campus interviews and post positions of companies not able to recruit on campus. Students must be registered and making satisfactory progress toward the degree to be eligible to use the recruiting services of the Career Services Center.

A **Resume Book** is published for each semester's graduating class and distributed to over 1,000 prospective employers. The intent of this publication is to provide the factual information about students to a large number of organizations representing both domestic and international operations.

Students make use of the Career Services Center lobby where they have access to a **Resource Center** of more than 1500 company and organizational files; employer and geographic directories; and career planning books and periodicals. The lobby is shared by the Office of Alumni Relations where students can identify a network of Thunderbird alumni. Also located in the lobby is the **Thunderbird Career Guidance Information System**, a new computerized service designed to answer more than 500 career-related questions.

Each semester, all new students receive the **Placement Manual** written specifically for the career choice and placement needs of graduate students in management. Outlined in this manual are the steps necessary to effectively utilize the resource materials and personnel of the center.

Both the **Graduate Associate Program** and the **Student Support Committee** present career workshops and programs to help other students. Twenty-five workshops include career planning, resume writing, and interviewing workshops, which give students the opportunity to see themselves in videotaped



International job openings are posted on the Career Services bulletin board. More than 200 multinational corporations recruit regularly on the Thunderbird campus.

practice interviews. The Student Support Committee schedules tours of the center and plans events to help students meet with professionals representing internationally-oriented employers.

Other services include the administration of the **Thunderbird Graduate Management Internship** program which integrates academic study with meaningful work experience at a professional level. See page 44 for further description.

Alumni, too, benefit from the resources of the Career Services Center through the **Alumni Placement Service**, a computerized matching service provided in cooperation with management recruiters seeking personnel primarily for multinational business. Experienced alumni may purchase this service for a membership fee.

Interfaith Center

The Interfaith Center, near the 59th Avenue entrance, is available for religious services of all denominations and for meditation.

Student Government

Student government is exercised through an elected Associated Students Legislative Council (ASLC). The council provides a forum for students to voice their opinions to the administration, faculty, and community at large. The ASLC administers the student activities fund and provides for an atmosphere of cooperation among the students.

The ASLC committee structure allows students to participate in the School's admission, alumni, curriculum, scholarship, speakers, film, placement, library, spouses, and information functions. The ASLC serves to develop improved faculty-student-administration relationships. Student clubs under ASLC sponsorship generate the social, cultural and recreational activities necessary to supplement student life.

Clubs

Clubs are frequently formed by students studying the various languages and by students with interests in the specific regions of the world. Others are formed around special interests or religious faiths. The following is a representative list of chartered clubs, but many other clubs exist and are formed as the student body profile changes:

CHARTERED CLUBS

Aerobics Club	Japan Club
Africa Club	LDS Club
Asia Club	Liaison Club
China Club	Marketing Club
Christian Fellowship	Middle East Club
Computer Club	Newman Club
Couples Club	Portuguese Club
Cycling Club	Rugby Club
Entrepreneurs Club	Spanish Club
French Club	T'Bird Dance Club
German Club	Table Tennis Club
Import-Export Club	Toastmasters
International Business Women	Windsurfing Club
International Wine Tasting Club	

Campus Publications

The student newspaper, *Das Tor*, which means "The Gate," is published each week under student editorship. It contains details of campus events, news and announcements of general interest to students, faculty, and staff. *Thunderbird Week*, a newsletter published by the ASLC Information Committee, contains announcements and a weekly calendar. *Fortune* is a pictorial roster of students published each term.

Lectures and Seminars

Many eminent authorities on international affairs and commerce, and senior corporate officials of multinational and international firms, visit the campus each year to lecture and conduct seminars. Visiting lecturers are invited with a view to keeping students in close touch with developments in our relations with different nations and the expanding activities of international commerce.

Recreation and Sports

Because of the excellent weather, most athletic activities take place outdoors. Facilities on the campus include a softball diamond, racquetball courts, volleyball courts, a soccer and touch football field, tennis and basketball courts. In addition, a swimming pool is situated in the central quadrangle. The School sponsors softball, soccer and rugby teams in league competition.

The surrounding area offers excellent opportunities for horseback riding, golf, and camping. The mountains in northern Arizona offer good skiing facilities within a three or four hour drive from campus.

**AWARDS**

Several honorary awards are made by the School each year:

The *Barton Kyle Yount Award* is the highest honor granted to a graduating student. It is conferred upon one student each term for excellence in scholarship, character, and accomplishment. Nomination and election are by the faculty.

The *Alfred Knight Award* is granted for excellence in scholastic achievement.

The *Arizona Republic/Phoenix Gazette International Advertising Award* recognizes the most outstanding advertising presentation in the INTERAD class.

The *Jonas Mayer Distinguished Alumnus Award* is bestowed once each year upon an alumnus who has reflected great credit on American multinational business.

The *International Executive of the Year Award* is presented annually to an executive in recognition of efforts to foster international understanding through mutually beneficial business management among peoples of the world.

EXTERNAL AFFAIRS

The Office of External Affairs conducts programs and activities for Thunderbird to develop understanding and financial support from all its publics for its educational goals. The Alumni and Communication Offices are extensions of the Office of External Affairs and report to the Vice President for External Affairs.

Alumni Relations Office

The Alumni Relations Office maintains current computerized files on alumni and their present locations as well as their job titles and employers. This information, which is available to alumni and students, is of considerable value to those who wish data on their fellow Thunderbirds.

In addition, the office links more than 20,000 alumni around the globe through the Thunderbird Alumni Association. The network includes resource persons, who have facts about alumni meetings and business conditions in their particular region. The alumni publication, *Thunderbird Magazine*, is produced quarterly, keeping graduates around the world informed about news of their friends, business associates, their alma mater, and global affairs.



Dan Witcher, class of 1950 and Stephen Hall, class of 1969 receive awards from the Thunderbird Alumni Association. They are two of more than 20,000 alumni who make up the international alumni network, a vast resource of worldwide business contacts. Witcher is corporate vice president, worldwide human health businesses, The Upjohn Company. Hall is President of Food Marketing International, Inc.

Communication

The Office of Communication, located in Founders Hall, manages the publications and public relations program of Thunderbird. Publications include the *Thunderbird Magazine*, the *Bulletin*, the Annual Report and a weekly internal newsletter. The office also manages national and international media relations and oversees a speakers program and special events.

Development Office

The Development Office, located in the Franz G. Talley Alumni/Career Services Center is the fund raising arm of the School. This office receives over 3,000 gifts annually from corporations, foundations, and individuals totaling approximately \$1.2 million annually. The Development Office works closely with the World Business Advisory Council, Career Services Center, and the Thunderbird Alumni Association to promote financial growth.

The Development Services Office under the Director of Development manages the Annual Fund, which encourages financial support for the School from alumni and friends. The office also publishes the Donor Annual Report and ensures that all gifts to the School are properly recorded and acknowledged.

THUNDERBIRD MANAGEMENT CENTER

Thunderbird Management Center develops and administers customized training programs for corporate clients designed to prepare executives for international assignments. Programs often include cross-cultural communications, business skills, political awareness and economic understanding. The Executive Language Program subdivision of these activities focuses on intensive language training.

Thunderbird Management Center accommodates individuals as well as groups either on or off campus for a few days, or many months in duration. Participants receive concentrated customized training designed exclusively for their circumstances and needs. Areas of instruction are usually determined in cooperation with the firm's human resource executives.



HISTORY OF THUNDERBIRD

One man who clearly understood the need for specialized training to meet the growing need for international executive talent was the late Lieutenant General Barton Kyle Yount (1884-1949), who was the Commanding General of the U.S. Army Air Force Training Command during World War II. He realized that U.S. business was going to be widely involved internationally once the war was ended. He also realized that very few Americans were properly trained for international assignments, as evidenced by the prevalent criticism of the behavior of American businessmen abroad. He decided to do something about the problem.



Berger Erickson, Executive Vice President Emeritus, rings the symbolic Chinese gong in celebration of the School's 40th anniversary. Thunderbird is the oldest graduate school of international management in the world.

Thunderbird Field

The School was chartered as a nonprofit Arizona corporation on April 8, 1946, with General Yount as President. In June of that year, the War Assets Administration turned over to the new school Thunderbird Field No. 1, a deactivated pilot training center sixteen miles northwest of Phoenix. At the same time, a capital fund was made available in the form of unsecured loans, granted as a public service by Arizona Bank, Bankers Trust Company, Chase Manhattan Bank, First National Bank of Arizona, Valley National Bank, and the directors of the School. Classes started on October 1, 1946, and the first class graduated on June 14, 1947.

Name Change

The School was founded under the name American Institute for Foreign Trade. The name was officially changed in November 1968 to Thunderbird Graduate School of International Management, and in December 1973, it was changed to American Graduate School of International Management. The School's nickname, "Thunderbird," remains widely known in international circles. The founders' vision was to create a national center of higher education where men and women might prepare themselves for careers in international commerce and management, in either industry or government service.

In exploring the character of the specialized training to be offered, the founders requested and received much valued advice from the United States Office of Education, from many others in the field of education, from other government agencies, and from some thirty leading corporations and financial institutions that freely discussed their worldwide personnel problems and the kind of training they considered most desirable.

Affiliation with American Management Association

From 1963 to 1983, the School was affiliated with the American Management Association. Recently, the 1963 agreement was replaced with a new agreement to continue a more limited affiliation. The School continues to retain its complete academic independence as a private institution of higher learning.

President's "E" Award

On November 9, 1965, the United States Government presented the President's "E" Certificate for Export Service to the School for an outstanding contribution to the Export Expansion Program of the United States. The President's "Star E" Award was presented on March 24, 1971.

Key Manager Courses

By 1951, the standard one-year educational program of the School had gained such a high reputation that leading corporations requested the development of a special executive training course. A separate program was arranged, the Key Manager Courses, to give corporate executives and their spouses intensive conversational language training in preparation for their being sent overseas. The program continues under the direction of the Thunderbird Management Center.



ADMISSION

BASIC REQUIREMENTS

Qualifications

College and university graduates in good standing who, upon matriculation, hold a bachelor's degree or higher from accredited institutions recognized by the American Graduate School of International Management are eligible to be considered for admission as full-time students. This normally means a degree awarded after four years of university study at an accredited institution. Applicants holding degrees involving less than four years of undergraduate study are advised to communicate in writing with the Dean of Admissions prior to making application.

Recognizing the diversity in personality traits, skills, and talents required to satisfy the varied demands of business enterprises and government agencies, the School seeks a similar diversity in its student body, as demonstrated by background, experience, and previous scholastic attainment. For this reason, no single attribute necessarily outweighs all others in the selection of members of an entering class. No specific undergraduate major or nonacademic experience is required for entrance or necessarily preferred by the Committee on Admissions. Although prior collegiate study in business or in foreign language provides an advantage to students in the Thunderbird curriculum, it is not a requisite for admission.

Waiting Period

Because enrollment must be restricted to a manageable level, early application up to a year in advance of registration is recommended. Information and application forms may be obtained by writing to the Dean of Admissions, or by telephone: (602) 978-7210 or 1-800-824-7333, or by Telex 187123.

Graduate Management Admission Test (GMAT)

Students are selected on the basis of their composite application. The Graduate Management Admission Test (GMAT) is required of all applicants and this score is taken into account with the cumulative grade point average. Functional limitations and cultural backgrounds of students taking this test are considered when evaluating the score. Particulars can be obtained from GMAT, Educational Testing Service, CN 6103, Princeton, New Jersey 08541. Some foreign students are required to take the TOEFL, described on page 17.

Other Factors

A grade point average of 3.0 is regarded as a minimal standard, and this is taken into consideration along with the GMAT score. Of concern to the evaluators is also the extent of meaningful extracurricular achievements and professional experience of the applicant. Attention is given to aspects of the candidate's record that indicate maturity, leadership capabilities, and motivation toward a career in multinational business or international affairs.

Matriculation

Students may matriculate into the Master of International Management program in the Fall, Winterim, Spring, or Summer term. Qualified applicants are notified of the decision of the Office of Admissions shortly after receipt of their *total* application. Consideration of those with questionable GMAT scores or grade point averages may require additional weeks of review by the Committee on Admissions for possible acceptance on probation.

School Representatives

Representatives of the School visit a large number of college and university campuses throughout the country to talk with prospective applicants. Such visits of School officials are supplemented by those of alumni of the School who visit local universities and are available to confer with interested candidates. A partial listing of Alumni Educational Counselors is located at the back of the *Bulletin*.

Term of Admission

Admission is granted only for the term for which application is made. If, after acceptance, a student wishes to defer matriculation to a subsequent term, reactivation of candidacy for admission is effected by submitting a letter to the Dean of Admissions. The candidate's application will then be re-evaluated along with those of other candidates for admission to the particular entering class. Application documents are retained for at least three years.

**APPLICATION PROCEDURES**

Application and financial aid forms may be obtained from the Office of Admissions. The following credentials should subsequently be forwarded to this same office:

- A completed official application form, accompanied by an application fee of \$40 which cannot be waived or refunded.
- An official transcript from each college attended. Students presently enrolled in college or graduate school should submit a transcript of work completed to date. While the admission decision can be made on the basis of a partial transcript, the final official transcript evidencing the award of the qualifying degree must be received by the Office of Admissions prior to matriculation at the School.
- Three letters of recommendation.
- Official notice of the score on the Test of English as a Foreign Language (TOEFL) if the applicant's undergraduate instruction was in a language other than English.
- Official notice of the score received on the Graduate Management Admission Test (GMAT). The Thunderbird code number is 4003.

Following the receipt of a Conditional Acceptance, the applicant must send a \$100 tuition deposit. An Official Acceptance will then be sent, provided the term is still open when the deposit is received and the application is fully processed.

FOREIGN STUDENTS

Thunderbird encourages applications for admission from students of all countries. Normally, more than 50 countries are represented in the enrollment. Applicants from countries other than the United States are expected to meet the same requirements for admission as applicants from the United States, in addition to the specified English language requirements. The Graduate Management Admission Test is required of all applicants, and the TOEFL is also required in some cases (explained below).

English Language Requirement

Since English is the language of instruction used at American Graduate School, it is essential that all participants be prepared to understand rapid, idiomatic English as spoken in lectures and group discussions, to read English with ease, and to express their thoughts clearly in spoken and written English. Failure to meet this requirement at the School constitutes sufficient grounds upon which the School will require a student to withdraw.

Test of English as a Foreign Language (TOEFL)

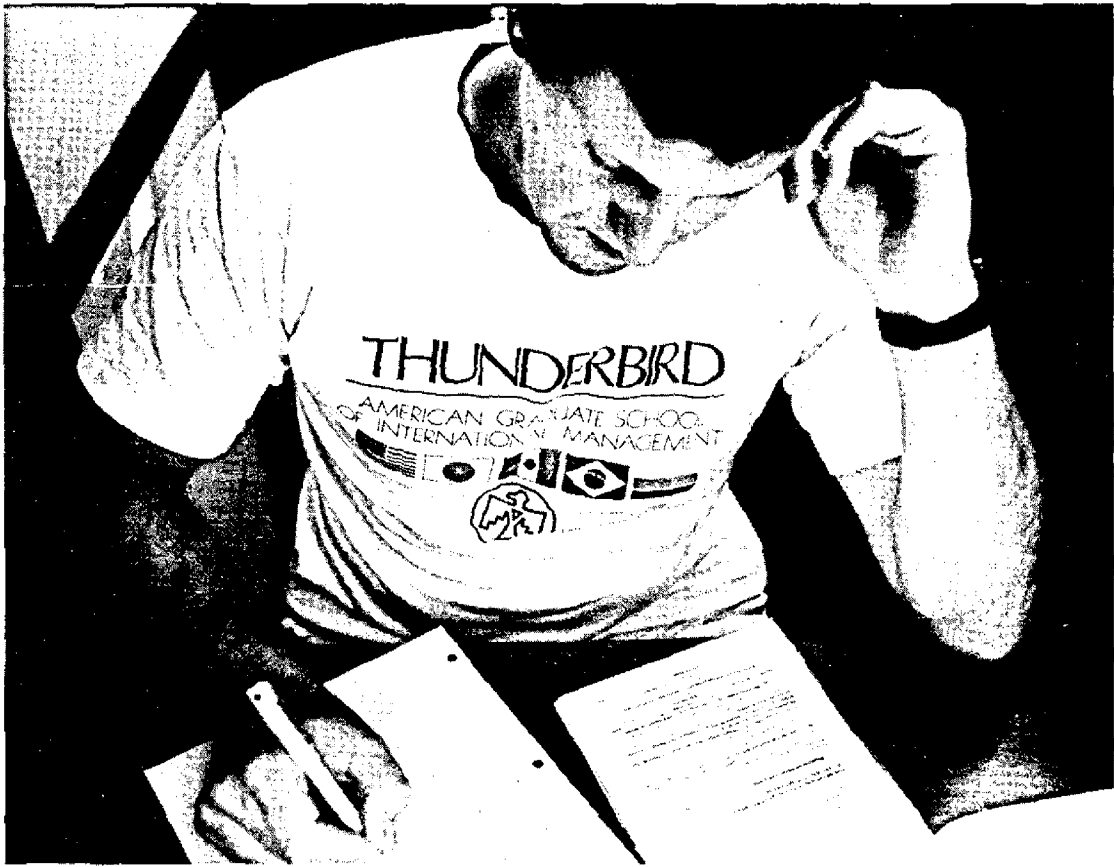
Applicants whose undergraduate instruction was in any language other than English must submit proof of proficiency in this language by means of scores obtained in the Test of English as a Foreign Language (TOEFL). Inquiries regarding this test should be addressed to the Educational Testing Service, Box 899, Princeton, NJ 08541, U.S.A. All foreign students must take the Thunderbird English Placement Test at the time of registration, although exemption from this requirement may be allowed for those judged to be native speakers of English. A student scoring below the acceptable level may be required to take basic English as a Second Language instruction elsewhere prior to being allowed to enroll in courses at Thunderbird.

English as a Second Language (ES) Courses

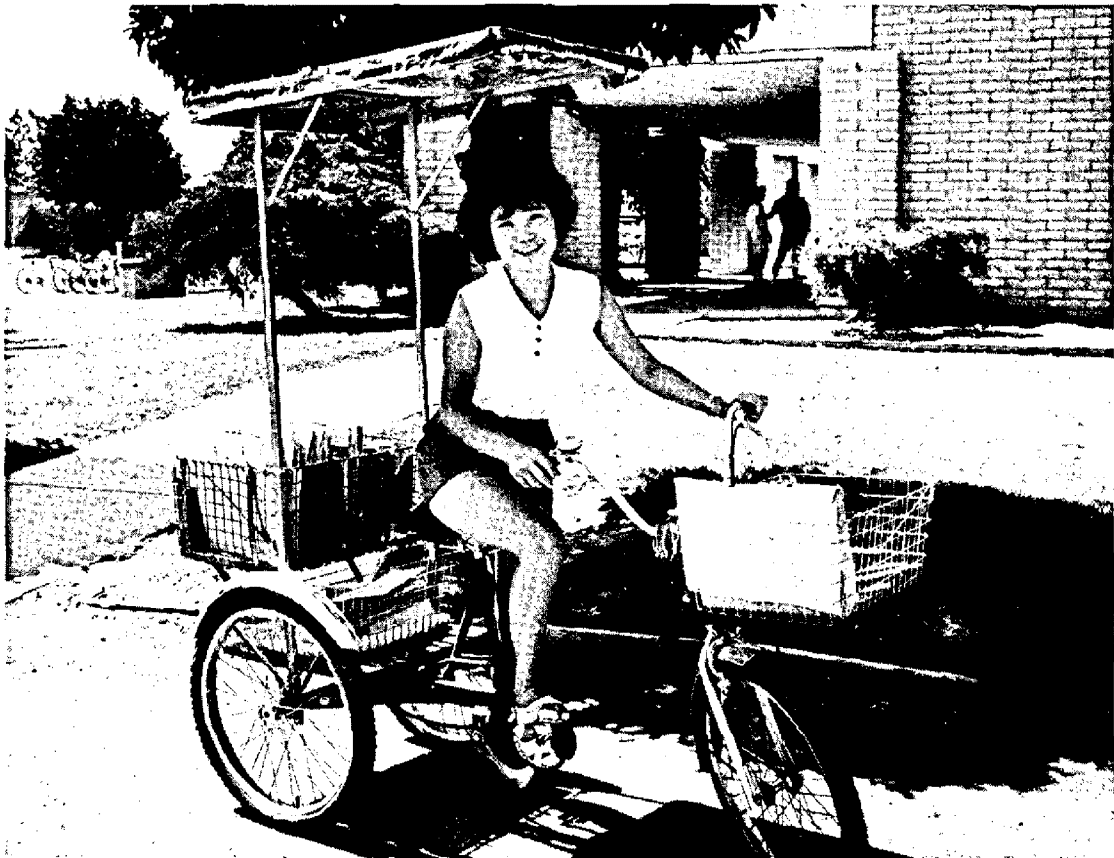
Regardless of the score on the TOEFL, the Thunderbird English Placement Test is the sole criterion in determining whether a student is required to take English as a Second Language (ES) elsewhere before registering here, to enroll in ES courses at Thunderbird, or to obtain a partial or total ES waiver. Students enrolled in the Intensive English course receive individual academic counseling preparatory to undertaking further studies leading to the M.I.M. degree. Before these students can participate in academic registration each semester, their class schedules must be approved by the English instructors. Students who are required to enroll in Intensive English (ES3000) will find it necessary to spend an additional semester at Thunderbird in order to meet degree requirements.

Financial Assistance

Admission to the School does not imply financial assistance of any kind. Since Thunderbird is seldom able to offer any type of financial assistance to foreign students, they should be prepared to meet all their expenses. While foreign students are considered for the Worldwide Assistantships on the same basis as U.S. citizens, this aid is extremely limited. All foreign students must arrange complete financing of at least one calendar year of studies at the School prior to the issuance of documents for student visas.



Mario Golab of Argentina reviews an international case study.



A familiar scene on campus is the interoffice mail delivery bicycle. Shown above is Junko Gretebeck, a student spouse from Japan.

FINANCIAL INFORMATION

TUITION, 1987-88

Regular Tuition

Tuition is \$3,915 for each Spring or Fall Semester, and \$2,875 for the Summer Session, for students enrolled on a full-time basis. For Winterim, the tuition is \$925 for one three-hour course. Tuition is the same for all, regardless of state or country of residence.

Special-Student Fees

Special-Student fees apply to those carrying 10 or fewer semester hours (or less than 9 hours in the Summer Session), including audits. Such students are charged a tuition fee of \$325 per semester hour of instruction, plus a registration fee of \$325 for each term of study. This includes accident and sickness insurance coverage. It does not entitle use of the Career Services Center, except for those students who have completed at least one full term.

Spouses

Spouses of full-time students at the School may take up to 9 semester hours of study in a Fall or Spring Semester at a flat-rate tuition of \$1,015 or 6 hours in a Summer Session for a flat-rate tuition of \$740. Special arrangements are made for spouses who take ES3000, which would exceed the maximum number of hours allowed under this provision. If the spouse later becomes a candidate for the M.I.M. degree, then all credit hours are charged retroactively at the regular tuition rate for full-time students.

OTHER FEES, 1987-88

Student Fees

The Associated Students Legislative Council (ASLC) Fee is \$40 for Spring and Fall Semesters, and \$25 for the Summer Session. This is billed to each student every term to support the wide variety of student-sponsored activities on campus. Use of these funds is wholly at the discretion of the ASLC.

Application Fee

A \$40 Application Fee must accompany a candidate's application for admission. This fee cannot be waived or refunded.

Payment of Fees

All students are required to make financial arrangements during financial registration, which is held on the first day of classes each semester. Those students who fail to pay their fees on this day or make arrangements to make deferred payments at a later date will be subject to a \$50 late financial registration fee. Any balances outstanding from a previous term must be paid prior to registration for further studies.

Tuition Deposit

A tuition deposit of \$100 is to be sent upon receipt of a Conditional Acceptance in order to obtain the Official Acceptance. This deposit is refundable up to 60 days prior to the first day of registration of the term for which Official Acceptance has been granted. Written notice concerning either a cancellation or a change to another term must be received by the Office of Admissions and Records prior to the 60-day period; otherwise the deposit is forfeited.

Housing Deposit

A \$300 housing deposit is required of all students requesting on-campus housing; \$200 of the deposit is credited to the first semester's housing fee at registration; \$100 is kept as a security deposit and is refundable at graduation or the termination of the housing contract. Rooms are assigned in the order in which deposits are received.

Housing Deposit Refund

The deposit will be refunded, upon request, under the following conditions, provided there are no financial claims against the deposit and there is nothing owing on the student's account:

- a. Cancellation of the housing application more than 30 days prior to the start of the term.
- b. Graduation, or withdrawal subject to the School policy.
- c. The School is not in a position to assign a bed or a room for the term in question.

Forfeiture of Housing Deposit

The \$300 Housing Deposit will not be refunded under the following conditions:

- a. Cancellation of the housing application less than 30 days prior to the start of the term. Notification of cancellation must be in writing and addressed to the Housing Office, or made in personal contact with the Housing Office.
- b. Failure of assignee to claim room by midnight of the third day after the date specified as "Dormitories Open," unless prior notice is received from the assignee.
- c. Withdrawal from campus housing after having officially checked into the assigned room.
- d. Failure to pass room inspection at checkout.
- e. Failure to check out of the room officially with the resident assistant or housing office.
- f. Failure to abide by the terms of the housing agreement.

Special Deposits

Deposits, in varying amounts, may be required of continuing students for special programs, such as Winterim, Guadalajara, ESADE, and the European program. Students are notified of the amount of the deposit at special meetings and/or registration for the individual program.





One of many olive trees on the campus frames the dormitories in the central quadrangle. Nearly half the students live on campus.

FINANCIAL AID

American Graduate School of International Management has a broad program to enable the deserving student in need of financial assistance to attend. Although financial resources are limited, an aid program has been designed to accommodate students by means of assistantships, scholarships, fellowships, loans and part-time work. A description of those available is found at the back of the *Bulletin* along with instructions for application.

BOARD AND LODGING, 1987-88

Board

Board at the School is at the rate of \$975 per person (\$1,950 per couple) per semester, subject to change. Single students and couples living in campus housing are required to patronize the Dining Hall. Student spouses who are working off campus may be given a five-day lunch credit.

Living Costs

Lodging rates are from \$625 to \$740 for single students per semester. Apartments for married students without children are available at a rental cost of \$1,070 per semester. A detailed schedule of rates is shown in the section on housing under General Information in the front of the *Bulletin*. All rates are subject to change.

Minimum Costs for a Term of Study

<i>Fall or Spring Semester</i>		<i>Summer Term</i>	
Tuition	\$3,915	Tuition	\$2,875
ASLC Fee	40	ASLC Fee	25
Board	975	Board	655
Lodging (average rate)	<u>650</u>	Lodging (average rate)	<u>550</u>
TOTAL	\$5,580	TOTAL	\$4,105

Books and instructional supplies are not included in the regular tuition charge. For most students, their cost should not exceed \$350 per semester.

The School reserves the right at any time to amend the regulations regarding tuition, fees, and method of payment.

Estimated Off-Campus Living Costs

<i>Fall or Spring Semester</i>		<i>Summer Term</i>	
Tuition	\$3,915	Tuition	\$2,875
ASLC Fee	40	ASLC Fee	25
Rent	1,400	Rent	1,050
Utilities (telephone, electricity)	450	Utilities (telephone, electricity)	550
Food	<u>800</u>	Food	<u>600</u>
TOTAL	\$6,605	TOTAL	\$5,100

Based on data from the U.S. Department of Commerce and Bureau of Business and Economic Research, Arizona State University.

REFUNDS

In the event of a student's withdrawal or dismissal from the School during the course of a semester, the tuition charge (not including fees) is subject to rebate in accordance with the following schedule:

<i>Period of Student Status From Start of Class</i>	<i>Percent of Semester Tuition to be Refunded to Student</i>
Two weeks or less	80%
More than two, up to three weeks	60%
More than three, up to four weeks	40%
More than four, up to five weeks	20%
Over five weeks	—0—

The above schedule of refunds also applies to any student who, in reducing his or her load to below 10 hours, would become a Special Student. A special schedule, pro rata on the above, applies to the Summer Session and to the Winterim.

Board and lodging fees are not refundable. A special schedule applies to the Summer Session and the Winterim.

VETERANS

The School's program is approved for veterans under provisions of the Veterans Readjustment Benefit Act of 1966, Chapter 34, Title 38, U.S. Code (G.I. Bill). Children of veterans deceased or totally disabled may attend under the provisions of Chapter 35, Title 38, U.S. Code.

Veterans may obtain an application for Veterans Administration educational benefits by writing to the Dean of Admissions.

ACADEMIC REGULATIONS

CREDIT HOURS AND COURSE LOAD

The maximum number of semester hours that a student may take (including audits) is 15 in a regular semester, 12 in summer, and 3 in Winterim. One additional credit hour per term is permitted only for students enrolled in 7-hour or 4-hour language classes.

AUDITING

Students wishing to audit courses must have approval for audit prior to registration or obtain approval for an audit during the period allotted for changes of schedule, as described in this *Bulletin*. Changes of schedule to audit status will not be allowed following this period. The charge for auditing is calculated on the same basis as tuition payable for courses taken for credit. Audits are not permitted in language courses in levels I, II and III, nor are they allowed in most seminars.

CHANGE OF SCHEDULE

The period for changes in schedule without payment of a fee is five class days in the Fall or Spring Semester, three days in the Summer Session, and two days in Winterim. No courses may be added to a student's program after five class days in the Fall or Spring Semester, and three class days in the Summer Session. Upon payment of a \$5.00 fee, following the free periods listed above, students are permitted to withdraw from courses up to the end of the eighth week in the Fall or Spring Semester or the end of the fifth week in a Summer Session. The appropriate notation (WP or WF) will be entered on the official transcript of the student's record.

CONCURRENT ENROLLMENT

Concurrent enrollment in another institution must be approved in writing prior to registration by the Vice President for Academic Affairs. Students may not enroll for a total course load greater than listed above.

TRANSFER OF CREDITS

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

The School is the sole judge of what constitutes the qualifying degree for admission into graduate study and therefore what credits may be considered for transfer. For example, transfer credit petitions will not be approved for work taken during or prior to the completion of such degrees as the B.A. or B.S., Licenciado, Maitrise, Diplom or Staatsexamen, Siviløkonom, Civilingenjor, Meester, to name a few. Students who transfer in credits from courses which, in

the opinion of the relevant department, substantially duplicate courses offered here, cannot enroll in the duplicated courses for credit. No account will be taken of the grades of transfer work in computing the student's grade point average at Thunderbird. The transferring of hours in no way constitutes the waiver of a course. Basic language courses are not acceptable for transfer.

GRADING CODE

Grades are given and recorded as follows:

A	=	4.0	D+	=	1.3
A-	=	3.7	D	=	1.0
B+	=	3.3	D-	=	0.7
B	=	3.0	F	=	0.0
B-	=	2.7	P	=	Pass
C+	=	2.3	AU	=	Audit
C	=	2.0	WP	=	Withdrawal Passing
C-	=	1.7	WF	=	Withdrawal Failing
			I	=	Incomplete
			NC	=	No Credit

Only courses completed with a grade of C- or better are acceptable in satisfaction of graduation requirements for the degree of Master of International Management or for the Certificate of Advanced Study.

Should a student receive a grade of lower than C- in a required course or a prerequisite course, the student must repeat the course before going on to the next higher level.



Professor Yao Nien-Ching delivered the Commencement Address after serving for two semesters as an exchange professor from Beijing, People's Republic of China.

ACADEMIC PROBATION

All students on academic probation must maintain a minimum cumulative grade point average of 3.0 before being permitted to enroll in the following semester. This rule applies to students admitted on academic probation and those on academic probation because of failure to maintain a cumulative grade point average of 3.0.

CORRECTION OF ERRORS IN GRADING

When filed with the Registrar's Office, semester grades are final and are not subject to change by reason of a revision of the instructor's judgment. Changes may be made only to correct an error in computation or transcription.

RETAKE COURSES

A student may be permitted to retake a course once in the hope of improving a grade. A letter grade earned in the repeated course will expunge the original letter grade. However, the original course remains on the transcript with an asterisk indicating that the course was retaken.

DISCHARGING INCOMPLETE GRADES

Grades of "I" may be discharged upon completing the course requirements to the satisfaction of the instructor, within one year, or within the student's next term of enrollment, whichever is the shorter time. Otherwise, the Incomplete becomes a No Credit (NC). It is the student's responsibility to make necessary arrangements with the instructor with regard to receiving and removing the Incomplete. The Incomplete grade received in the basic language courses must be removed before any subsequent higher level course may be undertaken.

CLASS ATTENDANCE

Owing to the small size of the classes and the oral/aural approach to language training at the School, class attendance is required in the conversation and fundamentals courses offered by the Department of Modern Languages. Absences in a course will adversely affect the student's grade. Class attendance policies are set by individual instructors in the Departments of International Studies and World Business. In courses where there are waiting lists and/or in courses where the instructor's permission is required, students who are enrolled but do not attend the first class session may be administratively dropped by the professor, unless they have given proper notification to the professor.

STUDENT CONDUCT

Students at the School are preparing themselves for careers in which they will likely be given supervisory responsibilities at a senior corporate level. They are, therefore, expected to demonstrate maturity and self-discipline throughout the period of their study.

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

In addition, the School has the authority to expel students if it has been determined that they cannot succeed in effectively handling any portion of the tripartite program leading to the Master of International Management degree. Details of required academic performance are set forth in the *Student Handbook*.

MASTER'S THESIS

Candidates for the degree of Master of International Management may petition to write a thesis which will count for four hours credit toward the total number of hours required for the degree. An oral defense of the thesis is required. Information concerning thesis requirements may be obtained from the relevant department, as each department reserves the right to set its own standards with regard to content, subject matter, and form. Application forms for the thesis may be obtained from the Office of Academic Affairs.

GRADUATION REQUIREMENTS

The M.I.M. degree is currently awarded upon successful completion of at least 42 semester hours of work, according to the degree program outlined in the "Requirements" Section of the *Bulletin*. In order to graduate, students must possess an aggregate minimum grade point average of 3.00 (B), and only courses completed with a grade of C- or better are acceptable in satisfaction of the total credit hour requirements for the degree of Master of International Management. Grades below C-, however, are computed with all other grades in determining a student's total aggregate grade point average, which must be B or better for graduation.

Students must formally petition the Registrar for graduation during the term in which they plan to graduate. This must be done early in the term if the students expect to be included in the graduation program and to have the diploma available in time.

RETURNING AFTER AN ABSENCE

Students must meet the graduation requirements specified in the *Bulletin* in effect at the time of admission if their studies are uninterrupted (except for a Summer Session). Students returning after an absence of a semester (other than a Summer Session) must meet the graduation requirements in effect at the time of return and also complete a minimum of six semester hours of work.

Students whose academic work was taken more than five years before the anticipated returning date should confer with the Dean of Admissions about the prevailing policy.

GRADUATION WITH DISTINCTION OR WITH HONORS

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

TRANSCRIPT REGULATIONS

One complete transcript of record is furnished the student at the conclusion of each term, without charge. For each additional transcript, a fee of \$2.00 is charged. The application for the transcript of record must be made by the student either on the regular form supplied at the Registrar's Office or by written request. No transcripts, letters of recommendation, or certifications of attendance will be released on students who have not met their financial obligations to the School.



REQUIREMENTS

MASTER OF INTERNATIONAL MANAGEMENT DEGREE

DEGREE PROGRAM

Introduction

The tripartite curriculum of American Graduate School of International Management provides a program of instruction in three departments: International Studies, Modern Languages, and World Business leading to the Master of International Management degree.

Explanation of Course Numbering

Courses at the 3000 level are basic introductory lecture courses in the subject described. Students with graduate or undergraduate backgrounds in these subjects may, on occasion, waive these courses in accordance with departmental and School requirements.

Courses at the 4000 level are advanced courses on specialized topics which assume some prior familiarity with the subject matter.

Courses at the 5000 level are limited-enrollment seminars which students may take only by permission of the instructor. Permission of the instructor means that the instructor has the right to select the students allowed to enroll in the class, including the right to set appropriate qualitative standards, in addition to the established prerequisites.

Courses numbered 5901, 5902 and 5903 are independent research projects offered in each department. They are usually open only to advanced degree candidates and to those who have demonstrated the academic maturity, scholarly interest, and technical ability required to undertake research with a minimum of supervision. Written permission to enroll in Independent Research courses must be obtained by the student during the semester prior to the semester in which the course will be taken. An individual may enroll in only one 5900 or higher numbered course in any one term. Not more than one 5900 or higher numbered course may be taken in absentia. Courses numbered in the 5900s may not be used to meet departmental graduation requirements.

Waivers

In order to maximize the time available for upper-level courses focusing on areas of special interest, prospective students are encouraged to complete as many of the introductory courses as possible before they come. These requirements may be fulfilled through courses taken at other institutions, successful performance on CLEP examinations, or demonstration of ability to faculty members. (See descriptions in each department for detailed waiver requirements.) Waivers of required courses in no way constitute a reduction in the minimum number of hours required for the M.I.M. degree.

Degree Requirements

Candidates for the Master of International Management (M.I.M.) degree must complete a minimum of 42 semester hours of course work. U.S. citizens who are unable to waive any required courses and also are unable to transfer in any graduate credit hours may have to complete a total of 57 semester hours in order to qualify for the M.I.M. degree. Foreign students who must take Intensive English as a Second Language (ES3000) and who are unable to waive any required courses and also unable to transfer in any graduate credit hours may have to complete a total of 66 semester hours in order to qualify for the degree.

The following restrictions apply to the program:

- At least 24 hours must be earned in study on the Thunderbird Campus in Glendale.
- The student must have a grade point average of 3.0 or better.
- A maximum of 3 semester hours of transfer credit is allowable except for special provisions under institutional agreements.
- A maximum of 12 semester hours at the 3000 level will be accepted toward the degree.
- A minimum of 30 semester hours at the 4000/5000 level are required.

Time Period

The 42-hour program can be completed in three semesters (one and one-half years) or two full semesters and a summer term by students able to waive several of the foundation courses. Although one calendar year suffices for the majority of students, candidates are urged to consider the depth and quality of education available in the curriculum rather than just the time required to complete minimum requirements. Many of the rare and challenging courses at the 4000 and 5000 level are available only to those who enter with substantial waivers or who extend their enrollment for an extra term.

Curriculum Changes

The School reserves the right to make whatever changes it finds appropriate at any time in course scheduling, assignment of instructor, and prerequisites. A few courses are offered in alternate semesters or as demand warrants.

"Thunderbird has provided me with instant friends and contacts throughout the world during my career in international banking, which has been both gratifying and helpful."

John P. Weaver '52
Vice President
Bankers Trust
Sao Paulo, Brazil



OUTLINE OF PROGRAM OF STUDY

The following outline summarizes the overall required program of study leading to the Master of International Management degree:

**TOTAL PROGRAM OF STUDY
FOR THE MASTER OF
INTERNATIONAL MANAGEMENT DEGREE**

(42 semester hours required, 12 of which may be 3000 level)^a

	Semester Hours		
	<u>3000 level</u>	<u>4000 or 5000 level</u>	<u>Total</u>
International Studies	3 (waivable)	3 (waivable) 3 (mandatory)	9
Modern Languages	6 (waivable) ^b	9 (waivable)	15
World Business	<u>18 (waivable)</u>	<u>15 (mandatory)</u>	<u>33</u>
TOTAL	27 (Only 12 of which will be accepted toward the degree.)	30	57^b (42 of which will be accepted toward the degree.)

^aA maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

^bForeign students who must take ES3000 (15 hours) may have to take a total of 66 semester hours.

"I think it awfully appropriate that graduates trained in sophisticated analysis and operation of the international sphere be prejudiced in the matter of freedom, and I hope that as you go into your progressively responsible positions in the world, you will do just that."

The Honorable Jeane J. Kirkpatrick
Former U.S. Ambassador to the United Nations
Commencement Address, Thunderbird Campus
May 17, 1985



DEPARTMENT OF INTERNATIONAL STUDIES

Introduction

The course offerings of the Department of International Studies provide students with an ability to understand the problems to be encountered in their international relationships as private entrepreneurs, representatives of multinational corporations, or as representatives of social and governmental agencies. This department not only teaches the student current economic, social, political and cultural conditions in various areas of the world, but also trains the student to analyze these matters to be better equipped to deal with the changing international scene.

Requirements: Department of International Studies

All students are required to take nine semester hours of work in International Studies, composed of one 3000-level survey course and two 4000 or 5000-level courses. The 3000-level course must be in one of the following: Asia, Europe, Latin America, Middle East/North Africa, Sub-Saharan Africa, International Relations, or International Political Economy. The 3000-level course may be waived with undergraduate equivalent work; one 4000-level course may be waived but only with duplicate courses taken in graduate standing. All students must take at least three credit hours of 4000 or 5000-level course work in the department, regardless of background. The Department of International Studies will not allow a student to use the same course for both a waiver and for a transfer of credit.

Summary of Requirements: Department of International Studies

- Required: 3 hours - 3000-level - waivable
- 3 hours - 4000 or 5000 level - waivable
- 3 hours - 4000 or 5000 level - mandatory

Note: IS courses numbered in the 5900s may not be applied toward meeting departmental requirements.



DEPARTMENT OF MODERN LANGUAGES

Introduction

The Department of Modern Languages offers courses that equip students linguistically and culturally to perform international assignments successfully. Foreign students have an opportunity to improve their American business English and further develop their communication skills.

Eight languages are offered: Arabic, Chinese, French, German, Japanese, Portuguese, Spanish, and English as a Second Language. Three courses (numbered 3000, 4000, and 4010) comprise the basic foreign language sequence of 15 hours (16 hours for Arabic, Chinese and Japanese). The basic sequence for English as a Second Language is 21 hours (ES3000, ES4010 and ES4050).

Complementing the core courses are a variety of courses taught in a foreign

language and courses dealing with social, political, and economic topics as well as courses in commercial correspondence and business language. Language courses beyond the 4010 level are offered only if 6 or more students register for the course. Thus, advanced courses may not always be available in every language every semester.

Requirements: Department of Modern Languages

In order to meet graduation requirements of this department, students must demonstrate a required level or proficiency in both general language and business vocabulary in one of the eight languages taught at the School, in addition to their native language.

Incoming students with no demonstrable language proficiency or training are placed into a 3000-level language course of their choice (separate regulations apply to English as a Second Language.) These students therefore complete the language requirement by taking 3000, 4000, and 4010 in that language. By taking this sequence, the student completes the requirements of this department for general language proficiency and business vocabulary proficiency.

Incoming students with some competency in one of the seven foreign languages taught here (in addition to their native tongue) are tested to determine their level of (1) general proficiency and (2) business vocabulary proficiency. The result of the general proficiency test places the student into one of the following course levels in the tested language: (a) 3000, (b) 4000, (c) 4010, or (d) above 4010. For those placing above 4010, the second test is given,



Professor Akihisa Kumayama incorporates information about Japanese culture into his language lessons.

covering business vocabulary proficiency. If the student passes this second test, then *all* language requirements are waived. Naturally, the student may undertake additional language courses as an elective. However, for the student who does not pass the business vocabulary proficiency test, one of the following options becomes necessary:

- (1) Take any language course beyond the 4010 level in that language, or —
- (2) Take a 4010-level course in any other language for which the 4000 level was waived, or —
- (3) Take PO4020 (Accelerated Business Portuguese for Speakers of Spanish).

Language Limitations

Students having doubts about their hearing or speaking capacity, which could have a bearing on their ability to learn a language by the method used at Thunderbird, are advised to take an audiometer test prior to enrolling.

Students having functional limitations attested to by a physician or a licensed specialist that might restrict their learning of languages should consult with the Chair of the Department of Modern Languages to determine whether it is feasible to meet graduation requirements.

English as a Second Language

To help the student for whom English is a second language better understand the business vocabulary, the readings, and the lectures offered at American Graduate School of International Management, courses in English are offered at various levels.

All entering foreign students whose native language is not English are required to take the English Language Placement Test to ascertain the level of proficiency in the English language. The only foreign students to be exempted from testing are those whom the English-as-a-Second-Language faculty determines are fluent in English, i.e. are native speakers of English. All others are tested. Upon completion of this examination, the students are placed in one of the following categories:

- (1) Intensive English (ES3000*) or
- (2) ES4010 and ES4050 or
- (3) ES4050 or
- (4) Waived from further language requirements.

Students placed in Intensive English are required to take ES4010 and ES4050 in the second semester of residence. Students placed into ES4010 and ES4050 must take both during their first semester. Students placed directly into ES4050 are required to complete the course in the first semester of residence.

Students enrolled in the Intensive English course (ES3000*) receive individual academic counseling preparatory to undertaking further studies leading to the M.I.M. Before these students can participate in academic registration each semester, their class schedules must be approved by the English Section Coordinator.

*ES3001, a 12-credit-hour course, is offered in summer

Summary of Requirements: Department of Modern Languages

Basic Language Sequence:

6 (or 7) hours - 3000 level course - waivable

6 hours - 4000 level course - waivable

3 (or 4) hours - 4010 level course - waivable

English as a Second Language (Foreign Students only)

15 hours* - ES3000 - waivable

3 hours - ES4010 - waivable

3 hours - ES4050 - waivable

*ES-3001, a 12-credit-hour course, is offered in the summer.

Language Testing Center

Thunderbird is the language testing center for the following institutions:

The Chambre de Commerce et d'Industrie de Paris which offers students of commercial and business language in French, opportunity to take two types of examinations: The "Certificat Pratique" and the more advanced "Diplôme." The examinations are administered in many centers all over the world twice a year. At Thunderbird the examinations are administered once, in the Fall semester.

The Goethe Institut in conjunction with the American Association of Teachers of German, the German American Chamber of Commerce, the Carl Duisberg Society and the Carl Duisberg Centers. Thunderbird is the testing center for the 5 1/2 hour examination through which the student earns the DIPLOM WIRTSCHAFTSDEUTSCH FOR THE U.S.A.

The University of Michigan offers once a year, at official test centers around the world, the Examination for the Certificate of Proficiency in English. Thunderbird is the Michigan Test Center for the western United States and Canada. The ECPE is usually administered on the campus during the month of October.

DEPARTMENT OF WORLD BUSINESS**Introduction**

The Department of World Business curriculum recognizes the increasingly complex demands placed upon international executives who require a basic understanding of several functional specialties in the fields of business and finance as well as conversance with new quantitative tools and advanced *managerial and marketing techniques*. For this reason, a wider range of international courses is offered than is typical of traditional graduate schools of business administration. Most courses have a special international and practical orientation. A number of the members of the department's faculty have spent many years in senior international executive positions. Their approach is pragmatic and people oriented. This group is complemented by individuals with advanced degrees who are interested in the practical application of current theoretical knowledge.

Requirements: Department of World Business

REQUIREMENTS AT THE 3000 LEVEL: The World Business foundation is designed primarily as preparation for the more advanced and specialized aspects of the program. The foundation courses represent the common body of business knowledge and are considered essential to the education of future executives, regardless of the area of business management they pursue.

The required courses are:

- WB3100 Survey of Accounting (financial and managerial)
- WB3200 Fundamentals of Economics (micro and macro)
- WB3300 Statistics
- WB3313 Introduction to Management Use of Computer Systems and Software
- WB3400 Fundamentals of Management
- WB3500 Fundamentals of Marketing

Students are encouraged to waive any of these 3000-level courses that duplicate previous studies. It is recommended that those preparing for admission into Thunderbird include these basic business courses in their program leading to the bachelor's degree. Students may challenge 3000-level World Business courses by CLEP examination. The department may accept the College Level Examination Program (CLEP) examinations as proof of proficiency in these areas. The CLEP test score may be accepted for waiver purposes only and not for the purpose of credit. Information regarding minimum acceptable scores will be provided upon request. The tests are available at many schools throughout the country, and it is required that testing be completed prior to arriving at Thunderbird, so that results will be known before enrolling in first-semester classes.

REQUIREMENTS AT THE 4000 LEVEL: Students graduating from Thunderbird are required to complete 15 semester hours at the 4000/5000 level in World Business, including the completion at Thunderbird, or prior to entering the MIM degree program, of the following core requirements:

1. WB4140 Cost and Management Accounting
or
WB4150 Intermediate Accounting
2. WB4300 Decision Models with Computer Applications
or
WB4320 Production and Operations Management
or
WB4530 International Marketing Research
3. WB4200 International Finance and Trade
4. WB4210 Managerial Finance
5. WB4500 International Marketing Management

If the student has had comparable course work at an accredited institution at either the graduate or undergraduate level, with a grade of B or higher, the course(s) may be waived and an alternate 4000 or 5000-level World Business course taken in its place.

Graduate credit for one of the above courses may be transferred in, subject to transfer allowances imposed by the *Bulletin*. The effect of this transfer would be to reduce the World Business requirement at the 4000/5000 level to 12 hours. A student may be able to qualify for both of the above alternatives.

No more than one 5900 or higher numbered course may be taken in any one term. Courses numbered in the 5900s may not be applied toward meeting the departmental 15-hour requirement.

Summary of Requirements: Department of World Business

18 hours - 3000 level - waivable

15 hours - 4000/5000 level - mandatory

SAMPLE COURSE OF STUDY

Student with all waivable 3000-level course work completed.

(42 hours required, 12 of which may be 3000-level)*

	Semester Hours		
	3000 level	4000 or 5000 level	Total
<i>International Studies</i>	—	6	6
Modern Languages	—	9	9
World Business	—	15	15
Electives (Any Department)	—	12	12
TOTAL	—	42	42

(12 hours may be 3000 level)

*A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.



Computer simulation exercises give students an opportunity to apply their business knowledge in situations that are patterned after real corporate operations.

REQUIREMENTS

SAMPLE COURSE OF STUDY

**English-speaking student proficient in one other language^a
with all waivable course work completed.**

(42 hours required, 12 of which may be 3000-level)*

	Semester Hours		
	3000 level	4000 or 5000 level	Total
International Studies	—	3	3
Modern Languages	—	—	—
World Business	—	15	15
Electives (Any Department)	12	12	24
TOTAL	12 (May also be 4000 or 5000 level)	30 (or more)	42 (12 of which may be 3000 level)

^aA language taught at Thunderbird.

*A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

SAMPLE COURSE OF STUDY

Student proficient in two languages^a with no other waivable course work.

(42 hours required, 12 of which may be 3000-level)*

	Semester Hours		
	3000 level	4000 or 5000 level	Total
International Studies	3	6	9
Modern Languages	—	—	—
World Business	18	15	33
Electives (Any Department)	—	9	9
TOTAL	21 (Only 12 of which will be accepted toward the degree)	30	51 (42 of which will be accepted toward the degree)

^aOne language must be among those offered at Thunderbird.

*A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

SAMPLE COURSE OF STUDY

English-speaking student with no foreign language and no waivable course work.
 (42 hours required, 12 of which may be 3000-level)*

	Semester Hours		
	3000 level	4000 or 5000 level	Total
International Studies	3	6	9
Modern Languages	6	9	15
World Business	18	15	33
Electives Upper-Level	—	—	—
TOTAL	27 (Only 12 of which will be accepted toward the degree)	30	57 (42 of which will be accepted toward the degree)

*A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

SAMPLE COURSE OF STUDY

Foreign student with no waivable course work and minimal proficiency in English.
 (42 hours required, 12 of which may be 3000-level)*

	Semester Hours		
	3000 level	4000 or 5000 level	Total
International Studies	3	6	9
Modern Languages	15 ^a	6	21
World Business	18	15	33
Upper Level Electives	—	3	3
TOTAL	36 (Only 12 of which will be accepted toward the degree)	30	66 (42 of which will be accepted toward the degree)

*A maximum of three semester hours of transfer credit is allowable, except for special provisions under institutional agreements.

^aES3000 is a 15-hour course in the spring and fall semesters. In summer it is a 12-hour course (ES3001).



Dominick Scaglione, vice president for Chase Manhattan Bank, was one of more than 25 banking executives who served as guest lecturers during the 1987 Winterim Banking Seminar.



An important part of the Winterim program is the opportunity for students to interact one-on-one with international executives. Shown above is student Jill Zajicek with Marthat Miller Lombera, advertising manager for Procter & Gamble de Mexico.

SPECIAL PROGRAMS

WINTERIM

A three-week intensive program of specialized courses known as "Winterim" is held in January each year. The courses normally feature outstanding guest lecturers who are prominent in the areas of international studies and world business. In addition, the Department of Modern Languages occasionally offers special advanced courses. A student may enroll in only one Winterim course, which meets daily and normally offers three semester hours of credit.

During the 1987 Winterim, Thunderbird was host to more than 75 top executives from major multinational corporations, in addition to several international political leaders. Most of the courses offered during Winterim are not available during the regular semester or are offered under a specialized format. Students are normally assigned outside readings and special projects outside of class. Many of the classes have limited enrollment and prerequisites, which are announced during the fall semester.

PREVIOUS WINTERIM COURSES

The following courses were offered during the 1986 or 1987 Winterim. Although many of the seminars may be offered again in 1988 and 1989, several new courses are also expected to be offered.

Department of World Business: Winterim, 1986/1987

WB3400 FUNDAMENTALS OF MANAGEMENT*

WB3500 FUNDAMENTALS OF MARKETING*

WB4270 INVESTMENT PORTFOLIO ANALYSIS (3 hours)

This conference course featured speakers from the securities industry and investment banking community. Trends in the investment environment were addressed by a panel of guest lecturers. An extensive set of selected and text readings were assigned, and written exams were administered. Topics included the globalization of securities markets; emerging investment media; portfolio immunization and insurance techniques; securitization; and international investment and portfolio diversification. Prerequisite: WB4210 or equivalent, or permission of the instructor. Course was on a graded basis.

WB4580 INTERNATIONAL CONSUMER MARKETING MANAGEMENT (3 hours)

This seminar course took consumer marketing international. It included how to assess a business opportunity in a foreign country and the steps

required to develop a successful product and marketing approach. Primary emphasis was on strategy and execution for product development, advertising, and sales. Related aspects of manufacturing, legal, buying, finance, and personnel were also covered. Case studies and class discussion illustrated various aspects of the course. Prerequisite: WB3500. Course was on a pass/no credit basis.

- WB4590 INTERNATIONAL PURCHASING AND COUNTERTRADE (3 hours)**
 This seminar course was designed to provide the student with a basic understanding of the development, operational aspects, and future direction of countertrade. Each day top professionals would lecture on a select dimension of countertrade. After each lecture, students have approximately one and one-half hours for a question and answer period with each speaker. A term paper on an approved topic was required. The course was graded on a pass/no credit basis. Performance was based on the quality of the term paper and student participation.
- WB4610 INTERNATIONAL AGRIBUSINESS CONFERENCE (3 hours)**
 Topics included (1) the world food situation; (2) the mechanics of agribusiness production, sales, transportation, and financing; (3) the futures markets—forecasting, trading, and regulation; and (4) the role of government and international constraints on agribusiness—policies, regulation, tariffs and quotas. Topics were addressed by a series of agribusiness experts from industry, government, and academe. A comprehensive final examination was given. The course was on a pass/no-credit basis. Prerequisite: WB3200 or equivalent.
- WB4620 INTERNATIONAL BANKING CONFERENCE (3 hours)**
 This conference course provided a comprehensive treatment of the recent developments in international banking activities. The conference was structured with a series of lectures given by guest lecturers, mainly from major U.S. banks. The students were assigned lecture follow-up materials and other selected readings. Topics included: (1) global banking strategy and organizational structure, (2) international fund transfer system, (3) trade-related functions, (4) international bank regulations at home and abroad, (5) funding sources and money markets, (6) special banking services by product line, (7) international lending, and (8) international banking by nonbank financial institutions. Prerequisites: WB3200 and either WB4200 or WB4290. Course was on a pass/no credit basis.
- WB4660 JOHNSON & HIGGINS INTERNATIONAL INSURANCE AND RISK MANAGEMENT CONFERENCE (3 hours)**
 The course featured a series of selected readings plus extensive guest lectures by industry executives engaged in overseas operations. Topics included identification, measurement, and treatment of multinational business risks; the role of insurance in risk management; organizing a risk management function; insurable commercial and political exposures; the nature of the insurance contract, pricing of insurance coverages; insurance company operations; the foreign insurance environment; operations of U.S. insurers in world markets; and risk management in the multinational

corporation. Prerequisites: WB3100 and WB3300. Written examinations were given. The course was on a pass/no credit basis.

- WB5650 CORPORATE EXECUTIVE OFFICER SEMINAR (3 hours)**
 This seminar provided a comprehensive treatment of the recent challenges faced by corporate executive officers in the multinational economy. The seminar was organized around a series of lectures given by guest lecturers who are or have been CEOs in major U.S. corporations. Each speaker examined current international issues of major importance and, wherever possible, addressed the impact of that issue on corporate strategy. The topics covered included: (1) an international assessment of the world economy in the next decade; (2) Free Trade: Fact or Fiction; (3) the impact of the U.S. dollar on the global sourcing practices of major U.S. companies. Students were assigned lecture material on each company, and selected readings on the topics covered in the seminar. Prerequisite: WB4400 or equivalent, and permission of the instructor. Class limit: 20 students. Course was on a pass/no credit basis.

Department of International Studies: Winterim, 1987

- IS3100 INTERNATIONAL BUSINESS ENVIRONMENT: ASIA***
IS4800 ECONOMIC DEVELOPMENT AND SOCIAL CHANGE*
IS4880 CROSS-CULTURAL COMMUNICATION FOR INTERNATIONAL MANAGERS*
IS5020 SEMINAR ON SELECTED RESEARCH TOPICS: EUROPE (3 hours)
 Topic for Section A: MODERN BRITAIN
 This course described and evaluated the changes that have taken place in Britain since World War II, with the view to determining weaknesses, strengths and possible trends, national and international. It examined economic performance, industrial structures, wealth distribution and social change in Britain, and where possible, their relevance for policy-making in the United States. The course also investigated Britain's changing place in the world, her membership in NATO and the European Community, and her traditional relationships with the United States.
- IS5020 SEMINAR ON SELECTED RESEARCH TOPICS: EUROPE (3 hours)**
 Topic for Section B: NATO AND EUROPEAN SECURITY
 This seminar included the following topics: background and founding of NATO, with special emphasis on the German situation; a comparison of NATO and the Warsaw Pact; the military strategic development up to the present time; the security situation in the Middle East, Afghanistan, and Poland; and East-West negotiations exemplified in the proceedings at the Mutual Balanced Forces Reduction and the Conference of Security and Cooperation in Europe, the development of peace movement and anti-Americanism in Europe.
- IS5070 SEMINAR ON SELECTED RESEARCH TOPICS: INTERNATIONAL RELATIONS***
IS5400 OIL AND POLITICS IN THE MIDDLE EAST*

*For course descriptions, see department course offerings.

Department of Modern Languages: Winterim

ML5400 ADVANCED BUSINESS LANGUAGE ABROAD (3 hours)

This seminar is offered in countries where the languages taught at Thunderbird are spoken, with the specific aim of further developing familiarity with local business concepts, practices, and terminology. Prerequisites: 4010 (level III proficiency) and permission of the instructor.



FOREIGN PROGRAMS

Every year Thunderbird students study on campuses around the globe in special programs designed to augment their international management curriculum and increase their exposure to other cultures. The programs, located in Europe, Asia and Latin America, involve nearly 200 students each year.

Only students who have matriculated at Thunderbird and have gone through the appropriate on-campus selection process are eligible for inclusion in the school's foreign programs.

Additional details on individual foreign programs may be obtained from the Dean of Students.

Japan: Institute for International Studies and Training

The School has an exchange relationship with the Institute for International Studies and Training of Japan whereby groups of their students attend Thunderbird, and a small, carefully screened group of Thunderbird students spend the Spring Semester at the Institute in Japan. The program is open to qualified second and third term students.

Intermediate and upper-level language courses are offered in Japanese. Upper-level courses are also offered in World Business and International Studies, taught in English by American and European instructors. A maximum of 15 semester hours of work is allowable.

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

Mexico: La Universidad Autónoma de Guadalajara

Each summer, subject to demand, Thunderbird offers a ten-week session in Guadalajara, a bustling, modern city that still retains the essence of old Mexico. Upper level courses in Spanish, World Business, and International Studies are offered by a faculty of Thunderbird and Mexican scholars.

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

Germany: European Business School

Students with a high level of German language proficiency have the opportunity to attend the European Business School at Schloss Reichartshausen near Wiesbaden either fall or spring semester. This is a fifteen semester credit hour

program taught in German, with the opportunity for a two-month internship with a German or U.S. multinational corporation upon completion of the academic semester.

France: Summer Program

Each summer, subject to demand, Thunderbird offers a nine-week session in Paris. Upper level courses in French, World Business and International Studies are offered by a faculty of Thunderbird and French scholars.

Like its Mexican counterpart, the primary purpose of the program is to give continuing students the opportunity to sharpen language skills and study European business practices in a total immersion setting.

People's Republic of China: University of International Business and Economics

The University of International Business and Economics (formerly Beijing Institute of Foreign Trade), the foremost training school for foreign trade specialists in the People's Republic of China, and Thunderbird have entered into a five-year agreement of educational cooperation and exchange. Faculty members from the two institutions are exchanged, as well as library and curriculum materials.

Small groups of Thunderbird students may qualify to study at the University during the Summer or Winterim based on fluency in Mandarin Chinese, background in Asian culture, and scholastic excellence.

Spain: Escuela Superior de Administración y Dirección de Empresas

Thunderbird has established a dual-degree relationship with the Escuela Superior de Administración y Dirección de Empresas (ESADE). Students beginning at Thunderbird must complete a minimum of 30 hours of 4000-5000 level courses here and 36 hours at ESADE in order to earn both the M.I.M. and Master degrees. The language of instruction at ESADE is Spanish, and the Escuela is located in Barcelona.

Norway: Norwegian School of Management

A group of up to 15 students may study at the Norwegian School of Management (Bedriftsøkonomisk Institutt) in Oslo, each spring semester. Up to 15 hours of 4000 level credit may be earned during the semester. Courses are taught in English. In addition to the academic credit earned, the program provides Thunderbird students with an overseas experience in a small country where interesting developments are taking place regarding offshore oil production. Students must have completed at least one semester at Thunderbird and must have taken or waived all 3000-level business courses to be eligible for consideration for the program.



ON-CAMPUS PROGRAMS

Thunderbird Graduate Management Internship

Internship education at the American Graduate School formally integrates academic study with meaningful, professional-level applied experience. It blends the application of theory with the state of today's practice and thereby enhances the student's professional preparation. The primary objective of the program is to maximize the benefit and value of the experience, consistent with the student's academic objectives and career interests.

The Thunderbird Graduate Management Internship is organized into two regularly offered courses: 5910 provides part-time (parallel) and 5930 provides full-time (alternating) internship experience. Descriptions of both courses can be found in the Department of World Business and the Department of International Studies sections of the *Bulletin*. Students who participate in the 5930 internship **must** return to campus, enroll, and complete a minimum of six hours to receive credit for this course.

The term of work may be any one of the three academic terms (fall, spring, or summer). A formal paper integrating the internship experience and academic objectives, as measured by the accomplishment of defined learning objectives, is submitted at the conclusion of the work experience. Only one internship will be allowed for credit during the period of a student's enrollment at the American Graduate School of International Management. Internship assignments are limited in number and are available with a variety of multinational business and government agencies. The credits for Internship may be applied toward the 42-hour minimum requirements, but may not be used to meet departmental requirements in either World Business or International Studies. Students interested in the program should contact the Career Services Center where the match is made between employer needs and student interests.

Certificate of Advanced Study

Special students, or students who do not complete the full requirements for the M.I.M., may be given the Certificate of Advanced Study, provided they have completed 12 or more semester hours of work, with a cumulative grade point average of at least 2.70. A special tuition rate is allowed spouses of full-time students. Spouses can take up to 9 semester hours of work in a regular semester for a flat-rate tuition of \$1,015, or up to 6 semester hours in the Summer Session for a flat-rate tuition of \$740.

Spouses are urged to take advantage of this program, as firms sending married employees abroad usually wish to establish the degree of cultural adaptability and interest of the spouses of their executive personnel. Participation in this academic program is construed as a strong indication of such interest.

Special Students

The School admits as Special Students a limited number of applicants who wish to gain advanced training by taking individual courses, especially in language, but who do not intend to become degree candidates. Special Students taking courses for credit must complete all course requirements including final examinations. Special Students are subject

to all School regulations.

Should Special Students later desire to complete work toward the degree requirements of the School, they may apply for admission as full-time students, subject to the usual admissions criteria. Credits earned while in status of Special Students may be counted toward the M.I.M. degree only if the student was qualified for admission as a regular degree candidate at the time the courses were completed.



COOPERATIVE PROGRAMS

Arizona State University

A dual-degree program with Arizona State University (ASU) offers the opportunity for students to receive the Master of International Management degree from Thunderbird and the Master of Business Administration degree from ASU without duplication of courses. The program requires 30 semester hours of credit completed on the Thunderbird Campus and 36 semester hours of advanced business courses at ASU. Certain specific courses are required under the program. The two schools are located within an hour's drive of each other, and the program may be started at either institution.

In addition, a cross-registration option is available in which ASU and Thunderbird agree to accept up to 9 hours of credit from the other institution under certain specified conditions. For further information about the dual degree program or the cross-registration option, write the Office of Academic Affairs at Thunderbird, or the Graduate Programs Office, College of Business, Arizona State University, Tempe, AZ 85287.

Drury College

A dual-degree program has been established with Drury College, requiring the completion of 30 semester hours of specified study at Thunderbird and certain course work at Drury leading to the M.B.A. and M.I.M. Apart from this program, each school is prepared to accept up to 9 semester hours of business-related graduate credit in transfer. Students may start at either institution. Those interested in receiving additional information should contact the Director, Breech School of Business Administration, Drury College, Springfield, Missouri 65802, or the Office of Academic Affairs, American Graduate School of International Management.

The University of Arizona

Since January 1975, the College of Arts and Sciences of the University of Arizona has been offering a cooperative program with Thunderbird designed to provide humanistic and technical education in preparation for international careers. This program is popularly known as the "Thunderbird Minor."

Counselors at the college provide academic advisement designed to enable liberal arts students to derive optimal benefit from the intensive

graduate courses offered at Thunderbird. Interested students should take courses in modern languages, international studies, business, economics, and computer science. The basic 3000-level courses required in the Department of World Business may be waived if equivalent studies have been completed with satisfactory grades on the undergraduate level (see page 76 of this Bulletin). Such waivers give the student greater freedom of choice within the Thunderbird curriculum.

Several times a year Thunderbird representatives conduct interviews with prospective students in the facilities of the University of Arizona Placement Service, telephone (602) 621-2588.

University of Denver - Doctoral Program

The University of Denver Graduate School of International Studies offers the degree of Doctor of Philosophy in International and Comparative Studies. A superior recipient of the degree of Master of International Management may, if deemed by Denver's Graduate School of International Studies, to qualify for admission, transfer toward the Ph.D. a maximum of thirty semester (forty-five quarter) hours. Such transfer of credit is not automatic but is determined by G.S.I.S. The doctoral program is flexible and self-selected and is consequently tailored to meet the needs of individual students.

University of Pittsburgh - Doctoral Program

The University of Pittsburgh Graduate School of Public and International Affairs awards the Ph.D. degree in the fields of Comparative Administration, Economic and Social Development, International Affairs, Urban Governance, and Public Policy Research and Analysis. Work done at American Graduate School of International Management will be recognized in principle and will be evaluated in terms of its pertinence to each student's proposed doctoral field of specialization. In the past, up to twenty-four hours of advanced standing have been awarded toward doctoral residence requirements to students holding a master's degree from American Graduate School of International Management.

CDS International, Inc., Germany

CDS International, Inc., offers programs for qualified U.S. graduates of Thunderbird which combine advanced language training with a 12-18 month internship in Germany. CDS waives the general German Language Examination for Thunderbird students who receive an "A" grade in German 4010. CDS arranges the necessary residency and work permits in cooperation with the Federal Employment Agency (ZAV in Frankfurt) and CDS's partner organization, the Carl Duisberg Gesellschaft, for those accepted into the program. Prerequisites for application include successful completion of the MIM degree and the necessary German language proficiency.



COURSES OFFERED

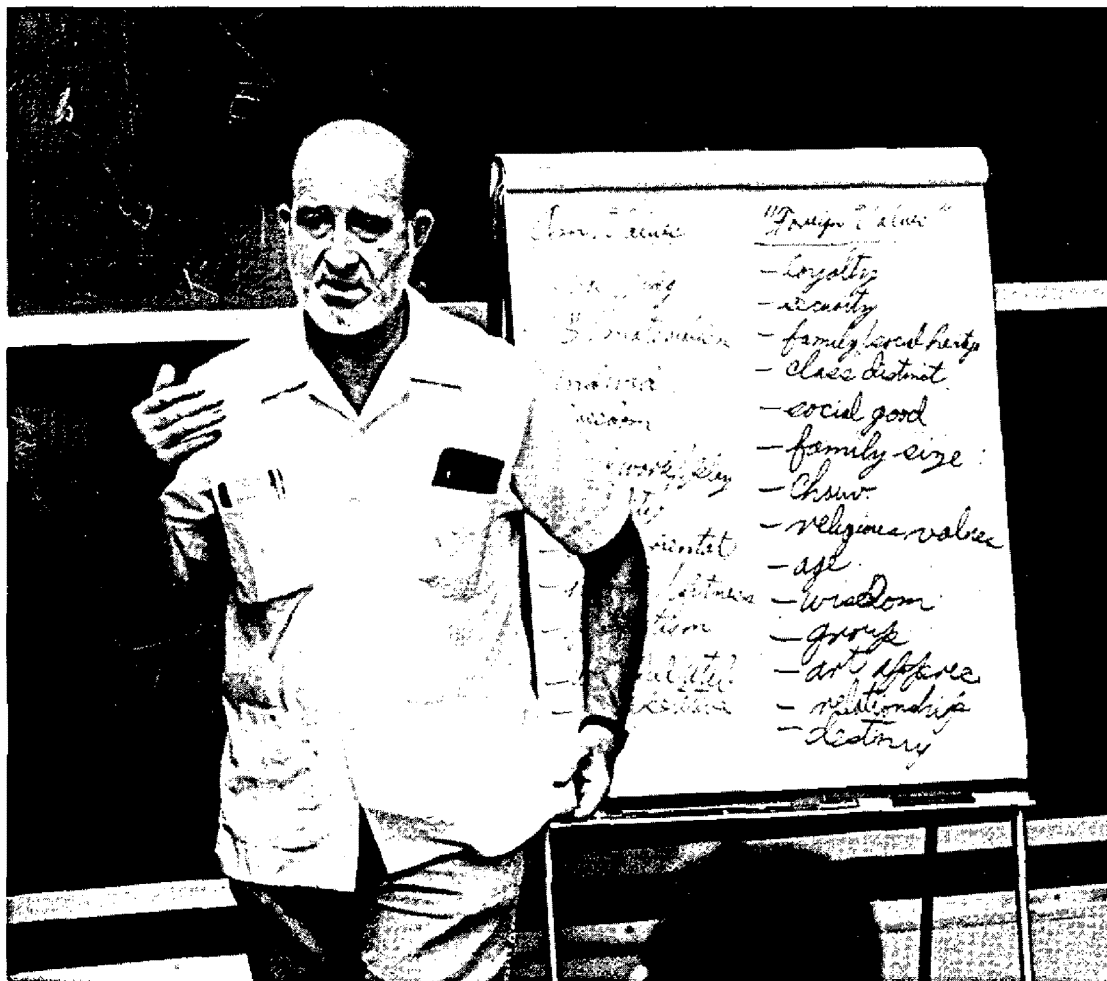
DEPARTMENT OF INTERNATIONAL STUDIES

Professors: Duarte (Chair), Moran, Peters, Riddle, Sours, Springer, S. Tancer;
Associate Professors: Conklin, Frankenstein, Mahoney, R. Tancer, Trapans;
Part-time Instructors: Chardon, Maxwell, Morris, Thinnes

List of Courses: Department of International Studies

- IS3100 International Business Environment: Asia
- IS3200 International Business Environment: Europe
- IS3300 International Business Environment: Latin America
- IS3400 International Business Environment: Middle East
- IS3500 International Business Environment: Sub-Saharan Africa
- IS3700 Introduction to International Relations
- IS3800 Introduction to International Political Economy
- IS4100 Modern Japan
- IS4120 Modern China
- IS4133 ASEAN and the Newly Industrialized Countries
- IS4200 Britain, France, and Germany
- IS4250 East European Economic Systems
- IS4280 Labor and Management in Europe
- IS4300 Modern Mexico
- IS4320 Modern Brazil
- IS4800 Economic Development and Social Change
- IS4810 Contemporary America
- IS4820 Global Service Delivery
- IS4830 Global Resources: Human and Material
- IS4880 Cross-Cultural Communication for International Managers
- IS5010 Seminar on Selected Research Topics: Asia
- IS5020 Seminar on Selected Research Topics: Europe
- IS5030 Seminar on Selected Research Topics: Latin America
- IS5040 Seminar on Selected Research Topics: Middle East and North Africa
- IS5050 Seminar on Selected Research Topics: Sub-Saharan Africa
- IS5070 Seminar on Selected Research Topics: International Relations
- IS5200 European Integration
- IS5240 East-West Trade Seminar
- IS5260 European and American Economic Thought
- IS5300 Iberia, Ibero-America, Business, Culture, Values
- IS5351 Doing Business in Mexico, the Andean Pact Countries and the Caribbean
- IS5450 Doing Business in the Middle East
- IS5610 Global Trends in Employee-Employer Relations
- IS5620 Doing Business in Canada
- IS5630 Global Service Operations Analysis
- IS5740 United States Foreign Policy
- IS5760 World Arms Trade

- IS5800 Transnational Corporate Environment
- IS5810 Nationalism and Expropriation (Managing International Conflict by the Multinational Enterprise)
- IS5820 Political Risk and Global Change
- IS5830 Comparative Administration of Nonprofit Organizations
- IS5840 Economic Development Administration and Foreign Aid
- IS5850 Tourism and Economic Development
- IS5860 Os Países de Expressão Portuguesa Hoje (The Portuguese Speaking Countries Today)
- IS5880 Differing Value Orientations
- IS5890 Advanced Cross-Cultural Communication Seminar
- IS5901 Topics in International Studies: Independent Research (1 credit)
- IS5902 Topics in International Studies: Independent Research (2 credits)
- IS5903 Topics in International Studies: Independent Research (3 credits)
- IS5910 Internship: Part time
- IS5920 Master's Thesis
- IS5930 Internship: Full time



Dr. Harry Owens, an alumnus of Thunderbird, is a visiting professor teaching Cross-Cultural Communication. He has a wide range of experience with international health services organizations including Esperanca and Project Hope.

Course Descriptions: Department of International Studies

- IS3100 **INTERNATIONAL BUSINESS ENVIRONMENT: ASIA (3 hours)**
This course provides a context for the conduct of international business operations within the Pacific Basin. Using a framework of cross-cultural and comparative political ideologies, Eastern religious and social systems are examined, East-West interaction patterns are reviewed, and Asia's reaction to the West are explored. The course concludes with a description of the current international business environment in the ASEAN states of Southeast Asia, and the states and entities of East and Northeast Asia.
- IS3200 **INTERNATIONAL BUSINESS ENVIRONMENT: EUROPE (3 hours)**
The course provides students with an overview of relevant facets of the European international business environment. Topics include trends in European labor unions, management, government policies, and current political issues. Demographic facts such as population trends and the location of major industries and resources are covered. Special attention is given to the European Economic Community. In addition, students are introduced to primary sources used by specialists on Europe to obtain current data.
- IS3300 **INTERNATIONAL BUSINESS ENVIRONMENT: LATIN AMERICA (3 hours)**
This course introduces students to two dimensions of the area of Latin America: first, the acquisition of information to facilitate effective entry into a Latin American country, focusing upon national history, cultural and labor relations. The second dimension is the acquisition of information and development of skills for economic and political forecasting. This deals with national economic characteristics, public policy formulation and implementation, and policy in matters of trade, industry, agriculture, and foreign investment.
- IS3400 **INTERNATIONAL BUSINESS ENVIRONMENT: MIDDLE EAST (3 hours)**
This is a survey of the history of the Middle East countries, with attention to the international business environment. The course begins with an assessment of the rise of Islam and continues with a review of current political and socio-economic conditions. The course concentrates on the region as a whole rather than on individual countries, with particular attention to understanding Arab culture, especially as it relates to international business.
- IS3500 **INTERNATIONAL BUSINESS ENVIRONMENT: SUB-SAHARAN AFRICA (3 hours)**
This course concentrates on the political and economic environment the international manager must face in Sub-Saharan Africa. It deals with investment risk and market opportunity in the major African countries as well as the aspects of political change and diplomatic relations.
- IS3700 **INTRODUCTION TO INTERNATIONAL RELATIONS (3 hours)**
This course is a thorough review of international relations from systemic perspectives. Through lectures and class debates, the course deals with the various elements of the international political system, as well as current issues, and their importance to the world business environment. Issues range from the nuclear arms dilemma to the challenges posed by the emergence of Third World states. Through the preparation of a country survey, students develop analytical skills essential for the overseas executive.
- IS3800 **INTRODUCTION TO INTERNATIONAL POLITICAL ECONOMY (3 hours)**
This course examines the policy management of international economic relations. Its purpose is to give the student an informed perspective on the policy processes that shape economic relations between North and South and among

the industrialized nations. Four subject areas are covered: the international monetary system, world trade and investment organizations, the multinational corporation, and the North-South relationship.

- IS4100 MODERN JAPAN (3 hours)**
This course focuses on the development of modern Japan and its growing role in worldwide political, cultural, military, and economic affairs. Many aspects of business life in Japan are unique. In order to promote understanding of business conditions in Japan today, this course explores the nature of Japanese self-identity, the nature of today's Japanese society, and the new consumerism in Japan, with special emphasis on the middle class. It also deals with the business-government relationship, the distribution system, exchange and trade controls, monetary policy, and contemporary political and social issues. Prerequisite: IS3100 or equivalent.
- IS4120 MODERN CHINA (3 hours)**
This course is an intensive examination of the politics and economics of modern China, with an emphasis on the key link between politics and the business environment. The course offers an in-depth analytical perspective on modern Chinese politics and a thorough review of China's economic development. Students completing the course will have an enhanced understanding of the China market. Participants are responsible for the preparation and presentation of an in-depth research report. Prerequisite: IS3100 or equivalent.
- IS4133 ASEAN/MODERN SOUTHEAST ASIA (3 hours)**
This course is designed to help international managers gain a better understanding of the ASEAN world and thus improve their ability to do business in this increasingly important political and economic region of the Asia-Pacific area. The course contents are arranged according to three historical-sociological frameworks: (1) the geographical and historical background; (2) nationalism and issues of modernization; and (3) regionalism and the international environment. This course is offered subject to faculty availability, and not offered every or any designated semester. Prerequisite: IS3100 or equivalent. Not open to students with credit for IS4130.
- IS4200 BRITAIN, FRANCE, AND GERMANY (3 hours)**
This course covers the culture, economics, politics, and society of Britain, France, and Germany. It focuses primarily on domestic rather than international developments. Cultural attitudes that have affected political, economic, and business development are analyzed, as well as the effect of increased affluence on these societies. Political and economic structures and their dynamics are examined on a country-by-country basis.
- IS4250 EAST EUROPEAN ECONOMIC SYSTEMS (3 hours)**
This is an introduction to the East European command economies. Its objectives are to familiarize the student with the organization and operation of the Soviet and satellite economies, the mechanics of central planning, the firm and its management, and current reforms. Emphasis is also placed on the COMECON and economic integration. The course concludes with an examination of the extent of this region's growing trade with the West.
- IS4280 LABOR AND MANAGEMENT IN EUROPE**
Differences between the American and the European labor movements are delineated. Particular emphasis is placed on the vast differences among the labor movements of individual European countries. The study of current issues and problems among labor, management and government, including union participation in government and the pressures for union management of



Dr. Martin Sours, Professor of International Studies, has extensive government and academic experience in Japan.

industry, are included. Current attitudes toward nationalization, workers' councils, and income policies are highlighted. Prerequisite: IS3200 or equivalent.

IS4300 MODERN MEXICO (3 hours)

The objectives of this introductory course are twofold: first, to acquaint each student with Mexico's history, culture, people, and economic and political systems; and second, to discuss issues that have consistently confronted Mexico including socioracial discrimination, foreign intervention and exploitation, political repression and economic underdevelopment. Such matters are viewed from "a Mexican perspective." Prerequisite: IS3300 or equivalent.

IS4320 MODERN BRAZIL (3 hours)

The goal of this course is to analyze and understand the Brazilians in historical and current perspectives. Using a pro-seminar approach, an analysis is made of the basic elements of Brazilian life: society, religion, cultural achievements, government, politics, labor, geography, economy, business, management and investment policies, finances, national character traits, and values. Prerequisite: IS3300 or equivalent.

IS4800 ECONOMIC DEVELOPMENT AND SOCIAL CHANGE (3 hours)

This course is a survey of the process of economic and societal development of less developed countries (LDCs). Following a general theoretical introduction and an analysis of W. W. Rostow's model of stages of economic growth, the course focuses on main alternative investment strategies. National economic plans and planning, the role of the entrepreneur and private enterprise, land reform, foreign aid, population control, and technology transfer policies are also covered. Emphasis is on the national-economic decision process and its workings in carrying out plans and policies in LDCs.

IS4810 CONTEMPORARY AMERICA (3 hours)

Facts and opinions are presented to help the student understand the United

States, its people, culture, political and economic institutions and policies, and its role in world affairs. For foreign students, it is intended to give an understanding of the dynamics of the American system. U.S. nationals may attain a greater knowledge of the forces at work in their own country, to better explain the United States when dealing with foreign nationals.

- IS4820 **GLOBAL SERVICE DELIVERY (3 hours)**
 This course examines the role of the service sector in economic growth and development, issues in services trade, and the management and marketing of international services. Issues confronted by international service managers and public officials are illustrated by case analyses of service firms, country service sector analyses, and analyses of global trends in key service industries (e.g., transportation, communications, finance, advertising, construction, tourism).
- IS4830 **GLOBAL RESOURCES: HUMAN AND MATERIAL (3 hours)**
 This course analyzes the causes, effects, and responses to global problems related to population growth, pollution, food and natural resources. It probes such problems as the growing conflicts between "have" and "have not" nations, environmental issues concerned with the conservation of natural resources, and human survival. Prerequisite: IS3800 or equivalent.
- IS4880 **CROSS-CULTURAL COMMUNICATION FOR INTERNATIONAL MANAGERS (3 hours)**
 This course provides an intellectual and experiential forum for developing the interpersonal-intercultural communication and interaction skills necessary for international managers. While learning to identify cultural aspects of verbal and nonverbal behavior of persons from different cultures and themselves, students come to recognize cultural differences that can cause difficulties in management situations.
- IS5010 **SEMINAR ON SELECTED RESEARCH TOPICS: ASIA (3 hours)**
 Prerequisite: Permission of the instructor*.
- IS5020 **SEMINAR ON SELECTED RESEARCH TOPICS: EUROPE (3 hours)**
 Prerequisite: Permission of the instructor*.
- IS5030 **SEMINAR ON SELECTED RESEARCH TOPICS: LATIN AMERICA (3 hours)**
 Prerequisite: Permission of the instructor*.
- IS5040 **SEMINAR ON SELECTED RESEARCH TOPICS: MIDDLE EAST AND NORTH AFRICA (3 hours)**
 Prerequisite: Permission of the instructor*.
- IS5050 **SEMINAR ON SELECTED RESEARCH TOPICS: SUB-SAHARAN AFRICA (3 hours)**
 Prerequisite: Permission of the instructor*.
- IS5070 **SEMINAR ON SELECTED RESEARCH TOPICS: INTERNATIONAL RELATIONS (3 hours)**
 Prerequisite: Permission of the instructor*.
- IS5200 **EUROPEAN INTEGRATION (3 hours)**
 This seminar provides an in-depth study of the problems and prospects of European economic, social and political integration. Emphasis is placed on research, reading, and discussion both theoretical and practical. In addition to purely European developments, the course includes a section on U.S. relations with the Economic Community; an examination of the expansion of European Economic Community; external relations; and an analysis of the various

institutions of the Common Market. Prerequisite: IS3200 or equivalent and permission of the instructor.*

- IS5240 EAST-WEST TRADE SEMINAR (3 hours)
This seminar analyzes the economic relations of the Soviet Union, Eastern Europe, and China with the West and current developments in East-West trade. It deals especially with the decision process in communist country ministries of foreign trade preparatory to buying western goods. It studies foreign trade planning and management in these countries, typical problems of market penetration, the role of countertrade, East-West business psychology, and NATO country embargo policies and controls. A research paper is required. Prerequisite: Permission of the instructor.*
- IS5260 EUROPEAN AND AMERICAN ECONOMIC THOUGHT (3 hours)
The focus of this course is contemporary thought in Europe and the United States. It is a readings seminar in which the student reads and discusses current works by authors such as Galbraith, Myrdal, and some European Marxists. Philosophical views of capitalism and socialism are discussed. Prerequisite: IS3200 or IS4810 or equivalent and permission of the instructor.*
- IS5300 IBERIA, IBERO-AMERICA, BUSINESS, CULTURE, VALUES (3 hours)
This seminar examines and analyzes the national character and institutions, psychological traits, values, religion, customs and literatures of the Spanish, Portuguese and Ibero-American peoples to determine and assess their implications and impact on government, politics, diplomacy, management and business practices and attitudes. Comparisons are made with the U.S., Europe, and Asia. Each student prepares a research paper and makes oral presentations. Prerequisite: IS3200 or IS3300 or equivalent and permission of the instructor.*
- IS5351 DOING BUSINESS IN MEXICO, THE ANDEAN PACT COUNTRIES AND THE CARIBBEAN (3 hours)
Consideration is given to the current techniques of doing business in Mexico and the Andean pact nations. Materials and class discussion emphasize the legislation of the 1970s as the new "rules of the game" for multinationals. The permanent effect of these laws is analyzed against the economic and political realities of the 1980s. This material will be consistent with the Caribbean Basin Initiative (CBI) reflecting the U.S. policies in the 1980s. In addition to class discussion and lectures, a research paper is required covering the present environment for international business in a given sector in any one of the countries included. Prerequisite: IS3300 or equivalent and permission of the instructor.* Not open to students with credit for IS5350.
- IS5450 DOING BUSINESS IN THE MIDDLE EAST (3 hours)
This course deals with legal and business aspects of specific countries in the Middle East and with the culture of the region as a whole, keeping its diversity in mind. Topics are discussed against the backdrop of current economic and political realities in the region. Research papers are required dealing with the climate for international business in a given sector or country. Prerequisite: Permission of instructor.*
- IS5610 GLOBAL TRENDS IN EMPLOYEE-EMPLOYER RELATIONS (3 hours)
This seminar acquaints students with new developments affecting living and working abroad, employee rights, quality of work life, "quality circles," and employment of women and minorities. Participating management practices in the U.S. are compared to those in other countries. Students do research on a country and subject of choice. Prerequisite: Permission of the instructor.*

- IS5620 **DOING BUSINESS IN CANADA (3 hours)**
This seminar examines current economic, social and political institutions and policies in Canada to determine their impact on Canadian business practices, as they affect both domestic and multinational companies. The climate for foreign investment and the attitude toward the United States and Third World countries are also analyzed to help the student determine future trends in dealing with Canada in a variety of business ventures. Each student is expected to write a research paper. Prerequisite: Permission of the instructor.*
- IS5630 **GLOBAL SERVICE OPERATIONS ANALYSIS (3 hours)**
This seminar explores the various techniques available to analyze the efficiency and effectiveness of international public and private sector service organizations through case analysis. Each student is expected to consult with an existing service firm regarding improvements in the service delivery system. Prerequisites: WB3300, WB4400 or WB4530, IS4280; permission of the instructor.*
- IS5740 **UNITED STATES FOREIGN POLICY (3 hours)**
This course analyzes America's role in international relations since World War II. It examines the twin concerns of American leadership (national security and moral identity) during 35 years of Cold War crisis. The seminar assesses the causes of the Cold War and the strategy of containment in Asia and Latin America. It also considers the interaction of the state system and the domestic political process in U.S. foreign policy. During the final six weeks of the semester, the seminar functions as the National Security Council. Students assume the positions of policy makers according to assigned roles. Prerequisite: IS3700 or equivalent and permission of the instructor.*
- IS5760 **WORLD ARMS TRADE (3 hours)**
This is a seminar on international defense and arms transfer issues. Participants gain a thorough understanding of key topics of concern to defense decision-makers, including the politics, economics and competitive dynamics of international defense procurement; management issues specific to the defense industries; analytical methodologies; problems of defense modernization; high technology management and the defense industrial base; and Department of Defense reform. Participants prepare a research paper. Prerequisite: Permission of the instructor.*
- IS5800 **TRANSNATIONAL CORPORATE ENVIRONMENT (3 hours)**
A global perspective is presented focusing on transnational corporations within the context of international political economy. This seminar provides a framework for understanding broad issues and analyzing specific topics that affect corporate strategic planning. Examples include political risk, the politics of the "North-South" debate, post-industrialism, and sovereignty/nationalism. Prerequisite: IS3700 or IS 3800 and permission of the instructor.*
- IS5810 **NATIONALISM AND EXPROPRIATION (MANAGING INTERNATIONAL CONFLICT BY THE MULTINATIONAL ENTERPRISE) (3 hours)**
As companies extend operations beyond the boundaries of a nation-state, they face issues that may arise from differences in legal requirements, cultural perceptions, or the level of political and economic development of the individuals. This seminar reviews and analyzes how companies deal with these issues in the areas of marketing, environmental concerns, human rights, questionable payments, labor disputes, terrorism, threats of expropriation, technology transfer, and others. Each student prepares a research paper and makes an oral presentation. Prerequisite: Permission of the instructor.*



Commencement ceremonies are held in May, August, and December. Students with good preparation in business and language courses are able to complete the program in one calendar year. Others normally finish in four terms.

- IS5820 POLITICAL RISK AND GLOBAL CHANGE (3 hours)**
The purpose of this seminar is to analyze the nature of political change and, particularly, the relationship between socioeconomic conditions and political events. The seminar is divided into two parts. Part I studies and discusses major theories of political change. The theories considered apply to both industrial and non-industrial societies, and include both pluralistic and class approaches. Part II is devoted to the presentation and discussion of individual research projects. Prerequisite: IS3800 and permission of the instructor.*
- IS5830 COMPARATIVE ADMINISTRATION OF NONPROFIT ORGANIZATIONS (3 hours)**
This seminar focuses on public and private nonprofit service operations administration worldwide, emphasizing managerial constraints and strategies. Particular attention is given to defining and implementing organizational goals, methods of managerial control, and alternate methods for evaluating and increasing organizational effectiveness. Industries include governmental and intergovernmental agencies, charitable and membership organizations, health, education, and the arts. Emphasis is on synthesizing material from this course and other Thunderbird courses to prepare the student for management in the nonprofit sector. Prerequisite: IS4820 and permission of the instructor.*
- IS5840 ECONOMIC DEVELOPMENT ADMINISTRATION AND FOREIGN AID (3 hours)**
This seminar examines problems of economic development administration problems in Third World countries, with a focus on the sub-national and project levels. Bureaucratic terrain, institutional, and political constraints in planning and project administration are examined. Problems of implementing foreign aid and assistance programs are also among the topics covered, with a focus on real-world issues. Prerequisite: Permission of the instructor.*
- IS5850 TOURISM AND ECONOMIC DEVELOPMENT (3 hours)**
The seminar focus is the emergence of tourism as a major international business and the role it can play in economic development. Materials include current analysis of the tourist phenomenon prepared by authors with varied backgrounds. Class discussion emphasizes such topics as defining and marketing a tourist resource, public and private sector stimuli for tourism development, and financing tourist-related projects. Consideration is also given to social, political, and environmental effects that can occur, particularly in emerging nations where tourist development is carried out without regard to overall development goals and participation of the indigenous populations. A research paper is required. Prerequisite: Permission of the instructor* on the basis of a one-page essay explaining background, goals, and reason for wanting to enroll in this course.
- IS5860 OS PAISES DE EXPRESSÃO PORTUGUESA HOJE (THE PORTUGUESE SPEAKING COUNTRIES TODAY) (3 hours)**
This seminar is concerned with contemporary economic, political, business, social, and cultural developments in Portugal, Brazil, and Portuguese-speaking African nations. An analysis is made in the Portuguese language of economic, political, business, and social problems and issues currently confronting the Portuguese-speaking world (Portugal, Brazil, Angola, Mozambique, Guínea-Bissau, Saõ Tomé e Príncipe, Cape Verde, Timor and Macao), as well as their achievements in the arts, music, and literature. Current periodicals and other sources are utilized in preparation of oral and written research reports. Prerequisite: Either IS3200, IS3300, IS3500, or equivalent; fluency in the Portuguese language, and permission of the instructor.*
- IS5880 DIFFERING VALUE ORIENTATIONS (3 hours)**
The objective of this seminar is to develop skill in analyzing difficulties and problems in cross-cultural situations. Case studies are utilized to identify

different leadership and management styles. Problem solving strategies from various cultural perspectives are discussed to identify the basic value orientations underlying the behavior of managers from different cultures. Prerequisite: IS4880 or equivalent, or permission of the instructor.*

IS5890 ADVANCED CROSS-CULTURAL COMMUNICATION SEMINAR (3 hours)

The purpose of this seminar is to develop a sophisticated understanding of the issues in the rapidly developing field of cross-cultural communication applied to the world of the international manager. Topics such as the selection of international managers, various organization designs with multicultural staffing, cultural constraints inhibiting transfer of management technologies, different behaviors exhibited by unskilled and skilled negotiations and re-entry to one's home country and organization are discussed and developed in more detail. The seminar is particularly useful for those interested in international human resource management. Prerequisite: IS4880 or IS5880 or permission of the instructor.*

IS5901 TOPICS IN INTERNATIONAL STUDIES: INDEPENDENT RESEARCH (1 credit)

IS5902 TOPICS IN INTERNATIONAL STUDIES: INDEPENDENT RESEARCH (2 credits)

IS5903 TOPICS IN INTERNATIONAL STUDIES: INDEPENDENT RESEARCH (3 credits)

This is a special program for independent research on an approved topic in the field of international studies. Regularly scheduled consultations between student and instructor are required. This program is normally open only to third-semester students with the permission of the instructor and with the concurrence of the Chairman of the Department. The topic must be approved in the preceding semester.

IS5910 INTERNSHIP: PART TIME (3 hours)

Internship assignments are accomplished parallel with other course work. Internships are sponsored by several government agencies, service and public sector employers. Arrangements must be made in the semester preceding the actual work experience. These assignments are normally open only to third-semester students. Internship credit may not be used to satisfy departmental requirements. Prerequisites: permission of the instructor* and concurrence of the Chair of the Department of International Studies. Internships are graded on a pass/no-credit basis.

IS5920 MASTER'S THESIS (4 hours)

Rules and regulations pertaining to the writing of the Master's Thesis may be obtained from the department. The subject of the thesis must be approved in the preceding semester. The department reserves the right to set its own standards with regard to content, subject matter, and other requirements.

IS5930 INTERNSHIP: FULL TIME (3 hours)

In this type of internship, students alternate a term of study with a term of work in a full-time job with industry or government, not for profit and other public sector employers. To be admitted to the program, students must have completed two semesters (minimum 24 credit hours) of Thunderbird study. Students who have completed the requirements for the degree are not eligible to participate in this course. Arrangements must be made in the semester preceding the actual work experience. Internship credit may not be used to satisfy departmental requirements. Prerequisite: permission of the instructor* and concurrence of the Chair of the Department of International Studies. Internships are graded on a pass/no-credit basis.

NOTE: Not more than one 5900 or higher numbered course may be taken in any one term; these courses may not be applied toward meeting department requirements.

*Permission of the instructor means that students must make personal contact with the instructor of the course and obtain written permission prior to registration or preregistration. Seminars are available subject to demand.

WAIVERS

Partial waivers are allowed, but a student must take at least three (3) credit hours of work in the Department of International Studies at the 4000 or 5000 level. All course work accepted for waivers must have grades of "B" or better. The following criteria apply for waivers of some specific courses.

IS3700 INTRODUCTION TO INTERNATIONAL RELATIONS: Waivers may be granted on the basis of a combination of courses in international relations, comparative politics, international economics or international political economy. Other social science/humanities courses such as international communications, political anthropology, international political sociology, semester government internships, etc. may be considered as well. A waiver will not be granted solely on the basis of a single undergraduate international relations course.

IS3800 INTRODUCTION TO INTERNATIONAL POLITICAL ECONOMY: Waivers may be granted on the basis of courses taken in macroeconomics and microeconomics, international economics in combination with courses taken in comparative politics or international relations.

IS3100 INTERNATIONAL BUSINESS ENVIRONMENT: ASIA;

IS3200 INTERNATIONAL BUSINESS ENVIRONMENT: EUROPE;

IS3300 INTERNATIONAL BUSINESS ENVIRONMENT: LATIN AMERICA;

**IS3400 INTERNATIONAL BUSINESS ENVIRONMENT: MIDDLE EAST/
NORTH AFRICA;**

**IS3500 INTERNATIONAL BUSINESS ENVIRONMENT: SUB-SAHARAN
AFRICA:**

Waivers for these world area courses are granted on the basis of a transcript that demonstrates a grounding in the history, politics, economy, society, cultures and business environment of the area. Waivers will be granted only on the basis of five or more courses. Language courses and life experience will not be considered.

ALL 4000-LEVEL COURSES: Waivers for IS4000-level courses will be granted only if the courses being presented for consideration were taken while in graduate standing for graduate credit and if the courses duplicate courses offered here. No waivers are granted for 5000-level courses.



"Thunderbird alumni in Jakarta have aided me a great deal in settling down here. My company was rather impressed by my connections that reduced housing costs by 50 percent of their original estimates, and the ease of my moving here."

Stephen Booth
Euctectic Corporation
Jakarta, Indonesia

DEPARTMENT OF MODERN LANGUAGES

Professors: Britt, Chang, Critz, Dequenne, Peters, Ramsey, Schutte, Valdivieso;
 Associate Professors: Akutsu, Boller, Call, Corrigan, Finney, Johnson, Kenman, King,
 Klein, Kumayama, Kuo, Laugier, Lerond, Parshall, Pérez, Pinheiro (Chair), Roessler,
 White, Zeiner;
 Assistant Professors: B. Gulick, Jackson, Lauterborn, Meneses;
 Instructors: Chen, Cline, Estes, Freimark, Lanham;
 Part-time Instructors: Corbridge, Graham, Hofmann, Rogers, Stoops.

List of Courses: Department of Modern Languages

Level I (3000), Level II (4000) and Level III (4010) courses in Arabic, Chinese, French, German, Japanese, Portuguese, Spanish. All 3000-level courses are 6 hours, except for Arabic and Japanese which are 7 hours. All 4000-level courses are 6 semester hour courses. All 4010 courses are 3 semester hours except Chinese (4 hours). In addition to these basic levels, the following are also available:

PO4020	Accelerated Business Portuguese for Speakers of Spanish
CH4050	Chinese Reading and Writing
JA4050	Japanese Reading and Writing
AR4200	Advanced Business Language
CH4200	Advanced Business Language
FR4200	Advanced Business Language
GE4200	Advanced Business Language
JA4200	Advanced Business Language
PO4200	Advanced Business Language
SP4200	Advanced Business Language
AR4500	Commercial Correspondence
FR4500	Commercial Correspondence
GE4500	Commercial Correspondence
JA4500	Commercial Correspondence
PO4500	Commercial Correspondence
SP4500	Commercial Correspondence
SP4550	Advanced Commercial Spanish: Documentation and Operations
SP5200	Major Topics in Latin America
CH5300	Contemporary Social, Political, Sociocultural, and Economic Problems
FR5300	Contemporary Social, Political, Sociocultural, and Economic Problems
GE5300	Contemporary Social, Political, Sociocultural, and Economic Problems
JA5300	Contemporary Social, Political, Sociocultural, and Economic Problems
PO5300	Contemporary Social, Political, Sociocultural, and Economic Problems
SP5300	Contemporary Social, Political, Sociocultural, and Economic Problems
FR5500	Economic and Commercial French
SP5500	Economic and Commercial Spanish
ES3000	Intensive English as a Second Language (15 credit hours)
ES4010	Advanced English as a Second Language
ES4050	Advanced English Composition and Introductory Business Communications
ES4100	Business Communications for Foreign Students
EN5000	Advanced Business Communications for Executives
ML5901	Topics in Modern Language: Independent Research (1 credit)
ML5902	Topics in Modern Language: Independent Research (2 credits)
ML5903	Topics in Modern Language: Independent Research (3 credits)
ML5920	Thesis

Course Descriptions: Foreign Languages

- AR3000 ARABIC LEVEL I (7 hours)
CH3000 CHINESE LEVEL I (6 hours)
FR3000 FRENCH LEVEL I (6 hours)
GE3000 GERMAN LEVEL I (6 hours)
JA3000 JAPANESE LEVEL I (7 hours)
PO3000 PORTUGUESE LEVEL I (6 hours)
SP3000 SPANISH LEVEL I (6 hours)

The approach is audio-lingual. There is little stress placed on the development of either the reading or writing skills, although written material is introduced in the latter part of the semester. Classes are normally limited to eight persons. In the conversation sections, the attempt is made to develop correct pronunciation, teach basic patterns and words, and develop fluency in oral production and aural recognition. Classes are composed of dialogues, pattern drills, controlled and semi-free conversations, comprehensive exercises, question-answer periods, and other activities. The use of a cassette player is required. These courses meet seven times each week for 50-minute periods. They are divided into two components: five periods per week of conversation (300C) and two periods per week (three in the case of Arabic and Japanese) of grammar analysis (300F) "Fundamentals."

- AR4000 ARABIC LEVEL II (6 hours)
CH4000 CHINESE LEVEL II (6 hours)
FR4000 FRENCH LEVEL II (6 hours)
GE4000 GERMAN LEVEL II (6 hours)
JA4000 JAPANESE LEVEL II (6 hours)
PO4000 PORTUGUESE LEVEL II (6 hours)
SP4000 SPANISH LEVEL II (6 hours)

In these courses, the major stress continues to be placed on the development of the oral-aural skills, although considerable attention is also given to reading and writing. Dialogues reflecting situations relevant to the international manager, and periodicals and books written in the target language, serve as teaching material, except in those languages not using the Latin alphabet. Progress is made toward achieving writing accuracy through dictation, compositions, and summaries of the reading assignments. In the "Fundamentals" component, frequent oral and written testing evaluates the student's ability to apply the grammar concepts that have been presented. Conversation classes are comprised of dialogue recitation and adaptation, pattern drills, written exercises, dramatizations, comprehension exercises, book reports and other activities. The use of a cassette player is required. These courses meet seven times each week for 50-minute periods. They are divided into two components: five periods per week of conversation (400C), and two periods per week of grammar (400F) "Fundamentals." Prerequisite: Level I or Level I waiver

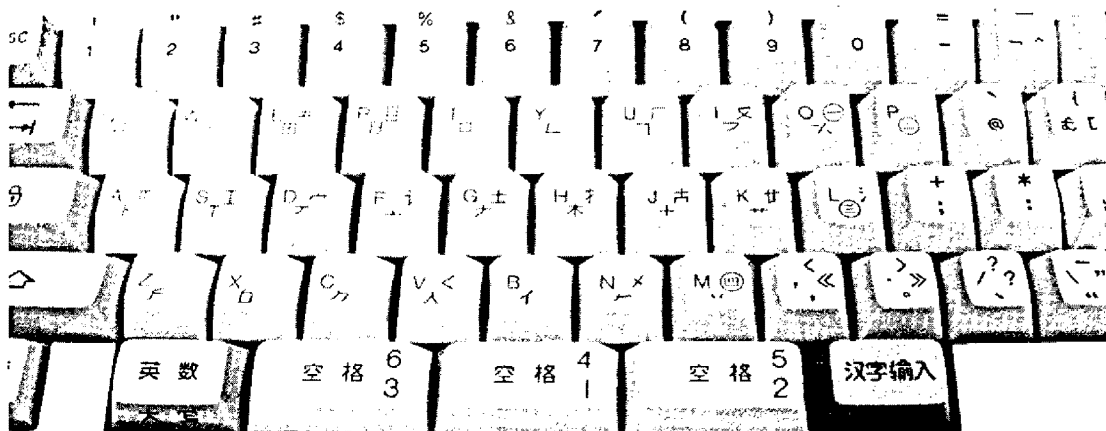
- PO4020 ACCELERATED BUSINESS PORTUGUESE FOR SPEAKERS OF SPANISH (7 hours)

This course is designed for the Spanish speaker (native or otherwise) who wishes to attain fluency in Portuguese in a shorter period of time than that of the regular PO3000/4000 sequence. Frequent comparisons are made between the syntactical, lexical, morphological and phonetic systems of the two languages with major emphasis placed on those features of the Portuguese language which are different from Spanish. Reading materials are selected to introduce the student to fundamental vocabulary and concepts relevant to international management. This class is divided into two components: five

periods per week of conversation (402C), and three periods per week of grammar (402F). Prerequisite: SP4010 or Spanish III waiver, or permission of instructor.

- AR4010 ARABIC LEVEL III (3 hours)
- FR4010 FRENCH LEVEL III (3 hours)
- GE4010 GERMAN LEVEL III (3 hours)
- PO4010 PORTUGUESE LEVEL III (3 hours)
- SP4010 SPANISH LEVEL III (3 hours)

In these courses, emphasis is placed on the use of the target language in context. Accurate oral production, including intonation and stress patterns, is taught. Students practice complex sentence structures and acquire a well-rounded lexicon of business-related vocabulary. Through readings in foreign newspapers, journals, and books, these courses familiarize future international managers with prevailing situations and conditions in the areas of the world where the target language is spoken, although to a restricted degree in non-Latin alphabet languages. Individualized instruction is achieved by means of student pairs and small group discussion, the review of oral and written resumes of reading assignments, research papers, book reports, short speeches on topics of special interest, and grammar review. These courses meet four times each week. Prerequisite: Level II or Level II waiver.



An IBM microcomputer performs keyboard functions and executes commands in Chinese, Japanese, and English, depending on the keyboard chosen. Two such computers are used by the Department of Modern Languages.

- CH4010 CHINESE LEVEL III (4 hours)
- JA4010 JAPANESE LEVEL III (3 hours)

Continuous emphasis is placed on accuracy of pronunciation and tone (Chinese)/intonation (Japanese) and rapid build-up of vocabulary, including a substantial body of business-related terms and idiomatic expressions. The topics of dialogues cover many of the possible situations that a foreign business executive may encounter in the country of the target language. Reading assignments are used as a basis for discussions to help enhance spoken proficiency. Written resumes of assigned readings and short speeches on topics of special interest enable students to use the language with greater dexterity and spontaneity. Through guided practice, students also learn to read the language better. Learning to use a Chinese character dictionary is also required. Chinese courses meet five times per week, and Japanese courses meet four times per week. Prerequisite: Level II or Level II waiver.

- CH4050 CHINESE READING AND WRITING (3 hours)
JA4050 JAPANESE READING AND WRITING (3 hours)
This course is for the student who wishes to attain a higher level of reading and writing skills. Special emphasis is placed on appropriate written styles and the writing of essays, simple reports, and explanatory materials. Designed as an introductory course to read business-related writings, this course trains the student to read economic news and articles in business journals, financial reports, and other business publications with the aid of a character dictionary. In addition to intensive reading exercises, discussion of reading assignments also upgrades the speaking skill on professional and semi-technical topics. Prerequisite: Level III or Level III waiver.
- AR4200
CH4200
FR4200
GE4200
JA4200
PO4200
SP4200 ADVANCED BUSINESS LANGUAGE (3 hours)
This course improves fluency, as well as reading and writing skills, while helping the student to acquire a general business vocabulary. A separate course description for each language is available at the office of the Department of Modern Languages. Prerequisite: Level III or Level III waiver.
- AR4500
JA4500
PO4500
SP4500 COMMERCIAL CORRESPONDENCE (3 hours)
The terminology and techniques used in commercial transactions, including the interpretation and writing of business materials, are studied. The course analyzes the form and content of ideas expressed in letters and documents used by government and business. A separate course description for each language is available at the office of the Department of Modern Languages. Prerequisite: Level III or Level III waiver.
- FR4500 COMMERCIAL CORRESPONDENCE (3 hours)
The purpose of the course is to aid the student in developing an awareness of business letter writing psychology, effective structures and syntax, word usage, and style in the French language. Every effort is made to make the material current, practical, relevant and applicable to immediate business usage. The student writes numerous letters of all types, from the basic and utility letters to the more advanced special letters, as well as employment and application materials. Some time is also devoted to translations of business related material. Prerequisite: Level III or Level III waiver.
- GE4500 COMMERCIAL CORRESPONDENCE (3 hours)
This course combines business letter writing with a discussion of legal aspects and business procedures in Germany (HGB - BGB). Also, attention is given to such areas as how to enter the German market, personnel, differences in U.S.-German management styles, the monopoly of the German Post Office, the German railroads, etc. Prerequisite: Level III or Level III waiver.
- SP4550 ADVANCED COMMERCIAL SPANISH: DOCUMENTATION AND OPERATIONS (3 hours)
Students are exposed to the laws and regulations relevant to commercial transactions in Spanish-speaking countries. Attention is given to the pre-

vailing principles of contract law, sales, corporate and noncorporate forms of business organizations, and the pitfalls encountered in managerial activities performed by executives abroad. Current legal codes and commercial documents are studied, prepared, and discussed to enable the student to perform successfully in real situations. Highly technical vocabulary (approximately 500 words) is introduced. Prerequisite: Level III or Level III waiver.

SP5200 MAJOR TOPICS IN LATIN AMERICA (3 hours)

This pro-seminar, taught solely in Spanish and involving the participation of students and guest speakers, covers major cultural topics of the times and special areas of the Hispanic world, the Caribbean, Mexico, and Central America, the Pacific region, and the southernmost region of South America. Such topics as the study of culture, history and current problems facing the Hispanic countries, and their impact on international management decisions are emphasized. Prerequisite: Level III or Level III waiver.



The library houses an extensive collection of foreign magazines and newspapers including major daily newspapers from around the world.

CH5300

FR5300

GE5300

JA5300

PO5300

SP5300

CONTEMPORARY SOCIAL, POLITICAL, SOCIOCULTURAL AND ECONOMIC PROBLEMS (3 hours)

These courses offer the student the opportunity to study current social, sociocultural, political, economic and business conditions in the target language. Emphasis is placed on topics that are relevant to an understanding of the environment in which international business functions. Information is gained from related textbooks, and readings directed by the instructor. Occasionally, a speaker who has expertise in some related area may be invited to lecture. A separate course description for each language is available at the office of the Department of Modern Languages. Prerequisite: Level III or Level III waiver.

SP5500 ECONOMIC AND COMMERCIAL SPANISH (3 hours)

This course is taught at the level of the *Exámenes de Español Comercial* prepared by the *Cámara Oficial de Comercio e Industrial de Madrid* and revolves around such topics, essential to the international business executive, as distribution, the stock market, organization management, and banking, as well as major topics of the Spanish economy, including geographic conditions, economic development, agriculture, and basic industries. The course focuses on business terminology and a wide variety of activities, such as student presentations, translation and dictation exercises, commercial correspondence, documentation reviews, and written and oral exercises which will help the student improve linguistic skills, assimilate business vocabulary and gain a great deal of practical knowledge of commercial Spanish which is applicable anywhere in the Spanish-speaking world. Prerequisites: Level III or Level III waiver and permission of the instructor.

FR5500 ECONOMIC AND COMMERCIAL FRENCH (3 hours)

This course has the specific aim of preparing the student to take the International Examination(s) of the Paris Chamber of Commerce. The course encompasses all areas covered by the *Certificat Pratique de Francais Commercial et Economique* examinations and possibly by the higher level *Diplome Examinations de la Chambre de Commerce Internationale de Paris*. The course includes economic trends, geography, government agencies, accounting, labor relations, and related fields such as business law, advertising, and banking. It also covers intensive vocabulary reviews, word usage, grammar reviews, translations, discussions, debates, and case studies. Prerequisite: Level III or Level III waiver and permission of the instructor.

Course Descriptions: English as a Second Language

ES3000 INTENSIVE ENGLISH AS A SECOND LANGUAGE (15 hours; This course is offered as ES3001 for 12 credits in the summer)

The course focuses on the development of those linguistic skills necessary to successfully complete the course work for the Master of International Management degree. Stress is given to technical and nontechnical vocabulary development, writing practices, dictation exercises, business readings, free conversation, and cross-cultural awareness. A wide variety of techniques is used in class and outside of class, both controlled and free. There is much practice and review of the major grammatical points. Intensive English as a

Second Language constitutes a full-time load and no other courses may be taken at the same time. During the semester, a student attends class 20 hours a week.

- ES4010** ADVANCED ENGLISH AS A SECOND LANGUAGE (3 hours)
This course is designed to improve the foreign student's communication skills required for fluent and accurate expression in oral and written English. Attention is given to reviewing persistent areas of difficulty in grammar. Correct pronunciation, punctuation, and spelling are emphasized. General and technical vocabulary expansion is stressed. Readings are assigned from current business periodicals as well as from the textbook. Classwork relevant to the needs and interests of the international manager includes: writing summaries, memos, and reports; conducting oral presentations, business discussions, and job interviews. The class meets four hours per week. Prerequisite: ES3000, or ES3001, or ES3000 waiver. Concurrent enrollment in ES4050 is required.
- ES4050** ADVANCED ENGLISH COMPOSITION AND INTRODUCTORY BUSINESS COMMUNICATIONS (3 hours)
This course is designed to improve the writing skills the students need for taking examinations and writing research papers. In addition, the course instructs the students in the fundamentals of effective business letter writing. Emphasis is placed on individual error analysis, major areas of grammar difficulties, forceful and concise writing, and on the linear development of ideas. Periodic written and some oral class reports are required. Prerequisite: ES3000, or ES3001, or ES3000 waiver. NOTE: If both ES4010 and ES4050 are taken, they must be taken concurrently.
- ES4100** BUSINESS COMMUNICATIONS FOR NON-NATIVE SPEAKERS OF ENGLISH (3 hours)
This course offers non-native speakers of English the chance to improve their English as it relates to the U.S. business community. Students develop skills in writing correct, concise, clear messages while learning the cultural background and various psychological approaches to effective business communications. Some attention is given to the job search: writing resumes, application letters, and follow-up letters; preparing for and going through interviews. Prerequisite: ES4050, or ES4050 waiver, or permission of the instructor.
- EN5000** ADVANCED BUSINESS COMMUNICATIONS FOR EXECUTIVES (3 hours)
This course offers native speakers of English and advanced non-native speakers the chance to improve their skills in communicating effectively in business. Students not only learn various psychological approaches to communicating effectively but also practice writing correct, concise, clear messages. Some attention is given to the job search: writing resumes, application and follow-up letters; preparing for and going through interviews. Prerequisite: Permission of the instructor.

Course Descriptions: Research and Thesis

- ML5901** TOPICS IN MODERN LANGUAGES: INDEPENDENT RESEARCH (1 credit)
- ML5902** TOPICS IN MODERN LANGUAGES: INDEPENDENT RESEARCH (2 credits)

ML5903 TOPICS IN MODERN LANGUAGES: INDEPENDENT RESEARCH
(3 credits)

The student undertakes independent reading and/or research on approved topics in the field of Modern Languages. Topics may range from those concerned with historical, literary, artistic and cultural aspects of countries or areas whose native language is taught at the School to those dealing with business and financial, social, or political problems. A formal proposal containing a clear statement of purpose must be submitted for approval during the preceding semester. Readings, discussion, and papers are in the target language. Close consultation with the supervising instructor and approval from the Chair of the Department of Modern Languages are required. Prerequisite: Adequate proficiency in the relevant foreign language.

ML5920 MASTER'S THESIS (4 hours)

Rules and regulations pertaining to the writing of the Master's Thesis may be obtained from the department. The department reserves the right to set its own standards with regard to content, subject matter, and other requirements. The subject of the thesis must be approved in the preceding semester. Near-native or native fluency in the relevant foreign language and considerable background knowledge of the subject being researched are required.



An important part of campus life is the cultural diversity of the student body. Normally approximately 25 percent of the students are from foreign countries with more than 50 countries represented.

DEPARTMENT OF WORLD BUSINESS

Professors: Cox (Chair), Dickie, Foroughi, Foster, Geer, Heathcotte, Hoskins, Kim, Lindholtz, McMahon, Mills, O'Connell, Voris;

Associate Professors: Bossert, Carrada-Bravo, Guthery, Hosseini, Johnson, B. Reed, W. Reed, Schmidt, Ting;

Assistant Professors: Hoshor, Lynch, Sherman, Tuzzolino, Zerio;

Part-Time Instructors: Dotterer, Garvin, Gottlieb, Greer, Guymon, Jones, Kerr, McGlinchy, Milliner.

Courses Offered: Department of World Business

All courses are three semester hours except where indicated.

WB3100	Survey of Accounting
WB3200	Fundamentals of Economics
WB3300	Statistics
WB3313	Introduction to Use of Computer Systems and Software
WB3400	Fundamentals of Management
WB3500	Fundamentals of Marketing
WB4140	Cost and Management Accounting
WB4150	Intermediate Accounting
WB4200	International Finance and Trade
WB4210	Managerial Finance
WB4220	Agribusiness
WB4271	International Investments
WB4290	Money and Banking
WB4300	Decision Models with Computer Applications
WB4320	Production and Operations Management
WB4400	Multinational Business Management
WB4430	International Human Resources Management
WB4460	Organizational Behavior
WB4490	International Trade Administration
WB4500	International Marketing Management
WB4530	International Marketing Research
WB4540	International Industrial Marketing
WB4560	International Consumer Marketing
WB4600	Legal Environment of International Business
WB4700	International Insurance
WB5101	International Accounting
WB5120	Financial Statement Analysis
WB5200	International Banking
WB5250	Multinational Corporate Finance
WB5400	Entrepreneurship
WB5480	International Business Policy and Decision-Making
WB5500	International Marketing Projects Workshop: Industrial Products
WB5510	International Marketing Projects Workshop: Consumer Products
WB5550	Bank Marketing
WB5570	"INTERAD" Advanced International Marketing and Advertising Workshop
WB5700	International Risk Management and Insurance Seminar
WB5901	Topics in World Business: Independent Research (1 credit)
WB5902	Topics in World Business: Independent Research (2 credits)
WB5903	Topics in World Business: Independent Research (3 credits)
WB5910	Internship: Part-time
WB5920	Master's Thesis (4 hours)
WB5930	Internship: Full-time

Course Descriptions: Department of World Business

- WB3100 SURVEY OF ACCOUNTING (3 hours)**
This course introduces the student to both financial and managerial accounting. Topics covered are the accounting model; the rules for selection, measurement, and classification of accounting data; standard terminology essential to the interpretation of financial statements; full cost accounting; and responsibility accounting. **REQUIRED.**
- WB3200 FUNDAMENTALS OF ECONOMICS (3 hours)**
Students are introduced to the basic principles of economic analysis. Both the micro- and macro-foundations of economics are explored. Market mechanics are investigated. Students develop skills in the application of useful decision-making tools and techniques. **REQUIRED.**
- WB3300 STATISTICS (3 hours)**
This business statistics course concentrates on basic statistical analysis for the manager. It covers typical descriptive measures of data: central tendency and dispersion, fundamentals of probability theory as a basis for subsequent statistical inference techniques; estimation and hypotheses testing of means and proportions. Simple linear regression and correlation analysis require student use of the computer for solutions to multiple regression. Chi-square goodness-of-fit tests and tests of independence are demonstrated. Additional topics are analysis of variance, selected decision theory techniques **REQUIRED.**
- WB3313 INTRODUCTION TO USE OF COMPUTER SYSTEMS AND SOFTWARE (3 hours)**
This course provides an introduction to management use of computers. It enables students to integrate computer systems in their own problem solving by using both interactive and time-sharing computers to develop relevant business programs and master current specific software. This course involves three aspects of computers: fundamentals of hardware and software technology; BASIC programming; and electronic spread sheet competency (LOTUS 1-2-3). Minicomputer and microcomputer applications are used to research the stated goals. **REQUIRED.** Not open to students with credit for WB3310.
- WB3400 FUNDAMENTALS OF MANAGEMENT (3 hours)**
This course is an introduction to the principles of management, organizational theory, and behavior. It provides a working knowledge of the fundamental concepts, processes, and functions of planning, organizing, staffing, controlling and directing. Behavioral aspects such as leadership, motivation, group dynamics, and communications are also discussed in the context of the modern multinational environment. **REQUIRED.**
- WB3500 FUNDAMENTALS OF MARKETING (3 hours)**
This course provides an introduction to the variables and functions in the management of a corporate marketing effort. It includes the study of theory, while developing a practical knowledge of the marketing management system and its key components such as marketing planning control and coordination, mass communication, sales, marketing information, buyer behavior, product development, pricing and promotion, distribution channels, and logistics. **REQUIRED.**
- WB4140 COST AND MANAGEMENT ACCOUNTING (3 hours)**
This course enables the student to gain a more in-depth understanding of



Jon Fernandez and Penny Santos from The Philippines, are studying cost accounting, one of the core business courses.

management accounting. Emphasis is placed on the use of accounting data for managerial decision-making in both domestic and multinational corporations. Prerequisite: WB3100 or equivalent. Not open to students with credit in WB4141. EITHER THIS COURSE OR WB4150 REQUIRED.

WB4150 INTERMEDIATE ACCOUNTING (3 hours)
The student is provided with background in modern accounting theory and techniques. The course includes a brief review of basic accounting theory and covers valuation of inventories, plant and equipment, investments, intangibles, liabilities, stockholders' equity, rights and warrants, cash flow, leases and price level adjustments. Prerequisite: WB3100 or equivalent. EITHER THIS COURSE OR WB4140 REQUIRED.

WB4200 INTERNATIONAL FINANCE AND TRADE (3 hours)
This course entails an investigation of the nature of international payments, balance of payments, and foreign exchange markets; a study of alternative international monetary arrangements and the respective adjustment mechanisms; an examination of trade theory, commercial policy and selective trade problems of developing countries Prerequisite: WB3200 or equivalent. REQUIRED.

WB4210 MANAGERIAL FINANCE (3 hours)
The students consider basic principles and analytical techniques of financial management. Topics include overall financial assessment, planning and control; long-term investment decisions under certainty as well as under uncertainty; operational and financial leverages; valuation and cost of capital;

working capital management with inventory and portfolio models; timing of financial policy; international business finance. Prerequisites: WB3100, WB3200 and WB3300, or equivalents; REQUIRED.

- WB4220 **AGRIBUSINESS (3 hours)**
The course is an introduction to agribusiness with an emphasis on futures markets as tools for risk management in the production, processing, financing and merchandising of agricultural products from the perspective of the agribusiness firm. Topics discussed at the macro level include international trade in agribusiness, surplus and deficit producing areas, domestic and international policy issues, and potential developments in the future. Micro issues include production, logistics, merchandising and financing. Extensive and intensive simulated computer trading of agricultural and financial futures is an integral part of the course. Prerequisite: WB3200 or equivalent.
- WB4271 **INTERNATIONAL INVESTMENTS (3 hours)**
This course is designed to introduce students to existing and emerging investment media and techniques. Topics explored included modern portfolio theory; securities markets; pricing models; international portfolio diversification; mutual fund performance; options and futures; investment analysis; immunization strategies; securitization; and arbitrage pricing. Prerequisite: WB4210 or equivalent, or permission of the instructor. Not open to students with credit for WB4270.
- WB4290 **MONEY AND BANKING (3 hours)**
This course is designed to provide an in-depth understanding of the workings of money in the present institutional settings. A balanced emphasis is given on both monetary theory and its policy implications, and on banking and financial markets. The topics covered in the first part include the role of money, money stock determination, interaction between money stock and the level of income, the monetarist-Keynesian debate and its policy implications and the workings of the Federal Reserve System. The second part covers banking structure and regulation, commercial banking as a business, other financial intermediaries, the level and structure of interest rates and perspectives in money and banking. Prerequisites: WB3200 and WB3300, or equivalents.
- WB4300 **DECISION MODELS WITH COMPUTER APPLICATIONS (3 hours)**
This course emphasizes the effectiveness and efficiency of the computer as a decision tool for the modern manager (decision maker). It ensures that the student fully understands the concepts underlying the problem formulation and manual solution of each selected management science or statistical model before it is solved on the computer. Correct interpretation of the computer solution is stressed. The following models are covered: Multiple Linear Regression, Linear Programming, PERT Network, Cross-Tabs (Chi-Square Independence Test), and Simulation. Additional specific decision science topics are covered as the semester schedule permits. Prerequisite: WB3300 or equivalent. Additional quantitative background desirable. EITHER THIS COURSE OR WB4320 OR WB4530 REQUIRED.
- WB4320 **PRODUCTION AND OPERATIONS MANAGEMENT (3 hours)**
This course investigates the quantitative and analytical tools and techniques used by modern operations managers. Though most often used in production areas, these concepts have become central to the service disciplines as well. Topics include capital budgeting, linear programming, forecasting, inventory models, quality control, scheduling, analysis of some queuing models, PERT,

CPM and decision theory. Prerequisite: WB3300 or equivalent. EITHER THIS COURSE OR WB4300 OR WB4530 REQUIRED.

- WB4400 **MULTINATIONAL BUSINESS MANAGEMENT (3 hours)**
This course expands the Fundamentals of Management (WB3400) from the domestic to the international arena. Concentration is given to; the strategies and structure of the multinational enterprise (MNE); the movement of monies, goods, skills and technology across borders; barriers to entry; home/host governments; developing and command economies; country (macro) and project (micro) risk models; staffing; ethics; corporate responsibility; and sociocultural influences. Lecturers, cases and research projects emphasize comparative management — domestic versus international and cross-cultural. Prerequisites: WB3400, WB3500, or equivalents, or permission of the instructor.
- WB4430 **INTERNATIONAL HUMAN RESOURCES MANAGEMENT (3 hours)**
A working knowledge of the personnel function is provided from the line manager's perspective in order to enable students to understand the role of personnel staff specialists. Case studies and outside readings focus the students' attention on international personnel problems and improve their ability to diagnose personnel problems using a contingency framework. Job analysis, employee selection, training, appraisal, promotion and discipline are the major factors, but attention is also directed to legal developments affecting personnel such as OSHA, EEOC and pension reforms. Of particular interest is the selection, training, orientation, compensation, and benefits for multinational expatriates. Prerequisite: WB3400 or equivalent.
- WB4460 **ORGANIZATIONAL BEHAVIOR (3 hours)**
This course studies organizations as working systems attempting to achieve certain goals and objectives. The structure of organizations, various environments in which organizations exist and decision-making are reviewed as well as other areas of importance. Problems associated with modern organizations including scarce resources, political risk, motivation, and control of employees are also carefully reviewed. Text material, speakers and case studies, are used to round out the resources available for study.
- WB4490 **INTERNATIONAL TRADE ADMINISTRATION (3 hours)**
Techniques and procedures for conducting international trade are explored. Topics include regulations, operations, organization, sales and sales channels, traffic, trade and sales terms, instruments and documentation, financing, barter, government licenses and export controls, marine insurance, freight forwarding and customs brokerage. Export and import alternatives such as licensing, joint ventures and contract manufacturing are introduced as appropriate. Prerequisite: WB3500 or equivalent.
- WB4500 **INTERNATIONAL MARKETING MANAGEMENT (3 hours)**
This course emphasizes the planning, organizing, coordinating and controlling functions of international marketing management. The analysis and discussion of marketing management problems provide students with an opportunity to apply the principles of marketing. This includes using models and systems for marketing decision-making, determining marketing information and requirements, establishing criteria for planning and control systems, and becoming familiar with the practical application of computer support, organizational design, and managerial strategies for the marketing of products and services by multinational organizations. Prerequisite: WB3500 or equivalent. REQUIRED.

- WB4530 INTERNATIONAL MARKETING RESEARCH (3 hours)
Building upon a foundation in statistics, this course develops an understanding of market research methodology applied to international markets. Evaluating the potential of research to the firm, planning and designing of research instruments and methods, and utilization of secondary data are the principal concerns of this course. Prerequisite: WB3300 or equivalent. EITHER THIS COURSE OR WB4300 or WB4320 REQUIRED.
- WB4540 INTERNATIONAL INDUSTRIAL MARKETING (3 hours)
The objectives of this course are (a) to develop an understanding of group buying behavior in industrial markets; (b) to develop an ability to analyze target markets in the international arena; and (c) to provide a working knowledge of the major elements of an international industrial program. The course examines product characteristics (product planning and development), types of distribution channels and selection, organization, pricing policies, international selling procedures, and sales management policies. The impact of these marketing variables on the marketing organization and marketing ethics are analyzed in detail. Prerequisite: WB3500 or equivalent.
- WB4560 INTERNATIONAL CONSUMER MARKETING (3 hours)
This course explores procedures and techniques for marketing consumer products abroad. Particular emphasis is placed upon advertising and consumer promotion. Also, marketing functions such as product or brand management, distribution methods, product development, market research and sales management are covered. Prerequisites: WB3500 or equivalent.
- WB4600 LEGAL ENVIRONMENT OF INTERNATIONAL BUSINESS (3 hours)
Representative legal questions of the international business environment are explored. Study is made of the interrelationships among laws of different countries as they affect individuals and business organizations attempting to operate internationally. The course provides the future executive with an awareness of how legal problems and their solutions can influence the direction of international business. The role of the attorney is also investigated in this framework.
- WB4700 INTERNATIONAL INSURANCE (3 hours)
The objectives of this course are threefold: The first is to provide an understanding of risk in a business context, the role of insurance in the handling of risks, and the structure of insurance industries worldwide. Second, the basic operations of an insurance company are examined in order to show their relationships to the supply of insurance and the quality of service and security provided by an insurance company. Third, a study of the principles of risk management explores the alternatives to insurance for the handling of risks and the factors influencing the demand for insurance. Throughout the course, an emphasis is placed on differences in practice internationally and the effects of government regulation and taxation.
- WB5101 INTERNATIONAL ACCOUNTING (3 hours)
This course acquaints students with domestic consolidations preparatory to translating foreign statements for consolidation in U.S. parent financial statements, consolidations of foreign operations, accounting for foreign currency transactions, the effects of inflation on the consolidated financial statements of multinational corporations, and major differences between U.S. financial statements and those of foreign corporations. Prerequisites WB4150 or equivalent and permission of the instructor.* Not open to students who have received credit for WB5100.

- WB5120 FINANCIAL STATEMENT ANALYSIS (3 hours)**
This course presents a comprehensive treatment of the analysis of financial statements as an aid to investing and lending decisions. It focuses on understanding the financial statements of domestic, multinational and foreign organizations, as well as the methods by which they are analyzed and interpreted. Prerequisites: WB4140, WB4150, or equivalents, and permission of the instructor.*
- WB5200 INTERNATIONAL BANKING (3 hours)**
This is a survey of the organization, structure, function, and regulation of the international activities of U.S. banks. An examination is made of the role and impact of international financial and money market activities, along with a comparison of foreign banking structure and organization with those of U.S. banks. The international lending decision process is also analyzed. Prerequisites: WB4200, WB4210, WB4290 or equivalents, and permission of the instructor.*
- WB5250 MULTINATIONAL CORPORATE FINANCE (3 hours)**
This course applies the theories of corporate and international finance to the problems of multinational financial management. Major topics are: multi-currency cash and exposure management; multinational tax and profit planning; international risk analysis and multinational capital budgeting; and issues in the evaluation of multinational organization and performance. This is done by lectures, case studies and a computerized simulation of multinational treasury management. Prerequisites: WB4150, WB4200, WB4210, or equivalents, and permission of the instructor.*
- WB5400 ENTREPRENEURSHIP (3 hours)**
This is a premier course for those considering the formation or acquisition of their own business at some point in their career. The course consists of lectures, mini-cases, presentations by students, guest lectures by entrepreneurs, and two projects; the evaluation of a business opportunity and a formal business plan. Lectures cover the major areas of interest to the entrepreneur; qualitative and quantitative evaluation ratios, cash flows, legal entities, debt and equity funding, planning, budgeting, pro-formas, acquisitions/mergers, start-ups, buyouts, licenses, regulations, taxes, insurance, family operation, management succession, franchising, expansion, bankruptcy, failure, risk and microcomputers. Prerequisites: WB4140 or WB4150, WB4200, WB4400, or equivalents, and working knowledge of the IBM/PC and LOTUS 1-2-3, and permission of the instructor.*
- WB5480 INTERNATIONAL BUSINESS POLICY AND DECISION-MAKING (3 hours)**
This capstone course builds on and integrates skills and knowledge gained from specialized functional courses. The course offers interactive hands-on experience in decision making in a multinational environment through a computer-based simulation. Student teams manage a multinational company, which operates in sixteen countries. Knowledge of computer programming is not required. Decisions are made by each team in a competitive environment for twenty consecutive quarters. The simulation emphasizes the impact of exchange rates, tax rates, intercompany and local financing, transfer pricing, development of long and short-range strategies, and statement analysis. Support programs for calculations and optimization are available. The simulation requires integration of the various functions of a multinational company in an uncertain environment. The course also includes case studies, which require rigorous and logical analysis of objectives and strategies used in

a multinational environment. Prerequisites: WB3400 and nine hours of 4000/5000 level World Business courses including one course from each of the following two groups: (a) WB4140, WB4200, or WB4400; and (b) WB4210, WB4300, or WB4500; and permission of the instructor.*

- WB5500 INTERNATIONAL MARKETING PROJECTS WORKSHOP: INDUSTRIAL PRODUCTS (3 hours)**
This advanced marketing workshop is offered on a highly selective basis to students who have demonstrated outstanding proficiency in their marketing studies. Joint student-faculty analysis is made of international marketing projects submitted by leading U.S. corporations and government agencies. The team study method is used to produce professional, well-documented, written reports for the projects requested by sponsoring organizations. The course outcome is based on actual and current rather than hypothetical international marketing situations. Prerequisites: WB4500, WB4530 or equivalents, and permission of the instructor.* NOTE: Instructors may specify additional requirements before approval of specific projects.
- WB5510 INTERNATIONAL MARKETING PROJECTS WORKSHOP: CONSUMER PRODUCTS (3 hours)**
This is an advanced marketing workshop offered on a selective basis for students with a career objective of marketing consumer products. Projects are sponsored by leading U.S. consumer products companies and are based on actual current international marketing situations. Course emphasis is placed on the marketing planning function and such essential considerations as consumer identification and buyer behavior, marketing investment strategies, price-value relationships, retail merchandising, and product and industry analysis. Prerequisites: WB4500, WB4530, or equivalents, and permission of the instructor.*
- WB5550 BANK MARKETING (3 hours)**
This finance course is offered on a selective basis to students preparing for a banking career. It examines the financial services offered by U.S. commercial banks and the methods for marketing these services. Banking activities such as asset and liability management, risk and pricing, commercial lending, loan decision and review process, deregulation, financial services merchandising, and credit policy are studied as viewed by management from a marketing perspective. In addition, the course includes detailed marketing planning and strategy determination as well as program development and budgeting. Extensive field study is required. Prerequisites: WB4210, WB4290, and either WB4140 and WB4150 or equivalents, and permission of the instructor.*
- WB5570 "INTERAD" ADVANCED INTERNATIONAL MARKETING AND ADVERTISING WORKSHOP (3 hours)**
This is an advanced course for students aspiring to either brand management or advertising agency positions. This course advances the principles learned in WB-456 to application in an actual consumer products international project. Students form advertising agency teams and compete in the development and presentation of complete marketing and advertising plans for the introduction of a product or service into a foreign market. Projects are financed by sponsoring companies. At the end of the semester, team presentations are judged by executives of leading advertiser companies and agencies, who recruit students. Enrollment is limited to 35 students. The course is offered only in Spring and Fall Semesters. Prerequisites: WB4500, WB4530, WB4560 or equivalents and permission of the instructor.*



Patrick Quagliano, class of 1978, returned to campus to judge the Interad student advertising projects. He is vice president and account supervisor of McCann Erickson advertising agency in New York.

WB5700 INTERNATIONAL RISK MANAGEMENT AND INSURANCE SEMINAR (3 hours)

This course offers a more advanced treatment of the role of risk management in the handling of the risks to which large firms are exposed and the consequences for insurance companies and intermediaries. Subjects covered include management attitudes toward risk and the role of a risk manager; the identification and measurement of risk; physical loss control; financial loss control, including risk retention and captive insurance arrangements. Case studies form a large element of the teaching program and special emphasis is placed on international aspects of risk management and insurance programs. Prerequisites: WB4140, WB4200, WB4700 or equivalents and permission of the instructor.*

WB5901 TOPICS IN WORLD BUSINESS: INDEPENDENT RESEARCH (1 credit)

WB5902 TOPICS IN WORLD BUSINESS: INDEPENDENT RESEARCH (2 credits)

WB5903 TOPICS IN WORLD BUSINESS: INDEPENDENT RESEARCH (3 credits)

This is a special program for independent research on an approved topic in the field of world business. Regularly scheduled consultations between student and instructor are required. This program is normally open only to third semester students with the permission of the instructor. The topic must be approved in the preceding semester. Prerequisites: permission of the instructor,* and concurrence of the Chair of the Department of World Business.

- WB5910 INTERNSHIP: PART-TIME (3 hours)**
Internship assignments are accomplished parallel with other course work. Internships are sponsored by several businesses, the U.S. Department of Commerce (ITA), the Arizona World Trade Association and the Arizona Office of Economic Planning and Development. Arrangements must be made in the semester preceding the actual work experience. These assignments are normally open only to third-semester students. Internship credit may not be used to satisfy departmental requirements. Prerequisites: permission of the instructor* and concurrence of the Chair of the Department of World Business. Internships are graded on a pass/no-credit basis.
- WB5920 MASTER'S THESIS (4 hours)**
Rules and regulations pertaining to the writing of the Master's Thesis may be obtained from the Chair of the Department of World Business, as each department reserves the right to set its own standards with regard to content, subject matter, and form. A student wishing to write a thesis must be a candidate for the degree of Master of International Management. The subject of the thesis must be approved in the preceding semester. Application forms for the thesis may be obtained from the Office of Academic Affairs.
- WB5930 INTERNSHIP: FULL-TIME (3 hours)**
In this type of internship, students alternate a term of study with a term of work on a full-time job with industry or government. Participating organizations include Mellon Bank and Chemical Bank, General Motors, R.C.A., DuPont and Eli Lilly International, as examples. To be admitted to the program, students must have completed two semesters (minimum 24 credit hours) of American Graduate School study. Students who have completed the requirements for the degree are not eligible to participate in this course. Arrangements must be made in the semester preceding the actual work experience. Internship credit may not be used to satisfy departmental requirements. Prerequisite: permission of the instructor* and concurrence of the Chair of the Department of World Business. Internships are graded on a pass/no-credit basis.

*Permission of the instructor means that students must make personal contact with the instructor of the course and obtain written permission prior to registration or pre-registration.

WAIVERS

If a CLEP score is to be used as the basis for waiving a 3000-level course, the CLEP score must be presented and recorded by the first day of class for any 4000-level course for which the waived 3000-level course is a prerequisite. The bases for waiving 3000-level courses are:

- WB3100 SURVEY OF ACCOUNTING**
Satisfactory completion of both financial and managerial accounting, which can be satisfied by the normal undergraduate introductory accounting sequence (Accounting 101-102, or 201-202, etc.). Introductory courses at the graduate level usually cover both financial and managerial principles in one course. Grade of C or better or CLEP score of at least 50.
- WB3200 FUNDAMENTALS OF ECONOMICS**
Satisfactory completion of principles of economics course(s) covering both micro and macro economics; normally three semester hours each. Grade of C or better or CLEP score of at least 50.

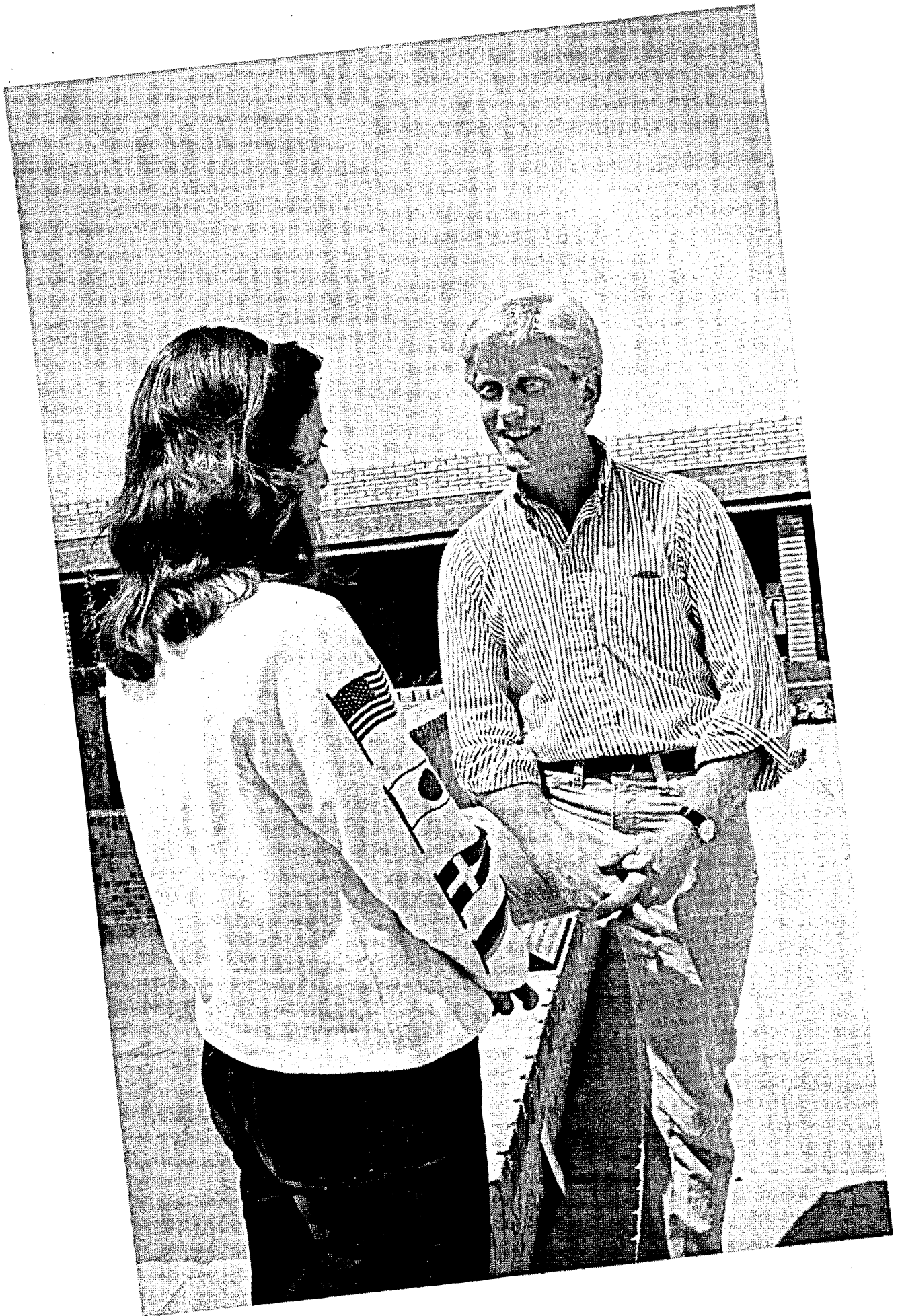
- WB3300 STATISTICS**
Satisfactory completion of an elementary statistics course covering probability theory, measures of central tendency in disciplines such as economics, business, psychology, education, etc.; three semester hours or more. Grade of C or better.
- WB3313 INTRODUCTION TO USE OF COMPUTER SYSTEMS AND SOFTWARE**
Satisfactory completion of an introductory course covering concepts of data processing, including computer terminology, computer software and hardware, a high-level computer language and electronic spreadsheet; three semester hours or more. Grade of C or better.
- WB3400 FUNDAMENTALS OF MANAGEMENT**
Satisfactory completion of a staff management course which pertains to organizational theory, schools of authority, tools of staff management including organization charts, job descriptions, and compensation patterns, departmentation, line and staff, and related basic concepts of organizational work and relationship; three semester hours or more. Grade of C or better or CLEP score of at least 60.
- WB3500 FUNDAMENTALS OF MARKETING**
Satisfactory completion of an introductory course in marketing or marketing principles and practices; three semester hours or more. Grade of C or better or CLEP score of at least 50.

The required fifteen (15) hours of World Business courses at the 4000 or 5000 level are NOT SUBJECT to waiver.



"All employees who are working toward advancement to an organization's managerial rank must be international in orientation. Even if they never leave the United States, people in the organization are going to have to understand such things as the difference between Arabs and Iranians if their company or their organization is going to survive in the society we are predicting. Managers are going to have to understand the importance of foreign policy and the value of other languages. Multinational organizations are going to view their overseas and domestic programs as carefully integrated parts of an overall management pattern."

William Voris, President
American Graduate School of International
Management
Los Angeles Business & Economics
Winter 1981



FINANCIAL AID

American Graduate School of International Management has a broad program to enable the deserving student in need of financial assistance to attend. Although financial resources are limited, an aid program has been designed to accommodate students by means of assistantships, scholarships, fellowships, and part-time work. Applications for assistantships should be made to the Dean of Admissions for review by the Scholarship Committee. Inquiries concerning loans and part-time work should be sent to the Financial Aid Office.

STUDENT EMPLOYMENT

On-campus employment is limited to qualifying students and their spouses. Jobs are in the administrative and faculty offices and in various other capacities. It is primarily up to the student or spouse to find employment on campus. Application procedures are available at the Financial Aid Office. Campus employment is funded by both the federal government and the School. In order to qualify for employment under the College Work-Study Program, it is necessary to complete an ACT Family Financial Statement.

SPOUSE EMPLOYMENT

A few opportunities exist on campus for employment of spouses of students. These include clerk/typists, receptionists, mail clerks, secretaries, data entry clerks and research assistants. Spouses who wish to work on campus should make their availability and experience known to the Office of Financial Aid before the start of the term in which they wish employment. All such positions are considered part of the student's financial aid package.

ASSISTANTSHIPS, SCHOLARSHIPS AND FELLOWSHIPS

Applications for scholarships or assistantships should be submitted along with a candidate's application for admissions. Applications for the Summer or Fall Semesters, along with all supporting papers, must be received no later than March 1; those for Spring by October 1. Awards for Summer Semester and Fall Semester are announced around April 1, and those for the Spring Semester around November 1. One application form is sufficient for any one or combination of assistantships, scholarships or fellowships. Only one award can be made to an individual.

Awards are made on the basis of academic performance and test scores. Unless otherwise specified, assistantships and scholarships cover one-half of tuition costs for the first two terms of attendance and are valid for two terms only, not subject to extension. To be eligible for a scholarship or assistantship, the quality of the candidate's work at the undergraduate level must be equivalent to an overall minimum 3.5 grade point average. A score of at least 500 is required on the Graduate Management Admission Test.

Unless otherwise indicated, assistantships do not include room, board or other fees. The assistantship requires recipients to render service of ten hours per week for the first two terms. These awards are available to entering students only.

Arizona University Assistantships

Three assistantships are offered each term (fall, spring and summer) to promising graduates of one or more of the three state universities: the University of Arizona, Arizona State University, and Northern Arizona University. These assistantships cover half of the tuition for the first two successive terms and require ten hours of service to the School per week during each term.

Chase Manhattan Fellowship in Banking and Finance

One fellowship in the amount of \$5,000 is awarded each year to an incoming student interested in banking and finance. The recipient is required to assist the finance faculty in the Department of World Business for ten hours per week during the term of the fellowship.

Consular Corps Scholarship

One scholarship of \$1,000 is awarded each year to an Arizona resident who has recently graduated from a State of Arizona university with a business major.

Johnson & Higgins Scholarship

One scholarship of \$1,000 is awarded annually (fall semester) to a student chosen by the scholarship committee on the basis of merit displayed in undergraduate courses, extracurricular achievements and subsequent experience.

Laspau Scholarship

American Graduate School of International Management has agreed to accept each year one scholar nominated by the Latin American Scholarship Program of American Universities, a non-profit association affiliated with Harvard University. Thunderbird provides a tuition waiver but travel and living expenses are met by the individual scholars, their sponsoring university, and LASPAU.

Peace Corps Assistantships

Two assistantships are offered each fall, spring, and summer to Peace Corps volunteers who have completed their enlistment. These assistantships cover half of the tuition for the first two successive terms and require ten hours of service to the School per week during each term.

Procter & Gamble Company Scholarship

A scholarship will be awarded each semester to an entering foreign student in the amount of \$3,000. The scholarship will be renewed for a total of four (4) semesters as long as the student meets the scholarship standards. Students will be chosen by Procter & Gamble Company officials and will be required to work ten (10) hours a week on campus during each semester.

Amalio M. Suarez Memorial Fellowship

A fellowship is offered each fall and spring term, in memory of the late Professor Amalio M. Suarez, to an incoming student with an undergraduate major in Spanish, with preference given to the father of a family. The recipient

receives half of the tuition for the first two successive terms and is expected to assist the *Department of Modern Languages* for ten hours per week during each term.

Valley National Bank—Roger A. Lyon Scholarship

The Valley National Bank offers one scholarship annually, providing full tuition for the first term, with continuing coverage in succeeding terms if a satisfactory performance is maintained, for the length of time normally required to complete the requirements for the degree of Master of International Management. This award is available only to children of active, full-time/mini-week employees of Valley National Bank.

Veterans Assistantships

Three assistantships are offered each term (fall, spring, and summer) to honorably discharged veterans of the United States Armed Services. Applicants may be veterans of the Air Force, Army, Coast Guard, Marine Corps, or Navy. In addition to scholastic achievement at the undergraduate level, criteria will include motivation for an international career and extracurricular achievements which give evidence of leadership qualities. These assistantships cover half of the tuition for the first two successive terms and require ten hours of service to the School per week during each term.

Worldwide Assistantships

Ten assistantships are offered each term (fall, spring, and summer) to qualified applicants from all parts of the world. Candidates will be judged primarily on the basis of scholastic achievement at the undergraduate level, although consideration will be given to extracurricular and professional activities, and to the candidate's motivation toward a career in international management. These assistantships cover half of the tuition for the first two successive terms and require ten hours of service to the School per week during each term.

FMC Scholarships

Two scholarships in the amount of \$2,500 are offered each year (fall, and spring) to students who have undergraduate degrees in technical fields. Each requires 10 hours of service to the School per week during the term of the scholarships.

The Honeywell Scholarship

One scholarship in the amount of \$1,000 is offered each fall semester to a student who has an undergraduate degree in engineering. It requires 5 hours of service to the school per week during the term of the scholarship.

Continental Grain Foundation Fellowship in International Business

One fellowship is awarded each fall in the amount of \$5,000 to be applied toward tuition costs for three semesters, provided a grade of "B" (3.0) or better is achieved in the initial semester. The recipient is required to assist agribusiness faculty in the Department of World Business for 10 hours per week during each term.

MISCELLANEOUS FELLOWSHIPS

Celia M. Howard Fellowships

The Illinois Federation of Business and Professional Women's Clubs annually awards Celia M. Howard Fellowships for graduate study to women who have lived in Illinois for two or more years and are U.S. citizens. Awards are of tuition for one of two terms. January 1 is the deadline for applications. For information write to: Chairman, Celia M. Howard Fellowship Committee, Illinois Federation of Business and Professional Women's Clubs, 528 South Fifth Street, Springfield, Illinois 62701.

The Organization of American States Fellowships

This annual fellowship is offered to a bona fide citizen of one of the other American republics who meets the requirements for admission and who has been appointed by the proper agency of the Organization of American States. Prospective candidates should apply directly to American Graduate School of International Management for admission and at the same time make application for the Fellowship to the Technical Secretariat of the OAS Fellowship Program, Department of Technical Cooperation, Pan American Union, Washington, D.C. 20006. Travel expenses, study materials, and room and board of the successful candidate will be covered by the OAS Fellowship.



MISCELLANEOUS SCHOLARSHIP GRANTS

About sixty grants are awarded each semester to second, third and fourth semester students, based on scholastic performance at Thunderbird financial need, and participation in campus activities. Students who qualify for these scholarship grants may make application to the Chairman of the Scholarship Committee at the end of their first, second or third term in attendance. Funds for these scholarships are provided principally by the following:

Association For Corporate Growth Scholarships

Two \$1,600 scholarships are awarded each year. The scholarships are awarded on the basis of academic excellence to students studying, interested in, or involved in an entrepreneurial career. Recipients must have completed one semester of study at the School. They will receive \$800 each succeeding semester. Recipients are required to render eight hours of service per week to the School each semester.

Friends of Thunderbird Scholarships

These scholarships are provided by the Friends of Thunderbird and from investment income of the proceeds of the Thunderbird Annual Invitational Balloon Races. These races are cosponsored by the Friends of Thunderbird and the Glendale Chamber of Commerce.

The Hearst Foundation Scholarship Grants

The Hearst Foundation has established a fund for grants to second and third semester students to be known as Hearst International Scholars.

Selection will be on the basis of scholarship and financial need.

The Alfred and Hattie Knight Scholarships

As a bequest from the late Alfred Knight, one of the founders of the School and former Chairman of the Board of Directors, second and third semester grants are made available annually.

Colonel Frank James Morrow Scholarships

Small grants are made available to continuing students who exemplify the Barton Kyle Yount Award: excellence in scholarship, character and accomplishment. The scholarship was made available through the courtesy of Mrs. Laurence Emmons, Trustee Emerita, and applies only to sons and daughters of regular career United States military personnel.

Doris Thompson Paine Memorial Scholarship

This scholarship fund is provided by friends of the late Doris Thompson Paine, founding president of Friends of Thunderbird.

James Parshall Memorial Scholarship

This scholarship was established by Professor Elyane Parshall in memory of her son, James Parshall. This scholarship is to be awarded to a veteran of the Marine Corps who meets all the requirements of the Scholarship Committee.

Gayle Roessl Memorial Scholarship

This scholarship fund was established by Ian Christopher McCluskey in memory of his wife, Gayle Frances Roessl, who died of cancer at the age of 27 before she realized her goal of completing her studies at Thunderbird. Two \$500 scholarships are awarded each year (Fall and Spring) based on financial need and academic performance.

Martha L. Snyder Alumni Scholarship

The Martha L. Snyder Alumni Scholarship was established through contributions from alumni and friends at the time of Mrs. Snyder's retirement as alumni director. This fund provides income which is distributed in the form of a scholarship in the amount of \$250 each Fall and Spring semester.



PARTIAL ASSISTANTSHIPS

IBM Fellowships

One-term partial tuition fellowships are awarded to a select number of students about to enter a third term of study. These fellowships are awarded on the basis of need, scholastic achievement and faculty recommendations.

Friends of Thunderbird Fellowships

One-term partial tuition fellowships are awarded to a select number of students about to enter a third term of study. These fellowships are awarded on the basis of need, scholastic achievement and faculty recommendations.

STUDENT LOAN FUNDS

State Guaranteed Loans

State Guaranteed Loans are available to U.S. citizens and permanent residents. The Financial Aid Office has a list of participating states with their addresses, as well as a limited number of application forms. For most state loan programs, the maximum loan is \$7,500 per academic year (2 semesters); however, there are some states and/or lending institutions that will only lend \$7,500 per twelve month period. An American College Testing (ACT) Family Financial Statement (FFS) is required to establish eligibility for a Guaranteed Student Loan. Forms are available from the Financial Aid Office.

United Student Aid Funds Loans

The United Student Aid Funds Loans are available to U.S. citizens or permanent residents from participating lenders. The form required is the USAF application. In other respects, this loan is the same as the State Guaranteed Loan.

NOTE: The legal limit under any one of State Guaranteed Student Loans or United Student Aid Funds Loans is \$7,500 per academic year (two semesters). In certain instances, it is possible to borrow additional funds for the third semester (second year graduate status). A 5% origination fee is charged on all Guaranteed Loans. Please check with the Financial Aid Office for details.

Supplemental Loans for Students (SLS)

This loan program makes additional funds available to graduate students. Students may borrow \$4,000 per academic year (2 semesters) under this program. Student borrowers may request deferment on the principal while they are enrolled as full-time students.

Application procedures for loans should be initiated at least three months before the funds are needed. The Thunderbird Application for Financial Aid, the loan application, and the ACT Family Financial Statement are required. Loan proceeds received at the School after the date specified for financial registration are subject to the usual charges for late payment of tuition and fees.

Perkins Loans (Formerly National Direct Student Loans)

Thunderbird is cooperating with the United States Government in the Student Loan Program provided for under the National Defense Education Act of 1958. The purpose of this Act is to provide funds so that students with ability, who are in need of financial assistance, may be afforded an opportunity for higher education. The American College Testing (ACT) Family Financial Statement and the Thunderbird Application for Financial Aid are required before a student will be considered for a Perkins Loan. Financial Aid Transcripts are required from all schools previously attended.

William Lytle Schurz Fund

A student loan fund was established in 1952, in the name of the late Dr. Schurz, former Dean of the Faculty, Director of the Department of Area Studies, and School President. Initial contribution was made by the School's student council and continuing support is given by alumni, industry and interested friends.

John J. Louis Loan Fund

The late John J. Louis, former senior partner of Needham, Louis & Broby Chicago advertising consultants, was instrumental, while a member of the board of Directors, in securing contributions for the fund.

NOTE: These funds (Schurz and Louis) are currently committed in support of the PERKINS (NDSL) Loan Fund program at Thunderbird.

**MISCELLANEOUS LOAN FUNDS****Dougherty Foundation Loans**

Limited loan funds (not to exceed \$2000 per student) are available from this foundation for U.S. citizens who are Arizona residents. An ACT needs analysis form (FSS) is required, plus the Dougherty Foundation application (available from the Financial Aid Office).

The Leo S. Rowe Pan American Fund

Loans are available from this fund, and are extended to citizens of the Latin American countries that are members of the Organization of American States. Application forms are available from the General Secretariat, Organization of American States, Washington D.C. 20006. Recipients must agree to return to their home country after completion of studies.





Dan Milne of Dallas, Texas, awaits the conferring of the Master of International Management degree.

The Hattie M. Strong Foundation

This foundation administers a loan program for American students based solely on merit. Loans average between \$1000 and \$2000 per year. Applications should be made from January 1 to March 31 covering the scholastic year beginning the following Fall semester. Students should apply in writing, giving a brief personal history and identification of the educational institution to be attended, subjects studied, and the amount of funds needed. If the applicants qualify for consideration of a loan, an application form will be mailed to them. Inquiries should be sent to: Hattie M. Strong Foundation, Student Loans, 409 Cafritz Building, 1625 Eye Street N.W. Washington, DC 20006.



MISCELLANEOUS LOAN SOURCES THROUGH THUNDERBIRD

Emergency Loan Fund

The Financial Aid Office has provided a small fund to be used for short-term emergency loans; the usual limit is \$100. The fund has been augmented by donations and by proceeds from the semi-annual Bizarre Bazaar. Loan requests should be initiated at the Financial Aid Office.

Louise Gifford Loan Fund

Christy A. Peake, President of Robot Defense Systems, Inc. and a Thunderbird alumnus, has provided a revolving loan fund in recognition of Mrs. Gifford's service to American Graduate School of International Management. These loans are subject to the availability of funds and are reserved for students in their second, third, or fourth semester.

Frank R. Jackle Memorial Loan Fund

This loan fund has been established by Mrs. R.K. Thomas in memory of Professor Frank Jackle. Limited loans are available to cover modest needs and must be repaid within 30 to 60 days. Applications are initiated with the Financial Aid Office.

R.K. Thomas Memorial Loan Fund

Mrs. R.K. Thomas has established this loan fund in memory of her husband, Robert K. Thomas. Loans are available to cover modest needs and must be repaid within 30 to 60 days. Applications are initiated with the Financial Aid Office.

The United States Steel Corporation Loan Fund

The U.S. Steel Corporation, through its program of awarding loan funds to highly selected graduate schools throughout the United States, has provided a revolving loan fund for students at Thunderbird. Application should be made to the Financial Aid Office. The maximum loan is \$500, subject to availability of funds, and is reserved for students in their final semester who have exhausted all other loan sources.

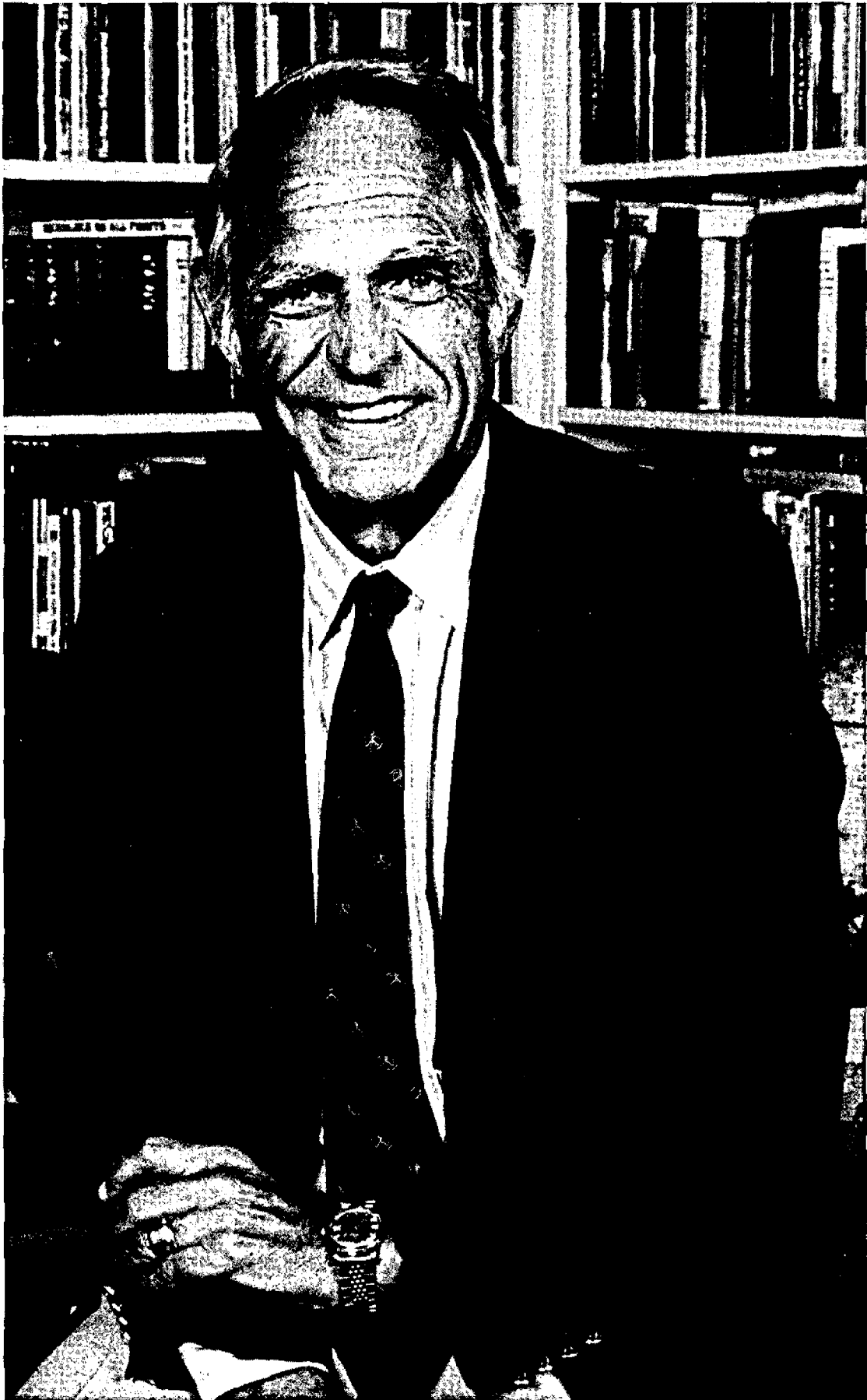
Paul & Pauline Wilson Memorial Loan Fund

This loan fund has been established in memory of Professor Paul Wilson and his wife Pauline. The fund has been augmented by donations from friends. Limited loans are available to cover modest needs and must be repaid within 30 to 60 days. Applications are initiated with the Financial Aid Office.

SATISFACTORY ACADEMIC PROGRESS

In order to be judged as making satisfactory academic progress, a student must have completed a minimum of 21 credit hours for the two most recent Spring and Fall Semesters and 18 credit hours for the most recent Spring and Summer Semesters or Summer and Fall Semesters with a 3.0 or better or the approval of the Academic Affairs Department. All third and fourth semester students must show satisfactory progress to be eligible for Guaranteed Student Loans, National Direct Student Loans, and Federal College Work-Study. According to Federal regulations and those of the Faculty Senate, it is required that the M.I.M. degree be completed within two calendar years, excluding leaves of absence.

If a student is denied financial aid due to lack of satisfactory academic progress, a student must take a course load during his or her out of status semester which brings the student back into status (i.e. being able to graduate in four semesters of course work.)



Dr. William Voris, President, American Graduate School of International Management since 1971.

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

ADMINISTRATION

President

William Voris, B.S., M.B.A., Ph.D., LL.D., LL.D.

Executive Vice President, Emeritus

Berger Erickson, D.I.L.

Vice President for Academic Affairs

Marshall Geer, B.S., M.B.A., M.A., Ph.D.

Vice President for External Affairs

Charles H. Mannel, B.S., M.A.

Vice President for Business Affairs

C.L. Stickland, Jr., B.S.

Dean of Admissions and Registrar

John James Arthur, B.A., B.F.T., M.A.I.M.

Chair, Department of World Business

Clifton B. Cox, B.S., M.S., Ph.D.

Chair, Department of International Studies

Joaquim M. Duarte, Jr., B.A., M.A.

Chair, Department of Modern Languages

Maria C.F. Pinheiro, B.A., M.A., M.A.

Assistant Vice President and Dean of Students

Stephen R. Beaver, B.A., M.Ed.

Assistant Vice President and Director of Employer Relations

D.R. Belisle, B.A.

Director of Alumni Relations

Bobbie M. Boyd, B.A.

Campus Health Center

Beth H. Clark, R.N.

Director of Communication

Nelda S. Crowell, B.A., M.A.

Computer Services Manager

Robert J. Foulke, B.S.

Business Manager
Albert H. Fullerton, B.S.

Financial Aid Officer
Louise Gifford

Director of College Relations
Julia Harvey

Foreign Student Advisor
William King, B.A., M.A.

Manager of Support Services
Robert E. Klinger

Director of Food Service
Aranna Lubin

Director of Development
F. Randolph Schilling, B.S.

Director of Personnel
Evelyn L. Theobald, B.A., M.B.A.

Director of Internship Education
Douglas N. Upshaw, B.S., M.B.A.

Director of Career Services
Kathryn Vegso, B.S., M.S.

Director of Physical Plant
Robert T. Watts

Chief Librarian
Lora Jeanne Wheeler, B.A., B.S.



BOARD OF TRUSTEES

Chairman of the Board: William C. Turner

G. Clarke Bean
Chairman of the Board Emeritus
The Arizona Bank

*Clay P. Bedford
Retired President
Kaiser Aerospace & Electronics

John Berndt
Senior Vice President
International Business Markets Group
AT&T

Earl L. Bimson
Director
Valley National Bank

John F. Burlingame
Retired Vice Chairman
General Electric Company

Robert H. Duckworth
Chairman and Chief Executive Officer
First Interstate Bank of Arizona

**Finley Peter Dunne, Jr.
Washington, D.C.

*Frances G. Emmons
Green Valley, Arizona

George F. Getz, Jr.
Chairman & Chief Executive Officer
Globe Corporation

- ***Stephen F. Hall
President
Food Marketing International, Inc.
- *Richard A. Harvill
President Emeritus
The University of Arizona
- *G.R. Herberger
Chairman of the Board
Herberger Enterprises, Inc.
- Gary K. Herberger
President
Herberger Enterprises, Inc.
- Thomas R. Horton
President & Chief Executive Officer
American Management Association
- ***Kenneth A. Jacuzzi
President
KJ, Inc.
- Edward B. Juliber
Investment Consultant
Edward B. Juliber Associates
- *Thelma H. Kieckhefer
Chairman, Board of Trustees
Arizona Heart Institute Foundation
- ***Joseph M. Klein
Retired President
Pluess-Stauffer Industries, Inc.
- ***C.R. Krimminger
Attorney
- David C. Lincoln
Chairman
Lincoln Laser Co.
- James A. McClung
Vice President, International
FMC Corporation
- Howard C. McCrady
Chairman & Chief Executive Officer
Valley National Corp.
- Allen T. McInnes
Executive Vice President
Tenneco Inc.
- Robert E. Mercer
Chairman and Chief Executive Officer
The Goodyear Tire & Rubber Company
- ***Alfred F. Miossi
Retired Executive Vice President
Continental Bank
- *W.R. Montgomery
Retired Chairman of the Board
The Arizona Bank
- E.V. O'Malley, Jr.
President
The O'Malley Companies
- James G. Parkel
Director of Personnel Services
International Business Machines
- John C. Pritzlaff, Jr.
Former U.S. Ambassador to Malta
- *Howard Pyle
Retired President
National Safety Council
- *Alfred Roberts
Retired Executive Vice President
S.C. Johnson & Son
- ***J. Kenneth Seward
Senior Vice President
Johnson & Higgins
- James P. Simmons
Chairman of the Board
United Bank of Arizona
- *Frank L. Snell
Snell & Wilmer
- Richard Snell
Chairman & Chief Executive Officer
Ramada Inns, Inc.
- ***Guy Stillman
Paradise Valley, Arizona
- ***Charles M. Stockholm
Managing Director
Trust Company of the West
- Mae Sue Talley
Private Sector Coordinator for
Latin America and the Caribbean
U.S. Agency for International
Development
- James F. Thornton
Retired Chairman of the Board
The Lummus Company

Don B. Tostenrud
Chairman of the Board
The Arizona Bank

William C. Turner
Chairman
Argyle Atlantic Corporation

William Voris
President
American Graduate School of
International Management

*J. Lawrence Walkup
President Emeritus
Northern Arizona University

***Daniel D. Witcher
Corporate Vice President
Worldwide Human Health Businesses
The Upjohn Company

***Clarence H. Yahn, Jr.
President and Chief Executive Officer
Aircap Industries, Inc.



BOARD OF FELLOWS

Edward M. Carson
President
First Interstate Bancorp

Malcolm L. Denise
Retired Vice President
Ford Motor Company

Karl Eller
Chairman of the Board
Circle K Corporation

***Robert W. Feagles
Consultant
Personnel Administration
The Travelers Insurance Companies

A.R. Gale
Greenwich, Connecticut

Barry M. Goldwater
Former United States Senator
from Arizona

James L. Hayes
Retired Chairman of the Board
American Management Association

Francis H. Horn
President Emeritus
University of Rhode Island

Eugene M. Hughes
President
Northern Arizona University

Henry Koffler
President
University of Arizona

Walter T. Lucking
Retired President & Chief Executive
Officer
Hackensack Water Company

Robert McLellan
Retired Vice President, Government
Affairs
FMC Corporation

Joseph A. Moore
President
Joseph Adrian Moore & Company, Inc.

J. Russell Nelson
President
Arizona State University

Edward N. Ney
Chairman & Chief Executive Officer
Young & Rubicam Inc.

Arthur L. Peterson
President
Lebanon Valley College

C.J. Pilliod, Jr.
U.S. Ambassador to Mexico

John P. Schaefer
President
Research Corporation

John W. Schwada
Tempe, Arizona

Julian M. Sobin
Chairman
International Marketing Institute

Keith L. Turley
Chairman & Chief Executive Officer
Arizona Public Service Company

C. William Verity, Jr.
Retired Chairman of the Board
Armco Inc.

Bertram H. Witham, Jr.
Retired Treasurer
IBM

*Trustee Emeritus
**Founding Trustee
***Alumnus



ACADEMIC BOARD OF VISITORS

CHAIRMAN
Paul Rosenblatt
Professor
Department of English
The University of Arizona

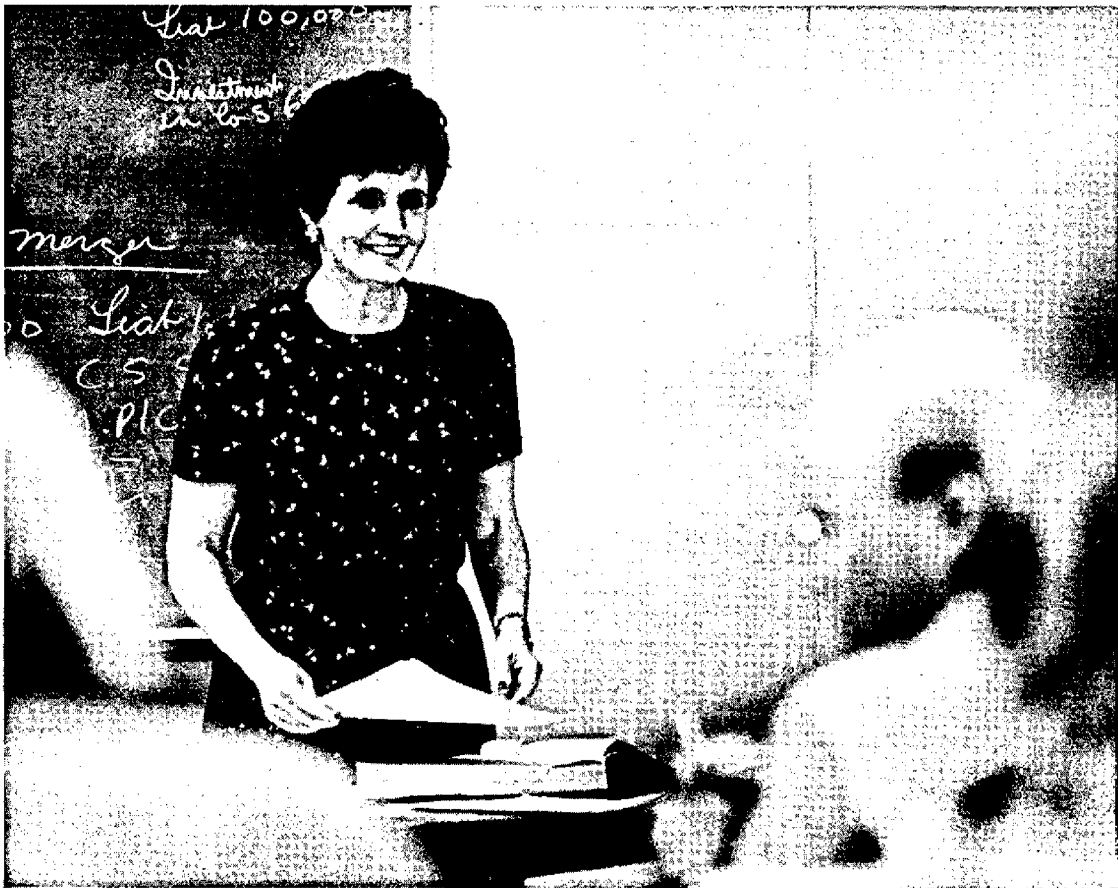
Robert E. Will
Wadsworth E. Williams
Professor of Economics
Carleton College

Richard Holton
E.T. Grether Professor of
Marketing and Public Policy
University of California, Berkeley



"I know of no other U.S. institution of higher learning that matches Thunderbird in preparing people for the rigors of international business management. It's a tremendous school. We have about 20 of your graduates in the Tenneco organization and prize them highly."

James L. Ketelson
Chairman of the Board and CEO,
Tenneco
Spring Commencement, 1983



Barbara Reed teaches International Accounting.



Jaime Pérez, educated in Cuba and the United States, teaches Spanish.

FACULTY

DEPARTMENT OF INTERNATIONAL STUDIES

JOHN GORDON CONKLIN, *Associate Professor of International Studies*

B.A. (1963), University of the Americas; M.A. (1966), Northern Illinois University; Ph.D. (1975), University of Arizona.

Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan; Director, Thunderbird Summer Program, Universidad Autónoma de Guadalajara.

JOAQUIM M. DUARTE, JR., *Dom Pedro II Professor of Iberian, Brazilian and Lusohispanophone African Studies; Chair, Department of International Studies; Director, International Studies Research Center.*

B.A. (1947), M.A. (1949), Stanford University.

Lecturer, Hispanic American and Luso-Brazilian Studies, Stanford University; Assistant Editor, *Hispanic American Report*, Stanford University; Regional Head, National Security Agency; Area Desk Chief and Special Assistant to the Vice President for Latin America, Bank of America; Assistant Editor, *Review of Inter-American Bibliography*, Organization of American States; Translator, *The Life of Joaquim Nabuco*, Stanford University Press, 1950; "Joaquim Nabuco," *Encyclopedia Britannica*, 1970.

JOHN FRANKENSTEIN, *Associate Professor of International Studies*

B.A. (1961), Stanford University; M.A. (1967), San Francisco State University; Diploma in International Relations (1976), The Johns Hopkins School of Advanced International Studies European Center, Bologna, Italy; Ph.D. (1983), Massachusetts Institute of Technology.

Exchange Professor, University of International Business and Economics, People's Republic of China; Lecturer in Asian Studies, University of Massachusetts; U.S. Foreign Service Officer (Hong Kong, Taiwan, France, Italy, Belgium, Senegal); Visiting Professor, Institute for International Studies and Training, Japan.

RICHARD DOYLE MAHONEY, *Associate Professor of International Studies*

A.B. (1972), Princeton University; M.A. (1975), Ph.D. (1979), The Johns Hopkins University School of Advanced International Studies; J.D. (1980) Arizona State University.

Member, Arizona Bar Association; Exchange Professor, University of International Business and Economics, People's Republic of China; Oxford Management Centre; Professor, Thunderbird Summer Program, Universidad Autónoma de Guadalajara; Author: *JFK: Ordeal in Africa* (Oxford University Press).

ROBERT T. MORAN, *Professor of International Studies*

M.A. (1972), Ph.D. (1974), University of Minnesota

Assistant Professor, University of Minnesota; Exchange Professor, University of International Business and Economics, People's Republic of China; President, Intercultural Communications, Inc., Minneapolis; Coauthor, *Managing Cultural Differences, Managing Cultural Synergy*; Author: *Negotiating in Japan; Non-Verbal Gestures Around the World; So You're Going Abroad, Are You Prepared? Getting Your Yen's Worth: How to Negotiate with Japan, Inc.*

DOROTHY I. RIDDLE, *Associate Professor of International Studies*

B.A. (1964), University of Colorado; M.B.A. (1981), University of Arizona; Ph.D. (1968) Duke University.

Assistant Professor, College of William and Mary; Assistant Professor, Richmond College, CUNY; Exchange Professor, University of International Business and Economics, People's Republic of China; Visiting Professor, International Business Administration Institute, Tunghai University, Taiwan; President, Board of Directors, Group Health of Arizona; Author: *Service-Led Growth: The Role of the Service Sector in World Development* (Praeger).

MARTIN H. SOURS, Professor of International Studies

B.A. (1962), University of California, Berkeley; M.B.A. (1985) Southern Illinois University, Edwardsville; M.A. (1968), Ph.D. (1971), University of Washington. AID Officer, Southeast Asia; Exchange Professor, Graduate School of Foreign Trade, Sung Kyun Kwan University, Seoul, Korea; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan; Visiting Scholar, Department of Business Administration, Tunghai University, Taiwan; Participant, National Defense University and Naval War College Symposia.

BEVERLY TANNER SPRINGER, Associate Professor of International Studies

B.A. (1960), M.A. (1962), Ohio State University; Ph.D. (1971), University of Colorado. Visiting Assistant Professor, University of Colorado. Visiting Lecturer, University of Northern Colorado. Director, Thunderbird Summer Program, Paris, France; Secretary-Treasurer of Southwest Labor Studies Association.

ROBERT S. TANCER, Associate Professor of International Studies

B.A. (1957), LL.B. (1957), LL.M. (1960), Harvard Law School. Private law practice, Arizona and District of Columbia; Board of Trustees, Flagstaff Institute.

SHOSHANA BARON TANCER, Professor of International Studies

B.A. (1954), Barnard College; LL.B. (1956), University of Michigan; Ph.D. (1970), Columbia University. Private law practice, Arizona and District of Columbia; Chief of Translation Department, Allende and Brea law firm, Buenos Aires; Professor of Comparative Constitutional Law, Universidad Nacional Pedro Henríquez Ureña, Santo Domingo; Author: *Economic Nationalism in Latin America*; Board of Directors, Mountain Bell Telephone Co., Meracor Mortgage Corp; National Board of Advisors, University of Arizona, College of Business and Public Administration.

ANDRIS TRAPANS, Associate Professor of Economics

B.A. (1958), Stanford University; M.A. (1961), Ph.D. (1978), University of California, Berkeley. Research economist and military logistics consultant, RAND Corporation. Author: *Soviet Military Power in the Baltic Area*.

PART-TIME INSTRUCTORS:

Roland Chardon, Kenneth Maxwell, Stephen Morris, Jeffrey Thinnis

DEPARTMENT OF MODERN LANGUAGES

SUGURU AKUTSU, Associate Professor of Japanese

B.A. (1962), Keio University, Tokyo, Japan; M.A. (1971), Washington University, St. Louis, Missouri. Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

CARMEN MADRIGAL-BOLLER, Associate Professor of Spanish

Titulo de Profesora (1950), Escuela Normal de Costa Rica; B.A. (1970), M.A. (1974), Arizona State University.

CHRISTA W. BRITT, Professor of German

B.A. (1973), M.A. (1974), Arizona State University; Ph.D. (1985) Texas Tech University.

CLIFFORD B. CALL, Associate Professor of Spanish and Director of Executive Language Programs

B.A. (1961), Arizona State University; M.A. (1969), Brigham Young University.

ANDREW C. CHANG, Professor of Chinese and Japanese

B.A. (1956), National Taiwan University; M.A. (1964), Seton Hall University.

YUMIKO CHEN, Instructor of Japanese

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

RUTH Y.C. CLINE, *Instructor of Chinese*

B.E. (1974), University of Miami; M.E. (1976), Miami University.

DENNIS M. CORRIGAN, *Associate Professor of Portuguese and Spanish*

B.A. (1961), University of Idaho; M.A. (1966), Wichita State University; B.F.T. (1967), American Graduate School of International Management.

MARY ANNE CRITZ, *Professor of Portuguese*

B.A. (1966), Mundelein College; M.A. (1969), Ph.D. (1979), University of Iowa.

ROBERT G.H. DEQUENNE, *Professor of French*

Diplôme Assistant Médical (1946), Institut de Médecine Tropicale, Prince Léopold, Antwerp, Belgium; B.A. (1961), Syracuse University, New York; M.A. (1965), Middlebury College, Vermont; Doctorat d'Université (1970), Université de Paris (Sorbonne). Assistant Professor, Head of the French Department, University of Redlands; Director, University of Redlands Summer-in-France at Tours, and University of Redlands European Program, Salzburg.

CONSUELO E. de ESTES, *Instructor of Spanish*

Bachillerato Superior de Enseñaza (1944), Universidad Nacional de Colombia, Bogota.

LAURENCE M. FINNEY, *Associate Professor of Spanish*

A.B. (1948), M.A. (1952), University of Kansas; B.F.T. (1952), American Graduate School of International Management.

MARIANNE E. FREIMARK, *Instructor of German*

B.A. (1977), M.A. (1983), Arizona State University.

BAHIA FARAJU'LLAH GULICK, *Assistant Professor of Arabic*

B.A., Soc. Sci. (1936), B.A., Educ. (1937), American University in Cairo; M.A. (1970), Arizona State University.

Training teacher, Iraq and Libya; Teacher of Arabic and Persian, American Academy of Asian Studies.



Dr. Wanda Lauterborn, Spanish professor, received her undergraduate education in Peru.

FACULTY

- BARBARA KWAN JACKSON, *Assistant Professor of Chinese*
B.A. (1974), M.A. (1976), Ph.D. (1983), University of Arizona
- ALICE P. JOHNSON, *Associate Professor of English as a Second Language*
B.A. (1968), M.A. (1970), University of California, Los Angeles.
Chief of Party for UCLA, Beijing English Language Center, People's Republic of China.
- LEON F. KENMAN, *Associate Professor of English as a Second Language*
A.B. (1961), University of Cincinnati; M.A. (1967), Cornell University; Ph.D. (1975),
University of Texas at Austin.
Acting Head of Department of Slavonic and Oriental Studies, University of Victoria, Canada;
Author, *Oral English Lessons for Lao Speakers: Dialogs and Drills*; Coauthor, *English for Lao
Speakers: Vocabulary, Conversational and Written English*.
- WILLIAM KING, *Associate Professor of English as a Second Language and Foreign
Student Advisor*
B.A. (1969), California State University, Long Beach; M.A. (1971), University of
Southern California.
- ANDRE KLEIN, *Associate Professor of French*
B.S. (1964), Long Island University; M.A. (1971), New York University.
- AKIHISA KUMAYAMA, *Associate Professor of Japanese*
B.A. (1965), Kansai University, Osaka, Japan; M.A. (1973), Oriental Studies; M.A.
(1973), English as a Second Language, University of Arizona.
Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center),
Shizuoka-ken, Japan.
- JANE CHU-MEI KUO, *Associate Professor of Chinese*
B.A. (1969), National Taiwan University; M.A. (1974), California State University,
Fresno.
Lecturer, Mandarin Training Center, National Taiwan Normal University, Taipei, Taiwan; Visiting
Professor, Chinese Language Center, Tunghai University, Taichung, Taiwan.
- ZEDDIC D. LANHAM, *Instructor in English as a Second Language*
B.A. (1962), Arizona State University.
- ROBERT LAUGIER, *Associate Professor of French*
B.A. (1971), Arizona State University; B.I.M. (1972), American Graduate School of
International Management; M.A. (1973), Arizona State University; Maitrise (1977),
Université de Paris (Sorbonne).
- WANDA LAUTERBORN, *Assistant Professor of Spanish*
Título de Profesora de Educación Secundaria (1965), Pontificia Universidad Católica del
Perú, Lima; M.A., Education (1967), Wichita State University; M.A., Spanish (1972),
University of Lincoln Nebraska; Ph.D. (1985) University of Colorado, Boulder.
Lecturer, University of Hamburg, Germany; Assistant Professor of Spanish, University of
Southern Colorado, Pueblo.
- ANTOINETTE LEROND, *Associate Professor of French*
C.A.P.-E. (1952), Université de Nancy, France; M.A. (1979), Tulane University.
Assistant Professor of French, University of Hawaii.
- RUBEN L. MENESES, *Assistant Professor of Spanish*
B.A. (1974), M.A. (1977), Arizona State University.
- ELYANE PARSHALL, *Associate Professor of French*
Diplôme d'Auxiliaire Social (1946), Institut des Hautes Etudes Sociales de Bruxelles;
Attestation, second professional degree, Ecole Provinciale de Service Sociale, Charleroi,
Belgium.
Assistant Director, Office of Professional Orientation, Thuin, Belgium.

JAIME ANTONIO PEREZ, Associate Professor of Spanish

Doctor en Derecho (1954), Universidad de la Habana, Cuba; M.A. (1964), Ohio University.

Assistant Professor and Assistant Director, Escuela Profesional de Comercio de Marianao, Havana, Cuba; Private law practice; Author: *Legislación Mercantil, Laboral y Fiscal*.

ISSA PETERS, Professor of Arabic and Middle East Studies

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

Associate Professor, Defense Language Institute; Lecturer, Georgetown University.

MARIA CARLOTA FIGUEIREDO PINHEIRO, Associate Professor of Portuguese; Chair, Department of Modern Languages

Licenciada em Letras Neolatinas (1961), Pontifícia Universidade Católica do Rio de Janeiro; Diploma of Associate of the Institute of Education (1962), University of London; M.A., Education (1963), Columbia University; M.A., Spanish-Portuguese (1966), University of Illinois.

Assistant Professor of Romance Languages, Memorial University of Newfoundland, Canada; Head of Division of Tests and Measurements, City of Rio de Janeiro; Coauthor: *Elementary Portuguese Workbook*.

ROBERT M. RAMSEY, Professor of English as a Second Language

B.A. (1963), M.A. (1964), Ph.D. (1974), University of Michigan.

Director of Courses, Institute of North American Studies, Barcelona, Spain. Profesor Adjunto, Universidad Autónoma de Barcelona. Headmaster, American School of Barcelona. Professor, American College of Barcelona. Author: *English Through Patterns, English for Communication*, Exchange Professor, University of International Business and Economics, Beijing.

HELMUT ROBERT ROESSLER, Associate Professor of German

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



In addition to class exercises in Spanish, Rubén Meneses works with students and other language faculty members producing plays in Spanish.

LILITH E. SCHUTTE, *Professor of German*

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

JORGE VALDIVIESO, *Professor of Spanish*

Licenciado en Derecho y Ciencias Sociales (1960), Universidad Central del Ecuador; B.A., (1968), M.A., Education (1969), M.A., Spanish (1970), Ph.D. (1976), Arizona State University.

Supervisor, N.D.E.A. Institute in Spanish, Fairfield University; Legal Advisor, Government of Ecuador; Consul (A.H.) of Ecuador for Arizona, Nevada, New Mexico, and Utah.

ELZA E. WHITE, *Associate Professor of French*

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

ELIZABETH M. ZEINER, *Associate Professor of German*

B.A. (1970), M.A. (1974), Arizona State University

PART-TIME INSTRUCTORS:

Leith Corbridge; Clara Graham; Agnes Hofmann; Silvia Rogers; Beth Stoops.



The student newspaper, *Das Tor*, carries news of campus activities as well as student contributions on current world events.

DEPARTMENT OF WORLD BUSINESS
W. RICHARD BOSSERT, Associate Professor of World Business

A.B. (1950), Indiana University.

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

FRANCISCO CARRADA-BRAVO, Associate Professor of World Business

Licenciado (1971), Universidad Nacional Autónoma de México; M.A. and Ph.D. (1980), University of Colorado, Boulder.

General Manager, Refrescos Pascual, Mexico City; Director, Economic Analysis, Ministry of Communications and Transportation, Mexico City; Assistant Professor, Universidad Nacional Autónoma de México; Associate Researcher, University of Colorado, Boulder; Director of Economic Studies and Professor of Economics, Instituto Tecnológico de Estudios Superiores de Monterrey; Visiting Associate Professor, Harvard; Visiting Associate Professor, University of California at Los Angeles; Associate Professor of Business, Laredo State University.

CLIFTON B. COX, Professor of World Business; Chair, Department of World Business.

B.S. (1941), M.S. (1948), Auburn University; Ph.D. (1950), Purdue University; D.Sc. (1968), Auburn University; D.Ag. (1976), Purdue University; LL.D. (1978), Troy State University.

Vice Chairman and member of Executive Office and Executive Vice President, The Greyhound Corporation; Chairman and Chief Executive Officer, Armour and Company; Professor of Agricultural Economics, Purdue University; Visiting Research Professor, Harvard University; Assistant Professor, Auburn University.

PAUL M. DICKIE, Professor of World Business

B.A.Sc. (1961), University of British Columbia; M.B.A. (1966), D.B.A. (1968), University of Southern California.

Consultant, Chief of Financial Services Division and Senior Economist, International Monetary Fund; Senior International Economist, Royal Bank of Canada; Director, Economics Branch, The National Energy Board of Canada.

TAHIRIH KHODADOUST FOROUGHI, Professor of Accounting

B.A. (1963), Tehran Business School; M.S. (1968), University of Tehran; ICAME (1971), Stanford University; Ph.D. (1975), University of Oregon; Expert Accountant (1977), Iran.

Project and Financial Analyst, Industrial and Mining Development Bank of Iran; Manager and Professor, Iran Advanced Management Program, University of Tehran; Senior Research Analyst, Iran Center for Management Studies; Assistant Professor and Chairman, Accounting Department, University of Tehran; Associate Professor, University of Nevada-Reno.

ROBERT D. FOSTER, Professor of International Agribusiness

B.A. (1955), University of Wichita; M.A. (1967), Ph.D. (1968), University of Oregon.

Associate Professor, Louisiana Tech University; Director, Dalhousie University; Associate Professor, St. Mary's University; Fiscal and Monetary Advisor, Robert R. Nathan Associates; Associate Professor, Wichita State University; President, M.A.E., Inc.

MARSHALL GEER, Vice President for Academic Affairs and Professor of Economics

B.S. (1961), M.B.A. (1962), University of Denver; M.A. (1967), Ph.D. (1968), University of Oregon.

Assistant Professor, University of Colorado; Visiting Assistant Professor, University of Oregon; Assistant Professor, University of Northern Colorado; Fulbright Exchange Professor, La Universidad Autónoma de Guadalajara, Mexico.

DENNIS A. GUTHERY, Associate Professor of Marketing

B.S. (1970), M.S. (1975), Auburn University; Ph.D. (1979), Michigan State University. Assistant Professor, Auburn University at Montgomery; Visiting Professor, Graduate School of Administration, Universidade Federal do Rio Grande do Sul, Brazil.

BRYAN HEATHCOTTE, *Professor of Finance*

A.B. (1961), M.B.A. (1965), D.B.A. (1970), Indiana University.
 Assistant Professor of Finance, Arizona State University; Board of Directors, Jacuzzi Bros., Inc.;
 Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center),
 Shizuoka-ken, Japan.

WILLIAM R. HOSKINS, *Professor of World Business*

B.A. (1952), University of Washington; M.B.A. (1953), D.B.A. (1959), Indiana University.
 Professor of Marketing, Bowling Green State University; Visiting Professor: Cranfield School of
 Management, England; The University of New England, N.S.W. Australia; Korea University,
 Seoul, Korea; Technische Universität, Berlin; Assistant Professor, Indiana University, Academy of
 International Business Fellow.

JEANIE R. HOSHOR, *Assistant Professor of Accounting*

B.A. (1969), University of Hawaii; B.S. (1972), M.S. (1974), Arizona State University;
 Certified Public Accountant (1981).
 Accounting Section Supervisor, Arizona Game and Fish Department; Field Auditor, Interstate
 Commerce Commission; Assistant Professor of Accounting, Mount Union College, Chapman
 College; Staff Accountant, Samuel Gershon C.P.A.; Internal Auditor, City of Phoenix.

HASSAN K. HOSSEINI, *Assistant Professor of World Business*

B.S. (1973), University of Tehran; M.S. (1978), Iowa State University; M.S. (1980),
 University of Florida; Ph.D. (1983), University of Arkansas.

PAUL R. JOHNSON, *Associate Professor of World Business*

B.S.I.E. (1957), University of Dayton; M.B.A. (1959), Xavier University; B.S.E.E. (1960),
 University of Dayton; Ph.D. (1968), Stanford University.
 Former President/CEO and present Member of the Board, First Central Bank; President/CEO/
 Member of the Board, Sincere Press, Inc.; Vice Chairman of the Board, International Wines and
 Spirits Ltd.; Member of the Board, EAB Venture Corp.; Executive Vice President/Division Manager,
 European American Banking Corp.; Vice President/Director of M.I.S., Irving Trust Company;
 Manager of Scientific Marketing Programs, IBM Corp.; Resident Graduate Study Fellow,
 Stanford/IBM; Development Engineer/Research Engineer, Standard Register Corp.; Faculty
 Member/Thesis Review Board, Stonier Graduate School of Banking; Lecturer, Harvard Univer-
 sity; Stanford University; Vanderbilt University. Men of Achievement, Directory of International
 Biographies, Standard and Poor's Register, Who's Who in America.

TAEHO KIM, *Professor of Economics*

B.A. (1963), Kookmin College, Korea; M.A. (1969), Ph.D. (1973), University of Colorado.
 Research Economist, Korea Development Bank; Fulbright Graduate Fellow, University of
 Colorado; Assistant Professor of Economics, Pennsylvania State University; Faculty Fellow,
 University of Virginia Center for International Banking Studies. Exchange Professor, University of
 International Business and Economics, Beijing, China.

JOHN T. LINDHOLTZ, *Professor of World Business*

B.A. (1947), University of California, Los Angeles; B.F.T. (1948), American Graduate
 School of International Management; M.B.A. (1972), Arizona State University.
 Marketing Management, The Procter and Gamble Company, Canada and the Philippines; Account
 Supervisor, Leo Burnett Co., Inc., Chicago; Division Manager, International Packers, Ltd. of São
 Paulo; General Manager, Stanton-Quadrant International, S.A. de C.V., Mexico City.

JAMES T. LYNCH, *Assistant Professor of World Business*

B.S. (1947); M.S. (1961), Lehigh University; M.B.E. (1967), Claremont Graduate School.
 Registered Professional Engineer, Pennsylvania (1953); Consultant Corporate Finance Staff; Man-
 ager Cost Accounting and Business Analysis, Process Computer Department, General Electric
 Company.

ROBERT J. McMAHON, *Professor of World Business*

A.B. (1971), M.A. (1972), Ph.D. (1974), University of Southern California.
 Product Promotion Manager, Carrier Corporation; Vice President, Group Head, Rummill-Hoyt
 Company; Vice President, Director of Marketing, Fuller and Smith and Ross; Senior Vice President,
 Director of Marketing, Lloyds Bank California. Board of Regents, Mount St. Mary's College; Board
 of Directors, Citibank (Arizona) and SRC Corporation. Author: *Marketing Planning; Marketing
 Planning for Banks; Marketing in the Real World; Bank Marketing Handbook*.

JAMES L. MILLS, Professor of Economics

A.B. (1968), San Diego State University; M.S. (1971), Ph.D. (1973), University of Oregon. Production Coordinator, Tomax, San Diego, California; Visiting Assistant Professor, Portland State University; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan; Visiting Associate Professor, McMaster University, Hamilton, Ontario; Visiting Professor of Business, Netherlands School of Business, Breukelen, The Netherlands.

JOHN O'CONNELL, C.V. Starr Professor of Insurance

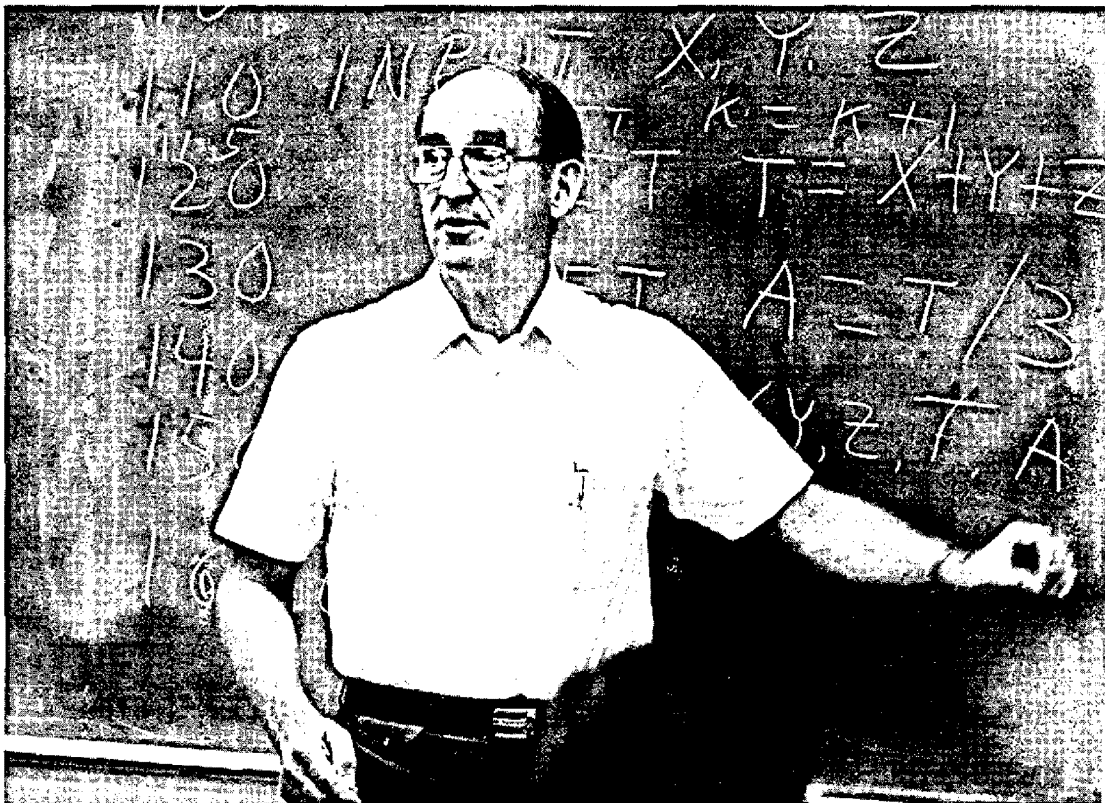
B.A. (1968), Western Washington State College; M.S. (1971), University of Oregon, M.B.A. (1975), Ph.D. (1975), The Ohio State University. Associate Professor, Arizona State University; Commercial Multiline Underwriter, Unigard Insurance Group.

BARBARA L. REED, Associate Professor of Accounting

B.S. (1957), Wilmington College; M.S. (1975), Ph.D. (1982), Arizona State University. Exchange Professor, University of International Business and Economics, People's Republic of China; Visiting Assistant Professor, Arizona State University; Visiting Professor, Helsinki School of Economics, Helsinki, Finland.

WALLACE REED, Associate Professor of Accounting

B.B.A. (1960), University of Cincinnati; M.S. (1974), Arizona State University; Certified Public Accountant (1962). Vice President-Controller and Treasurer, Canadian subsidiary of Avon Products, Inc.; Assistant to the President, Welco Industries, Inc.; Controller and Personnel Director, Realistic Corporation; Staff Auditor, Arthur Andersen & Co.; Exchange Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan; Exchange Professor, University of International Business and Economics, People's Republic of China; Visiting Professor, Helsinki School of Economics, Helsinki, Finland.



James Lynch, who teaches courses in computer systems and applications, was formerly with the corporate finance staff and computer department of General Electric Company.

DONALD L. SCHMIDT, *Associate Professor of World Business.*

B.S. (1959), Oklahoma State University; M.S. (1963), Rensselaer Polytechnic Institute, D.B.A. (1983), Arizona State University.

Assistant Professor, University of Texas, El Paso; Colonel, U.S. Air Force (Ret.); Civil Engineering Commander; Director of Special Studies, Tactical Air Warfare Center; Branch Chief, Systems Safety Engineering, Hq. USAF Inspection and Safety Center; Management of aircraft system development and procurement; Visiting Professor, Institute for International Studies and Training (Boeki Kenshu Center), Shizuoka-ken, Japan.

ROBERT G. SHERMAN, *Assistant Professor of Finance*

B.A. (1972), Cuttington College and Divinity School; M.I.M. (1975), American Graduate School of International Management; M.B.A. (1977), Ph.D. (1983), Arizona State University.

Faculty Associate, College of Business, Arizona State University; Research Specialist, Ministry of Planning and Economic Affairs, Liberia; Assistant Minister of Finance for Banking, Liberia.

WENLEE TING, *Associate Professor of World Business*

B.E. (1970), University of Malaya, M.B.A. (1972), University of Washington; Ph.D. (1977), New York University.

Visiting Professor, Tatung Institute of Technology, Taiwan; Visiting Professor, New York University; Lecturer, National University of Singapore; Author: *Business and Technological Dynamics in Newly Industrializing Asia*; *Multinational Risk Assessment and Management for Marketing and Investment Decisions*.

FRANK TUZZOLINO, *Assistant Professor of World Business*

B.S. (1968), Manhattan College; M.S. (1974), Polytechnic Institute of New York.

Lecturer, Manhattan College, Economics and Finance; Assistant Professor of Finance, Long Island University; Doctoral Fellow and Faculty Associate, Arizona State University, Operating Officer, Citibank, New York City; Project Engineer, Harris Corporation; Engineer, CBS.

HUMBERTO VALENCIA, *Associate Professor of Marketing*

B.S. (1974), Carroll College; M.B.A. (1976) Louisiana State University; M.A. International Affairs (1976), Ohio University; Ph.D. (1982), Georgia State University. Assistant Professor, Texas Tech University; Hispanic Research Consultant, Kenneth Hollander and Associates.

WILLIAM VORIS, *President of the School and Professor of International Management.*

B.S. (1947), M.B.A. (1948), University of Southern California; Ph.D. (1951), The Ohio State University; LL.D. (1972), Sung Kyun Kwan University, Korea; LL.D. (1976), Eastern Illinois University.

Dean, College of Business and Public Administration, University of Arizona; Professor and Chairman of the Department of Management, California State University at Los Angeles; Professor, University of Tehran, Iran; Professor, The American University of Beirut, Lebanon; Advisor to the King Abdulaziz University in Saudi Arabia; Author: *Production Control*; *The Management of Production*.

SUMNER H. WYMAN, *Adjunct Professor of Marketing and Advertising*

D.B.A. (1937), Bernard Baruch School of Business (C.U.N.Y.);

Partner, Chief Executive Officer, Gumbinner-North Advertising Agency; President, Wyman Associates; Associate Professor of Advertising and Marketing (part-time), Bernard Baruch School of Business; Professor in Residence, Arizona State University.

JOHN M. ZERIO, *Assistant Professor of World Business*

B.S. (1974), M.B.A. (1975) Escola de Administração de Empresas, São Paulo; M.A. (1982), The Johns Hopkins University; Ph.D. (1986), Syracuse University.

Export Manager, Ford Philco do Brasil S.A.; Assistant Professor, Faculdades Tibirica de Administração e Comercio Exterior; Trade Consultant, International Trade Research Group, Washington, D.C.

PART-TIME INSTRUCTORS:

William Dotterer, James Garvin, Robert Gottlieb, Maureen Greer, Vernon Guymon, Kumen Jones, James Kerr, Michele McGlinchy, Charles Milliner.

LIBRARY**SUSAN BLEDSOE, Acquisitions Librarian**

B.A. (1971), University of Cincinnati; M.A. (1978), Spalding University.

Reference Librarian/ILL Consultant, Arizona Department of Library, Archives and Public Records;
Acquisitions Librarian, Spalding University.**RUSSELL L. SEARS, Assistant Librarian**B.S. (1969), Northern Arizona University; M.L.S. (1977), University of Arizona, M.I.M.
(1987), American Graduate School of International Management.**LORA JEANNE WHEELER, Chief Librarian**

B.A. (1944), University of Utah; B.S. (1945), Columbia University.

Circulation librarian, reference librarian, University of Utah.

**FACULTY EMERITI****CHRISTIAN A. LARSEN, Professor Emeritus of World Business**

University of Washington

ALVIN M. MARKS, Professor Emeritus of International Management

Litt.B. (1930), B.S. (1932), M.Ed. (1934), Rutgers University.

GERARD R. RICHTER, Professor Emeritus of World Business.

University of Berlin

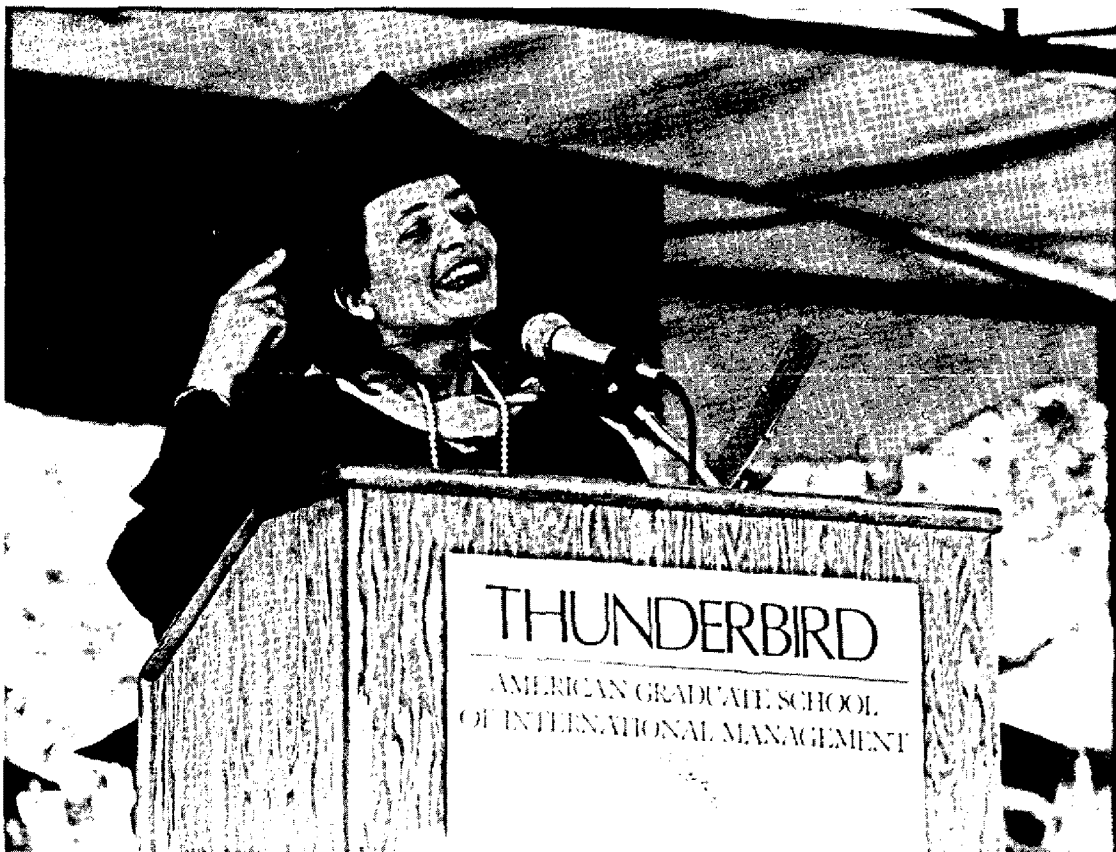


"A shrinking, interdependent world has placed an ever higher premium on sound levels of international competence. At the same time, the concern, attention, and resources that the United States devotes to ensuring itself such competence have declined. Inevitably, we are paying a price in a decreased ability to secure our most vital national interests. We will pay an even higher price in the years ahead if the need is allowed to continue to outstrip the resources we dedicate to meeting this need."

What We Don't Know Can Hurt Us:
The Shortfall in International Competence
published by the American Council on
Education



Pamela Barit receives a plaque as the 20,000th graduate of Thunderbird from Dr. William Voris, School president. She is a U.S./Bermuda citizen and a graduate of Tufts University.



Cathy Coates of Baton Rouge, Louisiana, receives the Barton Kyle Yount Outstanding Student Award.

WORLD BUSINESS ADVISORY COUNCIL

Clarence H. Yahn, Jr.
President and Chief Executive Officer
Aircap Industries, Inc.

Robert O'Connell
Senior Vice President, Human Resources
American Express Company

Gene Famula
Director
American International Group, Inc.

Houghton Freeman
Executive Vice President
American International Group, Inc.

William C. Turner
Chairman of the Board
Argyle Atlantic Corporation

Donald B. Lindner
Senior Vice President
The Arizona Bank

Kenneth W. Husband
Partner
Arthur Andersen & Co.

Charles J. Wehrle
President and Chief Operating Officer
Axon

James F. Kisela
Vice President, Human Resources
Campbell Soup Company

Timothy McGinnis, '68
Senior Vice President
The Chase Manhattan Bank, N.A.

Peggy Peckham, '74
Vice President, Special Loan
Administration
The Chase Manhattan Bank, N.A.

Ray Einsel
Chairman and Chief Executive Officer
Citibank, Arizona

Daniel T. Jacobsen, '59
Chief Auditor
Citibank, N.A.

D. Larry Kroh, '69
Director, Human Resources Development
Coca-Cola USA

Dwight Coffin
Vice President/Human Resources
Continental Grain Company

Alfred F. Miozzi, '48
Retired Executive Vice President
Continental Illinois National Bank &
Trust Company of Chicago

Carroll M. Rickard, '56
Vice President & Division Mgr.
Continental Illinois National Bank &
Trust Company of Chicago

Brian Harrison
Director of Marketing/Engine Group
Deere & Company

Neil J. Murphy
Senior Vice President, General Manager,
Customer and Marketing Support
Eastman Kodak Company

Per-Bjorn Gunnerud
Senior Vice President, International
Operations
Economics Laboratory, Inc.

James A. McClung
Vice President, International
FMC Corporation

Michael A. Wolf
Executive Vice President
Firestone Tire & Rubber Company

Ross F. Crawford
Senior Vice President
First City National Bank of Houston

Gary Brecke
Vice President
First Interstate Bank of Arizona

Abelardo S. Curdumi, '74
Vice President, Trade Finance Division
The First National Bank of Chicago

Larry McDonald
Staff Director/Industrial Relations
Ford Motor Company

R. Howard Annin
Vice President
General Electric Company

Jeremiah J. Reen
Vice President
GTE Service Corporation

Ib Thomsen
Vice Chairman
Goodyear Tire & Rubber Company

O. Tom Jeffries
Director, Finance & International
Business Operations
Honeywell, Inc.

Henry N. Conway, '55
President
IB Financial Corporation

James G. Parkel
Director, Personnel Services
International Business Machines
Corporation



The modern Snell Learning Center, where the majority of classes are held, is designed to encourage informal interaction among students.

John A. Florida, '62
Sr. Vice President/General Mgr.
J. Walter Thompson, USA, Inc.

Ronald B. Clark, '59
President & Chief Executive Officer
Jafra Cosmetics

George Rainoff, '55
Senior Vice President
Johnson & Higgins

J.R. Michael Longua
Director, Corporate College Relations &
International Personnel Development
Johnson & Johnson

Marvin B. Berenblum
Senior Vice President
Knight-Ridder Newspapers, Inc.

Ronald T. Woods
Vice President
Manufacturers Hanover Trust Co.

John C. Cooper, '61
Senior Vice President
Marine Midland Bank

G. Jeff Mennen, '65
Vice Chairman
The Mennen Company

Vincent S. Daniels, '74
President
Minequip Corporation

Noe Kenig
Vice President and Director
Corp. Multinational Operations
Motorola, Inc.

Patrick J. Quinn
Director, International Operations,
Government Electronics Group
Vice President, Military and
Aerospace Electronics, Inc.
Motorola, Inc.

Leonard Rosenbaum
Executive Vice President
NCH Corporation

Robert Eisele
Manager, Corporate Auditing
NCR Corporation/Western American
Region

Donald J. McLane, '74
Vice President
Nordson Corporation

Donald Metcalf
Manager, International Recruiting
The Procter & Gamble Company

William Grau
Executive Vice President
Ramada International, Inc.

Nick Renna, '72
Senior Vice President
RepublicBank Dallas, N.A.

Daniel Mullen
Treasurer
Talley Industries, Inc.

Allen T. McInnes
Executive Vice President
Tenneco Inc.

Charles M. Stockholm, '56
Managing Director
Trust Company of the West

Robert B. Perkovic, '60
Vice President & Treasurer
TRW, Inc.

Keith Dixon, '60
Vice President
TRW, Inc.

John Rogstad, '51
Group Vice President
The Upjohn International, Inc.

David W. Ogilvy, '72
Vice President & Credit Admin.
The Valley National Bank

Robert K. Swanson
President & Chairman of the Board
Del E. Webb Corporation





Rod Taylor, class of 1975, president of his own company, represented alumni during Opening Ceremonies. He is an Alumnus Educational Counselor.



Mike Bennis, class of 1966, Advertising Representative for Changing Times Magazine, returns to the campus to present the Outstanding Student Award. He serves as an Alumnus Educational Counselor in New York.

THUNDERBIRD ALUMNI ASSOCIATION

BOARD OF DIRECTORS

To Be Elected

President

Associated Students

Legislative Council (ASLC)
Glendale, Arizona

John C. Cook, '79

Senior Financial Consultant
Merrill Lynch
Brussels, Belgium

Eric A. Denniston, '80

Owner

Eric Denniston Associates
San Diego, California

Jeri R. Towner Denniston, '78

Marketing Services Manager
National Decision System
San Diego, California

Jack E. Donnelly, '60

Bailey & Donnelly Associates, Inc.
Scottsdale, Arizona

John A. Florida, '62

Senior Vice President & General Manager
J. Walter Thompson U.S.A.
New York, New York

*Stephen F. Hall, '69

President

Food Marketing International, Inc.
Dedham, Massachusetts

**William M. Johnson, Jr., '60

Chairman of the Board
Dorado Enterprises, Inc.
San Antonio, Texas

**Joseph M. Klein, '47

††Retired President

Pluess-Stauffer Industries
Pacific Palisades, California

Robert G. Lees, '77

President/Chief Executive Officer
Pacific InterTrade Corporation
Thousand Oaks, California

Larry K. Mellinger, '68

Alternate Director for the United States
Inter-American Development Bank

Gary L. Pacific, '72

Manager, Countertrade
McDonnell Douglas Corporation
Mesa, Arizona

**Peggy A. Peckham, '74

Vice President

Chase Manhattan Bank, N.A.
New York, New York

**Thomas A. Peterson, '77

President

Sigma Digital Systems, Inc.
Scottsdale, Arizona

†Douglas R. Quelland, '72

Chief Executive Officer
Thank-Q Rentals
Phoenix, Arizona

Charles M. Stockholm, '56

Managing Director
Trust Company of the West
San Francisco, California

††William C. Turner
Chairman
Argyle Atlantic Corporation
Phoenix, Arizona

Roger N. Voegele, '78
President
Voegele Upholstering Contractors, Inc.
Chicago, Illinois

††William Voris
President
American Graduate School of
International Management

John A. Warner, Sr., '48
Senior Vice President (Ret.)
PepsiCo Foods International
La Jolla, California

Daniel D. Witcher, '50
Corporate Senior Vice President
Worldwide Human Health Businesses
The Upjohn Company
Kalamazoo, Michigan

*President

**Vice President

†Treasurer

††Ex Officio Member of the Board of Directors



"Having just graduated in May, I feel fortunate to have landed a position starting in Asia. A great deal of my success I attribute to the alumni lists I picked up prior to leaving. I was overwhelmed by the generosity of the alums I met in Asia."

Marvin Maddox
Business International
Singapore

ALUMNI EDUCATIONAL COUNSELORS

Graduates of American Graduate School of International Management are in a good position to communicate information about Thunderbird. On the basis of their personal experiences, they can answer many questions concerning the curriculum, facilities, social activities, and the effectiveness of the program in relation to their careers.

More than 750 Alumni Educational Counselors located around the world have volunteered to act as counselors to prospective students. A partial list follows. They welcome contacts from applicants to discuss Thunderbird and international management.

DOMESTIC COUNSELORS

ALASKA

GARY MILLER, 602 N. Hoyt St., Anchorage, AK 99508-1612.

HARRY R. OWENS, JR., M.D., International Health Consultant, Esperança, Inc., 1911 W. Earll Dr., Phoenix, AZ 85015 (Box 988, Nome, AK 99762).

ARIZONA

NOBLE BLACKSHEAR, 1892 W. Sage Street, Tucson, AZ 85704.

RICHARD C. OBST, JR., Development Coordinator, Cavan Associates (Commercial Real Estate Development), 3320 E. Shea Blvd., Suite 200, Phoenix, AZ 85028.

HARRY R. OWENS, JR., M.D., see ALASKA.

AUBREY T. WALDEN, 14020 N. Black Canyon No. 1056, Phoenix, AZ 85023.

ROBERT WEDWICK, President, Software Installation Services, 3532 W. Mauna Loa Lane, Phoenix, AZ 85023.

CALIFORNIA

DONNA M. AMBROSE, Manager-International Treasury, Hughes Aircraft Company, P. O. Box 45066, C1 B102, Los Angeles, CA 90045.

NANCY V. BALDWIN, 5061 Kester Ave. #212, Sherman Oaks, CA 91403.

JOHN J. BARONI, President, Northern California Media, Inc., 501 Second Street, Seventh Floor, San Francisco, CA 94107 (3828 14th Avenue, Oakland, CA 94602).

JAMES BUKOWSKI, Vice President, Johnson & Higgins, 2029 Century Park East, Los Angeles, CA 90067.

HUSTON BUNCE, International Marketing Manager, Pumptron Division-Transamerica Delaval, 829 Bancroft Way, Berkeley, CA 94710 (1024 Fordham, Davis, CA 95616).

BRUNO CORNELIO, JR., Vice President and Senior Credit Officer, Bank of America, P. O. Box 711, San Bernardino, CA 92401 (1057 Dracena Court, Redlands, CA 92374).

ROGER SCOTT DANNISON, Area Manager-International Business Development, Xerox Corporation, 101 Continental Boulevard, XC15W, El Segundo, CA 90245 (6180 Canterbury Drive, #243, Culver City, CA 90230).

JOSEPH F. DILLON, JR., General Manager, United Blind Co. of California, Inc., 1839 Lake Place, Ontario, CA 91761.

GREGORY D. DONNAN, Manager Special Hazards Division, Cosco Fire Protection/Zurn Constructors, Inc., 321 E. Gardena Blvd., Gardena, CA 90247 (1346 Oakheath Drive, Harbor City, CA 90710).

CYNTHIA BENCI GIBBS, 234 Bonita Road, Portola Valley, CA 94025.

JOSEPH HALLABAY, Global Marketing Services, 2581 Monroe St., Santa Clara, CA 95051.

JOHN E. HAWES, International Export Specialist, System Integrators, Inc., 4111 North Freeway Blvd., Sacramento, CA 95834 (2352 Santa Anita Dr., Sacramento, CA 95825).

DOUGLAS M. HOLADAY, Assistant Vice President, General Reinsurance Corp., 555 California Street, San Francisco, CA 94104.

DAVID JOSEPHSON, Vice President, Nanyang Commercial Bank, 500 Washington St., San Francisco, CA 94111.

ERNEST L. KANGAS, Senior Vice President, CIA Insurance Associates, 600 Stoneridge Mall Road, Suite 220, Pleasanton, CA 94566.

SUSAN T. LENTZ, Executive Director, World Trade Center Association of Orange County, 600 W. Santa Ana Blvd., Suite 205, Santa Ana, CA 92701.

LAURA LUKENS, Vice President-Marketing, Cross Associates, 10513 W. Pico Blvd., Los Angeles, CA 90064.

LAWRENCE C. MALTZ, President, ICEE-USA, Inc., 1330 Knollwood Circle, Anaheim, CA 92801.

GARY A. MILLER, Senior Accounts Executive & Vice President, National Westminster Bank Plc, 400 S. Hope St., Los Angeles, CA 90071-2891.

MICHAEL NEWTON, Ph.D., 109 Oak Ridge Drive, Grass Valley, CA 95945.

DOUGLAS NIELSON, Marketing Coordinator, DMC Systems Division of Norand Corp., 2320 Owen Street, Santa Clara, CA 95054 (1218 Henderson Ave. #4, Sunnyvale, CA 94086)

CHARLES E. NIEMANN, 8461 Beckwith Road, Modesto, CA 95351.

RICHARD P. O'CONNOR, President, Strategic Marketing and Resource Technologies, 2602 Las Gallinas Avenue, San Rafael, CA 94903.

JIRO OI, Engineer/Product Support, Rohm Corp., 8 Whatney, Irvine, CA 92718 (25351 Ericson Way, Laguna Hills, CA 92653).

THOMAS B. O'KEEFE, 996 Bonnie Brae, Laguna Beach, CA 92651.

STEVEN E. OTTO, Owner/Travel Agent, Let's Travel Tours, 902 Grand Avenue, Grover City, CA 93433.

KETAN PAREKH, Real Estate Investment Broker, Marcus & Millichap, 5160 Birch St., Newport Beach, CA 92660 (941 Dahlia Ave., Costa Mesa, CA 92626).

ASHOK D. PATEL, Manager, Marketing-International Licensees, Sunkist Growers, Inc., P. O. Box 3720, Ontario, CA 91761.

TOD RANKIN, National Account Manager, Clarklift-Los Angeles, 8314 E. Slavson, Pico Rivera, CA 90660 (649 Golden Prados, Diamond Bar, CA 91765).

AMANDA H. ROBERTS, Senior Market Analyst, Firestone Tire & Rubber, 17842 Skypark Circle, Irvine, CA 92714 (26701 Quail Creek #18, Laguna Hills, CA 92656).

STEVEN A. ROSCO, Industrial Real Estate Specialist, Burke and Partners, Inc., 2111 Business Center Dr., Suite 100, Irvine, CA 92715 (800 West Fern Drive, Fullerton, CA 92632).

DAVID K. RUCK, Contracts Administrator-International, Sundstrand Corporation Trans Com Systems Div., 3095 Redhill St., Costa Mesa, CA 92626 (1704 Park Ave., Balboa Island, CA 92662).

THOMAS F. SCHIELDS, Director of Sales/Advertising, Thomas Bros. Maps, 17731 Cowan St., Irvine, CA 92714.

STERLING SHIMOJI, 5991 E. Pacific Coast Hwy. #4, Long Beach, CA 90803.

R. J. SCHNECK, Vice President-Communications, Jardine, Emmett & Chandler, Inc., 50 Francisco Street, San Francisco, CA 94133.

TAMARA LINDSEY SHEPHERD, Sales Representative, Reebok Apparel, HMH Sales, P. O. Box 327, San Carlos, CA 94070 (20665 Lomita Ave., Saratoga, CA 95070).

MARYANN SOO, 1006 Warfield Avenue, Oakland, CA 94610.

JIM WEYBRET, Business Manager, Lodi News-Sentinel, P. O. Box 1360, Lodi, CA 95241.

COLORADO

S. ROBERT AUGUST, President, S. Robert August & Co., Inc., 8400 E. Prentice Ave., Suite 435, Englewood, CO 80111.

PAUL G. BERGMAN, JR., Senior International Trade Specialist, U. S. Department of Commerce, 721 19th Street, Rm. 113, Denver, CO 80202.

JOSEPH F. GURY, Business Consultant, P.O. Box 3275, Boulder, CO 80307.

THOMAS K. MITCHELL, Director, Stephenson Merchant Banking, 100 Garfield St., Denver, CO 80206.

CONNECTICUT

C. MICHAEL BENNIS, Sales Representative, Changing Times Magazine, 220 East 42nd Street, New York, NY 10017 (2 Larch Tree Lane, Westport, CT 06880).

ELLEN KEANE RUTT, 44 Center St., Prospect, CT 06712.

PETE WOOD, 4 Marian Lane, Clinton, CT 06413.

DELAWARE

KRISTANNE CONNORS, 232 Plymouth Rd., Wilmington, DE 19803.

DISTRICT OF COLUMBIA

CLIFTON A. FOSTER, Assistant Vice President, Citicorp, 1050 Connecticut Ave., Suite 970, Washington, DC 20036.

STEVEN HARRINGTON MAHOOD, Assistant Controller, The World Bank/International Monetary Fund Credit Union, 1818 H Street NW, F.202, Washington, DC 20433 (2532 S. Arlington Mill Drive, Arlington, VA 22203).

RONALD E. McCOWEN, Director, U. S. Exhibitions, ITA/FCS, Room 2114, U. S. Dept. of Commerce, Washington, DC 20230.

G. RONALD RENCHARD, Manager-Exports and Licensing, Governor's Office-State of Virginia, 1000 Washington Bldg., 9th Floor, Richmond, VA 23219 (2401 Calvert Street NW, Washington, DC 20008).

MICHAEL S. TULLEY, Regional Personnel Officer, U. S. Department of State, AmEmbassy Yaounde, Washington, DC 20520.

FLORIDA

CHRISTOPHER L. BECKER, Senior Vice President, Crocker & Company, 5355 Town Center Road, Suite 600, Boca Raton, FL 33432 (6654 Sweet Maple Lane, Boca Raton, FL 33433).

DAVID W. BRIDEWELL, Senior Real Estate Loan Officer, Florida National Bank, Real Estate Lending Group, 801 N. Orange Ave., Orlando, FL 32802 (4434 Glenview Ln., Winter Park, FL 32789).

JERRY GRECO, President, Greco International, Inc., P. O. Box 150493, Cape Coral, FL 33915.

THOMAS HACKIM, District Sales Manager, State of Florida and Caribbean, Miller Desk/M&H, 710 Jamestown Blvd. #1290, Alta Springs, FL 32714

PETER S. HOUSEKNECHT, Vice President, NCNB National Bank, 250 S.E. 1st Street, Miami, FL 33131 (P. O. Box 560863, Miami, FL 33256-0863).

WILLIAM J. MESSETT III, Managing Partner, Tasa Inc., 9100 S. Dadeland Blvd., Suite 900, Miami, FL 33156.

CHRISTOPHER T. MORRISON, General Manager, Omni International Hotel, Biscayne Blvd. at 16th St., Miami, FL 33132.

SARA L. SHINE, Manager of International Accounting, Burger King Corporation, 9100 S. Dadeland Blvd., Penthouse 2, Miami, FL 33156.

JAMES F. TRANER, Second Vice President, Chase Manhattan Bank, 5355 Town Center Rd., Suite 402, Boca Raton, FL 33432 (1024 Bel Air #3, Highland Beach, FL 33431).

PETER WARNOCK, DR., Professor, University of Florida-IFAS, 1061 McCarty Hall, Gainesville, FL 32611 (1850 N.W. 11th Rd., Gainesville, FL 32605).

GEORGIA

GARY C. COCHRAN, Consultant, Touche Ross & Co., 225 Peachtree St. N.E., Suite 1100, Atlanta, GA 30043-6901.

WILLIAM N. PATY, Vice President & Manager, Lloyds Bank Plc, 235 Peachtree St. N.E., Suite 1400, Atlanta, GA 30303.

HAWAII

JOHN BUTLER, 3173 Beaumont Woods Place, Honolulu, HI 96822.

JOHN L. CAMPBELL, Sales & Marketing Manager, Island Instant Printing Centers, 1155 Fort St. Mall, Honolulu, HI 96813 (45-995 Waialele Rd. #26, Kaneohe, HI 96744).

DENNIS T. OSHIRO, President, International Business Resources, Inc., 900 Fort Street, Suite 1777, Honolulu, HI 96813.

FRED M. SMOOT, 184 Anapalau St., Honolulu, HI 96825.

IDAHO

HERBERT JENSEN, DR., Professor of Accounting, Department of Accounting, Boise State University, 1910 University Drive, Boise, ID 83725.

ROGER B. MADSEN, Attorney at Law, 3775 Cassia Street, Boise, ID 83705 (7842 Desert Avenue, Boise, ID 83709).

NANCY K. NAPIER, DR., Associate Professor, Boise State University, 1910 University Drive, Boise, ID 83725.

ILLINOIS

TRACEY L. CANTARUTTI, Senior Consultant, Arthur Young, 1 IBM Plaza, Chicago, IL 60611.

ANN L. CONNORS, Regional Vice President-Bank Marketing, Kemper Financial Services, 120 S. LaSalle St., Chicago, IL 60603.

ANNIE WAXMAN LOPEZ, 846 W. Fletcher #J6, Chicago, IL 60657.

MARK A. ROCHE, Assistant Vice President-Mergers & Acquisitions, First National Bank of Chicago, 2 First National Plaza, Suite 0043, Chicago, IL 60670 (1990 Stanford Dr., Naperville, IL 60565).

ANN F. ROSEN, 2543 N. Southport, Chicago, IL 60614.

MARY BETH SIMONS, Corporate Banking Officer, The First National Bank of Chicago, One First National Plaza, Suite 5032, Chicago, IL 60670 (Alvear 1385, 1B, 1016 Buenos Aires, Argentina).

JURIS A. ULMANIS, Product Planner, Motorola, Inc., 1301 E. Algonquin Road, Room 2256, Schaumburg, IL 60196.

ROGER N. VOEGELE, President, Voegele Upholstering Contractors, Inc., 3512 N. Cicero Avenue, Chicago, IL 60641.

PIETER A. VOS, 160 Dean Drive, Palatine, IL 60067.

SCOTT R. WALDNER, Director of Marketing, Waldner & Company, 2301 West 22nd Street, Suite 201, Oak Brook, IL 60521.

WILLIAM D. WROBEL, Director-Corporate Communications, Applied Industrial Materials Corporation, 421 E. Hawley Street, Mundelein, IL 60060 (371 Melrose Lane, Crystal Lake, IL 60014).

THOMAS ZAPP, 47 White Pine Rd., Geneseo, IL 61254.

INDIANA

DENNIS B. KELLEY, President, Pacific World Trade, Inc., 8900 Keystone Crossing, Suite 680, Indianapolis, IN 46240.

ZORAN M. OBRADOVIC, President, Meridian Int'l Trade Corp., P. O. Box 747, Crown Point, IN 46307 (403 S. East Street, Crown Point, IN 46307).

KATHRYN K. RAMMING, Export Administrator, Kirsch Division-Cooper Industries, 309 N. Prospect St., Sturgis, MI 49091 (53118 St. Abbs Ct., South Bend, IN 46635).

IOWA

JERRY N. CHAFFEE, President, Aeon Int'l Corp., 360 Seventh Ave., Marion, IA 52302 (2210 27th St., Marion, IA 52302).

JOSEPH P. O'DOWD, International Marketing Manager, Salsbury Laboratories, Inc., 2000 Rockford Road, Charles City, IA 50616.

KANSAS

SIEGFRIED M. KIEGERL, Chairman & CEO, Professional Rehabilitation Management, Inc., 201 E. Santa Fe, Olathe, KS 66061.

JOHN R. WICKERSHAM, President/CEO, Cone-A-Copia, Inc., P. O. Box 7047, Shawnee Mission, KS 66208.

KENTUCKY

JAMES E. HANSEN, Vice President & Manager-International, First National Bank of Louisville, P. O. Box 36000, Louisville, KY 40233.

MARYLAND

GEORGE T. DeBAKEY, Executive Director, ADAPSO, 1300 North Seventeenth Street, Suite 300, Arlington, VA 22209 (5303 Marlyn Drive, Bethesda, MD 20816).

CAROLYN J. KULL, International Banking Officer, First National Bank of Maryland, P. O. Box 17086, Baltimore, MD 21203.

KATHRYN D. LINDQUIST, International Trade Specialist, Maryland Office of International Trade, World Trade Center, Suite 752, 401 E. Pratt St., Baltimore, MD 21202 (7220 Morrison Dr., Greenbelt, MD 20770).

MASSACHUSETTS

RONALD T. ALONZO, Vice President, Jet Spray International Corp., 825 University Ave., Norwood, MA 02062 (P. O. Box 2452, Duxbury, MA 02331).

THOMAS R. CURRAN, JR., International Financial/Marketing Analyst, Polaroid Corporation, 549 Technology Square, Cambridge, MA 02134.

STEPHEN F. HALL, President, Food Marketing International, Inc., Suite 110, 450 Washington St., Dedham, MA 02026 (25 Church St., Dedham, MA 02026).

RON WILLIAMSON, Director of Contracts, Department of the Army, 405 Arsenal Street, Watertown, MA 02172 (12 George Road, Winchester, MA 01890).

LAURIE B. WRIGHT, Lead Coordinator-Software Billing, Digital Equipment Corporation, Five Burlington Woods Drive, Burlington, MA 08103 (52 Lake Street, Nashua, NH 03060).

MICHIGAN

MARIA A. ARBULU, International Marketing Specialist, Michigan Department of Agriculture, P. O. Box 30017, Lansing, MI 48909.

RONA NEUNEKER HOUSTON, Manager-Marketing Support, Syndeco, 660 Plaza Dr., Suite 2300, Detroit, MI 48226 (P. O. Box 272, Dearborn Heights, MI 48127).

KATHRYN K. RAMMING, see INDIANA.

PAUL R. TILLMAN, 2317 S. Westnedge, Kalamazoo, MI 49008.

MINNESOTA

DAVE HANSEN, Assistant Vice President, Cargill, Inc., P. O. Box 5613, Minneapolis, MN 55440 (525 Brockton Ln., Plymouth, MN 55447).

DIETER HELFEN, Assistant Vice President-Commodity Specialist, E. F. Hutton & Co., 3600 W. 80th Street, Suite 110, Bloomington, MN 55431 (15211 Knob Hill Curve, Minnetonka, MN 55345).

TRACY E. HUFFORD, Grain Merchandiser, Con Agra/Peavey Co., 730 2nd Ave. S., Minneapolis, MN 55402 (5235 11th Ave. S., Minneapolis, MN 55417).

MARY-HOLLIS ROSS, Account Supervisor, More Direct, 1825 Chicago Avenue, Minneapolis, MN 55404 (3978 Vandan Road, Minnetonka, MN 55345).

MISSOURI

JOHN T. DUNN, Product Manager, Continental Baking Co./Ralston-Purina, Checkerboard Square, 5CBC, St. Louis, MO 63164 (1524 Swallow Dr., St. Louis, MO 63144).

STEVE HORTON, Branch Manager, American President Lines, Ltd., 120 S. Central, Suite 1460, Clayton, MO 63105 (5367 Pershing #4, St. Louis, MO 63112).

MONTANA

PAUL L. FRANTZ, Attorney at Law, Morrow, Sedivy & Bennett, P. O. Box 1168, Bozeman, MT 59771-1168 (112 Sunset Boulevard, Bozeman, MT 59715).

NEBRASKA

KEVIN D. ASBJORNSON, Strategic Marketing Manager, Applied Communications Inc., 330 S. 108th Avenue, Omaha, NE 68154 (621 S. 37th Street, #307, Omaha, NE 68105).

H. MICHAEL HARVEY, President, Michael Harvey Enterprises, 3222 Center St., Omaha, NE 68105.

ROBERT S. HERMAN, Vice President, Dataline, Inc., Suite 350, 8805 Indian Hills Dr., Omaha, NE 68114.

W. SCOTT MORRIS, Vice President, First National Bank, One First National Center, Omaha, NE 68102 (4825 S. 91st Ave., Omaha, NE 68127).

JERRY L. NORRIS, General Counsel, Leo A. Daly Company, 8600 Indian Hills Drive, Omaha, NE 68114.

ROBERT J. VANDEVOORT, 1312 South 83rd Street, Omaha, NE 68114.

NEVADA

PATRICIA MONTMORENCY, Vice President-Credit, Great Western Leasing, 5270 Neil Road, Reno, NV 89502.

CLIFFORD P. WOODBURY, International Contracts Administrator, Lynch Communication Systems, Inc., 204 Edison Way, Reno, NV 89520.

NEW HAMPSHIRE

LAURIE B. WRIGHT, see MASSACHUSETTS.

NEW JERSEY

ALAN D. ANDREWS, Vice President, Horizon Bank, 334 Madison Ave., Morristown, NJ 07960 (124 Augusta St., South Amboy, NJ 08879).

BELMONT HAYDEL, JR., Ph.D., Associate Professor of Business Policy & Environment, Rider College, School of Business Administration, 2083 Lawrenceville Road, Lawrenceville, NJ 08648.

MICHEL H. RITTENBERG, 11 Winding Way, Madison, NJ 07940.

JACK WILLYARD, Senior Vice President, The Credit International Associates, Inc., 370 Lexington Avenue #1407, New York, NY 10017 (554 Lenox Ave., Westfield, NJ 07090).

NEW MEXICO

ERNEST H. BRUSS, President, Plant Designs, P. O. Box 37259, Albuquerque, NM 87176 (1331 Park Ave. SW #1005, Albuquerque, NM 87102).

ANNE W. HONSTEIN, Vice President, The Bank of Santa Fe, P. O. Box 2027, Santa Fe, NM 87504 (2974 Senda del Puerto, Santa Fe, NM 87505).

RODERICK N. HONSTEIN, President, Honstein Oil Company, Rt. 6 Box 29-H, Santa Fe, NM 87501 (2974 Senda del Puerto, Santa Fe, NM 87505).

CHERI L. TILLMAN, International Banking Officer, Sunwest Bank of Albuquerque, N.A., P. O. Box 25500, Albuquerque, NM 87125-5500.

NEW YORK

C. MICHAEL BENNIS, see CONNECTICUT.

EDWARD H. DANSE, Marketing Manager, Bausch & Lomb, 42 East Ave., Rochester, NY 14603.

DEBORAH SCHILLER, Alsthom International, Inc., 45 Rockefeller Plaza, Suite 3010, New York, NY 10111.

KELLY S. SHAW, 330 East 46th St. Apt. 9E, New York, NY 10017.

MICHEL H. RITTENBERG, see NEW JERSEY.

TIM C. WALKER, Vice President-Marketing, Truck-Lite Co., Inc., P. O. Box 387, Jamestown, NY 14702-0387.

JACK WILLYARD, see NEW JERSEY.

NORTH CAROLINA

NANCY JONES ARMSTRONG, Vice President and Manager, Lloyds Bank Plc, 500 W. 5th St., Suite 202, Winston-Salem, NC 27152.

MICHAEL B. ENGLAND, 1021 Woodhill Court, Raleigh, NC 27609.

JAMES E. HOLT, Director of International Sales, Celwave Systems, Inc., P. O. Box 39, Claremont, NC 28610.

NORTH DAKOTA

DONALD C. NELSON, 802 South Drive, Fargo, ND 58103.

OHIO

WILLIAM C. BETTS, Sales Engineer, Cholmondeley Industrial Associates, Inc., 4703 Wilmer Ct., Cincinnati, OH 45226 (5458 Beechmont Apt. 208, Cincinnati, OH 45230).

A. B. BROWN, Account Manager, Amcast Industrial Corp., P. O. Box 98, Dayton, OH 45459 (2309 Willowgrove Ave., Kettering, OH 45409).

WILLIAM L. DEVIR, Manager, Monarch Marking/Pitney Bowes, P. O. Box 608, Dayton, OH 45401 (10300 Grand Vista Drive, Centerville, OH 45459).

ROBERT S. MALOTT, 144 Sharon Road, Chillicothe, OH 45601.

BRUCE C. MARKS, President, Miles, P. O. Box 207, 1717 Boettler Road, Greensburg, OH 44232.

OKLAHOMA

NEV GROVE, 5519 S. Aranta, Tulsa, OK 74105.

S. L. LAMBETH, 2205 E. 66th Place, #609, Tulsa, OK 74136.

LEE SELBY, 1352 E. 18th St., Tulsa, OK 74120.

DAVID E. SHAFFER, Ph.D., International Sales Manager, Ditch Witch International, Inc., P. O. Box 66, Perry, OK 73077.

OREGON

CRAIG ADAMS, President, Gemini International, Ltd., 18905 NW Nelscott, Portland, OR 97229.

DUANE PARTAIN, Food Service Director, University of Oregon, Erb Memorial Union, Eugene, OR 97403 (3685 Bardell, Eugene, OR 97407).

JIM PILLON, Credit Manager, Tektronix, Inc., P. O. Box 99, MS:73-802, Beaverton, OR 97077 (6855 SW 63rd Ave., Portland, OR 97219).

JANE M. SCHEIDECKER, Associate Dean-Program Development, University of Oregon, College of Arts and Sciences, 117 Friendly Hall, Eugene, OR 97403 (3685 Bardell, Eugene, OR 97401).

H. DELIGHT STONE, Associate, Clifford Curry Architects, 471 High SE, P. O. Box 40, Salem, OR 97308 (735 Tillman SE, Salem, OR 97302).

JAMES D. THAYER, Manager-International Investments, Oregon Economic Development Department, 1500 SW 1st Avenue, Suite 620, Portland, OR 97201.

PENNSYLVANIA

MARK E. BROSKEY, Manager-International Marketing Services, Joy Manufacturing Co., 301 Grant St., Pittsburgh, PA 15219 (8 Windsor Court, Pittsburgh, PA 15220).

THOMAS M. ELLINWOOD, International Banking Officer, Philadelphia National Bank, P. O. Box 7618, F.C. 1-19-2, Philadelphia, PA 19101 (117 Argyle Rd., Ardmore, PA 19003).

PLATO GHINOS, 250 Toftrees Ave., Apt. 311, State College, PA 16803.

NORBERT W. JOSTEN, 903 S. Providence Road, Wallingford, PA 19086.

ANDREW LUBIN, 226 Penn Valley Terrace, Yardley, PA 19067.

KAREN S. NORELLI, Director-Business Development Division, Bethlehem Steel Corporation, 1705 Martin Tower, Bethlehem PA 18016 (115 W. Langhorne Ave., Bethlehem, PA 18017).

JAMES B. STYER, Manager-Corporate Operations, Rosenberger Cold Storage & Transport, Inc., 2525 Bergey Road, Hatfield, PA 19440 (628 Landis Road, Telford, PA 18969).

CHRISTINE E. WALBORN, Regional Marketing Manager, Latin America/Caribbean, Hershey International Ltd., 14 E. Chocolate Ave., Hershey, PA 17033.

PETER A. WARREN, Vice President-Marketing/Operations, Winter Fruit Distributors, Inc., 3460 N. Delaware Ave., Suite 103, Philadelphia, PA 19134.

RHODE ISLAND

BRYAN MANNING, Senior Marketing Manager, Elmwood Sensors, Inc., 500 Narragansett Park Dr., Pawtucket, RI 02861 (33 Squantum St., Cranston, RI 02920).

LINDA J. VALENTINI, Assistant Vice President, RI Hospital Trust National Bank, 1 Hospital Trust Plaza, Providence, RI 02903 (3 Cardinal House, Moorland Farm, Newport, RI 02840).

LYNN E. WISE, Vice President, Admiral Packaging, Inc., 10 Admiral Street, Providence, RI 02940 (51 Grand View Drive, East Greenwich, RI 02818).

SOUTH CAROLINA

ROBERT J. H. ZUURDEEG, Manager-Marketing Support, NCR Corporation, 3245 Platt Springs Road, West Columbia, SC 29169 (424 Winding Way, Columbia, SC 29210).

TENNESSEE

WILLIAM MONTAGUE FERRY, 5932 Sedberry Rd., Nashville, TN 37205.

BARBARA BELL FLETCHER, International Banking Officer, First American Corporation, First American Center, International Division, 327 Union Street, Nashville, TN 37237.

JOHN D. WALKER, International Banking Officer, First American Corporation, 9th Floor, First American Center, Nashville, TN 37237.

TEXAS

ERIC M. ADAMS, Senior Vice President-Manager International Department, First City National Bank, 320 N. Stanton, El Paso, TX 79901.

BRUCE BLANKENSHIP, Vice President, Blankenship Developments, Inc., P. O. Box 5246, Lubbock, TX 79417.

LESLIE A. CASTRO, Financial Analyst-Entrepreneur, Management Specialties, Inc., One Financial Centre, Suite 120, 1717 North Interstate 35, Round Rock, TX 78664 (1802 Rawhide Loop, Round Rock, TX 78681).

PAUL S. DULANEY, P. O. Box 366, 211 Pecan St., Clyde, TX 79510.

HOLLAND B. EVANS, JR., President, Evans and Wood & Co., Inc., P. O. Box 1533, Houston, TX 77251.

TOM W. GLÄSER, Director of Education, Mansfield Business School, 740 Wynnewood Village, Dallas, TX 75224 (3558 Kell Street, Ft. Worth, TX 76109).

IZZET RIFAT "IKE" GUNEY, Assistant Manager-Comptrollers, Southwestern Bell Telephone Company, 211 S. Akard, Two Bell Plaza, Room 1280, Dallas, TX 75202 (8610 Southwestern Blvd. #2422, Dallas, TX 75206).

MARGO JENKINS, Account Executive, Genigraphics, 1120 Capital of Texas Hwy. South, Bldg. 2, Suite 300, Austin, TX 78746 (12312 W. Cow Path, Austin, TX 78727).

THOMAS P. JORDAN, President, Jordan Granite and Marble, 5538 Timber Canyon, San Antonio, TX 78250.

RUSSELL LAUGHEAD, President, J. R. Laughead, Inc., Arena Towers #800, 7324 S.W. Freeway, Houston, TX 77074.

GARY J. MARTIN, Development Officer, Texas A & M University, 610 Evans Library, Tamu Development Foundation, College Station, TX 77843.

RANDOLPH K. MILLER, Senior Vice President-Special Assets Dept., NBC Bank-San Antonio, N.A., 430 Soledad, San Antonio, TX 78205 (2927 Chisholm Trail, San Antonio, TX 78217).

MORTADA M. MOHAMED, Director for Middle East/Africa, Texas Department of Agriculture, P. O. Box 12847, Austin, TX 78711.

JIM F. SMITH, Retail Banking Officer, First City National Bank of Houston, 1001 Main Street, Houston, TX 77002 (2153 Winrock #3, Houston, TX 77057).

VICTORIA THOMAS, 9841 W. Valley Ranch Pkwy. #2030, Irving, TX 75063.

UTAH

TOM GOUDIE, Regional Fleet Manager, Ryder Freight Systems, 2156 W 2200 So., Salt Lake City, UT 84119 (5154 Ridgecrest Drive, Salt Lake City, UT 84118).

VIRGINIA

CHARLES P. ANCONA, Vice President, Boar's Head Enterprises, #2 Boar's Head Lane, Charlottesville, VA 22901.

GEORGE T. DEBAKEY, see MARYLAND.

GEORGE L. HILLER, Vice President, United Virginia Bank, 919 E. Main Street, Richmond, VA 23219.

ROBERT M. KELSO, President, Kelso Risk Management, Inc., 1311 Vincent Place, McLean, VA 22101.

STEPHEN HARRINGTON MAHOOD, see DISTRICT OF COLUMBIA.

G. RONALD RENCHARD, see DISTRICT OF COLUMBIA.

VICKI L. WARREN, Vice President & Manager-Commercial Training Department, United Virginia Bank, 919 E. Main St., Richmond, VA 23219.

WASHINGTON

ADELAIDA C. ADDURU, 11536 Meridian Ave. N., Seattle, WA 98133.

DAVID L. DAVIS, Senior Account Executive, Refco, Inc., 2150 Fourth & Blanchard Bldg., Seattle, WA 98121 (4211 83rd Ave. S. E., Mercer Island, WA 98040).

JANET HORTON GETHING, Vice President, Citicorp (USA), Inc., 1111 3rd Avenue, Suite 2700, Seattle, WA 98101 (100 Prospect Street, Seattle, WA 98109).

THOMAS F. HUDSON, President, Hudson Business Consultants, 3820 36th Avenue West, Seattle, WA 98199.

ALAN G. NORDELL, 520 N. E. 98th, Seattle, WA 98115.

STEVIN E. VAN LUVEN, State Representative, 48th District, Washington State Legislature, House of Representatives, Olympia, WA 98504.

WISCONSIN

ANNA M. BESHENSKY, Cash Management Officer, First Wisconsin National Bank, 777 East Wisconsin Avenue, Milwaukee, WI 53202.

ROBIN M. BIRD, Manager-Sales Promotions & Public Relations, J. I. Case, 700 State Street, Racine, WI 53404 (1321 N. Franklin Place #3C, Milwaukee, WI 53202).

TERRY S. SINGER, Vice President-Marketing, Madison Kipp Products Corp., 201 Waubesa St., Madison, WI 53704 (6201 Winnequah Rd., Monona, WI 53716).

BRADFORD L. STONG, Senior Financial Analyst-International Finance, S. C. Johnson & Son, Inc., 1525 Howe Street, Racine, WI 53403 (800 Emerson Ave., S. Milwaukee, WI 53172).

DAPHNE SUN, 627 School Street, Kohler, WI 53044.



INTERNATIONAL COUNSELORS

ARGENTINA

MARY BETH SIMONS, see ILLINOIS.

AUSTRALIA

JAMES W. ECHLE, Marketing Manager, Asia and Pacific, International Minerals & Chemical Corporation, P. O. Box 389, North Ryde, N. S. W. 2113 Australia.

BELGIUM

RICHARD MACKNEY, Fagnery 28, 4950 Beaufays, Belgium.

JAMES B. STEWART, Director of International Marketing, Solvay & Cie., rue du Prince Albert 33, 1050 Bruxelles, Belgium.

CAMEROON

MICHAEL S. TULLEY, see DISTRICT OF COLUMBIA.

CANADA

GEORGE LEE, President, Lee Importer Ltd./Gastown Investment 21 Ltd., 21 Water Street, 3rd Fl., Vancouver, B.C. V6B 1A1, Canada (956 Fairmile Road, West Vancouver, B.C., V7S 1R4, Canada).

ECUADOR

ROBERT C. FRASER, Senior Commercial Officer, U. S. and Foreign Commercial Service, U. S. Embassy, Quito Ecuador, APO Miami, FL 34039.

EGYPT

TIMOTHY S. BURLEIGH, Assistant Director, U.S. Wheat Association, Inc., 19 Gamal El Din Abu Al Mahassen Street, Cairo, Egypt.

ENGLAND

CHARLES J. P. BETZ, Managing Director, Carre, Orbin & Partners International, 7 Curzon Street, London, W1Y 7FL, England.

W. J. G. (JOHN) BOWEN, Managing Director, Sir Speedy Printing Centres Plc, 28 Gray's Inn Road, London, WC1X 8HR, England (27 Oakway, Studham, Bedfordshire, LU6 2PE, England).

FRANCE

SUSAN DUVAL, 36 rue de la République, 92190 Meudon, France.

GERMANY, FEDERAL REPUBLIC OF

MICHAEL D. ERDMANN, International Auditor, Bertelsmann AG, Postfach 5555 D-4830 Guterscon 1, West Germany.

GUATEMALA

GEORGE R. LINDAHL, JR., Cotton Broker, Avenida Reforma 10-00, Zone 9, Apt 5-A, Guatemala City, Guatemala.

HONDURAS

ROBERTO ENRIQUE AGURCIA LeFEBVRE, Industrial Engineer, Banco de Occidente S.A., Apartado Postal 177-C, Tegucigalpa, Honduras (Cal. Palmira 2a Calle #2244, Tegucigalpa, Honduras).

HONG KONG

STEVEN L. GANDY, Vice President and Regional Manager, PNC International Finance (Asia) Ltd., 1008 Two Exchange Square, Central, Hong Kong.

TERRY L. PETEETE, International Marketing Executive, de la rue Printrak, 2-4 Da Shing Street, Taipo, Hong Kong.

INDIA

SHANKAR SUNDARAM, Manager Business Development, Amalgamations Ltd., 861, Anna Salai, Madras 600 002, Madras, India ("Mahalakshmi", 25 Kasturi Rangan Road, Madras, India).

INDONESIA

DANIEL J. GOLDSMITH, Managing Director, I.E.S., P. O. Box 410/KBY, Jakarta Selatan, Indonesia.

JAPAN

TACO F. PROPER, The King's Homes #102, 8-10, Kami-meguro 1-chome, Meguro-ku, Tokyo 153, Japan.

GARY C. ROBERTS, Assistant Manager, International Department, Morinaga Milk Industry Co. Ltd., 33-1, 5-chome, Shiba, Minato-ku, Tokyo 108, Japan.

STEVE E. WEINER, Director-Industry Services, American Electronics Association, Nambu Bldg. 3rd Floor, 3-3 Kioicho, Chiyoda-ku, Tokyo 102, Japan.

JORDAN

DAVID YOUMANS, JVASP/USAID, American Embassy, Amman, Jordan.

KOREA

DAL-SOO KWON, Manager, Seoul Office, Delco-Remy Division of General Motors, GMPSI (Delco-Remy), Leema Bldg., Ste. 400, 146-1, Soosong-Dong, Chongro-ku, Seoul, Korea, C.P.O. Box 6473 (#704, 314-Dong, Mok-Dong, Shinshigagi Apt., Seoul, Korea).

JAMES H. RIDDLE, Vice President, Teledyne, C.P.O. Box 3599, Seoul, Korea.

MALAYSIA

LIP-CHEE LEE, 25 Lorong Aminuddin Baki Satu, Taman Tun Dr. Ismail, 60000 Kuala Lumpur, Malaysia.

PHILIPPINES

JAMES SAVAGE, Regional Manager, Plexchem Int'l, Inc., P. O. Box 1172 MCC Makati, Metro Manila, Philippines.

PUERTO RICO

HAROLD L. MEEKS, General Manager, Nabisco Brands (P.R.) Export, Inc., Miramar Plaza, Suite 705, 954 Ponce de Leon, Santurce, Puerto Rico 00907 (Cond. Alta Vista, Torre No. 1, Apt. 16A, Guaynabo, Puerto Rico 00657).

SAUDI ARABIA

BRIAN T. FARMER, Procurement Coordinator, International Airports Projects, P. O. Box 6326, Jeddah 21442, Saudi Arabia.

SINGAPORE

SAMUEL P. MONCURE, Managing Director, Dinol Chemicals (S.E.A.) Pte. Ltd., 453 Tagore Avenue, Singapore 2678.

RAYMUNDO A. YU, JR., Vice-President/Manager, Merrill Lynch Int'l Bank Limited, 50 Raffles Place #28-04, Shell Tower, Singapore 0104 (39 Chancery Hill Road #01-24 Villa Chancery, Singapore 1130).

SPAIN

GERALD H. GREENE, President, Kodak S.A. (Spain), Apartado 48, 28230 Las Rozas, (Madrid), Spain.

MARK F. SILVERMAN, Resident Vice President, Citibank España, Plaza Independencia, 6, 28001 Madrid, Spain.

SWITZERLAND

UNNUR M. G. KORNMAYER, La Chavanette, 1801 Mont-Pèlerin, Switzerland.

SCOT von BERGEN, Managing Director, Point Enterprise S.A., P. O. Box 48, 1260 Nyon, Switzerland.

VENEZUELA

RICHARD WAYCOTT, Gerente de Productos, Molinos Nacionales C.A., Monaca Apartado del Este 70.384, Caracas, Venezuela.



"We must ask why do so few business schools give adequate emphasis to the international aspects of business. (One that does in full measure is the American Graduate School of International Management in Arizona...) Most American schools of business are still unable to deliver comprehensive training at undergraduate and graduate levels in international finance, marketing, and other critical subject. One reason, of course, is a natural lag in the ability to acquire faculty members fully qualified to deliver this education. Eventually this will be remedied, but the problem is now."

Thomas R. Horton
President and CEO
American Management Associations
in *Management Review*, August 1983

POLICY STATEMENT

American Graduate School of International Management, in compliance with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments Act of 1972 (45 CFR 86), and the Rehabilitation Act of 1973, does not discriminate on the basis of race, color, national origin, religion, sex, or handicap in any of its policies, procedures, or practices; nor does the School, in compliance with the Age Discrimination in Employment Act of 1967, amended in 1978, and the Vietnam Era Veterans Readjustment Act of 1974, discriminate against any employees or applicants for employment on the basis of their age or because they are disabled veterans or veterans of the Vietnam Era. This nondiscrimination policy covers admission, access, and treatment in School programs and activities, and application for and treatment in School employment. In conformance with School policy and pursuant to Executive Orders, pertinent laws and regulations, the School is an affirmative action, equal opportunity employer.

EQUAL EDUCATIONAL OPPORTUNITY

It is the Policy of American Graduate School of International Management to administer all programs, actions, and decisions concerning every aspect of scholastic life without discrimination on the basis of race, color, creed or religion, sex, handicap, age, veteran status, or any other protected category.

In addition, a policy of Affirmative Action will be implemented to assure the eradication of any factors that serve or have served to discriminate, either intentionally or unintentionally, against women, minorities, and other protected groups, as well as encourage the application of these groups.

Inquiries regarding the School's affirmative action/equal opportunity policies may be directed to the Director of Personnel, Thunderbird Campus, Glendale, Arizona 85306, telephone 602/978-7103, or to the Director of the Office for Civil Rights, Department of Health, Education, and Welfare.



INDEX

Academic Board of Visitors	93
Academic Calendar	iv
Academic Probation	25
Academic Regulations	23
Accreditation	3
Administration	89
Admission, Procedure	15
Admission, Qualifications for	15
Admission, Term of	16
Alumni Association	111
Alumni Educational Counselors	113
Alumni Relations	10
American Management Association	13
Application Fee	19
Application Procedures	16
Arizona State University	45
Assistantships, Scholarships and Fellowships	79, 82, 83
Associated Students Legislative Council	8
Attendance	25
Auditing	23
Awards	9
Board and Lodging	21
Campus Facilities	3
Campus Publications	9
Career Services Center	6
CDS International Inc., Germany	46
Certificate of Advanced Study	44
Change of Schedule	23
Class Attendance	25
Clubs	8
Communication, Office of	11
Concurrent Enrollment	23
Cooperative Programs	45
Correction of Errors in Grading	25
Courses Offered	47
Course Numbering, Explanation of	27
Credit Hours and Course Load	23
Curriculum Changes	28
Curriculum: Master of International Management Degree	27
Degree Program	27
Deposits	20
Development Office	11
Discharging Incomplete Grades	25
Drury College	45
Employment, Spouse	79
Employment, Student	79
English as a Second Language Courses	17, 32, 64
English Language Requirement	17
English Placement Test	17
External Affairs	10
Faculty	95
Fellows, Board of	92
Fellowships	82
Financial Aid	17, 21, 79
Financial Information	19
Food Service	5
Foreign Language Courses	60

INDEX

Foreign Programs	42
Foreign Students	17
France: Summer Program	43
General Information	3
Germany: European Business School	42
GMAT	15, 17
Grading Code	24
Graduation Requirements	26
Graduation with Distinction or with Honors	26
Health Services	6
History of Thunderbird	12
Housing	21
Housing Deposit	20
Incomplete Grades	25
Interfaith Center	8
International Careers	1
International Studies Courses	47
International Studies, Department Requirements	30
International Studies Research Center	4
Internship	44, 57, 76
Japan: Institute for International Studies and Training	42
Key Manager Courses	13
Language Courses	59
Language Testing Center	33
Languages, Modern, Department of	30
Lectures and Seminars	9
Library, Barton Kyle Yount	4
Living Accommodations	4
Living Costs	21
Loan Sources	84, 85
Location	3
Lodging	21
Map	132
Matriculation	16
Mexico: La Universidad Autónoma de Guadalajara	42
Modern Languages, Courses	59
Modern Languages, Department Requirements	31, 33
Norway: Norwegian School of Management	43
Name Change	13
Objectives	iii
Off-Campus Living Costs	22
Off-Campus Programs	42
On-Campus Housing	4
On-Campus Programs	44
Payment of Fees	19
People's Republic of China: University of International Business and Economics	43
Physical Plant	3
Placement	6
Post Office	6
President's "E" Award	13
Program of Study, Outline of	29
Qualifications for Admission	15
Recreation and Sports	9
Refunds	22
Requirements for the Master of International Management Degree	27
Requirements: Department of International Studies	30
Requirements: Department of Modern Languages	31, 33
Requirements: Department of World Business	34
Retaking Courses	25
Returning After An Absence	26

Sample Courses of Study	35
Scholarship Grants	82
School Representatives	16
Spain: Escuela Superior de Administración y Dirección de Empresas	43
Special Deposits	20
Special Programs	39
Special Students	44
Special-Student Fees	19
Spouse Tuition	19
Spouses: Certificate of Advanced Study	44
Student Conduct	25
Student Fees	19
Student Government	8
Student Loan Funds	84
Student Services	6
Term of Admission	16
Test of English as a Foreign Language	17
Thesis	26
Thunderbird Field	13
Thunderbird Graduate Management Internship	44, 57, 76
Thunderbird Management Center	11
Thunderbird Name Change	13
Transcript Regulations	26
Transfer of Credits	23
Trustees, Board of	90
Tuition	19
Tuition Deposit	20
University of Arizona	45
University of Denver	46
University of Pittsburgh	46
Veterans	22
Waiting Period, Enrollment	15
Waivers	27, 58, 76
Winterim	39
World Business Advisory Council	107
World Business Courses	67
World Business, Department Requirements	34
Yount, Barton Kyle	11



DIRECTORY (Area Code 602)

Academic Affairs	978-7250
Admissions	978-7210
Business Office	978-7140
Dean of Students	978-7133
Department of International Studies	978-7182
Department of Modern Languages	978-7255
Department of World Business	978-7150
Financial Aid	978-7130
Housing	978-7132

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

