

Das Tor

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

Vol 16 No 7

March 9, 1983

8 Pages

High Tech At AGSIM

The Computer Club: Student Solution to Void in Curriculum

by Bryan Prill

To those who rue the absence of any formidable type of hi-tech training, the scene on Saturday mornings in the Key Man seminar room is reassuring. During the weekly seminars that provide members of the Computer Club with hands on experience it is possible to find a fascinated crowd learning what had formerly been an unknown realm. Although the range of experience with the computer world varies, the members are united in the belief that computer skills will prove invaluable in their occupations and personal lives.

Instrumental in arranging the club are Rick Larsen and Michell Galoob, the president and vice president, respectively. It is mainly through their expertise and determination that the fledgling Computer Club has sparked the interest of a wide range of the AGSIM community. Rick and Michell are typical AGSIM students but they are atypical individuals. To understand what they are trying to see happen at AGSIM and their concerns for the Computer Club we were able to corner them for a short interview.

Rick is a native of the Racine, Wisconsin area. After speaking with him and observing his highly articulate manner it is difficult to imagine that Rick was dismissed from high school in the tenth grade - never to return. A seven year hitch in the Marines convinced him that without a formal education, the possibilities for advancement were extremely limited. After passing his GED and enrolling at Carthage College in Kenosha, Wisconsin, Rick finished his bachelor's degree in international business in two years (while working full time). AGSIM was highly recommended to him by a former professor. This proved to be crucial in choosing between the schools at which he was accepted for graduate training: Harvard, Yale and the London School of Economics. While attending AGSIM he has worked as an internal consultant for a computer company and has been an external consultant to many Valley businesses in the area of solving business problems with the use of computers.

Michell is a native of Healdton, Oklahoma and graduated from the University of Oklahoma. She was a member of the famed Sooner marching band and accompanied the football team in its blitzkriegs through the nation. She has lived for four summers in either Mexico or Spain -

combining an interest in Spanish with her major in marketing. Michell first heard of AGSIM through a friend while studying in Mexico City. She attended an AGSIM alumni party and was impressed with the people and what they said about their alma mater. Upon completion of her studies in Mexico City Michell applied to AGSIM.

Das Tor - How did you both become interested in computers, does one need to be endowed with supernatural gifts?

Rick - No, absolutely not. In fact, college algebra was my worst subject.

Michell - My brother is a doctor who would otherwise be a computer programmer. He uses the computer in every aspect of his business and personal life. He convinced me that I needed it, so I bought one. At first, I thought it would bite me - I didn't even use the printer for a month. I was scared of it. I had a few weeks before school started here and started working with it. It's been a progressive unfolding for me. I use it for more and more things all the time. My brother believed it would be the perfect tool for graduate school. It has helped me tremendously.

It would be nice if a school of international reputation such as AGSIM would take a leadership role in this area.

Rick - I took a course and was fascinated with it. I went out and bought an Apple (a major computer brand) and for the first year just sat down and started programming it. I didn't have any software - just what I had myself written. That was three years ago - I found myself getting more and more interested in it.

Das Tor - Why did you both decide to take such an active role in promoting computer literacy on the AGSIM campus? You both have spent a lot of time doing this.

Rick - Yes, a lot of time. I was deluged with requests to start something last semester. I was too busy and said that if someone else wouldn't do it, I would this semester. Well, here we are - I opened my mouth and stuck my foot in it. There were a lot of people who felt there should be some way for them to learn about computers.

Michell - I needed someone to teach me a certain software program and through that met Rick. We both were concerned with the tremendous need for something like this and I told him I would help.

Continued on page 6

Crowell Accepts Communication Post

by Steve Spitts

In December of 1982, Sonia Thurmond, who for 15 years had been Director of Communications in the Alumni Affairs Office, left her job and, for a change, relocated to an academic environment. While Sonia continued her education in Washington, D.C. the situation, perhaps through nobody's error, created a large void in an office responsible for most of the written contact that this campus has with the world at large. An employee hunt was soon initiated yet there was still the immediate problem of carrying on with the Thunderbird magazine, Corporate Review, and other communication responsibilities. The temporary solution was conceived, agreed upon and implemented by the administration. Have a student take over! A student assistant in the office who had worked for Ms. Thurmond performing such vital functions as pasting newspaper articles concerning the school in a scrapbook, folding Das Tors to be mailed, making coffee, painting the bathrooms and so forth, suddenly found herself with a LARGE degree of responsibility. This responsibility had the unexpected tendency of growing as time passed. Nancy Greenberg turned what could have become an administrative blunder and public-relations breakdown into an ongoing, functional branch of AGSIM's Alumni Services.

The Director of Personnel, Evelyn Theobald, tells us that over 100 applications for the job of Communications Director were received. Of these only 6 were invited to interview. Chosen was Ms. Nelda Crowell, a handsome, charming woman. Ms. Crowell comes to AGSIM with an impressive depth of related experience. She accepted the Administration's offer of employment near the end of January and began her responsibilities as new Communications Director on February 24.

Since 1977 Ms. Crowell has been Editor of Publications for The Bureau of Business and Economic Research at Arizona State University and has ten years of solid background in the areas of public relations, promotion, advertising, editing and writing. Crowell took her B.A. in English Literature from the University of Colorado and her M.A. in English and Journalism from A.S.U. She was kind enough on February 28 to submit to an interview by staff from Das Tor and the following comments are excerpts from her conversation with us....

When did your career begin in this kind of work?

"In this field my employment career began after my children were in school." *Did you feel at a disadvantage starting in this field at a later stage in life than many of the men and women competing for the same jobs?*

I think my age is irrelevant. Also, I think that being a woman, if anything, gives me a greater drive to perform well and has never, for me, been a drawback in any job I've had.

What do you consider the function of the magazine to be? Do you think it's strictly a public relations tool or do you see it serving a wider range of information needs?

"I see the magazine serving several significant purposes. One is the P.R. function, and that is really so broad. Everything that comes out of this school is public relations, from a letter to the graduates leaving here each semester.



New Director of Communications:
Nelda Crowell

Obviously, it serves to communicate to the Alumni-that's a very important function. They are interested in what happens here and with those they knew while they were here - it's a very cohesive group that comes out of this school. The magazine tends to enhance their pride in the institution and in that regard helps promote recruitment efforts. It also encourages corporate support. It can become important, I think, in serving the role of ongoing education if we publish from the great resources we have here on campus with the instructors. These types of articles would have special import to the alumni if they were of interest to professional pursuits many of the alums are involved with...it's an area I'd like to in time explore."

Nelda, is the magazine going to gloss over or ignore problems that may exist here on campus in relation to personnel or curriculum? Or do you think it's important and healthy for deficiencies in the school however small they may be, to be broadcast so that constructive criticisms or greater donations can be brought in from the alumni? Will the magazine during your tenure concern itself with problems that may arise on campus?

"Not knowing anything about problems that exist or criticisms that have been raised, I don't feel I can comment except to say that where something will have some impact, or do some good...I don't intend the publication to be a propaganda piece. The magazine serves the alumni, and it serves the student body as they exist."

There is much to admire about Nelda Crowell. She is articulate, intelligent and experienced. She will certainly bring to the Communications Office the full-time guiding hand it should have. We think the Administration made a good choice. Good-Luck Nelda!

Voris Elected to AACSB Board of Directors

Dr. William Voris has been elected to a three-year term on the Board of Directors of the American Assembly of Collegiate Schools of Business.

The AACSB is the governing body for all schools and colleges of business administration in the United States.

ASLC Allocation of Fall '82 Surplus Funds

The ASLC wants everyone to know about our financial situation. Currently, our budget for Spring 1983 will not have a surplus. Many of you have expressed concern over, "Where is the money?!"

Several reasons may be cited for absence of surplus funds:

At the end of last semester (Fall 82) the ASLC allocated the surplus funds according to student wishes—

\$3,200	Dynatrack
2,000	World Affairs Conference
650	Rugby Club
50	Christian Fellowship
	Xmas Party
75	Polaroid Camera/Fortune
100	Toastmasters
100	Thunderbrains
1,570	Computer printer

In addition, it was decided that the Fortune Editor be paid \$150, the Copy Editor \$100, and photographers (max 2) \$25.

For these reasons we started Spring '83 with no surplus funds. Another important factor affecting the Spring '83 budget is a reduction in the number of students for the Spring Semester. The enrollment for Fall 1982 was 1,024. Currently our enrollment is about 935. Thus, this semester our student activity revenue will drop by approximately \$2,000. Here are some very valid answers to the question, "Where is the money?"

NOTE: Next week...Allocation of funds for club events.

Julie Roberts - Entertainment Chairperson
Ketan Parekh - Treasurer

CAMPUS NOTES

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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 Bryan Prill, Christy Grief, Connie Dugan, Margarete Menne, Bart Kohnhorst, Wouter vanTiel
 Peter Amrein, Karen Simon, R.T., Kathy Parker, Mar Jirasek

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.

IBW's Networking Committee

Connections, the directory of International Business Women (IBW) alumni, will be sold outside the post office on Thursday and Friday, March 10th and 11th from 9:30 a.m. - 1:00 p.m. This directory contains valuable information about Thunderbird alumnae in a variety of professions (both here and abroad) who are interested

in providing support and career information to students.

Financial Aids

Students wishing to apply for Grants for Continuing Students and/or NDSL for the Summer Semester must complete the ACT 82-83 Family Financial Statement. Forms are available from the F.A.O.

French Club

The French Club will be holding its meetings on Monday evenings at 9:00 in the Thunderbird Room. NEWCOMERS ARE WELCOME!

Also, there will be a French table in the cafeteria at 12 noon on Fridays for those interested in improving their French speaking ability.

Next W.A.C. MEETING

If you are interested in helping to organize the next World Affairs Conference, there will be a meeting on the 9th of March (Wed.) at 6:30 in room 31. The topic for the next conference will be chosen and in the following meeting the executive council will be elected. Put your organizational skills to use! All are welcome to attend the meeting.

German Club Quad Party

by Margarete Menne

ALAAF! HELAU! FASCHING! FASTNACHT! It all says the same thing and translates into a great time.

Fasching is the German equivalent of Mardi Gras celebrated by sporting your most outrageous costume, drinking, getting together with friends, and dancing. Those are the plans the German Club has for you on March 12th at 9:00 p.m. on the Quad.

How fast can you drink beer? You'll have the chance to find out in our Beer

Drinking Relay, and if that doesn't suit you make your voice heard in the yodeling contest.

In relief from the competition, Ricardo & His European Frolics will provide authentic German music for your dancing pleasure. If you'd like to be able to dazzle your friends with your dancing skills, we invite you to take advantage of the dance lessons that will begin at 8:30 p.m.

So let's see your prize-winning costume Saturday night. Be sure to be there when the GERMAN CLUB COMES ALIVE ONCE AGAIN.

-Classified-

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Editorial Contribution:

Welcome to The Club

...And you thought you hadn't joined any clubs this semester.

Well, by paying that \$25 student activity fee, in a sense, you've secured unofficial membership in all 32 clubs on campus.

ASLC allocates these activity fees (together with revenue from pinball and traffic fines) to individual clubs on the condition that the money spent will benefit the entire student body.

Until now ASLC has always begun each semester with a surplus. The \$3200 Dynatrack (obstacle course), \$5200 in films and speakers and \$1500 spent on the computer accounted for the largest portion of extraordinary spending. With smaller enrollment and a slight increase in the number of clubs this semester, funds available for club activities dwindled even further.

Unfortunately, ASLC based its cut-backs in individual club allowances on a criterion that has given rise to a "Catch 22" situation: an established club with a large bank balance will receive a smaller percentage of its proposed budget than a younger inactive club with a relatively modest balance.

"Clubs need to be given a chance" reasoned treasurer Ketan Parekh. "If we don't give the (financial) support, the clubs won't have the bank balance to work with."

"You're balance does come into effect," remarked Ann Maher, chairman of the Program Board. "We expect clubs to accept the responsibilities and to share their success, instead of counting on ASLC for a free ride or a free party."

But aren't clubs that have accumulated large balances in effect being penalized for their hard work? And how can we inspire clubs to flourish and continue to enhance the intellectual and social life of the student, knowing that their earnings will work against them?

Furthermore, ASLC based their judgments on reported bank balances, not officially submitted statements. This practice may encourage clubs to act unethically in reporting their balances.

Moreover, clubs are not required to substantiate their proposed budgets with contracts and quotes. One club, for instance, may request \$700 in funds for a band while another seeks only \$350 for a band. The fact that ASLC does not question such discrepancies may again lead to unethical behavior.

As it stands, ASLC faces a probable deficit. Although Ketan hopes ASLC has approached the administration for a loan. President Marx has asked for suggestions to raise money.

Possible Solution:

Cut the following ASLC officers salaries by just 20% (club allowances were cut by as much as 50%).

Current Salaries	Salaries with 20% cut:
President: \$262.50/month	President: \$210/month
Vice President: \$227.50/month	Vice President: \$182/month
Treasurer: \$227.50/month	Treasurer: \$182/month

Indeed they are hard-working and deserve a salary. The cut-backs, however, need to be shared by everyone, officers as well as clubs. This would more than accommodate the projected deficit.

"That's the breaks."

Signed,
 Christy Grieff
 German Club Vice President/Communications and Connie Dugan

by Bart Kohnhorst

On Thursday, February 24th, Captain Ron Evans, pilot of the command module Apollo 17, regaled the audience in a packed auditorium with his lively and captivating presentation. An enthralling speech, both informative and enthusiastic, recounted the first-hand perspective of the danger and thrill of space, its vastness and loneliness, the different day/night patterns, and the beauty of an earthrise over the moon.

In exchange AGSIM was able to entertain Captain Evans in its own inimitable way during a raucous Pub night. Discussions there ranged from life in Russia (Evans spent some time there) where his

"Red Flag of Valour" medal entitled him to buy a Dacha, or go to the front of any line without waiting, to his distress at cut-backs in government spending on space programs.

Captain Evans is enjoying his life back on Earth. When asked whether he regrets the end of his space days he candidly responded that this was only so whilst giving presentations such as the one at AGSIM. Nevertheless, as he was leaving I couldn't help noticing a pause and a brief, knowing glance at the moon. It was evident that there is a lot more to an astronaut's experience which is reserved for feelings rather than words.

ASTRONAUT

Lunacy?

24 February 1983

To the Editor:

With the recent visit of Captain Ron Evans of Apollo 17, I too started thinking about space, and U.S. involvement in space programs. Remembrances of lunar landings came to mind. With millions of dollars and a wealth of technology, astronauts have landed on the moon! And, once they got there what did they do? They planted a flag, collected some rocks, loped around (like they were stoned), and played golf. Thanks to American technology, there is now a flag and a golf ball on the moon! What lies in the future? The possibilities are endless!

Patrick Forbes
 AGSIM, Box 434

Strokes

Dear Editor:

Congratulations to you and your staff for improving Das Tor so much. The content, format and weekly theme ideas used currently lend themselves to a more accurate reflection of A.G.S.I.M. I especially enjoy the witty humor and uplifting quotes.

My sincere thanks to everyone responsible. Keep up the good work!

Letters

Dear Editor,

I am a third semester student of Arabic and had not had any previous experience with the language before coming to this school. I do not feel that I am being sandbagged by other students in my class who have already had experience in the language. Furthermore, I believe that the teachers here take into account the fact that there are those who possess ability in the language prior to taking the class, at any level. Your grade is indicative of your performance and if you don't put in the work to get an A in your class, you

Sandbagged?

shouldn't be upset about it. If I don't know my dialogue, then it is my fault, and if I don't "ace" my test, then it is my fault. I am here at this school to learn and I presume so are you. If you are not happy with your class then talk to your teacher first before sending a letter to the editor. You won't change company policy in your future job by writing your ideas on the toilet wall. However, I do agree that there should be a more efficient placement system within the language departments.

Brett Little

Lilienthal

To the Editor:

I am astonished at the furor which arose after Dr. Alfred Lilienthal visited AGSIM in early February. Both letters to the editor published in the February 23 issue of Das Tor reflect prevalent anti-Arab prejudices found throughout the United States. Unfortunately, the condemnation of Dr. Lilienthal's presence at AGSIM indicates a more disturbing attitude, i.e., one of individuals in an academic institution closed to different points of view. Indeed, Dr. Lilienthal is "biased" - as we all are when we take a position. The purpose of an academic institution is to present these various positions. This openness is academic freedom.

Dr. Lilienthal's viewpoints are those shared by many educated and informed individuals. His misfortune is that he has an unpopular opinion which he has upheld despite unreasonable attacks on his support of the Palestinians' right to self-determination. His essential argument as a believer in Judaism was set forth in his lecture here. "Judaism is not Zionism and Zionism is not Judaism." I wonder at the terrible response that such a simple statement elicits.

Mr. Wendell Tyler's ad hominem attack on Dr. Lilienthal only serves to

demonstrate Dr. Lilienthal's contentions. The vehemence of support found in the U.S. for the Israeli government's denial of human rights and its atrocities in Israel, the West Bank and Lebanon is shocking. As Dr. Lilienthal has pointed out, Israeli citizens are more willing to come forth in opposition to Begin's Zionism than are American citizens. The reasons are obvious. Witness the vitriolic retribution against those who are willing to speak out against Begin. Mr. Tyler's rebuttal would perhaps have had some intellectual substance had he restricted himself to an analysis of Dr. Lilienthal's arguments instead of relapsing into disparaging insinuations about the speaker's background.

I wish more individuals in an international academic environment such as that at AGSIM would accept the presence of various viewpoints and promote dialogue instead of rejecting it. As Dr. Lilienthal asked in his lecture here - why can't we apply "two basic principles we have always held high in national esteem: (the) right of self-determination of all peoples...and...the (right to) hear both sides?"

Laura E. Chatfield

Book Review:

reviewed by Brian Kelly

Last January, for the first time in 55 years, Time magazine chose a Machine of the Year instead of a Man of the Year. This should be hint enough that some profound changes are taking place in America today. If you want further proof read **MegaTrends** by John Naisbitt.

MegaTrends is a set of predictions detailing 10 major trends occurring in America in the 80's. Since 1970, the author and his staff have clipped, coded, filed and evaluated more than two million items from local newspapers across the country. From this empirical research the author compiled an easy-to-read analysis of the great social, economic, political, and business trends which have already begun and will continue to take place in America throughout the next decade.

Like **The Organization Man** (1965) and **Future Shock** (1970), the scope of **MegaTrends** is impressive and his ideas are well substantiated. However, what separates **MegaTrends** from its predecessors is its resounding optimism. Granted, his enthusiasm is that of a generalist but this positivism and simplistic approach keep his gargantuan topic within the grasp of the common reader. Perhaps this explains why **MegaTrends** has been a national #1 bestseller for several months now.

MegaTrends is very intriguing reading from John Naisbitt - a social forecaster, and advisor to corporations such as AT&T United Technologies, Control Data, Atlantic Richfield, IBM and General Electric.

The 10 major trends which Naisbitt chooses as most important are as follows:

(1) Although we continue to think we live in an industrial society, we have in fact changed to an economy based on the creation and distribution of information.

(2) We are moving in the dual directions of high tech/high touch, matching each new technology with a compensatory human response.

(3) No longer do we have the luxury of operating within an isolated, self-sufficient, national economic system; we now must acknowledge that we are part of a global economy. We have begun to let go of the idea that the United States is and must remain the world's industrial leader as we move on to other tasks.

(4) We are restructuring from a society run by short-term considerations and rewards in favor of dealing with things in much longer-term time frames.

(5) In cities and states, in small organizations and subdivisions, we have rediscovered the ability to act innovatively and to achieve results - from the bottom up.

(6) We are shifting from institutional help to more self-reliance in all aspects of our lives.

(7) We are discovering that the framework of representative democracy has become obsolete in an era of instantaneously shared information.

(8) We are giving up our dependence on hierarchical structures in favor of informal networks. This will be especially important to the business community.

(9) More Americans are living in the South and West, leaving behind the old industrial cities of the North.

(10) From a narrow either/or society with a limited range of personal choices, we are exploding into a free-wheeling multiple-option society.

In his analysis he has discovered something unusual about trends as opposed to fads. Trends are generated in medium size cities and local communities such as Tampa, Hartford, San Diego, Seattle, and Denver, not New York and Washington despite their pretensions. Trends concerning environmentalism, physical fitness, civil rights, educational competency testing, sunshine legislation, sunset laws and citizen initiated referenda in general have all been initiated from the bottom up (locally); fads come from the top down.

Naisbitt has noted that most of the social invention in America comes from five bellwether states: California, Florida, Washington (state), Colorado, and Connecticut.

The other 45 are followers.

One trend which is of particular interest to AGSIM students is discussed in the chapter on short term leading to long term. In analyzing this trend Naisbitt argues that the U.S. business managers are the cause of America's economic decline. "Why are the nations with the most developed systems of professional management education, the United States and Great Britain, performing so poorly, when two nations that provide almost no professional management training, Germany and Japan, have been the outstanding successes of the postwar period?"

Their "preoccupation with short term results and quantitative measurements of performance were responsible for the neglect of the kinds of investments and innovations necessary to increase the nation's capacity to create wealth."

Adapting and "reconceptualizing" is essential. Therefore, a firm must (1) reconceptualize what business it is in and (2) conceptualize what business it would be useful to think it is in.

With this in mind, Singer Co. (sewing machines) is becoming an aerospace company, producing flight simulators and sophisticated military communication equipment, as well as radar. Singer's Linkflight simulator was used to train the space shuttle Columbia astronauts. This is all occurring after a disastrous period when Singer stock went from \$93/share in '72 to \$6.50 in '80.

In the chapter on the interaction of different world economies, he argues for increased foreign aid and predicts a renaissance in language and cultural assertiveness. Nationalism will therefore accompany internationalism.

MegaTrends is fascinating reading for anyone concerned with the future and adapting his or her role to complement these trends. After all, trends, like horses are easiest to ride in the direction they are going.

Excerpts From Megatrends

To the benefit of both sender and receiver, the new technology has opened up new information channels with wider range and greater sophistication. It has shortened the distance between sender and receiver and increased the velocity of the information flow. But most importantly, it has collapsed the information float.

With the coming of the information Society, we have for the first time an economy based on a key resource that is not only renewable but self-generating.

The computer will smash the pyramid: We created the hierarchical, pyramidal, managerial system because we needed it to keep track of people and things people did; with the computer to keep track, we can restructure our institutions horizontally.

Amid all the other restructurings, America is engaged in a massive migration from the Northeast and Midwest to the Southwest (and to Florida). That population shift came about in large part as a response to megashifts discussed in this book. People are moving away from the thickly settled Northeast, where industrial society flourished earlier in this century, but where dying industries are leaving behind abandoned factories and jobless people.

The utilization of electronic cottages will be very limited: People want to go to the office; people want to be with people.

The same may be said for electronic marketing. The same people who predicted we would all fly helicopters (those captives of straight-line, technological extrapolation) now say that with computers at home we will shop electronically and stores will become extinct. We will eventually do some shopping by computer, but only for staple items of which we have a very clear sense and experience. It will be no substitute for the serendipity and high touch of shopping about which we want to be surprised.

Computer buying will never replace the serendipity and high touch of shopping for that about which we want to be surprised.

Teleconferencing. That is another trend that will not happen. Talking with people via television cannot begin to substitute for the high touch of a meeting, no matter how rational it is in saving fuel and overhead. If it is of little importance, use teleconference. Be appropriate. But we have to face it: There is no end to meetings.

Teleconferencing is so rational, it will never succeed.

We lose all intelligence by averaging: To understand the U.S. economy today, we have to look at the economic health of each of the states and each of the business sectors.

The problem is that economists continue to root their judgments in the old indexes, and most of those are buried in the dying industries. We need new concepts and we need new data if we are to understand what is going on today, to say nothing of what may go on tomorrow.

Economists predict gloom because they focus on industrial companies; that's like predicting a family's future by watching only the grandparents.

Instead of constantly bemoaning the loss of the old industries, we must explore the adventurous new technologies: electronics, biotechnology, alternative energy sources, mining of the seabeds, robotics, and more. Ten years from now, the electronics industry will be bigger than auto and steel are today. The United States alone will need a million or more programmers of software by the end of the decade.

The huge increase in small businesses in the United States will provide a huge market for computers as well. Sales of small computers to small businesses will increase from approximately \$500 million in 1980 to \$2.7 billion in 1985. Also around mid-decade, sales of home computers are expected to take a sharp upturn—better software will be developed by then, right around the time prices are expected to drop. Both will be sales boosters. The United States must retain its technical and competitive advantage in computers, though, if we are to take full advantage of the new markets in the Third World. As is well known, Japan's highest priority is perfecting and fine-tuning its computer industry, with Fujitsu planning to go after both IBM and this country's successful small computer makers in every possible market—where a Japanese success can mean billion dollar losses for U.S. companies.

Then there's the biotechnology revolution. Biology will be to the twenty-first century what physics and chemistry

were to this century.

In this field, there are three main areas of interest: (1) fermentation technology, from which the Japanese have produced new drugs and chemicals; (2) the production of enzymes or "living catalysts," which act the same way as chemical catalysts; that is, they drive chemical reactions further than they would otherwise to without themselves changing; and (3) the aspect we have heard most about—gene splicing.

The globalization of our economies will be accompanied by a renaissance in language and cultural assertiveness.

More on page 6

AFRICA CLUB ELECTS OFFICERS



Outgoing President Michael Klesh (Fall '82) hands over the ceremonial "horsehair whisk" to newly elected President Ted Peck. Other officers were elected including James Hill (second from left flashing Africa Club T-shirt) as Vice-President; Greg Gorf as Treasurer (second from right); and Cameron Garthe as Secretary. The Africa Club meets every other Wednesday at 5 p.m. at The Pub or the Sobo Lounge. The club plans to once again engage a local reggae band to celebrate Africa Night in late April.

Contact: James Hill 866-3951, Box 622

IBW ResumeJob Search Workshop

Are you currently writing your resume? Are you finding it difficult to know how to emphasize your specific skills? In a limited amount of space, do you know what things are the most important to include? Do you often wonder what prospective employers will be looking for? Do you have questions about the best way to conduct a job search? Do you want to know the answers to these and other questions? Yes? Then...Attend this important workshop.

Diana Last, Manager of Distributor Systems Education at Honeywell, will address these and many other questions on Thursday evening, March 10th at 7:30 p.m. in the Thunderbird Room.

The presentation is being sponsored by the International Business Women's Organization but all interested students are invited and encouraged to attend.

CROSSROADS COFFEEHOUSE REOPENING

For all of you students that have been here for awhile, I'm sure you will be glad to hear that The Crossroads Coffee House has reopened already this semester. They are serving the same coffee and munchies as they were last semester, and the prices are going to remain the same.

For the new students, Crossroads is a place to get late night munchies, some good coffee and a great quiet place to study. It's non-profit, run by students, for students. It's located at the north end of the East Apartments, which are right next to the Career Services Center. They are open from 7 p.m. until 11 p.m. Sunday through Thursday. Go check it out, it'll become an enjoyable habit.

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Stimoral -- At Last A Chewing Gum For The Rich

This winter Americans were able to sample the latest in innovative international marketing when the Dandy Confection Company, a Denmark firm, introduced Stimoral - The Chewing Gum for the Rich.

Stimoral has been one of Europe's most popular chewing gums for the past 25 years. Dandy, noting the \$1.5 billion Americans spend annually on chewing gum, decided to try their hand at penetrating the US market.

Michael A. Stone, a marketing veteran who previously headed a European bubble gum company for W. R. Grace, was given the job. After two years of researching the US market, Stone decided to change Stimoral's image for US buyers. He learned that gum chewers are more flavor-loyal than brand-loyal and are willing to buy any of the top brands to get their spearmint, peppermint, or fruit flavor. He also noted that people were intrigued by imports and decided to play up the import angle. The Danes were skeptical, but Stone convinced them.

His first move was to change the traditional red-and-blue wrapper to a distinctive silver wrapper. His advertising campaign was aimed at the high income readers of such magazines as The New Yorker, the New York Times Sunday Magazine, and Sports Illustrated. It pushed Stimoral as the "chewing gum for the rich." The campaign was an immediate success and sales are three times Dandy's expectations. Says Stone, "At 40 or more cents a pack, what you have is the cheapest status symbol in the world."

Stimoral's marketing approach showed skillful European innovation. Marketing has never been an exact science however. Creativity plays a large part in the success of any advertising and it appears American advertising is falling behind in the race for success due to tight economic and creative controls. American advertising relies mainly on research and the printed or spoken word. Risks are kept to a minimum.

European advertising, on the other hand, is highly visual and extremely creative. It is a no holds barred business. The visual aspect has developed due to the variety of languages in Europe. Pictures simply serve better than words. European commercials had their beginnings in the cinema and creativity was a necessity since people expected good entertainment for their money.

An increase in test marketing is believed to be choking the American advertising industry. Commercials must not cause offense and their humor or other devices must not overshadow the product. Commercials are often tested in only one market and are jerked if there is not an immediate positive response.

As long as the economy is depressed, there seems little chance that American advertisers will break out of their creative rut. It is still award-winning, as seen by the Ally and Gargano Federal Express ads, but Jerry Siano, chief creative director of the N.W. Ayer agency says, "We don't need to look at Europe as competition, but it wouldn't hurt to do it for a little inspiration."

International Marketing Blunders

When 'Big Mac' Wasn't A Burger

COLUMBUS, Ohio (UPI) — Figuring students learn best by studying the mistakes of others, David Ricks, chairman of the Ohio State University International Business Program, has built what he calls a "rather novel collection."

For 10 years Ricks has been ferreting out blunders made by big businesses — mistakes the companies would rather forget but which show students "why it's important to pay attention to concepts that don't seem important." Some samples from the nearly 200 documented blunders Ricks has uncovered:

•A baby food company tried unsuccessfully to peddle its product in a mostly illiterate African nation with a label showing a cuddly infant. It turned out Africans thought the jars contained ground-up babies.

•Chevrolet was puzzled when its Nova model, popular in this country, would not sell in Latin American markets. Firm officials finally figured out that in Spanish, Nova means "does not go."

•An airline advertised the "rendezvous lounges" on its 707 flights in Brazil and lost customers. Rendezvous in Portuguese is a

place to have sex.

•Pepsodent's promise of white teeth bought no new customers in part of Southeast Asia — where people of status chew betelnuts, and black, discolored teeth are a symbol of prestige.

A blunder, as defined by Ricks, "is a mistake that could have been avoided, but because of carelessness it's not. It usually results in some type of loss."

For that reason he counts McDonald's advertising of "Big Macs" in Canada as embarrassing, but not a blunder. In French-Canadian slang big macs are big busts, but the giant hamburgers still are selling wonderfully.

Similarly, an American company that manufactures female sanitary napkins noticed an increase in sales in South American areas. They soon discovered farmers were buying the napkins in quantity, and using them as dust masks.

While most of the blunders Ricks has found are marketing and advertising mistakes — the most noticeable and hardest to hide — blunders have also occurred in management, personnel and finance.

I like pigs.
Cats look down on human beings,
dogs look up to them,
but pigs just treat us as equals.

— Winston Churchill

No good can bring us
pleasure, unless it is one for
whose loss we are prepared:
Grief for something lost and
fear of losing it amount to
the same thing.

— Seneca

The most damning
revelation you can make
about yourself is that you do
not know what is interesting
and what is not. Don't you
yourself like or dislike
writers mainly for what they
choose to show you or make
you think about? Did you
ever admire an empty head-
ed writer for his or her
mastery of the language?
No.

— Kurt Vonnegut
(How to Write w/Style)

Whether women are better than men I cannot say, what I can
say is that they are certainly no worse.

— Golda Meir

A Cookbook of Recipes for Managers

The 22 Biggest Mistakes Managers Make

by James K. Van Fleet

reviewed by R.T.

James K. Van Fleet is a recognized authority on managerial motivation techniques. He lectures throughout the United States to sales and business people about the latest developments in this field. He has also written Guide to Managing People, How to Use the Dynamics of Motivation, Power with People, and How to Put Yourself Across with People.

If you are willing to spend \$4.95 of your beer money and 2 1/2 hours of your time in exchange for the knowledge of what makes a successful manager, spend them on Van Fleet's latest book.

That is what Van Fleet's "22 Biggest Mistakes" has in store for you - knowledge of what makes a successful manager.

Reading Van Fleet's book is like taking a policy course where the instructor does all the causes and analyzes them for you, except, the solutions come in the form of a cookbook recipe. What will this book do for you? You'll come away with some definite, positive, and constructive ideas on how to get things done right the first time. You will come across some profound "recipes" that might apply when you're deciding between a beer at the PUB and catching up on last week's assignments at the library. For example, "Without a doubt the biggest obstacle to success for most people is the improper use of their leisure time. So your first step is simply to learn how to budget your time properly." Van Fleet's approach is so down to earth

and straightforward (perhaps a reflection of his military background) it lacks the sophistication of the "intellectual" approach. But anyone with any managerial experience who reads this book will agree that Van Fleet's recommendations are the essence of a successful manager.

Throughout the entire book, Van Fleet presents his case in three steps. First, the mistakes are introduced. Second, the benefits you might gain without making the mistakes are extolled. Lastly, the techniques you can use to gain the benefits are revealed. Don't be fooled by the relatively dry approach. In essence, Van Fleet is suggesting you learn from other people's mistakes. And there is no better way of seeing other people's mistakes than to have them presented cut and dried.

Here are the 22 mistakes this management guide shows how to correct:

1. Failing to keep abreast of developments in your own field
2. Confining yourself to your own specialty.

As for poverty, no one
need be ashamed to admit
it: the real shame is in not
taking practical measures
to escape from it.
— Pericles' Funeral
Oration
to the Athenians 431 B.C.

There's only one thing
worse than a hopeless
romantic. A hopeful one.
— Neil Simon

Either we are alone in this
universe or we are not —
either way it boggles the
mind.

— Carl Sagan

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WORDS TO GROW BY

by Kathy Parker

"Language is an indispensable instrument of human society" it says in the Preface to The Random House Dictionary of the English Language, a fact of which many of us are well-aware here at AGSIM. A child learns his native language largely through imitation. This can be pretty embarrassing to a parent who is accustomed to uttering expletives at other drivers while running errands with a 2-year-old in the car and then hearing the sweet little kid say "s-t" to her Sunday School teacher.

As the child grows, he constantly expands his command of the language, until as an adult he can communicate (hopefully) on a sophisticated level. Sadly, many of us don't ever really learn or use an extensive part of our lexicon — we use the same words again and again; we are verbose without ever being privy to the richness of our native language's vocabulary. There are few sesquipedalians (go look that one up) among native speakers (okay, I'll tell you what it

means because if I don't you'll probably stop reading right now — a sesquipedalian is someone given to using long words — of a foot and a half long, to be exact).

English is an especially rich language — we have a wealth of synonyms for almost every word (what other language publishes a 45-page Thesaurus?) and our language is constantly developing new words to keep up with technological innovations. William Shakespeare probably wasn't thinking of microwave cooking when he wrote: "'Tis an ill cook that cannot lick his own fingers."

For those of you who would like to build your English vocabulary so you can have a gambit at your next interview, I hereby bestow upon you the following seven utterances (one for each day of the week!). To really learn these, you have to use them though, so I suggest you hang them on your bathroom mirror and while you're brushing your teeth next time, you can practice creating pellucid statements (clear in meaning and style).

Word List

CONGERIES (kon jer' ez) n. a collection of several particles or bodies in one mass; assemblage; aggregation.

The congeries of students in the auditorium was making it pretty hot in there.

SYNERGISM (sin' er jiz' em) n. the joint action of agents which, when taken together, increases the other's effectiveness.

Caffeine and nicotine sometimes produce a synergism causing insomnia.

IMPUTE (im pyoot') (Don't pronounce this one with a Spanish accent - it wouldn't sound very nice). v.t. 1. to attribute (something discreditable), as to a person. 2. attribute or ascribe.

Parents often impute to their children a brilliance which they do not have.

DISCURSIVE (di skur' siv) adj. passing aimlessly from one subject to another.

The professor uses an incredible amount of discursive commentary in his lectures.

INSOUCIANT (in soo' se ent) adj. free from concern; without anxiety; carefree.

Around midterm time, AGSIM students are rarely insouciant.

COPACETIC (ko' pe set' ik) adj. Slang. Fine; completely satisfactory; O.K..

The budget proposals we submitted were not copacetic, so we had to completely redo them.

PORTENTOUS (por ten' tes) adj. 1. ominously significant or indicative. 2. overinflated; pompous.

President Reagan's tone of voice was portentous, but his speech told us nothing we didn't already know.

P.S. Try this one on your hostess next time she offers you a second helping of the Calves' Liver Au Gratin: "No thank you, my sufficiency is serenified and any more would be a superfluity." BURP.

Next Week: Seven more words.

LANGUAGE

CHANGE: The Only Evidence of Growth

by Mar Jirasek

During the last month I have been attentively reading a DAS TOR dialogue. That dialogue, in the form of letters testimonies and articles, has to do with a very important and timely issue: "Language Learning at AGSIM." The fact that it is a controversial issue is no mystery. But has anyone stopped to ask, "Why is the issue controversial?"

Last spring I was awarded a research grant by the Circumnavigators Foundation for my research proposal entitled, "The Development of Foreign Language Learning in the United States through Global Understanding." The grant enabled me to travel around the world and observe different language methodologies in action, as well as interview key leaders in the fields of language and cross-cultural communications. Throughout my research I consistently made one blatant observation, and it is an observation which is relevant to the current

...Whenever people begin to staunchly defend what they're doing, they lose perspective. They prevent themselves from seeing possibilities for improvement. They cut themselves off from the plethora of creative and insightful investigations...."

AGSIM language controversy: whenever people begin to staunchly defend what they're doing, they lose perspective. They prevent themselves from seeing possibilities for improvement. They cut themselves off from the plethora of creative and insightful investigations which are going on around them, ALL OVER THE WORLD: They

miss the communication which is attempting to deliver itself under adverse conditions — and that communication is: anything that doesn't change is static. "Static" is not alive. Change is a property of being alive.

Let's bring this philosophical entry down to a realistic, practical level. A number of students are questioning the effectiveness of the language program at AGSIM. What they're asking is, "Is there a BETTER way?" This is being translated as "Students are dissatisfied." There has been a great deal of "reaction" to that "dissatisfaction" by the language dept. faculty. But has anyone stopped to ask, "Why are some students dissatisfied?" "What is the source of their dissatisfaction?"

Students at AGSIM operate at a tremendous disadvantage in effecting change because of the time factor. In approximately one year, they're shipped in and out. Within that year they have to take an intensive load of courses; study entirely new subjects (for many either language or business); deal with the changes in their personal and financial lives; go through the interviewing process and be concerned with finding a job and a new location after graduation. Within that context, if a student is dissatisfied with the language course(s), there is barely time to mention it, let alone DO something about it. Thus, the student relies on receptive and interested faculty members to process his/her comments. Normally this process is called "feedback." When faculty members are busy defending their particular way of doing things, they cannot be receptive. Some students conclude their language studies at AGSIM with great difficulty and, worse yet, with a negative outlook on language learning.

There is a large dichotomy in operation at AGSIM regarding the language issue. Students study business and marketing; they study various stages of de-

mand at the consumer level. They ARE consumers or customers here who want the

most current, updated information and attention regarding the services which they are buying, i.e., the classes they take. Yes, students are in an academic institution which is hesitant to recognize this connection. What is being studied is not actively practiced. When a consumer expresses dissatisfaction, she/he is listened to. Oftentimes a new improvement grows out of that "complaint." The business world allows the positive aspect of a customer's dissatisfaction to take precedence. That's called "turning a problem into an opportunity," a familiar refrain. Such a positive result could occur here at AGSIM regarding language learning. There are many opportunities or there are many problems — the choice is up to the individual(s) concerned.

Volcanoes might erupt overnight, but they simmer and stew for a long time before that. The statements made by Lorna Wright in her interview did not CAUSE this "controversy." There are many students who share the same view, and I write that having tutored AGSIM students and having talked with many more. AGSIM students DO NOT have extensive knowledge of what's available in the language learning area. There is no "one best way." Instead, there are a variety of systems to choose from. The AGSIM student is taught the systems approach in his/her business classes, and when s/he cannot use that approach in other areas, there is a discordant feeling, an uneasiness. The contradictions within this inconsistency are enormous, and are too vast to be addressed in this one article. Yet, they will have to be confronted by the administration and faculty if AGSIM aspires to quality. That's "Q-U-A-L-I-T-Y," which is defined as "the degree or grade of excellence," and which implies a continuing dedication to improvement.

The MASTER CALENDAR

March	April	May
9. ASLC Meeting 6:30 Room 32	1. No Classes - Easter Break - Fools Day	23. Luncheon "Kasper Hauser"
11. Mediterranean Wine Festival	3. Easter - Christian Fellowship Breakfast	29. Bizarro Bazaar Hoods & Spooks - T*L*O
12. Golf Tourney Fasching-German Club "Wizard of Oz"	4. No Classes	30. DAC Unemployment Dance Thunder-run "Something for Everyone"
13. T*L*O Movies - movies will be shown every other	6. ASLC Meeting	
Sunday - watch for more details.	8. French Culture Night	
17. St. Patrick's Day	9. Olympic Day/Africa Games Norwegian Night "France"	4. Last ASLC Meeting!!
18. Salsa Night Latin American Film - Special Showing	15. Thunderbrakes	6. Africa Night
23. ASLC Meeting	16. Talent Show "Children of Paradise"	7. Asia Night "Harold & Maude"
25. Arabic Night	20. ASLC Meeting	13. FRIDAY - Dead Day
26. Western Night "Women of the Dunes"	22. Carnival	14. Exams Start
		20. Graduation



Carol Schuster and John Eichorn seen enjoying the new pub last week. Carol intends to work in Taiwan this summer.

Coincidentally, John also plans to work in China.

You can tell you are being educated if your options are increasing, the reverse is happening if they are decreasing.

— Ralph Tyler
U.S. Educator

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HAVE A GRIPE ABOUT ANY ACADEMIC ISSUE AT AGSIM...

Use Your ASLC Academic Committee:

We're Here to Help YOU

by Karen Simon

You may not be aware of it, but a student Academic committee exists in order to handle any of your academic complaints. The committee is composed of eight students who serve as a liaison between you and the faculty and administration. If you are unhappy with an instructor or with a class, we would like to hear from you. The problems will be handled in a constructive manner, and hopefully the situation can be improved.

In addition to hearing students' grievances, the committee is also working currently on several issues of student concern. These issues include:

WORLD BUSINESS CORE REQUIREMENTS

The World Business department is currently reviewing the core requirements for an MIM degree. We would like to add student input to the reviewing faculty committee. A 3 hour computer course is scheduled to be added to the curriculum, and we would like to see it as a core requirement, possibly combining the statistics material which can be adapted for computer use. A recipient of an MIM degree should also possess knowledge of International Finance and Trade, as well as Managerial Finance, we feel. Other student committee recommendations for a manager of "international business" include: International Trade Administration; International Marketing; and at least one 500 level course in your major. We also feel that the degree would be enhanced and strengthened if the program were lengthened to two years (four semesters). Your input on these issues is important!

Computer Club continued ... from page 1

Das Tor - How would you rate the facilities and classes on campus?

Rick - It's sad that a graduate institution has such inadequate facilities and such a small selection of courses in this area. It would be nice to see courses offered outside the "Theory of mis" and "Basic programming." Companies are looking for people here who understand solutions to business problems in the areas of accounting, finance, and information management. This lies somewhat outside the realm of distributed data processing.

Education administration everywhere hasn't been responsive to the very pressing need to pursue this type of training. Its a common problem. I think it would be nice if a school of international reputation such as AGSIM would take a leadership role in this area. It would almost certainly have a positive effect on the placement rate.

Das Tor - What should the emphasis be when training future international managers about the use of computers?

Michell - Not programming. That's a whole field unto itself. The people at AGSIM are not programmers. They need to know how to use the computer to make effective and more accurate business decisions.

Rick - The uses of the computer are virtually limitless. It has to be understood as a tool, a personal productivity tool. The manager needs to know what kind of questions can be asked of it.

Some even said they got more out of one two-hour session (with the Computer Club) than they did in the entire course in programming they took last semester.

Das Tor - Are AGSIM graduates functionally handicapped without a proper training in this area?

Rick - No, I wouldn't say that now. There are a lot of people out in the business world who know nothing about computers. Unfortunately much of education is still taught as it was in the forties. There is nothing here that an inquisitive student can pursue with regard to computers—besides the creature in D-1.

Michell - This is supposed to be such a unique place—and it is. Adding a relevant computer training program would just enhance the reputation and integrity of the place. It would have tremendous returns.

Rick - One of the returns is the fact that it would provide something that many other schools are not providing. There are few places where one can receive adequate training of the type we're talking about. We're talking about people gaining adequate computer literacy. It's only through the generosity of members that we can continue to teach and provide the opportunity for other members.

Das Tor - In your dealings with Valley businesses, what would you say they are looking for in middle-management with regards to computer literacy?

Rick - What they are looking for with regard to computer knowledge is someone who can apply the computer to the everyday tasks and problems they face. Someone who sees and understands it as an efficiency tool.

Michell - Someone who has had some sort of training in that way. Businesses are hesitant and lots of times don't know how to provide this type of training. They realize the

The committee is in the process of drafting a survey for the general student body. We would like to ascertain what you think a core common body of knowledge should be for the MIM degree. Questions concerning academic counseling and the potential need for an honor code are also included. The survey will be distributed in your boxes next week with the proper instructions. Please take the time to fill it out - a strong response is important in order for your opinion to count!!

OVERSEAS PROGRAM

It has come to the attention of the committee that some of AGSIM's overseas programs may be weak in certain areas of administration or academic quality. Committee members, Ed Ciampa and Elani Walden have prepared a survey which will be distributed to past program participants in order to compile recommendations and information for future participants. The survey results will be published in a series of Das Tor articles and will be available for student information, either in the library or in the ASLC office. The committee will also compile the information and submit recommendations to the faculty and administration. Watch for further details in Das Tor, and get in touch with one of the above students if you have any questions or suggestions.

If you have any gripes about the quality of your education, please let us know. Stop by the ASLC office and leave word for the Academic Chairperson. Thanks for your help. It does make a difference!

cost efficiency of computer training.

Rick - They want the young blood to have those types of skills—to apply computer solutions in a business environment. Most businesses are just now buying computers—it's a relatively new thing. I conservatively get one job offer per month just because of this type of skill is in demand.

Das Tor - How would you advise the computer illiterate to go about receiving a computer education?

Michell - These workshops are unique. You don't have to buy a book and trudge through it. All you have to do is come and we all go through the problems together on the computer.

Rick - All the theory in the world doesn't amount to a hill of beans if one doesn't know how to apply it. We're trying to allow members to do that.

Das Tor - Do you have anything you would like to add to what has already been asked?

Michell - We're not trying to destructively criticize the school. We all have a large investment here and care a lot about it. We're just trying to suggest ways that it could be more effective.

Rick - In financial terms the rate of return on computers would be great. What better place to implement these lines of study than here? There are very few places where studies along these lines have been undertaken. It could prove a tremendous boon to the AGSIM curriculum and community. Training facilities could be further implemented and utilized at the key man level. The possibilities are there.

There's only one thing worse than a hopeless romantic. A hopeful one.

—Neil Simon

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Applause for Clapp

Charlie Clapp, who intends to graduate in the spring of '83 is presently training for the 1984 Olympics to be held in Los Angeles as well as the National Games to be held in Dusseldorf, West Germany this Summer.

Clapp is also the student hopeful in the student-faculty olympics to be held later this semester. Dick Mahoney is the faculty hopeful.



T-bird Alum to Coordinate Int'l Administration of U.S. Sports Academy

MOBILE, ALA.—Jack Janosik, a graduate of the American Graduate School of International Management (Class of '82) and a former area coordinator and instructor in Personnel and Guidance for Miami University in Ohio, has been transferred to coordinator of international administration for the U.S. Sports Academy.

The transfer takes Janosik, son of Mr. and Mrs. Albert Janosik of Elyria, Ohio, from his position as business manager at the Academy's sport training project in Taif, Saudi Arabia to his coordinator's position at the Academy's headquarters in Mobile, Ala.

The United States Sports Academy is a private, non-profit graduate level institute designed to serve the United States as its national school of sport with

programs in areas of instruction, research and service.

As business manager in Taif, Janosik was responsible for a wide range of financial and managerial duties at the project and played an integral role in its start-up phase. As coordinator for international administration, his duties include administrative responsibility for much of the Academy's overseas operations in locations around the world.

An accomplished marathon runner who has competed in the Boston and New York marathons, Janosik also served as a teaching tennis pro at the Cleveland Skating Club in Shaker Heights, Ohio. He was a four-year letterman in tennis at Kent State and recipient of that school's scholar athlete award, given to one varsity athlete each year.

More Excerpts from Megatrends

Continued from page 6

About 125 years ago, when the steam engine and railroads really came on the scene, the writers of the day said we would become one world with one language: English. That didn't occur then and it is not going to happen now, although English will continue to grow as a business language off to the side.

In everyday life, however, as we become an increasingly interdependent global economy, I would look for a renaissance in cultural and linguistic assertiveness.

In short, the Swedes will become more Swedish, the Chinese, more Chinese, and the French, God help us, more French.

For Americans, it is self-evident that this is the time to learn another language—and learn it well. The size, proximity, and economic promise of Latin America make Spanish an attractive choice. If you were in the Peace Corps, or have other overseas experience, that will become increasingly valuable.

To be really successful, you will have to be trilingual: fluent in English, Spanish, and computer.

We can expect to buy more quality goods from abroad—not less, as the protectionists would want us to believe. This is the time for business, even small business, to think exports. And isn't it provincial to consider buying stock only in the New York Stock Exchange or the American? There's a whole global economic village that beckons. What about the Tokyo Stock Exchange, Singapore Exchange? Or the Berlin Exchange or the Mexican Exchange, one of the world's fastest growing?

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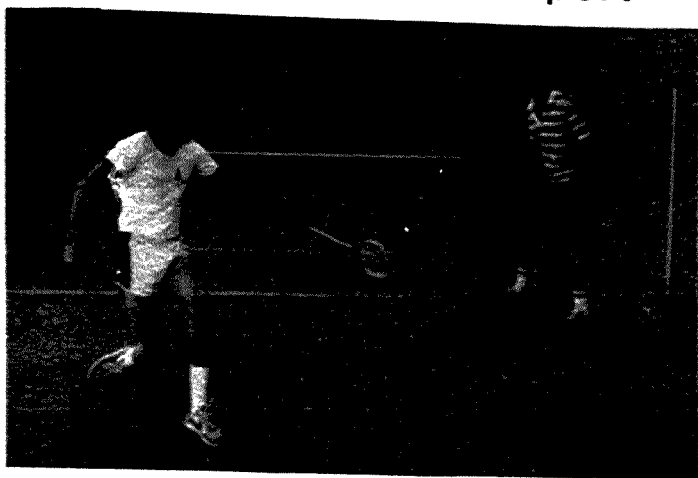
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SQUASH

A Truly International Sport



Promising contender Charlie Ball backhands a shot as club president Wouter Van Tiel looks on.

by Wouter VanTiel

Squash was played by the blue-blooded English who took it wherever they went during the time of colonization. That is why we see so many different nationalities excel in this sport. It is appropriate to call it a worldwide pastime. If you were to go on a business trip to Australia and from there to South Africa, while stopping over in Southeast Asia and India, you had better not forget your squash racquet. The likelihood that you will be doing business over there with a squash player is very good. Not only may playing a game of squash strengthen personal ties with your business colleague, but you will also probably have a tough, challenging match. The level of skill is generally very high. In addition, the sport is played all over Europe, the USA, and sparsely in South America.

Like racquetball, squash is usually played indoors, (we have outdoor courts that allow you to foster a gorgeous tan while playing). Although the two games are similar, squash is much more demanding physically and mentally. For instance, a squash ball bounces very little, which means that one has to judge carefully where the little ball will land. This is done by observing the opponent's position in the court and the way he hits the ball. Then comes the hard work: run toward the landing area, pause a split second, observe your opponent's position and which direction he is moving in, and hit the ball toward the opposite side, preferably into the opposite corner. As you can see, a squash player has to be physically and mentally fit to play a successful game of squash, which is why it is also called physical chess.

Studies have found the energy spent playing half an hour of squash is equivalent to the energy spent in 2 hours of tennis or one hour of racquetball. So by

playing squash you can save time and still get your workout and the fun.

The Thunderbird Squash Club is now entering its second year and counts over sixty (60) active members. As in the rest of the world, this sport is gaining popularity at a fast pace. Some contributing factors are, as previously mentioned, the effective workout, the time efficiency, the mental aspects of the game, and the fun. But there are more factors: squash has a relatively low learning threshold which renders it quite easy for a beginner to reach a level of proficiency adequate for exercise and enjoyment.

This is especially true if one has previously played other racquet sports such as tennis or racquetball. Unlike racquetball though, as squash players improve, rallies become longer and more intriguing, so that even for the most advanced players the game remains challenging and refreshing.

HOWEVER, the best incentives are these: the cost of membership to the Thunderbird Squash Club is \$3 for the total duration of your sojourn at AGSIM; that boils down to \$1 per semester - or less! We will also sell squash racquets and balls at probably the cheapest prices in the USA, i.e. wholesale prices. The first tournament has already started and will be played during this week and the weekend. The games played during the tournament count towards placement or advancement on the ladder, which is located in the post office/lobby.

Good Luck and have a good game!
P.S. If you want to join T.S.C., contact:

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Peter's Car Corner

REnault:

A Question of Classification

by Peter Amrein

Bernard Hanon became the new Chairman and Chief-Executive-Officer of Regie Renault near the end of 1981. Renault, the French state-owned automotive giant, had recently found its sales reduced by 10% to 1.8 million in 1981 (units of cars and trucks) and was thus looking for a new approach to success. It would appear that Hanon is capable of bringing this about, particularly with his ideas for the U.S. market.

Renault's sales have reached the saturation point in Europe, where they are the leading carmaker, yet have never succeeded in firmly establishing themselves in the world's largest market—the U.S. It is via AMC, in which Renault is technically the majority stockholder, that Hanon hopes to realize Renault's ambitions. Existing facilities, dealer networks - these are the attributes of AMC which Hanon hopes to expand via Renault (the "It" is not pronounced) car models, front-wheel drive knowhow, and money.

"We have put so much money and energy into the building up of the parts network, parts supply, training of dealers and mechanics, that we are not in any hurry to grow too quickly," Hanon is quoted as saying in *Road and Track* (July, 1982 P.20). Hanon points to establishing (and maintaining) "a stable workforce, a low rate of absenteeism, and a certain level of communication...of explaining the objectives of the company and why the workers' effort is important to the survival of the company." Work environment and motivation are also important and, by improving these, Hanon foresees an increasingly better and larger presence of Renault in the U.S. He freely admits that he will, thus, be trading off short-term for long-term profits. This would not be feasible, he feels, if Renault hadn't the money, but it is Renault's good fortune to "always look at long-range strategy and profitability." By maintaining top technology, the economist Hanon (PhD, Columbia, 1962) foresees



Lengthy pitch of the springs, agile on curves: Renault Alpine Turbo

growth and prosperity for Renault. The "Alliance" or "R-9," as it is known in Europe, is Renault's newest challenge to the American market. This car is the answer to the usual Japanese econo-box which has many standard features at a below average car price. Europeans were so impressed, that the R-9 was voted Car-of-the-Year in 1981; *Motor Trend* magazine

followed suit, proclaiming it, too, their Car-of-the-Year, one year later (in 1982).

It is true that Renault still suffers from an uncertain image, regardless of Renault's numerous racing successes (in Formula 1, at the Monte Carlo Rally), the American market is not sure how or where to classify the French make.

As production is slowly shifting from France to Wisconsin for the new "Alliance," it becomes increasingly important for Renault (through AMC) to market quality, economical cars. The best design can't sell a car if its construction and assembly is sub-par. By realizing this and directing its future to the worker, Renault is following and adhering to ideas presently very fashionable. And, as this originates from the top, Renault has a unique opportunity to produce quality through positive communications with its workforce. Certainly, for myself, the approach by Hanon is refreshing and realistic; and, I might add, intelligent, for short-term profits are without value if the long-run isn't profitable.

18 Years Ago
This Week

First ground combat troops arrived in Vietnam, March 8, 1965.

When I was younger, I could remember anything, whether it had happened or not.

— Mark Twain

Naval Ingenuity

Presently...

Admiral E.R. Zumwalt, USN (Ret.) is soon to be the Vice Chairman of International Harvester Co. He hopes to save the financially troubled company which has debts of \$4.2 billion by streamlining operations. Zumwalt's actions will hopefully prevent bankruptcy of the troubled company. (NAVAL AFFAIRS, February 1983)

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