

DAS TOR

AMERICAN GRADUATE SCHOOL OF INTERNATIONAL MANAGEMENT

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SCHMIDT STRESSES PRAGMATISM AND PEACE

by Lee Youngjohn

Because his home town of Hamburg is only a 45-minute drive from the Iron Curtain and the first Russian tank division, Helmut Schmidt realizes the importance of being a good neighbor. He has to.

Fighting off jet-lag fatigue, the former Chancellor of the Federal Republic of Germany addressed the thought-provoking topic of East and West relations before an audience of nearly 5,000 at the Sundome Oct. 17. Approximately 100 AGSIM students and faculty attended.

Speaking as a European, Schmidt first discussed the various phases of Western political, military and economic "grand strategy," beginning with the reconstruction period immediately following World War II. After Stalin refused a joint renunciation of the use of nuclear weapons, the U.S. proposed the policy of containment which ended in the early '60s with the Cuban missile crisis. Next came the phase of flexible response and equilibrium—later to evolve into detente and deterrence.

But "during the second half of the '70s, both superpowers have lost much of their mutual confidence in the calculability of the behavior of the other side," said Schmidt.



Helmut Schmidt, former Chancellor of West Germany

He added that since the beginning of the Carter administration, Western grand strategy has lost its consistency, credibility

and continuity in the eyes of its own European allies who have been excluded from consultations and decision-making. "Cooperation in arms limitations has deteriorated to shouting matches and to half-hearted measures in economic warfare," Schmidt said. Equilibrium has been lost and too many unilateral decisions are being made.

But what is to be expected from the Soviet Union? Soviet mistakes and violations in the past eight years have also contributed to the decay of grand strategy. The Russians suffer from a "double complex of inferiority and insecurity," which has speeded up the arms race. Andropov's position is not yet consolidated, and this adds to the uncertainty. "My personal guess is that there will not be any basic change in Moscow's line of cautious expansion," Schmidt said. Russians have historically conquered other lands so Schmidt believes the explanation of the international behavior of the Politburo of today is 75 percent traditional and only 25 percent Communist policy.

"We must never let them (the Soviets) have it their own way, but this means we have to compromise," Schmidt said to scattered applause. For 20 years he has adhered

to a military strategy based on the principles of deterrence, credibility, adequacy in defense, continuous re-evaluation of adequacy, acceptability and the balance of power. Most important is convincing our own public of these policies.

Schmidt does not criticize the planned deployment of the Pershing II missiles in Germany, but he understands the Germans' concern. The 5,000 nuclear weapons (95 percent American-owned) already stationed on his homeland soil are seen as "nice targets" for the Soviets.

"I dare to prophesy that the present doctrine of early first-use of nuclear weapons by ourselves will in the course of the '80s be evaluated as inadequate and unacceptable," Schmidt said. "We will therefore have to be able to match the adversary in the conventional fields of arms and of man." He stressed the need for developing men in uniform who have motivation, education, skill and training—not sinking money into high-tech weaponry. Financial aid should instead go to lesser developed countries, who are threatened with instability by the recession, as part of the grand strategy.

Other points Schmidt made included his belief that military equilibrium in the NATO region has not really deteriorated to our disadvantage in the last 15 years. Only in the field of medium-range, Euro-strategic missiles (i.e., the SS 20's) does a clear Soviet superiority exist. The U.S. also has to re-establish consultation and cooperation with its European allies. In response to criticisms he has heard recently, Schmidt said, "You can rely on the French too, as much as you can rely on anyone else in Europe."

"Finally, power predestines the U.S. to take the lead in grand strategy with the East as the Europeans see it, and leadership is very much needed," Schmidt said.

VOTE ON NUCLEAR FREEZE

Dick Mahoney, I.S. Professor, locks horns on October 25th at 8 p.m. with Robert K. Dornan, former United States Congressman from California and prominent conservative spokesman of foreign policy issues. The subject: The Nuclear Freeze. The resolution reads as follows: "There should be a mutual bilateral and verifiable halt to the testing, production, and deployment of nuclear weapons." It was this resolution that appeared on the ballots of nine states and two dozen cities across the U.S. last November.

At the debate, which will be covered by two TV stations in Phoenix, ballots will be distributed to every member of the audience. The DAS TOR will print the results in its next issue. Remember: 8 p.m., Tuesday at the TAC. It will be the largest indoor gathering in the history of the school!

BLOOD DRIVE

Once again Arizona Blood Services will be parking their Bloodmobile on our campus. The bi-annual Blood Drive offers the opportunity for concerned students to donate one pint of their blood to be used by anyone in need of a blood transfusion.

The Bloodmobile will be located near Crossroads on...Thur. Oct. 27 10-3, and Fri. Oct. 28 9-11:30. All donors will receive a \$1.00 coupon valued at the Bizarre Bazaar. To schedule an appointment, please contact the Health Center, 978-7230.

THE PARADOX OF AFRICA: TRAGEDY AND HARMONY

by Brian Kelly

On Friday, October 7, Dick Mahoney, author, professor and enfant terrible of the AGSIM community addressed the Friends of Thunderbird in the Thunderbird room. He discussed Africa. Admittedly a tough subject to cover in twenty minutes, Mahoney concedes that speaking on Africa was like speaking on "North and South America, Europe and Asia all thrown together into one continent."

The independence of most of the 44 African nations came nearly 25 years ago when Britain and Belgium released most of their colonies. What has happened since then can be presented as a paradox: While Africa has been racked by starvation, brutal military governments and economic strife, culturally there still exists a strong sense of harmony centered around the family.

Mahoney speaks from experience. At the age of 11, he left a pristine existence in Phoenix to enter Achimota, a prep school in Ghana. (He accompanied his father who was there as ambassador under the Kennedy administration).

While at Achimota, he remembers joining a "tribe club" but having trouble at their parties because he couldn't dance like the others. "I still can't," he confesses. For four years Mahoney was the only white student in the school of 800. "You either sank or swam and there was no affirmative action program."

The tragedy in Africa is due to three factors. The most important of these factors is "complete political mismanagement." Part of this mismanagement is found in the pitiful judicial systems that fail to deliver basic justice and redress for grievance. This compounds the management problems for the brutal and short-lived military regimes that dot the African continent.

Secondly, the impact of the oil crisis ruined any ideas of prosperity in the immediate future. "The rise in oil prices may have hurt the developed nations but it absolutely

destroyed most African nations....In Mali and Benin, laws state that lights can be kept on only 45 minutes a day. How can one expect an economic upswing in such a situation?"

Thirdly, political violence has hindered social development. Mahoney recounted that the situation in Ghana was like a promising child slowly going retarded. It used to be that every year the government would send 25 bright Ghanians to such schools as Oxford, Cambridge and the London School of Economics. This practice abated as political violence swept Africa and distracted its leaders from their long-range goals.

Oddly enough, political violence which is common in Africa is often considered "rational violence." Politics is a very turbulent scene in Africa. To Africans, executions, torture, and assassinations may be more "understandable" than criminal violence which is rampant in the U.S. There is practically no criminal violence (robbery, rape, muggings) in many nations in Africa.

Mahoney says this type of deviant behavior doesn't exist because of a strong family unit. "It is not a nuclear family like we have in the U.S. Families in Africa are extended families and include grandparents, aunts, uncles as well as cousins." It is not uncommon for example, for a family to take under its wing an underachieving uncle. They will even introduce him as a "brother." In addition, the roles of all family members are clearly defined. This inculcates a social responsibility into Africans at a young age.

On the politically explosive question of South Africa, Mahoney concedes it is a very complicated problem but that the "U.S. is there for better or for worse....The U.S. is closely involved with the future of South Africa." While he does not claim to have a solution to the resolution of apartheid rule, he admits that "severing business relations

is not the way."

Eighty percent of the South African population is black. And they have not been, he says, dealt with adequately in the political reforms of the last five years.

Present legislation in that country distinguishes 241 different racial gradations for legal, civil and tax purposes. ("If you are Japanese and a businessman, you're considered an honorary white.") It seems that with such red tape, the idea of more student exchanges with South Africa seems distant. South Africa—the black pearl encased in a chambered white shell is, and will remain for quite some time, "one of the world's great trouble spots."

While much of Africa's history and present situation is tragic, it cannot be denied that it is a continent of vast potential—its human resources are enormous and proven, its natural resources remain untapped.

BIZARRE BAZAAR THIS FRIDAY

This Friday, October 28, starting during the very early morning hours at the Financial Aids yard, begins one of the most worthwhile and fun events to become a tradition at AGSIM - THE BIZARRE BAZAAR. The purpose of this flea market is to raise money for the Student Emergency Loan Fund (E.L.F.). The E.L.F., in the past eight years, has issued more than \$100,000 to hundreds of students in short-term, interest-free loans.

The day will be filled with constant activity including, free refreshments courtesy of the Pub and the ASLC and a raffle whose multitude of prizes includes one-half a side of beef thanks to Tempe Meats and Bob Todd. We want to see you this Friday! Come Continued on page 3, Campus Notes.

CONGRATULATIONS TO STANLEY GRONEK - ASLC PRESIDENT-ELECT

LETTERS & COMMENT

SPANISH POLITICIAN SHARES VIEWS AND BREWS

by Josep Tarres and Kim Mitchell

The current political and economical crisis of Spain was the subject of an informal talk by Mr. Marcos Vizcaya on October 5 in The Pub. The students who joined this meeting enjoyed a commentary on Spain from a politician who has been involved in the democratic process of Spain from the beginning.

Currently, Vizcaya is the speaker of the Basque Nationalist Party or "Partido Nacionalista Vasco" in the Congress of Spain. This party is the fifth largest in terms of the number of seats held in the National Congress. In the Basque Country, which consists of three provinces in the north of Spain, the PNV holds a majority in the autonomous government.

Following the 1973 world economic crisis, Spain, still under Gral. Franco's rule, did not follow the rest of the Western European countries in "tightening its belt", instead it continued to carry its own way. For example, the other countries began to build nuclear energy plants in an effort to cut down the rising costs of petroleum imports; Spain has only constructed one plant.

Its major industries, steel and shipbuilding, are heavily dependent on oil imports. In addition, they are very obsolete. But, as they rely heavily on labor, to modernize them would entail further unemployment. The current economic crisis has caused severe social problems in Spain's most industrialized areas, Catalonia, the Basque Country and the Madrid metropolitan area; areas where workers were used to full employment.

The political system of Spain has some problems as well. According to Mr. Vizcaya, the former prime minister Adolfo Suarez and the current one, Felipe Gonzalez, promised political autonomy to many communities and regions that do not have separate identities, as do Catalonia, Galicia and the Basque country, and have no experience in self-government. The result has been confusion and the central government's lack of power to carry out programs.

Another constant worry for the Madrid-based government is the "golpista" attitudes so prevalent within one sec-



Marcos Vizcaya, left, chats with Alfonso Guerra, current socialist Vice-President.

tor of the armed forces. The term "golpista" refers to the desire to carry out a military coup d'etat. Most of the top military officials were trained under General Franco, the former dictator and, as such, some have been dissatisfied with the democratic process Spain has undertaken, especially with the autonomous process. A "golpe" was attempted on February 23, 1981. That one failed but rumours of another one have continued almost non-stop since.

Mr. Vizcaya also spoke on the "Europeanization" of Spain, following a period of isolation under Franco. For a number of years, Spain has been negotiating to enter the European Community (EC). The main stumbling block to grant it entry has been the opposition of France. This opposition is an attempt to protect French agriculture from the cheaper and higher quality Spanish agricultural products. Entry into the Common Market would provide markets for the stagnant Spanish industrial sector.

As Mr. Vizcaya sees it, an integral part of Spain's "Euro-Continued on page 3

EXPLORE UPPER LEVEL COURSES

Editor's note: The following letter was sent to ASLC president Kathy Parker in answer to the curriculum survey she sent out to alumni.

Dear Ms. Parker:

Thank you for your letter dated Sept. 30 '83 which contained your curriculum study. Enclosed please find my completed survey. This subject happens to be very "dear to my heart." As a result of my background before enrolling at AGSIM, I chose to take mainly advanced level courses in business and International Studies and began studying a second language (Mandarin). I could afford to do this for two reasons: my undergraduate degree in business and my language ability in French (requirements waived). I had also lived in Asia for six years (Hong Kong) and Europe for two years (Switzerland).

My point is this: when I was at Thunderbird, I was amazed at the number of students in the school that were there to obtain that additional "piece of paper" to open a few extra doors. These students did not take advantage of the opportunities presented to them thru advanced level courses. Many were satisfied simply "coasting" in the lower level courses. I still remember the conversations I had with students who thought I was crazy to take Mandarin (when I didn't have to) and 400 or 500 level courses.

Your proposal for making certain advanced level courses required for graduation is an excellent idea but the courses chosen should take into account the background of the students. There should be a sufficient number of courses which will appeal to students for their content, not simply to fulfill a requirement."

I will be interested to see the results of your survey. Please let me know if I can be of further assistance.

Sincerely,

Michael F. Fogarty
Regional Sales and Distribution Manager
R. J. Reynolds Tobacco International Inc.
Singapore Class of '75

BALANCE OF POWER

Dear Academician,

Further to your rejection of my argument on the ideological foundation of U.S. foreign policy, I have penned the following thoughts.

Much has been said of the "Balance of Power" argument which has well served the encroachment of powers abroad. History is testimony enough: the immense power of the British Empire in the last century, Napoleon in the early 1800's and so forth. However, as is the case with some academic studies, cause and effect have not been distinguished. In fact, the distinction is often confused, leading to a pervasiveness of thought that eventually becomes policy and falters under the demands of intense international relations.

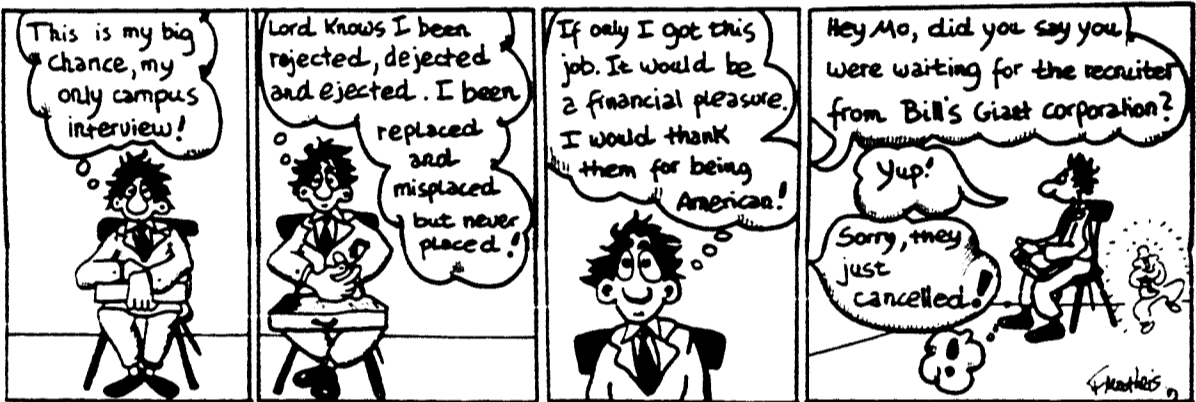
Balance of power is not the foundation from which a foreign policy is based upon. The foundation is creed, ideology and culture, all of which creates a belief system that feeds our manifestations of the balance of power doctrine. Policy is nothing without a belief system. In the case of the United States, its belief system has supposedly harbored the ideals of democracy, freedom of the people and human rights. Using this as a focus, the hopes and aspirations of restoring the balance of power in the post war years took on a new dimension.

Although the U.S. is still trying to uphold the balance of power, it is attempting to do so without a foundation. If the balance of power between nations is to be secured, the United States must return to the ideals which its constitution speaks for. Once the foundation is shored up, the balance of power can be sustained. Deeds must take the place of promises.

Sincerely, N. Stuart Winchester

MEAN OL' WORLD FUNNIES

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I do not resent criticism, even when, for the sake of emphasis, it parts for the time with reality.
Winston S. Churchill

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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.

WINTERIM SCHEDULES AVAILABLE

Please stop by the Academic Affairs office and pick up a Winterim 1984 schedule. Registration is October 25, 26, and 27 in the Academic Affairs office.

FALL 1983 BIZARRE BAZAAR

Continued from page 1. early to get the best bargains and also to get your costumes for this weekend's DAC Unemployment Ball and Portuguese Club's Carnival.

Here is a listing of the contributors to the BIZARRE BAZAAR RAFFLE:

- TUBBIES
- NAUTILUS
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- RUSTY PELICAN
- DON'S VALLE LUNA
- CHASTAIN'S AUTO SERVICE
- METRO VILLAGE 6 THEATERS
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- ALTENBURG-STRALSUNDER
- SIAM'S

IBW SPEAKER

Dianna Last, a manager at Honeywell, Inc. and the corporate sponsor of the International Business Women's Club, will be speaking on "Career Strategies" this Thursday, Oct 27 at 8 p.m. in the Thunderbird room. Refreshments will be served. All students are welcome to attend.

SUB STUDENT MANAGER POSITION

Anyone interested in applying for the student manager position at the PUB should submit a resume to C. L. Stickland, Jr., Vice President for Business Affairs by November 1, 1983. The appointment would be effective January 1, 1984.

SOCCER CUP

Towards the end of the semester the second Mini-World Soccer Cup will be held, with teams representing North America, Europe, Latin America and possibly one or two more areas of the world. If you wish to play with the European team, please contact Niko at 978-7643 or Box 823.

SENIOR INSURANCE EXECUTIVES ON CAMPUS FOR WINTERIM

Johnson and Higgins, one of the largest insurance broker and risk management groups with offices world-wide, will be sponsoring the Winterim program on International Insurance and Risk Management. A major theme of the three week program will be the explosive expansion currently taking place by major U.S. insurance and risk management groups into Europe, Latin America and the Far East to service the needs of their multi-national clients and of foreign government enterprises.

The Winterim program will be coordinated by Dr. Gerry Dickinson, Professor in World Business who is visiting from London. The speakers on the program will be mainly senior executives from the Insurance and Risk Management who will be available for discussions following each lecture. There are no prerequisites for the course and no formal examinations.

BALLOON RACE EVENTS: 10K AND 2 MILE FUN RUN

The 9th Annual Thunderbird Balloon Race presents the First Annual 10k and 2-Mile Family Fun Run to be held on Saturday, October 29, (2 weeks before the balloon race). The 2-Mile Family Fun Run will start at 7:30 a.m. with a prize awarded for the best Halloween Costume. The 10k Run will start at 8:30.

Register now at the Balloon Race Office (next to the ASLC office). Awards include trophies, medals, ribbons, and assorted prizes. First place athletes will also receive a tethered balloon ride with a NASA astronaut on November 12 or 13 at the balloon race. The \$8.00 registration fee includes a T-shirt for all entrants. Register today! All proceeds go to benefit the Friends of Thunderbird AGSIM Scholarship Fund.

Submitted by Amy Fitzpatrick, Box 383

BEER BASH WITH BALLOONISTS

On Saturday night, November 12, celebrate after a day of great ballooning with the pilots in our Thunderbird Balloon Race in the T.A.C. at 8:00 p.m. For \$3.00 enjoy all the beer, great entertainment and outrageous conversation you can stand. Tickets will be sold at the Balloon Race Office (next to the A.S.L.C. office) every afternoon between 1:00 - 3:30 p.m. until November 4. You'll never get an opportunity like this again. Continue your celebration on Saturday, November 12 at 8:00 p.m. at the T.A.C. They'll be waiting for you!

Don't be forecasting evil unless it is what you can guard against. Anxiety is good for nothing if we can't turn it into a defense. Samuel Meyerick (1783-1848)

WINETASTERS

by Hide Mizuno

11. Misunderstanding

There are so many misunderstandings about wines and some of these misunderstandings are partially due to generalizations which are too broad. Let me try to point these out.

White wines don't have to be aged—There are some white wines which need aging to improve. They are full-bodied, acidic or sweet, and complex wines. Examples: Chardonnay and Chablis (2-3 years), Sauternes and sweet Loire (up to 25 years), Alsacian wines (5-6 years).

For red wines, older is better—There are a few red wines which should be drunk immediately. They are usually fruity red wines. Examples: Beaujolais "nouveau" or "Primeur" (within 4 months), regular Beaujolais (within two years).

All French wines are expensive—There are cheap but good French wines, even in Arizona. Try "Le Jardinier Cuvee Blanc de Blanc." It is only \$2.30-\$3.00.

All French wines are good—As I mentioned last week, 70% of the wines produced in France are "Vin de Tables" and most of them are often worse than cheap California jug wines.

All German wines are sweet—There are many dry German wines, too. Franken (nothing to do with Frankenstein) is an excellent dry wine from Franconia.

Red wines go with meat and white wines are for seafood—Fruity and young red wines (e.g., Beaujolais) are excellent with seafood. Complexity, sweetness, and fruitiness are better criteria than just red or white.

Red wines have more calories than white wines—It depends on the sugar content. Red or white does not make any difference.



CLASSIFIED

ALTERATIONS ON CAMPUS. Fittings from 11:00 a.m. to 1:00 p.m. every Thursday in T.V. Lounge, next to Post Office. Reasonable rates. Margaret 843-5386. (Surgery a success—I am ready to resume!)

DASTOR Office (Located behind the ASLC office) Ext. 7119 Deadline: Wed. noon

SPANISH POLITICIAN

Continued from page 2

penization" is its entrance into NATO. Spain, in fact, had already committed itself to join NATO under the previous centrist administration. However, the Felipe Gonzalez-led Socialists promised that, if elected, they would hold a referendum election on whether Spain should continue its integration process into NATO or, withdraw from it completely. The referendum has yet to be held so Spain's membership remains an uncertainty. For Vizcaya, an added benefit from membership would be the opening of the military establishment to the democratic ideals that the militaries of the other member countries subscribe to.

Overall, even though the world economic crisis has greatly affected the economic and political processes of Spain, Mr. Vizcaya is confident about the future of his country.

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