

DAS TOR



AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

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8 Pages

Macho Mexico will survive economic woes

by Paul Dickie

Mexico is turning down \$1.1 billion in new loans from the international banks? Ridiculous. Yet that is the news out of Mexico City as reported by the latest *Economist*. How could a country that had run out of foreign exchange reserves in 1982 and continues to be unable to fully service its debts, turn down proffered loans? If confirmed, the story will cap an economic turnaround that could well end up in the Guinness Book of Records. How is macho Mexico doing it?

The measure of recent economic successes can only be understood in relation to the depths that Mexico fell to in 1982. Mexico had three major devaluations during 1982 taking the pesos from 26 to 150 per U.S. dollar. Extensive foreign exchange controls were applied and one set of conflicting regulations followed another. The dollar accounts held in Mexican banks were not honored (except in pesos at a confiscatory rate) and the private banks were themselves nationalized in an attempt to gain populist support. Domestic inflation skyrocketed to an annual rate of 100 percent and Mexico's economy fell into depression-like conditions with major industrial bankruptcies and large worker layoffs in the face of an already difficult employment situation. In short 1982 represented the worst economic crisis for Mexico in the last 50 years.

Oil-based bonanza

The 1982 crisis had its origins in the oil-based bonanza of the late 1970s. Lopez Portillo, president from 1976 until Dec. 1982, not only ended his administration with an economic crisis but he also faced one at the beginning of his term. Mexico had a sharp devaluation of the pesos in Sept. 1976 and entered a stabilization program with the International Monetary Fund (IMF). That program was so successful that Mexico, bolstered by the beginning surge in oil revenues, did not have to draw on its IMF

loans beyond 1977. Economically, Mexico was on a sound footing in 1978 with resumed real growth, inflation down to 17 percent and foreign exchange reserves in good order.

However as oil revenues mushroomed with the OPEC price shock of 1979/1980, Mexico embarked on a spending spree that has few parallels. Not only did Mexico fully spend its annual oil revenues which rose from \$1 billion in 1977 to \$14 billion in 1981, but expenditures exceeded revenues to such an extent that the external debt more than doubled and approached its current level of \$83 billion.

Compounding the problem of excessive expenditures and the mushrooming external debt, Mexico maintained a fixed exchange rate in the face of accelerating inflation and a widening differential between Mexican and world prices. With an overvalued peso, imports were encouraged and manufactured exports were discouraged. Between 1977 and 1981 Mexico's merchandise imports grew by 45 percent per annum while non-oil exports rose only marginally and actually fell in real terms. Thus Mexico's trade position deteriorated sharply despite rising oil revenues.

Impossible situation

The 1982 crisis was made inevitable by the fact that Mexico borrowed much of its financing needs in 1981 on a short term basis. The international bankers had become concerned about over-spending and the softening oil prices and were reluctant to extend further medium term loans. The available short term loans drawn down in 1981 came due in 1982 and compounded an already heavy debt service burden. Mexico's scheduled repayments of principal and interest exceeded, by a wide margin, total foreign exchange earnings from the export of oil and other goods and services. It was clearly an

impossible situation.

It is perhaps fortunate that the crisis was inherited by a new president, Miguel de la Madrid, on Dec. 1, 1982. He has moved with dispatch to solve Mexico's problems. With his six year term stretching through to the end of 1988, Mr. de la Madrid has every interest in taking the measures necessary to ensure a sustainable economic recovery. The only constraint has been the political realities that must of necessity limit the speed of economic adjustments.

A three year economic recovery program was entered into with the IMF under the Extended Fund Facility involving a financing package of \$3.9 billion. This package served as a catalyst for a further \$5.0 billion loan from the international banks to be phased over 1983. Aid in the form of oil purchases and commodity credits amounting to \$2.0 billion had already been extended by the U.S. In order to continue to draw on the IMF and international bank loans, Mexico is required to meet quarterly economic targets. Mexico met the first set of targets based on end March 1983 performance. More recently Mexico has recorded monthly trade surpluses in excess of expectations.

Cost of austerity

The Mexican economic adjustment program is inflicting intense hardships on all elements of society. A major target of the 1983 program is to cut the budget deficit in half to 8.5 percent of Gross Domestic Product. Taxes were raised and most notably the Value Added Tax was jumped from 10 to 15 percent on all items and to 20 percent on luxury items. Import tariffs were increased. Subsidies of all kinds were reduced. In addition government projects were cancelled or delayed.

On the wage front, the government succeeded in having a 25 percent wage increase accepted in Jan., 1983. More

significantly labor has accepted a June increase of only 15.6 percent. As the inflation rate in 1983 is not expected to be below 60 percent, the real decline in wages amounts to at least 20 percent.

The government has just announced further cuts in subsidies, including the very sensitive area of tortillas. Tortilla prices were raised 41 percent (from 11.0 to 15.5 pesos per kilogram) and such an increase for a staple item means a further erosion of the June wage adjustment. Such steps are politically difficult and while there has not as yet been any violence, indications such as the opposition successes in the current mayoralty races show that the government is coming close to the edge of social acceptability. Nevertheless such measures are essential to bring the budget back into reasonable balance.

Confidence boost

On the external side, Mexico has gradually begun to regain the confidence of the international community. The three-tiered exchange system at the end of 1982 has been consolidated into a dual rate structure. A controlled rate of about 120 pesos per U.S. dollar, applicable to exports and essential imports, is being gradually depreciated with a view towards year-end unification with the free market rate at 148 pesos per U.S. dollar. Exchange controls, particularly in the border areas, have been relaxed. ~~International bank loans~~ rescheduled in a timely fashion. Foreign investment, even exceeding 50 percent of the equity, is now being welcomed.

The improved foreign exchange situation that would allow Mexico to forego a new international bank loan is most heartening. If the government can continue to meet the 1983 program targets, the reestablishment of economic stability in Mexico will be reasonably assured. Mexico has not apparently lost its pride nor its desire for economic independence. Macho Mexico is making it.

Prof. Carter leaves with reservations

by Kevin Kehoe

It is early Friday morning, but already he is energetically engaged in the day's business. He speaks with a winning smile and an assured animation, laced with a charming British accent.

Dr. Robert L. Carter, of the World Business faculty, has been at AGSIM for almost one year. He and his wife will be returning to Britain in August. He is from Robin Hood country, as he puts it. He teaches at the University of Nottingham, or NottinghamHAMMM, as the Americans pronounce it. He resides in a large rambling fifty-year-old Tudor home in Nottingham proper. His three children, two of whom are married, all reside in Britain. He is a family man who speaks fondly and warmly of home and country. He and his wife enjoy international travel and teaching in foreign universities. They are both proud of the third generation of Carters, their three-year-old grandchild. He is anxious to return to Arizona some day. It has been a love affair between the Carters and the vast space and austerity of the Arizona desert.

DAS TOR: You are a Doctor of...?

Dr. Carter: Doctor of Economics. A Phd as it is called. Prefers Hot Dinners.

DAS TOR: Tell me about your lifestyle in Britain.

DR. C: My wife and I are not mad socialites, but we do enjoy the theatre. Nottingham has some fine theatres. Our favorite occupation on a Saturday is to drive the car out into the country and take a long walk in the beautiful countryside. Weather permitting, of course. You do not

quite have that problem here in Arizona. I also enjoy watching some television. But, British TV watching is a far better occupation than it is in the States.

DAS TOR: You mean the fare for general consumption?

DR. C: Exactly! Thank God for the PBS.

DASTOR: Do you miss home?

DR. C: Yes! But we love it here. After about two months at home I believe I will think myself mad for ever returning. Britain has many good things to speak for it.

All it needs is some decent weather. If I could be dissuaded to live in the States, it would be in Arizona.

DAS TOR: How would you compare the British student and the student here?

DR. C: Well, at the end of my first semester, an American student approached me and said that he hoped that I would learn to spell and pronounce English by the end of my next semester.

DAS TOR: Obviously a New Yorker!

DR. C: I trust that it was said in jest. The

differences in American and British English are considerable. I'll give you an example, and this is not meant to be a joke in bad taste. Speaking about life insurance in class one day, I was discussing the features of life policies. Such as age, dare I say sex...

DAS TOR: It is becoming a difficult topic in insurance circles lately!

DR. C: Yes, particularly after the Supreme Court decision just this last week on unisex pricing of insurance premiums. Nevertheless, we got on to the subject of habit. And I said, well, is he a two bottle of whiskey a day man, or is he a fifty fags a day man? At that time I discovered that fags in the US are not cigarettes.

DR. C: But these colloquialisms are amusing and interesting. As for students, back home I teach undergraduates in economics. The students here are older and more mature, and I have enjoyed this difference considerably.

Another feature is that in Britain the teaching is more theoretical, whereas at AGSIM it is more application oriented. As an individual, I enjoy practical application of ideas. The student here is interested in how ideas will make them better managers.

In the UK, a much smaller proportion of 18-year-olds are accepted into universities; therefore, they are, as a group, exceedingly bright.

DASTOR: What about AGSIM?

DR. C: The quality of student here is high. The backgrounds are so diverse. I have had some excellent students, but please turn to page 8



Carter with his dog Tegwen, take advantage of the Arizona Sun before returning to Nottingham.

EDITORIAL

Editors note: This week I again happily relinquish the editorial column. This week Bruce Harris offers insight on the stationing of nuclear arms in Europe.

by Bruce Harris

In October of this year several European countries and England have vowed to accept US owned and operated Cruise missiles: Belgium, Holland, West Germany, Italy and Britain.

Apart from the women on Greenham Common, the anti-Corniso campaign in Italy and the German peace movement, many say the anti-cruise campaign is winding down. Is it? Or do those people who have committed themselves to opposing governments and pursuing peace have a special insight that will help them persevere in this David and Goliath situation? Perhaps those of us who criticize these movements as 'futile' are the ones who are not being realistic.

Who among us here, tucked away in the Arizona desert, is not taking refuge, more or less successfully, in some kind of escapism from that appalling prospect of nuclear war? We have heard about it, we know it would be terrible, but we still carry on with our everyday lives as though it couldn't happen. There seems little we can do to stop it, and we cannot imagine it ever happening to us anyway. We become cynical, apathetic, resigned to our fate. Yet there have been prophets attempting to wake us up to reality.

In 1947, when only the US had the Bomb, Albert Einstein issued a solemn declaration. "Unless atomic energy was placed under international control", he said, "atomic weapons would destroy civilization." Most of us have ignored such warnings, preferring to follow the time honored dictum, 'If you want peace, prepare for war'. Our political leaders, with or without our compliance, have prepared for war by joining all of human society into a suicide pact with the Bomb, symbolized by the latest addition to the US ar-

mory — the MX missile, grotesquely named the 'peacemaker'.

It's been a strange sort of 'peace' since August 6th, 1945 when a small atomic bomb killed 140,000 people in Hiroshima. We've seen about 150 wars fought with conventional weapons, killing some 30 million people. That didn't greatly upset us — most of the victims lived in the Third World, far from our homes. But we were involved: most of the weapons that killed them were made in the factories of Europe and North America.

We've watched the world split into two great power blocs, each now armed with enough nuclear weapons to create more than half a million Hiroshimas. The peoples of these two power blocs live in a climate of rising fear, anxiety and aggressive war preparations.

These prophecies of aggression that both powers project, are self-fulfilling prophecies. The doctrine of nuclear deterrence is a desperate throw in a dice game for the ultimate stakes of 'peace', 'freedom' and 'security' — winner take all. But in our saner moments, most of us realize that there can be no winners in this game. Deterrence only starts with a threat, but there comes a time when its reality has to be demonstrated — which can only be done by using it.

To expect a stable and peaceful world to exist on a foundation of mounting threats and fears is an astonishing feat of self delusion. Our pact with the Bomb has brought us a bogus 'peace' and set us on course for mass suicide.

Can we break this pact? I believe we can, but not by campaigning solely on the nuclear issue. There is something naively simplistic about the notion that, if we could somehow abolish nuclear weapons, peace would reign on earth.

The Bomb cannot be disinvented: the knowledge

will always be with us. The Bomb is simply a symbol — and a very potent one — of our failure to build peaceful relations within human society. Apart from being a prime cause of our insecurity, it is also a symptom of a deep social malady.

It will not be enough to just campaign against nuclear weapons. We will have to work for peace in a positive way. Real peace implies much more than disarmament. Peace implies a sense of well being — individually and collectively. It arises from relationships of trust, mutual acceptance and support that enable people to develop their full human potential.

A military strategist once stated to would-be peacemakers, 'If you wish for peace, understand war'. Let's start by getting to know the enemy. We needn't go looking for the enemy 'out there': the enemy is also us. We are the enemies of peace in routine, half noticed ways: by paying exorbitant taxes to sustain a gigantic war machine, by our choice of violence on TV or at the movies, by buying toy guns or warships for children, and by our passive acceptance of the politics of fear — the 'them' and 'us' syndrome — fostered by our political leaders and media. We become the enemies of peace whenever we assume we are morally superior to an 'inflexible' friend, a 'stupid' classmate, an 'ignorant' religious or atheist sect or people with different political views from ours. Honesty and frankness about our own attitudes are very difficult to maintain. It's so much easier to lay the blame on others.

The same process occurs internationally. The leaders of the two great blocs are so totally convinced of their own moral superiority that negotiations over arms control turn into a dialogue of the deaf. The 'enemy' is always to blame for breaking the peace.

We in Europe face a greater possibility of attack by having US missiles based in our countries. Should we sit back and accept this as being inevitable? Will the missiles be there to protect the interests of us or U.S.? It is my feeling we (that's YOU too, not someone else) must first work for peace. One thing all peacemakers have in common is a conviction that every individual action, no matter how small, can contribute to the creation of a more peaceful world. Our quest for peace must start with the recognition that the roots of unpeaceful relationships often lie, deep and unacknowledged, within ourselves. Only if we start from this reluctant recognition will we be able to break our suicide pact with the Bomb and become real peacemakers.

Using the words of a fellow countryman, 'all we are saying is give peace a chance.'

FREEZE FRAME

This weeks question posed by the reporter at large was: Should the U.S. be allowed to deploy nuclear arms in the NATO countries?

Chris Glasow: Definitely yes, considering that the situation is unstable because of Russian SS-20's. I think it is necessary to maintain the balance of power.

Steve Seldomridge: Yes they should be allowed. To date, the U.S. has provided a nuclear umbrella for Europe, and deployment of nuclear weapons there would be a natural extension. With weapons physically present, Europe would be more assured that the U.S. would retaliate in the case of a first strike by Russia.

Beth Manitsas: Yes, I think it is important to keep the Russians from maintaining a strategic advantage.

Mike Keane: I think it's a necessary evil. We've done it for a number of years. Although I'm very sympathetic with the pacifists that want a reduction in nuclear arms, I feel a unilateral reduction would be senseless.



A Different Kind of Movie
by Jim Parker

REVIEW

As a movie buff, one of the nice things of writing weekly reviews for DAS TOR is having an excuse to get away once or twice a week to see the latest releases. This week, however, has been a chore. Most of the summer movies have already been released and after enjoying the cream of the crop I'm left with *Octopussy*, *Porky's II*, *Stroker Ace*, etc. Frankly, the last two 007 movies have been a bore, although I anticipate Sean Connery's upcoming role as Bond will be refreshing, perhaps even a return to the 007 of *From Russia With Love*. I saw enough of *Porky's* when *Animal House* came out and Burt Reynolds has received many thumbs down for his role in *Stroker Ace*. I lost interest in *Twilight Zone* when during previews I recognized all four subplots as remakes of original *Twilight Zone* episodes. That left *Nudo di Donna* (Portrait of a Nude Woman). I say again, it has been a rough week.

While trying to decide what to do, I dropped by a local video arcade to munch on Inky, Pinky and Clyde, and found a huge mob gathered around an obviously new game. Pushing my way to the front of the crowd, I caught my first glimpse of *Dragon's Lair* and the state-of-the-art brilliance of laser disk technology. When I recovered from the shock, I watched as players maneuvered a knight through an animated adventure with graphics as colorful and as wonderfully illustrated as a Disney feature length cartoon. In fact, *Dragon's Lair* is an animated fantasy/adventure, the outcome of which is determined by the player using a joystick to control movement and a button to slay opponents with the sword. Beware though, for death is graphic, certain and swift if you make the wrong move.

Mr. Ancona, manager of The Bagatelle in Glendale's Valley West Mall, explained during an interview, that *Dragon's Lair* is only the first of many video games soon to

be released using the laser disk graphics of conventional video games. Simply put, a logic board has been coupled with a video disk machine to revolutionize the multi-billion dollar video game business.

Dragon's Lair provides variety with forty different situations and monsters for the player to overcome, outwit or outright kill, before he reaches the final goal.

For those interested in seeing or playing the game, The Bagatelle on 59th Avenue and Northern will have three machines at the time of this printing and will soon be receiving many similar games by a host of different producers. It should be a nice relief from the mid-summer movie blues.

PROCRASTINATORS AND WAR STORIES WANTED

Send us some of your creative writing and personal experience stories (on the humorous or serious side) and we'll immortalize you in the final issue of DAS TOR. Copy is due July 27 — typed, doublespaced, with no restriction on length. Prizes for the best STORIES.



DAS TOR

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

"THE GATE"

at The American Graduate School of International Management
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DASTOR accepts and encourages letters to be submitted on any subject with relevance to the AGSIM community.

To ensure the maximum expediency in publishing, all submissions should be typed, double-spaced and margins set 20 and 70.

Letters should be signed and are subject to revision at the editors discretion.

Campus notes:

Business As Usual

Training applications

Applications for permission to be employed in practical training may now be submitted by foreign students holding F-1 visas and expecting to qualify for the degree of Master of International Management in August 1983.

Such a student may be authorized to undergo this training for a maximum period of twelve months but proof is required that the work is directly related to his or her studies and is of a type that is not available in the home country.

Those interested should see Ms. Jean Nelson in the Admissions Office.

Thunderbrain sign-up

Attention all trivia buffs, quiz whizzes, and self-proclaimed intellectuals! The event you've all been cramming for is just around the calendar. The all new THUNDERBRAINS competition is coming Friday, August 5th. So loosen up your convolutions before finals and compete against your unequals for fun and prizes.

We'll be needing 12 three-person teams of any gender, so start thinking about teammates. Sign up sheets will be posted in the ASLC office and sample questions will appear in future issues of Das Tor to get you started. Due to the number of contestants who wanted to participate last semester but could not because of the 12 team limit, we urge all those interested to sign up as early as possible. With registration we will ask for a \$5.00 deposit per team that will be refunded after the competition. This fee will be forfeited if the team fails to appear on the night of the competition.

Be sure to come and share the fun and refreshments on Friday, August 5th with THUNDERBRAINS!

Teaser questions: 1)—What U.S. President never married? 2)—Name 4 of the 7 ancient wonders of the world. 3)—What was the former name of Sri Lanka?

Answers to THUNDERBRAINS Teaser Questions: 1)—James Buchanan 2)—The 7 ancient wonders of the world are the Egyptian pyramids at Giza, the hanging gardens of Babylon, the lighthouse at Alexandria, the statue of Zeus at Olympia, Colossus of Rhodes, Temple of Artemis at Ephesus, and the mausoleum at Halicarnassus. 3)—Ceylon.

Warning to T-Bird Motorists

As of July 27, 1983 there will be a mandatory \$500 fine for any Arizona resident who does not have his/her car registered in Arizona. Some out-of-state AGSIM students could be considered Arizona residents under the law, and thus responsible for having Arizona registration.

According to the Arizona Department of Transportation's Enforcement Office, AGSIM students from states other than Arizona will be considered bona fide "out-of-state students" only if they meet the following requirements:

- they are not working in Arizona (even part-time)
- their spouses are not working in Arizona (even part-time)
- they do not own property in Arizona
- they do not have children in Arizona schools
- they have an out-of-state driver's license
- their only purpose for being in Arizona is that of going to school

Further information may be obtained by calling the Enforcement Office at 255-7244.

Note: If you call the Maricopa County Auto License Bureau, the clerk will tell you that all students (from states other than Arizona) attending schools which do not charge out-of-state tuition are respon-

sible for getting Arizona registration. The Enforcement Office, however, will inform you that there is an "unwritten law" exempting students at these schools, as long as the requirements listed above are met. Good luck!

Translators in Demand

Students interested in volunteering to help translate for foreign delegates to this week's Sister Cities International Conference at the Pointe Resort Hotel, Phoenix, are encouraged to contact Prof. Sours, I.S. Dept. immediately.

The conference, which is attracting delegations from all regions of the world, begins tomorrow and runs through Friday. Volunteers need not participate in all sessions/aspects of the program; rather they are needed to help orient non-English speaking delegates to the hotel and the program.

RUSSIAN SPEAKERS ARE PARTICULARLY DESIRED, since three Soviet citizens will be in attendance, including the mayor of Baku.

Speakers of other languages are also desired, to lighten the burden on the many people who have already volunteered. Both foreign students (i.e. native speakers of languages other than English) as well as Americans with second language ability/interest are encouraged to participate.

Interested participants are asked to send their names, campus P.O. box numbers, telephone numbers, and languages in a note to Prof. Sours at Campus P.O. Box 1447. Prof. Sours currently serves on the Board of Directors of the City of Phoenix Sister Cities Commission, the host organization.

Book-Coop Applications

"Applications for Book Co-op manager are being accepted for fall semester."

Das Tor Business Manager Opening

Opening for Das Tor Business Manager

Applicants are now being accepted for the position of Business Manager for the Fall session of 1983. Students interested in applying for the position should submit a letter indicating their experiences. Position requires selling of advertising space for Das Tor. Deadline is Friday 7/22/83 5:00 pm.

Fall Resume Book

ATTENTION: Fall '83 Graduates. The deadline for turning in your resumes to the Career Service Center is 3:00 p.m., July 22, 1983. Resumes must be received by this date to insure inclusion in the Fall Resume Book.

FORTUNE Editor Needed

Fall Fortune Editor Needed! A chance to be creative and get paid for it. Apply in ASLC office by July 27th.



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IS Resource Center relieves library congestion

With only a month remaining in the summer semester and the due dates for term projects and papers taking on urgent reality, this is probably a good opportunity to explain once more the function of the International Studies Research Center (ISRC).

As a supplement to the Library, the ISRC contains very diverse and up-to-date information from banks, corporations, and governmental organizations, in addition to subscriptions from all over the world on 175 countries. By the time a book is published, the information it contains is at least two or three years out of date. The information collected by the Research Center attempts to fill the gap between published data and today's situation.

The materials are organized not only geographically but also topically—such as, Agriculture/Engery, International Issues, and International Business. Individual country topical files which contain irregular reports, newspaper and magazine clippings, as well as documents are divided roughly into Agriculture, Banking/Finance, Cultural/Social, Economic, Foreign Relations, Industry/Business, Natural Resources/Energy, Political, Service Industries, Trade/Import/Export files. Periodicals, bulletins, newsletters, and other serial publications are filed alphabetically behind the topical folders.

New additions to the Research Center's collection this semester include *American Export Register*, *Citizen Ambassadors*, and *The Iranian Revolution and the Islamic Republic*. Among the new subscriptions ordered are those for *Asia Letter*, *Dow Jones Asia Research Bulletin*, *Euromoney Trade Finance Report*, *Maclean's* and the English edition of *China Daily*. Various new economic reports from central banks, newsletters from foundations, and bulletins from chambers of commerce have also begun to come to the Center on a regular basis. The most costly and perhaps most significant recent addition to the Center's holdings is a subscription to the *Financial Times of London*. We anticipate heavy usage of this resource by faculty and students alike.

Most of the ISRC materials are allowed to circulate. A maximum of 15 items from the files and shelves can be checked out at any one time for a period of three school days. One 3 school day renewal beyond the original check-out can be made in person or by phone. Additional renewals are conditional, if materials are returned to the Research Center until 4:00 P.M. the following day in order to give others an opportunity to use or check-out the materials. Magazines, materials in binders, and reserve items do not circulate but can be xeroxed by the Research Center staff at a charge of 5 cents per page. There is a \$1.00 fine per day for the late return or

renewal of materials.

Last semester, both the Library and ISRC staffs became aware of the fact that some students were attempting to monopolize materials for class projects and to exclude usage by other students. The aim of the Research Center is to keep its materials circulating and to make them available to as large a number of people as possible. Therefore, the check-out policy and overdue charges outlined above will be strictly enforced.

A common misconception is that the ISRC is to be used for International Studies course-work only. Although attached to the IS Department, the Center is able to serve the entire school and the community-at-large, due to the diversity of its materials. The breakdown of the total of 427 checkouts last semester is 164 for IS courses, 234 for WB courses, 29 for other purposes. Here is a partial list of the classes for which many checkouts were made.

IS-	320	36	WB-	420	47
	350	17		440	35
	370	13		450	26
	412	10		510	7
	430	14		520	21
	488	6		525	9
	520	14		550	28
	574	8		557	20

As the ISRC is operated on an extremely small budget, we depend heavily on complimentary donations to maintain and expand our facility. If you have any research materials—particularly from off-campus sources—which are no longer needed, please donate them to the Research Center. These items will be appreciated by other fellow students. In the process, you may also be doing yourself and the AGSIM community a greater favor than realized. We understand that in this time of ever increasing costs, some companies and various agencies are becoming annoyed by requests every semester for the same materials from AGSIM community. For the above reasons, we very much encourage donations from students. Don't feed your circular file! Donate!!

The Research Center staff is interested in continually upgrading and strengthening the Center. For that reason, a Comment Book is available in the office in which comments, suggestions, and criticisms about service and resources can be written.

For those who have not had a chance to become familiar with the ISRC, stop by and get acquainted. The ISRC is adjacent to and entered through the IS Office, C-1, and open to everyone Monday through Friday from 8:00 A.M. to 4:30 P.M. We will try our best to help you locate the materials you need.

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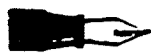
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Letters

Dear Das Tor
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O-HAIR Speech Defended

Madalyn Murray O'Hair is proving to be the most controversial speaker that AGSIM has had for a long time.

She is the director of the American Atheist Center, and this is the main reason that there has been so much opposition to her coming. Many people have come to both Bruce Harris, chairperson of the Speakers Committee, and myself arguing that she should not be allowed to speak here. Their main points are:

—Equal time should be given to a religious leader. It is not fair to hear just one side of the issue.

—Ms. O'Hair is not relevant. What does atheism have to do with international management? some ask.

In response to the equal time complaint, I would respond by asking, where were you last semester when just one side of the issues were heard concerning the Falklands war and the Afghanistan situation? Now that someone is coming who will challenge our viewpoints, a furor is raised about equal time.

Concerning the relevancy of Ms. O'Hair, many of us will find ourselves in countries in which the main religion is different from the one we have been brought up with. It is very relevant to hear from someone who's religious viewpoint is different from ours in order to become more sensitive to people from different religious, or non-religious, persuasions in the future.

The Christian Fellowship discussed the coming visit of Ms. O'Hair on Friday, June 29th at 7:00 p.m. in the Interfaith Chapel, during one of its regular weekly meetings. As a member of the Christian Fellowship, I went to the meeting understanding some of the concerns the Christians have over Ms. O'Hair's coming: but as a member of the Speakers Committee, I went there expecting to have to defend Ms. O'Hair's right to speak here.

I could not have been more surprised at what took place. The twenty or so members there decided to welcome Ms. O'Hair's visit as an opportunity for the Christians on campus. Since she will be discussing something that has become almost a taboo subject nowadays, religion, the members of the Fellowship realized that the people attending the lecture will be forced to re-examine their religious convictions, or lack of them. Perhaps this event will cause some to take religion more seriously. In any event, the Fellowship decided to try to keep a cool head about her coming.

It is my hope that the rest of the student body will realize the wisdom of this approach and look forward to Ms. O'Hair's coming with anticipation, rather than anxiety.

—Michael Keane

Shuttle sign-up

In order to get the school shuttle to go to ASU on a Saturday, five or more people must have signed up to go by noon of the previous Wednesday. During midweek I'm preoccupied with classes and not with getting my signature on a list for a ride to some far away school on some Saturday which still seems ages into the future. I know of others who feel this way too. As a result I know of no bus which has gone to ASU on a Saturday during this term and many students who wished they could have gone, all this for the lack of names on a piece of paper. Why Wednesday at noon? Could we maybe change it to Thursday at 5:00 pm?

W. Travis Good

Wine-tasters

WINE: VOCABULARIES
by Hide MIZUNO,
Thunderbird International
Wine-tasters Society

What is a wine "with its hat on its ear"? It is a liquid pierced by a tip of acidity and beginning to turn sour. What is a wine having "a waistcoat"? It is an opulent wine, well constituted and masculine. What is a "dry" wine? A wine "not wet" or "not humid"? Of course, you know "dry" means "not sweet".

Wine-tasters often use this unique and weird vocabulary when they talk about wine. So, it is useful to know what they mean, in order to communicate the description of the wine or to note down reactions to it. By recording both taste reactions and price, one can make intelligent decisions on future purchases.

Appearance:

- Brilliant - completely clear
- Brush (or Gris) - very pale rose, a touch of pink
- Rose - pink, neither red nor white but darker than brush

Smell:

- Acetic - vinegary smell
- Aroma - simple grape-smell of young wine
- Bouquet - complex smell arising with maturity in good wine.
- Complex - the scents-within-scents, suggestions of many different analogies with fruits, flowers, etc.

- Head - attractively high in alcohol

Taste:

- Body - the 'volume' of a wine, partly due to alcohol strength
- Complete - mature, balanced (acidity & sweetness) and satisfying
- Dumb - not offering its full quality (too young or too cold)
- Elegant - as of a woman, indefinable???
- Fruity - ripe-tasting
- Hard - bitterness caused by tannin (as the wine matures, this fades away)
- Plonk - flat-taste, unbalanced wine whose only function is to make you drunk. The kind of wine I have at the Pub-Night.

Good English explained

This is a letter that Professor Lanham wrote to his English 500 students when they complained about how

picky he was.
Kathy Parker

Dear EN500 Students:

Congratulations! I up-give.

I presuppose I'll have to learn to be up-putting with such terms as "on-going" and "in-house" due to the fact that they certainly seem to be on-catching. I don't want anyone to be so far-going as to pre-accuse myself of out-holding against forward-going with language change.

But would you be so kind as to out-point to myself as to what you up-brought that book I don't like to be read to out of for? Wasn't your grammar instruction far-reaching enough that you pre-learned a preposition is a poor word to be up-ending a sentence with?

Nevertheless if you have any further questions, please do not hesitate to inter-relate with the under-signed. The impact could make yourself more insightful as to how to write good like an effective communicator should.

Like man, gag me with the tea service, ya know?

Yours most cordially and very sincerely,

Howda Yalike Themaples

Department of Redundancy Department

Spouses demand benefits

To whom it may concern:

We, a group of student spouses at AGSIM, are concerned with some of the circumstances we find ourselves in, and would like to bring the following suggestions to the attention of the administration.

Concerning Spouses in General:

—We feel that the same health insurance available to students should also be available to spouses, even at an increase in price. Mr. Crockett informed us that this is not possible under any circumstances.

—We feel that the spouses tuition is relatively expensive, and should be reduced.

—We feel a spouse representative is needed in the ASLC to represent spouses on campus.

—We feel that spouses should not automatically be required to be on the meal plan while working off campus. An alternative would be a food coupon program.

—We feel the foreign student spouses need access to a support system through the Foreign Student Advisor.

—We question the additional charge of currently \$8.00 per day which must be paid to live on campus during semester breaks, as this is now our home and we have responsibilities here.

Concerning Spouses

Employed on Campus:
We feel that policies need to be developed concerning spouses working on campus. These should include:
—Health insurance benefits for full-time employees.

—Equal Opportunity Employment. Many spouses are highly qualified and should be paid accordingly.

Please turn to Page 7

From Oxford to Thunderbird on a silversalver

by Pier Ingram

After I graduated from the University of Oxford five years ago, I was greatly disappointed to find out that the world was not going to be served to me on a silver salver. My degree in ancient Chinese history was of no use to me at all; for instance, when I applied for the position of assistant doughnutman at Dunk'R'Take in Flagstaff. Neither did it help me during my brief stint as a line mechanic at Pima Volkswagen in Tucson. By the time I had worked my way up from dishwasher to salad chef at the Arizona Inn, I began to think I ought to acquire some more practical skills if I were really to advance myself in the world. I was obviously AGSIM bound.

I was struck when I arrived more by the similarities than by the differences between the two institutions. The Pub, for instance, is not a typical American bar, which aspires to be a den of iniquity, but never quite succeeds. Its atmosphere is truly pub-like; it is a place to drink and to talk. The cosmopolitan texture of the student body is another attribute which Thunderbird has in common more with Oxford than with other colleges in the United States. The worldliness of Oxford's populace is a considerable part of its greatness — this same element lends AGSIM a share of greatness as well.

Both schools do suffer from a minor epidemic of Idle Gossip and superficial chit-chat, but the same soil which feeds the weeds, also feeds the flowers of cultured conversation and intellectual inquiry. The faculty of both institutions can be relied upon to nurture such growth. One or two particularly tedious baby classes ought not to build the perspicacious student to the fact that we have here at AGSIM a huge majority of knowledgeable, effective, and stimulating lecturers. AGSIM might do well, however, to emulate Oxford in one respect: more emphasis should be placed on the value of instructors to Thunderbird's academic community than on their academic titles and other nominal qualifications.

Perhaps this difference is a reflection of the disparity in academic orientation of the two institutions. Compare:

The curriculum is devised in such a way as to emphasize the importance of the more purely academic or theoretical aspects of the subject.

—Oxford University Handbook, 1955

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

To provide an academically sound and pragmatically relevant Master's degree program in international management to a new generation of international executives.

—AGSIM Bulletin, 1982-84

The language department is a good example of this difference in outlooks. Chinese studies at Oxford comprised more ancient texts than modern. The political hierarchy of pre-dynastic China, the monetary reforms of Wang Mang in 14 BC, and the abuses of the tax-exempt status of Buddhist monasteries in the T'ang dynasty were typical of our readings' subject-matter.

It was not until I came to AGSIM that I discovered that it is possible to say 'modern facilities' or 'I would like to establish a checking account' in Chinese. I was still under the impression that the Chinese commonly reckon by the lunar calendar. In defense of Oxford, I would

quote C. M. Bowra, warden of Wadham College: "The study of the classics is essentially an attempt to extend our experience by absorbing that of a society which is both like and unlike our own, and the study is conducted largely through a close attention to a series of literary masterpieces."

The reader may now be in a position to sympathize with Bowra's colleagues, who found his pomposity rather irksome. They even attempted, on one occasion, to wrest the dinner conversation from him by being even more pedantic than he was. They had all read up on Sythian Urns in the Encyclopedia Britannica before their repast and they spent the entire meal discussing its fine points, while Sir Maurice glowered in silence. Afterwards, while folding his napkin, Bowra addressed them as follows: "Thank you gentlemen for the first intelligent conversation I have heard in a year of dining together with you. I trust you've seen my article on the subject in the Encyclopedia Britannica."

...

Oxford's architecture and landscaping are somewhat more appealing than our own, but then, I never saw there a sunset so magnificent as some we have had here in the past week. The weather there, is in fact dismal, although it is true that when the sun did break through the foul and ugly mists of vapors that did seem to strangle it, it was all the more wonderful!

Another advantage which AGSIM may claim over Oxford (and which you may find difficult to swallow) is the superiority of the meals served here. I am told that the meals at the British public schools are even worse than Oxford's. This fact may have been of some cold comfort to the natives, but I, for one, was on the verge of starvation for four years. Breakfasts in particular were universally abhorred and endured in silence. Universally, that is, except for the American contingent who, to everybody else's disgust, always seemed to have jogged, showered, and read three newspapers before arriving. These insensate loudmouths were gradually banished to a far corner of the dining hall.

There was only one college at Oxford which served decent food. It seems that a graduate of Merton College had been so revolted by its unpalatable cuisine that he was, in later years, moved to establish an annuity for the college out of which was to be paid the salary of a Cordon Bleu chef.

As a final note, consider finals. People here like to complain about the frequency of exams. It is rumored that there is even one class here which has 17 exams — one for each chapter of the text. At Oxford, no exams are given during the whole four years until finals. Finals consist of ten three-hour exams administered within the space of one week.

The general idea is to enjoy life for three and a half years and then to cram maniacally during the final term. This I found splendid training for my AGSIM career. One of my instructors this summer did offer to let the class wager their entire grade on a single final exam but, strangely, only one person voted in favor of that option. I'm forced to conclude that most people here really prefer the present system.

I know they prefer the dress code; Oxford requires all finals candidates to wear cap, gown, black suit, and white bow tie to exams. Pressure is so great that the local mental hospital reserves an entire ward for cases of nervous breakdown and exhaustion during finals — and it is said that the Warnford Hospital gets higher test results than any Oxford college.

In sum, I think you will agree that our own Thunderbird compares quite favorably with the famed University of Oxford. As for myself, who has known the best of both, is not the world mine, on a silver salver?

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from the Arizona
Republic

Sun Belt continues to outshine the rest in cities' growth rates

If one had to choose, let's face it, few of us would list Newark, New Jersey or Bartlesville, Oklahoma as first choice in ideal locations for employment. If fact, these cities might be down fairly far in our qualifications for a home.

Fargo, North Dakota might get a bit cold in the winter and Biloxi, Mississippi doesn't exactly have a major symphony orchestra. A Moral Majority member might have difficulty relocating in Las Vegas and a native of Marin County might have adjustments to make if they moved to New Hampshire.

While many Thunderbird graduates hire on with firms after interviews at school, many others leave Glendale and head into the sunset with little idea of where to search for work. Let's face it, the choice of where one is to live is fairly important. Its not a decision that should be taken lightly if one has anything to say about the decision.

Many employment consultants and counselors are placing special emphasis upon the selection of a home. They deem this as essential to happiness and productivity on the job itself. After all, the bachelor's life might seem quite bleak in Bird City, Kansas or Cut and Shoot, Texas.

A new book has taken this need for happy surroundings and raised it to a science. Although "What Color is Your Parachute", and other best-selling manuals have incorporated some parts of finding the city of ones dreams into their job-hunting strategies, "Finding Your Best Place to Live in America" zeros in on this important area.

The system used is similar to the method of vocational aptitude tests that all young Americans have taken at one time or the other. Through a series of comparative questions, the reader can zero in on exactly what city is most liable to meet their wants and needs. Although it would be a hopeless exercise to go through the exercises presented, a number of charts list statistics of interest to transplanted Phoenicians.

Of the eighty major cities in the U.S. that are compared, Phoenix rands second in per capita non-violent crime, second in

population percentage growth and first in the average temperature of summer. To display further Phoenix knowledge we could add that teachers rank fourteenth in pay scale here, Phoenix ranks eleventh in the cost of housing and has third highest divorce rate.

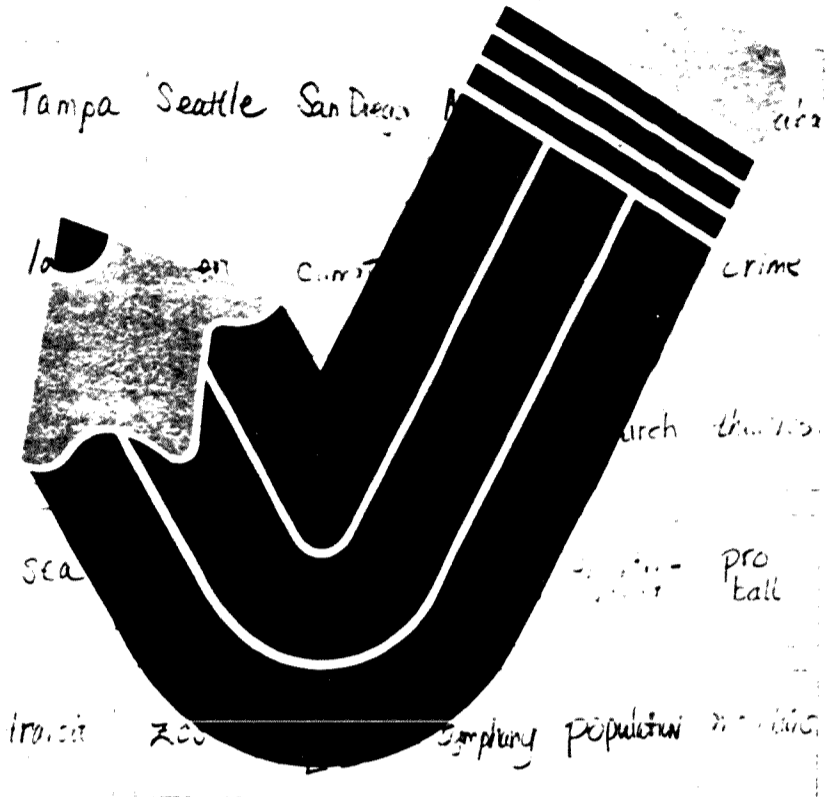
To carry the rankings further, we could say, if one live in Houston or Tampa, the water is the worst in the country. Alabama has the highest proportion of English speaking citizens and Rochester, New York has the largest amounts of snow. New York, Miami and Los Angeles are the most dangerous cities with regard to violent crime. The list goes on.

Several national magazines have continually advised their readership of the best oportunites for good living and good working. In a recent study done by Money Magazine, the ten cities offering greatest employment potential were published. Not surprisingly, all ten of the highest growth cities were in the Sun Belt. Among the cities receiving the highest marks for livability and income potential were Tampa, Florida; Austin and Beaumont, Texas; Albuquerque, New Mexico and Tucson.

According to Money, seven of the ten worst business climates were in New York and the Northeast. Leading the projected loser cities were Buffalo, Newark Jersey City and Scranton. Many experts have expressed the belief that high fuel and labor costs will eventually force U.S. industry to take advantage of milder weather and more favorable employment conditions. This exodus seems to have already begun, although not in the massive manner once predicted.

In another study of small to medium size cities that offer large city employment possibilities, culture and the advantages of small city living conditions, Money turned up some surprising results. Their choices for the best small city living were:

Fort Collins, Colorado (pop. 79,000)
Sioux Falls, South Dakota (87,000)
San Angelo, Texas (75,000)
Appleton, Wisconsin (58,000)
Sarasota, Florida (50,000)
Nashua, New Hampshire (70,000)
Billings, Montana (100,000)



Lafayette, Louisiana (86,000)
Knoxville, Tennessee (182,000)
Olympia, Washington (48,000)

Among the prevailing theories that job counselors advise in relation to choosing ones ideal spot to live, is to list the top three or four locations that a person would choose if given the option. List the cities in order of preference and do a thorough job of researching the business that could offer suitable employment. Following this, give your first priorities the major thrust of your job search.

According to the experts, the worst that can happen is a few months working at MacDonalds while a better job is in the

works. "After all", they reason, "the prospects of finding a job in an environment suited towards your needs is an important undertaking." The amount of control one can exercise over the various elements, hopefully, will alleviate some of the feeling that one is at the beck and call of the job market.

Thunderbirds are well known for leaving Glendale nesting in a wide variety of exotic locations. Some have complained that too little thought had been given previously to the area that they were to live in. Hopefully, this important aspect of the job search will not go overlooked or be allotted to the vagaries of chance.

Val-girls find bullfight 'grody to the max'

I'm still trying to figure out what Papa Hemingway would have done. With his usual crowd of admirers to record the incident for posterity, I'm certain he would have done something profound and macno. Me, I just sat there in an uncomprehending stupor.

The meeting of two cultures had been rapid. Despite all the meticulous training in cross-cultural understanding at AGSIM, there was no way I could have been ready when my wife, the Val-Girls, and I went to the bullfight.



The Sunday afternoon sun had begun its descent over the sleepy coastal burg of Mazatlan. The bullfight was in each conversation and on every mind. The cab-driver pondered the probable outcome, the hotel clerk swooned at the mention of the main attraction's physical prowess, there was an unmistakable scent of death in the afternoon.

Although my pre-college education had included seven years of Spanish, somehow my wife and I had to navigate to the bullfight using a vocabulary that spanned seven words. My acting ability had improved since the beginning of our trip and I had become quite adept at communicating our destinations to cab drivers. Although my imitation of a fish (for the fishing docks) and cash flitting through my fingers (for the bank) had proved great

successes, I was more than a little hesitant to begin my rendition of a bullfight in the taxi we hailed (this might lead to another treatise someday on my assertion that English proficiency be required of all cab drivers throughout the world—it will make things a lot easier on me when I get that great international executive position the recruiter from AGSIM promised me). Well, I don't know which imitation got us to our destination—my wife believed it was the fingers on the side of my head, menacingly swaying like a killer bull; I still

maintain it was the flair that I displayed in moving my invisible cape that did it.

After arriving at the stadium and somehow getting in the wrong line for tickets, I navigated us to the shady side of the ring to enjoy the festivities. The group of local musicians that provided "pre-game" music was colorful, but very off-key (I think that can be linked to the prodigious amounts of beer they were drinking to keep their lips wet). I could barely understand one word in ten, but that failed to dim my enthusiasm for the bullfight. Hey, I was here to soak up a little local color, and that's what I was doing! Our neighbors were a friendly lot, eager for the action to begin. The stands were full of young boys hustling everything—Cracker Jacks, cokes and Sabritas. I remember telling my wife how proud John Warner

(the president of Sabritas and AGSIM grad) would be if he could see his salesmen and their gumption.

After the first fight I told my wife it was all right to open her eyes again. I was not feeling particularly well and the thought of all those Sabritas in the stands was not something to dwell on. The crowd was smiling and still in a festive mood—I felt like I did when my Dad and I went cod-fishing during a storm.

The second bull had just been let into the ring and had been stabbed—ostensibly to get it ready for the new matador. I still remember looking down and seeing them picking their way through the crowd. In the middle of this predominantly agrarian crowd came two mini-skirted Val Girls. They both wore perfectly pressed and delicately colored outfits with interesting ruffles. Their high heels still retained quite a shine despite the mud they had to walk through to get to the stadium. My wife and I looked at each other in disbelief. We thought some slighted friend was playing a joke on us as they sat next to us.

With a great flourish and to-do, they arranged themselves neatly and placed their purses under their seats carefully. I remember overhearing one of them saying something about looking for Betty and Bobby, but otherwise took very little notice of what they were up to. I was trying to explain to my wife some of the intricacies of bull fighting that I had recently read in my Fodors manual, when I felt a tapping on my shoulder. It was one of the Val-Girls with a look of great concern. "Pardon me," she said, "but I think that the bull might be hurt, it looks like blood on his shoulder."

As I tried to explain that this was to weaken the bull, a look of great disgust filled the young woman's face. "I just think that that's retarded," she screamed for all to hear. It failed to daunt the jovial crowds

around us—in fact I think they got a kick out of it.

As the action intensified, their comments heated. They wanted every one to know that this was no sport for them. As one matador came out to begin his act, one Val-Girl turned to me and asked if he was supposed to have a towel too. It took me a moment, but I understood she meant a cape.

As the stage was set for the final coup de grace, one of the Girls grabbed my arm and cried, "They're not going to shoot it, are they?" I explained that they would try to stab it through the heart, but they would have none of that. They picked up their new purses and stormed out. "I've had enough killing for one day," one screamed for all to hear." Betty and Bobby will just have to meet us back in the hotel! We're getting out of here."

As the crowd watched, amused and fascinated at these strange Yankees, I had to smile at my countrywomen. I gloated at my own superior savoir faire. After a moment of thought, I realized they had been bold enough to say what I had been afraid to let anyone know. I didn't want anyone to think I was an uncultured American who hadn't read Hemingway and seen the world too.

We both got to thinking and high-tailed it out of the stadium. I suppose we were right on the heels of our Val-Girl compatriots. With a much relieved feeling my wife and I found a whole fleet of taxis waiting at the gates.

As we headed for our hotel the driver asked us if we had enjoyed the bullfights. Not wanting to anger him we said they were all right, but we were a little tired. He gave a hearty laugh and then explained that all the taxis were waiting for Americans. "The Americans always leave so early!" he exclaimed.

'Years of Experience' bring hostage through ordeal

by Wendy Wong

As he stood at the podium, it was difficult for me to imagine this man involved in one of the most tragic episodes in recent American history. Difficult, because when he spoke of his ordeal, his manner was nonchalant, his emotions subdued and his retelling of his time in captivity, at times, was humorous.

Robert Ode, a retired foreign service officer, accepted a six week temporary assignment as Chief of the Non-Immigration Visa Department at the American Embassy



Robert Ode, describes his experience as hostage to T-Bird audience

in Tehran. Aware of the political rumblings in Iran, Ode was given assurances by the State Department that things were beginning to return to normal.

For Ode, who had served in the foreign service since 1947, this type of situation was not new. In 1978, Ode served in politically unstable Jamaica and then early in 1979, he assisted in the aftermath of the Jonestown Guyana tragedy.

So, a six-week opportunity to get to know a country and its people turned into a maelstrom for Ode, when on November 4, 1979, (two weeks before he was to end his service in Iran) students turned into terrorists and American military and civilian personnel become hostages. This unpredictable turn of events kept Ode, 51 other Americans and the United States in captivity for 444 days.

We all know the story. I needn't repaint the picture, but yet, there are those remnants which have been buried or have given way to more timely journalistic enterprises. Now, over two years after the 52 American Hostages have been released, what is remembered? What is left? or better still, How has America left it?

Ode, speaking on campus last week, gave us a look at what remains and what has been misunderstood about the hostage crisis.

What many of us may not understand or may have been guilty of misconstruing is the labeling of hostages as prisoners of war. Ode explains it this way. "The taking of hostages will never achieve its proper place in history until the American public stops comparing the former hostages with prisoners of war. We were not at war with Iran, we never have been. The taking of diplomatic personnel was a blatant disregard of internationally recognized diplomatic agreements."

Not only has the American public misconstrued this fact but so has the United States Government. The President's commission on proposed hostage compensation advised payment of \$12.50 a day for each day of captivity to the former hostages. Counting for inflation, that is roughly the equivalent payed to POW's of World War II and the Korean War.

Ode has protested publically over this proposed compensation which he feels is grossly inadequate. The response from the Government and the American people has been thus: letters he has written to the President have gone unacknowledged and from some citizens he has received hate mail and 'nasty and even obscene' phone calls. "In particular," Ode recalls, "they accused me of being unpatriotic, greedy, trying to milk the U.S. Government of the American taxpayer."

Prior to his service in Iran, he was drawing a pension which would terminate when he became salaried for more please turn to page 7

Professor takes teaching method along to France

by Jack Moore

With the mid-semester "changing of the guard" in French classes, many T-Birds are readjusting this week to teachers just back from France. While this is a habitual phenomenon at AGSIM, last week marked the arrival of two new professors, Monsieur Robert Blanc and Mademoiselle Yvette Montemayor, and the departure of one seasoned professor, Mme. Arlette Chamie.

We talked with Mademoiselle Chamie about her time here at AGSIM and about what she expects to find upon her return to France.

Q: How long have you taught here at AGSIM?

A: Two and a half years.

Q: Do you feel it was time well spent?

A: Oh, yes. I found AGSIM a very interesting place to work — because of the students and because of the teaching method. I have taught in Africa, Europe, and here, and this is definitely my favorite method. Hopefully I will be able to import it to France and adapt it to the methods we have there.

And it was also nice to find Americans who like to be in contact with foreigners. That was new to me. Before I came here I taught in Michigan, in two different universities, and there was none of that feeling.

Q: Where did you teach in Africa?

A: In Morocco. I taught English there for three years. That was interesting because they're now involved in a process of "Arabization," which means more and more of the subjects are taught in Arabic. This implies a gradual phasing out of French professors, although 60% of the French (language) profs were still French when I was there, which was from 1972 to '75. The Moroccan government must keep a certain level of French people employed due to economic agreements and deals with the French government. We have created a great dependency, to our advantage — to theirs also, perhaps — but greatly to ours.

Q: On the subject of economics, what do you think is the future of the European Economic Community?

A: I have great faith in the EEC. I'm not sure if it's too utopian, but I think the original idea will continue to thrive, despite all the recent discussion about protectionism. Each government has its own basic policies, but I

feel that France, regardless of whether its present administration is right or left-wing, will pursue the idea behind European economic cooperation.

It's interesting though, because in many ways France doesn't like to conform. That's what irritates Americans; and I like it! We are very proud people — as individuals and as a nation. And I think it gets on Americans' nerves because you are the same way — individualistic, proud, with the tradition of freedom.

Q: You've been away from France for several years. Do you expect the public's political orientation to be different under the Mitterand government?

A: Well, first of all, I don't expect the new political situation will have that great an effect on me personally, as a professor. But I am curious to see the attitudes of people my own age because many of them voted for the change. Many of them wanted a socialist government.

Q: Where will you be teaching?

A: I will be in Grenoble, at Les Grandes E'coles. It's a school like AGSIM, and I will be teaching English and perhaps American and English culture.

Q: A school like AGSIM?! Do they follow a tripartite curriculum?

A: Not exactly, but you see, the whole educational system is different in France. Teaching languages at a graduate school, like it's done here at AGSIM, wouldn't have as much of a purpose because people are bilingual or trilingual anyway. When we get out of high school we have to speak two foreign languages — one well, one not quite as well. But there are business schools that have international studies and international economics where they teach English. Also, I believe Arabic is taught in some business schools because we do have quite a few economic ties to Arab countries. Overall, our attitude is that we feel we should speak foreign languages; it's a matter of practicality, as well as sophistication.

Q: Are you at all sorry to be leaving?

A: As I said to my friends, I won't miss Americans so much, but I will miss AGSIM!

Country Bob covers all the bases

by Ed Ranger

While the Arizona sun beat down on campus and the combination of 110 degrees and 45% humidity caused even the lizards to sweat, Country Bob Johnson obliged me an interview in the cool refreshing atmosphere of the "Oasis in the Desert." No, not the library—The Pub.

Yo: Well Country, thanks for the beer. There have been a few gripes and complaints concerning your management this summer. Why don't we try to clear these up in order to cover all the bases?

Country: Alright.

Yo: There seems to be some friction between you and the ASLC due to the fact that the Pub wasn't open during orientation and that you failed to supply the Orientation Party with kegs of beer. How do you react to these contentions?



Country Bob Johnson doing what he knows best.

Country: In retrospect, I suppose it was a mistake being closed at the beginning of the semester. We could have made some money and quenched some thirsts, but I was back with my family over the break. Addressing your second question, I must have spoken to Bilquis Irene Hameed, chairwoman of the Orientation Committee, three or four times about selling her group some kegs. I told her that if she wanted them, I'd arrange it. However, I tried to impress upon her that it would be cheaper and less complicated to purchase the kegs at the local Liquor Barn and I guess that's what they ultimately did.

Yo: Bob, here's another question that's been heard around here lately. Why did you raise the prices?

Country: I hear this all the time. Can you imagine if I raised pitcher prices by 50 cents? I'd probably be staked in the desert and covered with honey. Our prices aren't that high in comparison with the rest of the valley. Where else can you get a shot of Cuervo or Chivas for under two bucks?

Yo: What about lack of talc in the billiard room?

Country: OK, I'll get some. I don't even know what it is? What do they do with it, lick it for good luck?

Yo: Bob from your experience as manager of the Pub, which nationality holds the drinking crown on campus?

Country: The ***** followed closely by the Dutch... without them, I don't think the Pub would be profitable, though they may be scaring off other potential drinkers. I really like the Dutch, but I've got to admit they get a little scary while working on cases, Budweiser that is.

Yo: Does the pub have any major problems this semester?

Country: Yeah, no customers. People are too busy to party. Look at the stats. Summer Pub nights only pull half the receipts as the spring.

Yo: Are you implying a lack of serious drinkers?

Country: Yes. We've got plenty of serious people on campus but just not enough drinkers. As you know, all serious folks aren't drinkers and all of our drinkers are definitely not serious. It's a marketing and behavioral modification problem. We're working on it.

Yo: Do you have any suggestions for your colleagues?

Country: Yeah, drop at least one or two classes, like I did. Everyone needs to relax, so take it easy and beat the heat in the pub. If anyone has any troubles that they can't resolve through meditation, come on in and tell them to the bartenders. After all, they have been specially trained in social psychology at a private Sun City clinic. Don't let this fine campus resource go to waste.

Yo: So tell me Bob, do you have any complaints since hiring on as manager?

Country: I've a couple. Like the Aerobics Club. Last week they called me and ordered four kegs for Friday night. Well, I went there to check it out and I'd say that at least 80 percent of the people could use to drop 20 pounds, easy. Only those girls dancing in the funky L.A. clothes looked good. The rest of them had no business drinking four kegs of beer.

Yo: Bob, I think you're talking about the Arabic Club.

Country: Yeah, they haven't paid me either.

please turn to page 8

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Tax reforms spur new wave of American employees overseas

Editor's note: The following article was written in the context of Jeanne's work in Saipan dealing with taxation problems facing U.S. expatriates there. It is an excellent introduction to the basic questions many T-Birds will be asking when working overseas.

by Jeanne Yamamura

Americans working overseas since the beginning of 1982 are getting a better deal on taxes from the IRS. The improved tax treatment for U.S. resident workers overseas resulted from tax changes in the Economic Recovery Act of 1981.

On an after tax basis many overseas jobs are now more attractive to U.S. residents. This is particularly true in countries where the local taxation is low or non-existent such as countries along the Arabian Gulf or selected areas of Asia. The Act also made major strides in simplifying the jumbled mass of regulations governing Americans working overseas and substantially reduced the effective cost of maintaining a U.S. employee in a foreign country.

As a result, American corporations are again sending Americans overseas and are planning on increasing the percentage of Americans in foreign locations. Although most major corporations have a knowledgeable tax staff available to provide assistance to expatriate employees, medium sized and smaller companies may not. Thunderbirds who are U.S. residents and who plan to go overseas now or in the future should understand the basic provisions applicable to expatriates and be able to calculate the tax impact of such a move. Key provisions include the foreign earned income exclusion, excess housing costs exclusion, and the foreign tax credit.

Foreign Earned Income Exclusion

The major provision applicable to U.S. citizens working abroad is the Foreign Earned Income Exclusion. In 1983, this provision entitles expatriates to exclude \$80,000 in foreign-earned income from U.S. taxable income. The exclusion increases by \$5,000 per year until 1986 when the maximum exclusion of \$95,000 is reached.

The foreign earned income exclusion is:

1983	\$80,000
1984	\$85,000
1985	\$90,000
1986	\$95,000

Foreign earned income consists of wages, salaries, and other payments rendered for services performed overseas. Such payments must be received no later than one tax year following the period in which the services were performed.

Foreign allowances such as cost-of-living, housing, education, automobile and home leave allowances and moving expense and U.S. and foreign tax reimbursements are also considered part of an employee's foreign earned income. Excluded are other types of income such as dividends, interest, or annuity payments even when received overseas or paid by foreign corporations.

To qualify for the Foreign Earned Income Exclusion, either of the following tests must be met:

- (1) Bona fide residence: The taxpayer must establish a bona fide residence in a foreign country for a full taxable year. For most taxpayers, the tax year begins January 1 and ends December 31. In general, bona fide residence is evidenced by actual presence in the country and actions which indicate an intention to remain indefinitely or for an extended period. Holiday or business travel does not affect the residence test.
- (2) Physical presence: The taxpayer must be physically outside the United

States for 330 days out of any consecutive 12 month period.

Both the bona fide residence test and the physical presence test require the establishment of a foreign tax home. The tax home is located in the country which is the taxpayer's principal place of work and which taxes the employee as a resident. Individuals meeting either test are eligible to exclude foreign earned income on a pro-rata basis from gross income. Pro-rata basis means that income must be allocated between foreign and U.S. source depending on the number of days worked in the foreign country (or countries) and in the United States.

For example, a business trip back to the United States from a foreign residence would require that a portion of the businessperson's salary be considered U.S. source income and thus ineligible for the exclusion. Married couples are allowed to compute a separate exclusion for each individual. Taxpayers seeking to establish bona fide residence who move in the middle of the year are still eligible for the exclusion. However, they must request permission from the IRS to delay filing until the residence test is met.

The exclusion may have an additional advantage of lowering U.S. taxes paid on other income as the taxable income remaining after the exclusion is taxed as though it were the only income. Thus, the taxpayer remains in a much lower tax bracket.

Individuals working for the U.S. Government or any of its agencies including the military forces, the Foreign Service, and the CIA are not eligible for the exclusion.

Housing Expense Exclusion/Deduction

Expatriates who meet the bona fide residence or physical presence test are also eligible for the housing expense exclusion/deduction. The provision applies to "reasonable" housing expenses which exceed 16 per cent of a GS14 Step 1 salary (currently 16 per cent of \$41,277 or \$6,604). Housing expenses include rent, utilities, insurance, furniture rental and other housing related expenses but do not include expenses which are already allowed as itemized deductions such as property taxes and interest.

The exclusion is allowed for housing expenses which are paid by the employer and the deduction is available for housing expenses which are paid by the employee. An additional ceiling is imposed on the housing deduction which combined with the foreign earned income exclusion cannot exceed total foreign earned income. Therefore only persons with foreign earned income in excess of \$80,000 in 1983 would be able to utilize the housing expense deduction. Unused housing expenses may be carried forward but for one taxable year only.

If the taxpayer's family does not live with her/him due to adverse living conditions, expenses of a second household outside of the United States are also eligible for the exclusion/deduction.

Foreign Tax Credit

Foreign taxes paid may be either deducted or credited on the U.S. tax return. If taken as a foreign tax credit (FTC), certain limitations apply. (1) The portion allocable to exclude income, i.e. foreign earned income and housing costs exclusions, is disallowed. (2) The FTC can be applied only against U.S. taxes owed on foreign income and cannot be applied against U.S. taxes on U.S. source income. This overall limitation is applied by means of the following formula:

Foreign source taxable income X U.S. tax
Taxable income less zero bracket
amount
plus personal exemptions
equals Limitation on foreign tax credit
Any unused FTC may be carried back two
years and carried forward three years.

Miscellaneous Provisions

Other provisions affecting expatriates are briefly mentioned as follows:

An automatic two month extension for filing, i.e. to June 15, is granted to U.S. taxpayers traveling or living overseas on April 15.

Taxpayers who sell their home prior to working overseas are allowed up to four years to reinvest the proceeds in a new residence and thus defer recognition of the gain on the sale. Resident aliens must meet the physical presence test to be eligible for the foreign earned income and housing exclusions. Bona fide residence and physical presence requirements may be waived by the Secretary of the Treasury if taxpayers are forced to leave a country due to war, civil unrest or similar adverse conditions.

Blocked income, i.e. income in a foreign currency which cannot be converted into U.S. dollars, may be deferred by the taxpayer as taxable income until it becomes unblocked.

Taxpayers moving overseas are allowed higher moving expense maximums than taxpayers moving within the United States. The ceiling for moving expense for a move from the United States to a foreign country or from one foreign country to another foreign country is \$6,000. Moves back to the United States are limited to \$3,000.

Meals and lodging may be excluded from income if provided on employer premises for employer's convenience and if required to be accepted by the employee as a condition of employment.

Before making the decision to utilize the foreign earned income exclusion and excess housing costs exclusion/deduction, the tax disadvantages must also be weighed.

First, foreign taxes paid and other expenses incurred relating to excluded income are not creditable against U.S. taxes or allowable as deductions. Moving expenses to the foreign country, for example, may not be fully deductible. Foreign tax credits are allowed only for foreign taxes paid on non-excluded income. Taxpayers earning under \$80,000 and paying foreign taxes at a rate higher than the U.S. rate may not gain any tax advantage from the foreign earned income exclusion.

Second, it is difficult to plan ahead for tax purposes as taxpayers cannot freely elect and revoke the provisions depending on their changing circumstances. The foreign earned income exclusion and housing costs exclusion/deduction may be elected separately as well as together. Once elected, the provisions remain in effect for all future years until revoked. Revocation may be made at any time with or without the consent of the IRS but if revoked with IRS consent, the taxpayer cannot re-elect the exclusion/deduction for five years.

Third, taxpayers whose sole source of in-

come is foreign earned income may not be eligible to place funds in IRA's (Individual Retirement Accounts) and cannot take the marriage deduction.

Thunderbirds planning to go overseas should have a basic understanding of the foreign earned income exclusion, the excess housing costs exclusion/deduction and the foreign tax credit. The current tax regulations, despite being simplified relative to the previous statutes, remain complex.

Detailed comparisons are often in your interest and the foregoing only provides a basic outline of the rules. Due to the complexity of the tax laws it is advisable to obtain tax counseling prior to moving overseas to ensure minimization of taxes.

Hostage Cont.

than four months. So Ode had to repay the pension which was erroneously paid to him by the Government while he was in captivity. It has not been an easy nor a pleasant thing for Ode to do. "Since my pension ran into the thousands of dollars, I can assure you, I would have much rather have preferred to draw my pension and enjoy the freedom of retirement in Arizona than be paid a salary in lieu of my pension to sit behind bars for 444 days and nights."

In a way he tried to beat his captors at their own game. He told the story of how he regained possession of his watch from them. "I badgered the terrorists to return it, only to be told by them that I didn't need it. Since other hostages had had their watches returned, I demanded equal treatment. That argument didn't carry much weight, however, until I used their own religion against them to remind them that the penalty for stealing was to have one's right hand cut off." Ode's watch was returned that afternoon.

Ode is understandably bitter toward his captors, but certainly not toward the country or the people of Iran. He feels fortunate to have come through the ordeal without any psychological or emotional scars. He says of himself, "I attribute this to maturity, to years of experience, and perhaps being just a little bit of a cantankerous senior citizen."

Spouse cont.

—First come first serve system for filling employment openings if pay is minimum wage.

—Free tuition for employed spouses.

—Make provisions for spouse employees to take classes during working hours.

—Option for leave of absence during semester breaks.

—Job seniority with the option to apply for other jobs without putting present job in jeopardy.

—Any work required on Saturdays or school holidays should be considered overtime and compensated accordingly.

We hope you will seriously consider these suggestions, as we feel they will improve the experience for students at AGSIM, and can be implemented. Thank you for your time and consideration.

EDITORS NOTE:

This letter was signed by six spouses. Their names are available on request. This letter was submitted to Lee Stickland, Vice-President for Business Affairs through the ASLC.

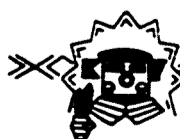
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Carter Commends Thatcher's pragmatism

Cont.

there is always the odd few that do the minimum. I imagine that they have other priorities. In all, it has been a pleasure teaching here. I don't say that because I am waiting for my last paycheck either.

The philosophy of AGSIM is good. There are two keys to success in business. First, know what it is that you want to do; secondly, concentrate on what you know how to do best. This is appropriate in a management school, and AGSIM has mastered this, I think. AGSIM has identified its market segment, and does an excellent job marketing to it. AGSIM as a private institution has got to be good. It is not the same as a public university, where it can be bailed out if it makes crucial mistakes. So, AGSIM has to be good.

DAS TOR: Tell me about the courses you are teaching.

DR. C: People usually come to the subject of insurance with little prior knowledge. At Nottingham we have been successful using the case study method. I have used it here. I like using cases because it puts the onus on students to become active and think. And, I have had positive reactions to it. In a case study there is no one right answer because we are dealing in areas of uncertainty. There is a wide latitude of possible answers. What a case study tries to instill is a methodology for approaching and solving problems. If you are able to formulate the right questions, you are three quarters of the way to a solution. You judge a decision, not by the outcome, but by the strength of the information upon which it was made. Therefore, if you are a betting man, and this is an important assumption, and you can get one hundred to one on the even expected rate, then put your shirt on it. However, you can still fall flat on your face. But, it was a right decision based on the given information and the fact that you are a risk preferrer.

I sat on the Board of Advisors for a number of years at the University of Nottingham. The employers that I spoke with were unanimous in that one of the weaknesses of graduates was that they had not learned to work as a member of a team and that they could not write reports. The case method tackles both of these problems.

DAS TOR: It seems that the learning experience of the case study method has a greater mental staying power than the lecture approach.

DR. C: I agree. They are difficult to prepare but they are worth it. We at Nottingham are thinking about publishing a set.

DAS TOR: What will you be doing two years from today?

DR. C: I'm a full professor in the UK. My only avenues for academic advancement would be as a dean or a chancellor. Frankly, neither of these propositions are very attractive to me. There is too much administrative responsibility. If I had wanted to be an administrator, I would have remained in industry and been much better paid for it. The British educational system has been cutting back for years now. So, new developments are as rare as snow in hell.

DAS TOR: Or a cool summer day in Arizona?

DR. C: Now that you mention it. Presently though I am working on developing an business exchange program for overseas students.

DAS TOR: Maggie Thatcher has become somewhat of a cult figure. Is she good for Britain?

DR. C: If you look at the alternatives, she has got to be good for Britain. We have a Socialist party in disarray. It has been increasingly controlled by members from the Far Left. This has been a problem in British politics. The Labour party at the local branch level is being dominated by the Far Left! I shudder to think what would have happened to Britain had Labour won the election. It is a party devoid of ideas beyond those which have already been tried and manifestly failed.

Politically, I am in the Liberal party. But it is very difficult for a minority party to obtain seats in Britain due to the election system. In the last election although the Labour party garnered 20% of the total vote they gained only 6% of the seats.

The conservatives are really the lesser of two evils. The thing that the Thatcher government has done, and it is to be commended for it, although, at tremendous cost in terms of unemployment, is bring Britain to terms with economic reality. That is, nobody owes any country an easy life. She has hammered home the fact that your standard of living is what you make it. The next five years will be a tremendous test. Much must be done to hammer home these lessons. My fear is that as the economy grows, we will forget these hard lessons. To summarize, I admire what Thatcher has been trying to do. If I had been in Britain during election time I have no doubt where my vote would have gone.

DAS TOR: What about the issue of arms in Europe?

DR. C: Thatcher is pragmatic. She does not and I can not subscribe to the unilateralist argument. I can not believe that if the West were to lay down its arms the Russians would do so also. I wish I could believe that, but I can not.

Women make it to the top faster than men

by Stuart Winchester

Women are natural entrepreneurs and are starting businesses faster today than their male counterparts. According to a 1981 Queen's University study, women are becoming business proprietors at a faster rate than men and women are significant employers and revenue producers. Professor Lois Stevenson of Acadia University also conducted a study, titled, "An Investigation of the Entrepreneurial Activity of Canadian Women." The results showed that:

- Female business owners are better educated than men, who tend to enter the business world directly from high school;
- Women are more patient in business than men, who are more concerned with making a quick profit.
- The myth that women are more likely than men to inherit a business is unfounded.

According to Prof. Stevenson, "Women are becoming important contributors in the creation and development of small business in Canada, and one-fifth of women own more than one business. They are entrepreneurs by nature."

A comparison between women executives in the United States and Canada showed that Canadian women earn approximately \$10,000 CDN a year less than their American counterparts. The Queen's University study showed that 79 percent of the Canadian sample earned \$60,000 while 73 percent of the U.S. sample were in this category. Twice as many American women, per capita, earned \$100,000 CDN or more than do Canadian women.

Whether in Canada or the United States, opportunities for women to start their own businesses are the best they have ever been. Furthermore, there exist many good examples of successful women entrepreneurialship.

Country Bob solicits students for course in Pub management

Cont.

Yo: Bob why don't you tell me about the Pub's new Mug club?

Country: I figure with all the ugly mugs on campus we should be doing brisk business. People don't realize that these mugs have a high NPV if correctly utilized. It's a blue chip, red-nosed investment. All you have to do is drink 60, 15 oz. mugs' of beer to complete the payback period; after that, you're drinking free. Sounds too good to be true? I've worked it out algebraically:

15oz.-10oz.—5oz. free (normal 50 cents per 10oz.)

60x10oz. x 50 cents—\$30.00

\$30.00x15oz.—\$45.00 worth of beer for \$30.00

\$45.00-\$30.00—\$15.00

\$30.00/50 cents—60 beer break even

So: 120 beers cost 33 cents/10oz.

180 beers cost 10 cents/10oz.

240 beers/we pay you

2,000 beers/we assume your car payment

12,000 beers/we assume the mortgage on you condo

Like I said before, it behooves you to drink at the Pub.

Yo: Bob, do you have any new developments in store for AGSIM?

Country: As a matter of fact I do. I am currently offering a 500 level course in Pub management for those students who wish to augment their marketability. All those interested should contact the Pub for matriculation and make out a \$500.00 cashiers check payable to Country Bob's School of Bar Management. It's not the Arizona Bar, but it costs less and still enables you to claim that you've passed the Bar and stayed there.

Yo: I've overheard students discussing the need for a dance floor in the Pub. Why don't you install one?

Country: Because we don't want to.

Yo: What about the rumors around campus which concern your recent transformation from dedicated accounting student to arrogant power merchant directly after your appointment as Pub manager?

Country: Isn't that what this school is all about?

Yo: People have been accusing you of ethnocentricity in your hiring practices. All the bartenders are U.S. citizens. Come on Bobby, give us the scoop.

Country: It's wrong and I'm sorry. However you must realize that bartending requires a low context mind set and right now we just can't afford the time or the effort on psychological screening.

Yo: How about that non-functioning big screen television that seems to have become an object d'art rather than a showcase for Monday night baseball?

Country: I really like its intrinsic qualities, but I especially enjoy the juxtaposition of high-tech against the austerity of ancient airforce surroundings. Once we float this upcoming P-Bill issue, they're like T-Bills but more liquid, the screen will be operational. Look for the tombstone in next week's Journal.

Yo: Bob, it's getting late and we still need some final philosophical insights for the conclusion of the interview. Do you have any advice for the new students or any explanations for the old timers?

Country: I've just two short semi-proverbs for you, my readers, and all potential drinkers, on campus or off, domestic or international. Just two things which seem to really incorporate my management policy and philosophy. If you've got the money honey, I've got the time and around here remember, Money talks bull—walks.

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