

Das Tor

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

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8 Pages

April 11, 1983

AGSIM INTERNSHIPS TO BE USED AS PROTOTYPE FOR NATIONAL PROGRAM

AGSIM is celebrating its first cloning in the school's history as Woody Belisle's 591 World Business Internship Course provides a prototype for a national program of internships.

Don Fry, district director of the U.S. Department of Commerce in Phoenix, proposed to Washington an internship program in each of the 46 district departments of commerce using Belisle's course as its model. In January Richard L. McElheney, director general of the U.S. and Foreign Commercial International Trade Administration Service in Washington, D.C., approved Fry's proposal which is currently being implemented in 18 offices of the U.S. Department of Commerce. Some of the schools that will be the first to offer internship courses similar to WB 591 include Kansas State, Tulane, and the Universities of Texas and Michigan.

Internships in WB 591 are sponsored by several private businesses, the U.S. Department of Commerce, and the Arizona Department of Economic Planning and Development. The projects, worth three hours credit without pay, are usually open only to third semester students.

Under those projects funded by the U.S. Department of Commerce, the program will provide scholarships estimated at 500 dollars to each of the two participating AGSIM students. Although the commerce department, which exists to foster international trade, will supply the program's initial funding, it expects the private sector to accept the responsibility in the future.

McElheney, who recently visited Belisle to discuss the program of internships, said he first became an advocate for the WB 591 course last Spring after listening to an exceptional marketing research report for



Dr. Martin H. Sours, Professor of International Studies, and advisor to the program; Mr. Richard L. McElheney, Director General, U.S. and Foreign Commercial Services, U.S. Dept. of Commerce Washington, D.C.; D.R. Belisle.

"The internship program will be referred to as a Thunderbird program."

- Don Fry,
U.S. Department of Commerce

Motorola prepared by two AGSIM students.

The internship program will "always be quoted as a Thunderbird program," said Fry, who believes the exposure generated by emanating programs across the country will benefit AGSIM.

WB 591 involves interns in research problems in all areas of business. This semester's interns, Carol Frehse and Julie Snyder, spend approximately twelve hours weekly at the Department of Commerce Phoenix office developing ideas as to how Marco International can better export its product. "To Marco 'international' means Mexico, and we're trying to broaden their horizon," said Frehse.

"We're finding that American businesses are afraid to expand internationally," remarked Snyder. "Our job is to be as objective as possible and let the company make the decisions," she added.

The interns agreed that one of the learning processes has been learning to use all the International Trade Association's lines of communication. For instance, the interns regularly call the country desk in the Washington ITA office for information that will be incorporated in a detailed analysis for Marco. The initial interview with Marco was critical. "Understanding the product was the hardest part," admitted Frehse, "because we didn't know anything about cranes."

Admission to WB 591 is "a competitive process," commented Belisle. "Securing an internship is the same as securing full-time employment." The participating companies interview and ultimately select the interns for their particular projects.

Belisle believes AGSIM's advantage in the cloning of its WB 591 course is three-fold. "It has provided AGSIM exposure on all the campuses working with the commerce district offices." The course will now provide scholarships to participating students. Finally, the adaptation afforded the interns an opportunity to meet with McElheney.

SAVE THE CHILDREN AND IBW SPONSOR THUNDERRUN APRIL 30; 10K Run, 5K Fun Run

Less than three weeks from now is the Thunderrun for Save the Children, sponsored by IBW. There will be entertainment, refreshments and, of course, throngs of runners. You should have already received an entry form in your AGSIM box, but if you haven't, others are available by contacting Sandy Hinshaw (978-7442). If you decide not to run, but would like to help with race activities, contact Jane Siebels (978-7537). There has been concern that faculty members would not be allowed to participate. This is unfounded since the race is open to everyone from Alberto Salazar to Meatloaf. There are even rumors of a special award for the faculty member who comes closest to finishing. Let's hope to see all the pros on the road the 30th!

Now is the time for our guest coach to present his regimen to keep us going until (at least) the 30th. Coach Fartiek Phlash's Fight the Flab Workout Schedule: Week #3 Former Beginners' Program

As I dig last week's Das Tor out of my imported beer can and wine bottle collection I notice that last week we were supposed to have done at least 3 30-minute runs. If you didn't quite make it don't be discouraged. We have two choices of what to do. We can maintain this schedule and plan to run the 5K Funrun, or we can keep going and run

the full 10K Thunderrun. If we want to do the latter we should attempt 4 or 5 30-minute runs this week. This should be between 2½ and 4 miles per run. If we can make 4 to 5 miles by the final week we should have no trouble going 10K, which is just under 2½ miles.

Advanced Program

Now that we've adjusted our diet in order to "blow away the competition", and have selected our favorite method for mucous deposit removal, we are ready to move on to other issues (granted they will be of lesser importance). I haven't mentioned roadwork yet because as elite runners, I assume you have your own favorite running schedules. Therefore I'm going to concentrate on keeping you healthy for race-day. One of the most important factors in a healthy training schedule is the amount of time you allow yourself to rest. Since we are burdened with heavy classroom loads and social obligations, we sometimes deny our bodies the proper recovery time. To make the most efficient use of our time at AGSIM, the best time for elite runners to sleep is while they're running. Try this the next time you are really worn out: put on your running shoes, point yourself away from traffic, start running and catch a few hours sleep in the meantime. Have a good run and don't forget to wake up.

Women With MIMs

Only 3% of the total original student population at AGSIM was female. In 1978 the percentage had risen to 33% and now has stabilized at 35%. This reflects a larger, more widespread role women play in international business and the relaxation of sexist barriers in countries whose affairs have been predominantly the domain of men.

-Admission Office

FOREIGN STUDENTS AT AGSIM

Undergraduate Degrees

Between 1973 and 1983 the school has seen a shift in the emphasis of undergraduate studies. In 1973 30% of AGSIM grads had degrees in Business while in 1983 31.5% had similar degrees. In '73 52% of AGSIM's students had degrees in Social Science as opposed to 41% in '83. In Humanities and Physical Science, 18% of AGSIM's '73 grads had B.A.s or B.S.s while 21% of the '83 grads possessed the same degree. The trend indicates a more specific business preparation and a greater technological emphasis prior to graduate business studies.

-Admissions Office

In 1946 when the school was founded the enrollment of foreign nationals was at the nice round figure of 0%. Obviously the trend has changed. With total registration peaking in the Spring of '82 at 1,084, 25% of the AGSIM student body was derived from countries other than AMERICA. Japan and Norway respectively comprise the two largest blocs of foreign nationals on campus. In all, students from 229 foreign universities in 52 nations have received the Master of International Management degree granted by the school.

-Admissions Office



Save the Children.

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.

The victory of success is half won when one gains the habit of work.

—Sarah A. Bolton

CAMPUS NOTES

Computer Show

COMPUTER SHOW Saturday April 23
Thunderbird Activity Center 10 AM to 4 PM
See Phoenix area dealers display the latest in business and personal computers. Students free.

Bizarre Bazaar Notes

The spring 1983 Edition of the Bizarre Bazaar T-shirts has arrived and is on sale in the Post Office lobby and the Financial Aids Office. Sorting day will be Saturday April 16 starting at 12 noon in front of the Financial Aids Office. Be sure to be there and bring your friends. There will be plenty of refreshments.

THE BIG BIZARRE BAZAAR WILL BE HELD ON FRIDAY, APRIL 29.

Leaders Needed Summer Orientation

Those of you interested in participating in Orientation for Summer Semester, please stop by the ASLC office and fill out an application. This is a paid position. The deadline for turning in applications is April 20, so don't delay. Any questions? Ask Maria, ASLC office or Kathy Parker, Box 443.

International Business People on Campus

Local business people from the areas of import-export, international marketing, finance, and banking will be at the Career Service Center, Wednesday, April 13, from 1-4 p.m. for Round Table Day. The Placement Committee sponsors this event, which gives students a chance to discuss with local business people international business in the Phoenix area in an informal atmosphere. Refreshments will be available.

Parking Notes:

The parking area in front of Founder's Hall (otherwise known as the Administration Building) is off-limits to students 24 hours per day, seven days a week!! Park there if you wish, but do so at your own, informal risk.

A reminder that parking ticket appeals are welcome, but they will only be considered if submitted in writing to the ASLC office within seven days of the date of the citation.

Classified

Sensitive, handsome, educated male, 28, looking for petite, sensitive, world traveler who enjoys good food, dancing, movies, weekends at my beach house in Acapulco. No black leather or EST please. Thank you. Write c/o Das Tor.

GRADUATING STUDENTS: Do you have a job in New York? AGSIM graduate seeks male/female T-bird to share two bedroom apartment in Manhattan. For info, call Leigh Dance: 814/234-7405.

PROFESSIONAL alterations. Reasonable rates. Fittings on campus. Thursday, 11-1 in the TV lounge. Or call for Appt. at 843-5386.

To the fraulein who stole my Porsche keys "Give 'em back" Remember I have the negatives.

Who's Afraid of Economic Cycles?

The rhythmic rise and fall of the economy has transfixed business people as effectively as a stage hypnotist's pendulum. Practical economists have risked their reputations guessing the turning points of cycles, and professors have argued the proposition that cycles are not inevitable, that the government can step in and prevent them.

But nothing better exemplifies the sorry state of economics today than the debate over whether there exists a 45- to 60-year economic cycle. Does it exist? Or doesn't it?

We are not sure that this so-called Kondratieff cycle exists, nor are we sure about some of the shorter cycles that economists talk about, such as the Kuznets cycle. The cycles may be artifacts of overly active imaginations and overly vigorous sorting and sifting of statistics, the economic equivalent of "phlogiston" and "the ether."

It's hard to make sense of economic graphs, even if you use a computer. The graphs are not rolling hills, but succes-

sions of ties and jumps, on top of more gradual ups and downs, on top of gradual growth and decay. Some of the ups and downs are random (or at least unexplained) and some can be accounted for: but to separate the random from the real is a matter of interpretation, no trivial feat. It's like having a sweetheart who lies half the time, and never knowing which half.

Further, humans have an incredible ability to look at randomness and see patterns. (So do computers, by the way.) I have an aunt who looks at ink blots and sees people committing unspeakable acts: she's sure Dr. Rorschach has a very dirty mind.

Nevertheless, several analysts believe that there is a 45- to 60-year cycle, called the Kondratieff cycle, and that the U.S. and world economies are poised on the edge of a sharp downward slide into depression, a depression that may last as long as half a generation.

To add to the confusion over whether the Kondratieff cycle exists, there is a debate

over whether it can be forestalled or its depression softened. One school maintains that we need more technology, and another school says, no, we need less. One school says we must expand our energy consumption, the other says conserve. One expert says that long term swings between optimism and pessimism cause the cycle: it's all in our heads. Another expert says the cause of the cycle is in hard realities such as manufacturing technologies.

But the experts agree on this: the economic meddling and muddling in Washington, D.C., will have no effect on the Kondratieff cycle, no effect because they address short-term economic fluctuations.

Now here's a half-baked idea. Maybe I can explain why a prominent Democratic Party candidate has declined to run for president in the next elections. Cycles are named after Russian economists, depressions after American presidents. If a depression is inevitable because of the Kondratieff cycle, maybe the Senator from Massachusetts doesn't want it to bear his illustrious name.

BACKGROUND BIOGRAPHIES

Editor's Note to above article:

Simon Kuznets (1901-), the 1971 Nobel prizewinner in Economics, was born in Russia and received his education in America. When the conceptual framework for national income accounting was being formulated in Great Britain, the United States, and Sweden, Kuznets apparently was not very interested. However, when he turned his attention in the early '30s to gathering and analyzing data, he greatly expanded the possibilities for empirical work on the U.S. economy. He extended time series on the national income accounts back to the period immediately following the United States Civil War. Thus we have a record from the time the country was a rather small, agricultural nation through its development into the world's industrial giant. Kuznets' ap-

proach to compiling data blends skepticism about the accuracy of the data with the belief that it is worthwhile to use if they have been compiled as exactly as possible.

Nikolai Kondratieff (1892- ?) was one of the outstanding Russian economists and statisticians of the 1920s. He is known outside Russia almost exclusively for his work on long economic cycles. He traced them historically and concluded that they occur every 40-60 years. His endeavor to analyze current economic conditions objectively and his skepticism as to the possibilities of global detailed planning brought him into conflict with Soviet authorities. They shipped him, literally, to the salt mines where he died on an unknown date.

S.S.

LETTER:

That's Easy For You To Say

April 1, 1983

Dear Sir,

I am a freelance writer of articles, fiction, poetry, anecdotes and etc. Would you please send me an issue of your paper as I want to write an article for your readers. I believe that I can once I have read your paper (sic). I will send you the money for the paper when I receive it. I will appreciate it very much of you sending me the paper.

I will be waiting to receive the paper very soon.

Sincerely,
Chris Elmandorf

Editor's Note: You've got to be kidding.

"Poetry can move somebody—anybody—to believe in his own possibilities, to examine yourself—to have a beer with your soul."

James Dickey
author of Deliverance
former McCann Erickson
Acct. Exec.

"The Role of The Church in The Struggle for Justice in Central America"

Doctor of Liberation Theology at AGSIM April 18th

On Monday, April 18th, at 1:30 pm in Room 21, Dr. Manuel Barenó, an Ecuadoran expert on Liberation Theology will address the topic "The Role of the Church in the Struggle for Justice in Central America."

Born into a peasant family in the Ecuadoran mountains, Dr. Barenó managed to work and put himself through school. He started his undergraduate studies at the Catholic University in Quito and then spent three years in Rome studying theology. After graduation he studied his

Masters and Doctorate in Liberation Theology at Aquinas Institute of Theology here in the US.

Based on his interpretation of the Bible, Dr. Barenó is a proponent of the church becoming involved in the peasant struggle of Latin America. What do you feel? Questions and answers will follow the presentation.

This event is sponsored by the Liaison Club — people interested in presenting another side of the news.

Contact Bruce Harris 978-7568.

There's a Fungus Among Us!

There are thieves in our midst!

On April 7th, my 10-speed bicycle was stolen from in front of the squash courts while I was inside playing squash.

I would caution all bicycle owners on campus to lock your bikes. I also ask that if anyone sees a blue 10-speed, Asahi, black seat, grey handlebar tape, please contact John at 938-8828. \$10 reward for information leading to its retrieval.

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"OFF WITH THEIR HEADS"

Video Testimony
of Bahá'í Mistreatment in Iran

"Off with their heads!" appears to be the policy of the Khomeini regime in its treatment of dissenters. The AGSIM Bahá'í Club will present the videotaped testimony of a Yale history professor, a Los Angeles Superior Court Judge, and others at a hearing before a sub-committee on human rights of the United States House of Representatives on the subject of gross mistreatment of Bahá'ís in Iran. The Bahá'ís form the largest religious minority. They are primarily concerned with promoting the concept that the earth is but one country and mankind its citizens and they try to stay out of politics.

The videotape will be shown in the Goldwater Lounge on April 13th, 7:30 p.m. An AGSIM graduate, Gabriel Zinsli, will speak briefly about the Bahá'í Faith. Refreshments will be served. No contributions from non-members are accepted at Bahá'í meetings. All persons, irrespective of belief or disbelief, interested in promoting unity on Planet Earth are very welcome to attend. An Iranian physician who escaped the tyranny of his native land may also speak briefly.

It does not do to leave a live dragon out of your calculations if you live near him.

—J.R.R. Tolkien

Why You Should Run For ASLC President

by Craig Marx

At the end of this month elections for all offices of the ASLC will be held. This includes the office of ASLC President.

The duties for President, Vice President etc., are relatively obvious and copies of the job descriptions are available in the ASLC office. For those who have not been considering running for office I have identified excuses that make it easier to not participate in ASLC.

The first is "I'm too busy." This is the best, especially if you don't have a part-time job. This excuse always works for any occasion that you don't want to participate in.

"You can't change anything anyway." A great second comeback for those persistent people who had a put down for your first excuse. Imagine, if students actually thought that by voicing their opinion things could be changed for the better!

"I'm happy just doing what I'm doing now." This is a superb line to cover the fact that you really don't do a hell of a lot once you leave class anyway. Besides this position is only for those who want to expand their horizons.

I will also warn you of the quirks of this position. Free lunches, meeting influential business people, participating in the Board of Trustees meeting, receiving a huge salary of \$131.25 bi-weekly, and representing the student body at various functions.

In addition you preside over countless meetings, appoint people to various positions, help develop policies that will affect about 1000 people, and (the most demeaning of all) answer the phone every once and awhile at the ASLC office.

But, if you want to be on the front line of decision making at AGSIM and feel that what you do and say can make a difference, I encourage you to run for the most rewarding \$262.50 a month job that this school has to offer.

AGSIM Rugby Team in Mini Tournament Saturday with ASU, Sidewinders, etc.;

Coors Providing Refreshments.

Greetings brethren of the mystical order of Thunderbirds, from your most loyal and subservant members: the Kachina Rugby Club. Remember us? We're the walking wounded. Well, by now most of us have healed and its time to go back out and do it again.

Saturday, April 16th, the Kachina Rugby Club will be sponsoring the Kachina Sevens Tournament, — a benefit for charity. (And you thought we were just tough guys!) The tournament will take place on the AGSIM field and proceeds will go to the Kathi Mang Benefit Fund to help fight Muscular Dystrophy.

For those of you who are unfamiliar with the game, rugby is normally played by 15 players: Seven-a-siders is a game traditionally played at the end of the season in tournaments such as this. The rules of the game are basically the same, except there are only seven players

per team. This makes the game open, exciting, and fast.

The tournament will begin at 8:30 AM and run until the late afternoon.

Twelve teams will compete for the coveted winners trophy. The roster of teams include some of the finest teams in the state. Last year's tournament champions: ASU, the state champion Old Devils; and Sandy Hinchshaw's favorite team: the Yuma Sidewinders.

So sports fans, come out and sit in the sun and cheer your Kachina Fighting Worms on to victory. Games are short and exciting and it should prove to be a very enjoyable time. There is free beer provided by the tournament sponsors, Coors (space cocktails not provided). So come join us. We would appreciate your support and it's for a good cause.



Have mercy on the Rugby team, for they playeth against opponents like this.

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WORDS

by Kathy Parker

Words are only great if they are used, so don't forget to tape these to your mirror and practice using them diligently.

COMESTIBLE (ke mes' te bel) adj. 1. edible; eatable. n. 2. article of food.

The cafeteria at AGSIM is famous for its line of elegantly served **comestibles**.

ADVENTITIOUS (ad' ven tish' es) adj. associated with something by chance; extrinsic.

Since the meeting fell on April Fool's Day, it acquired an **adventitious** air of foolishness.

ENERVATE (en' er vate) v.t. to deprive of nerve, force, or strength; weaken or destroy the vigor of.

When she tried to run the Thunderrun, she discovered just how much her hangover had **enervated** her (and Coach Fartlek Phlash was sorely disappointed in her).

PILLAGE (pil' ij) 1. to strip of money or goods by open violence, as in war. 2. to take booty.

A band of guerrillas entered the village, **pillaged** it, then burned it to the ground.

VICISSITUDE (vis sis' i tood') n. changing phase or condition; pl. ups and downs.

Some enterprising people can run a thriving business through the **vicissitudes** of an unpredictable economy.

GORMLESS (gorm' lis) Brit. informal. witless; senseless; stupid.

My poor old mutt is too **gormless** to be taught any tricks.

CONCUPISCENT (kon kyoo' pi sent) 1. lustful or sensual. 2. eagerly desirous.

Their eyes locked in a **concupiscent** gaze across the table. (Try to fit this one somehow into your next term paper.)

Elections

First, Second, and Third semester students, elections for paid and non-paid ASLC positions will be held on Friday, April 29th. Paid positions include: President, Vice President, Treasurer, Ombudsperson, Academic Affairs Chairperson, and Entertainment Chairperson. Non-paid positions include: Representatives at Large, North American Rep., Middle East/Africa Rep., Asian Rep., Latin American Rep., and European Rep.

The petition sheets are available in the ASLC office and must be turned in by Wednesday, April 13th.

Get Involved with the ASLC!!! If you have any additional questions see Marla in the ASLC office.

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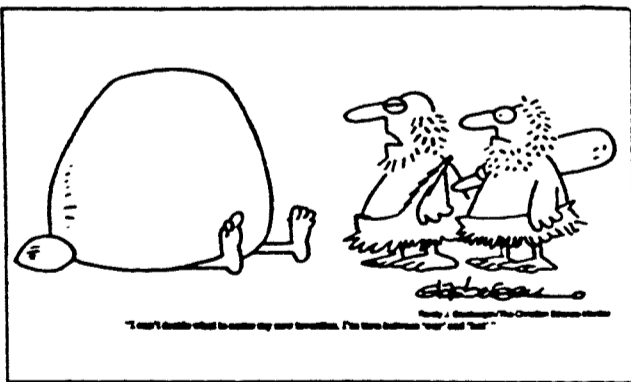
***** T-Birds Seen At Wine Tasting Party *****



The Postman Won't Bring It

Hoping won't bring it.
 Praying won't bring it.
 AGSIM won't bring it.
 Blind dates won't bring it.
 The President won't bring it.
 The CIA won't bring it.
 High-society women won't bring it.
 A vodka gimlet won't bring it.
 The New York Times won't bring it
 Nor will the Wall Street Journal.
 Your parents won't bring it as much as they'd like to.
 The telephone won't ring it.
 A gold ring won't bring it.
 Your friend won't bring it.
 Your spouse won't bring it.
 Your tailor won't bring it,
 France won't bring it,
 Nor will Greece.
 The Supreme Court won't bring it.
 The U.N. won't bring it.
 God won't bring it.
 YSL and EST won't bring it.
 T.M. and FM radio won't bring it.
 Buckminster Fuller and Dale Carnegie won't bring it.
 Stanford and Harvard won't bring it.
 Uncle Ed won't bring it.
 The postman won't bring it
 And I sure as hell won't bring it.
 That leaves you.
 You'll have to bring it.

B.K.



The struggle to the top alone will make a human heart swell. Sisyphus must be regarded as happy.

— Albert Camus

The Tao of Int'l Finance

High Finance or International Beer Drinking Puzzle

The following is a 10 point bonus question on Prof. Dickie's IF&T midterm.

In a certain town lying on the border between Mexico and the United States, a peculiar currency situation exists. In Mexico, a U.S. dollar is worth on 90 centavos of Mexican money, while in the United States the value of a Mexican peso (100 centavos) is only 90 cents of U.S. money.

One day, a cowhand strolls into a Mexican cantina and orders a ten-centavo beer. He pays for it with a Mexican peso, receiving in exchange a U.S. dollar, worth 90 centavos in Mexico. After drinking his beer, he strolls over the border to a saloon in the United States, and orders a ten-cent beer. He pays for this with the just-received dollar, receiving a Mexican peso

(worth 90 U.S. cents in the United States) in exchange. He keeps on repeating the process, drinking beer happily all day. He ends up just as rich as he started—with a peso.

The question: Who really paid for the beer?

(In addition to explaining who really paid for the beer, discuss the foreign exchange aspects of this situation. What conditions are necessary for such a situation to persist for a long time, and what might bring it to a stop? What are the effects of this situation on the domestic economies of the United States and Mexico?)

The Das Tor applauds Professor Dickie for integrating academia with real life experience.

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WORLDVIEWS OF COLLISION

Dr. Jay S. Mendell

One of the first things they warn a neophyte lawyer preparing to examine a witness is, Don't ask the question unless you know the answer.

One of the memorable moments in film occurred in the 1950s movie, *The Anatomy of a Murder*, when an especially nasty prosecutor, played by George C. Scott, was caught flat-footed and open-mouthed by an unexpected answer, and the camera lingered forever on his dismay. What humiliation.

Plugging loopholes is important to a lawyer. It's part of his worldview: uncertainty can be reduced to zero through careful preparation. Tie up the loose ends. Leave nothing to chance. Recall James Mason's demonically careful pre-trial research in this year's hit, *The Verdict*. The Mason character would certainly regard any aspiring young lawyer who left things to chance to be a fraud.

On the other hand, most scientists live in a world of uncertainty. You can't prove a scientific law; you can simply choose to believe in it until it has been disproved. And scientists feel obliged to quote the probabilities of their experiments' being right: 90%, 95%, 99%, 99.9%. There is even an astronomically small probability, which a physics professor might quote you, that if you throw a solid rock against a solid wall, the wall will part like the Red Sea and allow the rock to pass. For a scientist, the fraud is the person who claims absolute certainty is possible.

So, what happens when a group of scientists testifies before a Congressional committee composed mostly of lawyers-turned-lawmakers? According to Professor Etzioni of George Washington University, the scientists make the following strong statement in favor of the arms

control treaty. "There is only a very small probability that the Russians can conduct undetected secret tests of nuclear weapons," and the congressmen hear the following damning statement, "There is no foolproof way to guarantee Soviet compliance with their treaty commitments." Two worldviews clash, the lawyers have the votes, and the lawyers' way of seeing the world prevails.

Worldviews that work in one context may be disastrous in another. Maybe this explains Peter's Principle, that people rise in power until they exceed their competence. A lawyer becomes a Congressman and can't understand arms control or energy policy, because he doesn't understand scientists (and they don't understand him).

A successful project engineer rises to corporate vice-president and acquires a group of economic forecasters. Their inaccuracy drives him mad. He made his reputation by always delivering what he promised: if he promised an engine with a certain number of horsepower, he delivered even if he had to put everyone on overtime for six months and take the engine apart and put it together a hundred times. The V-P is exasperated that telling the economists to work late and buy a bigger computer doesn't improve their forecasting. He doesn't understand that you can't pull the economy apart and put it together, because like most of reality, it is more than just a big piece of machinery.

Project engineers and lawyers need to learn that outside the carefully controlled environments of test stands and courts of law, the world is full of accidents, uncertainty, and gray areas. You have to live reality as it happens.

The author is a professor at Florida Atlantic University.



St. Patrick's Day Joviality:
Back row: Marty, Jay, Mike, Mel, Mark.
Front row: Lisa, Scott, Lisa, Maureen, Karen.
Very Front row: Ghetto blaster

Only at AGSIM will a newspaper run a photo caption with just first names. More noteworthy, however, is the fact that for most readers these first names are enough to identify their friends.

Butty had every fault known to dog. He was a face-licker and crotch-sniffer, a hair-shedder and corner-crapper, a shoe-chewer and guest-nipper, a garden-digger and a cat-intimidator, a nylon-snagger and chair-muddyer, a scrap-begger and lap-crawler, a car-chaser and shrub-defiler, a bath-hater and air-polluter, a garbage-raider and leg-humper and, moreover, a yapper in that shrill, spoiled obnoxious yap-style to which poodles alone may lay claim.

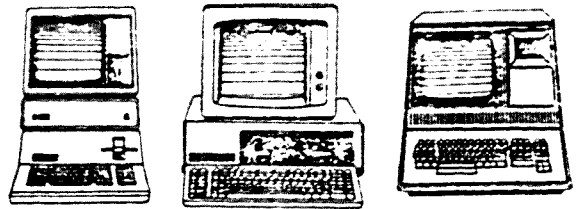
— Tom Robbins
from *Even Cowgirls Get the Blues*

A cat, after having sat upon a hot stove lid will never sit upon a hot stove lid again — nor a cold one.

— Mark Twain

COMPUTER SHOW

SATURDAY APRIL 23rd



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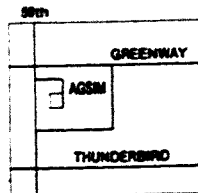
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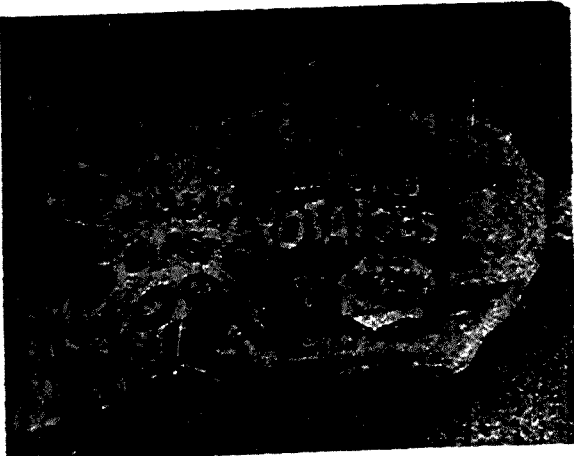


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OFF THE WALL

Food For Thought

Another Recipe Idea
From Dr. StrangeSpud



Dear, could you pass me
the Harvard Classics?

During a routine screening program in Manitoba, Canada, doctors discovered a forty-six-year-old woman with a case of mercury poisoning traceable to a product used in the manufacture of paper. The woman, who was not identified, admitted to a diet that had included a box of tissue paper and a cigarette package every day for the last twelve years. She also said that she enjoyed eating an occasional paperback novel. CP

\$100 IN THE HOLE

The following was found in "Answer Line" a consumer advice column in the Phoenix Gazette, April 4, 1983.

LANDLORD REFUSES TO BEND ON LEASE

Q: The manager of Capital Square Apartments, 338 N. 15th Ave., refuses to refund the \$100 apartment security deposit left by my sister, who died suddenly last week. T.A., Phoenix

A: Marilyn Harrison, who manages the complex with her husband, said she won't return the money because your sister failed to give a required 30-day written notice before her death.

"I really wish that I could give it back to them, but I can't," Harrison said.

"If I bend the rules for them, I will have to bend the rules for others. We are not in the business to give money away. We are in business to make money."

Harrison said the apartment owner has lost additional income because two subsequent move-outs may have been sparked by the death.

***** MUTHAGOOSE

Swansong

After the body of Lowell King, sixty, was removed from four feet of water in a Greencastle, Indiana, lake, sheriff's deputies said that bites on his left cheek indicated that King had been attacked by a swan. A fifty-pound swan described as "big and tough" was taken into custody. AP

The T-Bird Blues

Alan Goodman and the
T-Bird Blues Band



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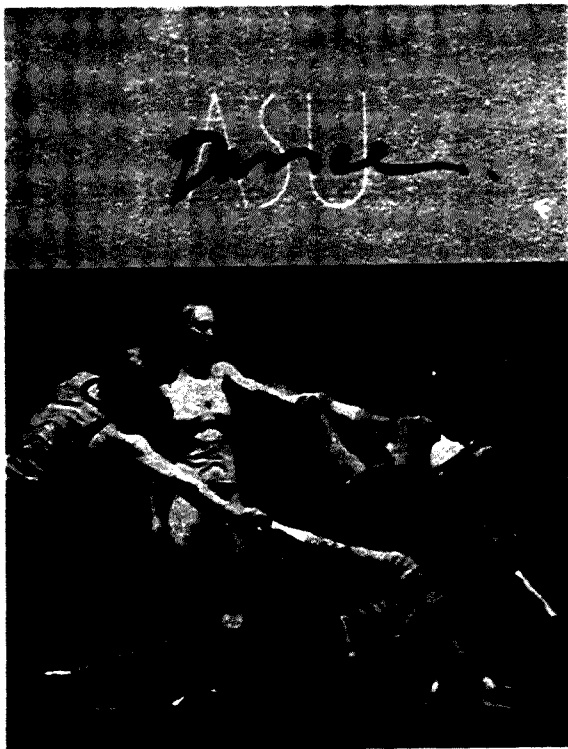
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Phil Hanson - trombone
Marty Mahowald - drums
Jeff Sand - guitar
Pete Sandberg - bass
Ken Shuler - guitar



Arizona State University cordially invites you to attend an exciting evening of dance featuring the University Dance Theatre in concert. The performance will be held at Gammage Center for the Performing Arts in Tempe, April 15 and 16 at 8:00 pm. Tickets for the concert, priced at \$5.00 for the public, \$4.00 for Arizona State University faculty and staff and \$3.00 for students and senior citizens are on sale at Gammage Box Office and at Diamonds.

The highlight of this season's concert will be the premiere of an original work choreographed by guest artist in residence, Clay Taliaferro. Mr. Taliaferro, former soloist with the Limon Dance Company, created his new work for six Arizona State University dancers as a part of a two year national project sponsored by the Dance Notation Bureau.

In addition, choreographic works by four Arizona State University Dance faculty members and one senior dance major student will complete this diverse program of concert dance.

For additional information, please call the Department of Dance at 965-5029 or Gammage Center at 965-3434.

Politicians Hiding in the Dark

Find a way to reduce confusion, and somebody will think of a reason to restore it. Some people work best in the dark: photo technicians, cat burglars, and political appointees.

The computer companies run advertisements touting their ability to simplify, or at least illuminate, complexity. When Dr. Amitai Etzioni, an illustrious sociologist, signed on as a White House consultant and tried to install a computer, here's what he discovered: political appointees and high-level agency heads (notice how hard I'm straining to avoid the word "bureaucrat") prefer to hide behind complexity.

The professor (he's with George Washington University) attacked one small aspect of Washington's puzzle: he wanted to compile a list of all the promises and declarations of intent made by the President and establish a computerized list, a list showing what was promised, who was put in charge, what milestone dates had been established for progress, and what progress had actually occurred at a given time. (Never mind who was President at the time. Political appointees are political appointees, whether put in office by a Democrat or a Republican. They are driven by the same imperative to win public confidence and re-elect the Boss.)

Presidential promises range from forthright support for Motherhood, bravely declared, through intentionally vague statements in support of Israel, through promises to look into a situation and report back to the American people, to firm-sounding commitments to initiate legislation toward a particular end. The implementation of the promises is bucked downward through a dozen layers of cabinet departments and agencies: to hundreds of offices, desks, and laboratories; to tens of thousands, hundreds of thousands, of government workers. In this labyrinth are lost many a youth and virgin; but Dr. Etzioni believed that passage through the labyrinth could be followed by a computer.

What he discovered was resistance. But not ferocious resistance: rather foot-dragging resistance and half-hearted support. Eventually, the idea was abandoned.

In the world that exists outside computerized information systems, the following sort of real-world questions must have been raised:

"Won't this make it hard for us to forget promises we never intended to keep?"

"How can you expect a politician to tell the difference between a firm promise and a Motherhood affirmation? If you want precise thinking, appoint an astronomer."

"If I have to spend all my time working on White House promises, when do I find time for what's really important to me? And you don't really expect me to tell you about all the little projects I'm bootlegging through the agency, do you?"

"If you didn't trust us, why did you hire us?"

Dr. Etzioni is not naive. Given a little more top-level support, he would have succeeded. He almost did. But he ran into a bunch for whom looking good is as important as doing well.

Computers are so literal minded, so precise: they stamp out ambiguity. Politicians are so political minded: they thrive on ambiguity. So the politicians stamped out the computer.

BOOK NEWS:

JAPANESE MANAGEMENT

Cultural and Environmental Considerations
 Edited by Sang M. Lee and Gary Schwendiman, University of Nebraska

How can American corporations successfully adopt Japanese management techniques? This book answers that question, emphasizing what we can learn from the Japanese, sociocultural aspects of the Japanese, the Japanese management environment, and the relationship between the United States and Japan.

Japanese Management is a superb text for advanced undergraduate and graduate courses in management theory, comparative management, and organization theory and practice, as well as a handy reference for practicing managers and staff personnel. Here is the full import of Japanese lessons for America. It's timely, insightful analysis of the Japanese management environment, especially as to the effects of Japanese culture on management, fully covers such topics as job settings, tax and investment implications, technological innovation, and many other topics in the field of organizational development.

Martin H. Sours, a professor of Far Eastern studies here at AGSIM contributed a chapter to this book. This chapter is titled: "The Influence of Japanese Culture on the Japanese Management System."

Editor's note: Academic writers who publish (instead of perish) add to the prestige of the institutions they work at. Our hats are off to Sours. Everyone at AGSIM benefits from his notoriety.

There is nothing so beautiful and legitimate as to play the man well and properly, no knowledge so hard to acquire as the knowledge of how to live this life appropriately and naturally; and the most barbarous of our maladies is to despise our being.

—Montaigne (of Experience)

Charity begins at home.

If it gets there it never gets to the right people.

What's the use of giving money to War on Want? The money never gets there.

The government is doing it all.

They wanted their independence. Let them get on with it.

It all goes on expenses.

What have they ever done for us?

There's too many of them here.

Come the revolution there'll be no poverty.

They breed like rabbits.

It's a bottomless pit.

I just don't like wogs.

It isn't just in the Third World that we're fighting ignorance.

War on Want

Save the Children®

Little Things

Most of us miss out on life's big prizes. The Pulitzer. The Nobel. Oscars. Tonys. Emmys. But we're all eligible for life's small pleasures. A pat on the back. A kiss behind the ear. A four-pound bass. A full moon. An empty parking space. A crackling fire. A great meal. A glorious sunset. Hot soup. Cold beer. Don't fret about coping life's grand awards. Enjoy its tiny delights. There are plenty for all of us.

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GREENWALDERS

By Hart Bornblast

In recent months unusual and seemingly unconnected information about peculiar culturally different societies has been filtering from government circles in Denmark, Norway and Britain. Nobody could understand why these reports were being circulated by government officials using terms that are more commonly used by psychologists and sociologists: of late these reports have used the descriptive term of Greenwalders to portray what now appears to be a recently rediscovered society.

Apparently in June of 1981 a British submarine was patrolling the northernmost parts of Greenland. During these patrols most of the time is spent underwater and this could help to explain why the world has not encountered the Greenwalders before. Yet on this occasion the sub had to surface for unknown reasons. To the crew's surprise they were met by an unusual looking group of people sitting in canoes in what was supposed to be an uninhabited area. They had surfaced in the middle of a fishing party of Greenwalders.

This amazing information was released for the first time in the Sunday Times of London last Saturday. The ST asked government officials why they had delayed the release of the information for so long and for once there seems to be a laudable reason. It was feared that when the peculiarities of Greenwald civilization became known to the public that sightseers would flock to the area and upset the balance of a harmonious society.

Indeed, the differences between Greenwalders and ourselves are remarkable enough to warrant the attention of the media. In a joint communique by the Danish, Norwegian and British Governments at the Royal Natural History Museum in London, the differences were described in 3 major categories. These were the physiological differences, the societal differences and environmental differences.

The physiological differences were mainly brought about by the environment in which the Greenwalders live. For example they have developed a hopping-skipping method for propelling themselves over the ice and rocks which constitute the Greenland landmass. In order to get a good grip on the ice they have designed a type of crampon made from seal bones for one foot, but to still be able to slide over the ground surface they developed inordinately large quadriceps in the one leg and huge calf muscles in the other leg. Their nostrils are also much smaller than ours and scientists believe that this is to protect them from suffocation in the howling winter gales. They cover their bodies in the skins of the animals they eat except for the area around their eyes. Here they have grown a fairly dense area of body hair presumably for protection. Various deformities exist because of inbreeding. Like the inhabitants of St Kilda's, a small island off the Scottish coast where a similarly isolated group lived up to 1935, the norm amongst Greenwalders is to have 6 toes on each foot. They also have poor teeth but this is in part due to their diet.

The society is surprisingly harmonious. There is a strong 'group' feeling and a sense of togetherness. "A catalyst to this," says Dr. Moran in a hurried phone interview, "may be the extreme hardship of the environment and the necessity to stick together for survival." Family ties are strong and supportive. And all generations live together in tents made from skins. Older people take care of the young children when their parents go out to get food. They survive mainly by fishing and hunting polar bears and by storing dried moss collected during summers. They have a form of democracy much like our own. The leader is elected by all Greenwalders (estimated at 1232, an uncertain figure because there may be other tribes spread over Greenland) for a period of 2 winters. Much like the Indians in some North American tribes the position of 'chief' is not a particularly powerful or desirable one. All his decisions are subject to approval by a group of elders. If anything goes wrong, such as an unsuccessful hunt, the chief is automatically blamed. As a result he suffers ridicule and persecution from his electorate. Surprisingly the more respected members of the group seem to be elected to this post. The Greenwalders are nevertheless a peace loving people and to the knowledge of the research teams there is no physical violence. They do not read or write but there is extensive portrayal of the past through dance and song. One of the most troubling traits in this apparently well balanced society is their tendency to cannibalise the dead during great feasts at the end of the winter. In what seems to be a test of the quality of the meat, the bowels are first fed to a captured seal. If the seal survives, the corpse is divided, cooked and eaten. Corpses are stored outside to freeze and preserve them.

Some environmental differences, such as the diet, have been described above. However, the scientists cannot agree on the effect that the physical environment has had on the physiological and societal peculiarities of the Greenwalders. In fact it has provoked a resurgence of the age old nature vs. nurture debate in the scientific community.

Much information remains to be revealed about the Greenwalders. The scientific community is waiting eagerly for the publication of the studies by government researchers, scheduled for the end of March. The news provided has deliberately been sketchy so as not to invite conclusions and assessments on unfounded information. One piece of information other than that provided above that has been disclosed is the source of the term 'Greenwalder.' On initial contact the scientists found that a word resembling the phonetic 'woll' was used very often. They started calling the Greenwalders 'wollas' before finding out what it meant. Only after 4 months did they discover that it was a derogatory term meaning pinkface. For 4 months both groups had been swearing back and forth at each other!

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Course in Beginning Russian Offered

Glendale Community College will offer Beginning Russian (RU 101) in the fall semester. Classes will meet on Monday and Wednesday evenings, from 7-9 pm, at Maryvale High School. The instructor will be Dr. Joyce Sotry, who holds a Ph.D. in Slavic Languages and Literature, has made numerous visits to the Soviet Union, and who has extensive experience in teaching Russian to university students.

Please call 935-1685 if you have any further questions.

Philosophy trains us for ourselves, not for others; for being, not for seeming.

—Montague XXXVII

Now we can detect a breast cancer smaller than this dot.

At such an early stage, your chances of living a long, healthy life are excellent. But we need your help. The only proven way to detect a cancer this small is with a mammogram. A mammogram is a low-radiation x-ray of the breast capable of detecting a cancer long before a lump can be felt. If you're over 50, a mammogram is recommended every year. If you're between 40 and 50, or have a family history of breast cancer, consult your doctor. In addition, of course, continue your regular self-examinations.

American Cancer Society

Women Hampered by "Chilly" Climate in College Classrooms

Women students may find their self confidence and ambitions cooled while men's are fueled by the climate in many college classrooms, according to a report, *The Classroom Climate: A Chilly One For Women?*, issued by the Project on the Status and Education of Women of the Association of American Colleges. "Men and women may sit together in the same classrooms but have very different educational experiences because faculty—both men and women—often treat male and female students differently," said Dr. Bernice R. Sandler, who directs the Project and supervised the development of the report. "It doesn't happen all the time, or in every classroom, but when it does, women's self confidence and ambitions may plummet," Sandler explained.

Frequently, neither the faculty nor the students are aware that any different treatment has occurred. Nevertheless, faculty may subtly—or not so subtly—discourage women students in the following ways:

- Faculty may not be as likely to call directly on women as on men during class discussion.
- Teachers may often ask questions followed by eye contact with men students only—as if only men were expected to respond.
- Faculty may interrupt women more frequently than men—or allow them to be disproportionately interrupted by others in class.
- Teachers often address their classes as if no women were present ("Suppose you wife...") or use classroom examples in which the professional is always "he," the client or patient always "she."
- Some teachers still use sexist humor to "spice up a dull subject" or make disparaging comments about women as a group.
- Faculty may not give women informal feedback on their work.
- Teachers may overlook women when it comes to choosing research or teaching assistants or give them less responsibility than men in those positions. They may not be as likely to nominate women for awards and prizes, let them know about job opportunities, or offer to write letters of recommendation for them.

Supported by a 15-month grant from the Fund for the Improvement of Postsecondary Education (FIPSE) and guided by an advisory committee of experts in student and faculty development, *The Classroom Climate: A Chilly One for Women?* brings together the results of recent institutional surveys, empirical studies of postsecondary and other classrooms, and general research in men's and women's communication. The report identifies overt and inadvertent faculty behaviors that can lead women students to feel they "don't belong" and are "not taken seriously" in the college classroom. It concludes that the chilly learning climate such behaviors create can play a major role in limiting women students' development.

"Most faculty want to treat all students fairly and as individuals with particular talents and abilities," says Roberta M. Hall, author of the

report and Assistant Director for Special Programs at the Project on the Status and Education of Women. "However, many professors—men and women alike—may nevertheless inadvertently treat women and men differently in the classroom and in related learning situations." Hall emphasized that teacher-student interaction in grade school and high school, as well as different patterns typical of men's and women's communication in everyday situations, may make these subtle differences in treatment in the college classroom (such as not expecting women to participate in class and thus not calling on them) seem so "normal" that neither teachers nor students notice them when they occur. "Taken cumulatively, though, faculty behaviors which either overlook or single out women students because of their sex may leave many women feeling they are not on a par with men. Women may become less confident than their male classmates about their academic ability, their place in the college community, and their potential for career success," Hall said.

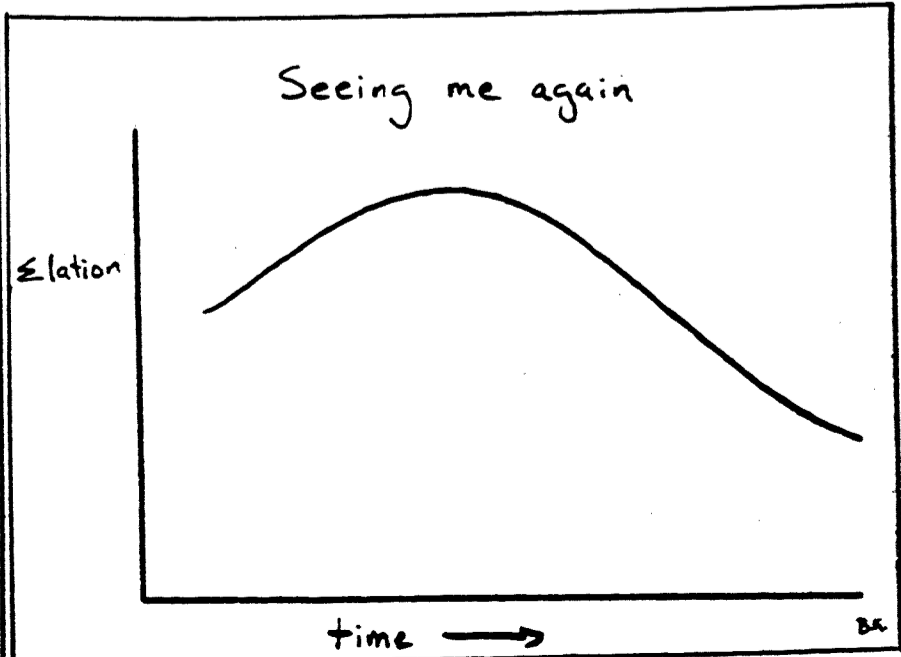
Subtle differences in treatment are not the only classroom problems women may face. According to Hall, "Sexist humor and comments that disparage women as a group are still surprisingly prevalent in many college classrooms, especially in fields that have traditionally had few women students. When a professor demonstrates the effect of a vacuum by making changes in the shape of a crudely-drawn woman's breasts, spices up a medical school lecture with a slide of a nude woman in red heels, or refers to women generally as 'fat housewives and dumb blondes,' he may perhaps foster legality with some male students, but leave many women out in the cold." Indeed, the report's findings indicate that some women have dropped courses or changed majors because of such behaviors, while others have hesitated to participate in class and to seek informal help or letters of recommendation from professors whose classroom behavior communicated negative views of women. "Looking beyond the immediate classroom setting," Sandler added, "women's career choices are often narrowed and men's and women's ability to work together as equals—both in school and in the workplace—may be undermined by an inhospitable college learning climate."

In addition to identifying both inadvertent and overt faculty behaviors that may discourage women, *The Classroom Climate: A Chilly One for Women?* includes over 100 adaptable recommendations for faculty, students, administrators and others to foster awareness, guide on-campus evaluation, and promote change. Following its recent dissemination to over 2,000 persons in higher education, including presidents of all postsecondary institutions, several institutions ordered copies of the report for distribution to all faculty members. The *Classroom Climate* has been used in faculty development and other workshops, and will be the focus of a conference at the Association of American Colleges this fall.

In releasing the *Classroom Climate* report, Dr. Mark H. Curtis, President of the Association of American Colleges, emphasized that the traditionally masculine world of higher education must recognize that women comprise the new majority of students. "Women students can no longer be seen as a group whose education is anything less than central to the academic enterprise," Curtis said.

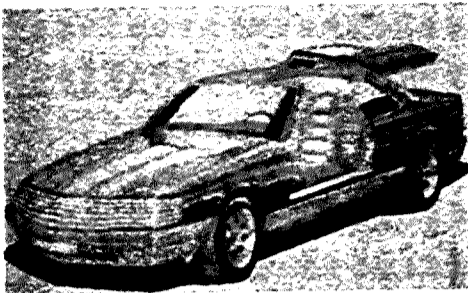
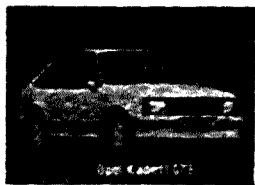
Copies of *The Classroom Climate: A Chilly One for Women?* are available for \$3.00 each (prepaid) from Box S, Project on the Status and Education of Women, Association of American Colleges, 1818 R St., NW, Washington, DC 20009. (Bulk rates are also available.)

Genius does what it must, and talent does what it can.
 —Edward Bulwer-Lytton

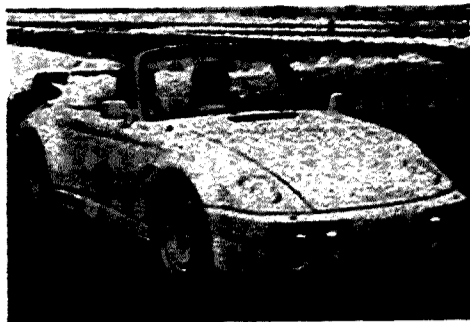


***** 53rd Annual Geneva Automobile Salon *****

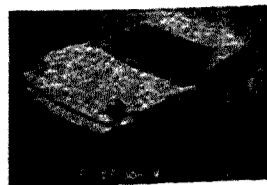
Cars of The Future



Mercedes 500 SEC from Sbarro



Porsche 939 Turbo Cabriolet



by Peter Amrein

Wind-swept and red-eyed, hands firmly gripping the leather covered steering wheel, straying only momentarily to downshift, so I picture myself once my bank account registers \$70,000, for that's the amount I'll need for the Porsche 939. Porsche 939 you ask? True, the Porsche Works do not have such a car for sale, but the Zurich firm of Rinspeed does. Her full name is—Porsche 939 Turbo Cabrio—and, as the name implies, is a combination of the 911 Convertible (on sale stateside later next month), the 911 Turbo (known also as the 930), and the 928. Her chassis is that of the 911 Convertible, though she sports the 928's headlights and the 3.3 litre (300 PS) engine of the 911 Turbo. Is she fast, you ask yourself? Yes, if 0-60 mph in 4.8 seconds and a top speed of 168 mph meet your criteria. Awakens memories of A. C Cobra days, doesn't it. It's understandable, considering that the 939 weighs 440 lbs. less than your "average" 911 Turbo.

Before you spend your yearly emolument on it, allow me to add that the \$70,000 price tag does include electrically adjustable sportseats finished in bordeaux-red leather, though if the color should clash with your Hugo Boss blazer, I'm certain another color leather can be fitted.

Currently the Porsche 939 is on display at the Geneva Automobile Salon. 87 car makers from 14 countries have assembled on the shores of Lac Lemman to display their latest creations over a ten day period to the public. Stars undeniably are the new Austin Maestro, the Opel Kadett GTE, the Chevrolet Corvette, the Ford Sierra XR 4 i, and the Renault 11. These five cars are celebrating their world premiere at the Salon alongside other cars that have been tuned (upgraded) by various specialty firms, such as Rinspeed with the 939 and the Swabian firm of AMG with its Mercedes 190 E/2.3.

AMG took the standard 190 E and increased the engine displacement from 1997 cm³ to 2300 cm³, whilst making numerous structural changes to the chassis, lowering it three centimeters (improves handling). In the trade this upgrading of a base car is known as tuning.

Countless outfits in Europe, particularly in Germany, such as Alpina, Oettinger, and B&B, tune cars for their prestigious clientele. In return, the customers pay a minimum of \$3,000 (up to \$30,000 is not uncommon. As a result, the cars perform better and are equipped more luxuriously. Whether or not the tuning is cost-effective is of little interest to the customer; the aftermarket exists, hence, needs to be satisfied.

Another firm that excels in the business of car tuning, is that of Franco Sbarro, an Italian who makes his home in the French-speaking region of Switzerland. His latest masterpiece will grace the floors of the Geneva Automobile Salon. Based on a Mercedes 500 SEC, he has hand-finished a four-wheeled dream that incorporates everything anybody would ever desire (Lady Love excluded): Gullwing doors permit entrance into the spacious, of fine leather-scenting, interior. Mold yourself into the custom-made sportseats—T.V., video, bar, telephone, stereo—whatever you want, it is included in Sbarro's Mercedes. One small problem. As with Rinspeed's 939, the 500 SEC has already been sold, thus, you might have to wait a few months before another can be built for you.

Electronic wizardry abounds in the 1984 Chevrolet Corvette, the first all-new Corvette in 15 years. Impressive are the Corvettes statistics: 0-60 mph in 7.3 seconds and a top speed of 140 mph. Economists will be pleased, the Vette unleashes this performance at a rate of over 20 mpg. She, furthermore, represents America's most aerodynamic production car. A drag-coefficient of 0.34 is claimed—outstanding by anyone's standards. Aluminum and Fiberglass are the materials that predominate in the body construction, making it 250 lbs. lighter than its predecessors. Power is supplied by a 5.7 litre V-8 generating 205 PS, which is carried over to the rear wheels on a four-speed manual with over-drive. Goodyear designed new tires specifically for the Corvette, measuring 255/60 VR 16. The

only bad news would appear to be the price, circa \$25,000 plus, but that hasn't hindered its sales—1983's production run is sold out.

Ford has brought to the Salon its newest future shock—the Probe IV. Developed in the Ford Design-Center in Dearborn and built by (Ford-owned) Ghia in Turin it is an incredible breakthrough in terms of aerodynamics. Its drag-coefficient is 0.15. Recently, the major networks presented it on their nightly news to the viewing public. And as you can see from the picture, the sumptuous interior exudes technical innovation.

The brief descriptions above of the new models at the Geneva Automobile Salon may have whet your appetite. Be forewarned, for none of the cars will be available in the U.S. and importing one would necessitate major structural and internal alterations. Pity. There is a bright side. Possibly your future job will have you domiciled in Europe et voila, one of the cars can be yours. Meanwhile I will go back to sleep and continue dreaming of the Porsche 939. See you there...

Note: Photos appear courtesy of Auto, Motor and Sport.



Interior of Ford Probe IV

You know where you're headed.

Sure you've got confidence. Ambition. A good head on your shoulders. But do you have the American Express® Card? If not, you should. Because the Card's a must for any forward-thinking individual. A valuable tool to have as you make the move from business school into business. It'll help you manage your personal finances. And establish a credit history. And with the Card, you're welcomed at many fine hotels, airlines, car rental counters, restaurants and stores. Worldwide.

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Great Planning Disasters

By Dr. Jay Mendell
Prof. Public Administration
at Florida Atlantic University

Peter Hall has described several large government planning projects in his new book from the University of California Press, and after reading about them, I understand more clearly what E.F. Schumacher meant by "Small is beautiful."

Professor Hall has written about London's third airport; the British-French supersonic passenger plane named the Concorde; San Francisco's Bay Area Rapid Transit System; and the Sydney, Australia, Opera House.

If you can't recall a new, third London airport, you are quite right: there isn't any, nor is there a new London motorway system, though its planning is described by Professor Hall. Peter Hall's book is called *Great Planning Disasters*, and the airport and motorway are examples of the kind of projects that sink out of sight during planning.

Once implementation has been approved, that is, once projects have escaped from the planners, they are seldom cancelled no matter how badly they run off track. Instead they become bottomless pits for dollars or francs or pounds sterling. If you don't live in San Francisco or Sydney, that is, if you don't have to pay off the cost overruns of the transit system called BART, or the Opera House, you may find them lovely. But they were meant to be lovely at a cheaper price.

Sometimes planning fails, as in the case of BART, because people are too stubborn, or, depending on your point of view, too sensible, to try a new way of getting from here to there; or because they don't want something new driving by or flying over.

In the case of the Concorde and the Sydney Opera House, the so-called experts were pulling cost estimates out of thin air, and nobody cared or dared to say, "I accuse." The Concorde's failure, was aggravated by peoples' discovery midway through the development cycle, that they lived in something called an environment, and that the Concorde could only harm this environment.

Big projects have lots of side effects and meet with lots of objections. Maybe the day of the successful big project has passed. Maybe big project are in trouble, no matter how carefully they are planned.

Putting a man on the moon was a big project, but we planned it and made it work. So why can't we plan a transit system, for instance? Well, the moon shot occurred when people were happy to pay taxes to achieve a national goal. It landed on an uninhabited, airless, chunk of rock, and passed through no one's neighborhood on the way. And its success did not depend upon millions of people choosing to ride it to work every week.