

Das Tor

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

Vol 16 No 3

February 9, 1983

8 Pages

New Faculty Center Planned

Funding Sought — Completion Date, Fall '85

by Connie Dugan

The proposed two million dollar faculty center scheduled for completion by September 1985 will "complete the academic triangle," remarked Vice President Berger Erikson, the only remaining member of AGSIM's 1946 founding administration.

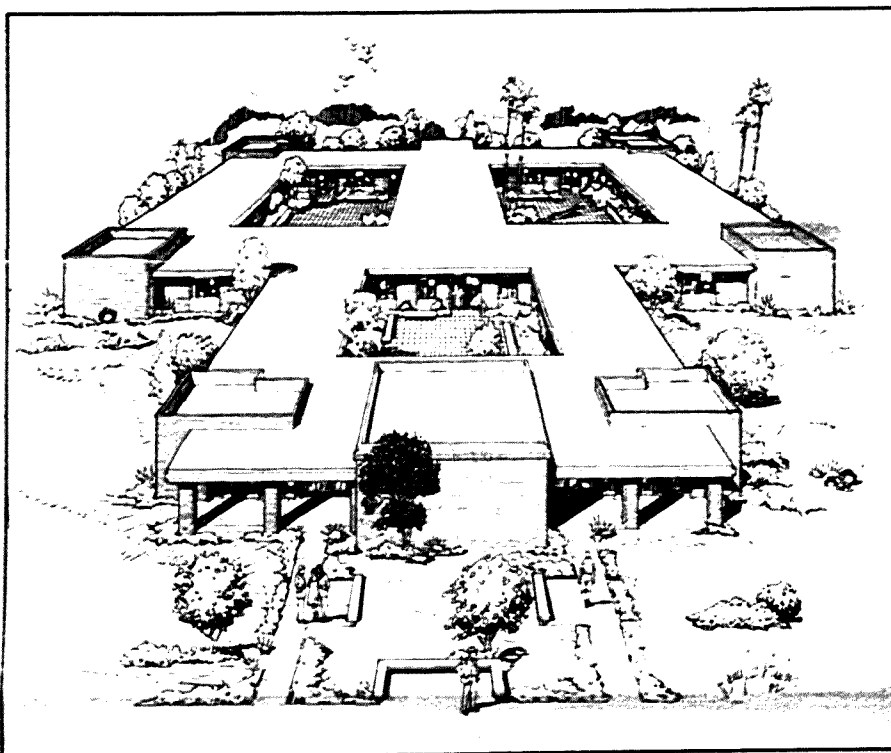
The 27,018 square foot faculty center, which will be located between career services and the Frank L. Snell Learning Center (the classrooms around the fountain) at the east of the AGSIM campus, constitutes the "next important addition to campus development," stated Dr. William Voris.

Because "The heart of any educational institute is its library," explained Erickson, the 15,000 square foot Barton Kyle Yount Memorial Library was constructed in 1970. The completion of the Frank L. Snelling Center in 1980 added the second leg of the triangle.

Although Dr. Thomas Bria, Assistant Vice President of Institutional Development, "would like construction to begin yesterday," he admits that plans for what will be the largest building on campus are still at a fund-raising stage.

With funds now exceeding 350,000 dollars, AGSIM will seek further donations primarily from major foundations and corporations, i.e. banks and manufacturing firms, wealthy individuals, and the board of trustees, explained Voris. Donations from the alumni, he continued, help support "scholarships, faculty development, and the direct operation of the school instead of bricks and mortar."

Voris described the private office for each instructor as the best feature of the



"We think the faculty has suffered pretty primitive conditions and deserves a new faculty center." Dr. William Voris.

proposed 110 room center that will encompass three courtyards and include a faculty lounge, conference rooms, reception area, and patios leading from the offices. Phoenix architect Donald Cramer designed the slump block, flat roof faculty center to blend with the existing buildings on campus and to allow for expansion.

"We think the faculty has suffered pretty primitive conditions and deserves a new faculty center," said Voris who believes "This type of facility will also be an added incentive in attracting well-qualified individuals to join the faculty."

The physical work environment "has a lot to do with the people we attract and with the morale of those already here," commented Bria. "We are in tough competition in world business and we want the best faculty we can get," he added.

The new faculty center will allow not only easy inter-departmental access but also existing scattered offices to be used for other purposes. Once faculty offices are emptied in Dorm C, the space may be reverted back to much needed dormitory living. The control tower that now accommodates the language and world business departments is a possible site for a student union, reported Bria.

Although Voris is championing the new faculty center, he emphasized that "the construction of buildings is not the most urgent priority" at AGSIM. What is most important, stated Voris, is "to keep the school financially solvent, which means additional support from corporations and foundations." Therefore, he concluded, "by necessity, construction ranks second or third."

Architectural drawings and layout are presented on page 6.

Mexican Banking and Economic Crisis

A rainy day was an appropriate setting for an address on the Mexican economic and banking crisis that Dr. Paul Dickie delivered to a group of T-Bird Alums, largely from the field of banking, on Jan. 19 at The Phoenix Hilton. Following are excerpts from Dr. Dickie's talk.

"There will be no Mexican default. Mexico, battered and somewhat tarnished, continues in the mold of a Newly Emerging Industrial (NIC) nation. The "emergency package" of financial assistance put together by America and other industrial countries has bridged the gap. The International Monetary Fund program for economic adjustment is now in place."

"But all is not well. The crisis continues. The scene has simply shifted to the domestic stage. The International bailout was by comparison quick and easy."

The 1982 budget deficit is estimated at an unparalleled 16.5% of the Gross Domestic Product (GDP). By comparison, this figure in relative terms, represents four times the cataclysmic deficits forecasted for the upcoming U.S. budget."

"While the key problem in Mexico has been the fiscal deficit, mismanagement and confusion has led to major distortions in other sectors of the economy. Most importantly perhaps Mexico imposed exchange controls and instituted a dual exchange rate system in August 1982."

"In fact, under the Articles of Agreement of the International Monetary Fund,

Mexico has accepted the obligations of Article VIII which precludes the use of exchange controls and dual exchange rates." "The private sector has been hit in two ways. The decline in real demand resulted in a sharp fall in receipts at the same time the peso cost of servicing the dollar debt multiplied in line with the devaluations of the peso. Bankruptcies rose dramatically."

"The importance of assisting Mexico through this crisis is well appreciated by the Reagan Administration."

"U.S. businesses have over \$7 billion in

"The seeds of the '82 Mexican economic crisis were sown in the grandiose development plans initiated in the late 70's by Lopez Portillo"

direct investments in Mexico and U.S. banks have loans outstanding in Mexico of \$25 billion."

"The stability which is invaluable in close neighbors was once again demonstrated in the elections of Miguel de

la Madrid in July 1982.

Mexico's stability stands in sharp contrast with the turmoil in Central America."

"Yet major problems remained. The incomes of small farmers and the unskilled, marginal workers in urban areas has stagnated. While there was a buildup in the middle-class, a population growth rate of up to 3.5% made it impossible to make rapid progress in reducing the inequities."

"Following the September 1, 1976



Dr. Paul Dickie

devaluation of the peso Mexico entered into a three year economic adjustment program under the newly created Extended Fund Facility with the International Monetary Fund. That program, beginning in 1977, called for major adjustments in the fiscal, monetary and external sectors."

"Mexico had a very successful experience with the Fund economic adjustment programs. The only difference now is that the size of the required adjustment is roughly twice that of the 77-79 program." "The seeds of the 82 crisis were sown in the grandiose development plans initiated by Lopez Portillo in the late 70's. Those plans mushroomed in line with Mexican petroleum receipts. Petroleum income rose exponentially due to major new finds and the doubling of prices in the 79-80 period. International bankers appeared ready to provide almost unlimited lines of credit. The concept of resource constraints seemingly vanished." "...a liquidity crisis emerged at the beginning of 1982. When petroleum prices softened in mid 81, international bankers became somewhat reluctant to increase their exposure to Mexico, particularly as Mexico for a short period of time refused to reduce their prices to competitive levels. To offset the lack of medium term loans, Mexico drew on their short term credit lines. By the end of 1981, almost half of their \$57 billion of debts to international banks were due in 1982. A liquidity crisis became inevitable."

DAS TOR

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

"THE GATE"

at The American Graduate School of International Management
Glendale, Arizona 85306

Editor: Brian Kelly
Assistant Editor: Steve Spitts
Business Manager: Andrew Previtali

Contributing Writers: Connie Dugan
Caroline Hubbell
Jeri Bible
Muguel Mitchell
Jane Siebels
Peter Rene Amrein
John Warner
CB

DAS TOR is the independent campus newspaper of AGSIM. Opinions expressed are not necessarily those of the DAS TOR staff. Copy deadline is noon, Wednesday. All copy handed in must be typed and double-spaced, with margins set at 20 and 70.

EDITOR'S WORD

These Are The Good Ol' Days

Shared joy is double joy and shared sorrow is half-sorrow.
—Swedish proverb

Excess of sorrow laughs.
Excess of joy weeps.
—William Blake

One soon realizes that there is something uncommonly strong about the friendships formed here at AGSIM and those formed with T-birds later in life.

Part of this has to do with enduring the same hardships. Adapting to the school's unique location and peculiarities is a hazing process which, in a curious way, encourages friendship. There will be grueling exam weeks, days without mail, days without female, lonely days and bored days.

There will be days you wish you had a car. And you'll become infuriated when the board plans abandons you on the four day Easter break. There'll be days you'll wish Glendale was a suburb of San Francisco and not situated on what looks like a cross between the sets for Green Acres and The Twilight Zone.

Yes, the library's copying machine will break down and you will eat enough roast beef (roast beast) to make you turn Hindu.

There are professors who don't follow the catalogue course description and you'll soon realize that the Career Service's Placement report was not as frank as it could have been. Oh, and yes, the days will soon turn very, very hot.

You will also become maddened upon your inaugural swimming pool nosebleed as you learn to swim for the first time using aural, not visual cues. (There is still no line on the bottom of the pool! Beware!)

You will become a bit depressed when you read in your orientation packet titled, "Desert Survival In A Nutshell", that one should "Never walk barefoot—especially at night when most creatures come out to hunt."

But wait, these are the good ol' days! And these few months, bought for \$36.69 a day, will hatch unending comradery because of these very hardships. The survivors of the Titanic have a very joyous reunion every year you know.

Just as these difficulties will bring sighs, these will be times of happiness hatchable only in this unique nest called AGSIM (Notice the T-bird motif.) All of the best recipes for friendship call for ample supplies of fun. And that is what really steels your relationships here at AGSIM.

There are some things you'll soon grow to love. Namely:

- The blueberry muffins
- The international magazines in the library.
- The bright flashes of truth some professors will actually leave you to ponder.
- Intelligent discussions about languages.
- The Quad parties. Among the most enjoyable is the Asia Club's Moon Festival where one eats moon cakes, drinks Japanese beer and soy milk and celebrates the moon. This is a night during the fall when the moon is at its perigee with the earth and is at its biggest. On this night it is tradition for separated lovers to both gaze at the moon and think of their mate far away.
- The Christian Science Monitor at reduced rates.
- The inexpensive beer and good music at the pub.
- Wearing sports shirts in January.

The word "school" comes from the Greek meaning "leisure." You now have the time to study, research and discover the things you choose without immediate financial concerns.

For those who came to AGSIM after some work experience, (most of us have) these are our halcyon days. This is a restful period between our turbulent ones.

It has been noted that for a management school, this school is very poorly managed. However, you will grow to appreciate the flexibility of this institution and will eventually see its size as an advantage.

Ben Franklin (or was it Aretha Franklin?) once said that education is what's left after everything you've learned in school has been forgotten. Fine. You are about to embark upon an experience which will leave you much wiser in a subtle way and with many more friends in a not-so-subtle way.

There'll be a lump in your throat when you leave AGSIM. believe me. So cheer up. These are the good ol' days.

Brian Kelly

Campus Notes

WAC VOLUNTEERS NEEDED

The AGSIM World Affairs Committee urgently needs student volunteers to look after our speakers. This is a great chance to get to know an expert in the field. Sign up at the WAC office before Friday, Feb. 11.

Career Services

Career Services will be

giving the following lecture exclusively for first semester students intending to use the Career Services Center—LECTURE TO BE GIVEN ONE TIME ONLY: Monday, February 14, 1983, 1:30 - 2:30 p.m., in the Thunderbird Auditorium. Topic: INTRODUCTION TO CAREER SERVICES. Speaker: Carol Hazelett, Director of Career Services.

Newman Club

Newman Club Mass will be held every Sunday beginning February 13, 1983 at 10:30 a.m. in the Inter Faith Center.

—Thank you.

Party Procedures

If students are planning any club parties or other functions that will require any special electrical

and/or set-ups, i.e., tables, chairs, lights, etc., please notify either the Maintenance Dept. (X7222) or Housekeeping Dept. (X7221) at least two (2) weeks in advance. This will allow sufficient time for scheduling workers, thereby possibly allowing the club not to be responsible for any monies.

Your cooperation with this arrangement will be greatly appreciated by our employees.

ASLC Elections

Elections for 7 first semester representatives will be held on Friday, February 18th. This is a good opportunity for you to get involved with your student government. You can make a difference.

If you are interested, come by the ASLC office (next to the Post Office) and pick up a petition form. You'll need 10 signatures. Very easy to get. You'll also need a position statement for the DAS TOR outlining what you feel you can do for the student body as a first semester representative. This position statement must be given to the ASLC office by noon on Wednesday, February 9th. Please turn in your petitions at the same time. If you have any questions stop by the ASLC office. We would be glad to help!

GOOD LUCK!!

International Business Women

Don't Miss This! The International Business Women's Club (commonly known to Thunderbirds as the IBW) is one of the largest and most active clubs on campus. The IBW annually hosts a variety of ingenious and entertaining campus activities: these range from the foot-stomping down-home fun of Western Night to interesting and informative speakers who can help us in our ultimate transition into professional and successful careers.

Find out what it's all about! Don't miss our first meeting: Thursday, Feb. 10th at 7:30 pm in the Thunderbird Room.

Thunderbird Graduate Management Internship

There will be a meeting for students interested in participating in the THUNDERBIRD GRADUATE MANAGEMENT INTERNSHIP during Summer term, 1983. This meeting will be held at 1:30 p.m. on Thursday, February 16, 1983 in the lecture hall (Room 21) of the new classroom building. (Snell Learning Center)

The THUNDERBIRD GRADUATE MANAGEMENT INTERNSHIP is organized under the alternating full-time plan. In this type of program, students alternate a term of study with a term of work on a full-time, meaningful, professional-level job with industry or government.

A Certificate of Participation will be awarded upon successful completion of the internship and become part of the transcript record of the student intern. All internship assignments will be salaried positions.

A student information sheet further explaining the program and description of the assignments available are on file in the Placement Center Library.

Fortune Cover Contest

The FORTUNE committee is looking for a few good ideas, for FORTUNE covers, that is! If you have any ideas for the cover of this semester's FORTUNE, please submit a cover no later than Friday, February 18, 1983, to the ASLC office. Keep in mind the themes of the Thunderbird as well as the international flavor of our school and our future careers. There is a \$10.00 prize for the winning cover. More importantly, you will be afforded all the prestige and glory that goes with having your cover as the one selected for this illustrious publications. So let's get creative, guys and gals and submit those winning covers!

DAS TOR THEMES & DEADLINES:

Language, 3/9; Int'l Marketing, 3/16; Social Customs & Int'l intimacy, 3/23. All deadlines at noon.

FRENCH

Spanish

The Superlearning way

LEARN FASTER REMEMBER MORE

call today: 252-3262

Khalsa School Of Languages

59th Ave. & Greenway

UNICORN SALON

AGSIM HAIRCUTTING SPECIAL

ON: Tues. 4—6 pm
Thurs. 6—8 pm

Precision Haircutting
For Men and Women

978-0678



TRAVEL RESERVATIONS WITH FREE DELIVERY!

LUCY SNURE
(formerly with Miles Travel)

On Campus Tuesdays & Thursdays
in the Post Office from 9:30-2:30

4350 east camelback road (602) 840-5250

CHASTAIN'S AUTO SERVICE, INC.

6826 NORTH 56th AVE.
GLENDALE, ARIZONA 85301
(602) 937-3051

Domestic and Foreign Cars
TOWING & INSURANCE WORK AVAILABLE

MON - FRI 7 am - 6 pm
SAT 8 am - Noon

Serving T-Bird's and Glendale Since 1968

The Ivory Tower

by Caroline Hubbell

The old cliché of college students seeing the world in an idealistic haze can certainly not be applied to AGSIM students. We are all too painfully aware of the real world that awaits us upon graduation. There are some here who have not yet experienced long months of a futile job search or lived from paycheck to paycheck. Yet still we know that the dragon outside our window is real. Here we are preparing our shields and lances that will hopefully allow us to successfully slay that dragon. Here we hope to find the magic that will allow us to bypass all barriers and reach success.

I urge students while here at AGSIM not to spend all their time glancing over their shoulders in fear of that dragon. Too much concern can lead to paranoia and a negative, self-defeating attitude (and usually a self-fulfilling prophecy). It is that fear of failure that personifies itself in the form of cynicism and leads too many students to lose out on the once in a lifetime opportunities here at AGSIM.

To learn how to best appreciate the year spent at T-bird, I recommend that we look back at our undergraduate days and the Ivory Tower that so many of us inhabited, at least for a time. The vague idealism it stood for actually encompassed specific values that enhanced our lives.

Remember when we thought money and all the materialistic values it stood for were repugnant or at least not essential to a good life. Remember how we enjoyed learning for its own sake, not for the job it could bring. Along with these went a belief in the value of human relations.

For many, friendships were never so numerous or close as in college. Several of us who have worked for a number of years since our undergraduate days faced a sharp decrease in the availability of social contacts. Moving to a new town, state or country often left us totally cut off from old

school friends. Now at AGSIM, the opportunity to be with hundreds of people with similar goals and interests is again offered to us. Probably for the last time in our lives.

I am sure that I won't be telling anybody anything new when I say that the students here at Thunderbird are one of its best assets. But in order to get to know more students better, the value of involvement cannot be underestimated.

At a graduate school, clubs are often scorned as being juvenile or out of place. It is frequently said that the clubs' main focus is only to plan parties. To me, that is the same thing as saying that the main goal of interscholastic sports is to create school pride. Certainly both occur, but is what takes place during the process that counts.

In joining a student organization you have the chance not only to make friends but also to gain more experience in working with people in groups as well as on a one-to-one basis. (Surely we can all see the business value of that!).

In dealing with other students, one's susceptibility to pressures and burdens of both time and leadership is certainly great. However, it is a test of our expertise in influence and organizational skills that most of us can use.

Finally, involvement and commitment are the source of power. We who complain about circumstances here at T-bird should be the first ones to join one of the many clubs or councils. Where else can one find the power of creation linked with the hand of friendship?

Some have said that the Ivory Tower is an isolated place, far from the realm of reality. But it is nothing compared to the isolation imposed upon a person by his fear of tomorrow and his hatred of today.

Try climbing the Ivory Tower. The view from here is rather nice.

Editor's note: "Tomorrow is for those who are unafraid to go past yesterday and start living for today." —Stevie Wonder.

Foreign Students Invited to Apply for Annual Summer Seminar

International students are invited to apply for Summer Crossroads 1983, a week-long program to be held in Colorado Springs, Colorado, June 12-17 and in Los Angeles, California, May 28-June 4. The programs are being sponsored by community residents, the Colorado College, the International Student Center at UCLA, and the Institute of International Education. A limited number of partial travel grants are available from the International Information Agency. Information and applications have been mailed to foreign student adviser on your campus. Please contact Jean Nelson, Admissions & Records, if interested.

Summer Crossroads offers an opportunity to meet with American as well as other international students to compare educational experiences in a variety of colleges and universities and talk over other aspects of life in the United States. Discussions will also focus on the problems of culture shock and re-entry into one's home culture. Participants live with a local family and meet with community leaders in the arts, government, business and media.

To be eligible for Crossroads students must be at the graduate level and planning to return home no later than May, 1984.

This is the 27th year of the Summer Crossroads Programs which attract students from all over the world. We hope your campus will be represented.

Write for Das Tor. Writing's not Wronging. We'll correct your spelling.

Get Involved With The ASLC

The Spring semester has begun and now's the time to GET INVOLVED to find out what's going on at AGSIM. Your ASLC has various committees which need responsible workers.

Some committees go unseen until the end of the semester when they become a focal point (Graduation Committee for example). Others are meeting all semester in order to devote the time necessary to fulfill their functions (Placement Committee and the Film Committee).

There are committees for just about any student who wants to participate in a specific area of interest. Stop by the ASLC office to find out about the different committees and how you can best devote your time on one of them.

Jump in and get involved!!!

—Classified—

1978 HONDA 550-4, 17,000 miles, luggage rack, sissy bar, crash bars, cruise control, custom horns, excellent \$900.00. Call 978-6163 — Must Sell

PART TIME SALES REP FOR LOCAL TRAVEL AGENCY. DEER VALLEY - 582-8600/869-9477

Survival and Conversational English. Spouses interested in forming a group to learn English call Denise at 993-5474.

STEREO, SONY, FOR \$100! with McDonald turntable; with built-in cassette player and 2 speakers. 978-7119 or eve., 866-2845.

GREMLIN; HOT TO TROT - \$900. Good Condition, Reliable transportation. 978-7119 or eve., 866-2845.

ON-CAMPUS TYPING SERVICE Again specializing in:

COVER LETTERS TERM PAPERS RESUMES

Located on Campus—Room A5 978-7428

EXPERIENCED DEPENDABLE INEXPENSIVE CENTRALLY LOCATED

Of Airhead Wimps And Careless Commies

by Peter Rene Amrein

Not only was January 1 the start of a new year, but it marked the inauguration of a new law in Arizona directly concerning motor-vehicle operators. No, unfortunately it did not have to deal with drivers being forced to open their eyes whilst driving, but with mandatory insurance. As of the first of this year all drivers must have liability insurance, and, depending on your level of skill, it might not be a bad idea to also take out, or at least look into, comprehensive insurance, just in case you are the cause of an accident, heaven forbid.

I apologize if in the above I implied that you are not as skillful a driver as you assume, but, as Tony Swan says, "to admit that you aren't a pretty damn good driver would qualify you as some sort of airhead wimp or careless Commie, or both, so

Let's be realistic though. A lot of us treat our cars as if they were trains, especially on highways. "The ethic with these drivers (we know this doesn't include you) seems to be that you get on the freeway, get immediately into the leftmost lane, and stay there, sheeplike, until you stop or exit. This means that in order to make progress through the herd, other drivers must pass on the right. This creates a great many more hazardous situations," at least that is how Swan feels in his latest article in *Motor Trend*. How true be rings.

Hence, in the interest of all concerned, if you haven't done so, then get yourself insured. Otherwise there are provisions that could place you behind bars if you're ever involved in an accident without insurance. Better still, practice common courtesy when driving and you might never be in an accident.

RENT FREE ... FOR ONE MONTH

Rent a storage unit, for one month, at Bell Tower Mini-Storage and receive a second month absolutely FREE!

- LOW RENTAL RATES
- 24 HOUR SECURITY-RESIDENT MANAGERS
- EASY ACCESS: YOU LOCK IT AND KEEP THE KEY
- ALL SIZES AVAILABLE
- LOCATED BEHIND THE BELL TOWER PLAZA AT 63RD AVE. & BELL RD.

Belltower Mini-Storage

1788 NORTH 63RD AVENUE (AT BELL ROAD) GLENDALE, ARIZONA 85306 • 942/779-4481

• NEW CUSTOMERS ONLY • ONE COUPON PER PERSON • EXPIRES 6-1-83

RESUMES LETTERHEADS • ENVELOPES

At

AGSIM Post Office/Bookstore Lobby

Twice Weekly

Tuesdays: 5-5:30 p.m. • Fridays: 11 a.m.-Noon

TYPESETTING SPECIALISTS

5201 North 19th Avenue, Suite 110
Phoenix, Arizona 85015
246-1975

AMERICAN DANCE LESSONS

Ballroom, Waltz, Foxtrot, Swing, Cha-Cha, Rhumba, Tango, Polka, etc.

Starts Wed., Feb. 16th at 7 pm

Beginners at 7 pm, Inter. at 8 pm in the Sobo Lounge. 8 weeks \$20

"Dancers Are Made, Not Born"

Sid & Marcia Levine, Dance Instructors
Sign Up At ASLC Office Today

COPPER DOOR RESTAURANT & LOUNGE

NOW OPEN

SPECIALS

BREAKFAST — LUNCH — DINNER

— COCKTAILS —

HAPPY HOUR - 4—6

MON. THRU SAT. 8:00 AM — 1:00 AM

51st AVE & THUNDERBIRD ROAD

(ALPHA-BETA CENTER) 978-9103

Like a good neighbor.

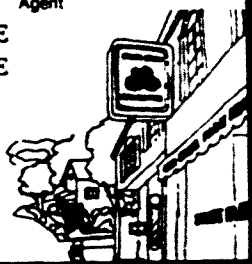
State Farm is there.

MIKE JOHNSON
Agent

AUTOMOBILE INSURANCE
MOTORCYCLE INSURANCE

1 MILE FROM AGSIM

13864 North 51st Ave.
Glendale, Arizona 85306
Bus.: 938-1896



KACHINA PHARMACY

Located in Thunderbird Medical Plaza

We will fill your Rx under your insurance program

PCS - Master Charge - BankAmericard

5422 W. Thunderbird Road

Glendale, Arizona 85306

938-6260

'T'

B.K. with CB

In Japan, the making and serving of tea is considered an art. The high tea ceremony, with its emphasis on simplicity and attention to the moment, has often been associated with Zen Buddhism. The Urasenke school has a Grand Tea Master, Soshitsu Sen. Tea, for him, is a discipline, and his aim is to perform it according to the four principles laid down by the founder of their school in the 16th century: harmony, respect, purity and tranquility.

In China, when couples marry, it is a custom that they pour tea to their elders.

There are several other Chinese customs concerning tea. For example, one should never leave the spout of the tea pot pointing at any of your guests. This is considered very rude. Similarly, one always serves oneself last—even if the guests only need a drop in their cups. That drop may seem insignificant but can be taken as an insult by some guests.

Incidentally, the tea pot should never be poured empty but left with enough water inside to keep the tea leaves from turning acidic. If you are in a restaurant and need more water simply leave the lid off the pot. This signals Chinese waiters quicker than any raised finger.

To thank your host for pouring your tea, one need not interrupt the conversation. Tapping, with two fingers on the table is the courteous gesture and the gratitude is communicated this way.

In Taiwan, there is what they call "Old Man" tea. The tea pot rests in a basin of hot water to keep it warm. Thus, the bottom must be wiped dry upon each serving of the tea. This wiping is always done in a clockwise manner. When the host feels it is appropriate time for his guests to leave, he indicates this by simply wiping the pot in the opposite direction. This is a signal which saves face for both parties and the guests can leave without being verbally asked.

When drinking beer or wine in Japan or China, one must toast to someone or something in order to drink—every taste! This not only encourages jollity but also makes everyone keep pace with the fastest drinker.

Review

Ghandi—The Movie

by Miguel Mitchell
arts writer

I have never seen a better film than Gandhi.

Richard Attenborough's Gandhi is art, yet not artsy. It is historical biography—and still not boring. It is almost moralistic philosophy, yet subtle—so subtle you think you're in a movie theater. Those who expected a Hindu cross between Reds and Ten Commandments, have another thing coming. Ben Kingsley portrays a Gandhi so unpredictably spontaneous, so freespirted, that the whole entourage seems to follow in charting a new course in cinematographic art.

The film's genius is that it is unpredictable: Gandhi is always doing the unexpected. At one point in the film, when a New York Times reporter arrives during a lull in revolutionary activity, he asks Gandhi if he's planning further reform. Gandhi responds, "It would be uncivil for me to make you make such a long trip for nothing."

When the film is supposed to be preachy, it offers comic relief. When the moment is ripe for humor, it drives home a point. When in a position to deify Gandhi in sentimentality and Hollywoodesque corn, it stops short and shows the true man. It misses all the pitfalls.

Yet, it is interesting to note that in the initial stages of production, there was considerable discussion as to how such a revered and controversial figure should be treated. One Gandhian school insisted that the Mahatma be depicted in the film only by a moving light, to which director Attenborough, who conceived the project twenty years ago, angrily retorted, "I'm not filming bloody Tinkerbell." In the end, he took the advice of former Indian P.M. Nehru: "Whatever you do, don't deify Gandhi. He was too great a man."

Neither is there anything convoluted about Kingsley's flesh-and-blood representation. Kingsley (real name Krishna Rhan-



Kingsley in 'Gandhi': 3½-hour running time.

ji) is almost impossible to distinguish from Gandhi in appearance and mannerism. He has the same bone structure, the same curved nose, the eyes, the height and, when Kingsley lost 17 pounds following Gandhi's vegetarian diet, he even weighed the same.

On location in an Indian village, an elderly farmer bent down to touch his feet. Embarrassed, the half-Scot, half-Indian explained that he was merely an actor playing Gandhi. "We know", the man said, "but through you, the Mahatma will surely live."

But don't be mistaken for a moment. The film is not a religious or a metaphysical work. Said the South African Jan Christian Smuts, "Mr. Gandhi is as shrewd a man as you will ever meet, however otherworldly he may seem." Likewise, Gandhi, the film, is just as shrewd: it is entertaining; transcending completely the straight-jacket of stereotypical documentary or biography. It is a great story and a universal symbol, shot against the aromatic backdrop of Indian civilization.

The film is not lacking in personality nuance and character development. Al Jinnah, the rival Muslim leader, is certainly villainous, through not totally rotten. Candice Bergen and Trevor Howard are added attractions; however, the relatively inconu Indian actors are, to me, the real stars. Yes, Candice seemed a bit glamorous for a journalist.

Probably the greatest success of Gandhi is the conveyance the Mahatma's basic philosophy of nonviolence, with its added corollary of civil disobedience: that when dealing with a civilized adversary with some pretense of moral ascendancy, by demonstrating a greater and deeper morality, while actively resisting—you bring him to his knees. This could be the most important concept of the twentieth century—though perhaps lost on the Dr. Pepper slurping, tennis-shoes adolescents at the Metro Center cinema last weekend.

Martin Luther King termed the life and works of Gandhi inescapable for one who wished to understand the evolution of humanity. I would not miss the film either.

Editors Note: The film's producers however, Columbia Pictures, donated receipts of the Gandhi premiers in New York, Washington and Los Angeles to Unifec.

Gandhi is showing at Metro Center Cinema 1 at 12, 4 and 8 p.m.

THE WALL STREET JOURNAL

Wow! All my demands were met!"

Film Committee Looking For a Few Film Crazy Folks

S.S.

This semester the ASLC Film Committee has four openings for first and second semester students. The positions are open for those with an extensive movie viewing background. One of the requisites for the position is that one possess validated ticket stubs from seven different viewings of Citizen Kane. The list goes on. If you can

talk French New Wave and drop names with the best of them, they you can help the Film Club choose films for our proposed American Classic Films Festival slated to begin in March. There will be a sign-up sheet for the film Committee in the ASLC office on which you can leave all the essential statistics. For further information, call Wendy Engleberg at 7489 or Mike Gunn at 937-3210.

There is no dignity quite so impressive, and no independence quite so important, as living within your means.
—Calvin Coolidge

"You can lead a writer to newspaper but you can't make 'em think." If you want to write, but don't know about what—cruise the Das Tor office and we'll help!!

Money is the seed of money, the first dollar is sometimes more difficult to acquire than the second million.
—J.J. Rousseau

993-1816 Kathy Hull

UNIVERSAL DESIGNS

HAIRCRAFTERS

GRAND OPENING
"1 week only"

PERMS	\$14.95	MANICURES	\$4.95
CUTS	\$4.95	FACIALS	\$4.95

3502 West Greenway Road, Phoenix, Arizona 85023
(Located in The Amherst Shopping Plaza)

WE RENT
TYPEWRITERS, T.V.'S
REFRIGERATORS
USED CARS

4 miles from campus

Also we have a
typing service

JAYLOR RENTAL
Center
3539 W. Bell Rd.
978-8772

Rx Eyeglasses
Contact Lenses

15% Discount
to AGSIM Students,
Faculty & Families

BELL OPTICAL
43rd Ave. & Bell Rd.
Near Skaggs & Bayless
978-3545

Do you need an optometrist?

Contact:

Dr. Lawrence A. Pearl
5132 West Northern Avenue
Glendale AZ 85301
937-1518

10% OFF FOR AGSIM STUDENTS & FAMILIES

★ by JULY SHEPPARD MISSETT

Jazzercise

A wild & woolly workout using jazz dance movements & swinging music for fitness, friendship & fun!

Wear Tennis Shoes and Bring A Mat. Continual Registration. Biweekly Workouts. Starts Tues. Feb. 8th, 1983 at 5:00 p.m. AT SOBO LOUNGE.

MEN & WOMEN WELCOME

For Information, Call Instructor Alfie Bruce, 983-2851.

CAN WIN
\$1,000,000

Canadian Government Lottery

OVER \$30,000,000. IN CASH
Draws Every Month

ONE IN FOUR CHANCE OF WINNING CASH PRIZES UP TO \$1,000,000

— MANY U.S. WINNERS —

Write for info & FREE brochure:

MEGA AGENCIES INC.
261-1068 Homer Street
Vancouver, B.C. Canada
(604) 684-9939

\$198
ROUND TRIP

PHOENIX TO:

- NEW YORK
- BOSTON
- DALLAS
- PHILADELPHIA

AND MANY MORE CITIES
RESTRICTION APPLY.
FOR DETAILS CALL

Time Travel

978-8463
51st Ave. & T-Bird

Pub News

by Jeri Bidle

Good news everyone! The Pub will open next week on Thursday, February 10th. The new Pub's opening will surely be a good way to kick off this semester's Pub Nights and we hope everyone will stop by to see the renovations. To the new students, let me assure you that AGSIM's Pub is one of the finer establishments on this side of town. To returning students, let me reassure you that the Pub will still have all the charm of the old Pub, we may have made improvements but we haven't destroyed the ambience we have all come to know and love.

Since there is just a week to go, we thought you might like to know some of the events and activities the Pub will be sponsoring this semester.

First of all, the ever-popular limo-race will return on Saturday, February 12th. Yes folks, you too can be chauffeured around to some of the more interesting bars in Phoenix in a race for fame and fortune. The rules are very simple: each limosine has six people plus one driver who must travel to each of six bars in the area where everyone in the car (except the driver) must have one drink. The first car to complete the bar circuit and get back to the Pub is the winner. Past races can attest to how much fun this race can be, so watch for the sign-up sheets, find five friends and you are on your way.

The following weekend will be Pajama

Party. Where else but in graduate school can you get dressed for bed and then go to a party? Prizes will be awarded for best individual costume, best team costume and more. Teddy bears are welcome but they must be old enough and be accompanied by a T-bird.

Along with the special parties, there will also be on-going activities happening at the Pub. As I am sure we all remember, or wish we could forget as the case may be, every Thursday night is Pub night. With reduced-price pitchers, Pub Night is a great way to start the weekend.

Pub Club will begin shortly after the opening. For the uninitiated, Pub Club entitles any student to a terrific prize if they can finish one of every beer the Pub offers. It's not as easy as it sounds, but where else can you try close to 90 different beers from around the world at such reasonable rates? If you have adventurous taste buds, this is definitely the club for you.

The Mug Club will be something new this semester. Wouldn't it be nice to have your own, personal mug just waiting for you at the Pub? Well now you can, mugs will be available for sale, we will put your name on it and the good bartenders at the Pub will take care of it for you. Just think, you can give a mug a home.

We hope you will all participate in Pub activities, or at the least come in and enjoy the new surroundings. As the only student-owned bar in Arizona, the Pub really is "an oasis in the desert."

Friends of Thunderbird

WHAT is Friends of Thunderbird?

Friends of Thunderbird is an auxiliary of the American Graduate School of International Management (AGSIM) established to aid the school and the students in ways that are beyond the range of faculty, administration and budget. This includes a special helping hand to the international students who come from 50 countries and constitute almost one-third of the student body.

WHO are its members?

Some members are AGSIM alumni and some are on the faculty; but most are internationally-minded men and women of the Greater Phoenix area who are interested in the welfare of AGSIM as an institution and of the students as individuals.

HOW is it funded?

Its financial resources stem from dues, donations and fund-raising activities. The principal fund-raising activity is the annual Thunderbird Invitational Balloon Race, dating back to 1975, the entire net proceeds from which have gone into a scholarship fund.

WHAT are its future goals?

The Balloon Race since 1978 has been a joint venture between Friends of Thunderbird and the Glendale Chamber of Commerce working together on the project. As an outgrowth of this very successful alignment, there is new recognition and appreciation of the school and the city of Glendale. There are still avenues of ex-

ploration for the betterment of the community and AGSIM and its students—who come from everywhere—and go everywhere.

PAST ACCOMPLISHMENTS

- Established the Friends of Thunderbird Endowed Scholarship Fund in 1975. The Fund is administered by AGSIM and in seven years it has grown to \$120,000.
- Established an Emergency Loan Fund to assist students faced with unanticipated expenditures or the late arrival of a check from home.
- Set up a Home Hospitality program for first-semester international students (and their families, when accomplished).
- Sponsors a reception for new students at the beginning of each semester, held at the on-campus home of Dr. and Mrs. Voris (AGSIM President).
- Hosts an orientation luncheon for incoming foreign students at the beginning of each semester.
- Donated a much-needed sign (visible at night) on 59th Avenue near the southwest corner of the campus.
- Arranged for the City of Glendale to erect AGSIM signs at 59th Avenue & Thunderbird Road and at 59th Avenue & Greenway Road.
- Arranged for the extension of the City of Phoenix bus line to 59th Avenue & Greenway Road, thus affording transportation to students without cars.

Opinions of Winterim—Students and Professors

Kevin Kucera, a first semester student, who took the commercial Industrial Relations seminar conducted by Dr. Jack Barbash, had the following comments: "I really liked it. I was impressed with the quality of the content and the experience of the instructor. If all courses were that interesting then AGSIM will be an even better school than I anticipated."

Carol Schma, a second semester student taking Drs. Frear and Cox' C.E.O. seminar said, "I liked the course a lot. I received a practical perspective of what actually goes on at the top corporate levels. The speakers were frank and answered all our questions well and honestly. Also, for those interested in employment with any of the firms represented, there was a "door opening" of sorts because it was indicated that executives were more interested in speaking with potential employees that they already were familiar with, and had had personal contact with."

Bart Kohnhorst, a second semester student also enrolled in the C.E.O. seminar said this, "The course was thought provoking. I loved the opportunity to test class learned management principals against the practical applications a top manager would use. I was happy to learn that when applied flexibly, the class material translated well. The structure of the course didn't take the form of rote, text book learning that is common to so many classes, we found that personal knowledge and experience possessed by the C.E.O.s was the basis of instruction. The student got from the course what they were in-

dividually able to by the questions they came up with. I found that the conference objectives laid out in the pre-course description was very accurate and that they stuck to it well. Also the atmosphere was friendlier than that of the regular semester classes, less hectic. It was a challenging, good course."

Dr. Robert Foster, professor in The World Business Department, and director of the Agribusiness Conference, gave us a

perspective of the seminar from an instructor's point of view: "The Students were exposed to the policy makers and practitioners of the actual agribusiness world, at a domestic and international level, this was very satisfying. There is no real way to compare Winterim courses of the seminar nature to the course normally offered during the longer Spring and Fall semesters, it would be like comparing apples and oranges. Yet this course offered more breadth than material depth, required by the time we were limited to. The pace was difficult and very intense. Teaching a course such as Agribusiness is a hell of a lot more work and the logistical preparation begins for the following year as soon as the previous years conference is done. Three to four months before the class begins I'm on the telephone nearly every day, nailing details down, yet overall the session was a great success, not only with students but for the participants as well... which of course is very satisfying."

Dr. Carter, a visiting professor of international insurance from the University of Nottingham said "The class was super. I had a very good group of students, excellent, interested, intelligent... I had a good group of speakers" In a course of this nature the students can concentrate on one subject for a short period of time and have contact with people who are doing the job.

Yet the very nature of the course precludes it from being offered during the regular semester. Dr. Carter also remarked that in all cases, where one brings in outside speakers, the content cannot be controlled 100% nor can the degree of repetition.

Carter said he would like, during the regular semester, to bring in more outside speakers however, with a subject such as international insurance, Phoenix is somewhat limited. Carter rated his speakers from good to excellent, their subject content—~~excellent and the knowledge gained by students—excellent.~~ He said, "One indication (of student ap-

preciation) was that a student invited my wife and I for dinner and fed us, rather than lynching me!"

OFF THE WALL

Unmasked Enterprise Politics And Sausages

A man wearing a ski mask entered a 7-11 market in Miami, Florida and ordered the clerk to give him everything in the cash register. When the clerk produced only fifty dollars, the robber ordered the clerk into a walk-in cooler, removed his mask and manned the checkout area for three hours to increase the take. Two policemen were among his customers. He later escaped.

—Associated Press

In Bogota, Colombia, the *fritanga* vendors are in trouble. A *fritanga* is a sausage-and-potato finger food, much gobbled on the streets of that city.

But municipal authorities have imposed new health rules, says *World Press Review*, to require vendors to get rid of the dogs, children and flies that usually congregate around the stands.

No fair, cries the Colombian press. Daniel Samper Pizano, a columnist in the newspaper *El Tiempo*, complains that the new rules would "convert every stand into a little Hilton."

Furthermore, Pizano comes out in favor of that "exact dose of dirt ... smoke and grease without which the *fritanga* would taste awful ...

"Clearly the mayor has gone Communist on us."

—San Francisco Examiner/Chronicle

The Royal Scam

Lord Harewood, a cousin of Queen Elizabeth, backed over a motorcycle in a downtown London parking lot. The owner sounded his horn several times, but the lord, being sealed in his car listening to a taped Mozart serenade continued moving until the bike was destroyed. The music-loving Harewood later testified that the motorcycle horn had precisely the same pitch as certain sustained clarinet notes in the piece he was enjoying which therefore made it impossible for him to perceive the warning. The court ruled in His Lordship's favor.

—Audio Scene



THAKU OF HONG KONG
HONG KONG'S BETTER KNOWN CUSTOM TAILORS




FINE INTERVIEW SUITS FOR BOTH MEN AND WOMEN

We Can Fit Any Size From Our Huge Inventory

(Athletic, X-Shorts, X-Longs, Regulars)

*** Expertise Tailoring & Coordinating
** Suits Competitively Priced
* Alteration Done On Personal Clothing.

We do custom tailoring & alterations for both men & women.

We honor all major credit cards.

VALLEY WEST MALL
59th & NORTHERN

Open 7 days - Mon-Fri 10-9 Sat 10-6 Sun Noon-5

931-7931 & 937-0469

Tune-Up, Brakes, Air Cond. & Front End
All Automotive Repairs - N.I.A.S.E. Approved

Thunderbird Chevron Service
3501 W. Thunderbird, Phoenix, AZ 85023
Telephone (602) 938-3631



OPEN 24 HOURS
DIESEL AVAILABLE

Whit Revell, Dealer

The world is a book and those who do not travel read only one page.
—St. Augustine

World Affairs Conference

Attracts 34 Prominent Speakers

The 1983 World Affairs Conference is coming up fast (Feb 17-19). This conference's topic, Modernization of the Middle East, is timely for all of us in the international field. Since it is organized for the benefit of students, the conference format will stress interaction between the speakers and the audience. The list on page 6 shows the roster of world class-speakers who will be with us.

The AGSIM World Affairs Committee urgently needs student volunteers to look after our speakers. This is a great chance to get to know an expert in the field. Sign up at the WAC office before Friday, Feb. 11.

Let's Get Physical

Besides nourishing students with fattening food, long hours of studying in the library, and free beer on Saturday nights, the AGSIM administration has provided funds to help students remain or become physically fit.

During the semester many events of a physical nature will be sponsored by the administration. Other physical events will take place on the campus, but the administration doesn't even want to know about them.

Softball will begin this semester's sanctioned intramural schedule and games will be played weekly with a final tournament held at the end of the semester to determine which team will wear the coveted INTRAMURAL CHAMPION GYM SHORTS, a prize worth the trouble of player's greatest efforts. Football, basketball and volleyball leagues will also be formed during the semester. In April, a Sports Day will be held with track and field, bicycling and egg throwing competitions for all on campus who care to participate. If these plans don't tickle your sporting fancy, the Director of Athletics is receptive to suggestions.

Also, if for some reason your suitcase didn't have room for a basketball, softball glove, volleyball, cricket bat, squash or racquet-ball racquet, hockey puck, dip stick, or any other of the necessary stuff of sport, don't worry, with a small bribe you can joggle over to the equipment room and the staff there will be happy to solve the problem. The equipment room is located on the side of the new Activities Center next to the playing fields. It is open from 4 p.m. to 6 p.m. daily. If you are compelled to exercise at other times of the day, call 978-7537.

Information about obtaining a key to the weightlifting room and reservations for the racquetball/squash courts can be provided by the Housing Office. If you have further questions, contact Jane Siebels at the above number and watch for sign-up information on the Athletic News bulletin board in the Post Office.



KEYNOTE SPEAKER

Dr. Joseph J. Malone (President, Middle East Research Associates, Inc.)

SPEAKERS

- Dr. Amir I. Ajami (University of Arizona)
- Dr. Roger Adelson (Arizona State University)
- Ambassador Henderson (Former British Ambassador in the Middle East, Chairman of the American Educational Trust)
- Mr. Curtis Gielow (President, Whittaker International Services Company)
- Dr. Sabry El-Shabraby (American University of Cairo)
- Mr. Joseph Story (Senior Economist, Wharton Econometric Forecasting Service)
- Dr. Odeh Aburbene (V.P. Occidental Petroleum)
- Mr. John Law (Author, Director of American Educational Trust and Editor of the Washington Report on the Middle East)
- Dr. Mohammad Rabie (Georgetown University)
- Dr. Ann Mayer (Wharton School)
- Mr. Zaidun Jawdat (Counsel, Bechtel)
- Mr. Faris Thani (President, Arab Consults)
- Mr. Gail Borden (Lawyer)
- Dr. Harry Snyder (Former Director of Aramco)
- Mr. William Kirby (Director, Office of Israeli and Arab Affairs, State Department)
- Dr. F. Moughrabi (University of Tennessee)
- Dr. Al-Sayyed Marsot (U.C.L.A. and Editor of the International Journal of Middle East Studies)
- Dr. Joseph Zeidan (U.C. Berkeley)
- Ms. Basima Bezirgan (Author)
- Dr. John Duke Anthony (Director, American Educational Trust and Author)
- Mr. Albert Planagan (Director, Office of the Near East, Dept. of Commerce)
- Mr. F. Rouzbehani (U.S.C.)
- Dr. Richard Chalquest (Director of the Division of Agriculture, Arizona State University)
- Dr. Roger Nye (Sr. Planning Consultant, ARCO)
- Mr. Richard MacKen (Sr. Analyst for Middle East-Gulf Oil)
- Mr. Rico Stroemer (Vice-President Continental Grain)
- Mr. John Parker (Africa and Middle East Branch, Department of Agriculture)
- Mr. Paul Wayne Wright (Executive Vice-President, Abu Dhabi International Bank)
- Mr. Nicholas Lampshire (Vice-President, Fleet National Bank)
- Mr. Michael Valladares (Vice President, First Interstate Bank)
- Dr. Amal Rasan (Queens College)
- Counselman Stephen R. McSpadden (Commerce, Consumer, and Monetary Affairs Subcommittee, Congress of the United States)

"UN BACIO VALE PIU DI CENTO PAROLE."

Some Good News About Kissing

Rome

Kissing is good for your health and will make you live longer, an Italian newspaper reported yesterday.

Under a cartoon of a couple passionately pawing at each other while a doctor watches approvingly, the daily health column of Il Messaggero reported the findings of a Peruvian psychiatrist on the effect of kissing.

Hildebrando Salazar found that kissing stimulates the heart, which gives more oxygen to the cells and keeps them "young and vibrant."

He also said kissing produces antibodies that could protect the body against certain infections.

—Associated Press



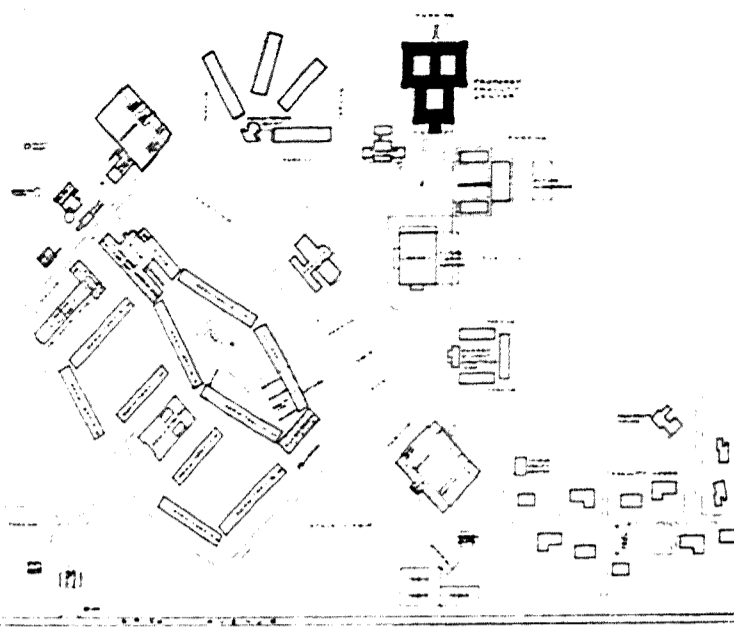
SING-O-GRAM

Embarrass your best friend! Send an unforgettable birthday gift! Touch someone really special!

Send a Sing-O-Gram today. 835-9345

Designs For Proposed Faculty Offices

Continued from story on page 1.



LOCATION



WEST ELEVATION

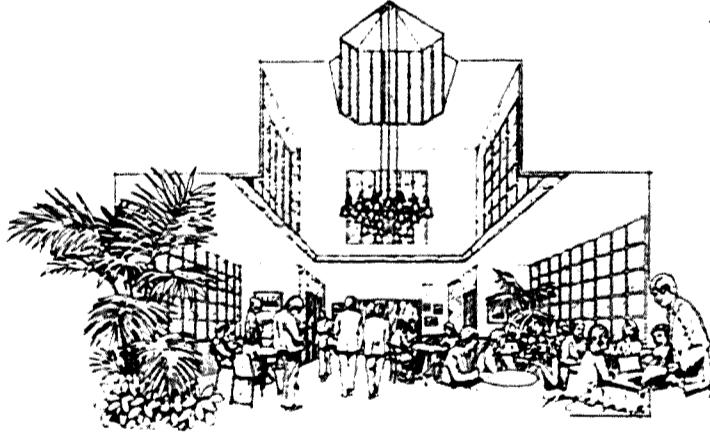


EAST ELEVATION

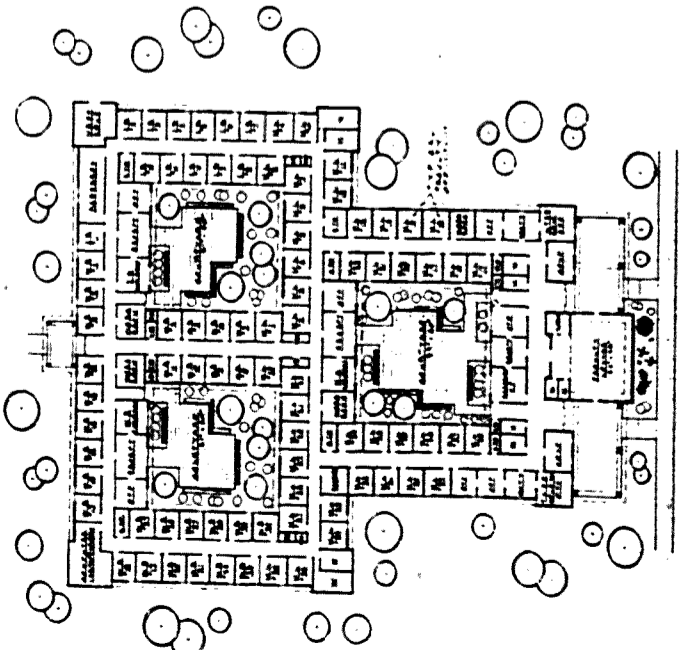


SOUTH ELEVATION

SIDE VIEWS



THE LOBBY



FLOOR PLANS

An interview with LORNA WRIGHT EX-ASLC PRESIDENT



"The problem is that many of the professors here don't understand computers. They got along without them alright in their time, and if it's up to them, they will not bother putting them in."

by
Steve Spitts

Q. *Lorna, you've traveled to Japan, Indonesia, Thailand, and most parts of Europe. When you travel, do you have a job waiting for you, do you study on scholarships, and generally, how long do you stay in a country once you've arrived?*

A. When I began traveling in Asia...I had already done some traveling through South America where I had quite a few friends from my undergraduate days and then I joined the CUSO organization at university which is equivalent to the Peace Corps and I was president of that on campus and at graduation I joined as an active volunteer - that's what started me off. Since then, usually what I do is arrange, somehow or other, to have a job waiting for me. I travel out to the job, or out to the school to study.

Q. *While in Indonesia and Japan, did you study while you worked?*

A. No. The way things have worked out is that I've studied for a year or two, worked for another year or two...

Q. *What's the longest amount of time you've spent living in a foreign country.*

A. Four and a half years in Thailand.

Q. *How long were you in Japan and do you speak "good" Japanese?*

A. Two and a half years and my Japanese isn't as good as my Thai but I can get around and read almost anything I choose to in Japanese.

Q. *As a linguist and student, Lorna, you're credentials 6 or 7 people could share and still look impressive. What prompted you to choose AGSIM in lieu of Harvard, Yale or other of the "name" schools from which you'd have the same degree?*

A. Harvard and Yale don't have the international emphasis and credentials in international areas that I, personally, required when I made my choice. Not only international content, but that it be predominant. I applied to five different schools: AGSIM, INSEAD in France, IM-EDE in Switzerland, York and McMaster in Canada. Actually, AGSIM was my first choice.

Q. *How did you hear of AGSIM; did you hear of it in the academic circles you frequented or through your own research?*

A. What happened was it's a long story but I was in a car accident in Japan and I was in the hospital for about 2 months. (Everyone, as you might guess, speaks Japanese and no English whatever. My Japanese improved, I had dictionaries lying all about me.) But I started thinking about whether it was time for a change. Because when you are in education, and you're teaching at different institutions all the time, you've got no security. You teach on

two year contracts and then you look for another job. No tenure. No career structure. You're never moving up, you're always at the same level, and I enjoyed doing that, and would have continued enjoying that for some time, but there would come a time when change was necessary. So in my hospital bed, I wondered if I'd do something about it now, or wait. What I did know was that whatever I decided, it would have to have something to do with the international scene and there is not that much you can do that will provide you with both mobility and career structure. Management, for me, I figured would be the best way to go. So, after having found a book with all the business schools of the world listed, I choose 40, narrowed my choices down to five, and ultimately landed at AGSIM. On paper, AGSIM sounded the best.

Q. *Do you think that the international base at AGSIM is more extensive than in France or Switzerland?*

A. Yes. In Europe the potential is more strictly European where here we have a broader range of geographical possibilities.

Q. *Of the five schools you considered, which of them had job recruitment comparable to the one we read about on published materials coming from AGSIM.*

A. None.

Q. *Having graduated, what is your impression of the quality of education and the academic levels of instruction?*

A. Academically...this school could do a lot better (Ed. - whatever you think - that's the idea of the interview) (LW - let's see, have I got my diploma in hand?...they could still take it back I suppose). One thing I'm really pleased about; in the last couple of months there has been a lot of work going on in trying to upgrade many areas in the quality of education.

Q. *What do you think is lacking?*

A. There are a number of areas. For one thing, it's definitely lacking in data processing, something that every business school desperately needs. Businesses are daily becoming more dependent on computers. We're graduating people who haven't the faintest idea what a computer is. We must strengthen this area and there are signs that this is beginning to happen.

Q. *Are we equipped here on campus to begin any kind of comprehensive computer classes?*

A. We are equipped to start but we're soon going to get to the point where we'll need much much more. We have too few terminals, the memory banks are not sufficiently large to

store the data available, not just for classes but if the registration system is placed on the computer - we need a lot.

Q. *Where else, besides computers, could the curriculum be fortified?*

A. It could be strengthened in the area of international contact. There are a lot of courses on campus labeled international management, international management which aren't international in any way, shape or form. Policies, the 500 level course, has no connection to any international context whatsoever. If you are going to be billed as a school of international management, or a lot more of the courses should have a more contemporary, actual international context. I think it would be better if we could attract faculty members who have experience in the international field plus academic credentials.

Q. *What about the language department? Do you think the method of instruction is sufficient?*

A. No. Language teaching happens to be my field. I have a masters in applied linguistics, I have a certificate in teaching English as a foreign language and that's what I've done for most of my career and there is a lot that could be done with the language teaching program.

Q. *Could the program be intensified, should the departments be expanded?*

A. Both. But the basic thing I think is the method needs to be changed. It's a method that when the school started was in the forefront. It was new, it was modern, it was good. And that's what we're stuck with. They haven't changed it since - it's still better than grammar transla-

"... The course evaluations are used in some departments for deciding on bonuses."

tion which a lot of schools have but since the 1940's when this method came in, (the audio-lingual method) there has been a lot of progress made in language teaching, none of which has broken through to AGSIM. That needs to come through.

Q. *What are you doing now here on campus?*

A. I'm teaching on the intercom program. There is a program for Indonesian managers from Huffco - which is a joint venture with Pertamina oil company in Indonesia. Fifteen managers were sent here for a ten month period. They first study English intensively (6 hours/day)

and management. The object is to familiarize them with American techniques of management.

Q. *You mentioned earlier that you were working in some computer related function here on campus. What is that exactly?*

A. Last semester we started revising the old course evaluation instrument. That instrument, there has been a lot of dissatisfaction with it both from faculty and from students. The students don't feel that it gives them any worthwhile information in course selection, and the faculty doesn't feel that the information they get from it has any validity and, to top it off, it is used in some of the departments for deciding on a merit point system bearing also on promotions. The information didn't seem to be relevant to AGSIM. It was developed for the University of Wisconsin. Also, it was developed for both graduate and undergraduate schools and strictly for business. So at AGSIM you've got a unique situation. You've got only graduate students, a lot of foreign students, and you've got a tripartite curriculum, so any instrument has to be valid for both language and business and IS. We set up a needs assessment body. We decided it needed to be done. We approached the liaison committee meeting, which is a committee composed of members of the faculty from all three departments, the faculty senate chairman, and president of the ASLC, the academic chairperson, and 2 students at large. We discussed it during the meeting where it was clear from all points of view that something needed to be done, no one was doing anything about it so I said, "OK, let's do something." Dr. Riddle, who is an IS professor, thought it was an excellent idea, so good an idea that it should not be relegated to a part time thing, so she volunteered to have it done as a project in her class, Comparative Management/Non Profit Organizations, a course I was taking with her. And so I took that on, not only as an ASLC person, but also as a project for the class and 2 of the other students decided that they would help as well.

We did a needs assessment of all the professors and a random sample of 300 students. From the professors we got a 60% response rate, and from the students we got a 56% response rate which for AGSIM is GREAT. Usually if you get 30% you're happy, because the students just don't respond to that kind of thing.

Continued on page 8

Lorna Wright Interview (Cont'd)

Continued from page 7.

Through cross-tabulation we tried to determine if some of the questions had any bearing on others - If you expect an A in the course, are your responses to other questions in some way affected if you come from Japan - does that affect response?

Also background is an important determinant. For example, the Japanese students come here with a very much stronger quantitative background than American students do. So if you're taking international finance and say 90% of the Japanese feel it's too easy, 90% of the Americans feel it's too difficult then that gives you some sort of insight into the class and if you determine the class make-up then the proper changes could be made in the evaluation. It would be very interesting for the professors to know that also.

Also we are trying to set up a computer program so that the questionnaires can be scored easily and quickly - and the results can be returned to the professor as soon as he hands in his final grades. Because what's been happening up 'til now is the professors receive the results from the questionnaires 3 or 4 months afterwards at which time they've forgotten what they taught anyway and the results aren't really useful to them because they've already planned the course.

Q. To many people, student govt. activities at the graduate level seem to be, at best, resume stuffing. Do you think that a graduate school needs student govt.?

A. Yes. I think, (I can't speak for other schools), AGSIM does need it. There are unique problems connected with it. Because you've got so many students here for such a short time there is the problem of people not caring what happens. If you've got a student govt. that can kind of spearhead something. You can get things changed. There are things that definitely need to be done.

Q. Do you think students can change things or is the administration going to ram through what they want regardless of student opinion?

A. Well, the administration obviously can ram things through, but if the students are vocal enough they will be more circumspect about what they ram through. The other thing is if the students feel strongly enough about one particular aspect then you can get that aspect put into the curriculum just be the fact that you keep at it. For example, computers are the perfect case where students are saying "Look, we need this." If you are going to go out and compete with MBA's, then you must have that. The problem is many of the professors here don't understand computers. They got along alright in their time without them and if it's up to them, they will not bother putting them in. So it's coming from the students and some of it's coming from the companies that hire as well, because they are simply requiring more background in computers.

There are things like the academic chairperson which is also very valuable. If you're having problems, for example, with your language teacher, most students haven't the faintest idea of who to go to to get help. The academic chairperson represents a formalized avenue to air those complaints. Where, if you go directly to your professor, there is a possibility of creating antagonism that, of course, could be reflected in your grade.

Student government also, outside of the academic, provides a centralized area through which activities can be organized. If you didn't have that you'd have to have something else because AGSIM is sort of in the middle of nowhere - there is little outside of the school that you can do unless you've a car. The key to effective student government is to start something and pass it on. Continuity of effort is essential. We are getting more of that now. When I took over from Bob Greenfield for example, he was concerned about the same things I was concerned about and I think Craig is concerned with the same things as me, and, if we can maintain this continuum and the administration sees this, they are not going to shuck us off so easily. It has happened in the past.

From what you know about other graduating students, do you think that the education provided here, coupled with undergrad backgrounds are qualifying them in fact for careers in international management? I know we have a melting pot here of many nationalities, but let's limit your response to North Americans, those of us with more or less a common cultural base. Do you think that we are prepared to assume positions of international managerial responsibility?

A. I think they are those that can be, and I think that there are those who definitely are not. The other thing is there are people who go here who have little interest in international careers. Many Americans are happy to stay here. It

is possible to have a schedule of course, devoid of intl. content and in that case I would say that, no, they are not prepared to take on responsibilities of an intl. nature. To me, this school offers a very general preparation. You can't specialize. Even if you determine finance or marketing as a specialty, you are not really specialized and I don't think you can be in that amount of time. You can get a good foundation, however.

There is one course that I would like to see to be mandatory for every student and that is Cross-Cultural Communication. If you are going out into the international field without overseas experience, you need this sort of background, how to deal with different nationalities. Not in an academic sense: Products of Brazil are...in 1969...there was a war. But the actual experience of working with people, what you could come up against. How you're going to resolve this or that problem. Many nationalities have this problem, not just Americans...the Japanese, English...have the same difficulties. Europeans less so because their countries are smaller and so surrounded by many more or less different cultures. They are more attuned to subtleties of national difference.

Q. As a Canadian with wide travel experience, how do you rate Americans in terms of general international adaptability?

A. Low. I'm thinking of Americans I've met overseas in positions in business, international agencies - not so much Americans in Peace Corps - like organizations - they are trained and ready for the difference - they adapt quite well.

But the others have had limited training in those important areas and the training they have had teaches them that the American way is best. Not necessarily true.

Anybody who's going overseas needs a lot more training in cultural sensitivity and I think companies are starting to realize that because it's costing companies a lot of money when they send somebody over - the guy can't fit in, he feels uncomfortable and he comes back in 2-3 months instead of the 3 years that it's supposed to be. Now that's costing companies a lot of money. It's also costing

them money in ways that don't readily appear. For example, you send someone over there as a company rep. and he's supposed to get some contracts for you and he doesn't get them, but a lot of times it's because he has either antagonized the people by doing something that he doesn't realize is not correct in that society or by barging in like a bull in a china shop. And you lose a lot of things that way.

For example, I can remember a project I was working on in Indonesia. There were 2 projects going on simultaneously - one was CIDA and the other was ICAO (the UN) - fairly similar projects, but the UN's was quite a bit larger. The project was supposed to take 3 years and was still going on at the end of 6 years. And I think they went through 3 different people for the same job. I can remember one of those people, the second one to come in, who had really good ideas for the program that would have worked. But he antagonized so many of the local people who had to implement the program that they flatly refused, they wouldn't have anything to do with them. He left at the end of the year, totally frustrated. The UN had spent X number of dollars getting him there, and then flying him and his family back.

Q. As talented as obviously you are in potential employment fields, internationally and linguistically, do you feel you may be at a disadvantage in certain areas of the world as a woman, i.e., Central America, Japan?

A. No. And the reason I don't is because in those areas I'm a foreigner. The foreigner takes precedence over the woman. And you don't get the same attitude that, say, a woman in their own country would have. I worked in Japan for 2½ years and I was the only woman in the language center at the university. I was a foreigner first and a woman second. The woman part didn't really come up because foreigners were so strange to begin with that it didn't really matter. You can get away with many things that the Japanese would never do. And that happens in a lot of areas. The only country I can think of where it might be a handicap (and I've never been there), is Saudi Arabia. The reason it's a handicap is because you just don't get your foot in the door at all. In most positions they only hire men. But for places like Japan, I don't see it as a problem. In fact, in some places I think it's an advantage.

Good times offer:



Fourteen oz. glass mug for sale. It's the two-fisted way to drink to good times and salute your great taste in drinks. Why not start a collection? Please send this coupon, along with a check or money order for \$4.95 per mug (no cash please) to: Seagram's 7 Crown Mug Offer, P.O. Box 1622, New York, N.Y. 10152

Name _____
Address _____
City _____ State _____ Zip _____

Specify quantity _____ Amount enclosed \$ _____

Offer expires January 31, 1984. No purchase necessary.
New York residents add 8.25% sales tax.
Please allow 4 to 6 weeks for shipment.

AMC14

Seagram's

RAWHIDE TRAVEL, INC.

FLASH

Rawhide Travel expands in AGSIM's neighborhood! Now we're just 1 mile from you!!!

6318 West Bell Road (Bell Tower Plaza)
979-3381

"NO FEE, WE'RE FREE"

We'll work our hides off to get you the lowest possible airfare to your destination.

DISCOVER RAWHIDE'S WORLD

TICKETS BY PHONE — ALL CREDIT CARDS ACCEPTED

1710 WEST BELL ROAD 6318 WEST BELL ROAD
(ACROSS FROM TURF PARADISE) (BELL TOWER PLAZA)

942-0214 979-3381