

# Das Tor

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

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4 Pages

## On Language, Communication and International Managers

Robert M. Ramsey, Ph. D.  
Chairman, Department of  
Modern Languages

Ernest Hemingway wrote that "...you can only really follow anything in places where you speak the language. That limits you of course. ... When you can't overhear it's no good. All you get are handouts and sight-seeing. Anyone who knows a foreign language in any country is damned liable to lie to you. You get your good dope always from the people and when you can't talk with people and can't overhear you don't get anything that is of anything but journalistic value."

As for the famous linguist and expert on the Hopi language Benjamin Lee Whorf noted, people who speak different languages have a different Weltanschauung or world view. It follows that people who speak more than one language have more than one view of the world. This broader vision not only enhances communication between peoples, but also provides bilinguals with special mind sets that enable original problem solving strategies.

I feel that one of the most important skills a businessman can have in international business is the ability to speak a second language. This enables the international manager to communicate directly with his overseas counterpart. The mutual respect generated through such communication could result in contracts being signed which otherwise would not reach the stage of fruition.

AGSIM is wise to firmly support foreign language learning.

## MIM's—MBA's with Savoir Faire

For those of you who question your choice of graduate schools after doing time here, we thought it would be encouraging to reprint a letter from a '72 grad.

To the Editor:

Thurston is still alive. Been with White Farm Equipment's export department since November of '73 (the old Oliver-Minneapolis Moline Tractor Company). Only thing I would do over would be to tape record Richter's export class instead of merely taking notes. When I was at the Bird, we were all wrapped up in international management theory, and short on the nuts and bolts approach, i.e., once almost ate \$25,000 because I failed to notice, on a L/C that the port of embarkation was "Japan" instead of New Orleans, and we shipped out of NOLA.

...T Bird grads can trade rocks to each other in Death Valley and declare a dividend at year end, while a Wharton grad would declare bankruptcy, and a Harvard grad would die of thirst the fourth day.

Since those who have been "blooded" in the field tend to offer advice to those still sheltered under the wings of the Thunderbird, I will stay true to form:

1. Eat in the cafeteria — the food is secondary, the conversation is the important thing. Half the education is not derived from the classroom. The Pub was also a good hangout in which to round off the educational process.

2. Remember that most U.S. firms have absolutely no idea of export and think In-

ternational Trade is a Parker Brothers game similar to Monopoly. If you think the "case studies" are far fetched, wait till you experience one first hand.

3. And about the time you are ready to impress your new boss with your educational knowledge he hands you an import license from Colombia and asks if everything is in order. And then you run into technical translations and find that an "enganche de tres puntos" does NOT mean an affair with three gigolos.

4. If you expect a job the day after graduation, try public relations with a major oil company, i.e. learn how to pump gas and wash windshields. But hang in there and keep plugging — Thunderbirds have infiltrated U.S. business better than the FBI did with the Klan, and for so few graduates (compared to Business Ed at UCLA) we pack quite a wallop.

5. And finally, if you heed nothing else, develop "flexibility." Harvard and Wharton lack this quality, while Thunderbird grads are noted for it. This means your first job involves a two week training period after which you are transferred to Biafra and end up making a profit selling luxury items. Two Thunderbirds can trade rocks to each other in Death Valley and declare a dividend at year end, while a Wharton grad would declare bankruptcy, and a Harvard grad would die of thirst the fourth day.

Regards,  
Harold G. Thurston '72

Harold G. Thurston is now working for The Worthington Pump Corp./McGraw Edison, in Shawnee, OK.

## The Meaning of Learning A Foreign Language at AGSIM

by Jorge H. Valdivieso Ph.D.  
Professor of Modern Languages

Entre los factores más importantes para lograr éxito en el mundo de los negocios internacionales están: la habilidad de comunicarse con las personas con quienes se esta en contacto, y la capacidad de comprender y aceptar la cultura en la que hay que hacer el trabajo. Para poder comunicarse hace falta poseer un dominio suficiente del código lingüístico utilizado por los asociados; y para comprender y aceptar una cultura foránea es necesario familiarizarse con sus manifestaciones—lengua, arte, literatura, folklore, etc.—y con la idiosincrasia de los que generan y transmiten esa cultura—los nativos.

A.G.S.I.M., comprendiendo esta necesidad innegable en la educación de los futuros hombres de negocios internacionales, ha dado una importancia capital a la enseñanza de las lenguas extranjeras, las cuales son manifestación compilada de la cultura diacrónica y sincrónica de los pueblos, y ha atraído a un grupo representativo de nativos para que, además de ser maestros de lenguas altamente calificados, sirvan como modelos de los patrones de comportamiento (behavior) de la gente de los países extranjeros donde nuestros estudiantes ejercerán sus actividades profesionales.

Es por esto que el Departamento de Idiomas ha desarrollado su método eclectico de enseñanza, apropiado para nuestras necesidades y para nuestras metas al que hemos llamado "método audio-oral-cognitivo". Gracias a la incorporación de nuevas técnicas y estrategias pedagógicas y a la utilización de los aparatos que la tecnología pone a nuestro alcance, nuestros estudiantes

obtienen un dominio de las lenguas extranjeras superior al que adquieren en otras instituciones los estudiantes que dedican igual tiempo y concentración a estos estudios.

Pero ese objetivo se logra porque el principio rector de nuestro programa es la excelencia. Nunca olvidamos que nuestros exalumnos son los representantes de la cultura, la industria, la técnica, la eficacia norteamericanas en la China, Arabia Saudita, la Argentina, Francia, Alemania, el Japon o el Brasil. Tenemos siempre presente que en esta época de crisis (y toda época es crítica) ellos tendrán que enfrentarse a la competencia de las empresas locales, europeas, asiáticas, etc.; que ellos personifican la concepción de lo bueno y lo malo que para los nativos de esos países representan los Estados Unidos.

El Departamento de Lenguas comprende que es difícil lograr esa excelencia. Por eso nuestros programas requieren dedicación y sacrificio—largas horas de trabajo, continua utilización de todo el potencial intelectual, voluntad de trabajar en equipo, agudeza mental, equilibrio psicológico y un inagotable sentido del humor.

Creemos que nuestros estudiantes tienen capacidad para llegar a ser "los numero uno" en su campo. Para eso solo necesitan poseer los instrumentos adecuados—una sólida formación técnica; la lengua que es el instrumento de comunicación; la comprensión y aceptación de otras culturas para poder convivir y operar con éxito en un medio ambiente foráneo. Nuestro programa de lenguas ha producido, está produciendo y seguirá produciendo ese "milagro".

## World Affairs Conference

Dr. Geer: Prof's Can Make Feb. 18 Classes Optional  
Banquet Planned

On Friday and Saturday of this week, the World Affairs Conference Committee has organized the largest conference ever held on this campus. Over 32 leaders of government, industry, and academia are expected to speak on topics related to the Middle East. Dr. Geer, Dean of Academic Affairs, has indicated that it will be up to the individual professors to cancel classes during the conference. To make this conference a huge success the attendance of all faculty, staff, and students is needed. Local as well as national media represen-

tative will be present, along with many businessmen.

Admission to the conference is free for all students, faculty and staff. There will be a banquet at the Westcourt Hotel on the night of the 18th. Tickets to the banquet will be sold at \$25 for the general public, \$20 for faculty and staff and \$16 for students. Dr. Joseph Malone will be the keynote speaker at the banquet. There is much to learn from this conference and your attendance is needed!

## Dress For Success Presentation

Put your best foot forward as you prepare for interviews and your career. Dressing to create a certain impression is an important step in this process. How you look can make a difference in how you feel about yourself as well as how you are perceived by others.

On Thursday, February 17th, at 7:30 p.m. in the Thunderbird Room, guest speaker Mary Kelly will give a presenta-

tion on using color to your best advantage, both in your daily life and in dressing for interviews. With 10 years of experience in business, she has much to offer to both men and women. This presentation is open to the entire campus, so come and learn to look your best.

It may be trite but it's true: If you look good, you feel good!!!!

\*\*\*\*\* Language Edition \*\*\*\*\*

# Das Tor

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

## "THE GATE"

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

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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

## CLARITY

I recently responded to an ad in the Wall Street Journal which offered a brochure on silver prices. After placing a call to the firm using an 800 number, I had my inquiry returned the following evening by a very loquacious broker from the "trading capital of the world." (I assume this was New York.) As expected, his courtesy call soon turned into a sales pitch spiced with inside scoops such as the fact the Middle East is investing in silver, not in gold and that the Russians are selling their gold in order to buy silver which will send its price up 20% by January.

(It was a pity I didn't have time to tell him that Howard Ruff had predicted silver to increase over a thousand percent to \$100/ounce by 1985. He might have quit talking and bought some himself.)

I interrupted this elegant sales pitch to tell him I was a graduate student at AGSIM ("Where?" he asked) and that my interest in silver was primarily an academic one. As a graduate student with loans already amassing nearly \$2.00 of interest debt daily, I told him that I had no funds to invest, to which he replied, "Oh, I see. Your liquidity position is negatively exposed."

To which I replied, "You got it—I'm broke."  
Why is it we love big words, long sentences, and euphemism? Why will a silver trader use five big words when two will do? Probably because if he had said, "Oh, I see Mr. Kelly, you're broke", I would have been offended by his lack of tact. Granted, there is a need for diplomacy in much of business. But a thought conveyed in five words is very often more clearly expressed if conveyed in three. It is also more forceful. Mark Twain once advised writers to "strike every third word — you have no idea what vigor it adds to style." Have you ever noticed how the speech of many top executives is direct, clear and down to earth? That's not a clue to their success, that's a prerequisite.

An article in the New York Times told of a mining company "finding a substantial gold mineralization of possible economic significance."

Whatever happened to "striking gold"? Granted, it lacks the sophistication and reserve of the business translation, but it also lacks the possibility of being misunderstood.

There was a room in G-Dorm next to that door that mysteriously collects drifts of fiber glass, whose front door had a poem tacked to it titled "Keep It Simple." I couldn't have said it better myself. The poem is reproduced on this page.

George Orwell, in a memorable essay on the decay of language, observed that when we begin to prefer the vague to the exact, we reduce the range of our consciousness. Eventually, he predicted, we will not know, we will not care.

It will be interesting to note whether the use of computers will encourage people to articulate their thoughts more precisely. There is only one way a computer will interact with the user—the correct way. This includes spelling.

Perhaps the computer will force its locutors to take their communication seriously. It will require of them not only that they know the language, but that they use the language exactly.

---

I learned the other day that we will never know Albert Einstein's last words because the nurse attending his deathbed did not understand German.

I guess my disappointment upon learning this stems not from the nurse's inability to speak German but rather from the unpardonable lack of foresight of those close to Einstein to assign him such a nurse.

Brian Kelly

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## Campus Notes

### Career Planning Reminder

Career Services will be giving the following lecture Tuesday, February 22, 1983, 5:15 - 6:15 p.m., in the Thunderbird Auditorium:

Topic: CAREER PLANNING/OBJECTIVE, BATTLE PLAN/RESEARCH  
Speaker: Carol Hazelett, Director of Career Services.

### Library Computer Demos

The Library will have demonstrations of its DIALOG online information retrieval system on Wednesday Feb. 23, at 1:30 and 2 p.m. Students interested in learning about computerized information searching and seeing a demonstration of the system should sign up on the sign up sheets on the bulletin board near the photocopy machines in the library.

## Smoking Hypnosis and Control

Dr. Richard Kapp, Clinical Psychologist, is offering a six week smoking cessation program to learn how to use hypnosis to develop positive addictions and overcome smoking urges. The first session will be held Wednesday Feb. 16 at 1:30 p.m. in the chapel. Call 7230 Health Center if you are interested. Cost is \$36.00 for the series. You may pick up Insurance Forms at Health Center to cover cost of workshop.

## Letters —

To whomever is responsible:

I did not—and my wife certainly did not either—come to this school to have the privacy of the apartment we rent from the school invaded by whomever wishes to knock on the door three times and then simply barge in. This is what happened today (Jan. 7), and it is the third time this has occurred. On this occasion it was a per-

Bruce Bottger  
I, Bruce Bottger, better known to most as BJ, announce my candidacy for ASLC representative.

As a native Iowan and graduate in Business Administration, Spanish and Economics at Iowa State University, I've traveled in various countries, and spent two years in South America. While at ISU, I served as president, vice-president, and committee member on various clubs and organizations.

My objectives as first semester representative are:

- 1) more depth in course offerings, specifically in the computer related areas.
- 2) instructor evaluations available to students for more opportune selections of class sections and professors.
- 3) re-evaluation of academic and financial registration procedures to eliminate lines and the problems with class closings.
- 4) promote on-campus recruitment, a program which is very important to all of us here, especially with the job market that AGSIM students face today.
- 5) promote interstudent relations and campus socializing, since our future careers can be enhanced not only by what we learn academically, but also by the people we meet and the contacts we establish here.

son who wanted to take inventory on the mattress of the bed I was at that very minute using. It didn't disturb her that my wife was still in bed, or that I had jumped out of bed a second before. That didn't disturb her...all she wanted to do was (and I quote) "take a peek." What kind of a place is this anyway?!! Only during dire emergency should anyone come into my apartment without announcement. If there is anyone who wants to take inventory or check anything else, I should be notified ahead of time as to the date and time of day it is to be done.

I WILL NOT tolerate any more violations of the right to privacy my wife and I are entitled to, and WILL call the Glendale police the

## First Semester ASLC Position Rep. Statements

Michael Keane

I, Michael Keane, decided that I have taken from the school system long enough without giving back anything in return. That is why I am running for a position as first semester representative. I hope that somehow I might be able to do something beneficial for the school.

Having been here for only two weeks, I have no specific ideas as to what I want to accomplish as a first semester representative. Generally speaking, I want to become completely familiarized with the ASLC — what it can and cannot do — and I want to learn from the students what they want the ASLC to do for them. Finally, I will try to relate these problems and concerns to the appropriate people, and, when possible, resolve them. I suspect some of these problems and concerns will take more than one semester to resolve, so it is my intention to remain with the ASLC in some capacity for my full three semesters.

I have a varied background. I was in the Army for three years, studied in Munich for two years, then returned to the States where I earned my B.S. in Computer Science while working as a part-time supervisor for UPS. I hope to be able to use the experience I acquired when I will be working with the ASLC.

Jeffrey R. Tognoni

As a representative to the ASLC I would emphasize increasing the visibility of AGSIM. The school while well known abroad and in the international finance and marketing community has not penetrated many other sectors of American business. In the increasingly interdependent world even traditionally domestic companies with little or no international operations are deeply affected by international events. Therefore promoting AGSIM graduates as having the international perspective to understand and take advantage of world events should be an important goal of ASLC organizations. The Phoenix area is one of the fastest growing metropolitan areas in the United States and should increasingly be able to provide good employment opportunities for AGSIM graduates.

The association of alumni should also be given increased attention and perhaps become more of a fund raising organization as is typical of most university alumni associations.

I am a geological engineering graduate of the University of Arizona where I was very active in student government. For the three years since my graduation I have been working as an engineering and project management consultant for natural resource companies.

next time a school employee or official enters my apartment without my knowledge or does so unannounced.

Luis G. Fierro

TO: Brian Kelly, Editor,  
FROM: Kelly Schwartz,  
Housekeeping Supervisor

In response to a letter published in the Das Tor concerning a matter of invasion of privacy. First: the person involved did knock as she was trained to do, three times, before attempting to enter the room. She was met by your wife at approximately 9:30 a.m. and was told to come back later. On the second visit, around 10:30 a.m., she again, knocked three times and was met at the door by yourself and was refused entry. She did leave and did not return the third time.

Second, our department did have what the student called a dire emergency that morning and the decision was made not to call around 400 rooms prior to inspection. The telephone calls would have been far more disturbing. We decided to proceed to accomplish the emergency as quickly, quietly and efficiently as possible so as to disturb as few people as possible.

Third, our department seems to have failed to accomplish our task without having offended you and we do offer our most sincere apologies for evidently disturbing your privacy.

### Keep It Simple

Strike three.  
Get your hand off my knee.  
You're overdawn.  
Your horse won.  
Yes.  
No.  
You have the account.  
Walk.  
Don't walk.  
Mother's dead.  
Basic events require simple language.  
Idiosyncratically euphuistic eccentricities are the promulgators of torturable obfuscation.  
What did you do last night?  
Enter into a meaningful romantic involvement or fall in love?  
What did you have for breakfast this morning?  
The upper part of a hog's hind leg with two oval bodies encased in a shell laid by a female bird or ham and eggs!  
David Belasco, the great American theatrical producer, once said, "If you can't write your idea on the back of my calling card, you don't have a clear idea."

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# APOLLO 17 ASTRONAUT TO SPEAK FEB. 24

Das Tor Profile

February 16, 1983—DAS TOR—3

# An Evening With JAMES BOSTAIN - A Very Cunning Linguist

American astronaut Ron Evans, member of the Apollo 17 crew will be the next guest presented by the Speakers Committee. Evans will present a slide show including scenes from his lunar orbit as well as his work on the space shuttle.

The presentation will take place on February 24 at 7:30 p.m. in the old auditorium.

Evans spoke at AGSIM last year and was well received. This year's show presentation promises to be just as thought provoking.

Anyone interested in assisting the Speakers Committee on this or any other project should contact Bill Wright (Box 230) or 843-3834. All help is welcome.

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## English At AGSIM

by Leon Kenman  
Director of Intensive English

The Department of Modern Languages comprises seven sections teaching eight languages. The English Section offers courses both for the native speaker of English and for speakers of other languages.

All foreign students entering AGSIM's MIM degree program are required to take our English language placement test unless they are native speakers of English, e.g. those who grew up and were educated in Great Britain, Ireland, Canada, Australia or New Zealand. Out of a possible 290 points, those who score 230 or higher are waived from the required English courses: Intensive English as a Second Language (ESL-300), Advanced English as a Second Language (ESL-400), and Advanced English Composition and Introductory Business Communications (ESL-405).

Two other English courses are electives: Business Communications for Foreign Students (EN-410) and Advanced Business Communications for Executives (EN-500); the second is mainly for native speakers of English, but highly proficient non-natives may take it.

I would like to see all students who do not take a currently required English course take a writing examination to place into or waive out of EN-410 or EN-500. Besides acquiring the presently mandatory skills for receiving the MIM, our graduates should be able to communicate effectively in writing.

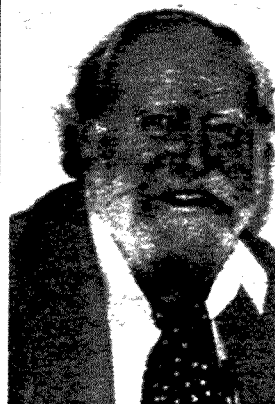
Two additional courses which have been discussed by members of the English Section are a non-credit pre-intensive course and an advanced course teaching oral presentation. The former, ESL-201, would afford the opportunity to all foreigners whose oral skills are weak to improve their proficiency in listening comprehension and speaking. Spouses, regular students and an occasional special student could gain a firm foundation in conversation. The latter would give the confidence and skills to the foreign student so that s/he could speak with poise and effectiveness in front of classes, small meetings and larger gatherings.

To satisfy students interested in language instruction, a teaching methods course could be offered. This would provide them with the preparation to design, teach and administer language courses in a foreign milieu.

No institution can remain static. AGSIM's English program has been evolving for over a decade. It will continue to change by meeting students' needs today and in the future.

### Corrections Box

Among other typos, we spelled Gandhi wrong, even after we saw the movie. Sari. The article on Dr. Jerry Greco had the following faults. His career began with Carrier International Corp. in 53, not 52. Also, Greco enrolled in AGSIM after having already been President of Carrier's Puerto Rican subsidiary, not the other way around.



James Bostain

*Posed behind the lectern on the stage, patiently, patiently baiting the audience as he sips a glass of water, the speaker puts the glass down and utters the line that sets the hook. The crowd, already amused, bursts into laughter...*

Such was the mood regarding communication picadillos described by James Bostain, linguist, actor and perhaps the fastest talker this side of the Roseville livestock auction, on February 3rd in the auditorium. Luckily for those of you who missed his kinesthetic, syntactical antics, Mr. Bostain granted Das Tor the following interview in our sprawling city desk bureau. Prompted by beer and the gorgeous, ravishing presence of our two editors, Mr. Bostain came across with the following:

*What is your opinion of the way Americans use language?*

Most people are fine if they haven't been brainwashed by some seventh grade teacher. You could walk down a corridor, pick up four pieces of paper and find at least one example of bad writing. People can talk, especially on the telephone and get their point across. There are inarticulate people. These people being interviewed on television after making a touchdown do not translate the physical grace you've just seen. On the other hand there are the types like Joe Hiesman who talk and talk, quite well, but too much so. We call him "Jawing Joe" in Washington. In this country we don't have the intense, dense regional accents because we've been mobile since we got here. It takes centuries of static residence to build up accentual differences in fifty-mile distances. We move a lot. We have a relatively homogeneous speech pattern in America.

*How capable have Americans been in communicating abroad?*

There are those who are sensitive and flexible. My job in the State Department was to try to make Americans aware when they were going abroad that they weren't going to be in America when they got there. People who aren't American don't send American signals, and if the American abroad doesn't understand this, then he'll misread people's intentions left and right. But others are capable of the same thing. The big difference for Europeans is that they can't go 200 miles without running into a new language, a new subculture, new religion and cultural patterns... You can go a long way, you can go 4,000 miles in this country—start up in Northwest Washington and down to Key West—one language, one set of patterns...4,000 miles. Nowhere in the world can you travel 4,000 miles and have that be true but in America. In Russia, you've got a few hundred languages, not dialects. Russian, itself, is a minority language. A foreigner comes to this country and doesn't speak English he's got problems.

Our geography isolates us. Unless you live in a major western or eastern city, you won't meet many foreigners. The closest thing in this country, I guess, are the Black people. Some Black people use a lot of different signals than White people. Not all Blacks do. There are those who use, by and large, White signals. They are descendants of the house servants. But, the descendants of the field hands, the people in the ghettos now, have a lot of signals quite different than White people. A lot of misreading going on

... "If you don't understand the culture, you might as well not have foreign language skills..."

there. What they understand of White signals is picked up on television. You won't see Black ghetto signals on television much; who would sponsor a show that White people wouldn't understand? We think Black people are misbehaving. Whereas, the Italian who meets a Greek doesn't think the Greek is misbehaving, he thinks he's a Greek.

*Do you suggest that multi-lingual fluency is, perhaps unnecessary? Given an ability to communicate cross culturally.*

No. Foreign language is a very important ability to master, yet if you don't understand the culture, you might as well not have foreign language skills because it still won't make any sense to you.

In New York City, there was a ten-year-old Puerto Rican girl accused of cheating in school. She was called into the principal's office. She sits there and does her best to be polite. She sits there and looks at her knees, down on the floor. The principal says, "Did you cheat?" She says, "No, senor." "Now be honest with me. Did you really cheat?" "No, senor," and she won't look him in the eye. Of course, the principal knew that if she wouldn't look him in the eye, she must have been lying. The girl was, in fact, being very polite not looking at him in the eye because she had been taught that it was disrespectful to look an adult in the eye. She was being very polite, and he was convinced she was lying.

As you see, you can have the language very much in control, but if you don't understand the culture, you're in for trouble.

Language is only one of the signal systems. A good language student is not necessarily a good communicator.

I once figured out, for the German language, when I was at the State Department, a language game that was effective and easy. With the German genders (4) and the cases (4) I developed a game one weekend. I took it in Monday morning, very excited, to the German instructor and said, "Mrs. Kirstoff, look this over, if you would. If I've got this right, we've got a marvelous teaching tool here. It may not be any good at all, I may have it all wrong, I don't know, but check it out." "Mr. Bostain, you're always begging compliments." I beg your pardon, I said. She repeated herself, "Mr Bostain, you are always begging compliments." I didn't know what to make of that.

I began to realize the Germans never deprecate themselves or what they own except in response to a compliment and then always. If you say to the German, "Oh, that's a lovely dress!"

"It's an old rag."

"A marvelous house!"

"We live here."

"A good car!"

"It runs."

But they never volunteer this kind of modesty unless you're making a compliment. So for me to say, "I don't know if it will work, but check it out," obviously, to the German, this means I'm looking for strokes. The notion of modesty is begging for a compliment...

In every cultural situation there are nuances. It is like these gullies out here when it rains. The water runs through them, but never at the same level or with the same force.

*Do you have a favorite language—a language that expresses most clearly human feeling?*

I think Arabic is perhaps the best language for Islam. For baseball, it's hard to beat English while, of course, Eskimo goes better with snow conversation.

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In Maine we have a saying that there's no point in speaking unless you can improve on silence.

—Edward Muskie

### 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.

### Kahlil Gibran Remembered at AGSIM

submitted by  
Thomas E. O'Dea

This year marks the centennial of the birth of Kahlil Gibran, Lebanese poet, mystic, artist, and dramatist who spent many years in America. Passages from Gibran's best-known work, *The Prophet*, will be used in Arabic 425 which will be taught this semester by Mrs. Bahia F. Gulick. Increased student interest has made it feasible to offer the course again. The class is mainly concerned with dialogues relating to banking and general business, commercial developments in the Middle East as reported in Arabic newspapers and magazines, and other items likely to be helpful to persons doing business in the Arab world.

Business content will not preclude cultural materials including love letters written by Gibran to May Ziadeh, herself a prominent literary figure.

As a teenager, Mrs. Gulick attended lectures given by Miss Ziadeh at the American University in Cairo. Selections from classical and modern Arabic literature and some of the sayings (hadith) of Muhammad, in the original Arabic, will also receive attention in this innovative course.

Lectures are conducted entirely in Modern Standard Arabic by Mrs. Gulick, and student participation is encouraged. The class meets on Tuesdays and Thursdays from 4 to 5:15 PM in room 18.

### BOOK REVIEW:

## NATIVE TONGUES

Native Tongues  
Charles Berlitz  
Grosset & Dunlap, 319 pages, \$14.95

by Miguel Mitchell  
Arts Writer

Indispensable for lovers of language, this chatty, in-house canon comes from none other than the grandson of the Berlitz dynasty. Charles More than a linguist, Mr. Berlitz is a genuine humanitarian and *Native Tongues* brings this out. An archaeologist and underwater explorer, Berlitz makes the world's languages live through adventure. Loving a good story, he captures the paradox and intricacy of our communication and casts a spell by anecdote.

Did you know, for instance, that Manhattan means "The Place of Great Drunkenness"? That *Sayonara* is "If it must be so"? The spell is this: learn more languages. Though most of us can (and should) resist that temptation, at least while debits and credits loom, *Native Tongues* is an all-to-easy excuse to blow an afternoon.

Discover that:

- 2,796 languages and 7,000 to 8,000 dialects are being spoken this minute, but several centuries ago some 10,000 tongues were living.
- "Mile" comes from Latin mille — "one thousand" — referring to a thousand complete paces, left foot and right foot of the legion's formal parade step, about 5.2 feet, the Roman way of measuring distance between towns.

- A joke current in England recounts that European optimists are having their children taught Russian while European pessimists are having them taught Chinese.

- Chinese is spoken by the largest segment of the world's population, even considering that certain local Chinese dialects or languages, which are not mutually comprehensible, are spoken by many millions of people. The national language, Kuo-yu, formerly called Mandarin, is spoken by approximately 800 million people, more than twice the number that speak any other language. When Kuo-yu becomes the spoken language of all China, as the government intends, one out of every four people in the world will speak the same language. Chinese.

- Pro-French activists in Canada attack public signs of all sorts at night, repainting them in French. Street and highway signs saying STOP are relettered to read ARRET — although "stop" is in the official French dictionary, the sign painters consider the word too English.

• Lenin has been credited with a number of observations about capitalists and their relation to the communist world revolution. One trenchant observation was, "The capitalist is eager to sell a rope for himself to be hanged with" (*Kapitalist gotov prodat' verivoku na kotoriy yevro poviesiat'*), a proverbial saying frequently alternatively expressed as "When we are about to hang the last capitalist another will suddenly appear offering to sell us a rope."

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